

Meeting:	NSS Board	B/21/06
Meeting date:	Wednesday, 24 March 2021	
Title:	People Report – February 2021	
Responsible Executive/Non-Executive:	Jacqui Jones, Director of HR and Workforce Development	
Report Author:	Jacqui Jones, Director of HR and Workforce Development	

1 Purpose

This is presented to the Board for:

- Scrutiny

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 to allow discussion and agreement on issues of concern, covering the period ending 28 February 2021.

2.2 Background

The People Report is presented to the Executive Management Team each month as well as the NSS Partnership Forum for discussion and consideration. A version of this report is also presented to each Staff Governance Committee and also the NSS Board. The paper

provides a short narrative and is accompanied by a presentation which sets out more detail.

2.3 Assessment

NSS remains in a positive position on the range of workforce issues which are shown in detail in the attached presentation with some being highlighted below.

There are some issues of concern which are being addressed by the Executive Management Team. The first of these is a significant concern and that is RIDDORS. Six accidents have been reported to the Health and Safety Executive and a further four accidents are currently under investigation and are potential RIDDORS. All are within either PCF or SNBTS. Each accident is fully investigated within the SBU where it occurred supported by and with scrutiny from the Specialist Health and Safety Advisors from HR. An overview is then taken by the Head of Healthy Working Lives and finally the Director of HR.

Each of the SBU Directors has provided an assessment from their own perspective around the potential underlying causes which include workload, culture and behavioural issues. A number of actions have already been taken to prevent further occurrences and action plans are in place or being developed with mitigating activities and interventions being put in place. We are further reviewing investigation outcomes from a human factors perspective and will then implement actions to address any further issues that are identified.

The second issue of concern is around the data which indicates whether appraisal, PDP or objectives have been completed and this is the focus of attention in the Executive Management Team. The other area of concern is around the completion of statutory and mandatory training. However, there is assurance from SBU Directors that there are plans in place to address the levels of compliance.

Sickness absence continues to reduce with the YTD position in February at 2.63%. There has been a slight increase in the number of employees on Special Leave due to a COVID-19 related absence, with a total of 13 employees currently on special leave (as at 8 March). The majority of these are in SNBTS and PCF - eight are due to an Underlying Health Condition. There are now 57 employees who have tested positive for COVID-19, with one current case in SPST.

All individuals identified within Priority Groups 1, 2 & 3 for COVID-19 Vaccination have been personally invited to make an appointment within the occupational health system (672 staff). Of these staff 42% have booked with 309 vaccinated, and a further 245 advising that they have received their vaccination externally. Planning is underway for Vaccine Dose 2 Clinics.

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:

- **NSS National Contact Tracing Centre** – the ongoing development of the NSS National Contact Tracing Centre (NCTC) as part of the Test and Protect programme

led by Public Health Scotland, continues with a range of corporate support provisions in place including HR:

- **Learning and Development (L&D)** – the focus is on consolidating and handing over the delivery of the education programme for future on boarding requirements to the NCTC as the cross-Board L&D resources return to their substantive roles. The focus for NSS L&D is now developing the management capability and working with the NCTC Operations Team to focus on the culture and values within the organisation.
- **Recruitment** – whilst the volume recruitment into the NCTC has concluded, recruitment is underway for both Team Leader and Team Manager posts. The NCTC through its workforce planning programme are finalising additional resourcing requirements as it balances the resource model between Core and Bank workforce and third party providers. The intent is to continue to use the Bank workforce as a pipeline into the Core workforce.
- **Reporting** (Workforce Information and Systems) – with the establishment of the NCTC a robust reporting tool has been created to report on the flow of candidates from offer to live through the different streams of recruitment. This provides a timely (hourly) tool to track the movement of new starts through the process on a WTE and heads basis.
- **Workforce Planning** – there is an established Workforce Planning Group in the NCTC. The planning is short term to enable the NCTC to deliver against the quick succession of changes and addition to services for Test and Trace. The workforce planning will tie into the NSS Test, Trace & Vaccinate workforce review and the wider National workforce planning programme, led by Scottish Government.

Further points of note as below:-

- **Once for Scotland (OfS) Workforce Policies** – this programme of work is scheduled to restart in August 2021. It has been agreed by the Programme Board that the formal restart of the programme will commence in August 2021. A small group reconvening to draft a Once for Scotland Homeworking Policy from April.
- **iMatter** – the questionnaire will run from 13 September - 4 October 2021.
- **Social Security Scotland** – the original scope of this project has been amended due to decisions made by Social Security Scotland EMT and input from Trade Unions. A full scope of the new option is being investigated; it will likely include aspects of support from Payroll, Recruitment and potentially Learning and Development. This will be discussed at the next Project oversight board on 26 March 2021.

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

Through the application of best employment practice, and good people management there should be a positive impact on the finance of the organisation.

2.3.4 Risk Assessment/Management

All issues which are of concern and which represent a risk to NSS are reviewed and discussed at EMT and Partnership Forum.

2.3.5 Equality and Diversity, including health inequalities

The whole concept of the Staff Governance Standard is about the fair and consistent treatment of staff, how they are managed and they feel they are managed. By ensuring compliance with the Staff Governance Standard and the application of best employment practice should ensure that NSS is an exemplary employer.

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 the 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.

- NSS Partnership Forum at the meeting on 16 March 2021
- EMT on 22 March 2021

2.4 Recommendation

The Board are asked to examine and discuss the report and consider and raise any concerns.

3 List of appendices

The following appendices are included with this report:

Appendix No 1, NSS People Report – February 2021 (slide deck)

Jacqui Jones
Director of HR and Workforce Development
12 March 2021

NSS People Report

February 2021

Summary

COVID-19

There are currently 13 employees (8 March) on COVID-19 related Special Leave. There have been a total of 100 employee requests to be tested for COVID-19 with 69 being eligible for testing. Employee groups identified as requiring to undertake Lateral Flow Testing are being managed within the Staff Covid Vaccination Programme.

Headcount

The current Headcount for NSS is 3,345 and the total WTE is 3,007.61. Work is currently underway to remove the NCTC from the SBU SPST figures and show these separately as the workforce numbers distort the overall SPST position. This has already been removed from Recruitment, Turas and Learning & Development data for SPST SBU and is indicated where appropriate in this report.

Absence

Sickness absence is at 2.63% at the end of February which is a slight increase from January. The cost of sickness absence attributable to anxiety/stress/depression has reduced by 18.5% when compared to the same period as last year.

Statutory Training

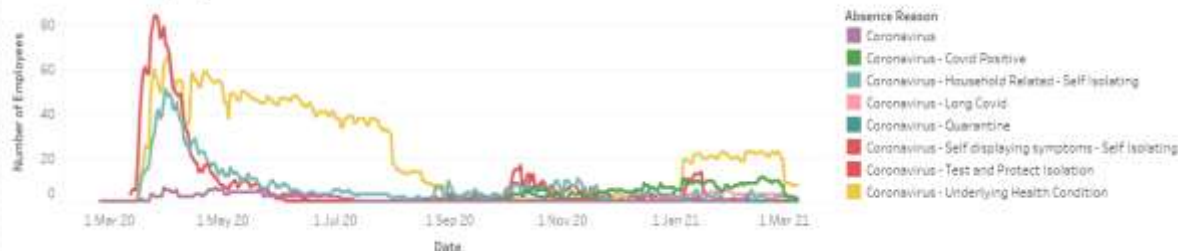
Compliance with 3 Year mandatory training is currently above 90%. 2 Year mandatory training and Statutory Training compliance are close to the agreed targets.

Recruitment

Recruitment continues to work with an increased volume with e-rafs numbers averaging 70 e-rafs per month. Recruitment are reviewing how to improve response to the continued demand for recruitment services and this will include the prioritisation of e-rafs for posts related to Covid response. While the NCTC recruitment is coming to a close we are aware of some significant recruitment campaigns coming up for other SBUs over the course of the next few months.

COVID-19 Special Leave

Total Absent Employees



As of 8 March, there have been a total of 57 employees who have tested positive for COVID-19. There are currently 13 employees on Special Leave for Coronavirus :

- 8 due to Underlying Health Condition (6 in SNBTS, 2 in PCF)
- 1 COVID-19 Positive cases (SPST)
- 1 Long Covid case (SNBTS)
- 1 due to a member of the household showing symptoms (PCF)
- 1 due to be contacted by NHS Test & Protect (PCF)
- 1 due to Quarantine after travelling (PCF)

There has been a total of 822 Special Leave Absence requests due to COVID-19.

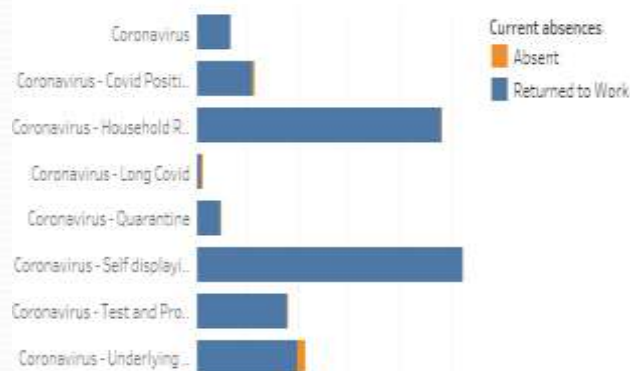
A total of 100 tests have been requested for employees (10 of which have been previously tested). Of these, 69 have been deemed eligible for testing, the majority of which are in SNBTS.

Employees tested:

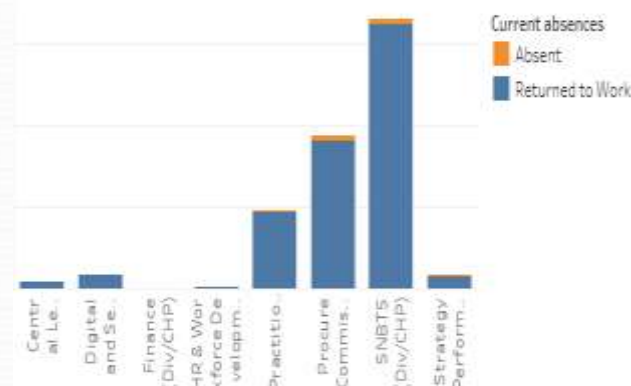
- SNBTS – 63
- PCF – 5
- Clinical – 1

A total of 57 tests have also been requested for household members.

COVID-19 Absence Reasons



SBU Breakdown



Statistical Process Control



The NSS sickness absence has seen a significant reduction across this FY, with a small increase from the month of January (2.56%) to February (2.63%).

The YTD figure is sitting just above the Lower Control Limit (LCL) which has been calculated at 2.47%. Sickness Absence SPC trend has seen very little movement month to month from the beginning of this FY (2.82%).

All SBUs are currently sitting above their respective LCLs, but are noticeably lower than pre-lockdown.

There has been no change to Clinical SBU which has seen a 0.00% Sickness Absence rate for the eleventh consecutive month.

NSS sickness absence has remained around the Lower Control Limit since employees have been advised to work from home in March 2020.

Sickness Absence

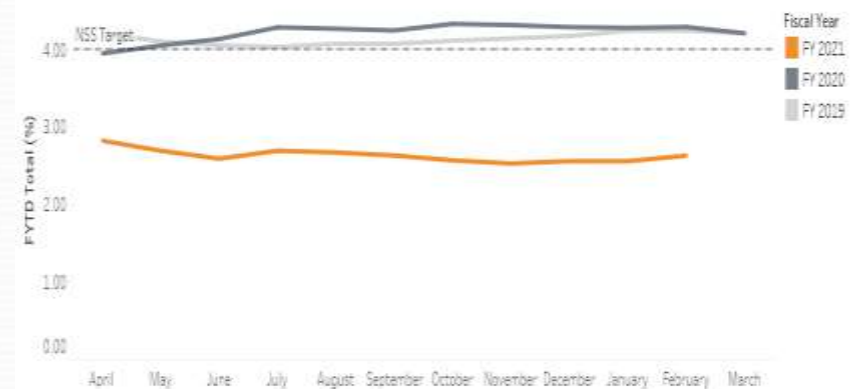
NSS Sickness Absence rate has increased from January (2.56%) to 2.63% in February.

LT sickness is at 1.82% in February (an increase from the previous month at 1.74%). ST absence rate has remained the same as the previous month at 0.82%.

There has been a 33.25% decrease in absences when compared to the same month in the previous FY – 391 absences recorded in February of 2020, and 261 recorded in 2021.

PCF continues to be the SBU with the highest SA rate (4.64% YTD) and Clinical the lowest (0% YTD). PCF is the only SBU above the 4% target.

SA Trend



Highlights

There has been a 1.26% increase in hours lost from the previous month (12,907 in Jan and 13,070 in Feb) and a 27.93% 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 increased from the previous month (4,044 in January, 5,164 in February). When compared to the previous FY, the number of hours lost has reduced by 9.95% (55,084 hours in current FY, 61,170 hours lost in FY 2020). The cost when compared to previous FY has reduced by 18.5%. PCF and CLO are the only SBUs to have seen an increase in hours lost due to this absence reason, with a 21.60% and a 16.85% increase respectively when compared to the previous FY.
- **Other Known Causes- Not Otherwise Classified** – the second most common reason for absence with 1,452 hours lost, a decrease of just over 300 hours from January (1,799 hours lost), and a decrease of almost £8,000.
- **Chest & Respiratory Problems** – the third most common reason for absence in February with 1,066 hours lost, this was the sixth most common reason for absence in January with 731 hours lost. There has been a 55.11% increase in cost from previous month.
- **Cold, Cough, Flu- Influenza** – this was the fifth most common absence reason in January 2020 and the eighth most common in January 2021. There has been a 67.57% decrease in hours lost and a 71.40% decrease in cost when compared to the previous FY. When compared to February 2020 alone, there has been a decrease of 83.3% in hours lost, and 84.73% in cost.

Return to Work Update

There have been 253 LT absences processed in the YTD, of which 31 were still ongoing. Out of the remaining 222 absences, there have been 134 Return to Work interviews completed, which gives a completion rate of 60.3% - this is a 13% increase from the previous analysis in August 2020.

PCF and **SNBTS** SBUs continue to have the highest number of LT absences, PCF has a completion rate of 68% of RtW interviews, while SNBTS has a rate of 53%. The SBU Senior Management Teams are aware of this and HR are supporting the further work required.

HR & DaS have completed 50% of their RtW interviews, however this amounts to only two employees per SBU.

SPST is at 43% completion, but there are only a total of seven absences so this can be updated quickly.

SBU	No RtW Interview	RtW Interview Completed	SBU Total
CLO	1	3	4
DaS	2	2	4
Finance	1	3	4
HR	2	2	4
P&CF	16	24	40
PCF	28	59	87
SNBTS	34	38	72
SPST	4	3	7
Total	88	134	222

Case Management

There are 120 employees with an Active Trigger in February, of which 41 (34.17%) are currently being supported through HR.

The number of new triggers has increased from the previous month (34 in February, up from 30 in January).

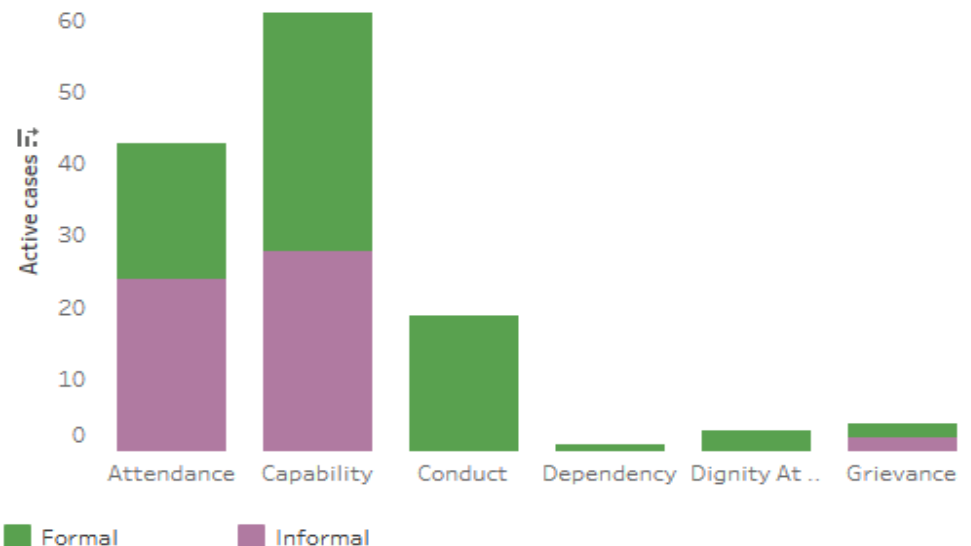
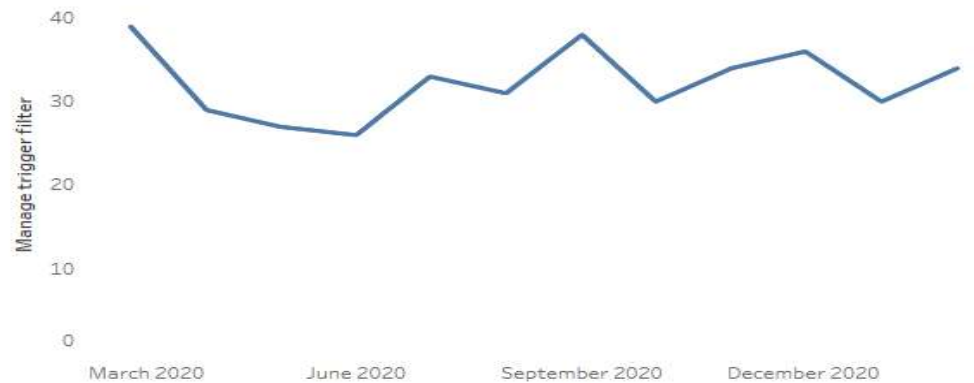
Whilst NSS continues to work in line with the agreed case management protocol, there is an expectation that the demand for HR assistance will increase and the number of formal cases submitted to the panel on a weekly basis will also increase in the coming weeks.

A total of two employees were dismissed in February 2021, and 14 employees are currently under review due to poor performance.

Breakdown of Active Cases

Attendance = 43 active cases (-1)
Capability = 61 active cases (+4)
Conduct = 19 active cases (-1)
Dependency = 1 active case (+1)
Dignity at Work = 3 active cases (+1)
Grievances = 4 active cases (-1)

New Triggers



Turnover

NSS turnover rate is at 7.27% YTD, and forecasted to end the FY at 6.37%.

New Starts – 23 employees started in February, a total of 560 YTD.

PCF – 8

SNBTS – 7

SPST – 3

HR – 3

DaS – 2

Leavers – 7 employees left in February, a total of 198 YTD.

SPST – 3 (all within NCTC)

PCF – 2

P&CF – 1

DaS – 1

Leaving reason

Vol. Resignation – Other – 3

Other – 2

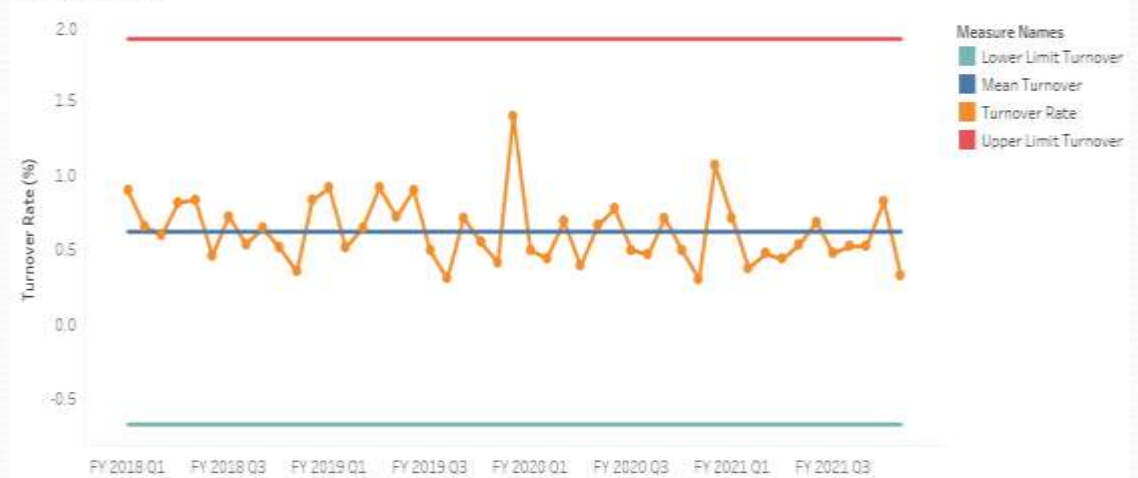
New Employment with NHS Scotland – 1

New Employment with NHS outwith Scotland – 1

Turnover trend

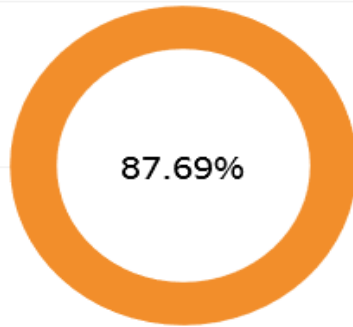


Turnover SPC

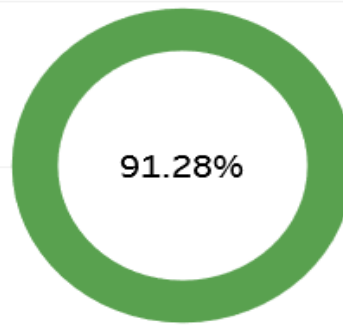


Mandatory/Statutory Training

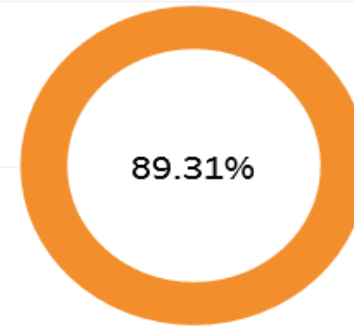
2 Year Compliance



3 Year Compliance



Statutory Compliance

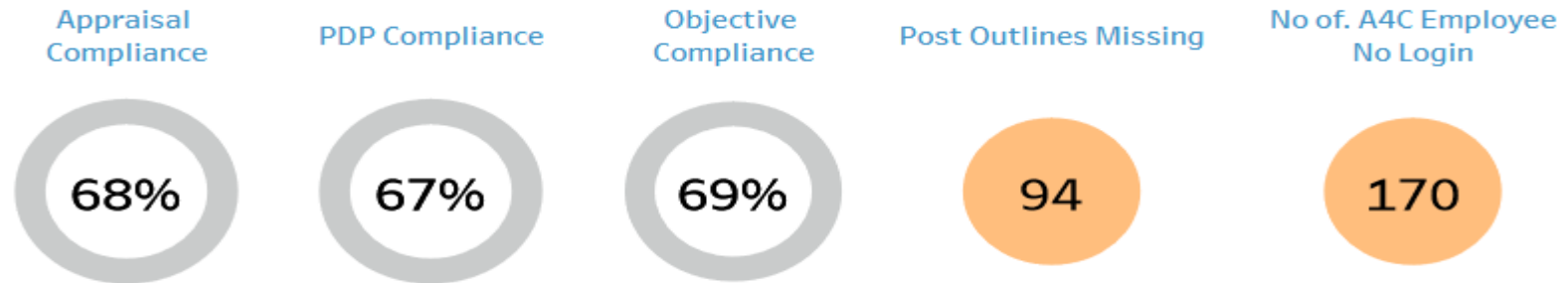


The NCTC has been removed from reporting for Learning & Development.

At NSS level, there has been little change to Compliances - 2 Year Compliance has decreased from 88.46%, 3 Year Compliance has increased from 91.21% to 91.28% and Statutory Compliance has increased from 87.90% to 89.31%. Only 3 Year Compliance is above the 10% threshold.

Currently three courses do not meet the 10% Compliance Threshold, NSS: Fire Safety (89.31% - up from 87.90% in January), NSS: Information Governance (87.69%, down from 88.46% in January). NSS: Manual Handling is now just below the 10% threshold at 89.99%, down from 90.07% in January.

Turas Appraisal



The NCTC has been removed for reporting for Turas.

As expected, with the removal of NCTC there has been an increase in Compliance at NSS level. Appraisal Compliance is currently at 68% (+9%), PDP Compliance is at 67% (+8%) and Objective Compliance is at 69% (+10%). SPST has also seen a large increase in figures due to the removal of NCTC.

The majority of SBUs have seen an increase this month, or have seen no change from the previous month.

Recruitment



The NCTC has been removed from reporting for Recruitment.

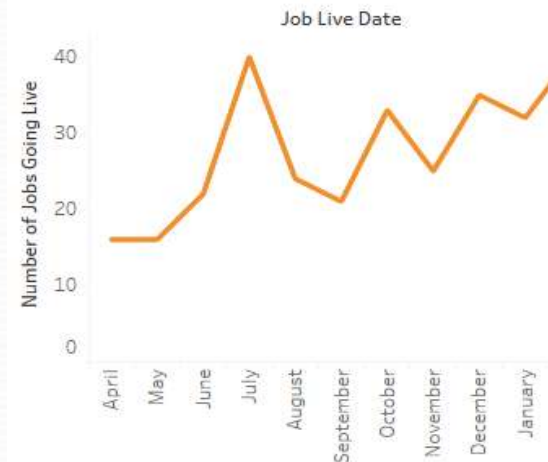
There have been 302 jobs advertised within the 2020/2021 FY. There are currently 38 live posts. There have been 728 applicants in February, an decrease from 1,051 applicants in January. Application Completion rate is currently at 37.05%, with Offer Acceptance rate at 94.87% (63.71% internal applicants).

YTD, there have been 481 vacancies advertised 72.14% are Permanent Contracts, 26.92% Fixed Term or Secondment.

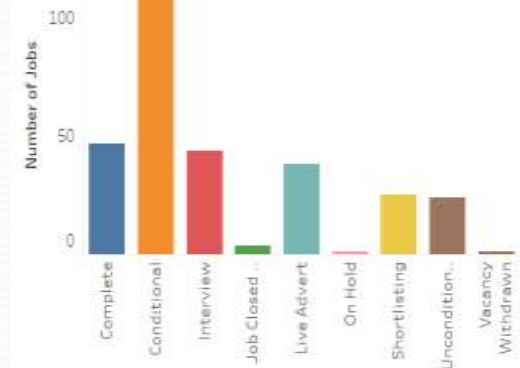
The Medical and Dental Job Family continues to have the longest Time to Hire- an average of 91.45 days, with Allied Health Professions the shortest at 37.94 days.

The e-rafs numbers into Recruitment continue at high volume with an average of 70 e-rafs per month, since July 2020. Recruitment are continuing to prioritise e-rafs based on COVID requirements of the role and date of e-raf. The Hiring Manager is contacted directly by Recruitment on receipt of the e-raf to inform them of the planned date for advertising and to open up dialogue around this date. Recruitment are reviewing their set up to improve response to the continued demand for recruitment services and to enable an increase in the number of e-rafs being managed on a weekly basis.

New Jobs Posted



Job Status



Health & Safety

Health & Safety Update:

Accident / Incident Reporting and Investigation module was launched across NSS in December,. Modifications for both the Accident / Incident and Risk Assessment modules have been identified and these are currently with the HR Systems Team and Service Now Team within Digital & Security to identify resource and timeframe.

No RIDDORs have been submitted to the Health and Safety Executive during February. However to date NSS have submitted six RIDDOR reports to the Health and Safety Executive:

- 3 within PCF (1x contact with moving equipment, 1x slip, trip and fall, 1x entrapment) and
- 3 within SNBTS (2 x fractures, 1x contact with moving equipment).

There are a further four accidents currently being investigated and supported by the NSS H&S Advisors:

PCF National Distribution Centre - **25 January** the incident involved a collision of two LLOPs one of which was moving and one which was stationary, with the colleague on the stationary LLOP injuring their shoulder.

PCF National Distribution Centre - **2 February** involved two individuals unloading cages from a double decker trailer and another staff member re-entered the vehicle and sustained an injury to the front of their left ankle.

SNBTS, Jack Copland Centre - **2 March** where a member of staff slipped and fell on the wet floor in the main lab and have dislocated a knee. The cleaning staff had been performing the routine floor cleaning at the time and had placed wet floor signs in the area.

SNBTS, Jack Copland Centre - **7 March** where a member of staff stepped over the footwear changing bench and went over their ankle which has now been confirmed that the individual has a fracture injury.

Note if the investigations identify that these are required to be reported to the Health and Safety Executive, NSS will have submitted **ten RIDDORs** to date:

Five within PCF at National Distribution Centre

Five within SNBTS - Jack Copland Centre and Donor Services External Sessions

Occupational Health & Wellbeing

Occupational Health Update:

Occupational health delivery of self and management referrals has been delayed due to the organisational priority of delivery of the Seasonal Flu and COVID-19 Vaccination programme. Appointments are being arranged as soon as possible.

COVID-19 Vaccination Clinics:

- All individuals identified within priority Group 1,2 &3 have been personally invited to make an appointment within MyCohort;

	Identified as P1-3	Invited	Booked	% Invited who have booked	Vaccinated	Appointment Pending	Total staff vaccinated inc External	Externally Vaccinated
National Services Scotland	672	672	320	48%	309	11	554	245

- Clinic administration and planning is underway currently to deliver a few additional clinics for Vaccine Dose 1 to those identified; and for Vaccine Dose 2 clinics;
- Audit of information within the NHS Vax App system and Cohort OH system to ensure that records are current.
- Note that any staff who received their 1st Dose through another source out with NSS COVID-19 Clinics are required to contact that source to ensure that they receive their 2nd does within the required timeframe.

Wellbeing Update:

The Wellbeing Group has submitted the Group Terms of Reference and an outline Wellbeing Plan for discussion to OHSAC. Further discussions will take place on how this is incorporated into the Great Place to Work Plan so that there is one overarching plan for NSS which is related to the Workforce Strategy.