

Board of Directors in Public
26 September 2024
Agenda Item 2.9



Report Title	People and Organisational Development: Highlight Report
Author (name and title)	Suzanne Hartshorne, Deputy Director of People Dawn Adams, Associate Director of People Development
Accountable Director	Mandy Wilcock, Director of People
Previous committees/groups	People Committee 10 September 2024
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 Committee on key successes and outcomes and current/future projects.
Recommendation(s)	The Trust 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 Trust 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 People	Invest in developing our people (staff and volunteers), ensuring they have the skills, support and resources they need to deliver high-quality care and services, now and in the future. Ensure our culture is one where our people are listened to, encouraged and enabled to speak up when they have concerns about patient or colleague safety and wellbeing, or when they have suggestions for how the Trust might be better run. Become a great place to work and volunteer, with staff survey engagement and feedback scores above average for the NHS.
	Our Partners	
	Our Planet and Pounds	
Link with the BAF Include reference number. (board and level 2 committees only)		6. Develop and sustain an open and positive workplace culture. 7. Support staff health and well-being effectively. 8. Deliver and sustain improvements in recruitment and retention. 9. Develop and sustain improvements in leadership and staff training and development.

People Directorate Highlight Report

Highlights	Lowlights
<ul style="list-style-type: none"> • Recruitment - A&E recruitment is currently on trajectory, with a strong pipeline of applicants as well as excellent occupancy for our paramedic (97% occupancy YTD) and ASW courses (100% course occupancy YTD). Collaborative work with partner HEIs is ongoing to provide strengthened induction prior to workplace placements for this high-risk group. • International Recruitment – The next cohort of 7 International Newly Qualified Paramedics (NQPs) will join the organisation on the 21 October, with a further 20 due to join in quarter four. Further advertising is due to take place in September to reach our target. • Rapid Process Improvement Workshop (New starters to YAS Academy) - Phase one, Optimising Capacity, has seen improvements to programme occupancy rates and includes a 5-year workforce plan (due end Q2). Phase 2, Readiness to Learn, has resulted in the implementation of a seven-week lead time from offer to starting a programme, process efficiencies suitable for Robotic Process Automation, and the streamlining of pre-employment information. A workshop as part of phase 2 took place to review and standardise the Recruitment Carousel Days. • Inclusive Recruitment Review Project Delivery Group – work has commenced with a workshop during July 2024 to review of the recruitment and selection practices for five job roles; (Ambulance Support Worker; Call Handler (IUC); Call handler (EOC); Ambulance Care Assistant, Ambulance Vehicle Preparation. • Health & Wellbeing – a survey designed to better understand the everyday stressors experienced by our staff has received over 300 to date. The insights will be used to identify/develop new self-management tools. A Managers' health needs analysis has been launched to support the development of a package of tools that will empower and equip managers to support the health and wellbeing of their staff whilst also looking after their own. • Seasonal Vaccination plan was approved at the People and Culture Group on 20 August. The Group approved the use of prize draw incentives, rather than individual vouchers. There are no plans to offer 	<ul style="list-style-type: none"> • Sickness Absence – the Trust absence rate for August 2024 has improved to stand at 6.5% compared with 6.8% in July 2024. This does not follow usual seasonal trends and is attributed to an increase in long term absence. Anxiety/stress/depression/other psychiatric illnesses consistently account for almost a third of absence each month. The Trust has recently appointed a focused post within the Health and Wellbeing team for mental health. Absence in contact centres has slightly improved with IUC reducing from 10.1% in June to 7.8% in August and EOC 8.4% to 8.3%. However, A&E absence has reduced from 6.6% to the Trust average of 6.3%. • The OEG Absence Group continues to ensure that the Absence Reduction Programme Plan supports improved performance and compliance with policy, as well as projects like the Workplace Adjustments and MSK support. Each service line has their own absence reduction plan. • Occupational Health - Significant work is required to ensure best use of OH provision and the reduction of Do Not Attends/Short Notice Cancellations. Work is ongoing with regular engagement at a local level to raise awareness and through the Health and Wellbeing Group. Work has started with Optima Health to map out a joint structured programme of support. • Turnover remains stable with a slight improvement from July 2024 with turnover at 10.4% in August from 10.6%. However, call centre turnover, although remains high, shows a slight improvement with IUC at 33.9% (34.6% in July 2024) and EOC at 19.4% (20.7% in July 2024). The IUC case for change and EOC restructure is progressing, which both aim to support an improvement in retention. • Senior Leadership Community Appraisal compliance rate is 76.8% where the SLC appraisal window ran between April-June. This equates to 41 senior leaders with no recorded appraisal or in breach. Contact is being made on an individual basis to enable completion or recording or completed appraisals on ESR.

Highlights	Lowlights
<p>covid vaccinations this year, but the flu vaccination will be open to all staff.</p> <ul style="list-style-type: none"> • Appraisal compliance rates continue to improve, 82.7% in August 2024 from 73.7% at end of Mar 24 (target is 90%). PTS continues to have the highest rate at 88.6% with Quality and Professional Standards as the lowest at 60% (29 Aug). • Mentorship – 75 mentoring relationships matched, trained and supported since October 2023, that includes 5 reciprocal pairs, 49 as part of the Aspiring Leaders' Programme, 10 on the Women and Allies' Network scheme (Enabling our Women to progress) and 11 stand-alone pairs. • People Pulse July survey response rate was the highest ever achieved at YAS at 14% (target 11%). The July national and sector rates have not yet been released however, April's response rate of 11% was above the sector average (9.5%) and national average (10.2%). All 4 areas evaluated (engagement, advocacy, involvement and motivation) have maintained a consistent trend over the past year. • AACE Equality and Diversity Improvement Plan for the Ambulance Sector – YAS has played an active role in the development of a bespoke EDI action plan working with the National Ambulance Diversity & Inclusion Forum (NADIF) in response to the culture review of ambulance services. Recommendations have been submitted to AACE designed to shift the dial on EDI indicators, reduce disparities in recruitment, disciplinary actions and improve the experience of staff from under-represented groups. There is strong alignment to the YAS 3-year EDI Plan and an opportunity to work collaboratively and share best practice. • Support for colleagues from diverse ethnic backgrounds during violent protests – collaborative work with Communications, D&I Team, Race Equality Network and key senior leaders to publish timely All Staff communications, Standard Operating Procedures and guidance to support managers and staff during this difficult time. Inclusive Language Guidance was launched, contributing to the Anti-Racism Framework, and the Race Equality Network was supported to provide daily drop-in sessions for ethnically diverse colleagues for 2 	<ul style="list-style-type: none"> • Sexual Safety - The 6-month sexual safety report was taken to TEG with a suite of recommendations which were approved. A monthly Task & Finish group has now been established and is chaired by Clare Ashby, Deputy Director of Quality and Nursing. Intelligence tells us students are vulnerable group, therefore through links with HELLs and the College of Paramedics, we are offering to further support students on placement to ensure they are signposted appropriately to reporting routes and supportive interventions. We have also established support for encouraging increased uptake of body worn cameras. A new Managing Allegations against Staff Policy has also been approved. • Professional Standards Panel – In June 2023, the Professional Standards Panel was launched. This is a weekly meeting to bring together key stakeholders (HR, Safeguarding, Clinical) to improve the range of support and advice available to managers regarding decision making in key areas. Decisions considered by PSP include Early Sanction Agreement requests, Suspension requests, Professional Body Referrals including HPANs, and recruitment decisions if certain criteria have been met, e.g. when a positive DBS has been received. • Support for colleagues from diverse ethnic backgrounds during violent protests – Some concerning feedback has been shared of managers failing to check in with ethnically diverse team members, dismissing concerns or challenging flexible working requests where safety has been an issue. This feedback has been escalated and shared with relevant senior leaders to be addressed. • National Minimum Wage – The Trust have now received clear advice in respect of the actions they need to take in respect of some staff whose payments, for Lease Cars under a salary sacrifice scheme, have taken their salaries under national minimum wage. The Trust will be making top-up payments to those staff affected in September payroll, as this will cease ongoing breaches. A plan to remedy past breaches is being developed and the Board will be updated in this regard. A full paper is being presented the Finance and Performance Committee.

Highlights	Lowlights
<p>weeks at varying times. These sessions had good attendance and staff felt assured by the support available and swift action from the Trust. Two drop-in support sessions for all staff were also provided recognising the impact on all colleagues and enabling allyship supported by the Chairs of the other support network.</p> <ul style="list-style-type: none"> • Gold TIDE Award – in recognition of YAS' commitment to diversity and inclusion. TIDE (Talent Inclusion and Diversity Evaluation) is a comprehensive self-assessment, evaluation, and benchmarking tool offered by the ENEI (Employer Network for Equality and Inclusion). This Gold award shows great progression from Silver in 2023 and Bronze in 2022. • Diversity in Health & Care Partners Programme – YAS has been confirmed to participate on the NHS Employers Diversity in Health and Care Partners Programme. The programme starts in September with a virtual masterclass for board members focusing on systemic cultural change, 'making it happen and making it stick'. The programme is delivered across four modules. • Top 100 Apprenticeship Employers 2024 (People Bold Ambition) – YAS was rated #23, an improvement on #36 in 2023 and the third highest rated NHS Trust (5 English Ambulance Trusts were in the Top 100). The rankings are based on the number of new apprentices starts, the diversity of apprentices and the number completing their end point assessment. • Apprenticeships – 661 apprentices (31 Jul) undertaking a variety of clinical and non-clinical programmes [ASW (266), AAP (212) and Paramedic (151) staff apprenticeships (32) and Trainee Nurse Associate Apprentices (3)]. The percentage of apprentices as a proportion of overall headcount remains high at 9.2%. 	

Key Issues/Risks to Address	Action implemented	Further actions to be undertaken
Employment checks for student paramedics – the contract with NHS England mandates the Trust carry out their own employment checks, however the Trust has relied on those undertaken by the Universities	<p>Assessment of the number of checks required.</p> <p>Understanding on whether completed checks can be verified by the Trust or repeated.</p>	<p>Establish protocol required for checks to be undertaken.</p> <p>Collation of information from universities for existing students.</p>

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	<p>Understanding of other ambulance service processes and clarification from NHS England.</p> <p>Risk assessment of the issues; consequences are considered to be low.</p>	Engaging with universities to establish a sharing agreement.
Non-compliance with National Minimum Wage (NMW) for staff with salary sacrifice agreements.	<p>Assessment of all staff currently being paid under NMW due to salary sacrifice agreements for vehicles. Where those agreements can be extended with payments made over a longer time period, these have been actioned.</p> <p>Advice received from solicitors in terms of the risk to the Trust. Risk is considered to be high in terms of the Trust receiving a fine from HMRC. It is considered that funding some payments for a staff benefit, could be considered a special payment, hence additional consideration on this matter is necessary. Top up payments to cease the immediate risk and underpayments, are now in place.</p> <p>The implementation of the annual pay award will still leave around 45 members of staff being paid under NMW; hence 2 options are being considered. Termination of the salary sacrifice agreement or paying a top up payment which will be recouped at a later date.</p> <p>Trade unions have been engaged and are supportive of our approach.</p>	<p>Further advice being sought on the potential for a fine from HMRC or breach of HM Treasury rules on special payment.</p> <p>Modelling being worked through in term of retrospective payments and continuing with contracts that will continue to breach national minimum wage post the pay award. A paper will be submitted to Board in this regard.</p>
Over-reliance on Occupational Health provision resulting in increased demand on OH with potential for budget overspend (risk).	Planned session with Optima Health to work collaboratively to educate managers regarding when and how to make a good OH referral.	Develop and implement a robust plan with close monitoring.
High number of Occupational Health DNAs and SNCs exceeding allocated budget (issue).	Robust engagement at Health and Wellbeing Group meeting to better understand the problem and identify appropriate solutions.	<p>Monitor data and follow-up on instances of DNAs and SNCs.</p> <p>Continue to engage and communicate with managers across the Trust and in hotspot areas.</p>

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	Increased engagement at a local level to provide advice and support, and more frequent communications to all staff.	
<p>Education and Skills Funding Agency (ESFA) Mock Audit commissioned to test the YAS apprenticeship levy systems and processes, and compliance against the rigorous ESFA standards. Like an Ofsted inspection, an ESFA Audit can take place at any time and can have significant implications regarding use of levy funds.</p> <p>Key risks relate to administration of the apprenticeship processes (capacity issues) and the high number of AAP apprentices past their planned end date (28% with the ESFA threshold as 15%).</p>	<p>Quick win elements of the feedback addressed. Recruitment ongoing to appoint a fixed term Band 4 to strengthen the apprenticeship administration (until end Mar 25).</p> <p>Monthly data dashboard shared with Managers to show progress of apprentices with Top Tips Guidance produced to support those past their planned end date.</p> <p>Work with A&E Operations to trial ASW model of apprenticeship support in South Yorkshire; strong results seen with ASWs numbers past their planned end date now below 15% threshold.</p>	<p>Critical review of YAS Academy budgeted roles to ensure sufficient resource available to the apprenticeships team for 25/26 and beyond.</p> <p>Finalise work to understand the multiple causes and possible solutions for the number of AAPs past their planned end date building on the good practice of the ASW.</p> <p>Present mock ESFA outcome report with robust action plan to People and Culture Group and engage with A&E Operations senior leaders.</p>