

Board of Directors (held in Public)
27 July 2023
People Report

Item 4.6

Presented for:	Information/Assurance
Accountable Director:	Mandy Wilcock, Director of People & OD
Presented by:	Mandy Wilcock, Director of People & OD
Author:	Suzanne Hartshorne, Deputy Director of People & OD Dawn Adams, Associate Director of Education and OD (Interim)
Previous Committees:	None
Legal / Regulatory:	No

Key Priorities/Goals	Attract, develop and retain a highly skilled, engaged and diverse workforce
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Strategic Ambition	(✓)	BAF Strategic Risk
1. Patients and communities experience fully joined-up care responsive to their needs		Choose an item
2. Our people feel empowered, valued and engaged to perform at their best	✓	Choose an item
3. We achieve excellence in everything we do		Choose an item
4. We use resources wisely to invest in and sustain services		Choose an item.

Key points	
1. The report provides a brief overview of the highlights, lowlights, and risks within the services in the People & OD Directorate. The paper aims to update the board of key successes and outcomes and current/future projects. 2. The Committee are asked to note the contents of the report.	For information / assurance.

People & Organisational Development Directorate Executive Report

Highlights	Lowlights
<ul style="list-style-type: none"> • Cultural development – Assisted by external consultancy, Moorhouse, a number of interventions are in development as a result of reflections following feedback gained during the 2022 extensive staff engagement exercise. Interventions include: Appreciation and recognition Guide, High Performing Teams Toolkit, Team Charter, Empowerment Guide and a Leadership Behaviours framework. • Manage2Lead – One of the interventions launched is Manage2Lead developed for new and existing leaders to support their effectiveness. This self-directed learning includes bite-sized learning resources to develop transactional, technical, and relational skills as well as supporting leaders to have compassionate and inclusive conversations. • Commitment to Armed Forces personnel – Last month saw the launch of a new staff network; Armed Forces Network, creating a voice and platform to improve the workplace experience of YAS veterans, reservists and family members working and volunteering. Further, the Trust were awarded the Ministry of Defence's Employer Recognition Scheme (ERS) Silver Award which recognises our contribution to supporting the military community. • International Recruitment – The programme to recruit clinical staff from overseas saw the arrival of 12 Nurses from Kerala, India in May 2023 and 15 Paramedics from Australia in June 2023. A training and induction package is in place along with delivery of Objective Structured Clinical Examinations (OSCE) to support UK professional registration. The welfare programme included allocated accommodation, and buddies to support acclimatisation. • Succession Planning – a pilot has commenced to introduce a new succession planning model. This model supports our talent management approach as a way of identifying and developing 	<ul style="list-style-type: none"> • Workforce capacity (IPR) – With the current vacancy levels at 14.3%, the Trust turnover rate is 10.6%, and absence is 6.2%, workforce levels are a concern. It should be noted that turnover and absence have now started to stabilise with the number of successful applicants (>600 people) progressing through employment checks, but staffing levels, particularly in our IUC call centres, remain of concern where sickness is 11.4% and turnover is 30.6%. • Sexual Safety Charter – To support our cultural development programme, a Sexual Safety Charter has been developed, which asks staff to be more aware of their behaviour, be an ambassador and act in a way to protect all staff from sexual harm. The launch will follow on from work undertaken in London Ambulance Service but also because of an increase of inappropriate sexualised behaviour reported at the Trust. A communication and implementation plan will ensure the intervention is robust and increases the confidence of victims to come forwards. • Industrial Action – Whilst 3 of our trade unions accepted the national pay award and ceased any further calls for industrial action, one trade union continued to call members out to strike, protesting against the national pay award for 2023/24, however, numbers of staff and impact on services was low. The mandate for action expires on 9 August 2023 and it is not envisaged at this stage that a further mandate will be sought.

Commented [WA(ASNT1)]: The pledge has been removed in terms of signing but the charter is the key element.

Commented [HT2R1]: added to actions below

Commented [WA(ASNT3)]: We need something in the final actions to be made section later re robust support to be identified from safeguarding, HR, FTSU and additional specialist psychological support.

Highlights	Lowlights
<p>potential future leaders to fill business critical roles. Commencing with the ICT department, the model uses a critical assessment matrix to determine which roles are essential to the Trust continued operations, ensuring a pipeline of individuals who will be ready to step into roles, should a vacancy arise. Development priority will be given where roles are 'hard to recruit' and have key skills that cannot be easily/quickly gained.</p> <ul style="list-style-type: none"> • Occupational Health Services – The moderation of submissions stage of the Invitation To Tender for the procurement of Occupational Health and Specialist Services has been completed with contract awards expected in the next few weeks. • Menopause Policy – A new policy supporting staff experiencing the menopause has been launched. The policy aims to raise awareness of how the perimenopause and menopause can impact individuals, as well as providing direction on how to support staff who may be experiencing symptoms and signpost useful resources. • Trust Vaccination Programme – The approach to the annual flu vaccination programme has been approved as proposed by the Seasonal Vaccination Working Group. The programme includes advertised clinics, peer vaccination, use of incentives to encourage uptake. • Essential Learning (IPR) – A focused initiative drove the Information Governance and Data Security eLearning compliance rate to 97.33% (11 Jun), the highest in 3 years.. The compliance supported a significant assurance rating on the National Data Guardian's Data Security and Protection Toolkit. • Apprenticeships – YAS was named the top-rated NHS organisation in the Top 100 Apprenticeship Employers 2023. With a placing at 36, we have been recognised for our commitment to creating new apprenticeships, diversity of our apprentices and the high completion success rate. 	

Key Issues to Address	Action Implemented	Further Actions to be Made
Cultural concerns – Freedom to speak up concerns are increasing, whilst that is healthy so that issues can be addressed, capacity of the HR, and FTSU teams is a concern.	The Cultural Development Programme is progressing with targeted cultural reviews taking place in a number of areas. An additional FTSU Guardian has been appointed.	The Cultural Development programme is to continue with work to ensure staff receive feedback/concerns are addressed following the extensive engagement session from last year. The Programme Board continues to operate to ensure progress continues and this is one of our business priorities providing assurance to People Committee.
Sexual Safety – the number of staff concerns have increased and are likely to rise following the launch of the Charter. There is a risk increased complaints could overwhelm HR, FTSU and Safeguarding teams, Clear support arrangements will need to be developed and put in place to support all involved.	Sexual Safety Charter is being launched with a communication and support infrastructure. The Trust Employee Assistance Programme is in place to support staff, but further robust support to be identified from safeguarding, HR, FTSU and additional specialist psychological support.	Work to launch the Charter and gain pledges from staff to affirm their commitment to protect staff from sexual harm. Contact from staff raising concerns will be monitored and supported through enhanced Trust processes.
Absence – whilst absence is at a seasonal low, it continues to be well above the Trust threshold.	A sub-group of the Organisational Efficiency Group is now in place with a programme of work to sustainably reduce absence with the aim of a 1% reduction on a baseline of 8.3%, which was the annual average from 2022/23.	The group will meet monthly, reporting to the main OEG Group and then Trust Management Group. People Committee will receive assurance on progress.