

Board of Directors (held in Public)
30 January 2025
Agenda Item: 3.10



Report Title	People & Organisational Development Highlight Report
Author (name and title)	Dawn Adams, Associate Director of People Development
Accountable Director	Mandy Wilcock, Director of People
Previous committees/groups	People Committee on 21 January 2025
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 Committee 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 People	<ul style="list-style-type: none"> - 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. - Invest in leadership development to ensure that our people are well supported by their exceptional leaders. - 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. - Improve staff health, wellbeing and attendance, reducing sickness rates to better than the NHS average. - Invest in and expand our apprenticeship programmes, retaining our Top 100 Apprenticeship Employer status.
	Our Partners	
	Our Planet and Pounds	

<p>Link to Board Assurance Framework Risks (board and level 2 committees only)</p>	<p>6. Develop and sustain an open and positive workplace culture.</p> <p>7. Support staff health and well-being effectively.</p> <p>8. Deliver and sustain improvements in recruitment and retention.</p> <p>9. Develop and sustain improvements in leadership and staff training and development.</p>
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People Directorate Highlight Report

Highlights	Lowlights
<ul style="list-style-type: none"> • Recruitment: A&E core workforce development is on trajectory with a strong pipeline of applicants. 223 ASWs have started (98% course occupancy YTD), with a further 36 allocated to Q4 courses. All AAP programmes ran full (74 places), and 204 Paramedics have started (106% occupancy YTD), with 40 assigned to Q4 courses. Collaborative work with partner HEIs is ongoing to attract and recruit NQP's for 25/26 and implement enhanced Student Paramedic induction prior to workplace placements for this high-risk group. • International Recruitment: The next cohort of 5 International NQPs join the Trust on 17 February, with an additional 6 expected to join in March 2025. A further vacancy has been advertised to support recruitment efforts in line with 25/26 workforce plans. • Sexual Safety: Monthly task and finish group established and has agreed priorities for the next period including undertaking trust wide learning needs analysis. Connections have been made with both West Yorkshire and South Yorkshire Police services with visits to WYP to shadow some of their training provided. • Professional Standards Panel: a 6-month review of the PSP decisions and outcomes is taking place in Jan 2025. Early indications confirm that this process has protected the Trust from risk in some recruitment decisions and appointing of volunteers. • Inclusive Recruitment Review: regular workstream meetings held as part of Phase 1 for the 5 identified roles: <ul style="list-style-type: none"> ○ Job Description (Workstream 1): all job descriptions reviewed in conjunction with Job Evaluation and Recruitment ensuring use of inclusive non-gendered language and clarity of the job role and requirements. The aim is to produce 5 updated JDs that non-NHS staff can understand without impacting the band of the role. ○ Application Process (Workstream 2): a survey has been designed to gather feedback on the current application process and promoted through the YAS Support Networks and other 	<ul style="list-style-type: none"> • Sickness Absence: the latest December Trust sickness rate is 9.18% with 4.26% short-term sickness and 4.92% long-term absence (end of September rates were 6.6% overall with 3.0% short-term and 3.7% long-term). This is significantly above target (5%) and higher than previous years, however higher rates of short-term absence are attributed to respiratory and gastrointestinal causes and reflect national health surveillance statistics and broadly in line with the sector. Flu vaccinations have been offered to all staff with a low 21.49% uptake (as of 30 Dec). For long-term absence Stress/Anxiety/Depression/other psychiatric illness continues to be the highest reason for long term absence. Options are being explored to break this data down further. • The OEG Absence Group is working through areas of improved performance and compliance with the policy. Each service line has their own absence reduction plan. A particular focus at present is improving the use of the Occupational Health service by more meaningful referrals and reducing missed appointment costs. It is anticipated that through quicker and more appropriate access to occupational health that this will reduce long term absence. • Occupational Health: despite the on-going work with managers providing advice, guidance and training to help support staff make quality referrals where required, the number of referrals remain high as do the costs associated with Do Not Attends and Short Notice Cancellations (DNA/SNC). To address the latter issue, a chargeback system will be introduced from 01st February, to be communicated to SLC in early January. Support for managers will continue with a work plan being finalised with Optima Health for joint structured delivery. • Turnover is showing a decreasing trend overall from 10.5% in Sept 2024 to 9.70% in Dec 2024. However, call centre turnover remains high with IUC at 32.20% (34.6% in Sept 24) and EOC at 20.9% (20.7% in Sept 24). The IUC case for change and EOC restructure is near completion, with both aiming to support an improvement in retention.

Highlights	Lowlights
<p>communication channels. The insights will be used to inform the improvements.</p> <ul style="list-style-type: none"> ○ Marketing and Advertisement (Workstream 3): insights from external stakeholders, internal recruitment teams, and community engagement efforts have been collated to shape a comprehensive marketing strategy. Past and present strategies have been reviewed, leveraging the existing volunteer community, and examining current recruitment materials. The goal is to enhance how YAS communicates its available support and facilities more effectively. • Gender Pay Gap: stakeholder engagement completed with no additional actions developed outside of EDI Action Plan 2024-27. The People and Culture Group approved the data, and this was submitted to the Equalities Office (13 Dec) ahead of 30 March 2025 deadline. • Disability and Ethnicity Pay Gaps: NHS England mandated the requirement to report on disability and ethnicity pay gaps for NHS Trusts from March 2025. Data analysis is underway for review and approval at the People & Culture Group in February 2025. • Equality Delivery System (EDS 2022): Evidence collection and review is complete for all 3 Domains with a January date for the external grading with SWYFT, internal gradings will also take place mid-January 2025. Workstreams are on track to complete a review of access and inclusion within services and recommendations to be reported in February 2025. • ENEI (Employers Network for Equality and Inclusion): ENEI membership enhanced from Jan 2025. This not-for-profit organisation supports employers in fostering diverse teams and inclusive workplace cultures through membership, training, and consultancy services. YAS holds a Gold ENEI Talent Inclusion and Diversity Evaluation (TIDE) award. The enhanced membership provides full access to three core e-learning courses including Allyship and Anti-Racism training that will be made available on the YAS 24/7 platform, further supporting EDI actions in the 3-year plan. 	<ul style="list-style-type: none"> • Rapid Process Improvement Workshop (Readiness to Learn): process efficiencies suitable for Robotic Process Automation, have been delayed due to the capacity of specialist resource. The QI Team is actively working with the IT Team to work towards alternative solutions.

Highlights	Lowlights
<ul style="list-style-type: none"> • Anti Racism Framework: scoping work for a YAS anti-racism framework has started based on the Northwest BAME Assembly Anti-Racism Framework starting at the bronze level. YAS has signed up to the South Yorkshire Anti-Racist Assembly making a commitment to work collaboratively to become an anti-racist organisation. • Health & Wellbeing: a specific mental wellbeing and awareness raising plan in place, complementing the Health and Wellbeing Plan recognising the need for targeted action. The Winter HWB campaign has successfully launched, with themed months; Mind in December, Money in January and Move in February. The development of the 25/26 Health and Wellbeing Plan is progressing well, an engagement session with the Health and Wellbeing Group was held in November. Some improvements visible in the quality of referrals submitted for OH service support following the manager support provided on making a quality referral. • Seasonal Vaccination plan for flu ran as per the approved plan (30 Sept – 15 Dec) with 21.49% of staff receiving a vaccine (as of 30 Dec) including staff who informed us of having received their vaccination externally. In accordance with recent NHSE correspondence, the availability of flu vaccinations will now continue until March 2025. Jan-March bookable flu clinic slots will be offered, with delivery supported by local operational teams. • Rapid Process Improvement Workshop (New starters to YAS Academy): A workshop has taken place to review and standardise the Recruitment Carousel event. A Standard Operating Procedure is being developed (end of Jan) which will be tested in readiness for rollout for the next large scale ASW recruitment event in 2025. Recruits will be interviewed, informed of the decision on the day and given an opportunity to try on uniform. Options for the Robotic Process Automation (RPA) of ESR new starter set-up process (end-to-end business process mapped) and how this can be used in the recruitment process have been scoped. An initial meeting with TRAC, the applicant tracking system, has taken place. 	

Highlights	Lowlights
<ul style="list-style-type: none"> • Appraisal and Career Conversations: compliance rate at 81.9% (06 Jan) from 73.7% at end of Mar 24 (target is 90%). Chief Executive Office is at 100% and Central Services and Quality and Professional Standards at over 90%. • National Staff Survey response rate for 2024 was 48% with a total 3,180 responses which was an increase from 3,128 responses in 2023. Early indicators show an increase in all seven People Promise themes, Engagement and Morale scores which shows year-on-year improvement since 2022. • Apprenticeships: 694 apprentices (31 Dec) are undertaking a variety of clinical and non-clinical programmes (ASW (260), AAP (190), Paramedic (151) and staff apprenticeships (93)). The percentage of apprentices as a proportion of overall headcount remains high at 9.2%. • YAS Academy Educator Team: The Academy has recruited 3 dedicated Mental Health Educators as part of the wider Trust Mental Health programme. The Lead Mental Health Educator is a registered mental health nurse with experience of specialist mental health services. The 2 Mental Health Educators (Band 5) have been recruited internally demonstrating a 'grow our own' ethos. They will add specialist input into existing curricula and deliver specific mental health learning. 	

Key Issues/Risks to Address	Actions Implemented	Further Actions to be Undertaken
Employment checks for Student Paramedics – strengthen the data sharing arrangements with partner HEIs to ensure the required employment checks are conducted and shared prior to commencement of placement activities.	<p>Risk assessment of the issues show consequences as low based on checks are taking place, but enhanced rigour of process needed.</p> <p>Each partner HEI has been asked to clarify the employment checks they undertake, and the processes followed. Follow-up meetings have started (3 of 7 HEIs) to explore the checks and</p>	<p>Establish partnership meetings with all partner HEIs to specifically explore this issue.</p> <p>Update the partnership agreement with each individual HEI to reflect the employment checks requirements and data sharing agreements.</p>

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	<p>processes in more detail in line with NHSE and Trust requirements.</p> <p>HRBP is assessing the declared processes against requirements.</p>	
Over-reliance on Occupational Health provision resulting in increased demand on OH with potential for budget overspend (risk).	Met with Optima Health and agreed joint delivery plan to support managers. This includes educating managers on when and how to make a quality OH referral.	Start joint delivery against the plan.
High number of Occupational Health DNAs and SNCs exceeding allocated budget (issue).	<p>Reducing DNA/SNCs sub-group initial meeting held and follow-up in January.</p> <p>Communication of new chargeback started. Communicated with COO in December.</p>	<p>Share and monitor data and explore follow up options with education and awareness.</p> <p>Communicate arrangements with SLC early January. Continue to monitor.</p>
Administration of apprenticeship processes due to Apprenticeships Team capacity and the high number of AAP apprentices past their planned end date. The rate has risen from 28% to 35% exceeding the ESFA threshold as 15%.	<p>Fixed term Band 4 until end Mar 25 to strengthen the apprenticeship administration team. Alternative duties staff from Operations used to support apprentices in their portfolio completion and gather qualitative data.</p> <p>Monthly data dashboard shared with Ops managers and team leaders to show progress of apprentices with Top Tips Guidance produced to support those past their planned end date.</p> <p>Learner survey conducted to inform causes of non-completion with results due at the end of Jan 2025.</p>	<p>YAS Academy Apprenticeships Team resource requirements built into Training Plan 25/26.</p> <p>Analyse survey data to better 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>

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Inclusive Recruitment Review Project Delivery Group: Workstream 1 low engagement from managers and service lines.	Capacity and winter pressures sighted as reason for low engagement.	<p>Continued conversation with managers and tracking through Project Delivery Group.</p> <p>Seek support via the Senior Leadership Community ensuring relevant stakeholder attendance, to keep the project on track.</p>