



**Trust Board (in Public)**  
**People & OD Directorate Executive Report**  
**26 October 2023**

**Item 4.9**

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

<b>Key Priorities/Goals</b>	Attract, develop and retain a highly skilled, engaged and diverse workforce
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<b>Strategic Ambition</b>	(✓)	<b>BAF Strategic Risk</b>
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.

<b>Key points</b>	
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"> <li>• The Directorate are on track to complete the allocated <b>operational objectives</b> and highlights of outputs are included below.</li> <li>• YAS named as the Yorkshire and Humber '<b>Regional Highly Commended Winner</b>' in the National Apprenticeship awards, in the 'Teesside University Macro Employer of the Year 2023' category. The awards recognise the achievements of extraordinary apprentices and the individuals that champion apprenticeships.</li> <li>• Target response rate (10%) for the 3-31 July <b>National Quarterly Pulse Survey</b> exceeded at 13.9% (1062 responses); more in line with the sector average. Outcomes have been shared on Pulse, with directorate and team reports delivered locally. Clearly more to do to improve the response rates, but a significant improvement.</li> <li>• The <b>National Staff Survey</b> opened on 2 October accompanied by an engagement plan and incentives. The current response rate is 23% (target 50%), higher than previous years and runs until 24 November. Whilst we are higher than previous years, at this point, the sector average response rate currently sits at 28%.</li> <li>• Following an extensive scoping and full open market 'Invitation to Tender Process', <b>occupational health and specialist services contracts</b> (including an Employee Assistance Programme) have been awarded to successful bidders with implementation from 1 April 2024. The outcomes have been communicated Trust-wide and work to enable the migration and implementation is on track.</li> <li>• Two new <b>leadership development programmes</b>, Aspiring Leaders and Lead Together launched, both with first cohort dates starting in October (18 and 10 Oct respectively). Adopting a blended learning approach (face-to-face, online and mentorship), the interest and uptake of places is high. Manage2Lead new content includes 'personal development for leaders' resources.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Appraisal compliance rates</b> are increasing (73.3%) however this is at a slow rate (3% percentage points since January 2023) with the 90% target compliance rate by the end of March 2024 at risk. Compliance is stronger in operational teams with lower rates seen in corporate teams. New communications to all Trust managers highlighting the intuitive compliance dashboard and guidance/tips on completing appraisals started in August, complementing existing support in place.</li> <li>• <b>Agency Usage</b> – Due to vacancies in NHS111 and other essential roles being covered by agency staff, the Trust is forecasted to breach the NHS England set agency ceiling spend. A plan is in place to increase efforts on recruitment and retention to reduce reliance and the forecasted breach. In addition, a new regime is in place for the North and East region for all new agency requests to be approved firstly by Trust Executive Group and then the ICB. Whilst this will support a reduction to Trust spend, this is likely to introduce delays to important work.</li> <li>• <b>Recruitment to operational roles</b> are not in line with financial planning resulting in significant underspend with work ongoing to address the root causes to prevent for future years thus reducing the risk to patient safety and financial impact. For A&amp;E roles i.e., Ambulance Support Workers, some courses have not been filled due to applicants failing C1 driving tests.</li> <li>• Whilst <b>sickness absence</b> is comparatively at the lowest rate since before the covid pandemic, it is expected that the normal winter spike will start to be seen in the coming weeks. To support this, a number of projects in the <b>Organisational Efficiency Absence Group</b> are ongoing</li> </ul>

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<ul style="list-style-type: none"> <li>• Seasonal Flu (all YAS staff) and COVID-19 (frontline staff including contact centres) <b>vaccination programmes</b> started in October offering clinics in a variety of locations/times.</li> <li>• Following the launch of the Ambulance Association of Chief Executive's <b>Sexual Safety Charter</b>, the launch of a Trust-specific charter takes place on 23 October 2023. A Trust-wide working group is ensuring communication and engagement is impactful with staff having clarity on routes where they can raise issues that can be dealt with compassionately and robustly with support available.</li> <li>• A successful joint <b>Rapid Process Improvement Workshop</b> for managing <b>Safeguarding allegations against staff</b> has taken place. This was both co designed and co-produced between Safeguarding and Human Resources Teams to clarify and improve processes where staff are subject to safeguarding concerns made internally or externally to the Trust. Outcomes included clarity on roles and responsibilities for managers and SMEs, guidance on how to identify a safeguarding concern, an automated process for assessing risks and identifying actions to mitigate these, and a timelier process for reviewing the allegations when they become known to the Trust. Enhanced support for all involved in this work will also be available. Work continues with the QI team to establish effective measurements to allow us to measure to improve, rather than to assure going forward.</li> <li>• The number of internal <b>Employee Relations</b> cases has increased whilst the <b>Employment Tribunals</b> are at an all time low. The long-standing Unlawful Deduction from wages claims (Holiday Pay) have all been closed and other cases are the lowest ever level. An increase in internal processes might be a good indicator of staff feeling assured to raise concerns or that issues will be dealt with at Trust level. To support, the negotiations with trade unions on the <b>disciplinary and grievance</b> policies have successfully concluded.</li> <li>• The Trust has had recognition for our excellent work to support <b>Veterans</b> with a Silver Award in the <b>Defence Employer</b></li> </ul>	<p>as well as the commencement of a <b>Winter Wellbeing Plan</b> to support staff, with specific focus on our frontline and call centres. This includes extra Health and Wellbeing team visibility through visiting A&amp;E departments on the <b>wellbeing vehicle</b> which includes providing nutritional hot meal packs. Making available support resources including a range of information and hints and tips around mental wellbeing (particularly around SAD – seasonal affective disorder), financial wellbeing, physical wellbeing. Drop-in clinics at the call centres – providing a safe and confidential space for staff to a break and have a conversation.</p> <p><b>Therapy dogs programme</b> will continue to visit and will be built into BAU.</p> <ul style="list-style-type: none"> <li>• Whilst there was significant improvement on all 10 metrics for the Workforce Disability Equality Standard (WDES), there was a significant deterioration for 8 out of the 9 metrics for <b>Workforce Race Equality Standard</b>. A specific focus will be given to this in the action plan for this year.</li> </ul>

Highlights	Lowlights
<p><b>Recognition Scheme (ERS).</b> The new Armed Forces Staff Network impressively contributed to this achievement.</p> <ul style="list-style-type: none"> <li>YAS was awarded the <b>Silver TIDemark</b> in the annual Benchmarking exercise through TIDE (Talent Inclusion and Diversity Evaluation). The exercise highlights our progress towards diversity and inclusion compared to other Trusts.</li> <li>The Trust have met its annual statutory responsibilities under the Public Sector Equality Duty with its submissions of Gender Pay Gap, <b>Workforce Equality Standards (Race &amp; Disability)</b> and publication of our Workforce Equality Reports and plans.</li> </ul>	

Key Issues to Address	Actions Implemented	Further actions to be taken
Occupancy rates for <b>Ambulance Support Worker (ASW) apprenticeships</b> lower than predicted creating a shortfall currently of 42 against a recruitment/training target of 264	Rapid Process Improvement Workshop scheduled for November 2023 focussed on new starter process onto YAS Academy programmes with relevant stakeholders. Scheduled ASW programmes extended to 15 learners for remaining 23/24 programmes.	Multi-year approach to workforce planning and scheduling of core workforce development programmes in development to avoid pitfalls of annual planning cycle.
The launch of the Trust's <b>Sexual Safety Charter</b> is taking place on 23 October 2023 whilst is positive, raises the risk of being overwhelmed with a number of potentially historical complaints from staff who have been sexually abused by staff or patients/members of the public. Concerns of being overwhelmed by sensitive cases and the level of support available for staff and those supporting them.	Rapid Process Improvement Workshop completed. Improved 'front end' of process (how the Trust responds when a concern is raised). The changes include checklist to help ascertain if it's a safeguarding concern, automated risk assessment and action plan built into existing software to allow for monitoring of the caseload. Established a daily Safeguarding Allegations Support Group (in case of need) meeting for managers with live or potential issues to have access to the SMEs. Managers briefing sessions taken place, comms campaign to support the work, team brief item and video launch endorsed by Mandy Wilcock and	Review the 'dashboard' to monitor compliance against the new processes.  Review the 'back end' of the process to ensure we capture learning from the cases to improve the future approach.  Improve accessibility of information on PULSE and linkages between HR and Safeguarding pages.

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	<p>Peter Reading. Staff Networks all in full support. Trade Unions been working in partnership. Enhanced support available for all parties involved in safeguarding cases. External suppliers are lined up ready to investigate issues that may arise from the launch of the charter in recognition we need to be able to respond promptly and that managers capacity is limited, especially in the winter period.</p>	<p>Review capacity of HR, TU, Safeguarding and management colleagues in line with potential rises inactivity.</p>
<p><b>Agency Spend</b> to support a reduction in vacancies and therefore a reduction in agencies.</p>	<p>Implementation of the NHS England approval process via TEG and the Workforce Approval Panel Agreements are in place with agencies to offer agency staff YAS contracts after 12 weeks thus avoiding further agency fees.</p>	<p>Review of all existing agency staff and movement to Trust contracts or robust recruitment arrangements.</p>
<p>Concerns on <b>Job Evaluation (JE)</b> processes in terms of pace to achieve outcomes, as well as the consistency due to the poor quality of job descriptions. JE is a process undertaken in partnership with trade unions, hence any changes to process must co-produced to ensure success.</p>	<p>Issues have been discussed with trade unions as well as a review of the administration processes. A pre-submission quality check, supported by HR has been introduced to reduce the number of rejections of submissions to JE Panels.</p>	<p>Further discussions with trade unions on how we can adjust our processes to remain in line with the national JE handbook to speed up outcomes.</p>