

Case Study:

**HOW IS LEEDS
LEVELLING UP BY HELPING
TO PROVIDE GOOD JOBS
IN THE CARE SECTOR?**

December 2022

ADEPT

The Association of Directors of Environment, Economy, Planning & Transport

INTRODUCTION

An estimated 1.5 million people work in the adult social care sector in England. Over recent years there has been an increase in the number of vacant posts as a result of retention and recruitment difficulties in the sector.

The government published a White Paper on adult social care reform 'People at the Heart of Care' in December 2021. The White Paper looked at how to promote independence and ensure that more people could be cared for at home.

The White Paper also included policies to support the social care workforce, including to ensure that they have the right training and qualifications, feel recognised and valued for their skills and commitment, and have their wellbeing prioritised.

This was supported by findings from the independent review of social care published by Baroness Cavendish in February 2022, which noted the untapped potential of the social care workforce.

Leeds City Council has three pillars that provide a framework for all the work they do: inclusive growth, health and wellbeing and the climate emergency, as set out in the Leeds Best City Ambition.

Leeds entered 2020 from a relative position of strength, but like all cities was hit hard by the Covid-19 pandemic. There were vacancies across all sectors, but also an increase in the number of people not working, amongst both younger and older age groups. This included people taking up educational opportunities as well as those not working due to ill-health.

Leeds has a strategy for inclusive growth, currently being updated to reflect the new economic context following the pandemic. This aims to ensure that all people and communities can contribute and benefit from the local economy, with initiatives to tackle inequality and low pay, support healthy lives, raise skills levels, and focus resources on the poorest communities.

The Council has a record of working on 'good jobs', including backing the TUC's 'great jobs' campaign, which sought to engage employers to provide better jobs that offer a Living Wage and good working conditions.

At a regional level, the Mayor of West Yorkshire has also introduced a Fair Work Charter. This was a joint venture between the Mayor, partners, key stakeholders and businesses to develop a way of setting a clear and ambitious standard for fair work in West Yorkshire.

HEALTHIER WORKING FUTURES PROGRAMME

Leeds Health and Care Academy is a partnership organisation working on behalf of the health and care sector in Leeds. Established in 2019, it has three broad areas of work:

- learning and culture
- collaborative projects (including health and wellbeing)
- workforce planning and transformation

The Academy is funded by five partners: Leeds City Council, Leeds Community Healthcare NHS Trust Leeds Teaching Hospitals NHS Trust, Leeds and York Partnership NHS Foundation Trust, West Yorkshire Integrated Care Board.

The Academy has successfully bid for funding for programmes to strengthen the workforce and support staff health and wellbeing.

This included a project to co-ordinate the Healthier Working Futures programme (2021-22). The Academy was the delivery partner for the project, working with community organisations the Lighthouse Futures Trust and East Leeds Project. The partnership was successful in winning £330K funding from the UK Community Renewal Fund.

Healthier Working Futures built on an earlier project that helped to make links between residents in Lincoln Green, one of Leeds most deprived areas, and employment opportunities in St James's Hospital, part of the Leeds teaching Hospitals NHS Trust.

Healthier Working Futures aimed to help young adults (aged 16-25) to develop the confidence, skills, interest and insight that will enable them to take advantage of fulfilling employment opportunities in the health and care sector.

The project engaged with over 900 young adults aged 16-25 who were unemployed / economically inactive, particularly those who face multiple and diverse barriers to employment.

The programme was successful in finding new ways to engage and support young people and raise awareness of career opportunities in the care sector. It also helped to build relationships between the Academy and third sector partners. Learning from the programme will support ongoing work by the academy and third sector organisations working with young people.



WHAT IS HAPPENING NOW?

Leeds City Council has successfully bid for further funding (£439,502) through the Health Foundation (an independent charity supporting better health and healthcare across the UK) called 'Economies for Healthier Lives'.

The Good Jobs, Better Health, Fairer Futures programme (Sept 2021-) aims to demonstrate that health inequalities can be improved through a joined-up and targeted approach to economic and health interventions in the most disadvantaged communities in Leeds.

The project is working with the Leeds Anchor Network - a consortium of 13 organisations including local universities and colleges, NHS Trusts, Leeds City Council, Yorkshire Water, British Library and Northern Gas Networks.

The aim is to strengthen links with communities, co-design projects with social or economic benefit and create new employment or training opportunities across a range of sectors.

The key outcome will be to demonstrate the health impacts of economic interventions, and use the learning from this in future work. The long-term ambition is for systematic and routine involvement of anchor institutions in interventions that support priority neighbourhoods.

The Leeds Health and Care Academy, Leeds City College and Notre Dame Catholic Sixth Form College also worked in partnership to create a collaborative approach to the implementation of the new Health T Level qualification.

Shaped by health and social care employers, the course is taught across both colleges, providing students with a unique opportunity to learn as part of a collaborative health and care team.

Leeds is the only city in the UK to adopt this joined-up approach to T Levels, which ensures that the qualification will be firmly integrated into citywide educational pathways to health and care careers. The first class of students began their T Level studies in September 2021.

SUCCESS FACTORS

- **There is a legacy of strong partnership working in Leeds**, including through the Leeds Anchor Network and Leeds Health and Care Academy. This provided the foundation for collaborative projects to address health inequalities, as well as to provide specific educational and employment routes into care roles.
- **Working across council services areas:** the City Council's inclusive growth programme has a focus on improving health outcomes and the poorest communities. This involves cross-service working led by the economic policy team, employment and skills and the public health team. The three pillars of inclusive growth, climate emergency and health and well-being embedded across the Council.
- **External funding:** Leeds City Council partners have had success in bidding for project funding to enable new interventions and increase staff resource. This included the three-year project supported by Health Foundation, and a shorter-term project funding via the Community Renewal Fund.



CONSTRAINTS

- **The Healthier Working Future project was subject to some delay** in the delivery of funding, due to a delay in a decision being made on the CRF bid. This meant a more rapid period for project delivery. This had some impact on the time available to engage with young people, as this needed to be planned around exams, school holidays etc. Reliance on external funding can also constrain the ability to make long-term systemic change due to the need to work within funding parameters.
- **Financial pressure and capacity shortages in the public sector and the third sector is also a constraint on delivery.** This has an impact on the employment opportunities that Anchor organisations can offer, and the capacity to deliver new projects and initiatives with communities.

LEARNING POINTS

- **The social care sector is not discussed in the Levelling Up White Paper, however there is an urgent need to address recruitment and retention in the sector** and an opportunity for local authorities to support new training and career development routes in partnership with NHS bodies and further education providers.
- **Aiming for long-term systemic change:** Leeds is working collaboratively through its Anchors Network to have the most impact. Demonstrating the value of this in terms of health outcomes and reducing disparities will take time but is an important and ongoing process.

LINKS

Healthier Working Future programme, Leeds Health and Care Academy:

<https://leedshealthandcareacademy.org/news/healthier-working-futures/>

Economies for Healthier Lives programme, The Health Foundation:

<https://www.health.org.uk/funding-and-partnerships/programmes/economies-for-healthier-lives>

Leeds Inclusive Growth Strategy 2018-2023, via Leeds City Council: <https://www.inclusivegrowthleeds.com/>

West Yorkshire Fair Work Charter, via: <https://www.yourvoice.westyorks-ca.gov.uk/fwc>

Health Equity in England: The Marmot Review 10 Years On (2020), via:

<https://www.health.org.uk/publications/reports/the-marmot-review-10-years-on>

Fair society, healthy lives: the Marmot Review (2010), via: <https://www.instituteofhealthequity.org>

Build Back Fairer: The COVID-19 Marmot Review (2021), via: <https://www.health.org.uk>

People at the Heart of Care: adult social care reform white paper (December 2021) Department for Health and Social Care, via: <https://www.gov.uk/government/publications>

Social care: Independent Report by Baroness Cavendish (February 2022), via: <https://www.gov.uk/government/publications>

Levelling Up the United Kingdom (Feb 2022), Department for Levelling Up, Housing and Communities, via: <http://www.gov.uk/official-documents>

During 2022, the Association of Directors of Environment, Economy, Planning & Transport led a project to explore how local authorities are levelling up through action to address disparities in multiple domains - public health, local environmental quality, exposure to climate risk and socio-economic deprivation.

This project was in collaboration with the Association of Directors of Adult Social Services, the Association of Directors of Public Health, the Association of Directors of Children's Services and the Local Government Association, recognising the synergies between our work areas, and the links between wellbeing and place.

This case study is one of a series of examples which look at how local authorities are levelling up, across service areas.

- ADEPT members are the place-making strategists and policy shapers across top tier local authority areas
- ADEPT members are specialists, delivering services and sharing best practice across key sectors including environment, planning, housing, transport and economy
- ADEPT members design strategies for the future, taking communities beyond 2035
- ADEPT members operate in networks, cutting through boundaries to work with partners across the political, public, private and community sectors
- ADEPT members provide opportunities to develop new talent, supporting the place directors of tomorrow

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