2018/2019 Staff Governance Committee Annual Report to the NSS Board

1. INTRODUCTION

1.1 The Staff Governance Committee, on behalf of the NSS Board, is charged with satisfying itself that NSS has processes in place to manage staff effectively and to comply with the Staff Governance Standard. As such, the Committee reviews NSS's performance in meeting the Staff Governance Standards, which require that staff are:

- Well informed;
- Appropriately trained and developed;
- Involved in decisions;
- Treated fairly and consistently, with dignity and respect, in an environment where diversity is valued;
- Provided with a continuously improving and safe working environment, promoting the health and well-being of staff, patients and the wider community.

1.2 The following are/were members of the Staff Governance Committee during the period 1 April 2018 to 31 March 2019.

- Mr John Deffenbaugh, Non-Executive Director (Staff Governance Committee Chair)
- Mr Ian Cant, Non-Executive Director
- Mrs Susan Cook, Trade Union Representative (from 16 August 2018)
- Mr Tam Hiddleston, Trade Union Representative
- Professor Elizabeth Ireland, NSS Chair
- Mr Gerry McAteer, Trade Union Representative
- Mr Mark McDavid, Non-Executive Director

In addition Mr Colin Sinclair (Chief Executive) and Mrs Jacqui Jones (Director of HR and Workforce Development) attended meetings as required.


1.4 At these meetings the Committee received regular, relevant updates from the NSS Partnership Forum, the Clinical Governance Committee, the Audit and Risk Committee, the Finance, Procurement and Performance Committee, and the Remuneration and Succession Planning Committee.

2. AIM

2.1 The aim of this report and the attached appendix is to provide assurance to the Board that NSS complies with the Staff Governance Standard. The appendix to this report sets out the key actions which have been taken and evidence to support this and the outcomes. The actions and evidence are taken from the reports to the Staff Governance Committee and the iMatter results. In addition, this report summarises those matters which were considered and discussed by the Staff Governance Committee. This combined evidence provides assurance to the Committee and to the NSS Board that NSS complies with the Staff Governance Standard.
3. NSS GREAT PLACE TO WORK PLAN AND STAFF GOVERNANCE ACTION PLAN

3.1 NSS has adopted a different approach to Staff Governance reporting in which we no longer report against the five strands of the Staff Governance Standard. All reporting on people issues is against the NSS Great Place to Work Plan of which the Staff Governance Action Plan forms part of. The NSS Great Place to Work Plan is made up of four key Staff Governance Objectives. These are:

- **Positive Staff Experience**, which is reported and monitored through the NSS People Report and measured against NSS’ iMatter response rates, Employee Engagement Index Score, and the number of iMatter action plans submitted.

- **Healthy, Well and Safe Workforce**, reported and monitored through the Occupational Health, Safety and Advisory Committee (OHSAC), the NSS People Report, and the 2017/18 Dignity at Work survey.

- **Sustainable Workforce**, made up of a number of workforce measures and reported and monitored through the NSS People Report, OHSAC Report and iMatter results.

- **Corporate Responsibility**, currently focusing on recruitment of young people and people with disabilities, and reported and monitored through the NSS People Report.

For the purposes of providing assurance to the NSS Board of compliance with the Staff Governance Standard, the actions and key deliverables from the four Staff Governance Objectives have been re-aligned to the five strands of the Staff Governance Standard, details of which are appended to this report.

3.2 The spotlight sessions, introduced during 2017-18 to better understand Staff Governance issues at a local level, were continued through 2018-19 and the scope was slightly expanded to include sessions on the leadership development programme and staff inductions. The Committee was pleased to note that there was evidence of the management level work having a positive impact “downstream” but there was a need to better link up good practice across the organisation.

The focus of the committee’s assurance is to identify the impact of upstream activity on downstream results as illustrated below.
<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Evidence</th>
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<tr>
<td>ToRs 5(a)</td>
<td>To ensure an effective system of Governance and oversight for the management, safety and welfare of the workforce including a strategic workforce planning strategy.</td>
<td><strong>Standing Items:</strong> People Report; Occupational Health, Safety, Wellbeing and Fire Report; Equality and Diversity Update; Partnership Forum Update</td>
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<td>ToRs 5(b)</td>
<td>Oversee the development of frameworks which ensure delivery of the Staff Governance Standard.</td>
<td><strong>Standing Item:</strong> NSS Staff Governance/Great Place To Work Action Plan</td>
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<td>ToRs 5(c)</td>
<td>Review evidence of attainment and maintenance of the Staff Governance Standard through the Great Place to Work Plan (Staff Governance Action Plan). Where there is evidence of short falls the Staff Governance Committee will ensure that causes are identified and remedial action recommended.</td>
<td><strong>Standing Items:</strong> People Report; Occupational Health, Safety, Wellbeing and Fire Report; Equality and Diversity Update; Partnership Forum Update; NSS Staff Governance/Great Place To Work Action Plan</td>
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<td>ToRs 5(d)</td>
<td>Oversee the development and monitoring of all Organisational policy related to workforce ensuring compliance with National Workforce Policies.</td>
<td><strong>Standing Item:</strong> Partnership Forum Update, Policy Oversight Items</td>
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<td>ToRs 5(e)</td>
<td>Consider any policy amendment, funding or resource submission to achieve the Staff Governance Standard, providing support as required to drive forward.</td>
<td><strong>Standing Item:</strong> Partnership Forum Update, Policy Oversight Items</td>
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<td>ToRs 5(f)</td>
<td>Establish detailed and timely staff governance data reporting standards, ensuring that information is provided to support both NSS operating activities and national monitoring.</td>
<td><strong>Standing Items:</strong> People Report; Occupational Health, Safety, Wellbeing and Fire Report; Equality and Diversity Update; Partnership Forum Update</td>
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<td>ToRs 5(g)</td>
<td>Provide staff governance information for the Statement of Internal Control.</td>
<td>This information relates to the Committee membership, remit and number of meetings which are provided directly to Finance by the Board Services Team</td>
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<td>ToRs 5(h)</td>
<td>To review quarterly staff risks contained in the NSS Corporate Risk Register and set out in the Integrated Risk Management Approach, identifying and reporting on specific areas of concern.</td>
<td><strong>Standing Item:</strong> Staff Risks</td>
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<td>ToRs 5(i)</td>
<td>To review quarterly the NSS complaints report in the context of staff risk.</td>
<td><strong>Standing Item:</strong> Staff Feedback, Concerns, and Complaints Report</td>
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<td>ToRs 5(j)</td>
<td>Overseeing the NSS values programme, ensuring that the values are embedded within NSS structures and processes.</td>
<td><strong>Standing Items:</strong> People Report; Occupational Health, Safety, Wellbeing and Fire Report; Equality and Diversity Update; Partnership Forum Update</td>
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5. CONCLUSIONS AND ASSURANCES TO THE BOARD

5.1 Through scrutiny and discussion of the agenda items highlighted, and the key actions and evidence contained within the attached appendix, the Staff Governance Committee confirms that it has fulfilled its aims and objectives during 2017-2018. The Committee considers that it can provide appropriate assurance to the NSS Board that NSS has relevant procedures and processes in place with regard to Staff Governance matters. The Committee can also provide assurance that NSS complies with the Staff Governance Standards.

Mr John Deffenbaugh
NSS Staff Governance Committee Chair
June 2018

Appendices:-
Appendix 1 – Staff Governance Standard Strands - Key Actions Taken, Supporting Evidence and Outcomes Document
Appendix 1

The NSS Staff Governance Action Plan forms part of the NSS Great Place to Work Plan and is based on the results of the outcomes of the NSS iMatter results. NSS has adopted a different approach to Staff Governance reporting and no longer reports against the five strands of the Staff Governance Standard. However, for the purposes of providing assurance to the NSS Board, the Staff Governance Committee have aligned the actions taken during the year with the five strands of the Standard and the outcomes will be measured on evidence submitted by SBUs, the NSS iMatter and Dignity at Work survey results.

The NSS iMatter results include a summary score against each of the five strands of the Staff Governance Standard, and it is reassuring to note that NSS has, year on year, broadly maintained its position.

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<tr>
<th>STAFF GOVERNANCE STANDARD STRAND</th>
<th>ACTION</th>
<th>EVIDENCE</th>
<th>EXPECTED OUTCOME/CURRENT STATUS</th>
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<td>Well Informed</td>
<td>Develop and implement web facing version of HR Connect.</td>
<td>All staff, including those outposted, can access the HR Connect site providing ease of access to HR information 24/7. Access is available on mobile, tablet and home pc. Communications survey, seeking feedback on internal communications channels, issued to all staff to complete on a voluntary basis. Face to face focus groups held. Overall iMatter score - well informed</td>
<td>Since implementation there has been an 80% increase in staff using the contact us eform to contact HR Services for support, rather than via email. Results of internal communications audit will be available in 2019/20</td>
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<td>Appropriately trained and developed</td>
<td>All staff have access to training</td>
<td>All staff have access to a personal e-learning account for Statutory and Mandatory training, personal and continuing professional development. Increase access to Line Manager</td>
<td>Managers are able to monitor team completion of statutory and mandatory training via the learnpro scorecard and eESS. Mandatory Training 3 YR Ave 90% Mandatory Training 2 YR Ave 75% Statutory Training 2 YR Ave 83% Early feedback from staff has been very</td>
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<td>Training</td>
<td>Essential Line Manager portal and content aimed at new and aspiring managers. The Essential Line Manager programme continues to roll out and includes meaningful review events and personal development planning. NSS has also developed new guidance for managers and staff for completing the Turas Appraisal system and developed an organisation wide communications plan to raise awareness of the new guide.</td>
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<td>Develop a Leadership Programme to deliver the NSS strategy</td>
<td>The Leadership Programme re-launched in September 2018 following an extensive review. There are a range of development interventions on offer from bespoke interventions tailored to clients needs, master classes, and development options aligned to the values of NSS and underpinned by the 6 core leadership capabilities for Health &amp; Social Care, which are open to all Leaders.</td>
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<td>Overall iMatter Score – Appropriately Trained and Developed</td>
<td>2018/19 76% : 2017/18 76%</td>
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Positive.

Turas compliance data is now available to Boards. This is shared monthly with the Executive Management Team focusing on this with them to ensure all staff undertake these.

There has been a Module or Master Class scheduled every month since September 2018 and all are aligned to the 6 capabilities. The Leadership pages on HR Connect have also been refreshed and updated.

A Tailored Leadership Programme was developed to support Leaders identified as 'High Potential' through completion of the Project Lift Self Assessment, and for Leaders on the Redeployment List. The pilot for the first Cohort was launched on 25 March 2019 and a further Cohort will commence in early summer.

The CEO has approved a commission from Tree of Knowledge to deliver 5 workshops from their VIBE programme for EMT development. The programme commenced on 25 March at the EMT off-site meeting.

Variance – nil
2019/20 Target 77%
| Involved in Decisions                                                                 | Promote awareness of Organisational Change and TUPE arrangements in NSS to all staff and Managers. Ensure the new TUPE Toolkit is rolled out across NSS | TUPE toolkit published on HR Connect in January 2019. This sits alongside the Organisational Change Toolkit providing comprehensive information for managers and staff in relation to agreed processes which underpin and promote partnership working and full staff engagement. Bespoke training and awareness sessions are being provided to SBUs on request, in particular to support managers understanding their responsibilities in relation to managing change and TUPE situations. | The toolkit will be continually improved based on staff feedback. |
| Organisational Change/TUPE toolkit | Review of the corporate induction programme | The corporate induction programme has been redesigned based on feedback from key stakeholders | The revised approach will be implemented in May 2019. |
| Partnership Working | iMatter score – Involved in decisions | As part of this review the Partnership Working development session will be revised in order to be more interactive for staff. | Variance – minus 1% 2019/20 73% |
| Healthy, well and safe | Targeted initiatives in relation to reporting of accidents | Dedicated support provided to PCF to review and develop Health and Safety structures, roles and deliver specific plans for the National Distribution Centre and Facilities Management. End of March - Campaign materials to be sent incorporating slip, trips and falls with reporting Annual walk round inspections have been completed Feb and March within the majority of NSS sites – no major concerns identified | Resulted in a marked decrease in RIDDORS for 2019 Increase in PCF incidents being submitted allowing actions to be taken earlier to potentially reduce accidents Expected outcome of an increase of incidents being submitted, which will allow managers and SBUs to implement measures to reduce accidents in the future Expected outcome of an increase of awareness when talking to staff of any issues and understanding of their roles and responsibilities |
| **Treated Fairly and Consistently** | **Re-launch of the NSS Values** | **Promote awareness of the NSS Values following the results of the 2017/18 Dignity at Work Survey.**<br>**Materials refreshed and initially delivered to the Executive Management Team and all senior teams. Values sessions delivered/planned for all staff in NSS**<br>**The bi-annual Equal Pay Gap report is currently being developed along with the Equality and Diversity Mainstreaming Report for publication by 30 April 2019.**<br>**NSS complies fully with the provisions of the NHS Job Evaluation Scheme.** | **Increase iMatter score to “I am treated with dignity and respect as an individual” from 84% to 85%**<br>**HR team currently identifying any gender, race or disability pay differences, the reasons for this and, where applicable, any actions that can be taken to address these.**<br>**0 new Equal Pay Claims**<br>**Downward trend in pay differences identified**<br>**Job Evaluation Customer Survey** |
| **Promote awareness of Mental Health in the workplace.** | **Continued focus on promotion of support for managers and staff around mental health issues. During 2018/19 6 Mentally Healthy Workplace training courses delivered to 61 staff, 4 Scotland Mental Health First Aid courses delivered to 32 staff, and workshops held at the 2018 Senior Manager Forum**<br>**Bullying and Harassment/Discrimination Cases**<br>**Cases upheld**<br>**Sickness Absence**<br>**NSS awarded the HWL Gold Award for the 11th consecutive year**<br>**2018/19 – 78%: 2017/18 – 78%**<br>**Expected outcome in the longer term is a reduction in the number and duration of sickness absence due to mental health issues.**<br>**15 Bullying and Harassment/Discrimination Cases**<br>**1 Cases upheld**<br>**Long Term 2.6% Short Term 1.56% Total = 4.16%**<br>**Preparation for the 2019 reassessment will commence in March 2019**<br>**Variance – nil 2019/20 79%** |
| Treat all staff and patients with dignity and respect while valuing diversity. | Staff equality networks established and working effectively in NSS  
All SBUs are members of the NSS Equality and Diversity steering group  
2018/19 – 77%: 2017/18 78% | Improved knowledge and awareness of E&D  
Reduced number of complaints from patients and their families % of staff related complaints will reduce  
Current variance – minus 1%  
2019/20 Target 78% |
|---|---|---|
| iMatter score – Treated Fairly and Consistently | In terms of youth employment, a total of 43 young people were recruited during the year against a target of 70  
For people with disabilities, NSS have recruited a total of 21 people against a target of 21 in the past year  
- NSS’s first Foundation Apprenticeship began in August 2018 in the IT SBU.  
- Completion of a placements programme working collaboratively with the Scottish Ambulance Service and Healthcare Improvement Scotland. The placement allowed students to learn about different opportunities NHS Scotland offers. While visiting NSS the students spent time with SNBTS in the Jack Copland Centre and with the digital transformation team. The feedback was very positive and NSS looks forward to participating in future collaborative placements.  
- Revision of the modern apprenticeship guide to include details of both foundation and graduate apprenticeships.  
- Maintained our disability confident employer status.  
- Reviewed the Recruitment Manager training | The JobTrain system has been implemented across NSS, the functionality within the new system has great potential to improve the overall process and specifically support the increase in applications from candidates with a protected characteristic. |
| Recruitment levels have remained consistent across 2018/2019 and turnaround targets for recruitment have been achieved. | Through the commitment of HR and the buy-in of recruiting managers to increase numbers of staff categorised under the protected characteristics, NSS has had some significant achievements, including: |  |
and as a result, the course has received overwhelmingly positive feedback. 90% of managers saying that their performance would improve as a result of attending the course and 96% have gone on to say that they would recommend the course to a colleague. HR recognises the value that this course adds and plans to continue to deliver this to support our managers during the recruitment process.

**Adherence to the NHS Scotland Staff Governance Standard**

The Staff Governance Committee reviews and monitors NSS’ adherence to the Staff Governance Standard through a number of different channels, including:-

a. NSS People Dashboard on Tableau, which monitors performance against the actions agreed and targets set within the NSS Great Place to Work Plan.
b. NSS Partnership Forum update presented by the chairs of the NSS Partnership Forum.
c. NSS Resourcing Report, which provides information regarding the status of staff seeking redeployment.
d. Introduction of the SBU spotlight showcasing a different SBU at each meeting. SBU directors are invited on a rotational basis to discuss SBU-specific Staff Governance challenges and successes.
e. Occupational Health, Safety, Wellbeing and Fire Report, which demonstrates delivery of the Great Place to Work Plan