



MEETING TITLE Trust Board		MEETING DATE 30/08/2018	
TITLE of PAPER	Living Our Values Programme – Progress Update	PAPER REF	5.4
STRATEGIC OBJECTIVE(S)	Best People: Attract, develop and retain a highly skilled, engaged and diverse workforce Safe and Sustainable: Provide a safe, effective, caring and sustainable service for all patients		
PURPOSE OF THE PAPER	Provide TEG and the Trust Board with the latest progress update in relation to the Living our Values programme established in March 2018 following the launch of YAS new values and behaviours framework in January 2018.		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Claus Madsen, Associate Director of Education and Learning / Sarah Akhtar, Head of Leadership and OD	ACCOUNTABLE DIRECTOR	Christine Brereton, Director of Workforce & OD
DISCUSSED AT / INFORMED BY – include date(s) as appropriate Trust Executive Group, 20 August 2018			
PREVIOUSLY AGREED AT:	Committee/Group: Choose an item. Choose an item.	Date: Click to enter date Click to enter date	
RECOMMENDATION(S)	It is recommended that the Trust Board <ul style="list-style-type: none"> note the contents of the Living our Values (LoV) update report and are assured of the progress made 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equality Impact Assessment - [New] <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		5: Well led Choose an item.	
NHSI Single Oversight Framework Choose a THEME(s)		6. Leadership & Improvement Capability (Well-Led) Choose an item.	

LIVING OUR VALUES PROGRAMME – PROGRESS UPDATE

1. PURPOSE

- 1.1 The purpose of this paper is to provide TEG and the Trust Board with a progress update on Living our Values (LoV) programme established in March 2018 following the launch of YAS new values and behaviours framework in January 2018. The initial work programme was presented to the Board in March 2018.

2. INTRODUCTION

- 2.1 In March 2018 the Living our Values Programme was established to support and direct a series of interventions and actions to improve the culture at YAS and embed the agreed values and behavioural framework across the Trust.
- 2.2 The Living our Values Programme board meets monthly to discuss and agree actions and monitor progress, and is now formally established as a workstream under the Capacity and Capability Transformation Programme. Both are chaired by the Trust's Director of Workforce and OD.
- 2.3 The work on embedding the values and behaviours is closely interlinked with the Trust's Diversity and Inclusion strategy and focusses on Dignity and Respect at work, and Staff Engagement and 'Employee Voice'.

3. WORKSTREAMS WITHIN LIVING OUR VALUES PROGRAMME

- 3.1 The LoV Programme consists of nine key work-streams, each led by a relevant subject matter lead:

TABLE A:

	LoV Workstream	Workstream lead
1.	Staff Communication	Elaine Gibson – Comms
2.	Staff Recognition	Elaine Gibson – Comms
3.	Pre-Employment and Recruitment	Rebecca Robinson – HR Services
4.	Managing Performance (Appraisal)	Sarah Akhtar – Leadership & OD
5.	Leadership Development	Sarah Akhtar – Leadership & OD
6.	Talent Development	Sarah Akhtar – Leadership & OD
7.	Education and Professional Standards	Wendy Kelvin – YAS Academy
8.	Corporate / Local Induction	Wendy Kelvin – YAS Academy
9.	Workforce Policies and Procedures	Karen Angus – HR

- 3.2 A formal process is in place to collate this information and monitor the progress. 'Deep Dive' sessions are delivered at programme meetings to discuss and inform further developments within each workstream and identify key stakeholders to be involved.
- 3.3 The nine work-streams will evolve and develop as we learn from staff and other stakeholders (including our partners and patients), what needs to change or be improved to ensure the delivery of excellent, safe patient care and a working environment which is conducive for all staff.

4. SUMMARY OF PROGRESS

- 4.1 The table in appendix 1 outlines progress on the 9 key work-streams.
- 4.2 The focus for year 1 has been to build the foundations for change and ensure Trust-wide engagement of staff and staff side. A recent update on the work was provided to the Trust's Joint Steering Group (26 July) with an open invitation to all Trade Unions to take part in the workstream work.
- 4.3 A summary of the key achievements in the first six months:

TABLE B

	LoV Workstream	Deliverables to date
1.	Staff Communication	Established Staff Engagement Group Staff Engagement Plan Introduction of Pulse Check Locality Listening Events – Value driven
2.	Staff Recognition	STARS – annual staff awards aligned to values launched
3.	Pre-Employment & Recruitment	Review and refresh of recruitment training with values approach and unconscious bias focus
4.	Managing Performance (Appraisal)	Collection of data on current PDR process and impact Task and Finish group established
5.	Talent Development	Development of a draft Talent Development model (subject to stakeholder engagement and feedback)
6.	Leadership Development	Implementation of Board Development Programme including 360 appraisal linked to values and behavioural framework Launch of Leadership in Action Launch of our Strategic Leadership Forum
7.	Education & Professional Standards	-
8.	Corporate / Local Induction	Scope of corporate induction – analysing information Task and finish group established
9.	Workforce Policies & Procedures	Review of all HR policies undertaken Identified a LoV statement for all policies EIA assessment process introduced

5. RECOMMENDATIONS

- 5.1 Trust Board are asked to note the progress to date and next steps for the LoV Programme.

6. APPENDICES

Appendix 1 – Living our Values – Year 1 Delivery Plan

APPENDIX ONE: Living our Values – Year 1 Delivery Plan (March 2018 – March 2019)

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
1. Staff Communication Build upon current internal staff communication channels to strengthen staff engagement and encourage more two-way communications in line with our values and behaviours	1. Review staff communication activity and channels to establish what works and what needs to improve. 2. Address the challenges of communicating with a largely mobile and widely dispersed workforce and look at the opportunities provided by technology and best practice. 3. Improve the effectiveness of dialogue between managers and frontline staff and build staff morale by fostering a culture of involvement 4. Underpin the principles of the Trust's Behavioural Framework and values through consistent messaging, strengthening of communications activity and demonstrating how staff input helps to shape developments at YAS	1. Staff Engagement Group established: Jun18 2. Review of current internal comms channels / staff 'comms' preference/s through Pulse Check Staff Survey: from Jun18 3. Locality 'Listening' Events (held York, Wakefield, Hull and Barnsley): Jul18 4. Staff Engagement Plan: Sept18	1. Deep Dive with Programme Board - October 2. Refresh of Team- Brief – by December 3. Formal review of Corporate Communications Strategy to ensure it is well aligned to values and behaviours framework and reflects the key priorities: from Oct18	Improved staff engagement through increased understanding of YAS purpose and objectives Staff views acknowledged and applied to improve quality of services and patient care Staff feel recognised, listened to and therefore engaged

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
2. Staff Recognition Processes for staff recognition aligned to YAS values and staff have the opportunity to be rewarded for reflecting those values in the care they provide to patients and how they work and interact with their colleagues and wider stakeholders	1. Build on the previous success of <i>WE CARE Awards</i> and reflect the new Behavioural Framework – 'Living our Values' in the refreshed awards. (Alignment to One Team, Compassion, Integrity, Innovation (linked to the Bright Ideas initiative), Empowerment (inspiring leadership) and Resilience.) 2. Build staff morale by fostering a culture of pride in the service and the excellent work of colleagues. 3. Extend staff recognition initiatives throughout the year through the development of localised and regular schemes	1. 'Deep dive' presentation delivered to the LoV Programme Board: Mar18 and Trust Management Group: Jun18 2. Staff canvassed for staff recognition ideas through Pulse Check Staff Survey: from Jun18 3. YAS <i>STARS Awards</i> , and associated branding developed and the awards and launched: Aug18 (in addition to the Values' categories staff are able to nominate their colleagues for commitment to diversity and inclusion, apprentice of the year and Chief Executive's commendations	1. STARS Awards Ceremony and Event: Nov18 2. Development of localised staff recognition scheme proposals: Dec18	Improved staff engagement through recognition and feeling valued YAS recognised as employer of choice
3. Pre-Employment and Recruitment All processes and approaches for attraction, recruitment, selection and retention are embedded to reflect practice and YAS values and behaviours	1. Ensure quality and consistency in application of HR processes for recruitment, selection etc 2. Ensure transparency and fairness in HR processes and decision making 3. Ensure awareness and understanding of HR	1. Refresh recruitment and interview skills training offer: Jun18 (including on-line component to increase accessibility to training) 2. Attraction 'deep dive' LoV Programme Board: Aug18	Sept18 1. Build social media around recruitment plans 2. Applicant guidance and candidates submitting quality applications 3. Review staff update vacancy section 4. New starter joining packs Oct18 5. Value based interview	Higher levels of quality applications; stronger employer brand (employer of choice) Improved candidate journey and higher engagement through the recruitment process Positive impact i.e. lower

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
	protocols amongst people leads		question bank 6. Career events and career webpage 7. Standard templates for job ads and JDs 8. New starter welcome packs Nov/Dec18 9. Value based exit interviews 10. Refresh staff handbook 11. Refresh recruitment documents and contact messages 2019 12. Review recruitment processes including selection events: Feb18	turnover; reduced number of leavers within first 1-2 years
4. Managing Performance (Appraisal) Culture, behaviours and processes for managing, supporting and developing individual performance reflects YAS values and behaviours	1. Create a values based process that links Trust's Purpose, Vision and Objectives with individual performance ('golden thread') 2. Equip existing and new leaders with skills for managing performance effectively 3. Ensure process can be utilised by leaders to identify / develop talent	1. Deep Dive conducted with Programme Board to clarify project aims and objectives (Jun18) 2. Diagnostic and engagement of stakeholders to collate experience, identify current state and business need (Aug18) 3. Identify 'practice' examples (NHS / non NHS): ongoing	1. Establish Task and Finish Group (include staff reps and Staffside): Aug18 2. New Appraisal process DRAFT (incorporating best practice) and pilot: Oct18 3. Appraisal policy presented for ratification: Dec18 4. New Appraisal 'process' staff comms and engagement (coming soon; here's what to expect; FAQ): from Feb19	Improved staff engagement i.e. staff feel valued and recognised through feedback Leaders and staff equipped with skills to support 'quality' performance discussions Clarity around expectations and how role supports delivery of excellent care Aids leaders/staff to differentiate between excellent / good / not so good performance

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
	<p>4. Foster responsibility for Appraisal to <u>both</u> leaders and staff members</p> <p>5. Ensure process is an auditable record which can support staff in maintaining their professional/clinical membership and is a platform to support revalidation and reflective practice for clinical staff</p> <p>6. Improve process for recording PDR / securing compliance</p>		<p>5. New Appraisal 'process' implemented: Apr19</p> <p>6. New Appraisal guidance and training for both staff and leaders live: from Apr19</p>	<p>Improved compliance</p> <p>Increased capability and confidence amongst people leaders in managing performance</p>
<p>5. Talent Development</p> <p>Processes for supporting and developing individual staff members are integrated, inclusive and reflect YAS values and behaviours</p>	<p>1. Embed 'talent' conversations in Appraisal process</p> <p>2. Secure succession for roles identified as 'business critical'</p> <p>3. Development of Accelerated Development Programme to support the development of mid-level staff into senior roles (Leadership Talent Pipeline)</p>	<p>1. Review of current Appraisal process: Aug 18</p> <p>2. Talent Development model has been developed in draft – stakeholder engagement to commence to inform Board discussion in September.</p>	<p>1. Presentation of key principles and proposed scope to Board: Sept18</p> <p>2. Project 'Deep Dive': to be arranged with LoV Programme</p>	<p>Succession for business critical roles (trust-wide)</p> <p>Support trust / system wide career development and progression (increased organisational ability to meet career aspirations)</p> <p>Values based employer of choice – YAS recognised for supporting and developing talent</p>

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
6. Leadership Development YAS leadership offer (programme and activities) anchored to YAS values and behaviours and reflect latest practice	1. Set clear expectations for YAS leaders 2. Foster through the development of leadership programmes values based leadership practices 3. Establish a system of governance for the design, development and implementation of leadership development programmes and activities	1. Board development including 360 tool to assess against Living our Values framework: May18 2. Strategic Leadership Forum – piloted: May/Aug18 3. Diagnostic and engagement with stakeholders to review current leadership offer and future business need: Jun-Aug18 4. Leadership in Action (LIA) Leadership Programme launched: Aug18 (TEG&TMG) 5. Portfolio Governance Board established: Aug18	1. Develop internal team of facilitators to deliver LIA to future cohorts of leaders: Sept18 2. Delivery of LIA to all people leaders from Band4: from Sept18 (approx. 600) 3. Quarterly Strategic Leadership Forum: ongoing 4. Values based Leadership Induction process: from Oct18 5. Refresh and update current Management Essentials programme and YAS current leadership offer: Jan19	Clear expectations for YAS leaders Increased staff engagement through values based leadership behaviours Leadership development programme / practices updated to meet system and business need
7. Education and Professional Standards YAS values and behaviours embedded within all YAS education programmes	To be scoped and agreed with lead and Programme Board			
8. Corporate Induction and Local Induction Processes for corporate and local induction are designed to effectively integrate new starts to	1. One Team approach to Corporate Induction (one process for all staff) 2. Ensure aim and content of Day One reflects YAS new values and behaviours	1. Corporate Induction 'deep dive' with LoV Programme Board: Jun18 2. Task and Finish group established: May18	Mar2019 1. Redesign and launch Day One Values Based Corporate Induction process 2. Review positioning / delivery of statutory and	Sets clear expectations Channel for communicating clear information about YAS including its values and behaviours

Work-stream and 'scope'	Key priorities	What has been achieved	Plan for the next 6 months	Benefits
their role and new working environment	<p>framework and is organised, structured and informative for new starts</p> <p>3. Ensure new starts welcomed to YAS and <u>equipped</u> with key information about YAS ways of working, responsibilities, benefits etc.</p>		<p>mandatory training on Day One: to be agreed</p> <p>3. Scope local induction process: date to be agreed (including 'deep dive' with LoV Programme Board)</p>	Reduced risk of staff leaving within first 3 months
<p>9. Workforce Policies and Procedures</p> <p>People management policies and processes are updated to reflect YAS values and behaviours and to foster high performance</p>	<p>1. Ensure YAS W&OD policies are user friendly and presented positively in order to engage staff and maximise performance</p> <p>2. Secure the engagement and cooperation of key stakeholders in the development and revision of YAS people policies</p> <p>3. Refresh policy ratification process to ensure transparency and fairness in application</p>	<p>1. Programme Board 'Deep Dive': Apr18</p> <p>2. Stakeholder / user engagement: Jun-Aug18</p> <p>3. Task and Finish Group: Jun18</p> <p>4. LoV policy statement in all people (W&OD) polices: Jul18</p>	<p>1. EIA training for HR partners: date to be agreed</p> <p>2. EIA training for managers: date to be agreed</p> <p>3. Initiate discussion with YAS performance team to review policy refresh for all/wider YAS policies: ongoing</p> <p>4. W&OD policies updated and refreshed: Dec18</p>	<p>Polices and policy guidance documents are updated to reflect YAS values and behaviours</p> <p>Supports YAS employer 'brand' as a people focused organisation</p> <p>Enables and supports staff to understand and 'live' the values (providing clarity and meaning)</p>