

STRATEGIC BUSINESS PLAN 2021 – 2026



Touchstone
2023/4 Refresh

1.0 VISION

Inspiring communities, transforming lives

2.0 MISSION

Supporting vulnerable people and communities to eliminate health inequalities.

3.0 VALUES

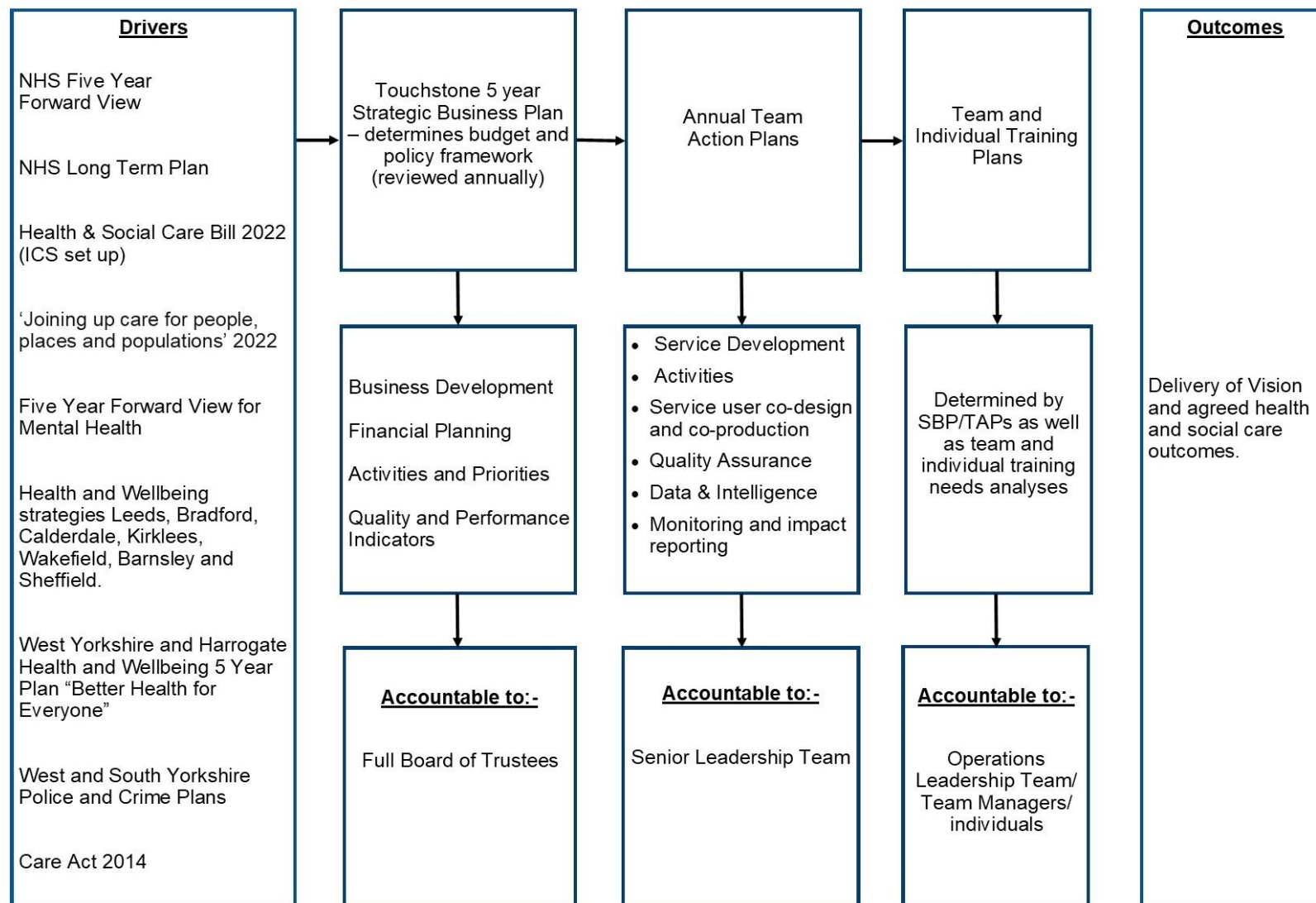
- Leadership and learning
- Integrity and respect
- Value for money
- Quality and continuous improvement
- Inclusion and diversity
- Recovery
- Coproduction

4.0 STRATEGIC OBJECTIVES

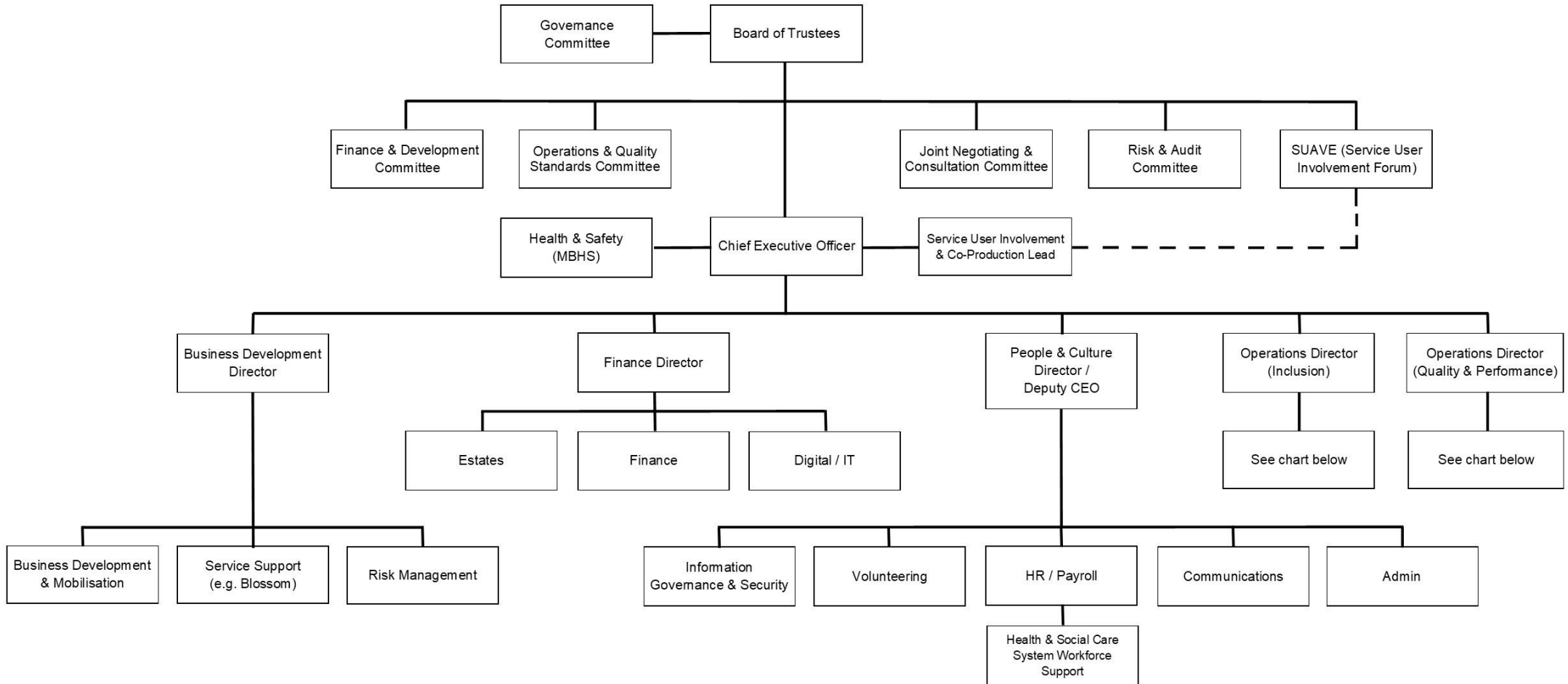
- 1) Sustain and grow high quality support services for those most vulnerable to mental health issues across Yorkshire.
- 2) Become a partner of choice and develop sustainable relationships with the statutory, public, private, and voluntary sectors.
- 3) To maintain a just, safe, and reflective culture to continuously improve our stakeholder experience.
- 4) To be an employer of choice; recognising and continuously developing our people as valued and essential leaders in the delivery of quality services.
- 5) Embed co-production to involve service users and carers in all aspects of service delivery and design.



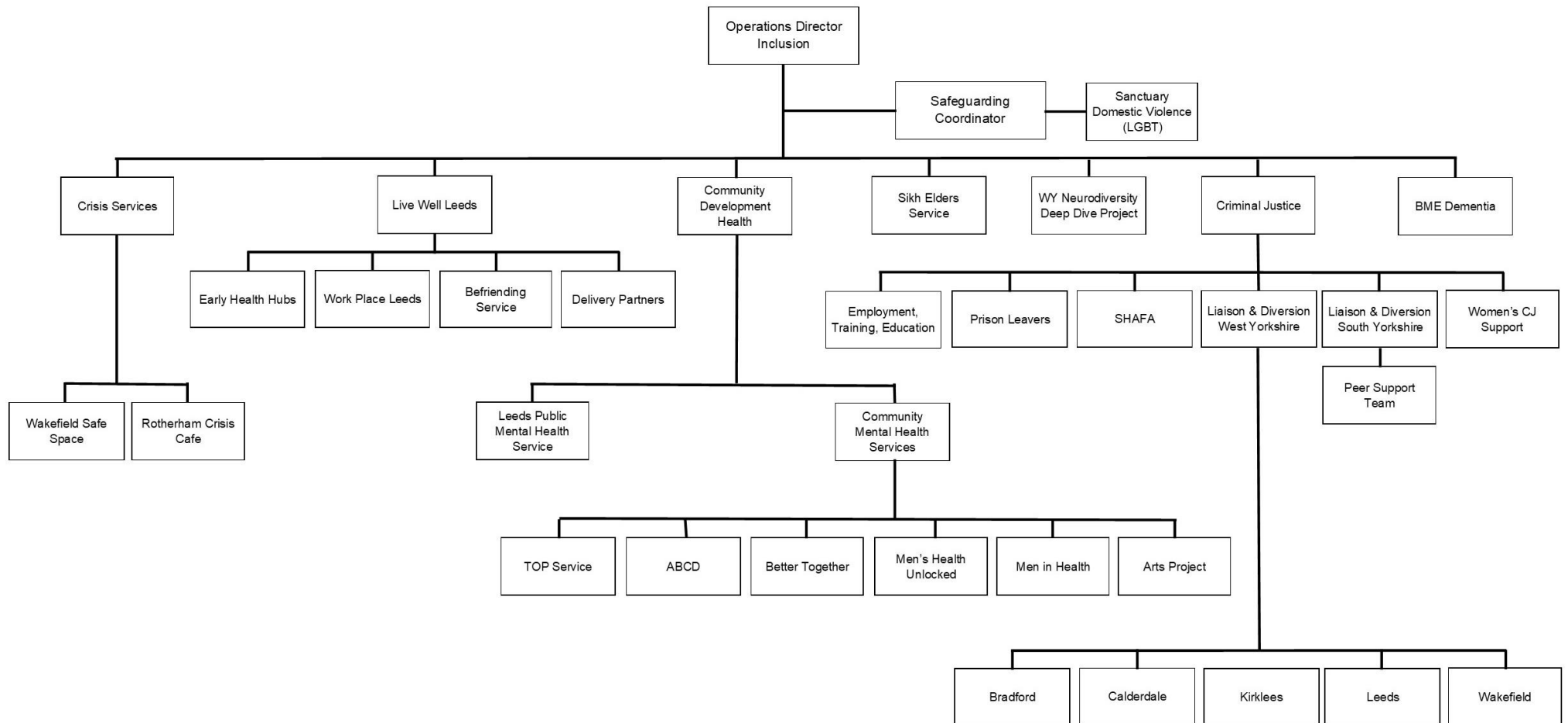
5.0 TOUCHSTONE BUSINESS PLANNING FRAMEWORK



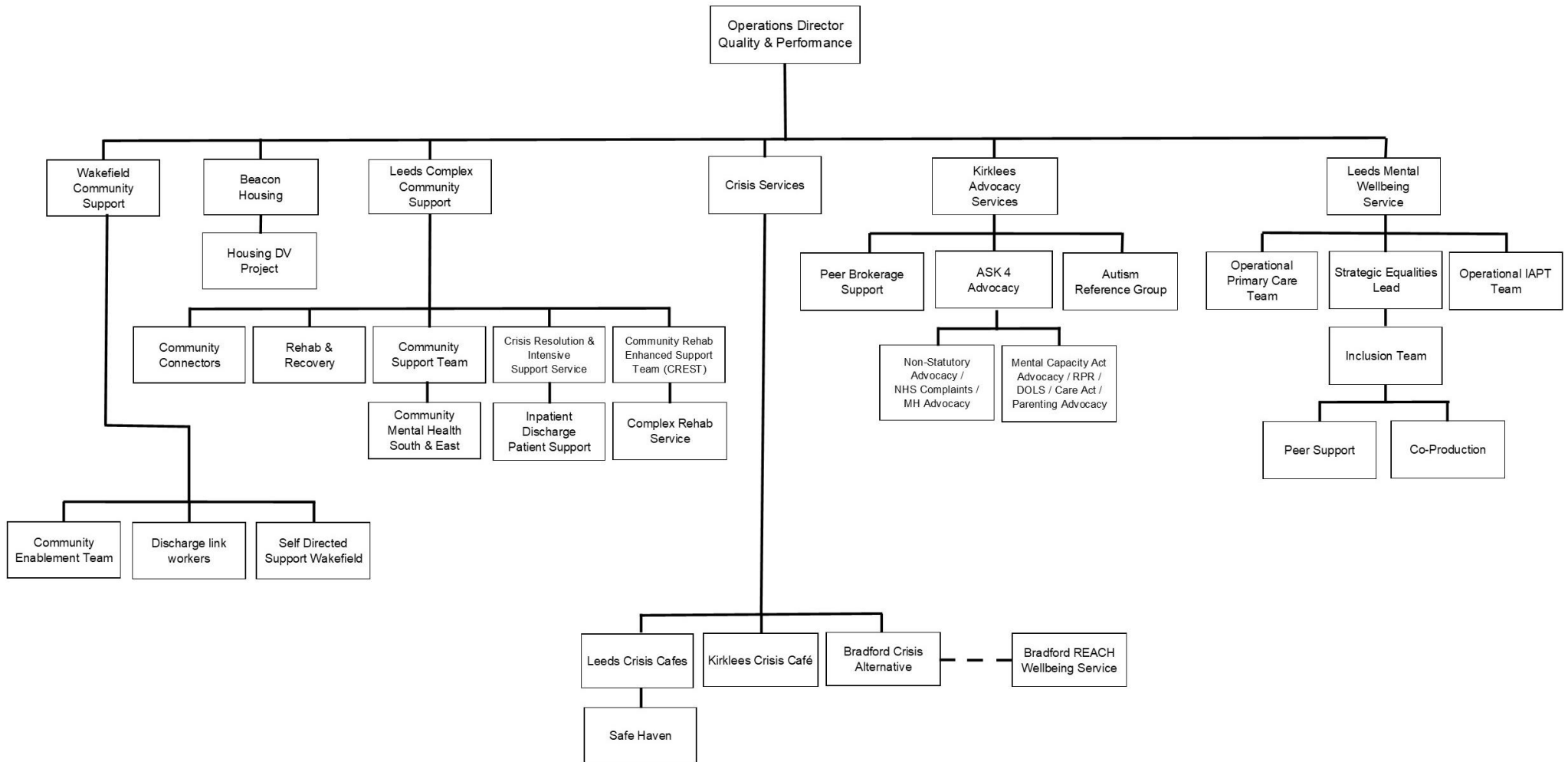
6.0 ORGANISATIONAL STRUCTURE



6.1 OPERATIONS (INCLUSION)



6.2 OPERATIONS (QUALITY & PERFORMANCE)



7.0 THE ORGANISATION

Touchstone's leadership structure is headed by the Chief Executive who, in partnership with the Senior Leadership Team (SLT), is responsible to the Board of Trustees for the operation and development of the organisation and on advising the Board on strategy and policy issues.

5 Directors are responsible for key functional areas within Touchstone, namely:

- Finance, IT and Resources
- Operations (Quality and Performance)
- Operations (Inclusion)
- HR, Administration, Volunteering & Communications
- Business Development and Risk



Touchstone's Operations Leaderships Team (OLT) led by the Operations Directors and comprising of Senior Service Managers is responsible for providing operational leadership and management support covering all Touchstone services. The OLT is supported by organisational support and subject matter expert staff.

A robust risk management approach is embedded across the organisation supported by an organisational wide risk register, which is reviewed regularly by SLT, committees and the Board.

Team Managers/Coordinators have responsibility for day-to-day operations/services which are organised around the following 'Service Offer' themes:

7.1 **Community Development, Preventative and Peer Led Services**

Services designed to keep people well in the community and promote preventative measures to support good mental health and wellbeing in communities. A Coproduced Asset Based Community Development and peer led approach is embedded into service delivery:

- **Leeds Mental Health Public Health Service** is a new service set up in 2023 which brings together the Mentally Health Leeds and Your Space service. This city-wide service is a consortium led by Touchstone with number of delivery partners including; Health for All, the LS14 Trust, BARCA, Hamara, Holbeck Together and Women's Health Matters. This service has strategic responsibilities around mental health

prevention work, anti-stigma and enabling local communities to feel and keep well. The service will offer support and advice to people and employers around mental health promotion, anti-stigma and training via our training partners; Community Links, Leeds Mind and Human Beings. The service will provide city wide, geographical and service specific support to communities of interest such as to BME communities. An Asset Based Community Development (ABCD) approach will be used to work with and support the diverse communities of Leeds.

- **East Leeds Health 4 All (ELHFA)** team is part of the Better Together service led by the 'Feel Good Factor' service promoting health and wellbeing. Better Together ENE is a partnership of 5 organisations working across Northeast Leeds to promote good health and wellbeing via a combination of group and individual support.
- **Asset Based Community Development (ABCD) Project** is a city-wide Leeds service which looks at building the assets of local communities to better influence and take the lead in deciding how services are delivered to them. The projects work with professionals and organisations to enable them to better understand and embed the principles of ABCD.
- **Volunteers Service** which is Investors in Volunteers (IIV) accredited, specialises in recruiting, training, and supporting volunteers into placements at Touchstone or with one of our partner organisations. Many volunteers are individuals who are experiencing, have experienced, have an interest in or are the carers of someone experiencing mental health difficulties. Volunteers are fully supported and able to build their confidence, self-esteem, reduce isolation, learn new skills, and make new friends/networks.
- **Men's Health Unlocked Project** is a lottery funded project led by Forum Central to tackle men's health inequalities in Leeds. Touchstone provides a range of innovative activities that aim to empower men to improve their health and the health of the men in their communities.



- **Touchstone Outreach and Prevention Service (TOPS)** is centred on the reduction street drinking. Building trusting relationships with people, over time encouraging them to attend weekly group sessions. Providing an alternative to street drinking, introducing discussions around alcohol dependency and available holistic support. The success of the Harehills project has resulted in the contract being extended into Leeds City Centre.
- **Men in Health and Social Care service** provides support targeting men representing all protected characteristics working in the West Yorkshire Health and Social Care sector.
- **West Yorkshire Health and Social Care System (ICS) Workforce support** offered through Touchstone as lead 3rd sector organisation and expertise in supporting recruitment, retention and diversity workforce strategies in health and social care roles.
- **West Yorkshire Autism and ADHD Deep Dive Coproduction** is an all-age neurodiversity (Autism and ADHD) ‘deep dive’ project across West Yorkshire. The aim of the project is to understand the current experience of users and families of Autism and ADHD services, Key objectives are to map existing Autism and ADHD provision, capture data and information, assess initiatives and ways of working to see if these could improve how the system works, and the impact on individuals and families, identify projected future gaps and issues to address and explore options to proactively address future projected need/areas of work. Working in partnership with NHS trusts, Touchstone is responsible for the coproduction element of the ‘Deep Dive’ project.

7.2 **Mild to Moderate needs (Community)**

Supporting service users with assessed mild to moderate care, health, and mental health needs. A focus on asset-based approach to service delivery promoting independence and recovery in the community:

- **Live Well Leeds** is a city-wide service commissioned by Leeds City Council ASC. It works in partnership with over a dozen local organisations to provide community-based support to people with mild to moderate mental health support needs. Live Well Leeds incorporates many culturally appropriate services e.g., ‘Dosti’ and ‘Shantona’ for South Asian women, Leeds GATE for members of the gypsy and traveller community etc. In addition to groups and one to one support, Live Well Leeds offers a Befriending Service to support engagement in local communities.
- **Early Help Hubs** provide one stop shop services to families and children in Leeds and has mental Health workers employed by Touchstone as part of their multi-disciplinary teams. Touchstone staff are linked to the Live Well Leeds service.
- **Sikh Elders Service** works in collaboration with statutory and voluntary organisations to support elders to live independently in their homes. Regular activities include ‘Cha da cup’ for Elders who normally would not access any other community activity due to language and cultural barriers and ‘Bhoole Bisre Yaadein’, memory games like ‘Anthakshiri’ and a hot meal for younger elders.



- **BME Dementia service** delivers services for people with dementia and their carers from BME communities in Leeds. The role involves 1 to 1 support and raising dementia awareness in the community. The service works in partnerships with other services and community organisations.
- **‘WorkPlace’ Leeds** service works in partnership with Leeds Mind, providing employment support to individuals from the Community Mental Health Teams identifying employment, training, and education opportunities for individuals out of work with mental health difficulties.

7.3 Mild to Moderate needs (Clinical)

Supporting service users/patients with clinical mild to moderate common mental health disorders. Services delivered in line with NHS Commissioner and England Clinical guidance:

- **Leeds Mental Wellbeing Service (LMWS)** brings together existing Primary Care Mental Health (PCMH) services including Improving Access to Talking Therapies (IAPT) under one single contract led by the Leeds Community Healthcare Trust (LCH). The aim of the service is to provide integrated mental health support and therapies for people with mild/moderate and complex Common Mental Health Disorders (CMHD). The city-wide service is split into multi-disciplinary Cluster teams with Touchstone responsible for the most ethnically diverse cluster in Leeds.
- **LMWS Inclusion Team** led by Touchstone has a partnership wide remit in the LMWS service and provides advice on inclusion, addressing health inequalities including peer support and coproduction services to the whole partnership.
- **Employment Advisory Service** is for service users with clinically defined mild to moderate mental health needs supporting them to retain and/or find work. This service complements talking therapies offered by the Leeds Mental Wellbeing Service. The

service is funded nationally by the DWP and is led by Northpoint with Touchstone employing Employment Advisors.

- **Blossom (FGM Project)** project delivers clinical support for women who are victims of Female Genital Mutilation (FGM) in partnership NHS Nurses in Leeds and Bradford. Clinics provide support and basic treatments in relation to FGM, and onward referral to other health services as needed. The project delivers services to both recent and non-recent victims over the age of 18.

7.4 **Intensive Support Needs (Community)**

Supporting service users with complex social and health needs including those in Crisis. More intensive, tailor-made, coproduced and trauma informed support to sustain wellbeing and promote recovery in the community:

- **Housing Beacon Service** provides accommodation and support to people living in 41 units as part of a city-wide scheme. These units are fully furnished self-contained flats let on a temporary basis to a wide range of service users. As part of this contract the team also delivers a peer support service to the whole Beacon partnership service.
- **Community Support Team (CST)** is an assertive outreach service delivering support to people with complex mental health conditions in the community. CST works predominantly with service users referred from CMHT's'. CST staff work with service users who have complex lived experience and mental health conditions. CST has developed a close working relationship with Leeds CMHTs and run several groups jointly. CST have developed an amber support service in partnership with the CMHTs and LYPFT. CST also work with referral partners e.g. Forward Leeds, Leeds GATE, Probation and Women's Aid.
- **Rehabilitation and Recovery Centre** in partnership with LYPFT, Community Links and Leeds Mind. The four organisations are working together to support service users with long term mental health needs from ward-based rehabilitation on site to supported recovery in the community.



- **Leeds Community Connectors** which are LYPFT funded posts support people who have ongoing and complex mental health needs, to achieve better mental health and wellbeing, increasing independence and supporting recovery in the community. Touchstone covers the HATCH Local Care Partnership (LCP) area. Staff use a personalised approach to support people, using coaching and motivational interviewing.
- **Wakefield Self-Directed Support (SDS)** is for people with personal budgets who opt for Touchstone to provide them with support that meets their goals, whenever, wherever, and however they choose. SDS is provided by a group of bank and permanent staff who work with individuals who “buy” their services according to their agreed support plan objectives.
- **Wakefield Community Enablement Team (CET)** delivers 1 to1 intensive floating support promoting a person centered and recovery focused support in line with individual needs. Working closely with relevant agencies across the city of Wakefield and surrounding areas is a key aspect to ensure that service users are connected into their local community. The service aims to support individuals with multiple and complex mental health needs, reduce the risk of offending, hospital admission to secure wards and homelessness. The support is person centered support and recovery focused, in line with individual needs to achieve better mental health and wellbeing.
- **Kirklees Peer Support Service** based in Dewsbury develops a Peer led Brokerage Service in Kirklees, offering volunteering opportunities and support for people eligible for personal budgets/Self Directed Support.



- **Crisis Cafés operate in Leeds, Kirklees, Wakefield and Rotherham** with the aim of reducing hospital admissions, reduce factors associated with the inappropriate use of statutory services and provide a safe alternative to NHS mental health support. 1 to 1 support is offered to service users during ‘out of hours’ times including late evenings and weekend support. Support is tailored to each service user and contact made with statutory emergency mental health service where required.

- **Bradford Crisis Alternatives** provides all age urgent and emergency crisis support in non-clinical settings that ensures timely and supportive crisis care. Within this consortium led by Bradford Mind and Cellar Trust, Touchstone is the perinatal mental health lead providing support to women in the perinatal period experiencing crisis and upskilling the wider crisis team workforce to better understand the specific needs of perinatal women – with bespoke evidence-based training coproduced with women using the service.
- **Safe Haven service** is a partnership with Leeds Survivor Led Crisis Service and Touchstone which provides a 24/7 alternative crisis service to hospital admission for people in acute mental health crisis.
- **Crisis Resolution and Intensive Support Service (CRISS)** is a peer support-based service with staff providing intensive support at home for a 24-hour period for people experiencing mental health crisis. It will work to prevent admission and readmission into inpatient care. The service works with individuals to develop a plan of care that is tailored to their needs. It supports service user recovery towards maximising personal independence and provides advice to service users, carers, families, and professionals.
- **Community Rehabilitation Enhanced Support Team (CREST)** is a community mental health service led by the Leeds and York Partnership Foundation NHS Trust (LYPFT) to help people live outside of more complex locked rehabilitation. The goal is to move people from inpatient settings and develop new lives nearer to home. Established in 2021, the team which employs Touchstone staff aims to empower people to define, build, and live meaningful, independent, and satisfying lives closer to their families and community.
- **Complex Rehab Peer Support and Coproduction Service** (linked to CREST service) employs Coproduction peer support workers to identify the needs of people held in secure accommodation and to co-produce alternative provision to enable them to live more/independently in the community.
- **Sanctuary Domestic Violence** service is a multi-agency Leeds service which offers support to people experiencing domestic abuse/violence. Touchstone provides support to LGBT+ service users.
- **Bradford REACH Wellbeing Service** Touchstone is working with the Cellar Trust, Hale and Project 6 to provide support for people receiving support from Community Mental Health Teams who have a Serious Mental Illness. Touchstone brings an expertise working with black and minority ethnic communities and mental health to the partnership, supporting people from underrepresented communities to access the service. We provide one to one personalised support for people to achieve their personal goals, to gain confidence, re-gain social skills, develop their friendship groups and get involved in activities.

7.5 Intensive Support needs (Criminal Justice)

To support service users with a criminal justice pathway history to access appropriate support and wellbeing services. To work closely with criminal justice agencies to divert service users from criminal justice pathways into supportive health and social pathways:

- **Liaison and Diversion West Yorkshire** service is aimed at reducing the prison population by diverting people with complex needs away from the Criminal Justice System. Touchstone is the key mental health partner with Wakefield Council working in conjunction with police, courts, health, and probation. Touchstone also leads on the Employment Training Education pathway supporting employment and training opportunities for offenders across the county.
- **Liaison and Diversion South Yorkshire** - Touchstone delivers peer volunteering support in South Yorkshire with staff operating in Sheffield, Barnsley, and Doncaster.
- **SHAFa Project** works primarily with South Asian offenders. The team operates out of Probation offices across West Yorkshire, receiving referrals from Offender Managers and is funded by jointly by WY L & D service and the national probation service. The work is via group and 1 to 1 intervention, this is determined through careful risk assessments. SHAFa also delivers 1 to 1 high risk case work for the National Probation Service.
- **Women's Mental Health Criminal Justice** service led by the 'Together Women' service offers support to women under the supervision of the National Probation Service across West Yorkshire.
- **Prison Leavers project** is a pilot service in partnership with St Giles providing throughcare for Friday Prison leavers (from HMPs Leeds and Wealstun) with complex needs to ensure they are comprehensively supported on release and effectively engage with services at periods of most vulnerability.

7.6 Advocacy Services

To provide impartial and independent advocacy support in line with statutory requirements in the Kirklees areas.

- **Advocacy Service Kirklees (ASK4Advocacy)** provides a statutory and community health and social care advocacy service in line with Mental Health and Care Act legislation. Staff offer one-to-one, peer and group advocacy support to people using health and social care services across Kirklees. The service operates in community, care home and hospital settings and ensures the advocacy rights of service users in line with the Care and Mental Health Acts are met. The service also facilitates co-produced service user involvement forums on the Kirklees area supporting enablement and empowerment of individuals and communities e.g., Kirklees Autism Reference Group

8.0 STRATEGIC SWOT ANALYSIS

Strengths

Values led culture
Talented, diverse & resilient workforce
Lived experience of staff and SLT.
Diversity & Inclusion track record
Co-production & Service user involvement
Leadership & Governance culture
Quality (with metrics)
Data & Intelligence
Safeguarding
Employer of Choice
Diverse range of service offers
Regional footprint
Expertise in many fields
Preferred Partner of Choice
Stable financial position
National/regional/local reputation – strengthened during Pandemic

Weaknesses

Leadership thinly spread
Management/central services
infrastructure capacity
Affordability of key roles e.g. IT,
Finance & HR
Digital infrastructure and capability
Environmental Responsibilities
Reaction to emerging agendas
Lacking capacity to be fully connected to regional decision makers
Leeds centric perception
Alignment of resources with priorities
Venues/estates
External marketing/profiling
Inefficient/bureaucratic processes
Unstructured growth

Opportunities

NHS Long Term Plan (LTP) and Five Year Forward View
Health and Social Care reforms
Regional presence and influence (Integrated Care Systems)
New non-procurement income streams
New partnerships/collaboratives
Digital Transformation
2021 Census
Emerging 'Men's' agenda
Attracting modern tech savvy workforce
Utilising the power of diversity
Sector leader on service user involvement/co-production
Specialisms e.g. Crisis / LGBTQ+ / BME / Volunteers
Criminal Justice System
Agile working
Learning from Covid 19 Pandemic to inform new service delivery models

Threats

Reputational Damage
Growth/geographical spread - Mission drift
Spread too far and thinly – Quality & USP compromised.
Competition/Partnerships (new entrants)
Global events e.g. Conflict / wars, pandemics, climate change
Demand (unconstrained)
Loss of major services
Lacking adequate & sustainable infrastructure / capacity resources
Becoming less diverse employer and service provider.
Attracting & retaining quality workforce.
Uncertain economic environment (cost of living / inflation)
Public Sector cuts
Not digitally ready
Cyber / Information security
Large disparate size and complexity

9.0 STEEPLE

External big picture forces of change and how these may impact on Touchstone's ability to achieve its objectives.

Social	Risk	Timeframe
Demographics (Census)	H (M)	12-18 months 3-5 years
Unemployment	M	0-12 months
Global events e.g. Pandemics/Wars	H	12 months
Globalisation a) Employment b) Service User Implications c) Social Cohesion Implications	M H H	Ongoing
Knowledge/Skills/Workforce Development	M	12 months
Consumer Choice	H	0-12 months
Housing/Living Conditions	H	1-3 years
Relationship Breakdown	H	1-3 years
Drug & Alcohol Use	H	1-3 years
Work Life Balance	M	3-5 years
Health	H	Ongoing

Technological	Risk	Timeframe
Monitoring Requirements	H	Ongoing
IT Infrastructure	H	Ongoing
Personalisation Agenda	M	3-5 years
Access to IT for Service Users	H	Ongoing
Legal – Records, Data Protection	H	Ongoing
Competency of Staff re IT	H	Ongoing

Economic	Risk	Timeframe
Public Expenditure Reducing, e.g., Shrinking Local Authority Budgets as a result of Covid-19	H	0 – 12 months
Brexit	H	0-24 months
Closure of Other Services	H	0 -18 months

Monetary Policy (VAT / taxation / inflation / interest rates / Brexit)	H	1-3 years
Pay Award	M	0-3 years
Competition	H	0-3 years
War	H	1-3 years
Funding changes Primary Care Networks, development of ICS, Shaping Our Future (CCG commissioning review)	H	12 months

Environmental	Risk	Timeframe
Green Agenda	H	1-3 years
Link to Technology & Ethical Practice	M	1-3 years
Waste – EU Regulations	L	3-5 years
Landfill Allowance Trading Scheme	L	3-5 years

Political	Risk	Timeframe
Change of Government	M	0-3 years
Financially weak and uncertain Local Authorities	H	Ongoing
Impact of Brexit	H	0-24 months
White Papers/Strategies	H	12 months
Competitiveness/Best Value	H	12 months

Legal	Risk	Timeframe
Employment Law (Migration EU Regulations etc Equality Act)	M	Ongoing
Health and Safety	M	Ongoing
General Data Protection Regulations/Freedom of Information	M	Ongoing
Health, social care and mental health legislation	M	Ongoing
Governance (Public Benefit)	M	Ongoing
Competition	H	1-3 years
Regulatory Compliance Frameworks (Charity Commission, HB, Financial Regulations, GDPR etc)	M	Ongoing

Ethical	Risk	Timeframe
Corporate Social Responsibility	L	3-5 years
Health and Safety	M	Ongoing
Coproduction	H	Ongoing
Diversity and Inclusion	H	Ongoing
Personalisation	L	Ongoing
Confidentiality/Code of Conduct	H	Ongoing
Vision and Values (Touchstone Brand)	H	Ongoing
Reputation	H	Ongoing
Community Involvement	M	Ongoing
Partnerships	H	Ongoing



10.0 ACTION PLAN

OBJECTIVE 1: SUSTAIN AND GROW HIGH-QUALITY SUPPORT SERVICES FOR THOSE MOST VULNERABLE TO MENTAL HEALTH ISSUES ACROSS YORKSHIRE

GOAL	STRATEGY	MEASURE	RAG
1. Retain 100% of retendered contracts.	Involve colleagues in supporting retendered contract bid submissions.	% of contracts retained via retendering.	
	Agree annual mini-business retention development plans for each service.		
	Identify and build alliances and partnerships to coproduce bids for retendered contracts.		
2. To maintain Touchstone income at a level that allows sustainability.	Garner market intelligence about future service tender opportunities.	Annual income growth.	
	Bid/tender for appropriate services defined in the Business Development Strategy.	Number of submitted/ successful bids.	
	Maintain and share knowledge of external strategic environment.	Number of strategic issues papers.	
	Encourage colleagues to suggest new business development opportunities.	Number of suggestions.	
	Identify and build alliances and partnerships to coproduce bids for new service contracts.	Number of partnership bids.	
	Agree annual Business Development Strategy.	Agreed annually.	
	Increase Touchstone brand engagement through targeted stakeholder communications.	Communication Strategy Metrics.	
3. Up to a third of total income in line with Values, Mission and Objectives to be outside of Leeds by 2025.	Bid for income streams outside of Leeds in line with SBP values, mission and objectives particularly targeting BME / Diverse communities.	% of income for services outside of Leeds.	
	Identify and build alliances and partnerships to coproduce bids for new service contracts outside of Leeds.	Number of submitted/ successful bids.	

<p>4. Risk informed Reserves strategy to support sustainable infrastructure and grow reserves to agreed annual target that enables delivery of SBP priorities.</p>	<p>Reserves policy reviewed and strategy developed to establish risk informed agreed 3-year reserves target aligned to 3-year Investment Budget Plan –May 2023.</p>	<p>% Reserves target agreed. 12.5% minimum contribution to management costs.</p>	
<p>5. Digital capability and capacity to sustain growth, deliver efficiencies and support continuous improvement.</p>	<p>Review all existing contracts / budgets now and annually to forecast contribution to reserves and develop action plans to address shortfalls.</p>	<p>Contract information reported to F&D Committee and number of action plans produced plus achievement of target.</p>	
	<p>Organisational Digital Transformation Programme developed and implemented enabling digital and people readiness.</p>	<p>Programme delivered on time and all milestones delivered: - New 3rd party support in place by April 2023. - New Finance system goes live by April 2023 - New HR system goes live by September 2023 - Cyber security risks mitigated</p>	

OBJECTIVE 2: TO BECOME A PARTNER OF CHOICE AND DEVELOP SUSTAINABLE RELATIONSHIPS WITH THE STATUTORY, PUBLIC, PRIVATE AND VOLUNTARY SECTORS

GOAL	STRATEGY	MEASURE	RAG
6. To participate in up to 5 new collaborative partnerships/alliances in year inc. 3 new contractual collaboratives/ consortia.	Coproduce an annual high profile, public facing or remote conference/event annually.	High profile annual event delivered.	
	Targeting key decision makers / funders and partners to receive information about Touchstone.	Number of new partnerships and collaborative, informal partnerships and contractual partnerships.	
	Involvement in regional service collaboratives, partnerships, ICS, place-based initiatives e.g. LCPs & PCNs.	Involvement in number of regional and place-based services/initiatives.	
7. Maintain 5 existing strategic/collaborative partnerships including 2 contractual strategic / collaborative partnerships.	Targeting of BME areas and working with BME lead groups to increase service offers to BME communities across Yorkshire.	No of BME / geographical focussed contracts. No of BME service partners. Cultural Competency framework developed and implemented by Dec 2023.	
	Implement and evaluate annual Communications and Marketing Strategy targeting key funders / contractors / commissioners across Yorkshire and try to establish links.	Delivery of metrics within Communications Strategy by Sept 2023	
	Social value strategy to be developed in line with national Themes Outcomes Measures (TOM) framework aligned to emerging tender requirements.	Social Value Strategy Developed with framework by Dec 2023	

OBJECTIVE 3: TO MAINTAIN A JUST, SAFE AND RELECTIVE CULTURE TO CONTINUOUSLY IMPROVE OUR STAKEHOLDER EXPERIENCE

GOAL	STRATEGY	MEASURE	RAG
8. Maintain at least 95% overall service user satisfaction with Touchstone services by end of March 2024.	Use the outcome star data to measure service effectiveness, organisational, relevance and deficits in service user/carer experience.	User satisfaction rates.	
9. Create a safe place for all by exceeding contractual safeguarding & other legal requirements throughout 2023/24.	Information Governance/Security Strategy embedded and relevant policies refreshed.	Staff with accountabilities and responsibilities clearly aware of their roles. All IG policies updated/refreshed by March 2024. IG agreements in place with partners. Audit of partners IG arrangements	
	Review quality assurance arrangements & develop proportionate/lean assurance framework.	New co-produced assurance framework by April 2023. No Service Assurance days.	

OBJECTIVE 4: TO BE AN EMPLOYER OF CHOICE; RECOGNISING AN CONTINUOUSLY DEVELOPING OUR PEOPLE AS VALUED AND ESSENTIAL LEADERS IN THE DELIVERY OF QUALITY SERVICES.

GOAL	STRATEGY	MEASURE	RAG
10. Maintain Investors in People (IiP) Platinum Accreditation status 2021-24.	Recruit competent and diverse employees.	Annual recruitment report to board including diversity information.	
	Implement recommendations from IiP Platinum review.	People Strategy developed and implemented by Sept 2023. Benefits of being an employee bi-annually reviewed. Production/promotion of positive staff stats e.g., diversity, staff feedback.	
	L&D plans to be completed annually in line with appraisals. Staff to undertake training linked to reflective practice.	Number of staff attending training and L&D plans in place.	
11. Achieve top 100 ranking in Stonewall LGBTQ+ employers list, Inclusive Companies and Best Companies to Work.	Complete Stonewall, Inclusive Companies, Best Companies submissions annually.	Retain 2023 Stonewall, Inclusive Companies and Best Companies top ranking placings including retaining 3-star Best Companies rating.	
12. Implement Investors in Volunteers (IiV) reaccreditation.	Acting on IiV 2021 accreditation recommendations.	Investors in Volunteers accreditation recommendations implemented.	

13. Reduce impact of Touchstone carbon footprint.	Annual Service environmental impact assessment and action planning.	No of service environmental impact assessments and action plans in place by September 2023.	
14. Improve overall staff satisfaction rates by end of March 2024.	Follow up action plans based on staff survey results.	Staff satisfaction rates.	
	Include 'friends and family' question in staff survey.	Employee Net Promoter Score.	
	Embed leadership principles across all services.	Leadership scores in staff survey.	
	Hold leadership masterclasses.	Number of leadership masterclasses.	
	Conduct exit surveys for leavers.	Annual exit survey report to board including retention rates.	
15. Achieve 96% attendance across the organisation.	Monitor attendance and manage back to work policies.	Attendance rates.	
16. To maintain and increase staff diversity representation.	Workforce representation is in line with organisational targets e.g., 40% BME workforce target, 15% Disability.	Organisational targets achieved.	

OBJECTIVE 5: EMBED COPRODUCTION TO INVOLVE SERVICE USERS AND CARERS IN ALL ASPECTS OF SERVICE DELIVERY AND DESIGN

GOAL	STRATEGY	MEASURE	RAG
17. Getting it right first time, every time.	Improve service users' and carers' experience of Touchstone by increasing engagement with service user involvement activity throughout 2023/24.	Numbers reporting involvement/knowledge of service user/carer involvement.	
	Maintain at least 95% overall service user satisfaction with Touchstone services by end March 2024.	Service user satisfaction rates.	
18. Become partners of choice in the areas of coproduction and service user/carer involvement.	Deliver annual coproduction conference, engaging key partners and service users and report produced with recommendations.	Conference organised and report with recommendation produced.	
	Service User Leadership Academy programme formally launched and embedded with appointed service users	Service users appointed by April 2023 and Academy Programme launched by June 2023.	
	Trustee Champions identified to lead on strategic priorities e.g. Safeguarding, Diversity, Risk	Assurance that Trustees are meeting their statutory responsibilities. Trustee Champions appointed at Board Away Day April 2023.	
	Recruit and retain service user consultants as appropriate, retain at least 2 trustees with lived experience.	Number of service user consultants reported annually. Number of trustees identifying as experts by experience in board equal opportunities audit.	

11.0 KEY

ABCD	– Asset Based Community Development
ASC	– Adult Social Care
BDD	– Business Development Director
BME	– Black Minority Ethnic
CEO	– Chief Executive Officer
CMHD	– Common Mental Health Disorders
CMHT	– Community Mental Health Team
CRISS	– Crisis Resolution and Intensive Support Service
CST	– Community Support Team
FD	– Finance Director
FDC	– Finance and Development Committee
FYFVMH	– Five Year Forward View for Mental Health
HATCH	– Harehills Chapeltown and Burmantofts, and Richmond Hill LCP
HRD	– Human Resources Director
ICS	– Integrated Care Systems (e.g. West Yorkshire Health & Care Partnership)
IIP	– Investors in People
IIV	– Investors in Volunteers
JNCC	– Joint Negotiating and Consultation Committee
LCC	– Leeds City Council
LCH	– Leeds Community Health Care NHS Trust
LCP	– Local Care Partnership
L & D	– Learning and Development
LMWS	– Leeds Mental Wellbeing Service
LYPFT	– Leeds & York Partnership Foundation NHS Trust
LGBTQ	– Lesbian, Gay, Bi-sexual, Transgender, Queer/Questioning
LTP	– NHS Long Term Plan
LWL	– Live Well Leeds
MESMAC	– Yorkshire Men’s sexual health organisation
MHA	– Mental Health Act
MHL	– Mentally Healthy Leeds
OD (Q&P)	– Operations Director (Quality & Performance)
OD (Inc)	– Operations Director (Inclusion)
OLT	– Operations Leadership Team
SUAVE	– Service User Authentic Voice of Experience.
O&QSC	– Operations & Quality Standards Committee
PCNs	– Primary Care Networks
SBP	– Strategic Business Plan
SDS	– Self Directed Support
SLT	– Senior Leadership Team
TAP	– Team Action Plan
TOMs	– Themes Outcomes Measures (Social Value)



Touchstone House
2-4 Middleton Crescent
Leeds
LS11 6JU

Tel: 0113 271 8277
Email: office@touchstonesupport.org.uk

Website: www.touchstonesupport.org.uk
Twitter: @Touchstone_Spt
Instagram: @touchstonesupport
Facebook: @TouchstonrSpt

