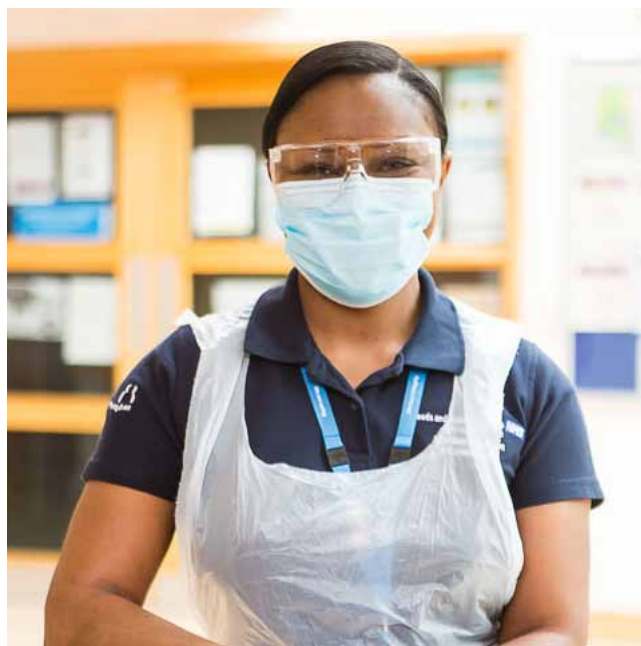


# Our People Plan

2021 - 2024







# Introduction

Whatever our role, wherever we work – every single one of our colleagues at Leeds and York Partnership NHS Foundation Trust, plays an outstanding role in delivering high-quality care to our service users and their families. Our People Plan has been developed at a time when NHS colleagues have faced unprecedented challenges responding to a pandemic; some putting their lives on hold to save others, and everyone juggling work and family life.

It has been developed at a time when Covid-19 has forced the world to recognise the value of our health, at whatever age and laid bare the huge inequalities faced by our communities, and it is important to recognise that some of our colleagues are among these. This three-year Strategic Plan sets out our commitment to all our colleagues – to be the best they can be at work, so we are ready to face whatever the challenges that lie ahead. Rightly so, it has been developed by listening to our people, as well as feedback from our regular staff surveys, and at its heart is compassion and admiration for colleagues who have achieved something remarkable and of whom, as well as saying thank you, we continue to ask for more. The work to develop our People Plan has been led by the People and Organisational Development Team, working collectively and collaboratively with each other and engaging across the Trust to ensure the plan reflects the views and thinking of all key stakeholders. As we move forward and begin to implement the plan, we will continue to engage and listen and work collectively to deliver our ambitions for all our colleagues.

Describing our ambition is one thing; delivering is another. So, this strategic plan identifies what we plan to do as part of the four NHS People Plan ambitions, which we will focus on for the next three years to continue to engage, retain and recruit colleagues. While it has built on the learning from a difficult 18 months, we live in an uncertain and ever-changing environment, so we can say with confidence we will need to update and adapt our people strategy during the timeframe it covers. Our commitment is to continue to listen and evolve our People Plan in response to any changing context.



**Dr Sara Munro**  
Chief Executive



**Darren Skinner**  
Director of People and  
Organisational Development



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# Our Trust Values

## Our values

### We have integrity

We treat everyone with respect and dignity, honour our commitments and do our best for our service users and colleagues.

## Behaviours that uphold our values

- We are committed to continuously improving what we do because we want the best for our service users. We consider the feelings, needs and rights of others.
- We give positive feedback as a norm and constructively challenge unacceptable behaviour.
- We're open about the actions we take and the decisions we make, working transparently and as one team with service users, colleagues and relevant partner organisations.

### We keep it simple

We make it easy for the communities we serve and the people who work here to achieve their goals.

- We make processes as simple as possible.
- We avoid jargon and make sure we are understood.
- We are clear what our goals are and help others to achieve their goals.

### We are caring

We always show empathy and support those in need.

- We make sure people feel we have time for them when they need it.
- We listen and act upon what people have to say.
- We communicate with compassion and kindness.





# Our People Plan Vision

Valuing our people to improve the care and health outcomes for our service users, carers, and communities.

## What our vision means

A compassionate and inclusive culture that makes people's lives at work better

People are the best they can be at work, contributing to the delivery of excellent care

Learning from everything we do to develop our people for the future





# Our people ambitions

Our vision will be delivered through four strategic ambitions for our people. NHS England published 'We are the NHS: People Plan for 2020/21' in July 2020. The plan sets out what the people of the NHS can expect – from their leaders and from each other. It focuses on:

- **Looking after our people**, particularly the actions we must all take to keep our people safe, healthy, and well – both physically and psychologically.
- **Belonging in the NHS**, highlighting the support and action needed to create an organisational culture where everyone feels they belong.
- **New ways of working and delivering care**, emphasising that we need to make effective use of the full range of our people's skills and experience to deliver the best possible patient care.
- **Growing for the future**, particularly by building on the renewed interest in NHS careers to expand and develop our workforce, as well as retaining colleagues for longer.

Our People Plan 2021-24 reflects the strategic direction in the **NHS People Plan** and the **NHS People Promise** and the four strategic ambitions reflect the national priorities.



**Our People Plan 2021-24** will focus activity under four ambitions to reflect the national plan. Each ambition will be delivered through a **Road Map** which sets out actions and milestones for the remainder of 2021/22 and two further years.







# Our people ambitions

## Looking after our people



The wellbeing of our people is important to us, so they can deliver high quality care. We want our people to be safe, healthy, and well both physically and psychologically.

### Our Commitments

#### We will:

- Ensure our people have equal access to and use a full range of well-being support – physical, psychological, financial, and social
- Promote a psychologically safe culture and environment which challenges stigma and values the lived experience
- Keep our people protected, safe and well at work
- Ensure our leaders have the knowledge, skills, and expertise to support wellbeing in the workplace



The Trust to be in the top **25%** of Trusts for our Health and Wellbeing score



**60%** Return to Work completions



Increase in Wellbeing assessments being completed to **85%**



#### How we'll measure our progress:

- Increased accessibility to Trust employee assistance program services and improved outcomes for users
- Having a diverse and representative workforce at all levels
- Improve staff sickness levels year on year
- Minimum 85% compliance with Compulsory Training
- Establish dedicated staff-only wellbeing spaces across all Trust sites by 2024



# Our people ambitions Belonging in the NHS



We will foster a culture of belonging and inclusion, where all our people have a voice, and we will tackle discrimination and inequality gaps.

## Our Commitments

### We will:

- Give our people a voice, listening, acting on feedback and involvement in decision making
- Embed Equality, Diversity, and Inclusion into the culture of our Trust
- Grow collective leaders that reflect Trust values
- Provide a working environment of civility and respect for our people
- Improve the experience of those people with a protected characteristic as identified by the Equality Act 2010



By 2024 LYPFT to be in the top **25%** for People Promise 1 (We are compassionate and inclusive)



Increase Leadership Programme Participation



Increase the number of roles through widening participation programmes, including: Kick Start, Princes Trust etc



### How we'll measure our progress:

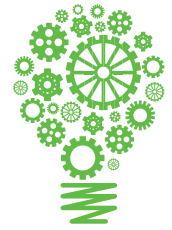
- Cultural Inclusion Ambassadors embedded within employee relations and recruitment
- Pilot reciprocal mentoring scheme evaluated, future model developed and rolled out with the Trust
- Reduce number of colleagues reporting personal experience of harassment, bullying or abuse at work
- The Trust to be in the top 5 for Staff Survey score for People Promise 3 (We each have a voice that counts) by 2024





# Our people ambitions

## New ways of working and delivering care



New ways of working and delivering care, engaging our people in innovation and improvement, to deliver the best possible patient care.

### Our Commitments

#### We will:

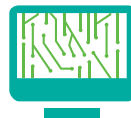
- Develop an agile workforce who can deliver effectively in their roles
- Continue to build a culture of innovation and improvement in our approach to people development, systems, and processes
- Develop organisational development (OD) and change management support to facilitate new ways of working and delivering care
- Provide accessible and intuitive software solutions to support people and OD initiatives



Increase the opportunity for flexible and agile working



Introduce a New Learning Management System



Introduce new acuity measurement safer staffing software for inpatient services



#### How we'll measure our progress:

- Improved Staff Survey outcomes linked to flexible and agile working
- Complete the Management of Change Process Evaluation
- Introduce a simplified workflow for the starters/leavers/changes process
- Introduce a New Appraisal Software solution



# Our people ambitions Growing for the future



Growing for the future, particularly by building on the renewed interest in health and care careers to expand and develop our workforce, while embracing new and emerging roles alongside our traditional roles.

## Our Commitments

### We will:

- Deliver an effective workforce plan, which focuses on recruitment and retention and future supply pathways, and which incorporates Trust Learning Needs Analysis (LNA)
- Develop and deliver the best experience for those who join the Trust
- Develop and implement an innovative approach to talent development, which aligns with the Trust Workforce plan
- Work with partner organisations to deliver joint leadership and career development programmes
- Promote the One Leeds workforce model, removing barriers to cross-organisational and cross-functional working to enable new models of service delivery
- Work with partner organisations to collaborate on introducing and embedding new roles and the sharing of resources where this benefits the system we work in



Completed Service Level Workforce Plans Trustwide



75% target for staff recommending LYPFT as a place to work



Increase the volume of people undertaking apprenticeships to support career progression



### How we'll measure our progress:

- Deliver the NHSE target of zero healthcare support worker vacancies
- Improve our retention rates with a specific focus on those leaving within the first 12 months
- Increased compliance with exit interview completion
- Establish an entry-level internship/work experience program
- Establish a Talent Management Framework





# Road map: making sure we deliver

The People Plan will be delivered through a Road Map which will set out key actions and milestones for the current year and the next two years, 2022/23 and 2023/24. We will use the Road Map to plan our work, report progress and hold ourselves to account.

## Outcome Measures

We have developed a set of success measures which are set out in our performance framework, and these will tell us if our People Plan is working.

## Reporting and review

Progress on the delivery of the Road Map and success measures will be reviewed regularly and reported to the following groups at a frequency agreed through the People and Organisational Development Grouped Governance Groups.

### a) People and Organisational Development Governance Groups

- Road Map actions
- Outcome measures

### b) Executive Management Team

- Road Map actions
- Outcome measures

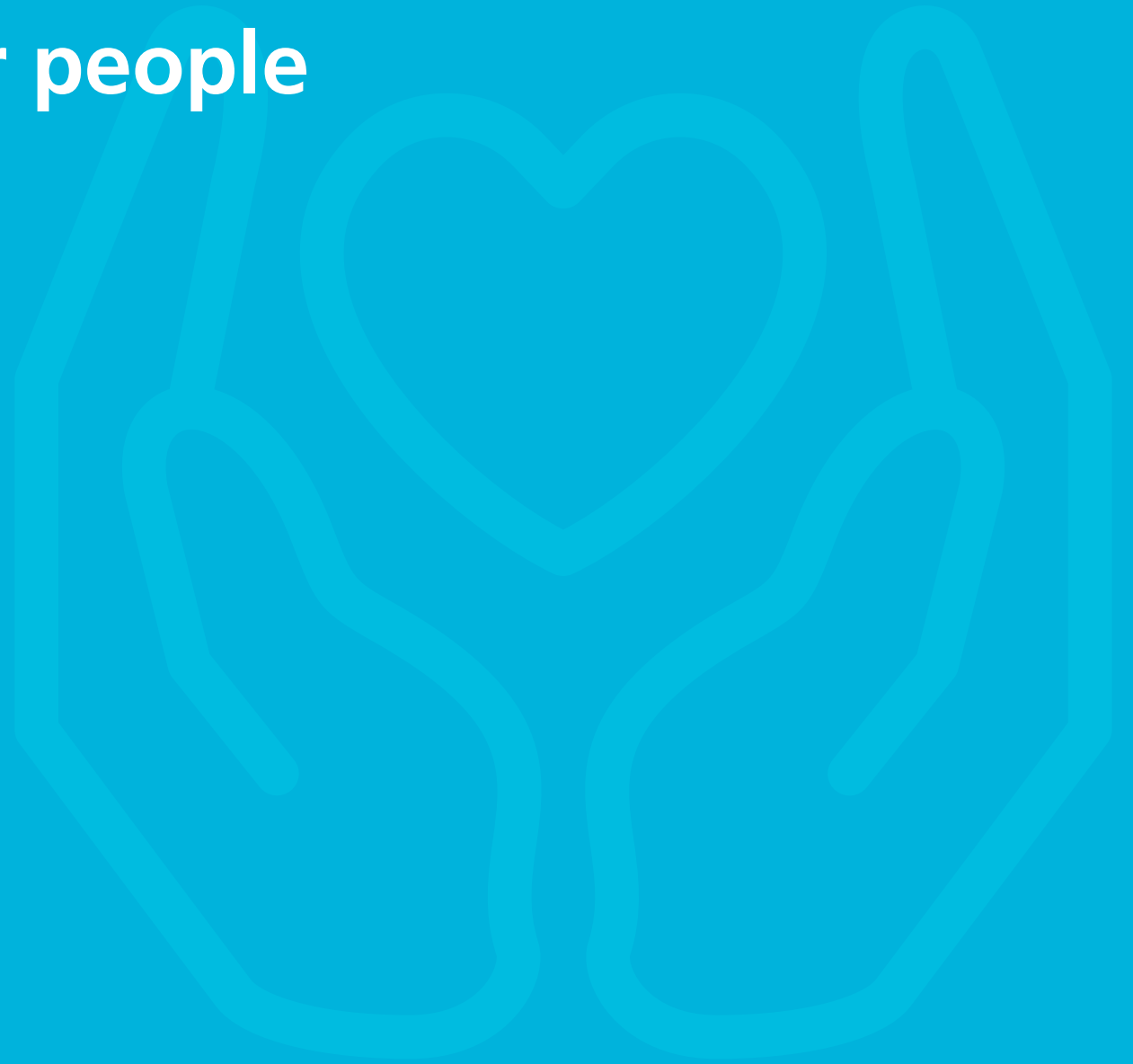
### c) Workforce Committee

- Road Map actions
- Outcome measures



Road map

**Looking after our people**



## Looking after our people

Commitments	Objectives 2021	Objectives 2022	Objectives 2023	Governance Group
Ensure our people have access to the full range of well-being support, physical, psychological, financial and emotional	<ol style="list-style-type: none"> <li>1 Undertake an evaluation exercise of the current wellbeing offer and implement change of priority areas</li> <li>2 Identify if there is the need to provide specific support for colleagues impacted by the menopause</li> <li>3 Introduce a Critical Incident Staff Support Pathway (CriSSP). Review the recent use of OH Critical Incident Support as part of the review of the Partnership Agreement</li> <li>4 Engage with colleagues, specifically clinical, to ensure they feel they have the appropriate access to all aspects of the wellbeing offer</li> <li>5 Utilise qualitative and quantitative data to establish where inequality exists for different staffing and protected characteristic groupings</li> </ol>	<ol style="list-style-type: none"> <li>1 Engage with staff and implement an updated offer based on staff feedback and the results of the evaluation</li> <li>2 Begin to roll out a menopause specific support offer</li> <li>3 Develop a sustainable solution to implementing and delivering the Critical Incident Staff Support Pathway (CriSSP) within the Trust</li> <li>4 Improve ease of accessibility to the wellbeing offer for all colleagues, irrespective of working location or role</li> <li>5 Revisit the Partnership Agreement with OH regarding enhanced OH offer</li> </ol>	<ol style="list-style-type: none"> <li>1 Engage with staff and implement offer based on staff feedback and results of the evaluation</li> <li>2 Engage with staff and line managers to evaluate the impact of the menopause support offer</li> <li>3 Evaluate and embed continuous improvement</li> <li>4 Implement a revised Partnership Agreement with OH</li> </ol>	People Experience Group, People Employment Group, People Talent and OD Group
Promote a psychologically safe culture and environment which challenges stigma and values the lived experience	<ol style="list-style-type: none"> <li>1 Review the training offer for supporting managers to promote a psychologically safe culture and environment e.g. difficult conversations, team development, cultural intelligence etc</li> <li>2 Continue to work in partnership with the Freedom to speak up guardian and strengthen the processes/policies in place to support this</li> </ol>	<ol style="list-style-type: none"> <li>1 Implementing a revised management training offer based on the review and evaluate results</li> <li>2 Review the effectiveness of the partnership with the Freedom to Speak up Guardian using triangulated data and an emphasis on continuous improvement</li> </ol>		People Experience Group, People Employment Group, People Talent and OD Group

<p>Keep our people protected, safe and well at work</p>	<ol style="list-style-type: none"> <li>1 Commence evaluation of the wellbeing assessments, promoting wellbeing conversations as part of all individual and team meetings</li> <li>2 Commence evaluation of all estates and facilities, including discussions with clinically-based colleagues, to ensure that all staff have the appropriate working environment to support their wellbeing</li> <li>3 Continue the evaluation through the wellbeing assessment to ensure colleagues who are adopting hybrid working remain safe and well at work and implement necessary changes</li> <li>4 Commence evaluation of the rate of managers completing return to work meetings within 48 hours of the colleagues return to work</li> </ol>	<ol style="list-style-type: none"> <li>1 Review the current completion rate of wellbeing assessments across different areas, and identify ways to improve where necessary</li> <li>2 Start to make identified and targeted improvement to estates and facilities, focussing on clinical sites where staff are patient-facing and those colleagues working in an agile way i.e. hybrid worker</li> <li>3 Continue the evaluation through the wellbeing assessment to ensure colleagues who are adopting hybrid working remain safe and well at work and implement necessary changes</li> <li>4 Identify and implement improvement measures, to increase the rate of managers completing return to work meetings within 48 hours of the colleagues returning to work</li> </ol>	<ol style="list-style-type: none"> <li>1 Review and update approach to wellbeing assessments embedding continuous improvement</li> <li>2 Continue to make targeted improvement to estates and facilities as appropriate</li> <li>3 Continue the evaluation through the wellbeing assessment to ensure colleagues who are adopting hybrid working remain safe and well at work and implement necessary changes</li> </ol>	<p>People Experience Group, People Employment Group</p>
<p>Ensure our leaders will have the knowledge, skill and expertise to support wellbeing in the workplace</p>	<ol style="list-style-type: none"> <li>1 Begin to develop guidance for managers on supporting their staff's health and wellbeing, including a cancer support pathway, a stress management support pathway and a Long Covid support pathway</li> <li>2 Identify appropriate menopause awareness training requirement for line managers</li> <li>3 Develop and continue to deliver training for managers on supporting and managing sickness absence</li> </ol>	<ol style="list-style-type: none"> <li>1 Implement absence support pathways and evaluate on an ongoing basis</li> <li>2 Roll out menopause awareness training for line managers</li> <li>3 Deliver a programme of well-being and absence management training for managers</li> </ol>	<ol style="list-style-type: none"> <li>1 Improve absence support pathways based on efficacy during the evaluation stage</li> <li>2 Commence evaluation of the impact of the menopause awareness training</li> <li>3 Continued evaluation of the programme of well-being and absence training for managers</li> </ol>	<p>People Experience Group, People Employment Group</p>



<p>Ensure our leaders will have the knowledge, skill and expertise to support wellbeing in the workplace</p>	<ul style="list-style-type: none"> <li>4 Engage on new Wellbeing and Supporting Attendance Policy with a view to approval and implementation</li> <li>5 Develop Wellbeing and Supporting Attendance Toolkits for managers and colleagues</li> <li>6 Commence evaluation of the use of 'reasonable adjustments' for colleagues</li> <li>7 Provide training, coaching and support for HR team on enhanced offer to managers and new ways of working in line with new policies</li> <li>8 Review of People and OD policies as identified through the policy review schedule with an emphasis on people-centric, compassionate approaches</li> <li>9 Implement new Disciplinary Policy based on Just and learning culture and Fair Experience for all including toolkits</li> </ul>	<ul style="list-style-type: none"> <li>4 Implement a new Wellbeing and Supporting Attendance Policy</li> <li>5 Implement the Wellbeing and Supporting Attendance Toolkits</li> <li>6 Implement the new process for requesting support with long term conditions/disabilities</li> <li>7 Evaluate the effectiveness of the HR Operational support into services and identify and continuous improvement</li> <li>8 Review and engage on the redrafting of Grievance, Bullying and Harassment and Performance Management Policies</li> <li>9 Review the effectiveness of the new Disciplinary Policy</li> <li>10 Roll out and evaluate the impact of training for managers in the new Disciplinary process</li> </ul>	<ul style="list-style-type: none"> <li>4 Commence evaluation of the Wellbeing and Supporting Attendance Policy</li> <li>5 Commence evaluating the effectiveness of the Wellbeing and Supporting Attendance Toolkits</li> <li>6 Evaluate the impact of the new policy and the process for requesting support with long term conditions/disabilities</li> <li>7 Continue to monitor and evaluate as part of continuous improvement and HR service development</li> <li>8 Implement the new policies for Grievance, Bullying and Harassment and Performance Management</li> <li>9 Continue to evaluate the new policy on a six-monthly basis</li> <li>10 Evaluate training and refresh where appropriate</li> </ul>	<p>People Experience Group, People Employment Group</p>
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Road map

**Belonging in the NHS**



## Belonging in the NHS

Commitments	Objectives 2021	Objectives 2022	Objectives 2023	Governance Group
Give our people a voice, listening, acting on feedback and involvement in decision making	<ol style="list-style-type: none"> <li>1 Co-create a two-year strategic plan for 'people communications and engagement' supporting the delivery of the People Plan as well as the Trust's wider strategic objectives i.e. clinical services, estates etc.</li> <li>3 Report staff survey/pulse surveys to relevant governance groups to highlight actions needed to be taken to improve the experience for everyone working at our Trust</li> <li>4 Review staff networks and agree resourcing, succession planning and development support for staff networks and identify options for closer involvement with current governance structures</li> </ol>	<ol style="list-style-type: none"> <li>1 Implement Year 1 plan for people communications and engagement</li> <li>2 Evaluate and review communications and engagement</li> <li>3 Have a clear people communications and engagement plan for each work stream</li> <li>4 In conjunction with relevant Governance Groups, produce a Trustwide Staff Survey Action Plan to be reported into Workforce Committee</li> <li>5 Implement staff network development plan and undertake Year 1 review and monitor impact</li> </ol>	<ol style="list-style-type: none"> <li>1 Implement Year 2 plan for people communications and engagement</li> <li>2 Evaluate and review communications and engagement</li> <li>3 Review 2022 Staff Survey results and make appropriate changes to action plans</li> <li>4 Undertake Year 2 review and monitor impact and develop forward plan</li> <li>5 Implement revised Partnership Agreement with OH</li> </ol>	People Experience Group
Embed Equality, Diversity and Inclusion in the culture of our Trust	<ol style="list-style-type: none"> <li>1 Introduce an approach within the new disciplinary policy and procedure to support closing the gap in BAME staff entering into the formal disciplinary procedures (WRES)</li> <li>2 Recruit and start to establish the role of the Cultural Inclusion Ambassadors. These will advise and constructively challenge within disciplinary and recruitment processes and to influence wider culture change</li> </ol>	<ol style="list-style-type: none"> <li>1 Year 1 review and monitoring of impact of new processes in closing the gap in BAME staff entering the formal disciplinary processes</li> <li>2 Implement 12 month development and support programme for Cultural Inclusion Ambassadors</li> </ol>	<ol style="list-style-type: none"> <li>1 Year 2 review to monitor impact of new processes in closing the gap in BAME staff entering the formal disciplinary processes</li> <li>2 Evaluate impact of Cultural Inclusion Ambassador programme, to collectively respond to the results and develop a forward delivery plan for future rollout</li> </ol>	People Experience Group, People Employment Group

<p>Embed Equality, Diversity and Inclusion in the culture of our Trust</p>	<p>3 To deliver and evaluate a pilot reciprocal mentoring programme</p> <p>4 Develop internal EDI communications plan; co-created with clinical services and staff networks</p>	<p>3 To collectively respond to the evaluation of the pilot phase and co-create a forward delivery plan for reciprocal mentoring to ensure alignment to the broader cultural leadership offer</p> <p>4 Implement communications plan and undertake Year 1 review and monitoring of impact</p>	<p>3 Implement reciprocal mentoring forward plan</p> <p>4 Implement communications plan and undertake Year 2 review and monitoring of impact</p>	<p>People Experience Group, People Employment Group</p>
<p>Grow collective leaders that reflect Trust values</p>	<p>1 To co-create with senior leaders, a 3 year plan, to continue to develop collective leaders and the groups in which they work then collectively respond to the outputs of phase 1 and co-create phase 2 delivery plan</p> <p>2 To evaluate Inclusive Leadership (CQ) programme delivered in 2020/21 and to collectively develop a delivery plan for future rollout</p>	<p>1 Implement phase 2 delivery plan for the collective leadership programme; evaluate impact and collectively co-create a forward plan for year 3 and beyond</p> <p>2 To implement the phase 2 rollout of the Inclusive Leadership (CQ) programme, based on the feedback received and evaluation</p> <p>3 To implement phase 2 rollout of the Developing Inclusive leaders programme</p>	<p>1 To deliver the collective leadership phase 3 plan, the impact of the rollout of the collective leadership programme and to co-create the forward plan to deliver continuous development and improvement</p> <p>2 To evaluate the impact of the rollout of the collective leadership programme and to co-create the forward plan to deliver continuous development and improvement</p> <p>3 Evaluate the impact of the 3-year rollout of the Developing Inclusive Leadership programme (CQ) and to develop a forward plan for further delivery based on the results of the evaluation and impact</p>	<p>People Talent and OD Group</p>
<p>Provide a working environment of civility and respect for our people</p>	<p>1 Establish a Trustwide Prevention and Management of Violence and Aggression Group to ensure a safe environment that minimises the risk of violence and aggression</p>	<p>1 Review and implement Prevention and Management of Violence and Aggression policies and resulting action plans</p>	<p>1 Evaluate impact, review and develop forward plan</p>	<p>People Experience Group</p>



<p>Improve the experience of those people with a protected characteristic as identified by the Equality Act 2010</p>	<ol style="list-style-type: none"> <li>1 Review and establish revised Equality Assurance governance structure to set EDI priorities for 2022 to 2025</li> <li>2 To identify key priorities for those with protected characteristics through analysis of data and engagement activity to inform EDI 3-year forward plan aligned with other Trust strategic plans e.g. People Plan, Quality Strategic Plan</li> <li>3 To establish key metrics that summarise the experience of those with protected characteristics to inform the development of people experience work</li> </ol>	<ol style="list-style-type: none"> <li>1 Complete review of effectiveness of Equality Assurance governance structure and implement revised governance arrangements and workplan</li> <li>2 Develop and publish a 3-year EDI plan, detailing priorities and targeted ambitions via the Equality Assurance Group</li> <li>3 Review workforce demographic and personal experience data at Trust and service level to inform EDI plans and future priorities</li> </ol>	<ol style="list-style-type: none"> <li>1 Act on recommendations and implement continuous improvements</li> <li>2 Monitor and review progress against the EDI plan and communicate progress Trustwide and to external stakeholders</li> <li>3 Review workforce demographic and personal experience data at Trust and service level to inform EDI plans and future priorities</li> </ol>	<p>People Experience Group</p>
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Road map  
New ways of working  
and delivering care



## New ways of working and delivering care

Commitments	Objectives 2021	Objectives 2022	Objectives 2023	Governance Group
Develop an agile workforce who can deliver effectively in their roles	<ol style="list-style-type: none"> <li>1 Design and approve an agile working and flexible working policy and guidance</li> <li>2 To develop a comprehensive set of Frequently Asked Questions (FAQ's) in partnership, to provide clarity on the Trust's Agile Working approach</li> </ol>	<ol style="list-style-type: none"> <li>1 Implement a Trustwide agile working policy and approach</li> <li>2 Advocate and socialise the agile working policy and flexible working policy including manager guidance and support</li> <li>3 Work with colleagues/ stakeholders of the Agile working group to deliver project/system changes that will support an agile workforce</li> </ol>	<ol style="list-style-type: none"> <li>1 Evaluate the impact and implement continuous improvements</li> <li>2 Work with colleagues/ stakeholders of the Agile working group to deliver project/system changes that will support an agile workforce</li> </ol>	People Employment Group, People Talent and OD Group
Continue to build a culture of innovation and improvement in our approach to people development, systems and processes	<ol style="list-style-type: none"> <li>1 Implement a new Trustwide Learning Management System (LMS) that delivers an improved user experience and captures/ reports on Learning Needs Analysis (LNA), classroom course availability and CT compliance</li> <li>2 Establish the role of People, OD and Talent Group as gatekeeper of any new learning initiatives which are identified at Place and System level</li> <li>3 Implement a new, simplified Appraisal platform that enables objective setting, well-being assessments and integrates with the existing workforce systems</li> </ol>	<ol style="list-style-type: none"> <li>1 Include within recruitment guidance and manager training selection methods which support managers to test innovation and improvement competence</li> <li>2 Reviewing our systems to ensure that they meet the need for local retraining and upskilling, working in partnership with local higher education institutions</li> <li>3 Feedback from course modules to review and improve the learning management offer</li> <li>4 Supporting managers, through training, to utilise innovative development pathways to support resourcing and skills gaps e.g. apprenticeships, retire and return, new roles etc</li> <li>5 Complete a scoping exercise to configure the integrated LMS and Appraisal to capture the LNA for the Trust</li> </ol>	<ol style="list-style-type: none"> <li>1 Following a 12 month data gathering process, utilise systems data (appraisals/ LNA/Career conversations) to assess quality and to inform support interventions to guide improvements to people development</li> </ol>	People Talent and OD Group, People Resourcing and Retention Group

<p>Develop Organisational Development (OD) and change management support to facilitate new ways of working and delivering care</p>	<p>2 In collaboration with other services, review and agree in-house OD consultancy offer and approach to support new ways of working and service development</p>	<p>1 Roll out the in-house OD consultancy offer to services</p> <p>2 Evaluate the OD consultancy offer to services utilising agreed metrics</p> <p>3 Refresh the approach to organisational change through the introduction of new policy and procedure, and training packages to support interventions</p> <p>4 Continue to identify teams that require support from the OD function through using the Workforce Metrics on a rolling basis and deliver intervention where required</p> <p>5 Continue to work with improvement colleagues to understand and utilise best practice diagnostic tools to inform effective team working supporting quality improvement. (e.g. SREC)</p> <p>6 Review and continue to embed the team development approach e.g. Affina Journey and Team Development Manager self-service hub</p>	<p>1 Evaluate the OD consultancy effectiveness in supporting new ways of working and delivering care</p> <p>2 Review workforce impacts and lessons learned for further future integration</p> <p>3 Evaluate the benefits of using the best practise diagnostic tools within the agreed processes</p> <p>4 Continue to identify teams that require support from the OD function through using the Workforce Metrics on a rolling basis and deliver intervention where required</p> <p>5 Continue to work with improvement colleagues to understand and utilise best practice diagnostic tools to inform effective team working supporting quality improvement. (e.g. SREC)</p> <p>6 Review and continue to embed the team development approach e.g. Affina Journey and Team Development Manager self-service hub</p>	<p>People Talent and OD Group</p>
<p>Provide accessible and intuitive software solutions to support People and OD initiatives</p>	<p>1 Complete a review of the current salaries and wages forms</p> <p>2 Commence a pilot of the Safer Staffing software platform in the Leeds CAMHs Inpatient units</p>	<p>1 Develop and implement an intuitive, integrated workflow management solution to replace the SW process</p> <p>2 Implement a safer staffing acuity software solution across inpatient services</p>	<p>1 Evaluate the impact of the workflow solution</p> <p>2 Evaluate the impact of the Safecare solution</p>	<p>IMSG &amp; People Talent and OD Group</p>





# Road map

## Growing for the future



## Growing for the future

Commitments	Objectives 2021	Objectives 2022	Objectives 2023	Governance Group
Deliver an effective workforce plan, which focuses on recruitment and retention and future supply pathways, and which incorporates Trust Learning Needs Analysis (LNA)	<ol style="list-style-type: none"> <li>1 Develop strategic service level workforce plans for the 9 x clinical service lines and all corporate services</li> <li>2 Develop a Trustwide strategic workforce plan</li> <li>3 Establish a robust and interactive career pathway framework which highlights diverse developmental opportunities</li> <li>4 Establish a Learning Needs Analysis (LNA) process/plan with high-level service line learning needs to inform the Future Year's (FY's) funding/CPD requirements</li> <li>5 Refresh of Trustwide exit interview process to ensure fit for purpose and accessible</li> </ol>	<ol style="list-style-type: none"> <li>1 Conduct quarterly reviews of strategic service level workforce plans</li> <li>2 Implement Trustwide strategic workforce plan actions</li> <li>3 Develop a robust Trust apprenticeship approach, with governance structure to support development pathways and diversify opportunities linked with workforce plans and talent development</li> <li>4 Integrate the LNA process with the workforce planning process to ensure a robust LNA with a supporting expenditure plan to inform the FY's funding/CPD requirements</li> <li>5 Use exit interview/turnover data to inform retention strategies</li> </ol>	<ol style="list-style-type: none"> <li>1 Review of the workforce planning process/plans, both at service level and the Trusts strategic workforce plan</li> <li>2 Increase the number of apprenticeship enrolments, improved evaluation scores and increased number of completions</li> <li>3 Review of the LNA process and embed learning and continuous improvement to support the impact on staff development</li> <li>4 Ongoing review/monitoring of exit interview process to ensure embedded into Business As Usual (BAU) and data analysis to inform retention strategies</li> </ol>	People Resourcing and Retention, People Employment Group, People Talent and OD Group
Develop and deliver the best experience for those who join the Trust	<ol style="list-style-type: none"> <li>1 Review current induction and onboarding arrangements and recommend changes</li> <li>2 Review of all recruitment processes to ensure they are fit for purpose, that they deliver improvement that maximise SLAs, whilst ensuring EDI priorities are incorporated</li> <li>3 Develop proposal for the use of internships/work experience as a entry-level pathway to join the Trust</li> </ol>	<ol style="list-style-type: none"> <li>1 Provide new arrangements and guidance for onboarding for recruiting managers and others</li> <li>2 Continuous review and improvement of recruitment processes</li> <li>3 Roll out of internships/work experience</li> </ol>	<ol style="list-style-type: none"> <li>1 Evaluate the effectiveness of onboarding and the impact on retention and delivery of continuous improvement</li> <li>2 Continuous review and improvement of recruitment processes</li> <li>3 Evaluate the use of work experience/internships in terms of experience and recruitment impact. Continuous improvement of the scheme</li> </ol>	People Resourcing and Retention

<p>Develop and deliver the best experience for those who join the Trust</p>	<ul style="list-style-type: none"> <li>4 Implement a well-being Z-card so all colleagues have readily available information on how to access support</li> <li>5 Ongoing requirement for all staff to undertake well-being assessments as part of embedded process within appraisals</li> </ul>	<ul style="list-style-type: none"> <li>4 Monitoring effectiveness of Z card resource and employee access to the range of well-being services available and continuous improvement</li> <li>5 Exploration of improvement of data capture for well-being assessments as part of the new i-learn implementation to inform team, service and Trust data analysis via local reporting and culture dashboard</li> </ul>	<ul style="list-style-type: none"> <li>4 Ongoing review/monitoring/ update where appropriate</li> <li>5 Intelligent use of data to inform well-being support offer/ conversations to inform positive change and benchmark against other well-being data to identify areas for improvement</li> </ul>	<p>People Resourcing and Retention</p>
<p>Develop and implement an innovative approach to talent development, and which aligns to the Trust Workforce plan</p>	<ul style="list-style-type: none"> <li>1 Recruitment of a Talent Lead as part of the People and OD organisation restructure</li> </ul>	<ul style="list-style-type: none"> <li>1 Develop an approach and framework for talent management across the Trust aligned and integrated to the operational and workforce planning cycle, as well as funding allocations and identified LNA needs</li> <li>2 Initial scoping of talent management and pilot rollout amongst hot spot areas</li> <li>3 Complete a map of the employee journey from initial recruitment through employment, to highlight development opportunities and pathways to support strategic resourcing gaps and the development of our colleagues</li> </ul>	<ul style="list-style-type: none"> <li>1 Trustwide engagement to identify success measures for the talent approach and Trustwide rollout</li> <li>2 Roll out of talent management framework with supporting infrastructure to support succession planning/linked to internal recruitment and a 'grow our own' model, based on evaluation of pilot</li> <li>3 Integrating talent management into the employee journey and associated development offer, and that this is communicated via an engagement plan with the workforce to embed this across the Trust</li> </ul>	<p>People Talent and OD</p>

<p>Work with partner organisations to deliver joint leadership and career development programmes</p>	<ol style="list-style-type: none"> <li>1 Continue to agree a suite of leadership offers with our Mental Health (MH) Collaborative (including Moving Forward/Moving Forward Plus/ Mary Seacole/Shadow Board/ Coaching/LSC)</li> <li>2 Continued development, rollout and review of collaborative leadership programmes across the MH Collaborative/ICS i.e. Mary Seacole programme, Shadow board, Moving Forward programme, 1:2:1 coaching</li> </ol>	<ol style="list-style-type: none"> <li>1 Agree delivery plan for suite of leadership offers and implement and evaluate impact</li> <li>2 Identify further areas for collaboration informing the design of new joint career development programmes and opportunities with partners across the MH Collaborative/ICS with intention to pilot in 2022</li> </ol>	<ol style="list-style-type: none"> <li>1 Continue to capture baseline data to evaluate leadership programmes and forward plan for future provision</li> <li>2 Review and evaluate progress on integrated working on leadership and career programmes with a plan to scale up the collaborative offer</li> </ol>	<p>People Talent and OD</p>
<p>Promote the one Leeds workforce model, removing barriers to cross-organisational and cross-functional working to enable new models of service delivery</p>	<ol style="list-style-type: none"> <li>1 Complete the tender exercise for the establishment of a collaborative bank under the ICS</li> <li>2 Undertake an options appraisal which will be part of the rollout of the NHS Skills Passport across the ICS</li> <li>3 Partner with Leeds Health and Care Academy to contribute to the development of their portfolio of service delivery to benefit Leeds One Workforce (LOW) priorities and LYPFT's workforce planning/service delivery</li> </ol>	<ol style="list-style-type: none"> <li>1 Roll out of collaborative bank (subject to ICS approval)</li> <li>2 Roll out of NHS Skills Passport and ongoing evaluation and improvement</li> <li>3 Continue to partner and engage with Leeds Health Care Academy (LHCA) to ensure the LYPFT colleagues are fully engaged and involved with the academies programme delivery and city-wide workforce plans</li> </ol>	<ol style="list-style-type: none"> <li>1 Review of collaborative bank success and impact on safe staffing levels</li> <li>2 Review of skills passport success and impact on safe staffing levels</li> <li>3 Evaluation and monitoring of LHCA programmes of delivery and benefits to LYPFT and LOW workforce priorities</li> </ol>	<p>People Talent and OD</p>



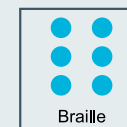
<p>Work with partner organisations to collaborate on introducing and embedding new roles and the sharing of resources where this benefits the system</p>	<ol style="list-style-type: none"> <li>1 Continue to enhance the strategic resourcing system-wide working across the ICS and in particular introduce a New Roles governance Group</li> <li>2 Completion of International Nurse Recruitment (INR) project as part of the MH Collaborative</li> </ol>	<ol style="list-style-type: none"> <li>1 Work with Health Education England (HEE), System Workforce Lead and other key stakeholders to pilot new roles in the Trust linked to priorities LYPFT and system-wide workforce plans</li> <li>2 To deliver the INR project delivery plan for 2022. LYPFT to continue scoping an independent bid and to continue to work collaboratively with partners to continue to benefit from good practice and effective sharing of learning</li> </ol>	<ol style="list-style-type: none"> <li>1 Evaluate and continue to build on success of new role implementation as well as ongoing exploration of emerging new roles</li> <li>2 Evaluate the INR project to inform future INR needs linked to workforce plans</li> </ol>	
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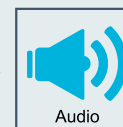
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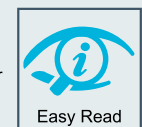
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