

Report of: Dr Sara Munro - Senior Responsible Officer Leeds Health and Care Academy and Chair of Leeds One Workforce Strategic Board; Chief Executive Officer, Leeds & York Partnership NHS Trust,

On behalf of: Leeds Health and Care Academy and Leeds One Workforce Strategic Board

Report to: Leeds Health and Wellbeing Board

Date: 09 February 2023

Subject: Leeds One Workforce Strategic Board Report

Are specific geographical areas affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of area(s):		
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, access to information procedure rule number: Appendix number:		

Purpose of this report

This report provides the Health and Wellbeing Board with an overview of the Leeds One Workforce Programme and the Leeds Health and Care Academy, their successes and impact being made to the current and future workforce in Leeds.

Recommendations

1. Board to celebrate the progress and positive impact the Academy and One Workforce Programme is making.
2. Board to continue to proactively and visibly champion a one city Team Leeds approach across our collective workforce.
3. Board to provide steer for any high impact opportunities not mentioned within this report or supporting papers where the work being undertaken could be applied.

Background

Leeds Health and Social Care service providers, educators and policy makers have a well-established strategic partnership approach to developing and sustaining One Workforce in Leeds, built on common purpose and effective collaboration. There has long been recognition in Leeds that our health and care system will only work effectively for our population through supportive infrastructures and practices and a workforce which is resourced, motivated and enabled to work together across organisational boundaries. Within Leeds there is an ambition to be the best place to learn and work whatever your age and a commitment to work together to provide opportunities for skills, jobs and wealth creation, engaging and recruiting those in our most disadvantaged communities and inspiring the next generation health and care workforce. This ambition is overseen by the Leeds One Workforce Strategic Board and is delivered by partners through the leadership, coordination and facilitation of the Leeds Health and Care Academy.

Leeds Health and Care Academy exists to help our Leeds health and care system to work together with shared purpose and to deliver shared workforce priorities. The collaborative and inclusive Leeds approach is intended to drive efficiency, improve quality, accelerate progress and amplify impact, with the city's vision ***to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest***, at its heart. The current strategy ([Leeds One Workforce Strategy: 2024](#)) is an intrinsic part of our city's evolving Place Based Partnership.

Since the pandemic, the challenges facing our workforce have continued to increase as all our services experience unprecedented demand and adapt to meet changing needs and expectations. Wider factors are adding to the challenge of recruiting and retaining our workforce including the high levels of competition within the labour market, the economic and social impact of Covid 19 and the increasing cost of living pressures. Combined with the impact of Brexit, enhanced seasonal pressures and the existing levels of exhaustion and burn-out experienced by our staff, it has never been more important to work together across organisational boundaries to ensure we provide the best possible health and wellbeing services to the people of Leeds, and share the responsibility to address our collective risks.

1) Overview of The Leeds Health and Care Academy

A pivotal part of delivering the Leeds One Workforce agenda was the launch of the ground-breaking Health and Care Academy in April 2019, established as a project of the Leeds Academic Health Partnership (LAHP) but now developed into an independent partnership organisation hosted within Leeds Teaching Hospitals NHS Trust. The Academy was designed through extensive consultation with partners and external input, and provides a unique opportunity to transform system-level workforce leadership and development across Health and Social Care within Leeds, growing and shaping the workforce both now and for the future. Since its inception, the Academy has quickly established itself as an integral part of the Leeds Health and Care Partnership, working with partner organisations to deliver local solutions, influence national policy and attract substantial funding for workforce innovation in Leeds. The 21/22 annual report ([Annual Report 2021/22 - LHCA](#)) highlights the key areas of impact and 22/23 continues to show strong growth and progress against the city's strategic objectives.

The Academy's overall purpose is to better integrate health and social care workforce in Leeds and to realise the potential of our One Workforce through planning, delivering and learning together. Partner organisations collaboratively developed our shared Strategic Workforce Priorities which guide the work of the Academy, but also provide a clear framework for all partner organisations in Leeds to collaborate effectively on shared workforce issues. In so doing, these priorities effectively underpin the collective delivery of the city's Health and Wellbeing strategy and the Healthy Leeds Plan. The seven strategic workforce priorities are:

1. **Integrated Workforce Design** through jointly developing and designing an integrated workforce to connect care closer to home, recognising and mitigating the risk that introducing new roles and reconfiguring services could destabilise other parts of our system
2. **Growing and Developing Registrants** through attracting, training and recruiting together to improve the profile and potential shared opportunities of registrants across health and social care in Leeds; ensuring we reduce gaps in priority services.
3. **Working Across Organisations** by removing the barriers to cross-organisational and cross-functional working to enable new models of service delivery supporting the Leeds Left Shift.
4. **Preventing ill health** through ensuring that job roles, ways of working and development reflect the increasing shift from treating illness in isolation to the promotion of physical, mental, social wellbeing and prevention of ill health
5. **Narrow Inequalities** by eliminating discrimination and narrowing inequality gaps where they exist to ensure that Leeds is an inclusive and diverse 'one workforce employer', specifically focusing on engaging and attracting people from local communities.

6. **Learning together**, precisely focussing on cross-cutting skills gaps including systems leadership at middle management and digital skills, ensuring our current and future workforce is equipped with the skills and knowledge required to deliver high quality care.
7. **Improving Health and Wellbeing** by specifically focusing on the health, wellbeing and resilience of our 'one Leeds workforce', ensuring our staff are well at work and continue to deliver high quality health and care.

Reflecting on the city's greatest areas of risk and opportunity, the Academy has developed a number of direct services to enhance collaborative learning and development, resourcing, health and well-being, workforce planning and our collective capacity to narrow inequalities through health and care careers. The impact of both the strategic projects and the core services is regularly reviewed and informed by the Academy Steering Group which consists of leadership representatives from Leeds City Council, the three Leeds NHS Trusts and West Yorkshire ICB. This ensures that our assets are used effectively for the benefit of the wider partnership including Primary Care, Third Sector, independent providers and educational partners, all of whom are directly represented on the Leeds One workforce Strategic Board.

2) Overview of The One Workforce Programme

The strategic plan for delivering the Leeds One Workforce ambition is set out annually in the One Workforce Programme and can only be achieved through the active leadership and commitment from all our health and social care partners. The programme for 2023 [Leeds One Workforce Programme - Leeds Health and Care Academy](#) is the third annual plan and continues to embed system learning and progress to ensure that we continually work from stronger foundations. The programme includes a range of partnership projects funded by Leeds health and care organisations through the city's Fair Shares agreement, but also projects funded by Health Education England, NHS England and the UK Government, ensuring that Leeds is accessing best practice from around the country and beyond, as well as contributing to national innovation.

In the context of the major workforce challenges highlighted above, the following projects are important to highlight as they have made significant impact on reducing the risks and optimising the collaborative opportunities in Leeds.

a) Narrowing Inequalities - Connecting Communities through H&C Careers

This innovative programme of work has established and sustained a city-wide approach to working with disadvantaged local communities, successfully helping residents to explore and secure jobs and training in health and social care services.

b) Workforce Mobility Framework

The first of its kind, over 30 organisations in Leeds (including all five statutory partners) are currently signed up to a legal framework which enables health and

social care staff to be employed in one organisation but to undertake work for another when needed to meet priority service need.

c) Collaborative T-Levels and Apprenticeships

As a city, employers and education partners have come together to develop collaborative pathways through Health Science T Levels and Apprenticeships, ensuring that they are designed to integrate the best of both health and social care. This work is being showcased nationally to help influence policy and funding.

d) Collaborative recruitment and the Leeds Talent Pipeline

To mitigate competition for talent between health and social care employers, partners have come together to attract and select candidates through values based recruitment. Utilising the Academy's Talent Pipeline service as a coordinator and facilitator, we are better able to fill challenging vacancies and help candidates find the career which best fits their skills and aspirations across the full range of our employers.

e) Health and Wellbeing Community of Practice

This cross-organisational community of practice has shared insights and services available to support the physical, mental and social wellbeing of staff across Leeds and have also secured national funding to improve the accessibility and impact of these services for staff in smaller organisations and for those who don't benefit as much from traditional services.

The One Workforce Programme does not reflect the full breadth or depth of collaborative work across Leeds as our partnership is large and complex, but it does bring a sustained focus to the interventions which we know make a significant difference to our workforce. Further information on any of the priority areas of activity or key partnerships can be accessed through the Academy.

3) Impact

The impact of the partnership work is assessed over short, medium and long term timescales and as there are many interdependencies, it's important to explore the added value as well as the outcomes of the workforce projects and learning programmes themselves.

a) System and Organisational Development

A focus on system and organisational development across the partnership has enabled some key progress against strategic ambitions in Leeds, for example driving the culture shift to more personalised care. *Better Conversations* (a skills programme developed in Leeds to support the health and care workforce in improving the quality of personalised care we offer) is now an established part of our city's learning offer strengthening the shared ambition and skillsets required for staff to work more effectively with service users

and each other. Over 1000 staff have participated in the programme to date and are taking their skills back into the workplace.

Developing effective collective leadership and collaborative working across organisations and professions remains a key priority within the Leeds health and care system and the impact can be seen through key programmes such as:

- Team Leeds Hearts & Minds, a culture change programme which has connected staff across our organisations in different roles and professions to help share learning from our Covid response and inform what skills, support and opportunities they think will improve future collaboration. This has led to a range of shared learning, communications, resources and networking opportunities to better join our system together.
- Springboard Women's Leadership Development Programme, which has seen over 200 women participate in the programme to date facilitating career progression and increased confidence levels, particularly in under-represented groups. The demand for this programme continues to increase.
- The Leeds People & OD festival in June 2022 connected our HR & OD communities working across diverse Health and Social Care organisations to celebrate successes and to learn and develop solutions to real work challenges. The communities of practice and Virtual Network connections which stemmed from this event continue to tackle challenges together.

In addition, the Academy provides bespoke facilitation and development working with newly established city boards, committees and teams to enable them to work effectively together and champion change.

b) Learners

Over the last 18 months, more than 2000 members of our workforce have come together with colleagues from other organisations to learn with each other. This includes staff from all of our Leeds NHS Trusts, the City Council, Third Sector organisations, Primary Care, education partners and independent health and social care providers. The programmes range from short courses to T-levels and collaborative Apprenticeships.

Our partnership approach has enabled us to develop a unique model for T Levels in Leeds integrating both health and social care, and working collaboratively across employers and education providers to ensure we plan and learn together without unhelpful competition. Our approach is currently being shared as an example of good practice nationally through NHS Employers and the Association of Colleges.

Similarly collaborative Apprenticeships are continuing to expand and the value of learning together has been evidenced through strong evaluations and personal case studies following learner journeys. The benefits include clear return on investment, efficiency savings, common knowledge, understanding and skills from learning together across

Leeds, expanded professional networks, improved communications and access to best practice, and breadth and depth of expertise across our services.

The recent introduction of the Academy Learning Portal has already started to generate significant opportunity for efficiency savings and the increased opportunity for staff to use an accessible virtual platform for shared learning, free at the point of access. The impact of this for our services is expected to be significant over the coming years increasing the opportunity to develop common understanding and skills and improved connectivity across staff for the benefit of patients and service users.

c) Collaborative Recruitment

Our insights into the impact of collaborative recruitment has shaped a city-wide change, expanding the opportunities to advertise health and care roles through shared digital resources, pooling resources to target recruitment fairs, redirecting candidates to more suitable roles in other organisations and connecting better with supply partners to help candidates explore options and navigate our complex recruitment processes. The introduction of the Academy's Talent Pipeline has provided an additional city-wide service which has supported an additional 120 people successfully into health and care roles to date with 95% of those staff being new to the Leeds Health and Care system. Many more candidates have been supported to access training, employability programmes or alternative career opportunities in wider West Yorkshire locations or associated sectors.

d) Narrowing Inequalities

Narrowing Inequalities is a priority focus for our partnership working and building from the Lincoln Green project, the Leeds One Workforce Strategic Board has championed a long-term programme (Connecting Communities with H&C Careers) designed to focus on partnerships within communities in the 3% most deprived wards in Leeds, with particular interest in the priority neighbourhoods. Across a rolling programme of campaigns, we have now supported 130 people directly into employment across a variety of different employers and roles. The collaborative approach has embedded learning and continuous improvement and ensured we optimise impact and reach without duplicating effort or creating complexity.

The demographic profile of the priority communities has been very diverse in terms ethnicity and academic attainment therefore bespoke interventions to support people into training, education, volunteering and employment have been designed and developed; a number of which have now been embedded in standard recruitment processes as best practice across our partners. To date, key indicators show that 53% of successful candidates were currently unemployed and 68% were Black or Black African, with a wider range of indicators showing the added value of this hyper-local approach.

The core work around narrowing inequalities was deliberately not allocated additional funding as for any of the changes to be sustainable, it was essential for partners to test out

viability within recurrent leadership, funding and practice. The city was however successful in securing Community Renewal Funding for a specific Healthier Working Futures pilot programme, which built on the above model but adapted it to focus on working with young people and optimise the value of Third Sector partners. This programme was delivered over a matter of months.

In summary, the programme engaged with 961 young people supporting 156 with careers advice and guidance, 128 with job searching, 70 to gain a qualification, a further 56 to participate in training, and 20 to secure paid employment. More importantly than the statistics though was the impact on individual young people, with feedback including

- "I think I got careers advice in school, but if I did it was nothing like this. I'd sort of accepted that I was too stupid for all this, too much of a mess for this, but being a part of this programme has taught me that I was wrong. I am allowed to have a career. Sorry if that's a bit sappy, but it's true."
- "It was kind of a revelation to learn about different types of work and realise I could actually try and pursue a career in this, not just because it's money, but because it's interesting and I could really care about the work."
- "Having hands on experience of the kinds of things you'd be doing for a job is really important, otherwise you're guessing that you might enjoy something."

The value of this work is now informing the next phase of work with young people across the city, with the ambition of scaling up reach and impact through a wider and more sustainable partnership approach.

e) Evaluation and System Learning

A key role of the Academy is to capture insights, evaluate impact and disseminate learning from collaborative workforce initiatives across partners and the key highlights so far from 22/23 are:

- *Developing Employability Skills in Local Communities Evaluation Report*
- *Leeds Allied Health Professionals Workforce Planning Report*
- *Team Leeds Hearts and Minds Evaluation Report*
- *Healthier Working Futures Evaluation Report*
- *Connecting Communities with Health and Care Careers Health Anchors Learning Network case study*

Full reports are all accessible through the Leeds Health and Care Academy.

f) Funding

Our partnership approach has also supported the city's ability to bid for external funding and to optimise grants for the benefit of city-wide priorities. Over the last 2 years, we have

secured over £1.3m for Leeds from regional and national funding sources, in addition to managing a further £200k of additional work commissioned independently by Leeds partners for the benefit of our whole system. This investment has been used to support the development of city-wide Training and Development; Health and Wellbeing Resources; Recruitment and Retention support; and Culture Change and has been instrumental in enabling us to connect our people and assets together better across the city, support innovation and embed effective learning and growth across our shared priorities.

4) Partnerships and System Working

Strengthening the Leeds Health and Care Partnership and supporting priority system work remains a critical part of the Leeds approach to tackling workforce challenges. The city's HR Directors work closely together to strengthen relationships and to connect and align activity, identifying opportunities and risks which have relevance across organisational boundaries. All our partner organisations work across a number of different professions, networks and systems so the ability to draw this expertise and insight into one place is vital to developing our workforce in such a challenging environment.

The Academy provides a focal point for system integration across workforce, leadership and culture and connects in with the wider city's infrastructure in the following ways.

- System Coordination Group and City Silver, to prepare for and mitigate collective workforce risk associated with Industrial Action.
- Leeds City Resourcing Group, developing our approach to collaborative recruitment, workforce planning, and improving mobility of staff across our services.
- Forum Central, to support the implementation of workforce recommendations related to the Third Sector Strategy.
- The Core Development Group for the Leeds Health and Care Partnership, developing next steps for integrating the core system 'building blocks', understanding shared risk and developing culture.
- The Leeds Learning Alliance, to establish common objectives and develop effective partnership collaboration for engaging and preparing young people for careers in health and care in Leeds.
- The Leeds Anchors Network, to develop initiatives together and specifically to support development of the Economies for Healthier Lives projects.
- The West Yorkshire ICB, developing the workforce relationship between Leeds place and West Yorkshire, including ways of working and shared priorities.
- The Department of Health and Social Care (DHSC) Leeds Health and Social Care Hub, coordinating and developing the partnership around People and Talent, progressing quick wins and refining shared priorities for the longer term.
- The LAHP, exploring the opportunities to strengthen the integration of research and innovation culture and skills within our Leeds health and care workforce.

- The West Yorkshire Workforce Observatory, providing the employer-led Workforce Strategy and Planning approach to the observatory projects

This is not an exhaustive list of our continued partnerships but highlights the areas of particular focus for the Leeds health and care partnership over the last few months.

5) Forward Plan

As all health and care partners across Leeds are now experiencing significant winter pressures, the partnership focus continues to be on the activities which best alleviate the pressures including collaborative recruitment, staff portability, induction, priority training and health & wellbeing, building on our learning and partnerships, and capturing improvements for the future. However, it is essential that we maintain a focus on longer term strategic improvements which will prepare us better for the future.

This includes a continued focus on Strategic Workforce Planning as a city; comprehensive project plans to optimise work with Health Education England (HEE) and NHS England; further development of our place-based Leeds Learning Needs Analysis (LNA) to identify collective priorities; and growing the content and audience for the Academy's new Learning Portal to increase the reach and impact of shared learning.

We are also exploring opportunities for partnership innovation relating to the pathway for young people into health and care careers; the potential for a Team Leeds approach to structured and supported engagement of students as volunteers and flexible workers; and the next phase of Leeds One Workforce Narrowing Inequalities strategic approach. The newly formed Digital Workforce Advisory Group will also meet to strengthen collective support for the development of the Academy's Learning & Development portfolio and the potential for digital innovation to improve access to Health and Care Careers.

Health and Wellbeing Board governance

1.1 Consultation, engagement and hearing citizen voice

1.1.1 Any of the initiatives described within the paper include hearing the voices of communities and the workforce in informing and shaping what is most important to them and what would have the greatest impact. Information gathered through staff surveys, Big Leeds Chats and other public engagement exercises are all utilised.

1.2 Equality and diversity / cohesion and integration

1.2.1 The work highlighted in this report is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest; and in particular priority 11 – a valued, well trained and supported workforce.

1.2.2 Any future changes in service provision arising from work will be subject to governance processes within organisations to support equality, diversity and inclusion.

1.3 **Resources and value for money**

1.3.1 The Academy is supported through a Fair Shares funding model against a set of agreed priorities and objectives which are closely monitored through the One Workforce Strategic Board. This helps ensure value for money and benefit. Through taking a one city workforce approach, doing this once or specific partners taking a lead on behalf of the city contributes to using our collective Leeds £ efficiently and effectively.

1.3.2 The Academy has also attracted and managed to secure additional external funding into the city.

1.4 **Legal Implications, access to information and call In**

1.5 There are no legal, access to information or call-in implications arising from this report.

1.6 **Risk management**

1.6.1 Risks relating to each piece of work highlighted is managed by relevant organisations and boards/groups as part of their risk management procedures.

Recommendations

1. Board to celebrate the progress and positive impact the Academy and One Workforce Programme is making.
2. Board to continue to proactively and visibly champion a one city Team Leeds approach across our collective workforce.
3. Board to provide steer for any high impact opportunities not mentioned within this report or supporting papers where the work being undertaken could be applied.

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Implementing the Leeds Health and Wellbeing Strategy 2016-21

How does this help reduce health inequalities in Leeds?

As outlined in the seven strategic workforce priorities, the Academy aims to narrow inequalities by eliminating discrimination and narrowing inequality gaps where they exist to ensure that Leeds is an inclusive and diverse 'one workforce employer', specifically focusing on engaging and attracting people from local communities. This includes ensuring that a diverse range of education and training, health and wellbeing support, and staff benefits are available and accessible free at the point of access, to all health and social care workers in Leeds, targeting those who need them most.

Additionally, the Narrowing Inequalities - Connecting Communities through H&C Careers project is an innovative programme of work which has established and sustained a city-wide approach to working with disadvantaged local communities, successfully helping residents to explore and secure jobs and training in health and social care services.

How does this help create a high quality health and care system?

Ensuring a high-quality health and care system is at the heart of the Leeds Health and Care Academy and ensuring that the current and future workforce are equipped with the right opportunities and skills to make a difference. The collaborative and inclusive Leeds approach is intended to drive efficiency, improve quality, accelerate progress and amplify impact, with the city's vision to be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

How does this help to have a financially sustainable health and care system?

The greatest financial cost of the health and care system is on workforce. The impact of the work will ensure that the workforce are skilled and able to provide an efficient, effective, safe and person centred care. The One Workforce Programme and Academy are also leading on the development of different and innovative workforce models for the future which will also help to contribute towards and effective and efficient use of resources.

In addition, over the last two years the Academy and One Workforce Programme has attracted funding directly into Leeds or been part of bids totalling in excess of £1.3m.

Future challenges or opportunities

Challenges

- The impact of the pandemic- the challenges facing our workforce have continued to increase as all our services experience unprecedented demand and adapt to meet changing needs and expectations.
- The challenge of recruiting and retaining our workforce including the high levels of competition within the labour market, the economic and social impact of Covid 19 and the increasing cost of living pressures.

- The impact of Brexit, enhanced seasonal pressures and the existing levels of exhaustion and burn-out experienced by our staff.

Opportunities

- Reflecting on the city's greatest areas of risk and opportunity, the Academy has developed a number of direct services to enhance collaborative learning and development, resourcing, health and well-being, workforce planning and our collective capacity to narrow inequalities through health and care careers.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
(please tick all that apply to this report)	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	
Maximise the benefits of information and technology	X
A stronger focus on prevention	
Support self-care, with more people managing their own conditions	
Promote mental and physical health equally	
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X