



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 17 January 2022

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, 25 January 2022

**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, Gerry Convery, Lynsey Hamilton, Ian Harrow, Graeme Horne, Richard Lockhart, 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 26 October 2021 submitted for approval as a correct record. (Copy attached)

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### Item(s) for Consideration

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- 3 Council-wide Workforce Monitoring - September to November 2021** 7 - 28  
Report dated 23 December 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 Finance and Corporate Resources - Workforce Monitoring - September to November 2021** 29 - 36  
Report dated 23 December 2021 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 Trauma Informed Practice in South Lanarkshire** 37 - 40  
Report dated 6 January 2022 by the Executive Director (Finance and Corporate Resources). (Copy attached)

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### Urgent Business

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- 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 26 October 2021

**Chair:**

Councillor Isobel Dorman

**Councillors Present:**

Councillor Graeme Campbell, Councillor Gerry Convery, Councillor Lynsey Hamilton, Councillor Ian Harrow, Councillor Graeme Horne, Councillor Joe Lowe, Councillor Monique McAdams

**Councillors' Apologies:**

Councillor Janine Calikes, Councillor Jim McGuigan

**Attending:**

**Education Resources**

S Nicolson, Head of Education (Senior Phase)

**Finance and Corporate Resources**

H Calley, Administration Officer; C Lyon, Administration Officer; E McPake, Human Resources Business Partner (Education and Social Work Resources); K McVeigh, Head of Personnel Services; A Norris, Administration Assistant

**Trades' Unions**

H Scott, GMB; T Slaven, UNISON; K Wallace, Unite the Union

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## 1 Declaration of Interests

No interests were declared.

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## 2 Minutes of the Previous Meeting

The minutes of the meeting of the Employee Issues Forum held on 17 August 2021 were submitted for approval as a correct record.

The Head of Personnel Services advised that she had responded to the individual members regarding their questions from the last meeting of the Forum. In relation to Councillor McAdams' question on whether there was currently a recruitment freeze on Care Worker posts, the Head of Personnel Services confirmed that there had not been a recruitment freeze.

Councillor Convery stated that, whilst he took cognisance of what the Head of Personnel Services said in respect of the recruitment freeze, Councillor McAdams was given this information from an officer within Social Work Resources. The Head of Personnel Services advised that she had spoken to Heads of Service within Social Work Resources and also her own team, within Personnel Services, who were busy recruiting in this area at present and she was confident that there had been no recruitment freeze.

In relation to the question from Councillor McGuigan requesting further details on the reasons for veterans not attending interviews, the Head of Personnel Services advised that this data was not held within the national system but from anecdotal evidence, and it was generally found it was due to the fact that they had secured another post.

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

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### **3 Council-wide Workforce Monitoring – July and August 2021**

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A report dated 8 October 2021 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period July and August 2021:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 12 June 2021

In terms of the recruitment figures, the Head of Personnel Services advised that, at paragraph 5.1, there was an error in the figures and the comparison from the previous year should be an increase of 52 and not a decrease of 200.

Following discussion regarding a recent communication to Council employees requesting assistance to provide a bank of staff for care workers, the Head of Personnel Services confirmed that the letter sent was part of winter planning to ensure that the Service was adequately covered.

In respect of registration costs, the Head of Personnel Services advised that she would check the current position and feedback to Councillor McAdams.

**The Forum decided:** that the report be noted.

*[Reference: Minutes of 17 August 2021 (Paragraph 3)]*

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

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A joint report dated 7 October 2021 by the Executive Directors (Finance and Corporate Resources) and (Education Resources) was submitted on the following employee information for Education Resources for the period June to August 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 12 June 2021

Councillor Convery requested a breakdown of:-

- ◆ the type of employee in relation to disciplinaries
- ◆ the reasons given by employees at exit interviews as to why they were leaving the Council

The Human Resources Business Manager advised that she would provide this information to Councillor Convery.

**The Forum decided:** that the report be noted.

*[Reference: Minutes of 29 September 2020 (Paragraph 4)]*

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

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A report dated 30 September 2021 by the Executive Director (Education Resources) was submitted providing an overview of the ACM in relation to the preparation of provisional awards for SQA candidates following the cancellation of the 2021 SQA examination diet.

Due to the COVID-19 pandemic, the SQA National 5 2020/2021 exams were cancelled with an SQA-led National Qualifications Group (NQ21) established to develop alternative means of certification, known as ACM, based on demonstrated attainment supported by robust evidence. In December 2020, the SQA Higher and Advanced Higher examinations for 2020/2021 were also cancelled with the ACM adapted to also accommodate those qualifications.

The NQ21 Group developed a model to aid understanding of SQA standards and the required quality assurance processes, along with an agreed timeline. However, due to the January 2021 lockdown, prelim diets for Higher and Advanced Higher qualifications did not proceed. During the period of uncertainty as to when lockdown would end, course content was reduced, some assessment elements removed and timescales for submitting awards extended.

Schools were supported in planning for assessment and for quality assurance during the phased return of pupils after the spring break.

Weekly meetings had taken place throughout the session between central Education Resources' staff and secondary Head Teacher representatives to plan and agree guidance in respect of ACM. Weekly meetings had also taken place with teacher professional association representatives to consider proposals and the implications for their members. SLC guidance was developed and disseminated in relation to both assessment of young people and the quality assurance processes applied.

Individual provisional results were established using professional judgement on assessment evidence and controlled exam conditions. Schools undertook a sense checking exercise on unusual or unexpected results, as well as with senior Education Resources' officers, although results were neither upgraded nor downgraded directly as a result of those checks. Each Head Teacher was required to sign-off all provisional results for their school.

HMIE scrutinised local authority approaches to ACM and met with focus groups. The outcome included an individual local authority feedback session and a national report published in May 2021. SLC approaches and processes had been highly commended and included as good practice in the report, in particular, the effective communication and resulting consistency of understanding of approaches and expectations.

Ongoing dialogue and engagement between teachers and learners meant there were no surprises with results and few complaints and concerns raised, with an early indication the level of appeals was lower than anticipated nationally. A broad analysis indicated candidates had performed better or as well as, in previous years and 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

SQA had confirmed details of changes to National Qualifications for 2021/2022, with information regarding the approach to certification to be provided early in the new term. Education Resources would work with stakeholders to support delivery of National Qualifications in 2021/2022.

The Forum commended the Head of Education (Senior Phase) and his team for the excellent work done during challenging times.

**The Forum decided:** that the effective partnership working undertaken in support of Alternative Certification process for SQA awards for candidates presented in session 2020/2021 be noted.

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## **6 Urgent Business**

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There were no items of urgent business.

# Report

3

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>25 January 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Council-wide Workforce Monitoring – September to November 2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period September to November 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 September to November 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 11 September 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 September to November 2021.

## 4. Attendance Statistics

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

The Council's absence rate for November 2021, shown in Appendix 1, is 6.9%, which represents an increase of 0.6% when compared with last month and the figure has increased by 1.1% when compared to November 2020.

When compared to November 2020, the APT&C absence rate has increased by 0.9%, the teachers' figure has increased by 1.0% and the manual workers' figure has increased by 1.4%.

Based on annual trends and the absence rate to November 2021, the projected average absence rate for the Council for the financial year 2021/2022 is 5.1%.

For the financial year 2021/2022, the projected average days lost per employee equates to 12.6 days.

In comparison to November 2020 (Appendix 8):-

- ◆ Psychological and respiratory conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 925 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 1050 days.
- ◆ Total days lost due to respiratory conditions have increased by 1131 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 582 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 works 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 8.17% with 3.0% of this relating to Covid-19 for sickness and special leave.

## **5. Occupational Health**

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

- ◆ during the period there were 391 employees referred for a medical examination, an increase of 43 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 513 employees attended physiotherapy treatment, showing an increase of 114 when compared to the same period last year. Of the 513 employees referred, 71 % remained at work whilst undertaking treatment.
- ◆ during this period 558 employees were referred to the Employee Support Officer, showing an increase of 99 when compared with the same period last year. Of the referrals made this period, 90% related to personal reasons.
- ◆ 182 employees were referred to the PAM Assist counselling service this period, showing an increase of 52 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 63% of the referrals made, 25% were for work related reasons and 12% were for other reasons.
- ◆ 8 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 30 when compared to the same period last year.

## **6. Accidents/Incidents**

6.1. The accident/incident report for September to November 2021 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 433, this figure has increased by 157 from the same period last year.
- ◆ there were no specified injuries recorded, this figure has decreased by 1 from the same period last year.



- ◆ there were 414 minor accidents/incidents, this figure has increased by 148 from the same period last year.
- ◆ there were 6 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 2 from the same period last year.
- ◆ there were 13 accidents resulting in an absence lasting over 7 days during the period, this figure has increased by 8 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 September to November 2021 is contained in Appendices 11, 12a and 12b.
- ◆ in total, 33 disciplinary hearings were held across Resources within the Council, an increase of 17 when compared to the same period last year.
  - ◆ action was taken in 29 of these cases. No appeals were raised.
  - ◆ our target is to convene disciplinary hearings within 6 weeks, 82% of hearings met this target.
  - ◆ during the period, no appeals were heard by the Appeals Panel.
  - ◆ at the end of November 2021, 2 Appeals Panels were pending.
  - ◆ during the period, 4 grievance cases were raised.
  - ◆ during the period, 3 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 September to November 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 11 September 2021, the Council's turnover figure for September to November 2021 is as follows:-

Leavers eligible for exit interviews 172/15,150 employees in post = Labour Turnover of 1.1%.

Based on the figure at November 2021, the projected annual labour turnover figure for the financial year 2021/2022 for the Council is 4.6%.

- 8.2. Analysis of Leavers and Exit Interviews:-

- ◆ there was a total of 172 employees leaving the Council that were eligible for an exit interview, an increase of 60 when compared with the same period last year.
- ◆ exit interviews were held with 42% of leavers, compared with 29% from 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 4 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 September to November 2021, 432 (313.12 FTE) employees left employment. Managers indicated that 408 (291.54 FTE) would be replaced, 17 posts (16.27 FTE) were due to the end of fixed term contracts, 5 posts (3.31 FTE) are being left vacant pending savings or service reviews and 2 posts (2.0 FTE) are planning to be removed for savings.

## **9. Recruitment Monitoring**

- 9.1. Information on Recruitment Monitoring for September to November 2021 is contained within Appendix 14.

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

- ◆ overall, 3,486 applications and 3,423 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (128), 66 were shortlisted for interview and 22 were appointed
- ◆ of those applicants of a black/ethnic minority background (125), 34 were shortlisted for interview and 8 were appointed.
- ◆ Of those applicants who are veterans (43), 24 were shortlisted for interview and none were appointed.

## **10. Staffing Watch**

- 10.1. There has been an increase of 16 in the number of employees in post from 12 June to 11 September 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)**

**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 – 26 October 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:-

Elaine Maxwell, HR Business Manager

Ext: 4647 (Tel: 01698 454647)

Email: [Elaine.Maxwell@southlanarkshire.gov.uk](mailto:Elaine.Maxwell@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	6.1	September	2.5	2.7	4.4	September	6.1	5.8	8.5	September	4.5	4.2	6.4
October	4.7	4.7	6.0	October	2.6	3.2	4.1	October	6.1	6.4	8.7	October	4.6	4.8	6.3
November	5.7	5.6	6.5	November	3.8	4.6	5.6	November	6.6	7.3	8.7	November	5.5	5.8	6.9
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	4.9	Annual Average	3.0	2.5	3.2	Annual Average	6.2	6.1	7.3	Annual Average	4.8	4.2	5.1
Average Apr-Nov	4.4	3.6	5.1	Average Apr-Nov	2.5	2.2	3.2	Average Apr-Nov	5.7	5.5	7.4	Average Apr-Nov	4.3	3.8	5.3

No of Employees at 30 November 2021			7581	No of Employees at 30 November 2021			4045	No of Employees at 30 November 2021			4566	No of Employees at 30 November 2021			16192
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For the financial year 2021/22, the projected average days lost per employee equates to 12.6 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	3.4	September	5.9	5.8	8.2	September	5.4	5.1	7.5	September	4.5	4.2	6.4	
October	3.4	3.1	3.8	October	5.9	6.3	7.9	October	5.5	5.8	7.3	October	4.6	4.8	6.3	
November	4.8	3.6	3.5	November	6.6	7.1	8.0	November	6.4	6.6	7.3	November	5.5	5.8	6.9	
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	3.0	Annual Average	5.9	5.6	6.7	Annual Average	5.6	5.1	6.1	Annual Average	4.8	4.2	5.2	
Average Apr-Nov	3.8	2.4	3.0	Average Apr-Nov	5.4	5.2	6.8	Average Apr-Nov	5.1	4.7	6.3	Average Apr-Nov	4.3	3.8	5.3	
No of Employees at 30 November 2021			557	No of Employees at 30 November 2021			2919	No of Employees at 30 November 2021			3476	No of Employees at 30 November 2021			16192	

For the financial year 2021/22, the projected average days lost per employee equates to 15.6 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	6.4	September	2.5	2.7	4.4	September	3.3	3.6	5.3	September	4.5	4.2	6.4	
October	4.5	5.4	6.6	October	2.6	3.2	4.1	October	3.5	4.1	5.2	October	4.6	4.8	6.3	
November	5.8	6.6	8.0	November	3.8	4.6	5.6	November	4.7	5.5	6.7	November	5.5	5.8	6.9	
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	5.4	Annual Average	3.0	2.5	3.2	Annual Average	3.7	3.3	4.2	Annual Average	4.8	4.2	5.2	
Average Apr-Nov	3.9	3.6	5.4	Average Apr-Nov	2.5	2.2	3.2	Average Apr-Nov	3.2	2.8	4.2	Average Apr-Nov	4.3	3.8	5.3	
No of Employees at 30 November 2021			3378	No of Employees at 30 November 2021			4045	No of Employees at 30 November 2021			7423	No of Employees at 30 November 2021			16192	

For the financial year 2021/22, the projected average days lost per employee equates to 10.1 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	4.0	September	3.5	13.4	0.0	September	3.3	2.4	4.0	September	4.5	4.2	6.4				
October	3.7	3.2	3.6	October	3.6	10.2	0.0	October	3.7	3.3	3.6	October	4.6	4.8	6.3				
November	3.9	3.1	4.3	November	2.6	11.4	0.0	November	3.8	3.2	4.3	November	5.5	5.8	6.9				
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	3.4	Annual Average	3.3	8.4	1.5	Annual Average	3.7	2.8	3.4	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	3.5	2.5	3.5	Average Apr-Nov	3.2	10.3	0.0	Average Apr-Nov	3.5	2.6	3.5	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				936	No of Employees at 30 November 2021				0	No of Employees at 30 November 2021				936	No of Employees at 30 November 2021				16192

For the financial year 2021/22, the projected average days lost per employee equates to 8.2 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	5.8	September	5.8	3.3	8.1	September	5.0	2.6	6.8	September	4.5	4.2	6.4				
October	4.3	2.9	5.2	October	6.6	3.9	9.0	October	5.2	3.3	6.8	October	4.6	4.8	6.3				
November	5.5	3.7	5.7	November	6.1	5.6	9.2	November	5.7	4.5	7.2	November	5.5	5.8	6.9				
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	4.0	Annual Average	5.9	3.7	6.0	Annual Average	5.2	3.3	4.9	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	4.4	3.0	4.4	Average Apr-Nov	5.8	3.3	6.7	Average Apr-Nov	5.0	3.1	5.4	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				869	No of Employees at 30 November 2021				584	No of Employees at 30 November 2021				1453	No of Employees at 30 November 2021				16192

For the financial year 2021/22, the projected average days lost per employee equates to 13.0 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	7.6	September	6.8	7.5	10.3	September	6.4	6.1	8.5	September	4.5	4.2	6.4
October	6.1	5.9	6.9	October	6.5	8.2	11.3	October	6.2	6.7	8.4	October	4.6	4.8	6.3
November	6.8	6.6	6.2	November	6.8	8.9	10.8	November	6.8	7.4	7.7	November	5.5	5.8	6.9
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	5.8	Annual Average	7.6	9.2	10.5	Annual Average	6.6	6.5	7.4	Annual Average	4.8	4.2	5.2
Average Apr-Nov	5.8	5.0	5.9	Average Apr-Nov	7.0	7.9	9.9	Average Apr-Nov	6.2	6.0	7.3	Average Apr-Nov	4.3	3.8	5.3
No of Employees at 30 November 2021			1841	No of Employees at 30 November 2021			1063	No of Employees at 30 November 2021			2904	No of Employees at 30 November 2021			16192

For the financial year 2021/22, the projected average days lost per employee equates to 16.2 days.

## Absence by long and short term

From: 1 September 2021 to 30 November 2021

Resource	No of employees	September 2021			October 2021			November 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	3476	3.3	4.2	7.5	3.0	4.3	7.3	3.0	4.3	7.3
Education	7423	2.9	2.4	5.3	2.3	2.9	5.2	3.0	3.7	6.7
Finance and Corporate	936	1.8	2.2	4.0	1.2	2.4	3.6	1.4	2.9	4.3
Housing & Technical	1453	2.9	3.9	6.8	2.8	4.0	6.8	2.9	4.3	7.2
Social Work	2904	2.7	5.8	8.5	2.5	5.9	8.4	2.1	5.6	7.7
<b>Council Overall for September to November 2021</b>	<b>16192</b>	<b>2.9</b>	<b>3.5</b>	<b>6.4</b>	<b>2.5</b>	<b>3.8</b>	<b>6.3</b>	<b>2.8</b>	<b>4.1</b>	<b>6.9</b>

**Attendance Monitoring  
Absence Classification**

From : 1 November 2021 to 30 November 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	1283	24	1322	13	82	10	421	20	953	24	4061	18
Psychological	1240	23	3076	30	237	30	706	33	1309	32	6568	29
Stomach, Bowel, Blood, Metabolic Disorders	398	7	905	9	34	4	226	11	289	7	1852	8
Respiratory	1368	26	2805	28	234	30	514	24	723	18	5644	25
Other Classification	1049	20	2078	20	205	26	258	12	774	19	4364	19
<b>Total Days Lost By Resource</b>	5338	100	10186	100	792	100	2125	100	4048	100	22489	100
<b>Total Work Days Available</b>	73409		152247		18278		29669		52702			

From : 1 November 2020 to 30 November 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	1193	22	811	8	89	11	347	16	571	14	3011	13
Psychological	1139	21	2672	26	202	26	323	15	1307	32	5643	25
Stomach, Bowel, Blood, Metabolic Disorders	375	7	518	5	4	1	108	5	265	7	1270	6
Respiratory	1085	20	2024	20	124	16	304	14	976	24	4513	20
Other Classification	801	15	1425	14	143	18	194	9	717	18	3280	15
<b>Total Days Lost By Resource</b>	4593	100	7450	100	562	100	1276	100	3836	100	17717	100
<b>Total Work Days Available</b>	69517		136589		17830		28517		51845			

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 September 2021 - 30 November 2021 comparison with 1 September 2020 - 30 November 2020

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Sep-Nov 2021)	107	18	50	18	64	134	391
TOTAL (Sep-Nov 2020)	90	29	33	13	49	134	348

No of Employees Referred For Physiotherapy				No of Employees Referred To Employee Support Officer					No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE		Sep-Nov 2020	Sep-Nov 2021	RESOURCE		Sep-Nov 2020	Sep-Nov 2021	Employees Absent	RESOURCE	Sep-Nov 2020	Sep-Nov 2021
Community and Enterprise		94	109	Community and Enterprise		90	124	101	Community and Enterprise	6	0
Education (Teachers)		67	88	Education		212	258	206	Education	5	5
Education (Others)		83	126	Finance and Corporate		27	18	16	Finance and Corporate	0	0
Finance and Corporate		19	13	Housing and Technical		30	46	41	Housing and Technical	3	0
Housing and Technical		36	51	Social Work		100	112	96	Social Work	6	1
Social Work		100	126	TOTAL		459	558	460	Not Disclose	18	2
TOTAL		399	513						TOTAL	38	8

## 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 (Sep-Nov 2021)	45	0	0	0	115	0	0	0	22	0	182	0
TOTAL (Sep-Nov 2020)	12	0	0	0	98	0	17	0	3	0	130	0
Total Referrals (Sep-Nov 2021)										182		
Total Referrals (Sep-Nov 2020)										130		

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 September 2021 - 30 November 2021 comparison with 1 September 2020 - 30 November 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
Specified Injury	0	0	0	0	0	0	0	0	0	1	0	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	0	0	0	0	0	0	0	0	0	1	0	1
Over 7-day	7	2	1	0	0	0	3	1	2	2	13	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
<b>Total Over 7-day**</b>	7	2	1	0	0	0	3	1	2	2	13	5
Over 3-day	1	2	1	1	0	0	0	1	4	0	6	4
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
<b>Total Over 3-day**</b>	1	2	1	1	0	0	0	1	4	0	6	4
Minor	22	16	13	6	0	0	3	0	13	7	51	29
Near Miss	1	2	2	0	0	0	0	0	3	0	6	2
Violent Incident: Physical	5	0	309	214	0	0	0	0	15	7	329	221
Violent Incident: Verbal	5	1	20	8	0	0	2	0	1	5	28	14
<b>Total Minor***</b>	33	19	344	228	0	0	5	0	32	19	414	266
<b>Total Accidents/Incidents</b>	41	23	346	229	0	0	8	2	38	22	433	276

\*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 September 2021 - 30 November 2021 comparison with 1 September 2020 - 30 November 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	8	N/A	8	0	1	N/A	1	0	7	N/A	7	5	1	2	75%
EDUCATION	4	1	1	6	2	0	0	2	2	1	1	4	3	1	2	67%
FINANCE AND CORPORATE	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0%
HOUSING & TECHNICAL	2	3	N/A	5	0	0	N/A	0	2	3	N/A	5	2	2	1	80%
SOCIAL WORK	3	11	N/A	14	0	1	N/A	1	2	11	N/A	13	7	6	1	93%
TOTAL (Sep-Nov 2021)	9	23	1	33	2	2	0	4	6	22	1	29	17	10	6	82%
TOTAL (Sep-Nov 2020)	5	10	1	16	1	0	0	1	4	10	1	15	8	2	5	67%

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 (Sep-Nov 2021)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (Sep-Nov 2020)	1	1	0	2	0	0	0	0	0	0	0	0	1	1	0	2	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 Sep 2021 - 30 November 2021

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
Total	0	0	0	1	1	2

**RECORD OF GRIEVANCES**

FROM: 1 September 2021 - 30 November 2021 comparison with 1 September 2020 - 30 November 2020

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Sep-Nov 2021)	4	0	0	0	4
TOTAL (Sep-Nov 2020)	1	1	0	0	0

**DIGNITY AT WORK**

FROM: 1 September 2021 - 30 November 2021 comparison with 1 September 2020 - 30 November 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
TOTAL (Sep-Nov 2021)	3	0	0	0	0	3
TOTAL (Sep-Nov 2020)	1	0	0	0	0	1

\*Resources nil responses are not included in figures

				Appendix 12b	
REFERRALS FOR WORKPLACE MEDIATION					
As at November 2021					
WORKPLACE MEDIATION	Sep-21	Oct-21	Nov-21		
No of Referrals	0	0	0		
*No of Successful Cases	0	0	0		
*No of Unsuccessful Cases	0	0	0		
No of cases unsuitable for mediation	0	0	0		
WORKPLACE MEDIATION	Sep-20	Oct-20	Nov-20		
No of Referrals	0	0	0		
*No of Successful Cases	0	0	0		
*No of Unsuccessful Cases	0	0	0		
No of cases unsuitable for mediation	0	0	0		
*successful/unsuccessful case outcomes may be shown outwith the month they were referred.					



## ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

## Exit Interviews (Sep-Nov 2021)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	1	10	0	5	7	23	32%
Child caring/ caring responsibilities	1	1	0	0	0	2	3%
Dissatisfaction with terms and conditions	1	1	0	0	0	2	3%
Further Education	1	1	0	0	0	2	3%
Moving outwith area	0	0	0	0	1	1	1%
Personal reasons	4	2	0	0	5	11	15%
Poor relationships with managers/ colleagues	1	1	0	0	1	3	4%
Travelling difficulties	0	1	0	0	2	3	4%
Other	4	13	2	3	4	26	36%
<b>Number of exit interviews conducted</b>	<b>13</b>	<b>30</b>	<b>2</b>	<b>8</b>	<b>20</b>	<b>73</b>	
<b>Total no of leavers per resource eligible for an exit interview</b>	<b>51</b>	<b>57</b>	<b>5</b>	<b>14</b>	<b>45</b>	<b>172</b>	
<b>% of leavers interviewed</b>	<b>25</b>	<b>53</b>	<b>40</b>	<b>57</b>	<b>44</b>	<b>42</b>	

## Exit Interviews (Sep-Nov 2020)

<b>Number of exit interviews conducted</b>	<b>10</b>	<b>15</b>	<b>1</b>	<b>2</b>	<b>4</b>	<b>32</b>	
<b>Total no of leavers per resource eligible for an exit interview</b>	<b>41</b>	<b>37</b>	<b>4</b>	<b>6</b>	<b>24</b>	<b>112</b>	
<b>% of leavers interviewed</b>	<b>24</b>	<b>41</b>	<b>25</b>	<b>33</b>	<b>17</b>	<b>29</b>	

\* Note these totals include temporary employees

September - November 2021	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another		End of fixed term post		Leave vacant pending savings or		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	103.68	166	88.41	150	0.00	0	0.00	0	15.27	16	0.00	0	0.00	0
Education	94.52	120	92.52	117	0.00	0	0.00	0	0.00	0	2.00	3	0.00	0
Finance & Corporate	15.91	22	14.91	21	0.00	0	0.00	0	0.00	0	0.00	0	1.00	1
Housing & Technical	26.20	29	25.20	28	0.00	0	0.00	0	0.00	0	0.00	0	1.00	1
Social Work	72.80	95	70.49	92	0.00	0	0.00	0	1.00	1	1.31	2	0.00	0
<b>Total</b>	<b>313.12</b>	<b>432</b>	<b>291.54</b>	<b>408</b>	<b>0.00</b>	<b>0</b>	<b>0.00</b>	<b>0</b>	<b>16.27</b>	<b>17</b>	<b>3.31</b>	<b>5</b>	<b>2.00</b>	<b>2</b>

\* Full time equivalent

\*\* Head count/number of employees

# **RECRUITMENT MONITORING** **Analysis of Gender, Disability, Ethnicity and Age**

**FROM : 1 September - 31 September 2021**

<b>Total Number of applications received:</b>	<b>3486</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>3423</b>
<b>Total Number of posts recruited for:</b>	<b>754</b>
<b>Total Number of appointments:</b>	<b>585</b>

<b>Gender / Disability / Age</b>						
	<b>Applied</b>	<b>Interviewed</b>	<b>Appointed</b>	<b>% of Applicants interviewed</b>	<b>% of Applicants appointed</b>	<b>% of Interviewees appointed</b>
<b>Total EO Forms Received</b>	<b>3423</b>	<b>1476</b>	<b>546</b>	<b>43%</b>	<b>16%</b>	<b>37%</b>
<b>Total No of Male Applicants</b>	1013	359	113	35%	11%	31%
<b>Total No of Female Applicants</b>	2403	1116	426	46%	18%	38%
<b>Total No of Disabled Applicants</b>	128	66	22	52%	17%	33%
<b>Total No of applicants aged under 50</b>	2816	1197	448	43%	16%	37%
<b>Total No of applicants aged over 50</b>	552	246	85	45%	15%	35%
<b>Total No of White applicants</b>	3253	1421	526	44%	16%	37%
<b>Total No of Black/Ethnic minority applicants*</b>	125	34	8	27%	6%	24%
<b>Total No of Veteran applicants</b>	43	24	0	56%	0%	0%

\*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.

**From : 1 November 2020 - 30 November 2020**

<b>Total Number of applications received:</b>	<b>3121</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>3092</b>
<b>Total Number of posts recruited for:</b>	<b>210</b>
<b>Total Number of appointments:</b>	<b>458</b>

<b>Gender / Disability / Age</b>						
	<b>Applied</b>	<b>Interviewed</b>	<b>Appointed</b>	<b>% of Applicants interviewed</b>	<b>% of Applicants appointed</b>	<b>% of Interviewees appointed</b>
<b>Total EO Forms Received</b>	<b>3104</b>	<b>1257</b>	<b>436</b>	<b>40%</b>	<b>14%</b>	<b>35%</b>
<b>Total No of Male Applicants</b>	1437	570	125	40%	9%	22%
<b>Total No of Female Applicants</b>	1639	683	308	42%	19%	45%
<b>Total No of Disabled Applicants</b>	182	79	16	43%	9%	20%
<b>Total No of applicants aged under 50</b>	2639	1093	387	41%	15%	35%
<b>Total No of applicants aged over 50</b>	423	157	47	37%	11%	30%
<b>Total No of White applicants</b>	2916	1215	419	42%	14%	34%
<b>Total No of Black/Ethnic minority applicants*</b>	108	28	13	26%	12%	46%
<b>Total No of Veteran applicants</b>	0	0	0	0%	0%	0%

\*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.

\*Black/Ethnic Minority applicants includes Mixed, Asian, Black and other backgrounds.

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 11 September 2021

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3225	1330	229	196	1470	2264.44	1.00	1553.38	409.85	232.16	46.05	17.00	4.00	1.00	0.00
Education - Others	3105	144	89	617	2255	2271.32	1.00	1135.14	867.25	135.36	51.64	12.60	4.00	61.53	2.80
Education - Teachers	3910	700	69	2347	794	3574.60	0.00	0.00	0.00	0.00	0.00	1.00	0.00	5.60	3568.00
Finance & Corporate Resources	859	199	16	355	289	763.04	2.00	123.67	333.31	217.31	55.45	25.30	6.00	0.00	0.00
Housing & Technical	1321	850	26	318	127	1264.79	1.00	222.75	638.30	361.14	29.60	10.00	2.00	0.00	0.00
Social Work Resources	2730	217	191	997	1325	2368.06	1.00	1204.88	561.26	546.92	25.00	27.00	2.00	0.00	0.00
						0									
						8931.65	(excluding Teachers)								
<b>Total All Staff</b>	<b>15150</b>	<b>3440</b>	<b>620</b>	<b>4830</b>	<b>6260</b>	<b>12506.25</b>	<b>6.00</b>	<b>4239.82</b>	<b>2809.97</b>	<b>1492.89</b>	<b>207.74</b>	<b>92.90</b>	<b>18.00</b>	<b>68.13</b>	<b>3570.80</b>

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 12 June 2021

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent									
	Total	Male		Female		Salary Band									
		F/T	P/T	F/T	P/T	Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
Community & Enterprise Resources	3282	1344	244	191	1503	2298.44	1.00	1584.83	405.87	234.69	48.05	15.00	4.00	5.00	0.00
Education - Others	3082	146	86	614	2236	2244.44	1.00	1123.95	850.01	138.81	51.64	12.60	4.00	58.63	3.80
Education - Teachers	3835	681	70	2308	776	2506.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	2500.40
Finance & Corporate Resources	866	204	13	365	284	771.40	2.00	121.76	337.32	223.28	54.74	25.30	6.00	1.00	0.00
Housing & Technical	1315	843	25	318	129	1259.50	1.00	212.56	639.60	362.88	31.46	10.00	2.00	0.00	0.00
Social Work Resources	2754	208	194	998	1354	2389.67	0.00	1233.82	562.85	541.00	23.00	27.00	2.00	0.00	0.00
						0									
						8963.45	(excluding Teachers)								
<b>Total All Staff</b>	<b>15134</b>	<b>3426</b>	<b>632</b>	<b>4794</b>	<b>6282</b>	<b>11469.45</b>	<b>5.00</b>	<b>4276.92</b>	<b>2795.65</b>	<b>1500.66</b>	<b>208.89</b>	<b>90.90</b>	<b>18.00</b>	<b>69.23</b>	<b>2504.20</b>

# Report

4

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>25 January 2022</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Finance and Corporate Resources – Workforce Monitoring – September to November 2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide employment information for September to November 2021 relating to Finance and Corporate 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 September to November 2021 relating to Finance and Corporate 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 11 September 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 Finance and Corporate Resources provides information on the position for September to November 2021.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of November 2021 for Finance and Corporate Resources.

The Resource absence figure for November 2021 was 4.3%, which is an increase of 0.7% when compared to last month and is 2.6% lower than the Council-wide figure. Compared to November 2020, the Resource absence figure has increased by 1.1%.

Based on the absence figures at November 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 3.4%, compared to a Council-wide average figure of 5.2%.

For the financial year 2021/2022, the projected average days lost per employee equates to 8.2 days, compared with the overall figure for the Council of 12.6 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 works in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 49 referrals were made this period, a decrease of 10 when compared with the same period last year.

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

There were no accidents/incidents recorded within the Resource this period, which remains unchanged when compared with the same period last year.

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

There were no disciplinary hearings held within the Resource this period, which remains unchanged 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 no Dignity at Work complaints raised within the Resource this period, which remains unchanged when compared with the same period last year.

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

There were 5 leavers in the Resource this period who were eligible for an exit interview. This figure has increased by 1 when compared with the same period last year. Exit interviews were held with 40% of employees, compared with 25% for the same period last year.

**4.6. 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 4 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 September to November 2021, 22 (15.91 FTE) employees in total left employment. Managers indicated that 21 posts (14.91 FTE) are being replaced and 1 post (1.00 FTE) is to be removed for savings.**

**5. Staffing Watch (Appendix 3)**

**5.1. There has been a decrease of 7 in the number of employees in post from 12 June to 11 September 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 arising from the information presented in this report.

## **9. Other Implications**

- 9.1. There are no implications for sustainability or 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)**

23 December 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 – 8 December 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:-

Elaine Maxwell, HR Business Manager

Ext: 4647 (Tel: 01698 454647)

Email: [Elaine.Maxwell@southlanarkshire.gov.uk](mailto:Elaine.Maxwell@southlanarkshire.gov.uk)

**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	4.0	September	3.5	13.4	0.0	September	3.3	2.4	4.0	September	4.5	4.2	6.4
October	3.7	3.2	3.6	October	3.6	10.2	0.0	October	3.7	3.3	3.6	October	4.6	4.8	6.3
November	3.9	3.1	4.3	November	2.6	11.4	0.0	November	3.8	3.2	4.3	November	5.5	5.8	6.9
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	3.4	Annual Average	3.3	8.4	1.5	Annual Average	3.7	2.8	3.4	Annual Average	4.8	4.2	5.2
Average Apr-Nov	3.5	2.5	3.5	Average Apr-Nov	3.2	10.3	0.0	Average Apr-Nov	3.5	2.6	3.5	Average Apr-Nov	4.3	3.8	5.3

No of Employees at 30 November 2021	936	No of Employees at 30 November 2021	0	No of Employees at 30 November 2021	936	No of Employees at 30 November 2021	16192
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For the financial year 2021/22, the projected average days lost per employee equates to 8.2 days.



# FINANCE AND CORPORATE RESOURCES

Appendix 2

	Sep - Nov 2020	Sep - Nov 2021
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	13	18
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	0	0
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	19	13
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>		
	27	18
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>		
	0	0
<b>TOTAL</b>	59	49

CAUSE OF ACCIDENTS/INCIDENTS	Sep - Nov 2020	Sep - Nov 2021
Specified Injuries*	0	0
Over 7 day absences	0	0
Over 3 day absences**	0	0
Minor	0	0
Near Miss	0	0
Violent Incident: Physical****	0	0
Violent Incident: Verbal*****	0	0
<b>Total Accidents/Incidents</b>	0	0

\*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	Sep - Nov 2020	Sep - Nov 2021
Total Number of Hearings	0	0
Total Number of Appeals	0	0
Appeals Pending	0	0

Time Taken to Convene Hearing Sep-Nov 2021

0-3 Weeks  
0

4-6 Weeks  
0

Over 6 Weeks  
0

RECORD OF GRIEVANCE HEARINGS	Sep - Nov 2020	Sep - Nov 2021
Number of Grievances	0	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	0	0

RECORD OF DIGNITY AT WORK	Sep - Nov 2020	Sep - Nov 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	Sep - Nov 2020	Sep - Nov 2021
Career Advancement	0	0
Child Caring / Caring Responsibilities	0	0
Disatisfaction with terms and conditions	0	0
Further Education	0	0
Moving outwith area	0	0
Personal Reasons	0	0
Poor relationship with managers / colleagues	0	0
Travelling difficulties	0	0
Other	1	2
<b>Number of Exit Interviews conducted</b>	1	2

<b>Total Number of Leavers Eligible for Exit Interview</b>	4	5
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<b>Percentage of interviews conducted</b>	25%	40%
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Reason	Sep-Nov 2021		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	15.91	22	40.10	51
Being replaced	14.91	21	35.16	45
Filling on a temporary 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	0.00	0	0.00	0
Held pending service Review	0.00	0	1.14	2
Plan to remove for savings	1.00	1	3.80	4

**JOINT STAFFING WATCH RETURN  
FINANCE AND CORPORATE RESOURCES**

**As at 11 September 2021**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
199	16	355	289	859					
*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
2.00	123.67	333.31	217.31	55.45	25.30	6.00	0.00	0.00	763.04

**As at 12 June 2021**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
204	13	365	284	866					
*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
2.00	121.76	337.32	223.28	54.74	25.30	6.00	1.00	0.00	771.4



# Report

Report to: **Employee Issues Forum**  
 Date of Meeting: **25 January 2022**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Trauma Informed Practice in South Lanarkshire**

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ♦ update the Employee Issues Forum on progress towards the Council implementing the Scottish Government's vision that all employers in Scotland become trauma informed

## **2. Recommendation(s)**

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

- (1) that the content of the report be noted.

## **3. Background**

3.1. The Trauma Informed Practice: A Tool Kit for Scotland defines trauma as:-

- ♦ Individual trauma results from an event, series of events or set of circumstances that is experienced by an individual as physically or emotionally harmful or life threatening and that has lasting adverse effects on the individual's functioning and mental, physical, social, emotional or spiritual wellbeing. (2021:8)

3.2. It is widely recognised that trauma is common and its effects can be wide ranging, substantial, long lasting and costly. As a result, it is the Scottish Government's ambition that all employers, including local authorities, ensure that all aspects of service provision are trauma informed and responsive to both its employees and customers/service users.

3.3. However, it is also widely recognised that services underpinned by trauma informed practice can support the resilience and recovery of people, including children, affected by trauma. Trauma informed practice is applicable across all sectors of public service. It works from the assumption that all people the service comes into contact with, including employees, may have trauma histories which may adversely affect their ability to effectively use the service.

3.4. Consequently, a trauma informed service ensures that its structure, organisation and delivery is 'grounded in and directed by a complete understanding of how trauma exposure affects service user's neurological, biological, psychological and social development' (IBID) In practice this means paying close attention to how people experience every aspect of the service ensuring that experience is commensurate with the 5 key principles of trauma informed practice: safety, trustworthiness, choice, collaboration and empowerment.

- 3.5. Becoming trauma informed requires an ongoing process of significant organisational change with a view to 'profound paradigm shift in knowledge, perspective, attitude and skills' (Tool Kit, 2021:11). Given the transformational nature of the vision, it is acknowledged this is a long-term endeavour to be seen as a continuum of implementation; a journey rather than a destination.

#### **4. Trauma Informed Practice – National Picture**

- 4.1. To support employers on this journey, the *Transforming Psychological Trauma: A Knowledge and Skills Framework for the Scottish Workforce* has been developed. Supported by NHS Education Scotland (NES), COSLA and the Improvement Service (IS), the framework details the required knowledge and skills for each part of the workforce, has a focus on staff wellbeing and provides guidance on taking a trauma informed lens to service provision.
- 4.2. The framework categorises the workforce into 4 levels: informed, skilled, enhanced and specialist. The 4 levels reflect that while everyone in the workforce has a role to play in understanding and responding to trauma, the level of skill and knowledge required will be different and dependent on remit. Thus, while the whole SLC workforce will be required to be trained to the standards of Level 1 Informed, significantly less will required to be trained to the standards of Level 3 Enhanced or Level 4 Specialist.
- 4.3. The National Trauma Training Programme (NTTP) is in place. This provides a range of learning programmes which are aligned to each level. These range from information films, e-learning courses and skills-based synchronous virtual courses. Further information is available on the NTTP website.
- 4.4. It is recognised that learning and training on trauma only becomes purposeful if it takes place in an organisational context committed to implementing trauma informed practice. As indicated above, this will require a long-term project of profound change and to support this, a number of tools have been created. These include the *10 Implementation Domains* as detailed in Appendix 1 of the Toolkit and the *Taking a Trauma Informed Lens: Walk Through Framework* which enables service providers to view their service through the eyes of the service user.
- 4.5. The Scottish Government has made available additional funding to support this work. For financial year 2021/2022, each local authority has received £50,000. Subject to Scottish Parliament budget approval, the Council will receive a further £50,000 in year 2022/2023. This represents a total of £100,000 additional funding.

#### **5. Trauma informed Practice in South Lanarkshire – Progress**

- 5.1. The Council has 'signed' the Leadership Pledge of Support and is committed to embedding trauma informed principles and practice. Head of Service, Adults and Older People and the Learning and Development Advisor have been identified as Trauma Champions. Working links have been made with the national Trauma Champions Network which is supported by IS and the Pan Lanarkshire Trauma Steering Group.
- 5.2. Trauma informed practice is on the agenda of each Resource's Learning and Workforce Development Board. A South Lanarkshire Trauma Steering Group has also been established to oversee and co-ordinate development and implementation. Chaired by the Head of Service, Adults and Older People, the following bodies and services are represented on this:-

- ◆ Each of the Resource Boards
- ◆ Personnel, Communications, Estates and Psychological Services
- ◆ Public Protection Committee, Alcohol and Drug Partnership and NHS
- ◆ Trade Unions

Discussions are underway regarding third sector representation.

- 5.3. In 2021, a total of 85 employees from across the resources attended Trauma Informed Leadership events. Agreement has been reached to include some of the NTTP training material into Learn on Line Courses. Council employees also have access to the e-learning courses hosted on, Turas, the content and learning management platform administered by NES. There have been 4 Social Work managers who participated in Safety and Stabilisation Training.
- 5.4. A paper will be submitted to the Finance and Corporate Resources Committee in February 2022 requesting approval for the additional funding to be used to create a 2-year fixed term FTE Development Officer post. Positioned at Grade 3 level 2 - 4, the post will sit in the Learning and Development Service. Supported by the Trauma Steering Group, the post holder will co-ordinate the implementation of trauma informed practice across South Lanarkshire.

## **6. Employee Implications**

- 6.1. There are no employee implications arising from this specific report.

## **7. Financial Implications**

- 7.1. There are no financial implications arising from this specific report.

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

- 8.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

## **9. Other Implications**

- 9.1. There are no additional risk implications associated with this report.
- 9.2. There are no other implications associated with 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. The Council's recruitment procedures in relation to equality and diversity will be followed.
- 10.2. Trade Unions have been consulted on this activity through updates at the Joint Consultative Forum for Social Work Resources.

**Paul Manning**

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

6 January 2022

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

- ◆ Focused on people and their needs
- ◆ Working with and respecting others
- ◆ Ambitious self-aware and improving

**Previous References**

- ◆ None

**List of Background Papers**

Useful Links:-

<https://www.gov.scot/publications/trauma-informed-practice-toolkit-scotland/>

<https://www.nes.scot.nhs.uk/our-work/trauma-national-trauma-training-programme/>

<https://learn.nes.nhs.scot/44605/national-trauma-training-programme/taking-a-trauma-informed-lens>

**Contact for Further Information**

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

Lindsay Hall, Learning & Development Advisor

Email: [lindsay.hall@southlanarkshire.gov.uk](mailto:lindsay.hall@southlanarkshire.gov.uk)