

# Report

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>17 August 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources – Workforce Monitoring – April to June 2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for April to June 2021 relating to Community and Enterprise Resources

## 2. Recommendation(s)

2.1. The Employee Issues Forum is asked to approve the following recommendation(s):-

(1) that the following employment information for April to June 2021 relating to Community and Enterprise Resources be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accident/incident statistics;
- ◆ discipline, grievance and Dignity at Work cases;
- ◆ analysis of leavers and exit interviews;
- ◆ staffing watch as at 13 March 2021

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Employee Issues Forum. This report for Community and Enterprise Resources provides information on the position for April to June 2021.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of June 2021 for Community and Enterprise Resources.

The Resource absence figure for June 2021 was 6.0%, which represents an increase of 0.1% when compared to the previous month and is 1.3% higher than the Council-wide figure. Compared to June 2020, the Resource absence figure has increased by 2.4%.

Based on the absence figures at June 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 5.5%, compared to a Council-wide average figure of 4.5%.

For the financial year 2021/2022, the average days lost per employee equates to 14.2 days, compared with the overall figure for the Council of 11.0 days per employee.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. As this report was being prepared, at 28 June 2021, the Council overall absence level was 4.05% with 0.41% of this relating to Covid-19 for sickness and special leave.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 339 referrals were made this period, an increase of 202 when compared with the same period last year.

**4.3. Accident/Incident Statistics (Appendix 2)**

There were 31 accidents/incidents recorded within the Resource this period, an increase of 27 when compared to the same period last year.

**4.4. Discipline, Grievance and Dignity at Work (Appendix 2)**

There were 5 disciplinary hearings held within the Resource this period, which is an increase of 4 when compared with the same period last year. There were no grievances raised within the Resource this period, which remains unchanged when compared with the same period last year. There were 2 Dignity at Work complaints raised within the Resource this period, which is an increase of 2 when compared with the same period last year.

**4.5. Analysis of Leavers (Appendix 2)**

There were 43 leavers in the Resource this period who were eligible for an exit interview, which is an increase of 36 when compared with the same period last year. Exit interviews were held with 37% of employees, compared with 14% for the same period last year.

**4.6. When processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:-**

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post
- ◆ end of fixed term contract

- 4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period April to June 2021, 86 employees in total left employment and managers indicated that 84 posts (45.88 FTE) are being replaced and 2 posts (2.0 FTE) were due to the end of fixed term contracts.

**5. Staffing Watch**

- 5.1. There has been a decrease of 66 in the number of employees in post from 12 December 2020 to 13 March 2021.

**6. Employee Implications**

- 6.1. There are no implications for employees arising from the information presented in this report.

**7. Financial Implications**

- 7.1. All financial implications are accommodated within existing budgets.

**8. Climate Change, Sustainability and Environmental Implications**

- 8.1. There are no Climate Change, Sustainability and Environmental Implications in terms of the information contained within this report.

**9. Other Implications**

- 9.1. There are no implications for risk in terms of the information contained within this report.

**10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.

- 10.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

12 July 2021

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, effective, efficient and transparent
- ◆ Fair, open and sustainable
- ◆ Ambitious, self aware and improving
- ◆ Excellent employer
- ◆ Focused on people and their needs
- ◆ Working with and respecting others

**Previous References**

- ◆ Employee Issues Forum – 18 May 2021

**List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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**ABSENCE TRENDS - 2019/2020, 2020/2021 & 2021/2022**  
**Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide				
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022	
April	4.0	3.1	2.3	April	4.4	5.3	5.7	April	4.3	5.0	5.2	April	4.0	4.4	4.3	
May	3.6	2.4	2.7	May	5.1	4.3	6.4	May	4.9	4.0	5.9	May	4.4	3.1	4.9	
June	3.9	1.6	2.8	June	5.5	4.0	6.6	June	5.3	3.6	6.0	June	4.4	2.7	4.7	
July	3.9	1.8		July	4.3	3.6		July	4.3	3.4		July	3.4	2.3		
August	4.0	1.7		August	5.1	4.9		August	4.9	4.4		August	3.7	3.1		
September	2.9	1.6		September	5.9	5.8		September	5.4	5.1		September	4.5	4.2		
October	3.4	3.1		October	5.9	6.3		October	5.5	5.8		October	4.6	4.8		
November	4.8	3.6		November	6.6	7.1		November	6.4	6.6		November	5.5	5.8		
December	5.4	3.1		December	7.0	6.4		December	6.8	5.9		December	5.7	5.6		
January	4.1	3.4		January	6.6	6.0		January	6.2	5.6		January	5.3	4.8		
February	3.8	2.8		February	7.1	6.5		February	6.6	5.9		February	5.6	4.8		
March	4.5	2.6		March	7.1	6.8		March	6.7	6.2		March	6.2	4.9		
Annual Average	4.0	2.6	2.6	Annual Average	5.9	5.6	6.0	Annual Average	5.6	5.1	5.5	Annual Average	4.8	4.2	4.5	
Average Apr-Jun	3.8	2.4	2.6	Average Apr-Jun	5.0	4.5	6.2	Average Apr-Jun	4.8	4.2	5.7	Average Apr-Jun	4.3	3.4	4.6	
No of Employees at 30 June 2021			545	No of Employees at 30 June 2021			3034	No of Employees at 30 June 2021			3579	No of Employees at 30 June 2021			16086	

For the financial year 2021/22, the projected average days lost per employee equates to 14.2 days.

## COMMUNITY AND ENTERPRISE RESOURCES

	Apr-Jun 2020	Apr-Jun 2021
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	66	113
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	3	4
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	21	131
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	45	89
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	2	2
<b>TOTAL</b>	137	339

CAUSE OF ACCIDENTS/INCIDENTS	Apr-Jun 2020	Apr-Jun 2021
Over 7 day absences	1	4
Over 3 day absences**	1	1
Minor	1	18
Near Miss	1	4
Violent Incident: Physical****	0	1
Violent Incident: Verbal*****	0	3
<b>Total Accidents/Incidents</b>	4	31

\*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

\*\*Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Apr-Jun 2020	Apr-Jun 2021
Total Number of Hearings	1	5
Total Number of Appeals	0	1

## Time Taken to Convene Hearing Apr - Jun 2021

0-3 Weeks  
1

4-6 Weeks  
2

Over 6 Weeks  
2

RECORD OF GRIEVANCE HEARINGS	Apr-Jun 2020	Apr-Jun 2021
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Apr-Jun 2020	Apr-Jun 2021
Number of Incidents	0	2
Number Resolved at Informal Stage	0	1
Number Resolved at Formal Stage	0	1

ANALYSIS OF REASONS FOR LEAVING	Apr-Jun 2020	Apr-Jun 2021
Career Advancement	0	3
Poor Relationship with Manager/Colleagues	0	1
Moving Outwith Area	0	1
Childcare/caring responsibilities	0	4
Dissatisfaction With Terms and Conditions	0	1
Other	1	6
<b>Number of Exit Interviews conducted</b>	1	16

<b>Total Number of Leavers Eligible for Exit Interview</b>	7	43
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<b>Percentage of interviews conducted</b>	14%	37%
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Appendix 2a

	Apr - June 2021		Cumulative total	
	FTE*	H/C**	FTE	H/C
Terminations/Leavers	47.88	86	47.88	86
Being replaced	45.88	84	45.88	84
Filled on fixed term basis	0.00	0	0.00	0
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	2.00	2	2.00	2
Held pending service Review	0.00	0	0.00	0
Plan to remove for savings	0.00	0	0.00	0

\* Full time equivalent

\*\* Head count/number of employees

**JOINT STAFFING WATCH RETURN  
COMMUNITY AND ENTERPRISE RESOURCES**

**1. As at 13 March 2021**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
1204	246	189	1453	3092					
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1.00	1420.89	415.11	238.06	46.05	16.00	4.00	5.00	0.00	2146.11

**1. As at 12 December 2020**

Total Number of Employees				
MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
1280	228	190	1460	3158

\*Full - Time Equivalent No of Employees

Salary Bands

Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1.00	1498.73	417.50	230.20	46.05	16.00	4.00	5.00	0.00	2218.48