

Meeting: NSS Board

Meeting date: 21 December 2020

Title: People Report – November 2020

Responsible Executive/Non-Executive: Jacqui Jones, Director of HR and Workforce Development | **B/20/78**

Report Author: Jacqui Jones, Director of HR and Workforce Development

1 Purpose

This is presented to the Board for:

- Scrutiny and discussion on a range of workforce issues presented in the paper and in the slide deck.

This report relates to a:

- Annual Operation Plan

This aligns to the following NHSScotland quality ambition(s):

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation

The purpose of this paper is to provide the Board with a range of workforce data and information for the month of November 2020 in order to allow for discussion on issues of concern and also for the Board to agree on any actions which it feels are necessary.

2.2 Background

N/A

2.3 Assessment

Overall NSS remains in a positive position on the range of workforce issues which are shown in detail in the attached presentation but some of which are highlighted below. In particular sickness absence and the seasonal flu vaccination programme.

Sickness absence continues to reduce with the position in November at 2.53% which is the lowest point this year. HR carried out a review of sickness absence to determine if this has been a genuine reduction in sickness absence or under reporting. The result of this exercise concludes that this does represent a genuine return to work of 166 employees during the period April to November 2020.

There has been a reduction in the number of employees on Special Leave due to a COVID-19 related absence, where previously 19 employees tested positive in addition to those self-isolating for a range of reasons. There are currently five people on Special Leave due to a COVID-19 related absence (as at 9 December); one employee tested positive for COVID-19, two employees are self-isolating due to a household member showing symptoms, and two employees isolating due to underlying health conditions. All employees work within PCF SBU.

The staff seasonal flu vaccination programme commenced in November with clinics scheduled to 18 December. The main focus has remained on vaccinating the staff groups determined as priority 1 and 2. These are staff providing direct patient care and we have included the warehouse staff and IPC clinical staff in ARHAI in priority 1 category. Direct support workers are those staff who we require to come into a building to work and are in priority 2. As at 9 December we had vaccinated 51% of frontline staff with a further 178 staff, including 16 frontline staff, informing us that they had received their vaccine elsewhere. The total NSS staff vaccinated is 45.37%.

This is an improvement on previous years. In 2019 42.78% of frontline staff were vaccinated which was a 2.78% improvement on the previous year. In 2018 a total of 32% of staff were vaccinated and in 2019 38.1% of staff were vaccinated.

A programme board has been established along with project support to lead the staff COVID-19 vaccination programme. The first staff to be vaccinated, which is those in patient facing roles which meet the definition as determined by the Scottish Government, of which there are 40 will be vaccinated by the Territorial Board they are aligned to.

HR continue to support SBUs on a wide range of people issues, including improving performance on statutory training and mandatory training, along with completion of appraisals, PDPs and objectives.

There also continues to be a focus on workforce support measures relating directly to the COVID-19 pandemic, including:

- **National Contact Tracing Centre** – as noted previously HR continue to support the implementation of the NSS National Contact Tracing Centre (NCTC) and PHS Protecting Health Directorate as part of the national Test and Protect programme. Phase 2 of the planned recruitment into the NCTC will conclude by w/c 14 December, although the on-boarding and training of the new starts will continue into January 2021. The recent recruitment has been into the NCTC Bank with candidates

being sourced from the original Scottish Government expression of interest pool. Phase 3 of the recruitment plan is being finalised with a focus on moving the reliance on the 3rd party providers to surge capacity with the NCTC having greater resilience through its Core or Bank workforce.

- **Social Security Scotland** – an initial programme scoping and costing exercise has concluded however NSS will better understand the detailed requirements and timings for this programme of work early 2021.
- **Once for Scotland Policies** – the Once for Scotland Programme Board met on 30 November and agreed that the work which will look at the remaining PIN policies will commence again on 1 April 2021 and will see work beginning on the Supporting Work Life Balance Policies.
- **iMatter** – a pulse survey was issued to all boards and focused on overall well-being and staff experience of work during the COVID-19 period. The results have now been shared with all staff. Analysis of the results will be presented to Partnership Forum on 17 December, where it will be discussed if we require to review and potentially adapt the Great Place to Work Plan.

2.3.1 Quality/ Patient Care

N/A

2.3.2 Workforce

Workforce issues are highlighted within the detailed presentation. Any issues of concern are raised with SBU Directors and discussed at the Executive Management Team and the NSS Partnership Forum.

2.3.3 Financial

N/A

2.3.4 Risk Assessment/Management

N/A

2.3.5 Equality and Diversity, including health inequalities

N/A

2.3.6 Other impacts

N/A

2.3.7 Communication, involvement, engagement and consultation

Workforce data is made available in real time form via Tableau system to all SBU Directors and Managers across NSS. The HR Business Partners engage with the SBUs to provide additional information breakdowns for fuller discussion.

The information is also available to our Trade Union colleagues for their considerations as appropriate.

2.3.8 Route to the Meeting

This has been previously considered by the following groups as part of its development.

- Executive Management Team at the meeting on 14 December 2020.

2.4 Recommendation

- Discussion – Examine and consider the implications of a matter.

3 List of appendices

The following appendices are included with this report:

- Appendix No 1, NSS People Report – November 2020 (slide deck)

Jacqui Jones
Director of HR and Workforce Development
14 December 2020

NSS People Report

November 2020

Summary

COVID-19

There are currently five employees (9 December) on COVID-19 related Special Leave, two - Household Self Isolating, two – Underlying Health Conditions and one – COVID-19 Positive. There have been a total of 93 employee requests to be tested for COVID-19 with 60 being eligible for testing.

Absence

Sickness absence is at 2.53% at the end of November. Many SBUs are showing significantly lower sickness absence rates than previous years and the cost of sickness absence attributable to anxiety/stress/depression has reduced by 24.04% when compared to the same period as last year.

Statutory Training

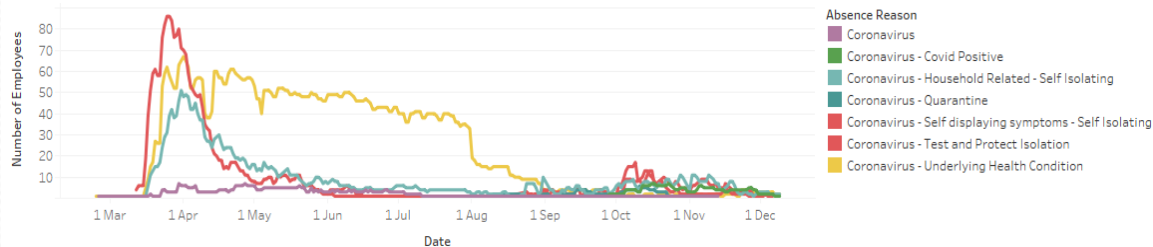
Compliance with 3 Year mandatory training is currently above 90% and statutory training is close to the agreed targets. 2 Year Compliance has fallen below the 10% threshold. There has been a decrease in statutory training in November, due to the significant number of new hires, particularly into SPST (Contact Tracing workforce). This relates specifically to the Fire Safety course which was launched in April of this year. There is an expectation that compliance should continue to increase. However, it should be recognised that with constant increases to the workforce, this increase in compliance will not become evident for some time.

Recruitment

There has been a significant increase in applicants for posts within SPST and PgMS. Recruitment into the range of Contact Tracing roles remains a high priority. Within DaS there has been a high number of requests for recruitment to support COVID-19 response work and contractor/agency worker conversion to fixed term contracts is currently being undertaken.

COVID-19 Special Leave

Total Absent Employees



As of 9 December, there have been a total of 19 employees who have tested positive for COVID-19, with one employee still on Special Leave for Coronavirus – COVID-19 Positive. This employee works within PCF SBU, and is located in the warehouses. There are four other employees on a COVID-19 related Special Leave, all within PCF: two are absent due to Household Self Isolating and two due to underlying health conditions.

17 employees have so far had to quarantine after being in a country on the Government quarantine list. Currently all employees have returned to work. There has been a total of 680 Special Leave Absence requests due to COVID-19.

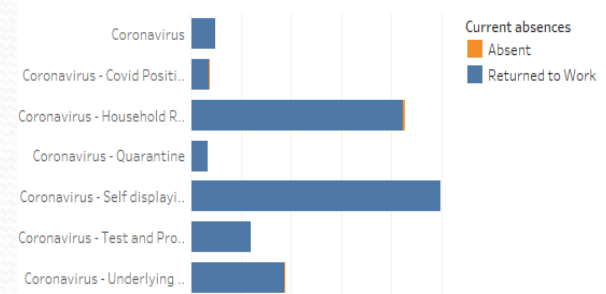
A total of 93 tests have been requested for employees (six of which have been previously tested). Of these 93, 62 have been deemed eligible for testing, the majority of which are in SNBTS.

Employees tested:

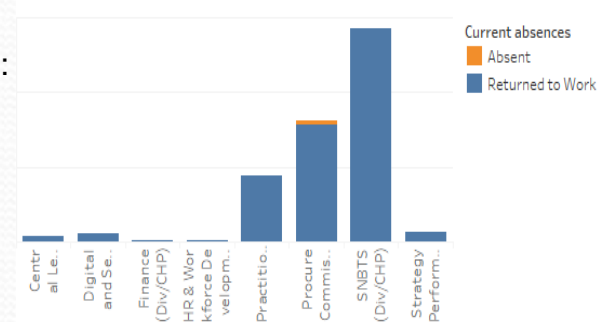
- SNBTS – 56
- PCF – 5
- Clinical – 1

A total of 51 tests have also been requested for household members.

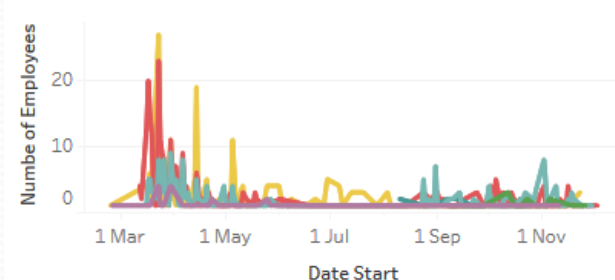
COVID-19 Absence Reasons



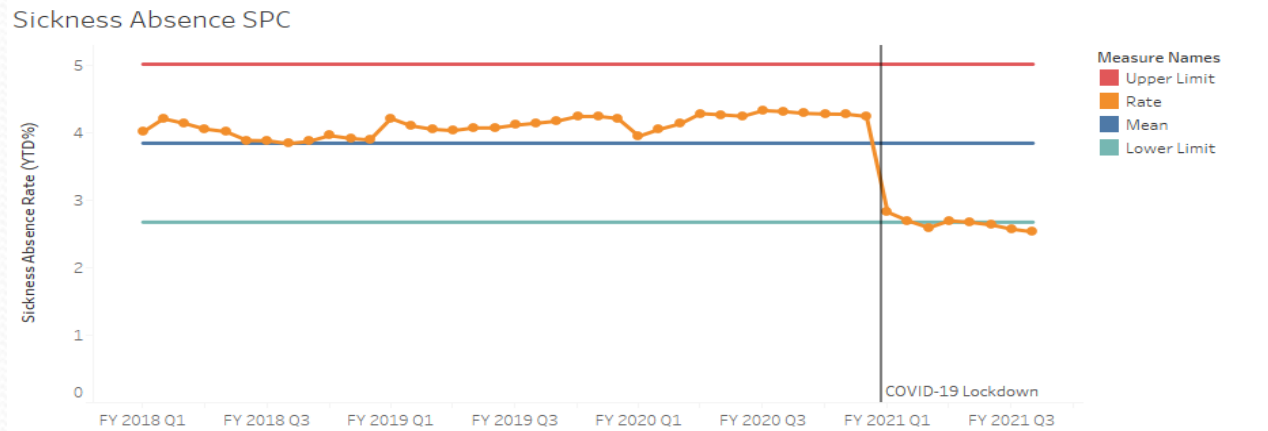
SBU Breakdown



New Absences



Statistical Process Control



The NSS sickness absence has seen a significant reduction this FY, and a further decrease from October to November (from 2.57% to 2.53%). The YTD figure remains below the Lower Control Limit (LCL) which has been calculated at 2.67%. Sickness Absence SPC trend has seen very little movement month to month from the beginning of this FY.

SPST SBU is below the LCL, with minimal changes from the previous month. There has been no change to **Clinical SBU** which has seen a 0.00% Sickness Absence rate for the eighth consecutive month.

CLO, HR, P&CFS, Finance, SNBTS and **PCF SBUs** are sitting above the LCL but are noticeably lower than pre-lockdown. **DaS SBU** is now slightly above the LCL (0.76%).

Again there has been minimal changes from the previous month's figures. Sickness absence has remained below the Lower Control Limit since employees have been advised to work from home.

Sickness Absence

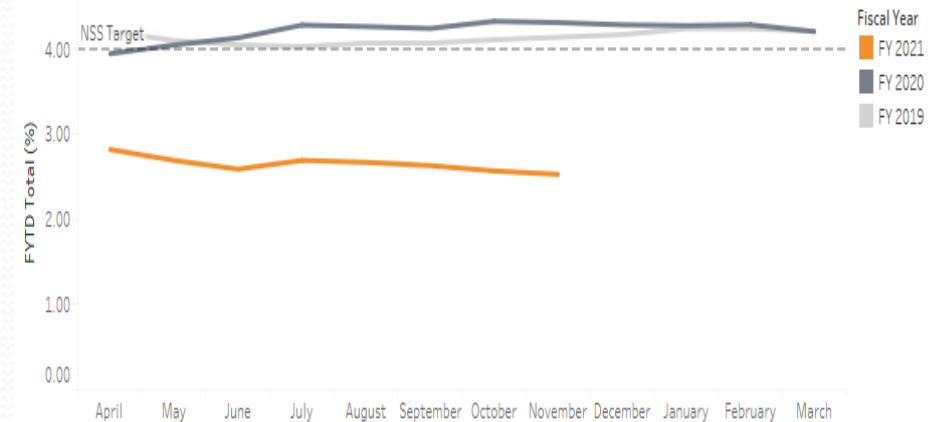
NSS Sickness Absence rate was at 2.53% in November the lowest recorded rate this year.

LT absences have reduced from 2.73% at the end of the previous FY, and are at 1.73% in November (a decrease from the previous month which was at 1.79%). ST absence rate has increased slightly from the previous month (0.78% to 0.80% in November).

There has been an overall reduction of absences when compared to the previous FY – 376 absences recorded in November of 2019, and 176 recorded in 2020.

PCF continues to be the SBU with the highest absence rate (4.85% YTD), and Clinical the lowest (0% YTD).

SA Trend



Highlights

There has been a 10.47% increase in hours lost from the previous month (10,398 in October, 11,487 in November) and a 33.46% decrease when compared to the same period in the previous year.

- **Anxiety/Depression/Stress** – Continues to be the most common reason for absences. The number of hours lost has decreased from the previous month (4,547 in October, 3,632 in November). When compared to the previous FY, the number of hours lost has reduced by 15.32% (38,246 hours in current FY compared to 45,166 hours lost in FY 2020). The cost when compared to previous FY has reduced by 24.04%. This reduction may be due to a number of reasons including staff being able to work more flexibly from home.
- **Other Known Causes- Not Otherwise Classified** – the second most common reason for absence in November (995 hours lost), this was the eighth most common reason in October (489 hours lost). November has seen an increase of 103.48% in hours lost and a 162.04% increase in cost for this absence reason. This is 20.61% of the total YTD cost for this absence reason in November alone.
- **Other Musculo-Skeletal Problems** – the third most common reason for absence in November, was the fourth most common reason for absence in October. There has been a 28.75% increase in hours lost (1,030 in November, 800 in October), and a 32.60% increase in cost.

Case Management

There are 125 employees on an Active Trigger in November, of which 40 (32%) are currently being supported through HR.

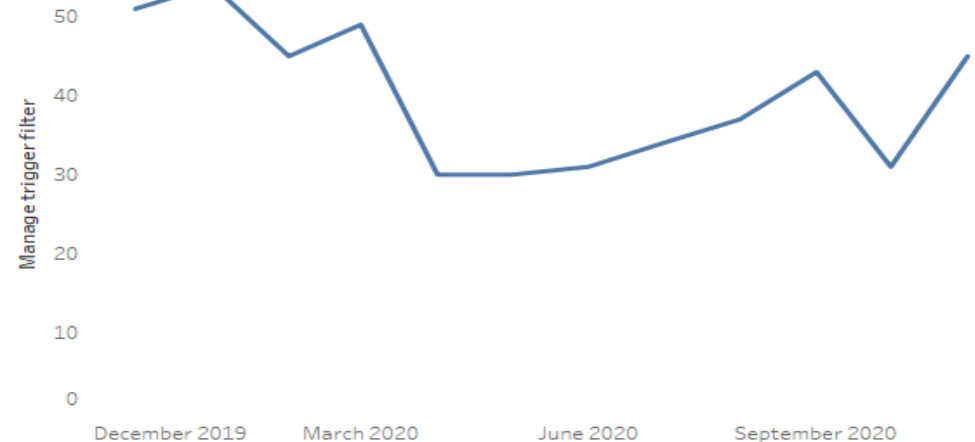
The number of new triggers has decreased slightly from the previous month (31 in October, 45 in November).

The Case Management protocol, which prioritises cases to be heard during the pandemic is being reviewed by a shortlife working group, which includes representation from the business. The outcome will be presented to WPTC.

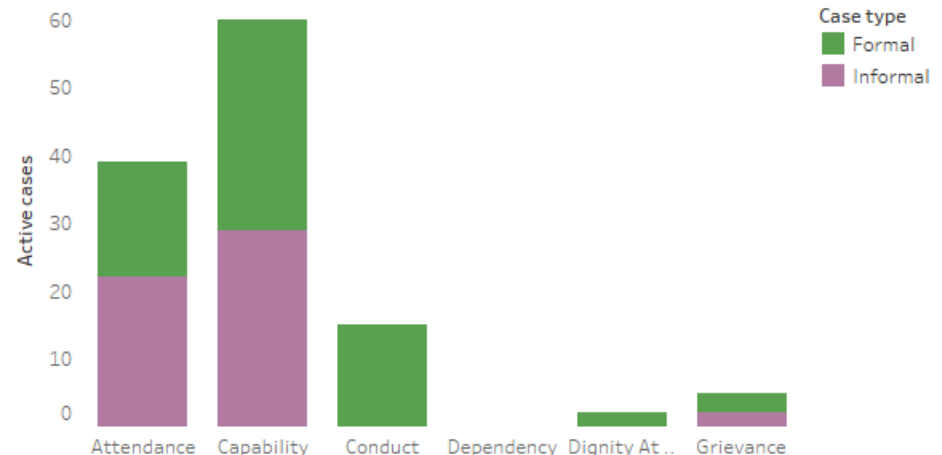
Breakdown of Active Cases

Attendance = 46 active cases (-)
Capability = 60 active cases (-7)
Conduct = 16 active cases (-)
Dependency = 0 active case (-)
Dignity at Work = 2 active cases (-1)
Grievances = 5 active cases (-)

New Triggers



Active case SBU



Turnover

NSS turnover rate is at 4.51% YTD, and forecasted to end the FY at 6.29%.

New Starts – 116 employees started in November, a total of 399 YTD.

SPST – 91 (80 within Contact Tracing)

SNBTS – 13

DaS – 4

PCF – 3

Finance – 3

HR & Workforce Development – 1

CLO – 1

Leavers – 13 employees left in November, a total of 141 YTD.

PCF – 6

SPST – 4 (3 within Contact Tracing)

SNBTS – 1

HR – 1

P&CFS – 1

Leaving reason

New Employment with NHS Scotland – 4

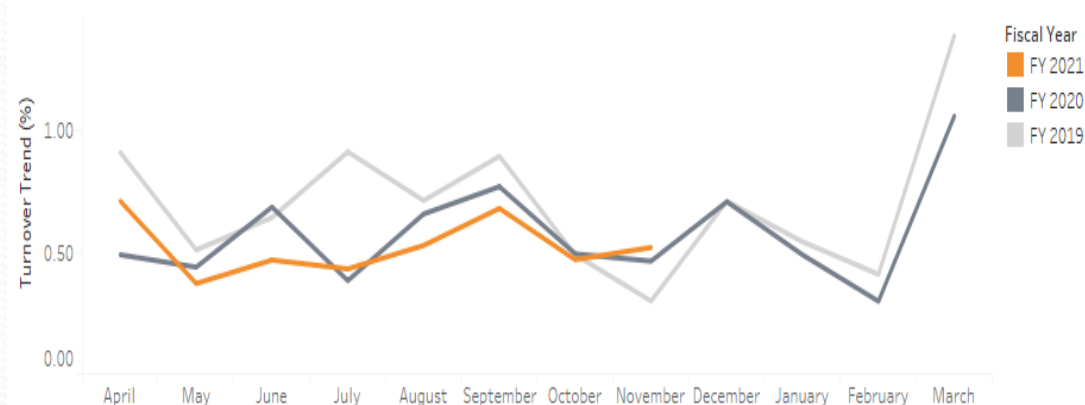
Vol. Resignation- Other – 4

Retirement – Age – 3

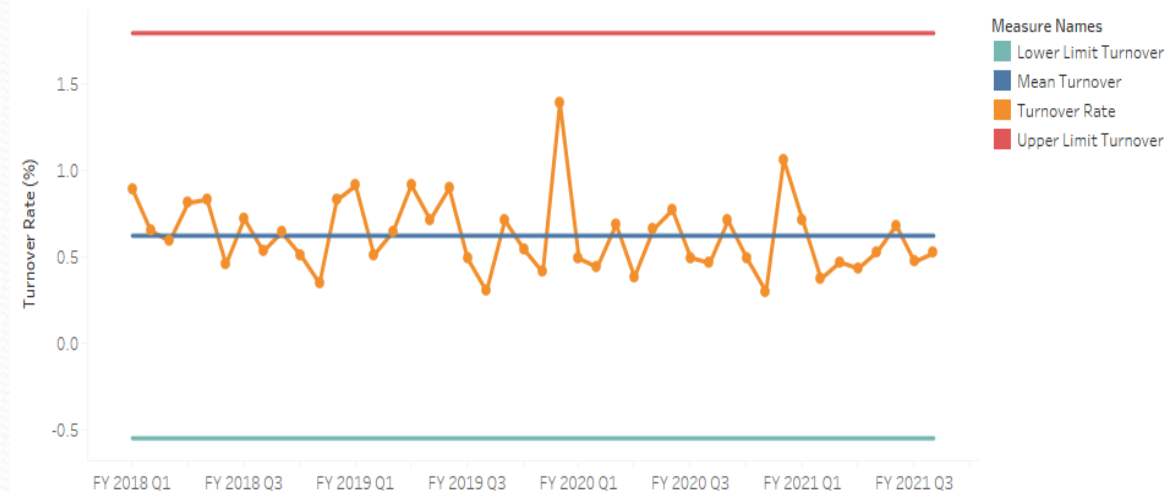
Other – 1

End of FTC – 1

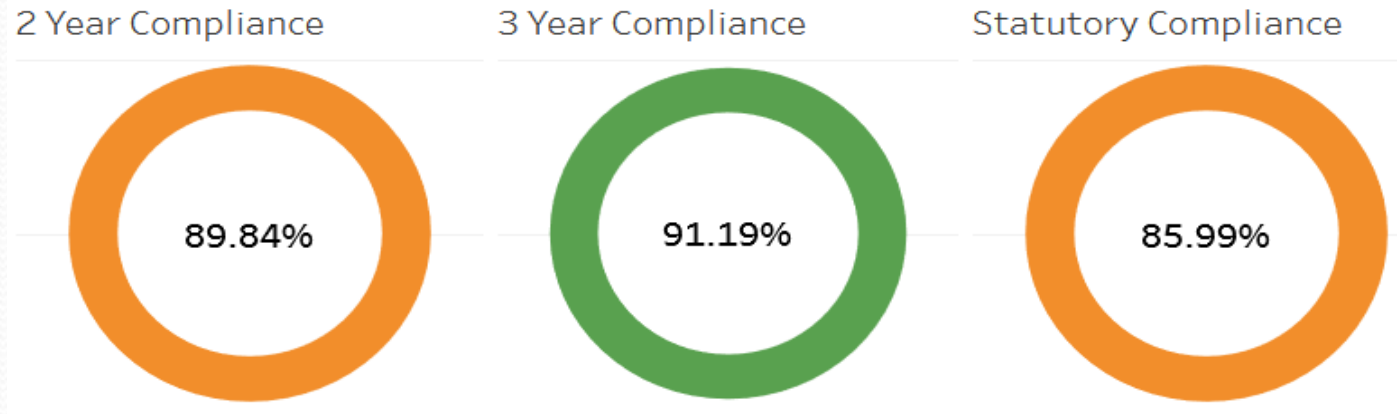
Turnover trend



Turnover SPC



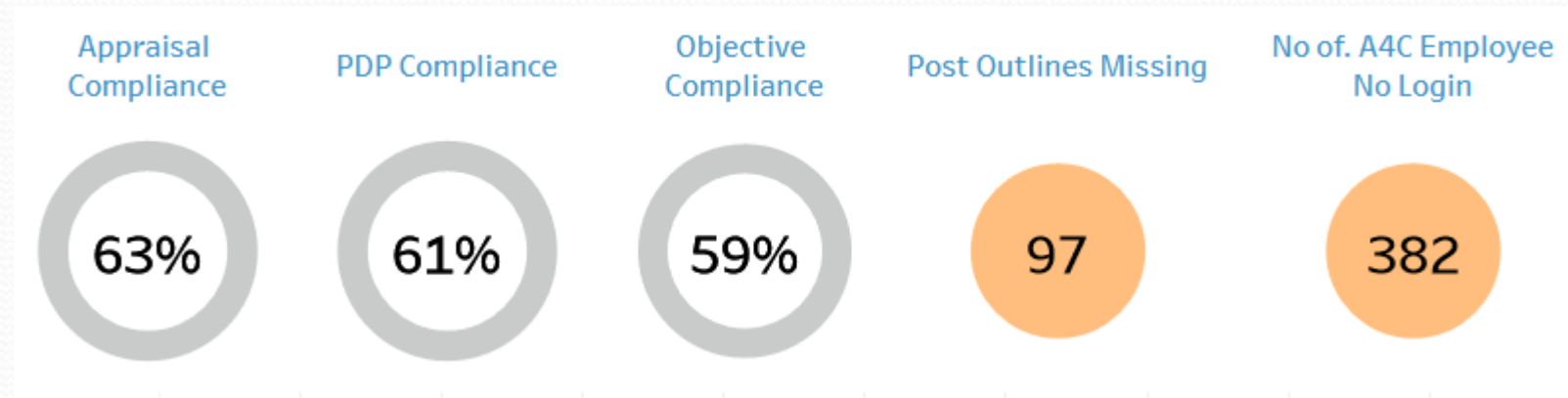
Mandatory/Statutory Training



2 Year Compliance has decreased from 90.19% to 89.84%, 3 Year Compliance has decreased from 91.47% to 91.19% and Statutory has increased from 85.37% to 85.99%. Both Statutory and now 2 Year Compliance are sitting below the 10% threshold.

Fire Safety and Information Governance are the only courses which do not meet the 10% compliance threshold, at 85.99% and 89.84% respectively. The fire safety course was introduced in April 2020, and completion rate varies across SBUs.

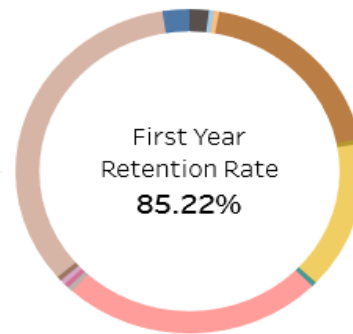
Turas Appraisal



There has been a decrease across Turas Compliances at NSS level for the month of November. Appraisal Compliance has decreased from 64% to 63%, PDP from 64% to 61% and Objective Compliance from 62% to 59%. This decrease is due to a number of employees expiring (last appraisal/PDP/Objective has been out with the Rolling Year for a variety of reasons), as well as new employees who have not had any entered on to the system yet.

- DaS – Appraisal 71% (-), PDP 70% (-2%), Objective 69% (-)
- CLO – Appraisal 92% (-), PDP 88% (-1%), Objective 83% (-2%)
- Clinical – Appraisal 69% (-4%), PDP 64% (-2%), Objective 77% (+13%)
- HR – Appraisal 76% (+1%), PDP 64% (-3%), Objective 69% (+3%)
- PCF – Appraisal 71% (-), PDP 64% (-2%), Objective 63% (-3%)
- SNBTS – Appraisal 62% (+1%), PDP 57% (-2%), Objective 60% (-1%)
- SPST – Appraisal 36% (-5%), PDP 42% (-6%), Objective 43% (-6%)
- Finance – Appraisal 56% (-), PDP 54% (-7%), Objective 43% (-3%)
- P&CFS – Appraisal 62% (-1%), PDP 65% (-2%), Objective 53% (-4%)

Recruitment

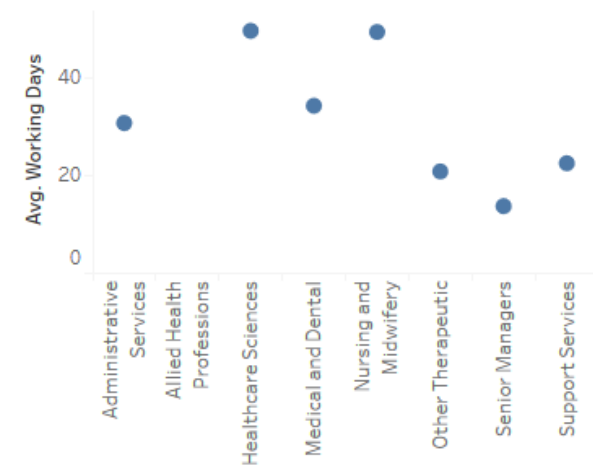


There have been 211 jobs advertised within the 2020/2021 FY. There are currently 51 live posts. There have been 1,788 applicants in November, an increase from 1,443 applicants in October.

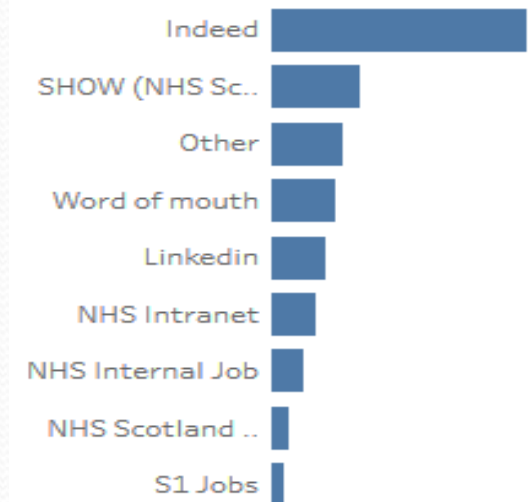
YTD, there have been 2,706 vacancies advertised (79.45% Fixed Term Contract) - 2,409 have been created to respond to the potential demand for the National Contact Tracing Centre (NCTC), which now sits within the SPST SBU - 835 of these relate to the staff bank. Recruitment has been steady into the NCTC pending the recruitment strategy being finalised with Public Health Scotland.

Application Completion Rate has decreased slightly from previous month (38.61% in October), Offer Acceptance Rate has increased (89.03% in September). These figures are due to the increase of applications for Contact Tracing roles.

Time to Hire



Applied through Adverts



Occupational Health, Safety & Wellbeing

Health & Safety Update:

No RIDDOR reports were submitted to the Health and Safety Executive during November 2020. NSS have to date have submitted three RIDDOR reports to the Health and Safety Executive.

Online accident and incident reporting through ServiceNow went live across NSS on 1 December. Information and guidance is available on HR Connect and drop in sessions with Line Managers and Investigators are currently being planned for December.

Occupational Health Update:

There continues to be an increased demand for services due to the pre-employment checks required for Contact Tracers and other new staff.

COVID-19 Staff Vaccination planning is currently underway, with a Programme Board in place along with Project Management support. Phasing across staff groups, clinic requirements, vaccine storage and distribution and vaccinator requirements, training and communications to deliver this programme across NSS and other National Boards with an SLA in place (NES, HIS, PHS) will be agreed by the Programme Board.

Wellbeing Update:

Development of the virtual 'Wellbeing Hub Channel' which will allow all staff to access to chat, discuss concerns and identify support called the Safe Space Channel will be launched and tested across HR on 10 December, with a wider roll out during December, including initial planned drop in sessions where staff can access one to one conversations with Mental Health First Aiders.

OHSAC will be considering and discussing the Wellbeing Action Plan as work on developing this further was paused during the pandemic and targeted measures were put in place to deal with specific Covid related wellbeing issues.

Several meetings have been delivered with the current Mental Health First Aiders to identify their role and responsibilities and what support is required to enable them to promote services across NSS.

NSS Flu Programme

Clinic attendance remains at 94% with 1,428 appointments (as at 9 December) attended across both phases of the flu clinics.

All staff clinics are currently being delivered with clinics scheduled to 18 December.

- Weekly communications continue to highlight the importance of receiving a vaccination
- There is a daily review of demand to identify if more clinics are required to be arranged

In summary:

- 1,428 appointments have been attended
- 51% of NSS Frontline staff have been vaccinated
- 178 NSS staff, including 16 frontline staff, have advised that they have received their vaccine outside of the NSS Flu Programme
- The NSS Total Vaccinated (attended/future bookings & externally vaccinated) is at 1638, which is 45.37% of total NSS Headcount.

Board Totals	Future Bookings	Cancelled by Employee	Single Appointments Cancelled by Occ Health	Bulk Cancelled By Occ Health	Did Not Attend	Attended	% Appointments Attended	Attended and Future Bookings Total
National Services Scotland	32	318	156	205	97	1428	94%	1460
NSS Frontline Staff	7	74	83	16	33	485	94%	492

Cancelled & Rebooked	Cancelled Only	Overall Cancellation rate (did not rebook)	Externally Vaccinated
189	129	8%	178
42	32	6%	16