



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 18 October 2021

Dear Councillor

Employee Issues Forum

The Members listed below are requested to attend a meeting of the above Forum to be held as follows:-

Date: Tuesday, 26 October 2021

Time: 11:00

Venue: By Microsoft Teams,

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

Isobel Dorman (Chair), Janine Calikes, Graeme Campbell, Gerry Convery, Lynsey Hamilton, Ian Harrow, Graeme Horne, Joe Lowe, Monique McAdams, Jim McGuigan

Substitutes

Alex Allison, Maureen Chalmers, Poppy Corbett, Maureen Devlin, Allan Falconer, Collette Stevenson

BUSINESS

1 **Declaration of Interests**

2 **Minutes of Previous Meeting**

3 - 6

Minutes of the meeting of the Employee Issues Forum held on 17 August 2021 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

3 **Council-wide Workforce Monitoring – July to August 2021**

7 - 28

Report dated 8 October 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)

4 **Education Resources – Workforce Monitoring – June to August 2021**

29 - 36

Joint report dated 7 October 2021 by the Executive Directors (Finance and Corporate Resources) and (Education Resources). (Copy attached). Appendix 3 of the report (Copy to follow)

5 **SQA Provisional Awards 2021 – Alternative Certification Model (ACM)**

37 - 42

Report dated 30 September 2021 by the Executive Director (Education Resources). (Copy attached)

Urgent Business

6 **Urgent Business**

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name:	Helen Calley
Clerk Telephone:	01698 454185
Clerk Email:	helen.calley@southlanarkshire.gov.uk

EMPLOYEE ISSUES FORUM

2

Minutes of meeting held via Microsoft Teams on 17 August 2021

Chair:

Councillor Isobel Dorman

Councillors Present:

Councillor Janine Calikes, Councillor Gerry Convery, Councillor Lynsey Hamilton, Councillor Graeme Horne, Councillor Monique McAdams, Councillor Jim McGuigan

Councillors' Apologies:

Councillor Graeme Campbell, Councillor Ian Harrow, Councillor Joe Lowe

Attending:

Finance and Corporate Resources

G Bhatti, Employee Development and Diversity Manager; H Calley, Administration Officer; C Lyon, Administration Officer; K McLeod, Administration Assistant; K McVeigh, Head of Personnel Services; E Maxwell, Human Resources Business Partner

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Employee Issues Forum held on 18 May 2021 were submitted for approval as a correct record.

The Head of Personnel Services referred to a question raised by Councillor Hamilton on why there had been such a rise in accidents/incidents over the period within Social Work Resources at the previous meeting and provided an update.

The Forum decided: that the minutes be approved as a correct record.

3 Council-wide Workforce Monitoring – April to June 2021

A report dated 12 July 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period April to June 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers, exit interviews and labour turnover
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 13 March 2021

In response to a question from Councillor McAdams on whether there was currently a recruitment freeze on Care Worker posts, the Head of Personnel Services advised that there was no recruitment freeze from Corporate Personnel, however, she would contact Social Work Resources and feed back to members.

Councillor McGuigan requested further details on the reasons for veterans not attending interviews. The Head of Personnel Services advised that she would look into this matter and feed back to Councillor McGuigan.

The Forum decided: that the report be noted.

[Reference: Minutes of 18 May 2021 (Paragraph 3)]

4 Community and Enterprise Resources – Workforce Monitoring – April to June 2021

A joint report dated 12 July 2021 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources) was submitted on the following employee information for Social Work Resources for the period April to June 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 13 March 2021

Councillor McAdams enquired about the Planning Service responding to members' enquiries. The Human Resources Business Partner advised that she would raise this issue with the Planning Service and feed back to Councillor McAdams.

The Forum decided: that the report be noted.

[Reference: Minutes of 5 February 2019 (Paragraph 4)]

5 Employability in South Lanarkshire – Kickstart Scheme Progress

A report dated 5 August 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the Council's involvement with the UK Government's Kickstart Scheme.

The UK Government launched the Kickstart Scheme in October 2020 with a view to mitigating the economic impact of the COVID-19 pandemic on the employment and training opportunities of young people aged 16 to 24 years of age who were in receipt of Universal Credit.

The Scheme focused on employers and if they took on an eligible young person in a new post, would be offered funding for 26 weeks of paid work experience at the national minimum wage rate. It was hoped that the experience would lead to longer term employment or training opportunities.

The Scheme operated using Host organisations and Gateway organisations. A Host offered Kickstart places within its own organisation and a Gateway acted as a broker for other employers in the area. The Department for Work and Pensions (DWP) acted as the first point of contact and all vacancies were advertised via job centres and referrals by Work Coaches.

The Council had been successful in its applications to become both a Kickstart Host, with up to 50 places and 350 places as a Gateway.

The maximum value of payment for each placement was up to £7,648.80 per participant for both Host and Gateway grants. Payments were made via the Council as participants achieved specific milestones in their placements. For placements in the public sector, wraparound funding had been used to top up the hourly rate to the Living Wage rate.

There were currently 9 young people appointed to roles within the Council, with 16 in the process of being interviewed/recruited. There had been 28 young people appointed to placements with employers throughout South Lanarkshire, with a further 29 placements shortlisted for interviews. There were currently 14 jobs advertised and a further 50 in process.

The length of time in paid placement had been extended for some placements using the Youth Guarantee Programme fund from the Scottish Government. This wrap around funding had been aimed at providing extended placements for those young people who needed a little more support, or where there had been significant initial training required to carry out the role.

As a consequence of lockdown, the Scheme had not commenced until April 2021 and there had been indications that the Scheme would be extended beyond December 2021.

Labour market statistics showed that, as the Job Retention Scheme concluded, those over the age of 25 would require employability support and the Council was refocussing other funding to address the needs of this group.

The Forum decided: that progress to date on the Kickstart Scheme be noted.

[Reference: Minutes of the Finance and Corporate Resources Committee of 17 March 2021 (Paragraph 10)]

6 Urgent Business

There were no items of urgent business.

Report

3

Report to:	Employee Issues Forum
Date of Meeting:	26 October 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council-wide Workforce Monitoring – July to August 2021
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period July to August 2021

2. Recommendation(s)

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

(1) that the following employment information for the period July to August 2021 relating to the Council be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 12 June 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 the Council provides information on the position for the period July to August 2021.

4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for August 2021, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for August 2021, shown in Appendix 1, is 4.7%, which represents an increase of 0.7% when compared with last month and the figure has increased by 1.6% when compared to August 2020.

When compared to August 2020, the APT&C absence rate has increased by 1.7%, the teachers' figure has increased by 0.8% and the manual workers' figure has increased by 2.2%.

Based on annual trends and the absence rate to August 2021, the projected average absence rate for the Council for the financial year 2021/2022 is 4.8%.

For the financial year 2021/2022, the projected average days lost per employee equates to 10.8 days.

In comparison to August 2020 (Appendix 8):-

- ◆ Psychological and musculoskeletal conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 1314 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 1209 days.
- ◆ Total days lost due to respiratory conditions have increased by 1856 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 520 days.

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. At the time of this report, the Council overall absence level was 6.26% with 1.18% of this relating to Covid-19 for sickness and special leave.

5. Occupational Health

5.1. Information on Occupational Health for the period July to August 2021 is provided in Appendix 9.

- ◆ during the period there were 260 employees referred for a medical examination, a decrease of 200 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 239 employees attended physiotherapy treatment, showing an increase of 53 when compared to the same period last year. Of the 239 employees referred, 37% remained at work whilst undertaking treatment.
- ◆ during this period 248 employees were referred to the Employee Support Officer, showing an increase of 71 when compared with the same period last year. Of the referrals made this period, 88% related to personal reasons.
- ◆ 74 employees were referred to the PAM Assist counselling service this period, showing an increase of 5 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 59% of the referrals made, 21% were for work related reasons and 20% were for other reasons.
- ◆ 6 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 18 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for July to August 2021 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 74, this figure has decreased by 2 from the same period last year.
- ◆ there were no specified injuries recorded, this figure remains unchanged from the same period last year.
- ◆ there were 70 minor accidents/incidents, this figure has increased by 1 from the same period last year.

- ◆ there was 1 accident resulting in an absence lasting over 3 days during the period, this figure has decreased by 1 from the same period last year.
- ◆ there were 3 accidents resulting in an absence lasting over 7 days during the period, this figure has decreased by 2 from the same period last year.

7. Discipline, Grievance, Dignity at Work Hearings and Mediation Referrals

7.1. Information on Disciplinary, Grievance Hearings, Dignity at Work and Mediation Referrals for July to August 2021 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 19 disciplinary hearings were held across Resources within the Council, an increase of 13 when compared to the same period last year.
- ◆ action was taken in 18 of these cases. No appeals were raised.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 58% of hearings met this target.
- ◆ during the period, no appeals were heard by the Appeals Panel.
- ◆ at the end of August 2021, no Appeals Panels were pending.
- ◆ during the period, no grievance cases were raised.
- ◆ during the period, no Dignity at Work cases were raised.
- ◆ during the period, no referrals for mediation were submitted.

8. Analysis of Leavers and Exit Interviews

8.1. Information on the number of leavers and exit interviews for the period July and August is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

Labour Turnover

Using information compiled from Resources and Staffing Watch information as at 12 June 2021, the Council's turnover figure for July to August 2021 is as follows:-

159 leavers eligible for exit interviews/15,134 employees in post = Labour Turnover of 1.05%.

Based on the figure at August 2021, the projected annual labour turnover figure for the financial year 2021/2022 for the Council is 4.7%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 159 employees leaving the Council that were eligible for an exit interview, an increase of 79 when compared with the same period last year.
- ◆ exit interviews were held with 28% of leavers, which is an increase of 2% when compared with the same period last year.

8.3. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:-

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

- 8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From July to August 2021 382 (283.48 FTE) employees left employment. Managers indicated that 373 (277.38 FTE) would be replaced, 4 posts (2.88 FTE) are being filled on a temporary basis, 3 posts (2.00 FTE) were due to the end of fixed term contracts, 1 post (0.54 FTE) is being left vacant pending and 1 post (0.68 FTE) is being removed for savings.

9. Recruitment Monitoring

- 9.1. Information on Recruitment Monitoring for July to August 2021 is contained within Appendix 14.

From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:-

- ◆ overall, 2,276 applications and 2,253 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (97), 51 were shortlisted for interview and 11 were appointed
- ◆ of those applicants of a black/ethnic minority background (71), 19 were shortlisted for interview and 3 were appointed.
- ◆ Of those applicants who are veterans (23), 9 were shortlisted for interview and none were appointed.

10. Staffing Watch

- 10.1. There has been an increase of 240 in the number of employees in post from 13 March 2021 to 12 June 2021. Details of the staffing watch are contained in Appendix 15.

11. Employee Implications

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

12. Financial Implications

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

13. Climate Change, Sustainability and Environmental Implications

- 13.1. There are no climate change, sustainability or environmental implications arising from the information presented in this report.

14. Other Implications

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

15. Equality Impact Assessment and Consultation Arrangements

- 15.1. 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.

- 15.2. 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)

8 October 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, 17 August 2021

List of Background Papers

- ◆ Monitoring information provided by Resources

Contact for Further Information

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

Laurane Rhind, Personnel Services Manager

Ext: 4721 (Tel: 01698 454721)

E-mail: Laurane.Rhind@southlanarkshire.gov.uk

Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Council Wide

APT&C				Teachers				Manual Workers				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	4.2	4.1	April	2.9	2.9	2.5	April	5.2	6.0	6.2	April	4.0	4.4	4.3				
May	4.4	2.9	4.7	May	3.2	1.4	3.2	May	5.6	4.9	6.7	May	4.4	3.1	4.9				
June	4.4	2.5	4.4	June	2.7	0.9	2.6	June	5.7	4.5	7.0	June	4.4	2.7	4.7				
July	3.5	2.2	4.1	July	1.2	0.5	1.1	July	5.1	4.0	6.3	July	3.4	2.3	4.0				
August	3.9	2.9	4.6	August	1.3	1.2	2.0	August	5.5	5.1	7.3	August	3.7	3.1	4.7				
September	4.5	4.1		September	2.5	2.7		September	6.1	5.8		September	4.5	4.2					
October	4.7	4.7		October	2.6	3.2		October	6.1	6.4		October	4.6	4.8					
November	5.7	5.6		November	3.8	4.6		November	6.6	7.3		November	5.5	5.8					
December	5.7	5.3		December	3.8	4.7		December	7.2	6.9		December	5.7	5.6					
January	5.2	4.5		January	3.4	2.7		January	7.1	7.2		January	5.3	4.8					
February	5.6	4.3		February	3.8	2.5		February	7.3	7.4		February	5.6	4.8					
March	6.2	4.6		March	4.8	2.9		March	7.3	7.2		March	6.2	4.9					
Annual Average	4.8	4.0	4.6	Annual Average	3.0	2.5	2.9	Annual Average	6.2	6.1	6.8	Annual Average	4.8	4.2	4.8				
Average Apr-Aug	4.0	2.9	4.4	Average Apr-Aug	2.3	1.4	2.3	Average Apr-Aug	5.4	4.9	6.7	Average Apr-Aug	4.0	3.1	4.5				
No of Employees at 31 August 2021				7538	No of Employees at 31 August 2021				4200	No of Employees at 31 August 2021				4686	No of Employees at 31 August 2021				16424

For the financial year 2021/22, the projected average days lost per employee equates to 10.8 days.

**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	2.9	July	4.3	3.6	5.3	July	4.3	3.4	4.9	July	3.4	2.3	4.0	
August	4.0	1.7	2.9	August	5.1	4.9	6.4	August	4.9	4.4	5.9	August	3.7	3.1	4.7	
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	2.8	Annual Average	5.9	5.6	6.3	Annual Average	5.6	5.1	5.8	Annual Average	4.8	4.2	4.8	
Average Apr-Aug	3.9	2.1	2.7	Average Apr-Aug	4.9	4.4	6.1	Average Apr-Aug	4.7	4.1	5.6	Average Apr-Aug	4.0	3.1	4.5	
No of Employees at 31 August 2021			550	No of Employees at 31 August 2021			3028	No of Employees at 31 August 2021			3578	No of Employees at 31 August 2021			16424	

For the financial year 2021/22, the projected average days lost per employee equates to 14.0 days.

**Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Education Resources**

APT&C				Teachers				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	3.5	3.9	4.8	April	2.9	2.9	2.5	April	3.2	3.3	3.5	April	4.0	4.4	4.3	
May	4.2	2.2	5.7	May	3.2	1.4	3.2	May	3.6	1.8	4.4	May	4.4	3.1	4.9	
June	3.8	1.8	4.7	June	2.7	0.9	2.6	June	3.2	1.3	3.5	June	4.4	2.7	4.7	
July	2.4	1.3	3.4	July	1.2	0.5	1.1	July	1.7	0.9	2.1	July	3.4	2.3	4.0	
August	2.8	2.7	3.8	August	1.3	1.2	2.0	August	2.0	1.8	2.8	August	3.7	3.1	4.7	
September	4.3	4.8		September	2.5	2.7		September	3.3	3.6		September	4.5	4.2		
October	4.5	5.4		October	2.6	3.2		October	3.5	4.1		October	4.6	4.8		
November	5.8	6.6		November	3.8	4.6		November	4.7	5.5		November	5.5	5.8		
December	5.5	6.5		December	3.8	4.7		December	4.6	5.5		December	5.7	5.6		
January	5.1	4.8		January	3.4	2.7		January	4.2	3.6		January	5.3	4.8		
February	5.7	4.7		February	3.8	2.5		February	4.6	3.5		February	5.6	4.8		
March	7.1	5.6		March	4.8	2.9		March	5.8	4.1		March	6.2	4.9		
Annual Average	4.6	4.2	5.1	Annual Average	3.0	2.5	2.9	Annual Average	3.7	3.3	3.9	Annual Average	4.8	4.2	4.8	
Average Apr-Aug	3.3	2.4	4.5	Average Apr-Aug	2.3	1.4	2.3	Average Apr-Aug	2.7	1.8	3.3	Average Apr-Aug	4.0	3.1	4.5	
No of Employees at 31 August 2021			3309	No of Employees at 31 August 2021			4200	No of Employees at 31 August 2021			7509	No of Employees at 31 August 2021			16424	

For the financial year 2021/22, the projected average days lost per employee equates to 7.9 days.

Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Finance and Corporate 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	3.5	3.5	2.6	April	7.1	8.5	0.0	April	3.6	3.6	2.6	April	4.0	4.4	4.3	
May	3.2	2.3	3.3	May	0.0	16.0	0.0	May	3.2	2.4	3.3	May	4.4	3.1	4.9	
June	3.3	1.9	3.5	June	0.5	7.4	0.0	June	3.2	1.9	3.5	June	4.4	2.7	4.7	
July	3.3	2.0	3.3	July	2.4	3.5	0.0	July	3.2	2.0	3.3	July	3.4	2.3	4.0	
August	3.6	1.8	3.6	August	5.9	12.1	0.0	August	3.6	2.0	3.6	August	3.7	3.1	4.7	
September	3.3	2.3		September	3.5	13.4		September	3.3	2.4		September	4.5	4.2		
October	3.7	3.2		October	3.6	10.2		October	3.7	3.3		October	4.6	4.8		
November	3.9	3.1		November	2.6	11.4		November	3.8	3.2		November	5.5	5.8		
December	4.6	2.7		December	1.3	11.4		December	4.5	2.8		December	5.7	5.6		
January	3.9	2.8		January	0.0	7.0		January	3.9	2.8		January	5.3	4.8		
February	4.1	3.5		February	7.6	0.0		February	4.1	3.5		February	5.6	4.8		
March	4.5	3.5		March	4.6	0.0		March	4.5	3.5		March	6.2	4.9		
Annual Average	3.7	2.7	3.1	Annual Average	3.3	8.4	4.5	Annual Average	3.7	2.8	3.2	Annual Average	4.8	4.2	4.8	
Average Apr-Aug	3.4	2.3	3.3	Average Apr-Aug	3.2	9.5	0.0	Average Apr-Aug	3.4	2.4	3.3	Average Apr-Aug	4.0	3.1	4.5	
No of Employees at 31 August 2021			952	No of Employees at 31 August 2021			0	No of Employees at 31 August 2021			952	No of Employees at 31 August 2021			16424	

For the financial year 2021/22, the projected average days lost per employee equates to 7.6 days.

**Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Housing & Technical 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	3.9	4.1	3.2	April	6.7	3.5	3.6	April	5.0	3.8	3.3	April	4.0	4.4	4.3
May	4.2	2.8	2.9	May	5.1	2.0	4.2	May	4.5	2.5	3.4	May	4.4	3.1	4.9
June	4.8	3.2	3.5	June	5.0	2.0	6.2	June	4.9	2.7	4.6	June	4.4	2.7	4.7
July	4.1	2.7	4.0	July	5.4	2.7	5.7	July	4.6	2.7	4.7	July	3.4	2.3	4.0
August	4.0	2.5	4.9	August	5.7	3.4	7.9	August	4.7	2.8	6.2	August	3.7	3.1	4.7
September	4.4	2.1		September	5.8	3.3		September	5.0	2.6		September	4.5	4.2	
October	4.3	2.9		October	6.6	3.9		October	5.2	3.3		October	4.6	4.8	
November	5.5	3.7		November	6.1	5.6		November	5.7	4.5		November	5.5	5.8	
December	5.2	3.3		December	6.3	4.8		December	5.6	3.9		December	5.7	5.6	
January	5.8	3.5		January	5.9	4.4		January	5.8	3.9		January	5.3	4.8	
February	5.8	3.2		February	5.7	4.7		February	5.8	3.8		February	5.6	4.8	
March	5.1	3.1		March	6.5	4.5		March	5.7	3.6		March	6.2	4.9	
Annual Average	4.8	3.1	3.4	Annual Average	5.9	3.7	4.9	Annual Average	5.2	3.3	4.0	Annual Average	4.8	4.2	4.8
Average Apr-Aug	4.2	3.1	3.7	Average Apr-Aug	5.6	2.7	5.5	Average Apr-Aug	4.7	2.9	4.4	Average Apr-Aug	4.0	3.1	4.5
No of Employees at 31 August 2021			883	No of Employees at 31 August 2021			584	No of Employees at 31 August 2021			1467	No of Employees at 31 August 2021			16424

For the financial year 2021/22, the projected average days lost per employee equates to 10.8 days.

**Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Social Work 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	5.0	5.5	4.5	April	6.9	10.2	9.6	April	5.6	7.1	6.2	April	4.0	4.4	4.3
May	5.6	4.4	5.0	May	7.7	8.1	9.3	May	6.3	5.7	6.5	May	4.4	3.1	4.9
June	5.8	3.9	3.9	June	6.9	7.6	7.6	June	6.2	5.2	5.2	June	4.4	2.7	4.7
July	5.1	3.7	6.1	July	7.7	6.3	10.3	July	5.9	4.6	7.5	July	3.4	2.3	4.0
August	5.9	4.4	7.3	August	6.7	6.7	10.2	August	6.2	5.2	8.2	August	3.7	3.1	4.7
September	6.2	5.4		September	6.8	7.5		September	6.4	6.1		September	4.5	4.2	
October	6.1	5.9		October	6.5	8.2		October	6.2	6.7		October	4.6	4.8	
November	6.8	6.6		November	6.8	8.9		November	6.8	7.4		November	5.5	5.8	
December	6.9	6.5		December	8.7	10.3		December	7.5	7.7		December	5.7	5.6	
January	6.2	5.8		January	9.5	13.1		January	7.3	8.3		January	5.3	4.8	
February	6.8	5.1		February	8.8	12.6		February	7.5	7.6		February	5.6	4.8	
March	6.8	4.6		March	8.5	10.6		March	7.4	6.6		March	6.2	4.9	
Annual Average	6.1	5.2	5.6	Annual Average	7.6	9.2	9.9	Annual Average	6.6	6.5	7.0	Annual Average	4.8	4.2	4.8
Average Apr-Aug	5.5	4.4	5.4	Average Apr-Aug	7.2	7.8	9.4	Average Apr-Aug	6.0	5.6	6.7	Average Apr-Aug	4.0	3.1	4.5

No of Employees at 31 August 2021			1844	No of Employees at 31 August 2021			1074	No of Employees at 31 August 2021			2926	No of Employees at 31 August 2021			16424
-----------------------------------	--	--	------	-----------------------------------	--	--	------	-----------------------------------	--	--	------	-----------------------------------	--	--	-------

For the financial year 2021/22, the projected average days lost per employee equates to 15.3 days.

Absence by long and short term

From: 1 June - 31 August 2021

Resource	No of employees	June 2021			July 2021			August 2021		
		Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	3578	1.8	4.2	6.0	1.3	3.6	4.9	2.6	3.3	5.9
Education	7509	1.1	2.4	3.5	0.2	1.9	2.1	1.3	1.5	2.8
Finance and Corporate	952	1.2	2.3	3.5	0.9	2.4	3.3	1.3	2.3	3.6
Housing & Technical	1467	1.9	2.7	4.6	1.8	2.9	4.7	2.5	3.7	6.2
Social Work	2918	1.6	4.9	6.5	2.0	5.5	7.5	2.0	6.2	8.2
Council Overall for June - August 2021	16424	1.4	3.3	4.7	1.0	3.0	4.0	1.8	2.9	4.7

**Attendance Monitoring
Absence Classification**

From : 1 August - 31 August 2021

Reasons	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1189	27	707	17	73	11	509	28	1106	25	3584	23
Psychological	1226	28	1085	26	279	42	489	26	1562	35	4641	30
Stomach, Bowel, Blood, Metabolic Disorders	312	7	452	11	56	9	106	6	408	9	1334	9
Respiratory	888	20	827	20	115	17	342	18	503	11	2675	17
Other Classification	817	18	1044	25	135	21	404	22	823	19	3223	21
Total Days Lost By Resource	4432	100	4115	100	658	100	1850	100	4402	100	15457	100
Total Work Days Available	75642		148616		18475		29993		53635			

From : 1 August - 31 August 2020

Reasons	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	947	31	478	19	19	5	182	23	749	27	2375	25
Psychological	925	30	960	38	182	51	365	46	895	32	3327	35
Stomach, Bowel, Blood, Metabolic Disorders	258	8	198	8	33	9	77	10	248	9	814	9
Respiratory	239	8	236	9	0	0	75	9	269	10	819	9
Other Classification	707	23	629	25	122	34	100	13	625	22	2183	23
Total Days Lost By Resource	3076	100	2501	100	356	100	799	100	2786	100	9518	100
Total Work Days Available	69747		135889		18232		28157		53340			

*WDL = Work Days Lost

OCCUPATIONAL HEALTH REPORTS

FROM: 1 July 2021 - 31 August 2021 comparison with 1 July 2020 - 31 August 2020

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Jul-Aug 2021)	83	11	15	13	35	103	260
TOTAL (Jul-Aug 2020)	142	21	35	22	56	184	460

No of Employees Referred For Physiotherapy		
RESOURCE	Jul-Aug 2020	Jul-Aug 2021
Community and Enterprise	54	49
Education (Teachers)	16	30
Education (Others)	30	34
Finance and Corporate	6	10
Housing and Technical	21	42
Social Work	59	74
TOTAL	186	239

No of Employees Referred To Employee Support Officer		
RESOURCE	Jul-Aug 2020	Jul-Aug 2021
Community and Enterprise	38	61
Education	59	60
Finance and Corporate	13	17
Housing and Technical	19	28
Social Work	48	82
TOTAL	177	248

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Jul-Aug 2020	Jul-Aug 2021
Community and Enterprise	4	0
Education	2	4
Finance and Corporate	0	0
Housing and Technical	2	0
Social Work	4	0
Not Disclose	12	2
TOTAL	24	6

	Analysis of Counselling Referrals by Cause												
	Reason												
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total		
	M	S	M	S	M	S	M	S	M	S	M	S	
TOTAL (Jul-Aug 2021)	15	0	0	0	47	0	4	0	8	0	74	0	
TOTAL (Jul-Aug 2020)	2	0	0	0	52	0	8	0	7	0	69	0	
								Total Referrals (Jun-Aug 2021)				74	
								Total Referrals (Jun-Aug 2020)				69	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

*Resources nil responses are not included in figures

ANALYSIS OF ACCIDENTS/INCIDENTS
Comparison
CAUSE OF ACCIDENTS/INCIDENTS TO EMPLOYEES

FROM: 1 July 2021 - 31 August 2021 comparison with 1 July 2020 - 31 August 2020

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Fatal	0	0	0	0	0	0	0	0	0	0	0	0
Specified Injury	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	0	0	0	0	0	0	0	0	0	0	0
Over 7-day	2	3	0	0	0	0	0	0	1	2	3	5
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	2	3	0	0	0	0	0	0	1	2	3	5
Over 3-day	1	1	0	0	0	0	0	0	0	1	1	2
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	1	1	0	0	0	0	0	0	0	1	1	2
Minor	9	5	1	0	0	0	1	1	4	6	15	12
Near Miss	4	0	0	0	0	0	0	0	0	0	4	0
Violent Incident: Physical	1	0	43	12	0	0	0	0	1	39	45	51
Violent Incident: Verbal	1	1	3	0	0	0	0	0	2	5	6	6
Total Minor***	15	6	47	12	0	0	1	1	7	50	70	69
Total Accidents/Incidents	18	10	47	12	0	0	1	1	8	53	74	76

*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 major injury category that results in a period of absence of absence as defined by the HSE.

*** A minor injury is an injury not covered by " Over 7-day", "Over 3-day" or "Specified".

RECORD OF DISCIPLINARY HEARINGS

FROM: 1 July 2021 - 31 August 2021 comparison with 1 July 2020 - 31 August 2020

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	0	5	N/A	5	0	0	N/A	0	0	5	N/A	5	1	2	2	60%
EDUCATION	5	0	0	5	0	0	0	0	5	0	0	5	2	1	2	60%
FINANCE AND CORPORATE	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0%
HOUSING & TECHNICAL	1	1	N/A	2	0	0	N/A	0	1	1	N/A	2	1	0	1	50%
SOCIAL WORK	3	4	N/A	7	0	1	N/A	1	3	3	N/A	6	3	1	3	57%
TOTAL (Jun-Aug 2021)	9	10	0	19	0	1	0	1	9	9	0	18	7	4	8	58%
TOTAL (Jun-Aug 2020)	2	4	0	6	0	0	0	0	2	4	0	6	3	0	3	50%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
	TOTAL (Jun-Aug 2021)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (Jun-Aug 2020)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

*Resources nil responses are not included in figures

N.B. Non-White employees refers to those employees who have indicated that they are:- Any other mixed background, Indian, Pakistani, Bangladeshi, Chinese, Any other Asian background, Caribbean, African and any other black background.

APPEAL'S PANEL

FROM: 1 July 2021 - 31 August 2021

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	0	0	0	0	0

RECORD OF GRIEVANCES

FROM: 1 July 2021 - 31 August 2021 comparison with 1 July 2020 - 31 August 2020

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
COMMUNITY AND ENTERPRISE	0	0	0	0	0
EDUCATION	0	0	0	0	0
FINANCE AND CORPORATE	0	0	0	0	0
HOUSING & TECHNICAL	0	0	0	0	0
SOCIAL WORK RESOURCES	0	0	0	0	0
TOTAL (Jul-Aug 2021)	0	0	0	0	0
TOTAL (Jul-Aug 2020)	9	0	0	0	9

DIGNITY AT WORK

FROM: 1 July 2021 - 31 August 2021 comparison with 1 July 2020 - 31 August 2020

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
COMMUNITY AND ENTERPRISE	0	0	0	0	0	0
EDUCATION	0	0	0	0	0	0
FINANCE AND CORPORATE	0	0	0	0	0	0
HOUSING & TECHNICAL	0	0	0	0	0	0
SOCIAL WORK RESOURCES	0	0	0	0	0	0
TOTAL (Jul-Aug 2021)	0	0	0	0	0	0
TOTAL (Jul-Aug 2020)	4	0	0	0	0	4

*Resources nil responses are not included in figures

Appendix 12b

REFERRALS FOR WORKPLACE MEDIATION

As at August 2021

WORKPLACE MEDIATION	Jul-21	Aug-21
No of Referrals	0	0
*No of Successful Cases	0	0
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	0	0

WORKPLACE MEDIATION	Jul-20	Aug-20
No of Referrals	0	0
*No of Successful Cases	0	0
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	0	0

*successful/unsuccessful case outcomes may be shown outwith the month they were referred.

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

Exit Interviews (Jul-Aug 2021)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	3	5	1	2	7	18	41%
Child caring/ caring responsibilities	1	1	0	0	0	2	5%
Dissatisfaction with terms and conditions	0	0	0	0	0	0	0%
Further Education	1	4	0	0	1	6	14%
Moving outwith area	0	3	0	0	2	5	11%
Other	1	3	1	0	2	7	16%
Personal reasons	0	0	0	0	0	0	0%
Poor relationships with managers/ colleagues	1	1	0	1	2	5	11%
Travelling difficulties	0	1	0	0	0	1	2%
Number of exit interviews conducted	7	18	2	3	14	44	
Total no of leavers per resource eligible for an exit interview	35	78	6	10	30	159	
% of leavers interviewed	20%	23%	33%	30%	47%	28%	

Exit Interviews (Jul-Aug 2020)

Number of exit interviews conducted	1	12	2	1	5	21	
Total no of leavers per resource eligible for an exit interview	12	50	2	2	14	80	
% of leavers interviewed	8%	24%	100%	50%	36%	26%	

* Note these totals include temporary employees

July - August 2021	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another post		End of fixed term post		Leave vacant pending service review		Plan to remove for Savings	
Resource	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C
Community & Enterprise	39.56	72	38.55	71	0.00	0	0.00	0	1.00	1	0.00	0	0.00	0
Education	177.28	228	174.61	225	1.00	1	0.00	0	1.00	1	0.00	0	0.68	1
Finance & Corporate	9.76	11	9.22	10	0.00	0	0.00	0	0.00	0	0.54	1	0.00	0
Housing & Technical	14.86	17	14.86	17	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
Social Work	42.03	54	40.15	50	1.88	3	0.00	0	0.00	1	0.00	0	0.00	0
Total	283.48	382	277.38	373	2.88	4	0.00	0	2.00	3	0.54	1	0.68	1
Cumulative Total	479.08	661	460.67	637	3.88	5	0.74	1	6.00	7	3.81	6	3.98	5

RECRUITMENT MONITORING
Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 July - 31 August 2021

Total Number of applications received:	<u>2276</u>
Total Number of Equal Opportunities Monitoring forms received:	<u>2253</u>
Total Number of posts recruited for:	<u>188</u>
Total Number of appointments:	<u>299</u>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	2253	883	296
Total No of Male Applicants	1154	475	121
Total No of Female Applicants	1098	408	175
Total No of Disabled Applicants	97	51	11
Total No of applicants aged under 50	1925	718	236
Total No of applicants aged over 50	301	118	61
Total No of White applicants	2158	861	293
Total No of Black/Ethnic minority applicants*	71	19	3
Total No of Veteran applicants	23	9	0

FROM : 1 July - 31 August 2020

Total Number of applications received:	<u>1603</u>
Total Number of Equal Opportunities Monitoring forms received:	<u>1478</u>
Total Number of posts recruited for:	<u>91</u>
Total Number of appointments:	<u>490</u>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	1478	799	449
Total No of Male Applicants	558	297	175
Total No of Female Applicants	915	488	273
Total No of Disabled Applicants	78	42	9
Total No of applicants aged under 50	1239	655	395
Total No of applicants aged over 50	233	120	48
Total No of White applicants	1410	765	439
Total No of Black/Ethnic minority applicants*	49	19	6
Total No of Veteran applicants	N/a	N/a	N/a

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 12 June 2021**Analysis by Resource**

Resource	Total Number of Employees				
	Male		Female		Total
	F/T	P/T	F/T	P/T	
Community & Enterprise Resources	3282	1344	244	191	1503
Education - Others	3082	146	86	614	2236
Education - Teachers	3835	681	70	2308	776
Finance & Corporate Resources	866	204	13	365	284
Housing & Technical	1315	843	25	318	129
Social Work Resources	2754	208	194	998	1354
Total All Staff	15134	3426	632	4794	6282

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2298.44	1.00	1584.83	405.87	234.69	48.05	15.00	4.00	5.00	0.00
2244.44	1.00	1123.95	850.01	138.81	51.64	12.60	4.00	58.63	3.80
2506.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	2500.40
771.40	2.00	121.76	337.32	223.28	54.74	25.30	6.00	1.00	0.00
1259.50	1.00	212.56	639.60	362.88	31.46	10.00	2.00	0.00	0.00
2389.67	0.00	1233.82	562.85	541.00	23.00	27.00	2.00	0.00	0.00
8963.45	(excluding Teachers)								
11469.45	5.00	4276.92	2795.65	1500.66	208.89	90.90	18.00	69.23	2504.20

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 13 March 2021**Analysis by Resource**

Resource	Total Number of Employees				
	Male		Female		Total
	F/T	P/T	F/T	P/T	
Community & Enterprise Resources	3092	1204	246	189	1453
Education - Others	3003	141	81	563	2218
Education - Teachers	3845	685	71	2311	778
Finance & Corporate Resources	870	200	16	349	305
Housing & Technical	1311	837	26	320	128
Social Work Resources	2773	210	200	989	1374
Total All Staff	14894	3277	640	4721	6256

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2146.11	1.00	1420.89	415.11	238.06	46.05	16.00	4.00	5.00	0.00
2173.08	1.00	1080.74	824.42	138.29	49.04	12.06	4.00	58.73	4.80
3515.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3509.40
768.49	2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00
1254.48	1.00	211.81	632.16	366.05	31.46	10.00	2.00	0.00	0.00
2408.42	1.00	1252.14	556.49	546.79	24.00	26.00	2.00	0.00	0.00
8750.58	(excluding Teachers)								
12265.58	6.00	4077.95	2767.06	1516.59	206.09	90.36	18.00	69.33	3514.20

Report

Report to:	Employee Issues Forum
Date of Meeting:	26 October 2021
Report by:	Executive Director (Finance and Corporate Resources) Executive Director (Education Resources)

Subject:	Education Resources – Workforce Monitoring – June to August 2021
----------	---

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for June to August 2021 relating to Education 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 June to August 2021 relating to Education 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 12 June 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 Education Resources provides information on the position for June to August 2021.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of August 2021 for Education Resources.

The Resource absence figure for August 2021 was 2.8%, which represents an increase of 0.7% when compared to the previous month and is 1.9% lower than the Council-wide figure. Compared to August 2020, the Resource absence figure has increased by 1.0%.

Based on the absence figures at August 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 3.9%, compared to a Council-wide average figure of 4.8%.

For the financial year 2021/2022, the projected average days lost per employee equates to 7.9 days, compared with the overall figure for the Council of 10.8 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 6 October 2021, the Council's overall absence level was 6.26% with 1.18% 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, 322 referrals were made this period, an increase of 152 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 131 accidents/incidents recorded within the Resource this period, an increase of 101 when compared to the same period last year.

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

There were 10 disciplinary hearings held within the Resource this period, which is an increase of 8 when compared with the same period last year. There were no grievances raised within the Resource this period, which is a decrease of 3 when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, this represents no change when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 90 leavers in the Resource this period who were eligible for an exit interview, which is an increase of 40 when compared with the same period last year. Exit interviews were held with 23% of employees, compared with 24% 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 June to August 2021, 260 posts (200.96 FTE) employees in total left employment and managers indicated that 254 posts (195.55 FTE) are being replaced, 1 post (1.0 FTE) was being filled on a temporary basis, for 1 post (0.74 FTE) the budget is being transferred to another post, 3 posts (3.0 FTE) are due to the end of fixed term contracts and 1 post (0.68 FTE) is being removed for savings.
- 5. Staffing Watch (Appendix 3)**
- 5.1. There has been an increase of 69 in the number of employees in post from 13 March 2021 to 12 June 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)

Tony McDaid
Executive Director (Education Resources)

7 October 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 – 29 September 2020

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:-

Laurane Rhind, Personnel Services Manager

Ext: 4721 (Tel: 01698 454721)

E-mail: Laurane.Rhind@southlanarkshire.gov.uk

Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Education Resources

APT&C				Teachers				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	3.5	3.9	4.8	April	2.9	2.9	2.5	April	3.2	3.3	3.5	April	4.0	4.4	4.3	
May	4.2	2.2	5.7	May	3.2	1.4	3.2	May	3.6	1.8	4.4	May	4.4	3.1	4.9	
June	3.8	1.8	4.7	June	2.7	0.9	2.6	June	3.2	1.3	3.5	June	4.4	2.7	4.7	
July	2.4	1.3	3.4	July	1.2	0.5	1.1	July	1.7	0.9	2.1	July	3.4	2.3	4.0	
August	2.8	2.7	3.8	August	1.3	1.2	2.0	August	2.0	1.8	2.8	August	3.7	3.1	4.7	
September	4.3	4.8		September	2.5	2.7		September	3.3	3.6		September	4.5	4.2		
October	4.5	5.4		October	2.6	3.2		October	3.5	4.1		October	4.6	4.8		
November	5.8	6.6		November	3.8	4.6		November	4.7	5.5		November	5.5	5.8		
December	5.5	6.5		December	3.8	4.7		December	4.6	5.5		December	5.7	5.6		
January	5.1	4.8		January	3.4	2.7		January	4.2	3.6		January	5.3	4.8		
February	5.7	4.7		February	3.8	2.5		February	4.6	3.5		February	5.6	4.8		
March	7.1	5.6		March	4.8	2.9		March	5.8	4.1		March	6.2	4.9		
Annual Average	4.6	4.2	5.1	Annual Average	3.0	2.5	2.9	Annual Average	3.7	3.3	3.9	Annual Average	4.8	4.2	4.8	
Average Apr-Aug	3.3	2.4	4.5	Average Apr-Aug	2.3	1.4	2.3	Average Apr-Aug	2.7	1.8	3.3	Average Apr-Aug	4.0	3.1	4.5	
No of Employees at 31 August 2021			3309	No of Employees at 31 August 2021			4200	No of Employees at 31 August 2021			7509	No of Employees at 31 August 2021			16424	

For the financial year 2021/22, the projected average days lost per employee equates to 7.9 days.

Education Resources

	July-Aug 2020	July - Aug 2021
MEDICAL EXAMINATIONS		
Number of Employees Attending	37	67
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	8	29
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	56	118
REFERRALS TO EMPLOYEE SUPPORT OFFICER	66	101
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	3	7
TOTAL	170	322

CAUSE OF ACCIDENTS/INCIDENTS	July-Aug 2020	July - Aug 2021
Specified Injuries*	0	0
Over 7 day absences	0	0
Over 3 day absences**	0	1
Minor	0	6
Near Miss	0	0
Violent Incident: Physical****	30	116
Violent Incident: Verbal*****	0	8
Total Accidents/Incidents	30	131

*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of

**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that

***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does

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

*****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or

*****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures,

RECORD OF DISCIPLINARY HEARINGS	July-Aug 2020	July - Aug 2021
Total Number of Hearings	2	10
Total Number of Appeals	0	0
Appeals Pending	0	0

Time Taken to Convene Hearing Jun - Aug 2021

0-3 Weeks
4

4-6 Weeks
1

Over 6 Weeks
5

RECORD OF GRIEVANCE HEARINGS	July-Aug 2020	July - Aug 2021
Number of Grievances	3	0
Number Resolved at Stage 1	0	0
Number Resolved at Stage 2	0	0
Number Resolved at Stage 3	0	0
Still in Progress	3	0

RECORD OF DIGNITY AT WORK	July-Aug 2020	July - Aug 2021
Number of Incidents	0	0
Number Resolved at Informal Stage	0	0
Number Resolved at Formal Stage	0	0
Number of Appeals	0	0
Appeals in Process	0	0
Still in Process	0	0

ANALYSIS OF REASONS FOR LEAVING	July-Aug 2020	July - Aug 2021
Career Advancement	1	6
Poor Relationship with Manager/Colleagues	1	1
Moving Outwith Area	1	3
Travelling Difficulties	0	1
Further Education	4	6
Childcare/caring responsibilities	2	1
Dissatisfaction With Terms and Conditions	1	0
Other	2	3
Number of Exit Interviews conducted	12	21

Total Number of Leavers Eligible for Exit Interview	50	90
--	-----------	-----------

Percentage of interviews conducted	24%	23%
---	------------	------------

Appendix 2a

	Jun-Aug 2021		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	200.96	260	233.63	305
Being replaced	195.55	254	227.38	297
Filled on a temp term basis	1.00	1	1.00	1
Plan to transfer this budget to another post	0.74	1	0.74	1
End of fixed term post	3.00	3	3.00	3
Leave vacant pending service review	0.00	0	0.84	2
Plan to remove for savings	0.68	1	0.68	1

* Full time equivalent

** Head count/number of employees

Report

5

Report to:	Employee Issues Forum
Date of Meeting:	26 October 2021
Report by:	Executive Director (Education Resources)

Subject:	SQA Provisional Awards 2021 – Alternative Certification Model (ACM)
----------	--

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an overview of the national Alternative Certification Model (ACM) in relation to the preparation of provisional awards for SQA candidates following the cancellation of the 2021 SQA examination diet.

2. Recommendation(s)

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

- (1) that the effective partnership working undertaken in support of Alternative Certification process for SQA awards for candidates presented in session 2020/2021 be noted.

3. Background

- 3.1. On 7 October 2020, it was announced that the planned diet of SQA National 5 examinations for session 2020/2021 would be cancelled. An SQA-led National Qualifications group, NQ21, was established to develop an alternative means of certification, known as the Alternative Certification Model or ACM, for National 5 qualifications.
- 3.2. An underpinning principle of the ACM was that awards would be based on demonstrated attainment supported by robust evidence.
- 3.3. It was subsequently announced on 9 December 2020 that the planned diet of SQA Higher and Advanced Higher examinations for session 2020/2021 would also be cancelled and that the ACM would be adapted to accommodate these qualifications as well.
- 3.4. The NQ21 group developed a model providing support for school staff in relation to understanding SQA standards and the required quality assurance processes. A timeline was agreed which included an SQA sampling exercise for all presenting centres to ensure that the National Standards were consistently applied.
- 3.5. Prior to schools returning in January 2021, a further national lockdown was announced. As a result, prelim diets planned for January and February for Higher and Advanced Higher qualifications could not proceed.

- 3.6. This setback was compounded by uncertainty in relation to when pupils would be able to return to schools, and indeed whether it would be possible to complete any certification in 2021.
- 3.7. At this time SQA acted to reduce course content requirements, to remove some assessment elements and to extend the timescales for submitting awards. SQA also provided copies of the planned exams for schools to use to support their internal assessments. 2 additional in-service days were agreed by the Scottish Government in order to support internal quality assurance and to address concerns in respect of the time available.
- 3.8. As pupils returned in a phased way prior to the Spring Break, schools were supported in planning for assessment and for quality assurance.

4. Provisional Awards Process

- 4.1. Weekly meetings took place throughout the session between central Education Resources staff and Secondary Head Teacher representatives to plan and agree guidance in respect of the ACM. Weekly meetings also took place with teacher professional association representatives to consider the proposals and the implications for their members.
- 4.2. SLC guidance was developed and disseminated relating both to the assessment of young people and to the quality assurance processes to be applied. This provided an approach that not only ensured compliance with the SQA requirements but also provided reassurance and support for centres.
- 4.3. Subject networks were convened and supported to allow discussion, verification and moderation involving all centres and all subjects at National 5, Higher and Advanced Higher levels. For subjects with smaller uptake and smaller numbers of teachers, networks were established across the West Partnership.
- 4.4. Subject leaders, usually Faculty Heads or Principal Teachers, prepared the provisional results for courses in each centre, having developed a clear rationale/methodology for their judgements and having engaged in the appropriate moderation processes.
- 4.5. Individual provisional results were established using the teacher's professional judgement of pupil attainment based on assessment evidence undertaken in controlled exam conditions and moderated at school level, local authority level and at national level through the sampling exercise.
- 4.6. Schools undertook an internal 'sense checking' exercise to explore any unusual or unexpected results. Each school also reviewed results with senior Education Resources officers, again considering unusual or unexpected results.
- 4.7. It is worth stating explicitly that results were neither upgraded nor downgraded directly because of these checks. The checks resulted in some further scrutiny and review of the available evidence for some candidates in some subjects, however all pupil awards were based solely on the evidence available.
- 4.8. Each Head Teacher was required to sign-off all provisional results submitted for his/her school SQA.

5. HMIE review of Local Authority Alternative Certification Model

- 5.1. During the course of the session, HMIE undertook a programme of scrutiny of Local Authority approaches to the SQA Alternative Certification Model.
- 5.2. HMIE Inspectors met with focus groups of central staff; of headteachers and senior managers; and teachers and their professional association representatives.
- 5.3. The outcome of the process included an individual Local Authority feedback session and culminated in a high-level National report published in May 2021.

[National review: Local authorities | Supporting remote learning | National Improvement Hub \(education.gov.scot\)](#)

- 5.4. SLC approaches and processes were highly commended and aspects of these were referenced as good practice in the National report. Particularly welcome was the feedback relating to effective communication and the resulting consistency of understanding of the approaches and expectations at all levels.

6. Learner/parent Communication

- 6.1. It was recognised that learners and parents would be keen to find out the grades being submitted to SQA. Learners were engaged in dialogue around their evidence and provisional awards as early as was possible on a course-by-course basis.
- 6.2. Ongoing dialogue between teachers and learners helped to ensure understanding of what the assessment evidence reflected regarding provisional award at any point in time.
- 6.3. Schools confirmed provisional results with all candidates prior to the summer closure.
- 6.4. It is worth noting that there were relatively few complaints or concerns raised by candidates and/or their parents in relation to the results that schools presented.
- 6.5. SQA reports the early indication that the level of appeals is lower than had been anticipated nationally.

7. Outcomes

- 7.1. Data trends and patterns reflect a positive year of certification. A broad analysis would indicate that candidates have performed better, or as well as, in previous years. Pass rates are in line with, or above, previous sessions in most subjects. The proportion of 'A' grade awards appears to have risen in many subjects.
- 7.2. Overall Improvements could be attributed to:-
 - ◆ SQA adjustments to course content and assessment requirements for a range of qualifications
 - ◆ removal of high stakes final exams and the resulting opportunity to fail
 - ◆ assessments developed to reflect individual school and learner context
 - ◆ positive learner engagement with the assessment and moderation process
 - ◆ robust and high-quality teacher engagement with the assessment and moderation process

8. Next Steps

- 8.1. SQA has confirmed details of changes/amendments to National Qualifications for 2021/2022.
- 8.2. Further details regarding the approach to certification for 2021/2022 will be provided by SQA early in the new term.
- 8.3. Education Resources will continue work with headteachers, senior managers and teachers, through their professional associations, to support learners and teachers in the delivery of National Qualifications in 2021/2022.
- 8.4. The subject networks which supported the 2021 awards process will continue to provide the opportunity for cooperation and collaboration.

9. Employee Implications

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

10. Financial Implications

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

11. Climate Change, Sustainability and Environmental Implications

- 11.1. There are no climate change, sustainability or environmental implications arising from the information presented in this report.

12. Other Implications

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

13. Equality Impact Assessment and Consultation Arrangements

- 13.1. 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.
- 13.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Tony McDaid

Executive Director (Education Resources)

30 September 2021

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve achievement, raise educational attainment and support lifelong learning

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Stewart Nicolson, Head of Education (Senior Phase)

Ext: 4475 (Tel: 01698 454475)

E-mail: stewart.nicolson@southlanarkshire.gov.uk

