

AHAL Scrutiny Report October 2024
Leeds Health and Care One Workforce

Purpose

Following the last update to members of Adults, Health and Active Lifestyles Scrutiny Board in October 2023, this paper provides an update on the city's workforce across health and social care services in Leeds. It includes key areas of progress, current and predicted pressures and how partners are working together to address these as well as addressing the key strategic priority of reducing health inequalities.

The paper:

- Summarises key changes impacting the workforce over the last 12 months;
- Provides an overview of the Leeds Health and Care Partnership's (LH&CP) approach to current opportunities and challenges;
- Considers the progress and impact of the Leeds Health and Care Academy (LHCA) in relation to shared workforce priorities;
- Updates the key work programmes and interventions led by LHCA and by partners to tackle health inequalities now and for the future;
- Provides a Leeds partnership focus on Carers and the Third Sector workforce outlining progress and constraints over the last year;
- Considers collective actions required to sustain momentum

1. Summary

The Leeds Health and Care Partnership has continued purposeful activity to develop and sustain One Workforce in Leeds for health and social care, building on common goals, shared priorities and effective partnership working. Over the last few months, consultation on the refreshed Leeds One Workforce Strategy 2030 has taken place with a final version will be presented to the Leeds One Workforce Board for approval in October. There has been wide engagement on co-design and feedback from partners across the city during this process, reaffirming the commitment to work across organisational boundaries and recognising the strengths and valuable contributions from all colleagues across the health and care system in Leeds.

The Leeds One Workforce Strategic Board, chaired by Dr Sara Munro, Leeds and York Partnership Foundation Trust, continues to provide essential guidance and challenge to our partnership working with a focus on advancing quality, amplifying impact, accelerating progress and driving efficiency. The financial pressures that organisations are facing, is putting the city's workforce under immense pressure however, collective actions around recruitment, development, retention and staff well-being are maintaining a stable city-wide position.

In terms of measurable impact, our collaborative work to better integrate the health and social care workforce in Leeds is a long-term approach and is tracked over time. Notable areas of progress include:

- The Talent Hub continues to increase recruitment of local residents into health social care jobs and training with 989 candidates engaged throughout 2023-24 with 621 being supported to achieve accredited qualification, gain employment or access education, training or access support services.

- The Talent Hub focus on narrowing inequalities has supported a wide diversity of candidates, of the 320 candidates supported in Q1 of 2024-25, 38% reside in one of the priority wards and 49% were unemployed at the point of referral.
- 67 students graduated with T Level qualifications this year. From our first cohort, 82% went on to further studies in health and social care at university or through an Apprenticeship.
- Over 5000 employees from all parts of the sector, 180 different organisations, have accessed the digital learning portal during the year

Key indicators are tracked collectively in order to monitor and manage workforce risk across the city, and currently demonstrate:

- Significant reduction in vacancies through targeted activity but some critical services still challenged. Financial pressures impacting recruitment strategies.
- Contingent staffing mechanisms are in place and operating effectively across the city
- Unplanned absence rates remain higher than targets but within tolerable parameters.
- Staff engagement and well-being remains a key focus in the context of cost-of-living pressures and national industrial action
- Overall turnover is slightly higher than targeted but broadly stable, with pockets of considerable improvement across the system where turnover rates have been brought down substantially over the last 18 months.
- Student numbers remain lower than required to meet demand for registered professions

Annex 1 outlines key trends in collaborative workforce development.

2. Background

Leeds, like many places across the country, has needed to continue to reprioritise, learn and adapt to the changing health needs of our population following the Covid-19 pandemic, and the impact of this has undoubtedly been more complex in the context of the cost-of-living challenges and widespread industrial action across many health services. Leeds however, has a clear Health and Wellbeing Strategy and a strong partnership culture which has provided an excellent foundation for workforce innovation, resilience and positivity during this time of significant disruption. Despite the significant pressure on staff across all areas of our workforce, this last year has seen some important progress and longer-term improvements which come from closer partnership working.

One of the biggest challenges over the last year has been the significant financial pressure which has affected nearly all parts of the health and care system, with organisations having to take difficult decisions about recruitment and workforce capacity, and in some cases, reorganising or reducing their services to ensure population health priorities are met and quality remains high. This has shifted the collective workforce focus more towards dealing effectively with organisational change, reskilling staff and retaining our talented workforce within the Leeds health and care system.

With a new government, there are more policy and funding changes expected, however close working with the Department of Health and Social Care through the Leeds Hub, and national profile of West Yorkshire ICB and West Yorkshire Combined Authority, is helping the Leeds Health and Care Partnership to plan effectively. The increasingly strong national focus on 'Health, Work and Skills' is well aligned with our local work and is anticipated to support progress on tackling health inequalities. In addition, the publication of the first national Adult Social Care Workforce Strategy is welcomed and recognises the benefits of a 'one workforce' approach, providing opportunities for closer alignment between the health and social care workforce through visible connections with the NHS Long Term Workforce Plan. The recent Darzi Report recognises the importance of staff voice, multi-disciplinary teams, technology enhanced working and clearer, more stable management in improving outcomes and experiences for patients.

In the context of these significant changes, the partnership across the city continues to flourish, proving its potential as we innovate, learn and mature faster and with positive impact.

3. The Leeds Health and Care Partnership approach to current opportunities and challenges

Following the refresh of the Leeds Health and Wellbeing Strategy, Leeds has set out a clear ambition for our health and social care workforce; *“an inclusive, valued and well-trained workforce” where “all our professions, services, leadership and workplaces reflect the communities of Leeds.”* Underpinning this strategy, the LHCP has recently co-designed a refreshed Leeds One Workforce Strategy, which is due for consideration at the Leeds One Workforce Strategic Board later in October. The shared workforce priorities which have shaped our collaborative work over the past few years have evolved based on our learning and the changing context in which we operate. For the next five years, our focus will be on:

1. **Future Workforce:** Working with our future staff to find their best fit within and across our organisations.
2. **Learning Together:** Sharing priority education, training and development across organisations and professions to advance the Healthy Leeds Plan.
3. **Team Leeds:** Developing collective leadership and strong, inclusive relationships, working across structural boundaries, and coordinating activity and resource in priority areas.
4. **Health Equity:** Improving health access, experience and outcomes through work and prioritising additional support for those who need it most.
5. **Workforce Insights:** Being open and curious to find out more and building our actions on analysis and evidence.

Many of our current collaborative projects will evolve and adapt to focus more sharply on these shared priorities and we are building on some significant progress over the last year, under the current shared strategic workforce objectives.

1. **Integrated Workforce Design** has focussed on testing a bespoke collaborative system workforce planning model for Leeds, developing joint data, analytics and workforce insights to predict city-wide capacity for a defined workforce, piloted with Occupational Therapists.
2. **Growing and Developing Registrants** has expanded placement capacity across private, independent, voluntary organisation for Allied Health Professionals through partner collaboration. Collaborative apprenticeships, training and CPD has continued to increase and an innovative career platform developed through person-centred technology launched in September 2024.
3. **Working Across Organisations** has improved staff mobility and retention through the evolution of the staff portability agreement. The Talent Hub support has increased the numbers of people securing education and jobs in health and social care, and partner collaboration is enabling workforce transformation across organisational boundaries.
4. **Preventing ill health** has continued to support health and social care organisations through expanding collaborative training in health promotion and primary prevention.
5. **Narrowing Inequalities** work has underpinned significant changes in recruitment practice and policy and staff development. The Connecting Communities programme continues to engage directly with local communities building pathways into health and social care. Work with schools and young people has focussed on how health and social care can build confidence and create opportunities for further education and employment.
6. **Learning together** connects partners around core education, Apprenticeships and workforce development, ensuring that all parts of our sector are well supported with

workforce development. The first place-based Learning Needs Analysis has been completed and we have extended the reach of the learning portal to over 5000 employees working across 180 different organisations.

7. **Improving Health and Wellbeing** has remained a key focus of activity, improving access and experience of support services, along with the introduction of the City-wide Welfare Support Officer to provide additional support to smaller organisations, specifically in the third sector.

4. Leeds Health and Care Academy Progress and Impact Report

Working under the guidance of the city's Leeds One Workforce Strategic Board, the Leeds Health and Care Academy continues to connect LHCP partners to jointly support and develop our city's health and social care workforce through education and training, leadership and culture, collaborative workforce projects, workforce strategy and planning. Over the last year, the Leeds Learning Portal and the Leeds Talent Hub have been key enablers for partners to increase engagement in training and development, and supporting our future workforce to secure and succeed in their chosen education and employment.

Further information can be found in the Academy's 2023/2024 Annual Report [ANNUAL REPORT 2023/24 - Leeds Health and Care Academy](#)

Staff Portability: The extended application of our Leeds Portability Agreement, which was originally drafted in June 2021 in response to Covid-19, has led to increased workforce mobility across organisational boundaries. Multi-agency and multi-professional teams are able to work in different care settings, access systems and communicate more efficiently, improving the experience of service users and reducing duplication. Working closely with the Department of Health and Social Care Hub, Leeds partners are now exploring the potential of the agreement to support cross-organisational workforce development in areas of shared priority.

Clinical Placements: Steady progress is being made within the collaborative clinical placement project; focusing on expanding and diversifying clinical placement capacity to meet current demand and build capacity to enable upscale aligned to Social Care and NHS long term plan. The focus of expansion is across private, independent, and voluntary organisations supporting more diverse placements whilst promoting this sector as a career of choice through exposing learners to the variety of diverse opportunities and career pathways.

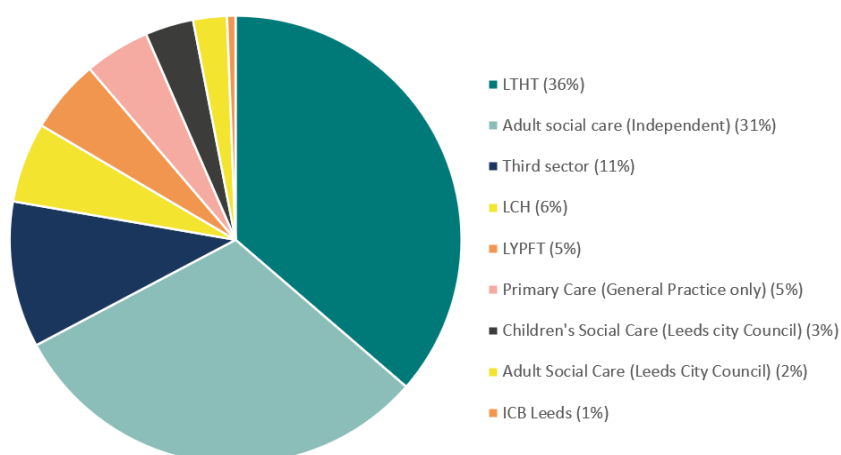
Leeds Learning Portal: The Leeds Health and Care Learning Portal was launched in 2022 to share and widen access to training and development across the sector. The open access platform is uniquely placed in the system as it can be used by anyone with a Leeds-based health and care role. This year, engagement has grown immensely with a 309% increase in users. A significant focus this year has been working closely with Adult Social Care colleagues to further develop our support for independent and third sector colleagues delivering personal care. Following on from Pressure Ulcer Prevention training which has seen significant take up from the care home sector, we have added other agreed learning packages covering the essentials of leg ulceration, dysphagia and safe use of care equipment for health and care staff.

Children & Young People: The Children and Young People Programme aims to inspire children and young people aged 4 to 18 years into health and care careers. The driving principles of this are to co-

design, develop, and embed collaborative approaches across employers, education and the third sector in Leeds. Since March 2023, there have been a variety of schools engagement sessions delivered by Academy staff, employers, and members of the I Care Ambassador network including bespoke classroom lessons, assemblies, careers fairs, skills sessions, and activities fairs, with nearly 4000 children and young people engaged in our work this year. We will be continuing this work over the coming year, growing and developing our ambassador pool as well as building key relationships and targeting our work with key schools in priority neighbourhoods.

T Levels: The Health and Care T Level is a unique collaboration with partners across Leeds. This year we have worked together to support and deliver this exciting two-year programme to 67 students looking to develop knowledge and practical skills within the health and care sector. The course combines classroom theory, practical learning, and a 315-hour industry placement to make sure students have authentic experience of the workplace. From our first T Level cohort, 82% of students went on to further studies in health and social care at University or through an Apprenticeship, demonstrating the success of the Leeds T Level approach as an alternative educational pathway.

City workforce profile: In January 2024 the Academy published a refresh of the city’s health and care workforce profile, which can be found here: [City Workforce Profile 2024: understanding Team Leeds - Leeds Health and Care Academy](#)



The city’s health and care paid workforce is around 60,000 people and tracking the number and relative size of different partners provides an understanding of the size and shape of the health and care workforce. This is useful context for workforce priorities and decision making as a system, but also helps understand relative impact of our collective interventions. The workforce profile will be refreshed every three years, allowing us to identify longer-term trends and support system collaboration.

Third Sector Engagement: LHCA’s focussed partnership project with Forum Central continues to improve reach and engagement within the sector benefiting the Third sector workforce in Leeds. There is continued and a sustained increase in VCSE employees and volunteers’ participation in training, accessing health and wellbeing services, involvement in collaborative workforce projects and use of Talent Hub support for attraction and recruitment.

Collaborative workforce planning: Testing of the city’s bespoke collaborative workforce planning approach across the Occupational Therapist workforce has produced a predictive five-year model highlighting system-level opportunities and risks, common issues and inter-dependencies, relative

capacity, and areas for development. Linking organisational and system workforce planning creates a much stronger evidence-base for developing integrated practical solutions and optimal workforce design in priority service transformations across the city. Formal evaluation of this innovative process has resulted in academic and national interest, and the LHCP will continue to apply and refine the model in priority workforce areas of the coming year.

Better Careers for Better Care: Leeds Health and Care Academy, together with Leeds City Council, Leeds Community Healthcare Trust, Forum Central and Leeds Care Association have been successful in securing funding for an exciting project from the Rayne Foundation, an organisation that seeks to promote a fairer society and impact positive social change ([Rayne Foundation - Promoting a fairer society and positive social change](#)). This multi-year project focuses on supporting Leeds social care workforce in the delivery of integrated neighbourhood care. Through building on the success of a recent home care pilot, this project aims to build capacity and capability by strengthening the city's workforce infrastructure for small employers - Private, Independent and Voluntary Organisations (PIVOs) by developing the team around the person. The project consists of 5 key elements which will be co-developed by the partnerships; supported by Health Watch to ensure that people and communities of interest are involved in the programme design which will impact their experience of care. Further information can be found on our website: [Better Careers for Better Care](#).

Career Compass Leeds: Career Compass Leeds is a digital careers platform to inform, inspire and open doors to the diversity of health and social care careers in Leeds. The platform has been developed in partnership with Leeds health and care employers, careers advisors, colleges, universities and schools. We worked with over 450 young people who helped us with the design and production process to ensure that the platform is person-centred and user friendly. With hundreds of different roles across the Leeds Health and Care sector, the interactive platform helps individuals explore the breadth of roles linked to their own personal preferences and interests and makes real connections into Leeds-based opportunities. The platform formally launched in September 2024 [Career Compass Leeds](#).

Collaborative Workforce Evaluation: LHCA has developed a pragmatic and rigorous approach to evaluating the impact of collaborative workforce interventions over the last 12 months. The approach recognises the importance of designing evaluation in from the beginning, based on the specific drivers and full range of potential outcomes of each programme of work, but set clearly in a strategic evaluative context. Alongside an academic researcher who has been embedded in the Academy since July 2023, the partnership project teams have worked hard to develop skills which are improving the focus and design of activity to optimise impact. This approach also supports system learning, knowledge exchange and wider dissemination, with plans to tailor outputs to public, partner and academic audiences and connecting with existing sector-wide networks to share findings. Rigorous and detailed reporting will amplify the Academy's impact, ensure recommendations from our insights are adopted across the sector and strengthen opportunities to apply for future investment in the health and care workforce in Leeds. Annex 2 gives a breakdown of how our evaluation approaches have been tailored to fulfil the aims of our four key priority areas based on funded programmes.

5. Collective focus on narrowing inequalities; now and for the future

As our work on narrowing inequalities develops and matures, we are better understanding the links between work, health and skills in Leeds, and our emerging focus on Health Equity across our one

workforce enables us to provide better support and opportunities for people entering, moving around and leaving our workforce. Understanding our population and communities better, and the impact and experiences of deprivation, discrimination and disability, is informing joint work with Public Health colleagues and services associated with the wider determinants of health to improve health and narrow health inequalities in and through our workforce.

Health and Wellbeing Strategy workforce indicators: The Leeds Health and Wellbeing Strategy 2023-203 ([Health and Wellbeing Strategy \(leeds.gov.uk\)](https://www.leeds.gov.uk/health-and-wellbeing-strategy)) ambition is “*We will be the best city for health and wellbeing*” with a vision that “*Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest*”.

The Strategy contains 12 priorities, one of which being “*An inclusive, valued and well-trained workforce*”, referencing around 60,000 people work in the Leeds health and care system. The goal for this priority is that the health and social care workforce is reflective of Leeds diverse communities.

The Academy is currently developing a range of indicators which will support the city's Health and Wellbeing Strategy, which will initially be measured using the following indicators:

1. Ethnicity
2. Age
3. Disability
4. Gender
5. Socio-economic status

Based on the city workforce profile compiled and published by the LHCA in early 2024, the first report will cover approximately 50% of the Leeds health and care system's workforce and will be published in November 2024. In future years it is the ambition to add in additional indicators and also include more partners in the Leeds health and care system into the report.

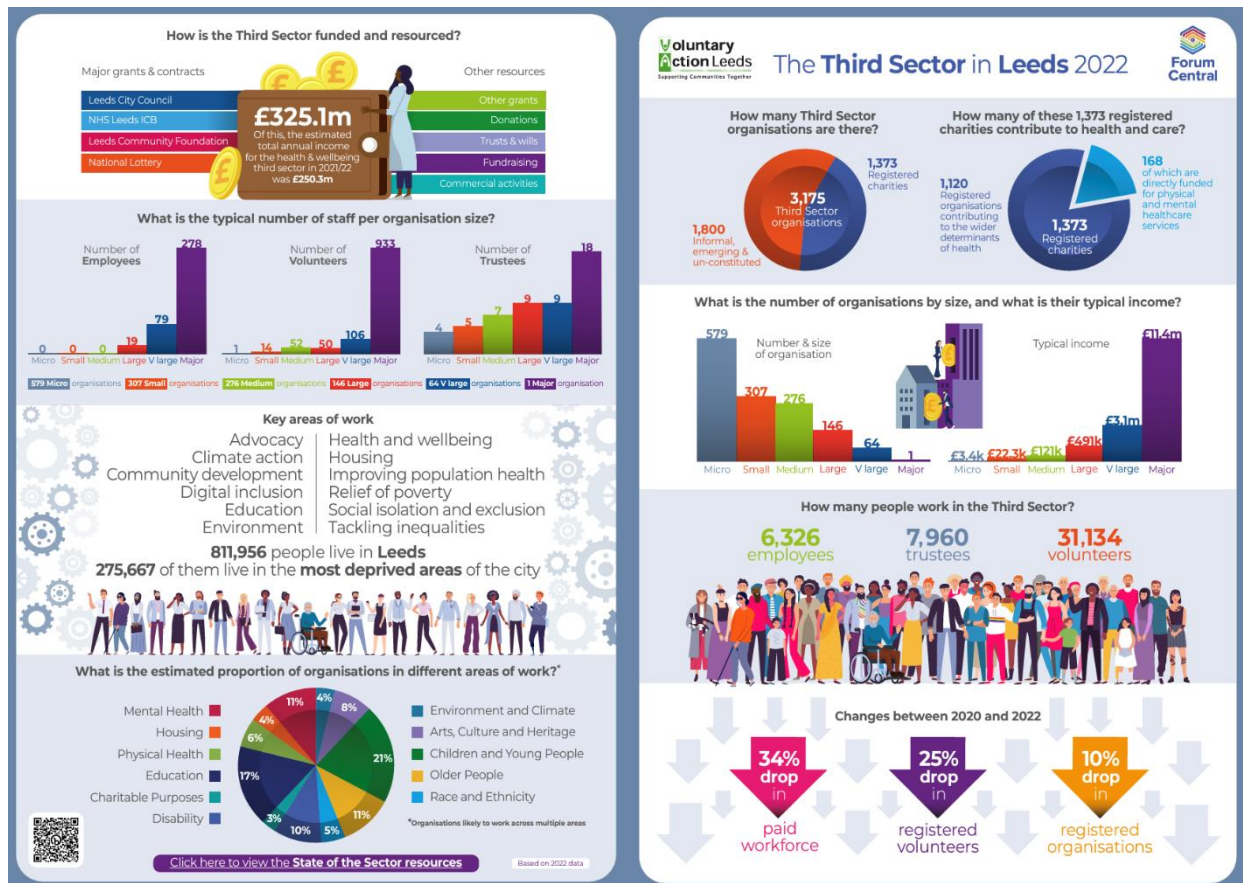
Talent Hub: The hub provides the infrastructure to deliver the Leeds One Workforce Connecting Communities with health and care careers. Designed to narrow inequalities through engaging with the experience of individuals and communities, intervening to remove historic barriers and supporting individuals to gain the abilities, motivation and opportunities to succeed we continue to see success in diversifying our workforce through widening participant initiatives and developing sustainable talent pools to support workforce requirements through our person centric approach. 989 candidates engaged with the Talent Hub throughout 2023-24, with 621 candidates supported to achieve an accredited qualification, gain employment or access education or training or specialist support services. Within Q1 of 24-25 we have already supported 320 candidates, 38% of which reside within one of the priority wards, with 49% of candidates being unemployed at the point of referral. Any overview of activity and impact for 2023/24 and 2024/25 can be found here - [Connecting Communities with Health and Care Careers - Leeds Health and Care Academy](#)

6. Collective focus on Carers and the Third Sector workforce; working in partnership – opportunities and constraints

The Third Sector is an integral part of the Leeds Health and Care system and is committed to its role in the leadership, governance and delivery of services across the city. The ambition to better integrate and strengthen the Third Sector workforce remains a priority and key Third Sector representatives are active members of the Partnership Leadership Team (formerly Partnership Executive Group), the

Leeds One Workforce Strategic Board, and other boards and steering groups supporting collaborative working.

The 2023 State of the Sector (SOTS) report, which explored Third Sector resilience, was refreshed using 2022 data and insights, and revealed a concerning loss of Leeds Health and Care Third Sector capacity. As VCSE organisations have a key role in reducing health inequalities, this reduction in capacity has directly impacted on system partners' ability to take early action and limit the scale of increasing inequalities. The charts below indicate the scale and size of the sector.



The challenges facing the third sector are reflective of national trends. There are huge challenges with multiple operating cost pressures facing organisations of all sizes which are compounded by increased demand from Leeds citizens (and employees working in third sector organisations) who are continuing to face a 'cost of living crisis'.

Recruitment and retention remains an issue, in part due to the cost pressures for organisations mentioned. The financial constraints can also lead to re-organisations and reductions in services, pay constraints and feelings of burnout from staff resulting in staff seeking better pay, conditions and stability in statutory roles.

[The Leeds Third Sector Strategy 2023 - 2028](#) sets out a shared vision for how the third sector in Leeds should work, and what is needed to get there. The ambitions for the first year (2024) focus on

commissioning and funding, partnerships, and social value; with a more detailed action plan currently being developed by key stakeholders.

In Leeds and West Yorkshire there are strong partnerships already formed. There are opportunities to further collaborate and work in partnership to drive efficiencies, improve quality, accelerate progress and amplify impact. Areas for further collaboration and partnership working include areas such as; Digital Integration, Workforce, Workforce Planning, Co-production, Sharing knowledge/expertise/resources and Estates. There has already been participation from the Third sector in the City's Workforce Planning work and development of the Career Compass tool.

Examples of successes to date include sharing of good practice, resources, for the HR/Workforce network, quarterly HR meetings to maximise opportunities to connect and workforce resources collated and shared to support the network, focusing on Leadership, Health and Wellbeing, Organisational Development etc and Health and Wellbeing support for the sector through a Welfare Support Officer and Recovery College courses.

There are currently 20 Leeds Third sector organisations signed up to the Fair Work Charter. Fair work means good pay, fair and flexible working conditions, as well as greater wellbeing, diversity and social mobility within the workplace. It has been designed for organisations of all sizes and across all sectors, to promote and recognise the positive impact of fair work on businesses and their people.

The above successes have led to a strong sense of feeling of community and belonging in the sector and we have gathered feedback from the members in terms of them feeling supported.

The impact of peer support, which the HR Workforce network facilitates, shouldn't be underestimated. In many small and micro-organisations, one person wears many 'hats', and there are pressures and challenges this brings which are unique to charitable organisations and small groups, being able to offload and be vulnerable with others sharing your experience can be invaluable to a person's wellbeing, and in turn productivity.

7. Sustaining Momentum

The Leeds One Workforce Strategic Board (LOWSB) continues to provide invaluable guidance and focus to ensure that work across the partnership aligns to the core purpose, shared ambition and real impact of One Workforce.

Consultation on the refresh of the Leeds One Workforce Strategy 2030 closed in September with partners across the city both contributing to the redesign and providing feedback on the draft. The final version will go to LOWSB in October for final approval. This process has provided a great opportunity to reconnect partner organisations with the progress and ambition for collaborative workforce support and development.

Following agreement of the longer-term strategy, the Leeds One Workforce Programme (Annex 3), will be updated and priority projects across the city will be reprofiled for the next year. Further information about this will be available on the LHCA website in the coming months.

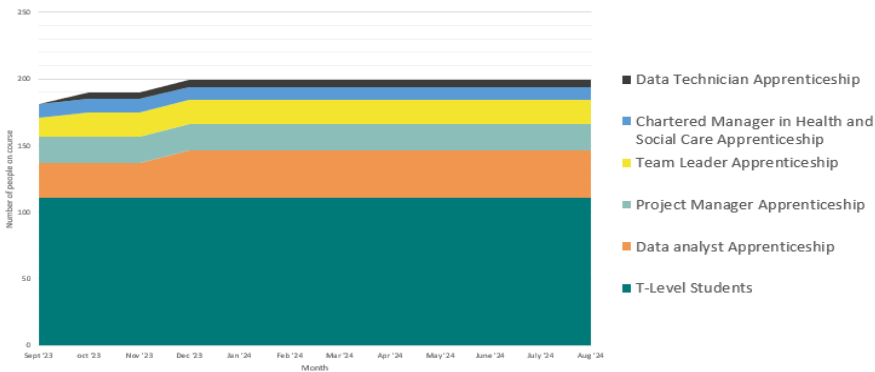
Despite the operational and financial challenges, partner commitment to One Workforce remains strong and the collaborative projects, networks and people ensure that we continue to honour our commitments; to narrow inequalities, advance inclusivity and optimise the Leeds pound.

8. Annexes

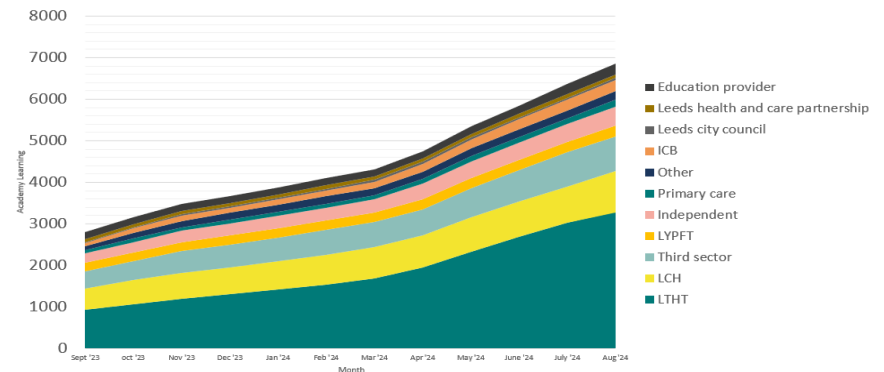
- Annex 1 Leeds Health and Care One Workforce progress September 2023 - August 2024
- Annex 2 LHCA evaluation approaches by priority area
- Annex 3 Leeds One Workforce Programme 2024

Leeds Health and Care One Workforce Progress September 2023 – August 2024

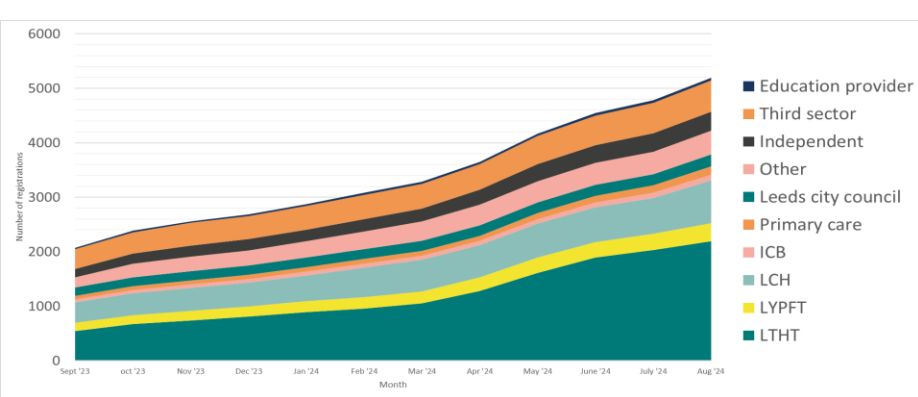
Collaborative Apprentices and T Level Students



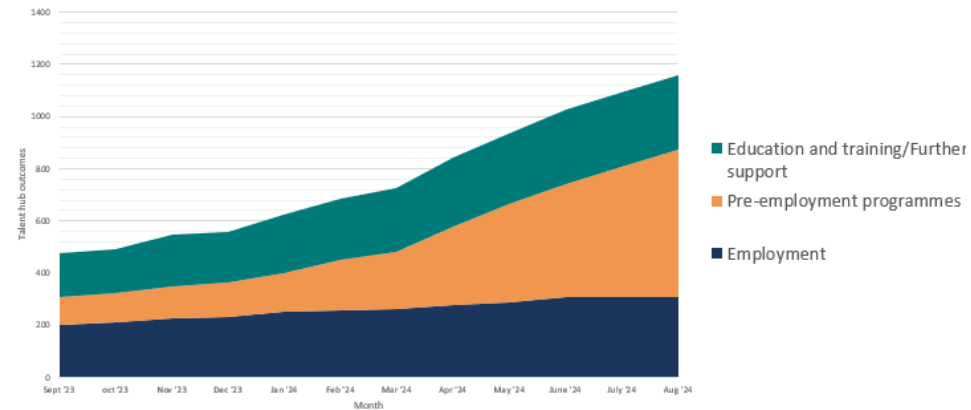
Workforce engaged in Academy Learning



Academy Learning Portal Registrations



Academy Talent Hub Destinations



Annex 2

LHCA - Evaluation Approaches by Priority Area

A summary of how Leeds Health and Care Academy evaluation approaches have been tailored to fulfil the aims of our four key priority areas based on funded programmes:

1. Narrowing Inequalities –

- Case studies using qualitative, narrative interviews focusing on experiences of entering the health and care workforce and the reciprocal impact of/on adverse circumstances or events
- Using an iterative approach to organising and presenting findings, and also matching the findings with a framework helping us to demonstrate how our NI initiatives have addressed the commitments outlined in key strategic plans for the city (i.e. Healthy Leeds Plan)
- This will help us to measure the impact of a variety of targeted interventions to tackle health inequalities through volunteering and employment opportunities, and identify the most important considerations to support more individuals in the future and to understand key approaches to use in the future.
- This will be triangulated with entry-level data and figures relating to recruitment and retention from the talent hub and collaborative partnership interventions, to provide further insight into the reach and wider impact of these initiatives

2. Learning and Culture –

- The impact of our programmes to support learning together and impact positive culture across the sector through shared learning is being done by individually evaluating the key programmes, understanding the necessity for different evaluation approaches for each, before demonstrating how each of these fulfils dimensions of ‘learning together’ and address the desired drivers of efficiency, improved access to learning across the sector, and flexibility and connectivity for the partnership.
- Springboard – focus groups and in-depth surveys to understand the dimensions of learning together that are accessed through the programme and why this is important. Triangulated with the results of an in-depth survey with quantitative and qualitative responses, which will be embedded into BAU reporting to monitor ongoing progress.
- Better Conversations – following a re-design of the programme (due to launch in January), a three-tiered approach will be taken to evaluation: survey questions around reactions to the programme, intention to change behaviour (immediately afterwards) and actual behaviour change and impact on patient experience (3-months post-programme). Concurrent interview/focus groups to develop case study examples, to understand contextual factors affecting programme impact.
- Collaborative OT apprenticeships – A process evaluation utilising interviews and focus groups to understand the impact of partner organisations learning from each

other to design a rotational placement procedure, and the potential benefits to learners, service delivery and workforce outcomes in offering cross-organisational work placement experiences

- E-learning: interpretation of data to understand reach and uptake of courses on the Academy LMS platform to gather insights around efficiency and resource effectiveness of delivery relative to identified needs of the sector.

3. Children and young people – Career Compass tool

- Evaluating the design, development and launch of the tool.
- Have designed an observational approach supported by some surveys and interviews with young people taking part in co-design activities.
- Using facilitated reflection with professional stakeholders and organisational representatives providing expertise around the sector.
- Wanting to gain insights around how the extensive co-design approach has supported the development and utility of the tool.
- Planning to carry out more observation and reflective exercises with professionals during the launch event
- Gathering data and forming insights around the use of the tool and audience reactions, following users' journey and engagement with the tool after registration – check with Nigel what this might look like

4. Health and Wellbeing –

- Interviews with people who have taken part in health and wellbeing interventions delivered by the Leeds Recovery College or resolved contact with the DMWS Welfare Officer service
- Thematic analysis of the impact of these services/sessions on individuals, their wellbeing and how this has affected their experiences of working/volunteering in the sector. This will enable us to improve the quality of these interventions, and offer insights around the mechanisms of wellbeing support on individual health, and associated impact on retention and turnover of staff

We will consider the findings of this qualitative inquiry alongside newly developed evaluation questionnaires concerning the direct personal impact of health and wellbeing interventions, which will be scrutinised on a monthly basis allowing us to monitor reach across the sector and impact on health equity.

The Leeds Health and Care sector continues to work together to make Leeds the best place to train and work in at any age. Together we 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 will ensure we have the highly diverse, skilled workforce we need to work with the people of Leeds, now and in the future.

1. Integrated Workforce Design	2. Growing & Developing Registrants	3. Working Across Organisations	4. Preventing ill-health	5. Narrowing Inequalities	6. Learning Together	7. Improving Health & Wellbeing
Connect care closer to home, without destabilising services or workforce	Attract and retain registered HCPs, ensuring no gaps in priority services	Enable better service delivery through addressing system barriers	Embed the prevention of ill-health across all services and roles	Engage with, recruit and develop diverse workforce from local communities	Develop skills, leadership and digital expertise to support current and future care	Ensure staff across our health and care services are well at work

LEEDS ONE WORKFORCE PROGRAMME						
1.1 System integration of ARRS roles in Primary Care	2.1 Expansion and diversification of clinical placements	3.1 Workforce Mobility	4.1 Public Health knowledge and skills for our workforce	5.1 Narrowing Inequalities through Health and Care Careers	6.1 Team Leeds – Developing the Partnership	7.1 Health and Wellbeing Community of Practice
1.2 Leeds Integrated Workforce planning approach	2.2 Collaborative Clinical Apprenticeships	3.2 Optimising Workforce Capacity (LCRG)		- Community Recruitment	6.2 Collaborative Apprenticeships	
	2.3 Team Leeds Student Pathway	3.3 Leeds H&C Talent Hub		- Retention & Development	6.3 Health and Care digital and data curriculum	
	2.4 Careers Platform	3.4 City Transformation projects		5.2 Schools and Young People - H&C Careers		

Leeds Health and Care Academy Learning Portfolio

COMMUNICATIONS & ENGAGEMENT	INFRASTRUCTURE, FINANCES & RESOURCES	TRANSFORMATION & QI CAPABILITIES	DIGITAL, DATA & MI CAPACITY
Leeds Health & Care Partnership – Leeds providers and networks; Leeds Committee of the ICB; Population and Health Boards; LAHP; Leeds Anchors Network; Leeds Learning Alliance			
West Yorkshire Health & Care Partnership – WY ICS; WY People Board; HEE (Y&H); West Yorkshire Combined Authority			
National stakeholders - DHSC Leeds Health & Care Hub (People and Talent); NHS Employers; NHS England; Skills for Care;			