

Trust Board (in Public)
30 May 2024
Agenda Item: People Directorate,
Executive Report 3.4



Report Title	People Directorate: Executive Report
Author (name and title)	Suzanne Hartshorne, Deputy Director of People Dawn Adams, Associate Director of Education & OD
Accountable Director	Mandy Wilcock, Director of People
Previous committees/groups	N/A
Recommended action(s) Approval, Assurance, Information	Assurance/Information
Purpose of the paper	The report provides a brief overview of the highlights, lowlights, and risks within the services in the People Directorate. The paper aims to update the board on key successes and outcomes and current/future projects.
Recommendation(s)	The Board are asked to note the contents of the report.

Executive summary (overview of main points)

The report provides a brief overview of the highlights, lowlights, and risks within the services in the People Directorate. The paper aims to update the board on key successes and outcomes and current/future projects.

Strategic ambition(s) this supports. Provide brief bullet point details of link to Trust strategy.	Our Patients	Our work supports the ambition to deliver excellent patient care, which is safe and kind. Specifically work to ensure our workforce are well, trained and providing the best patient experience.
	Our People	The Directorate's agenda is solely focussed on our ambition to support our people to feel valued, proud to work at YAS and thrive every day.
	Our Partners	We aim to work with our ICS partners to ensure the best patient care for our communities
	Our Planet and Pounds	We use our resources wisely and progress all projects with sustainability in mind.
Link with the BAF (board and level 2 committees only)	Include reference number.	2a, 2b, 2c

People Directorate, Executive Report

Highlights	Lowlights
<ul style="list-style-type: none"> • A&E Pipeline – Recruitment campaigns for A&E frontline roles have resulted in a strong pipeline with 156 Ambulance Support Workers assigned to course dates between April - October 2024, with a further 56 applications in the pool and 372 in the shortlisting/interview stage. In addition to this, 161 Paramedics are also assigned to course dates between April – October 2024, 44 applications in the pool and 41 in the shortlisting/interview stage. • International recruitment - Nurses (IUC) – The final cohort of Nurses arrived in March 2024 and are progressing through their assessments and pathways training. Plans have been approved for recruitment of a further 16 nurses in 2024/25 after the success seen in the first year. This will be done in groups of four with arrivals planned to start from Q2. Feedback from the nurses has been very positive about their experience so far and the same pastoral support and training will remain in place this year. • Stay Conversations: From 1 April 2024, all IUC and EOC staff, existing or exiting, are offered a ‘stay’ conversation on a routine basis in their regular one-to-one meetings and, for those leaving their role, they are offered the opportunity to complete an exit questionnaire as well as a conversation. All data is recorded via Microsoft forms, and which includes the use of displaying of QR codes in the contact centres to allow employees to readily access and provide the Trust with feedback independently. A summary of themes will be produced after Q1. • The Succession Planning toolkit is ready to launch following Digital Directorate completing the toolkit as part of the pilot. A full aim will enable the Trust to understand our level of risk, with regards to business-critical roles. The toolkit has been developed on SharePoint and is being launched on 4 June 2024 with the Senior Leadership Community. Directorates asked to complete their plans by end of Q3. • National Apprenticeship Award Winner - YAS was awarded ‘Health and Science Apprenticeship Employer Provider of the Year’ at the Annual Apprenticeship Conference (AAC2024) recognising excellence in YAS’ apprenticeship provision. YAS also won Large 	<ul style="list-style-type: none"> • Appraisal compliance - The Trust has seen an increase in compliance as of the end of April 2024 with 75.2% appraisal completion (increase of 2.5% points from Jan ‘24) and an increase to 84.9% training compliance for managers (increase of 7.3%). The appraisal target rate is 90% for both compliance and training. The senior leader appraisal window opened on 1 April with an expectation that all senior leaders’ band 8a and above will have their appraisal and career conversation before the end of June, and that this is recorded on ESR. A ‘Frequently Asked Questions’ support document is available on the dedicated appraisal pages on Pulse and has been promoted to senior leaders. • Total sickness absence for March 2024 was 6.5%. Although absence remains above the target of 5%, the rate March 2024 is lower than in the same month of last year (7.07%). Total absence for March 2024 comprised of 2.8% short term and 3.74% long term. Absence rates have fallen steadily since January 2024. Absence totals and the gradual downward trend through the first quarter of 2024 are broadly comparable across the sector with absence for February 2024 at 6.9% • Seasonal vaccination programme - the 2023 seasonal flu and COVID-19 vaccination programme delivered 105 flu clinics and 58 COVID-19 clinics resulting in 41.78% of frontline staff receiving flu vaccinations and 22% COVID-19 vaccination. Analysis of national data shows YAS is not an outlier in terms of the vaccination rates. • Sexual Safety Charter - The Charter was launched on 23 October 2023. In April there was a 6-month post launch review. This identified that in the 12-month period prior to its launch we had 23 disciplinary cases that were categorised as sexual safety. So far, in the 6 months post launch we have had 23. The same number in half the time indicates that people are feeling more comfortable in raising concerns of this nature, and that there is an appetite from management to address them. Future plans include specialist training for all involved in managing this caseload. This would include investigating officers and panel managers. There is also a

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<p>Employer of the Year at the University of Huddersfield Apprenticeship Awards 2024.</p> <ul style="list-style-type: none"> • New Apprenticeships Data Power BI Dashboard - YAS Academy and Business Intelligence analytics specialists have created an apprentice progress dashboard launched on 01 May. This easy-to-use dashboard provides information by programme, learners approaching completion or past their planned completion date. The progress/completion percentages provide detailed information and early warning of those learners who may require additional support. • Rapid Process Improvement Workshop (RPIW) - Phase 2, Readiness to Learn, of the quality improvement initiative started in early May. This aims to ensure a positive onboarding and learning experience for new starters to YAS Academy programmes. This collaborative work includes YAS Academy, HR, Recruitment, People Systems, ICT, Procurement, Scheduling, and the Quality Improvement team. • Winter Wellbeing Tour - successfully concluded in March with every Trust site and station visited including emergency departments. Over 600 staff engaged, and more than 100 feedback forms completed with positive feedback. • YAS Together - As part of the year 2 plan for the YAS Together programme a maturity framework assessment was undertaken with the board. This identified areas of focus for 2024/25 including leadership development, communications/engagement, and leadership behaviours. Plans are being developed for talent management with workforce planning likely to be the first area of development. • Supporting Transgender Staff & Patients Guidance - guidance was approved by PDG, JSG and TEG in April following extensive stakeholder engagement and review from Stonewall and is now published on Pulse. Plans to support Pride@YAS through a communication campaign to formally launch the guidance, is expected on International Day Against Homophobia, Biphobia, Intersexism and Transphobia on 17 May 2024. • Hidden Disabilities Sunflower network - the Trust has joined the Hidden Disabilities Sunflower network to better support our staff, 	<p>planned Trust communication to share the impact of the charter, encourage people to come forward and to provide assurances about how the Trust will manage these situations. Future plans include considering opportunities for collaboration with the NAA and other Ambulance Trusts to create efficiencies.</p>

Highlights	Lowlights
<p>volunteers and patients who have an invisible disability. The Hidden Disabilities Sunflower merchandise indicates to people that the wearer many need additional support, help or a little more time. By becoming a member of the initiative, we are committed to ensuring that our staff and volunteers with non-visible disabilities are and feel supported and can access the support they need and providing our staff and volunteers with resources to enable them to better support people with invisible disabilities.</p>	

Key Issues/Risks to Address	Action implemented	Further actions to be undertaken
<p>Recruitment and Retention in our call centres – due to the continued high turnover and attrition within our 111 Call Centre, work continues to recruit into Health Advisor roles. This remains a risk on the Corporate Risk Register. It should also be noted that this is an issue reported by all 111 call centre providers and not unique to YAS.</p>	<p>A deep dive of the recruitment and retention work took place at People Committee in May 2024. Further work will be presented at future Committees. Work in this area includes, review of unpopular rota patterns, wellbeing support, rollout of a 'team based working approach and provision of uniforms to feel more part of YAS.</p>	<p>The IUC Case for Change work continues to be implemented.</p>
<p>Immigration and visas. A specific visa breach arose in December 2023 which led to an audit of our internal processes. These had been found to be inadequate. The Home Office could have taken action against us as a Trust and have suspended our sponsorship licence.</p>	<p>We continue to undertake a comprehensive review of our compliance administrative systems and a full workforce review to ensure all Right to Work documentation is in place and properly recorded. Whilst this review remains ongoing, we have no reason to believe that there are likely to be any further breaches.</p>	<p>The plan will continue to be completed. Training for HR staff and managers on immigration regulations is continuing to take place.</p> <p>This area is on the internal audit plan for Q4.</p>