

Combined Meeting of the Health and Wellbeing Board, and Surrey Heartlands Integrated Care Partnership - Formal (public)

1. Reference Information

Paper tracking information	
Title:	Our Surrey Heartlands United Surrey Talent Strategy (UST) and Health and Social Care Academy (HSCA)
HWBS/Surrey Heartlands IC Strategy priority populations:	Relevant to all populations as it addresses and focuses on the workforce needed in Surrey Heartlands Integrated Care System to meet the needs of the population now and in the future. Also providing employment opportunities to some of our population groups experiencing poorest outcomes.
Assessed Need including link to HWBS Priority - 1, 2 and/or 3/IC Strategy Ambition 1 and/or 2:	Our United Surrey Talent Strategy and Health and Social Care Academy aims to support all priorities and strategic ambitions by uniting and enabling our workforce to support our population.
HWBS or IC Strategy Outcome(s):	Supports all outcomes
HWBS system capabilities/IC Strategy Ambition 3 enablers:	Our vision is to unite our Surrey workforce across health, social care and voluntary, community and social enterprise partners: for our workforce to be enabled, mobile and skilled to serve others during fulfilled careers.
HWBS/IC Strategy Principles for Working with Communities:	<ul style="list-style-type: none"> • Community capacity building: 'Building trust and relationships' • Co-designing: 'Deciding together' • Co-producing: 'Delivering together'
Interventions for reducing health inequalities:	<ul style="list-style-type: none"> • Civic / System Level interventions • Service Based interventions • Community Led interventions
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Sponsor(s)/Champions:	<ul style="list-style-type: none"> • Karen McDowell, Chief Executive, Surrey Heartlands ICS (HWB/ICP Sponsor)

	<ul style="list-style-type: none"> • Sue Murphy, Chief Executive Officer, Catalyst, VCSE (HWB/ICP Sponsor) • Michael Pantlin, Chief People and Digital Officer, Surrey Heartlands ICS • John Marsh, Non-Executive Member, Surrey Heartlands ICS
HWB/ICP meeting date:	11 December 2024
Related HWB/ICP papers:	N/A
Annexes/Appendices:	Annex 1 - Uniting Surrey Talent, PowerPoint - includes references to further information and content to bring the work to life

2. Executive summary

Our United Surrey Talent Strategy was co-developed with Health, Social Care and Voluntary, Community and Social Enterprise partner representatives and approved in July 2022. NHS and Surrey County Council joint funding so far supports 32 workforce pioneer programmes to help ensure we have the right talent in Surrey to meet the needs of our population now and in the future. This paper shares progress, high level evaluation of Phase 1 and plans for Phase 2.

Our Health and Social Care Academy is a key pioneer programme of the United Surrey Talent Strategy. A strategic enabler, bringing together and integrating workforce planning, education and learning opportunities for all our current and future Health and Social Care workforce - accessible through a digital one stop shop. This paper shares progress and achievements for this pioneer as an exemplar.

3. Recommendations

This paper is shared for information and the HWB and Surrey Heartlands ICP are asked to support the following recommendations:

1. To note the progress of United Surrey Talent Strategy implementation.
2. To invite the development of a business case for the long-term sustainability of the Health and Social Care Academy.

4. Reason for Recommendations

Our United Surrey Talent Strategy was identified as a whole system need to help provide a united health and social care workforce for now and in the future. There is a robust evaluation of Phase 1, which evidences effectiveness and learning. Significant engagement and planning has been undertaken to support the Phase 1 evaluation and Phase 2 emerging proposals.

The workforce innovation fund has largely been allocated and is non-recurrent. A business case needs to be developed to sustain and grow the potential of the new Health & Social Care Academy.

5. Detail

Our United Surrey Talent Strategy <https://www.surreyheartlands.org/united-surrey-talent-strategy> and Health & Social Care Academy <https://www.surreyheartlands.org/academy> have been co-created and are being co-delivered to meet and help enable the Surrey case for change.

Although Surrey is one of the healthiest places to live in England, we recognise there are still disparities in experience. With a 12 year gap in life expectancy depending on where people live and poorer outcomes in some of our population groups.

We know that medical care alone will only ever impact about 20% of someone's health and wellbeing; the rest (the *wider determinants of health*) is influenced by factors such as education, housing, employment, the environment and personal characteristics, such as race.

As a partnership, we want to create a health and social care system that values the role of the local community and organisations and enables people to take more control of their health and wellbeing. With a focus on prevention and targeted support, we want to reduce the unfairness some people experience in accessing health and social care, so nobody is left behind. At the same time, we want to pursue innovation, joining up services for residents and developing digital technologies to create smarter ways of managing health and accessing support.

To support this, Our United Surrey Talent Strategy identified Six Levers of Change:

1. Modernise and Integrate Recruitment
2. Build New Capabilities
3. Develop fulfilling Careers
4. Establish a Surrey Offer
5. Enable the United Surrey team
6. Build our Expertise

Our initial 32 Pioneer Programmes are aligned with the 6 Levers and Phase 1 is now subject to robust evaluation. Initial findings are showing 3 main themes:

- Financial savings from joint working
- Significant improved access to training, education and recruitment
- Genuine culture change towards uniting cross-sector workforce

Our emerging Phase 2 proposals include the learning from Phase 1 and will seek to support common aspirations for the future of health and care, such as:

- More staff looking after people in out of hospital settings, either at or near home.
- A professionalised care workforce, with accredited skills, qualifications and better pay, terms and conditions.
- More “home-grown talent”, with disadvantaged job seekers provided better access to employment and more degree education provision in Surrey for professional roles.
- A corresponding investment in training, resources and awareness on Equality, Diversity and Inclusion to support and attract a diverse workforce.
- Targeted increases in roles in non-medical primary care, community nursing, diagnostics and social care.
- A more mobile workforce, able to share data and work across settings.
- Clear and accessible career structures enabling staff to have greater control over their future.
- Many more multi-professional teams in place who are supported to collaborate, learn and improve together to consistent standards in our towns.
- A leadership more representative of the people it serves and with the skills and tools to lead effectively across traditional boundaries.

As key pioneer of the United Surrey Talent Strategy, our Health and Social Care Academy is an important strategic system convener and enabler to help achieve our ambitions. Through our transformational learning and education programmes, we are providing more work opportunities and supporting improved outcomes for some of the population groups who experience the poorest outcomes.

For example:

Our system wide **Universal Family Programme**, which during the **Care Leavers Covenant Pilot** we have received 59 referrals against a target of 25. Of those 40 young people are having career coaching, 6 have now started college places, 4 secured apprenticeships, 3 are in social care placements and 13 further placements are available in our partner organisations. For this work, under the strategic leadership of our Health and Social Care Academy and Surrey and Sussex Healthcare, Surrey Integrated Care Partnership received a **Lived Experience Charter Bronze Award**.

Our **Oliver McGowan Mandatory Training Programme** is pioneering a unique and innovative model of sustainable delivery. Not only is it supporting the provision of this mandatory training to c£50k health, social care and voluntary, community and social enterprise professionals in Surrey, it is also providing access to work for our population with lived experience of learning disability and autism. To date we have provided full day face to face training seminar places and employment to 40 co-trainers with lived experience.

Our **Surrey Accredited Care Certificate Programme** is a collaboration between the Health and Social Care, Adults and Surrey Skills Academies, with tripartite funding from NHS, County Council and NHS England. It is a unique and pioneering programme where students join a ‘boot camp’ to achieve a Level 2 Care Certificate

Qualification, accredited by OCN (Open College Network) London. Currently we have the opportunity for 75 students in 5 cohorts. Cohort 1 have graduated, with Cohorts 2, 3 and 4 in progress. This is one of a number of programmes designed to help upskill our wider workforce to support older people, those living in care homes and those with long term conditions who are cared for in our local communities.

Please take time to watch these read the appendix slide dec and watch these short videos, which are very much part of this report and describe our Health and Social Care Academy and some of our key programmes.

- Health and Social Care Academy explainer: https://youtu.be/bWu1C13iR_w
- Surrey Accredited Care Certificate students: <https://youtu.be/leD0CgJG1hc>
- Oliver McGowan Mandatory Training: <https://youtu.be/kaEGil4LaoA>
- Nursing Associate Programme: <https://youtu.be/Ck3A1U2Mofo>
- Professional Skills in Practice: <https://youtu.be/FEDzaqDImIE>

6. Opportunities/Challenges

United Surrey Talent Strategy and Health and Social Care Academy already work interdependently with many Surrey partners. Whilst each pioneer has a duty to plan for sustainability, there is a significant risk to the Health and Social Care Academy as it is currently not supported with any recurrent funding.

7. Timescale and delivery plan

United Surrey Talent Strategy pioneers, including the Health and Social Care Academy, are currently in delivery and utilising the innovation funding awarded. Our intention is to learn from the evaluation of phase 1, take stock of developments nationally since 2022 and move to Phase 2.

Within this, the case for sustainable funding to continue to evolve the work of the Health and Social Care Academy is a priority.

8. What communications and engagement has happened/needs to happen?

There has been continuous engagement through a range of media throughout our work. Bringing stakeholders together from initial workshops through development groups, steering groups, projects groups, programme boards, sub committees and the ICS People Committee. This has included representation from health, social

care, voluntary, community and social enterprise partners, local authority, independent provider organisations and people with lived experience.

Some major events include:

- Surrey Heartlands Expo – February 2023 and October 2024 [Surrey Heartlands Expo 2024](#)
- Surrey Workforce Summit – April 2024 <https://youtu.be/c9RePVAbuNQ>
- Surrey Care Association Spring Conference – May 2022, 2023 and 2024
- United Surrey Talent Workshops – April 2022, January and September 2024
- Surrey Festival of Skills – April 2023 and 2024
- T Level Workshop with East Surrey College – July 2024

This activity and events demonstrate how we have met the HWBS/IC Strategy's Principles for Working with Communities:

- Community capacity building: 'Building trust and relationships'
- Co-designing: 'Deciding together'
- Co-producing: 'Delivering together'

9. Legal Implications – Monitoring Officer:

Not applicable for our report.

10. Next steps

- Conclude the evaluation and the shape of United Surrey Talent Phase 2.
- To continue to develop and evolve the work of the Health and Social Care Academy into 2025 and beyond.
- We would welcome any comments and/or feedback please contact:
Our United Surrey Talent Strategy: l.javadi-babreh@nhs.net
Our Health and Social Care Academy:
syheartlandsicb.healthandsocialcareacademy@nhs.net

Questions to guide discussion:

- We have come a long way in two years and appreciate there is so much more to do. What else would you like to see on top of the Phase 2 emerging priorities?