

The Rt Hon Patricia Hewitt
Chair of the Independent Review of Integrated Care Systems
Chair of NHS Norfolk and Waveney Integrated Care Board
Department of Health and Social Care
39 Victoria Street
London
SW1H 0EU

12 December 2022

Dear Mrs Hewitt,

Congratulations on your recent appointment to oversee the new independent review of integrated care systems (ICSs). On behalf of everyone at [the Recruitment & Employment Confederation \(REC\)](#), we wish you every success at a particularly critical time for our health and care systems and want to offer you our insight into staffing issues in the care system.

By way of introduction, the REC speaks for over 3,000 recruitment and staffing businesses, who place a million workers into permanent roles every year, and a million workers into workplaces as temps on any given day. Healthcare is our largest sector, with about 500 REC members acting as staffing partners to the NHS and social care sector. This includes the 10 biggest staff suppliers to the NHS along with hundreds of SMEs who provide clinical and non-clinical professionals to NHS Trusts and local authorities, as well as to the private sector. They supply valuable permanent and flexible workers across all bands and services from IT professionals to temporary nurses. What unites them is their commitment to robust compliance standards (as required as part of REC membership), and their dedication to providing 24/7 high quality staffing solutions to the NHS and social care sector in the most efficient way possible for taxpayers.

Our members have an important role to play in supporting ICSs to operate effectively and deliver services for patients by supplying a range of workers - particularly during this period of severe labour shortages. The review should consider the significant impact public procurement and workforces have on performance and delivery of ICSs and the importance of a coherent and joined up approach between our industry and the NHS to ensure the system has the people needed to deliver patient care. We can help with this, providing insights and experience of strategic and effective staff planning and the challenges created by inefficient procurement systems. An unwillingness to pay nurses and doctors what they are worth has led to more and more shifts being rejected, and more high-cost, last-minute options. Too often, taxpayers end up paying more, because frameworks and approaches designed to control costs are unworkable.

The REC's healthcare membership is spread across the UK, covers all disciplines and includes agencies of all sizes. This provides a national and regional understanding of the industry, which we are keen to share with you. If you'd like to meet with us to discuss this, Ellie (Ellie.Goddard@rec.uk.com) in my office would be happy to help.

Yours sincerely,



Neil Carberry
Chief Executive