

# Case study:

## How Love in Care utilise operational workforce planning



**Aqila Choudhry**  
Registered Manager, Managing  
Director and Founder, Love in Care

### Love in Care

- **Size:** Medium provider with approximately 70 employees.
- **Services:** Homecare for adults and children.
- **Retention rate:** 98%
- **Workforce diversity:** Highly diverse in ethnicity; strong focus on cultural and

Love in Care's operational workforce planning demonstrates strong alignment with Skills for Care's 'Analyse, Plan, Do, Review' model. Their workforce plan prioritises retention, wellbeing, and leadership development. The sustainability of the plan depends on diversifying recruitment channels, strengthening domestic recruitment pipelines, and embedding data-driven workforce planning practices.

This case study has been gathered from Aqila Choudhry, who was a delegate of Skills for Care's operational workforce planning seminar. Aqila has given consent to share this information.

### Current workforce profile



- **Gender:** 21% male 79% female (15 males mostly sponsored; only 2 domestic).
- **Age:** Estimated to be an average of 35–50; only one employee under 25 (also sponsored).
- **Contract type:** No zero-hour contracts; minimum 16–20 hours per week.
- **Sponsored workforce:** 50% of staff; hourly rate for sponsored individuals is the homes office rates.
- **Domestic applicants:** Extremely low – only 2 out of 230 applications in 2025 were domestic and did not respond to interview invitations.
- **Recruitment channels:** Continuous recruitment, engaging with local colleges and universities to attract nurses.

## Organisation vision and values

Love in Care emphasises employee wellbeing and culturally sensitive practice, consistent with Skills for Care's workforce planning principles of safe, effective, and person-centred staffing. This includes:

- subscription to counselling and wellbeing apps for staff and families
- flexible leave policies (4–6 weeks for international travel)
- consideration of cultural/religious needs during bereavement and life events
- a strong leadership ethos.

**This organisation  
is my life, soul and  
my future**

Aqila Choudhry.

## Key achievements

- Aqila initiated the Leeds Provider Forum, now with 40 providers, giving smaller providers a voice.
- Developed internal staff into team leaders (five additional leaders trained in supervision and appraisal using NHS portal).
- Created an operational workforce plan, improving focus in tackling current and future challenges.

## Challenges

- **Recruitment:**
  - Heavy reliance on displaced individuals and sponsored workers.
  - Lack of domestic applicants despite streamlined recruitment processes and values-based scoring.
  - No referrals from under-25s.
- **Financial sustainability:**
  - Concern over 2026 Leeds Adult Social Care recommissioning and potential lack of uplifts to match National Minimum Wage increases.
  - Limited access to additional Certificates of Sponsorship.
- **Capacity:**
  - Growing service demand has created pressure on staffing and line management.
- **Technology:**
  - Current digital platform is a financial strain.



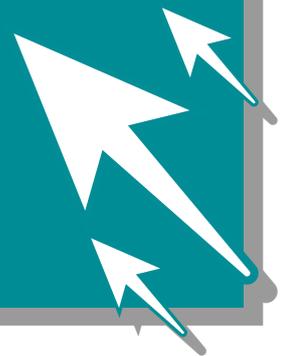
## Barriers Love in Care have identified to implementing their workforce plan

- Daily operational demands overwhelming senior leadership team, making it difficult to prioritise workforce planning.
- Access to training, especially in regard to funding for delegated healthcare.



## Impact of workforce plan

- Provided a clear focus and structure.
- Enabled investment in leadership development (team leaders).
- Strengthened compliance with supervision requirements and closer staff connection to senior management team.
- Ability to benchmark against other local services.



## Focus areas for workforce plan

- Staff retention and recruitment
- Equality, Diversity and Inclusion (EDI)
- Training and development opportunities
- Leadership and management support
- Workforce wellbeing and resilience
- Career progression pathways
- Communication and engagement within teams
- Use of technology and digital tools
- Data and insight for workforce planning
- Collaboration with health and social care partners



## Next steps

- Explore access to training in complex delegation (PEG feeding)
- Engagement with Leeds City Council Care Quality Team
- Strategic involvement of people director
- Recruitment focus on domestic workers and younger workforce
- Explore refugee employment opportunities
- Engage nursing students completing degrees



## Alignment with Skills for Care's approach to workforce planning

Love in Care's plan reflects Skills for Care's operational workforce planning framework:

- **Analyse:** Workforce data shows reliance on sponsored staff and lack of domestic applicants.
- **Plan:** Leadership development and wellbeing initiatives.
- **Do:** Implementation of recruitment partnerships and staff support programmes.
- **Review:** Ongoing monitoring of retention, recruitment, and financial sustainability.

## Conclusion

Love in Care demonstrates best practice in retention and wellbeing, achieving a 98% retention rate and embedding cultural sensitivity into care delivery. However, sustainability requires strategic workforce planning. This means diversifying recruitment, strengthening domestic pipelines, and embedding data-driven approaches to meet future commissioning challenges.

