



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 26 February 2024

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, 05 March 2024**

**Time: 14:00**

**Venue: Hybrid - Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA**

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

Yours sincerely

**Paul Manning**  
**Chief Executive**

### **Members**

Margaret Cowie (Chair), Celine Handibode (Depute Chair), John Anderson, Walter Brogan, Archie Buchanan, Gerry Convery, Geri Gray, Katy Loudon, Richard Nelson, Kirsten Robb

### **Substitutes**

Mathew Buchanan, Mary Donnelly, Catherine McClymont, Elaine McDougall

## BUSINESS

### 1 Declaration of Interests

### 2 Minutes of Previous Meeting

3 - 4

Minutes of the Employee Issues Forum held on 14 November 2023 submitted for approval as a correct record. (Copy attached)

---

### Item(s) for Consideration

---

### 3 Council-wide Workforce Monitoring - October to December 2023

5 - 26

Report dated 9 February 2024 by the Chief Executive. (Copy attached)

### 4 Social Work Resources Workforce Monitoring - October to December 2023

27 - 34

Report dated 9 February 2024 by the Chief Executive and the Director, Health and Social Care. (Copy attached)

### 5 Employee Support - PAM Assist Resource

Presentation by E Maxwell and E McPake, HR Business Partners, Finance and Corporate Resources

---

### Urgent Business

---

### 6 Urgent Business

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

### ***For further information, please contact:-***

Clerk Name:	Elizabeth-Anne McGonigle
Clerk Telephone:	07385403101
Clerk Email:	elizabeth-anne.mcgonigle@southlanarkshire.gov.uk

## EMPLOYEE ISSUES FORUM

2

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 14 November 2023

**Chair:**

Councillor Margaret Cowie

**Councillors Present:**

Councillor John Anderson, Councillor Walter Brogan, Councillor Gerry Convery, Councillor Celine Handibode (Depute), Councillor Katy Loudon, Councillor Kirsten Robb

**Councillors' Apologies:**

Councillor Archie Buchanan, Councillor Geri Gray, Councillor Richard Nelson

**Attending:**

**Finance and Corporate Resources**

H Calley, Administration Officer; E Maxwell, HR Business Manager; L Wyllie, Administration Assistant

**Housing and Technical Resources**

L Hayes, Performance and Support Advisor; J Neville, Housing Services Manager

**Also Attending:**

J Gaffney, EIS

---

### 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 15 August 2023 were submitted for approval as a correct record.

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

---

### 3 Council-wide Workforce Monitoring – July to September 2023

A report dated 12 October 2023 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period July to September 2023:-

- ♦ 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 10 June 2023

Officers responded to members' questions on various aspects of the report.

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

---

#### **4 Housing and Technical Resources – Workforce Monitoring – July to September 2023**

---

A joint report dated 12 October 2023 by the Executive Directors (Finance and Corporate Resources) and (Housing and Technical Resources) was submitted on the following employee information for Housing and Technical Resources for the period July to September 2023:-

- ◆ 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 10 June 2023

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

---

#### **5 Health and Wellbeing Group - Housing Services**

---

A report dated 1 November 2023 by the Executive Director (Housing and Technical Resources) was submitted providing an update on the work undertaken by Housing Services in relation to the Health and Wellbeing Group.

As part of the commitment to ensuring staff health and wellbeing, Housing Services introduced a Health and Wellbeing Working Group in 2019, following feedback from employees. The Group evolved to assist with managing change through the Covid-19 pandemic to ensure staff had the required support. Due to its success, it was agreed to continue with the Group after Covid-19 when working methods began to revert to pre-Covid-19 practices.

The Group was jointly chaired by the Housing Services Manager and the Performance and Support Advisor and consisted of representatives from all teams within Housing Services. The Group met on an 8-weekly basis to discuss available opportunities and take forward any actions.

The role of Group representatives was to cascade information to other employees within their location of work. The Group's main objective was to encourage good health and wellbeing across the Service by promoting healthy working practices, relationships and environments. The Group worked to encourage wellbeing and resilience, including minimising work-related issues via positive activities aimed at maintaining good health and wellbeing.

As part of the Group's discussions, a Health and Wellbeing Plan had been developed which initially focused on the employee survey and Resource stress risk assessment results, combined with employee feedback. The Plan's actions were progressed until completion and were mainly related to managing change and ensuring good communication during Covid-19.

Post Covid-19, the Plan was revisited and updated to align with the introduction of the 4 wellbeing pillars and wider corporate plans. The ongoing development of the Plan considered feedback from the Group to ensure that any issues, areas of concern or new initiatives were continually monitored. The Plan also included an appendix which signposted staff to advice and support that was available Council-wide.

Officers responded to members' questions on various aspects of the report.

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

---

#### **6 Urgent Business**

---

There were no items of urgent business.

# Report

3

Report to: **Employee Issues Forum**  
 Date of Meeting: **5 March 2024**  
 Report by: **Chief Executive**

Subject: **Council-wide Workforce Monitoring – October to December 2023**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period October to December 2023

## 2. Recommendation(s)

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

(1) that the following employment information for the period October to December 2023 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 9 December 2023

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Employee Issue Forum. This report for the Council provides information on the position for the period October to December 2023.

## 4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for December 2023, is provided in Appendices 1 to 8. Points to note are:-

The Council's absence rate for December 2023, shown in Appendix 1, is 6.6%, which represents an increase of 0.4% when compared with last month and the figure has decreased by 0.4% when compared to December 2022.

When compared to December 2022, the APT&C absence rate remains unchanged at 6.7%, the teachers' figure has decreased by 0.5% and the manual workers' figure has decreased by 1.1%.

Based on annual trends and the absence rate to December 2023, the projected average absence rate for the Council for the financial year 2023/2024 is 5.3%.

In comparison to December 2022 (Appendix 8):-

- ◆ psychological and musculoskeletal conditions are the main reasons for absence
- ◆ total days lost due to psychological conditions have increased by 123 days
- ◆ total days lost due to musculoskeletal conditions have increased by 67 days
- ◆ total days lost due to respiratory conditions have decreased by 1,782 days
- ◆ total days lost due to stomach, bowel, blood and metabolic disorders have increased by 119 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.

## **5. Occupational Health**

5.1. Information on Occupational Health for the period October to December 2023 is provided in Appendix 9.

- ◆ during the period there were 323 employees referred for a medical examination, a decrease of 84 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 476 employees attended physiotherapy treatment, showing an increase of 30 when compared to the same period last year. Of the 476 employees referred, 72% remained at work whilst undertaking treatment
- ◆ during this period 540 employees were referred to the Employee Support Officer, showing an increase of 26 when compared with the same period last year. Of the referrals made this period, 88% related to personal reasons
- ◆ 169 employees were referred to the PAM Assist counselling service this period, showing an increase of 2 when compared with the same period last year. All the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 29% of the referrals made, 16% were for work related reasons and 55% was for other reasons
- ◆ 10 employees were referred for Cognitive Behavioural Therapy this period, an increase of 7 when compared to the same period last year

## **6. Accidents/Incidents**

6.1. The accident/incident report for October to December 2023 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 551, this figure has increased by 72 from the same period last year
- ◆ there were no specified injuries recorded, this figure remains unchanged from the same period last year
- ◆ there were 536 minor accidents/incidents, this figure has increased by 64 from the same period last year
- ◆ there were 3 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 3 from the same period last year
- ◆ there were 12 accidents resulting in an absence lasting over 7 days during the period, this figure has increased by 5 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 October to December 2023 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 29 disciplinary hearings were held across Resources within the Council, this figure has decreased by 18 when compared to the same period last year
- ◆ action was taken in 26 of these cases. No appeals were raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks, 86% of hearings met this target
- ◆ during the period, 3 appeals were heard by the Appeals Panel of which all 3 were not upheld. Two appeals panels were withdrawn
- ◆ at the end of December, 5 Appeals Panels were pending
- ◆ during the period, 1 grievance case was raised
- ◆ during the period, 1 Dignity at Work case was raised
- ◆ during the period, no referrals for mediation was submitted

## **8. Analysis of Leavers and Exit Interviews**

8.1. Information on the number of leavers and exit interviews for the period October to December 2023 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 9 December 2023, the Council's turnover figure for October to December 2023 is as follows:-

159 leavers eligible for exit interviews/15,242 employees in post = Labour Turnover of 1.0%.

Based on the figure at December 2023, the projected annual labour turnover figure for the financial year 2023/2024 for the Council is 4.2%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there was a total of 159 employees leaving the Council that were eligible for an exit interview, a decrease of 3 when compared with the same period last year
- ◆ there was a total of 53 exit interviews conducted which is a decrease of 2 when compared with 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 October to December 2023, 325 employees (221.03 FTE) left employment. Managers indicated that 306 posts (205.51 FTE) would be replaced, 3 posts (2.27 FTE) were being filled on a temporary basis, 8 posts (5.71 FTE) were due to the end of fixed term contracts, 6 posts (5.54 FTE) were being left vacant pending savings or service reviews and 2 posts (2.00 FTE) are planning to be removed for savings.

## **9. Recruitment Monitoring**

- 9.1. Information on Recruitment Monitoring for October to December 2023 is contained within Appendix 14.

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

- ◆ overall, 3,669 applications and 3,579 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (119), 64 were shortlisted for interview and 6 were appointed
- ◆ of those applicants of a black/ethnic minority background (451), 96 were shortlisted for interview and 5 were appointed
- ◆ Of those applicants who are veterans (44), 25 were shortlisted for interview and no one was appointed

## **10. Staffing Watch**

- 10.1. There has been a decrease of 69 in the number of employees in post from 9 September 2023 to 9 December 2023. 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**  
**Chief Executive**

9 February 2024

**Link(s) to Council Values/Priorities/Outcomes**

- ◆ 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 Issue Forum – 14 November 2023

**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)

E-mail: [Elaine.Maxwell@southlanarkshire.gov.uk](mailto:Elaine.Maxwell@southlanarkshire.gov.uk)

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Council Wide

Council Wide															
APT&C				Teachers				Manual Workers				Council Wide			
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.1	5.2	5.2	April	2.5	2.7	2.8	April	6.2	8.8	7.0	April	4.3	5.6	5.1
May	4.7	5.0	5.1	May	3.2	3.6	3.2	May	6.7	7.6	6.2	May	4.9	5.4	5.1
June	4.4	5.0	4.9	June	2.6	2.6	2.2	June	7.0	8.1	6.5	June	4.7	5.3	4.7
July	4.1	4.5	4.0	July	1.1	1.4	1.1	July	6.3	7.4	5.8	July	4.0	4.6	3.8
August	4.6	4.3	4.2	August	2.0	1.4	1.3	August	7.3	7.4	6.2	August	4.7	4.4	4.1
September	6.1	5.2	5.2	September	4.4	2.8	2.9	September	8.5	8.0	7.6	September	6.4	5.4	5.3
October	6.0	5.7	5.2	October	4.1	3.4	2.7	October	8.7	8.1	7.1	October	6.3	5.8	5.1
November	6.5	6.3	6.1	November	5.6	4.7	4.3	November	8.7	8.6	8.1	November	6.9	6.5	6.2
December	6.2	6.7	6.7	December	6.1	5.3	4.8	December	8.8	8.9	7.8	December	6.9	7.0	6.6
January	6.7	5.2		January	3.9	4.3		January	10.1	8.0		January	7.0	5.8	
February	6.5	5.7		February	3.7	4.1		February	9.5	7.9		February	6.6	5.9	
March	8.0	6.2		March	4.3	4.6		March	11.3	8.3		March	7.9	6.4	
Annual Average	5.7	5.4	5.3	Annual Average	3.6	3.4	3.2	Annual Average	8.3	8.1	7.2	Annual Average	5.9	5.7	5.3
Average Apr-Dec	5.2	5.3	5.2	Average Apr-Dec	3.5	3.1	2.8	Average Apr-Dec	7.6	8.1	6.9	Average Apr-Dec	5.5	5.6	5.1
No of Employees at 31 December 2023			7660	No of Employees at 31 December 2023			4012	No of Employees at 31 December 2023			4513	No of Employees at 31 December 2023			16185

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	2.3	4.4	3.6	April	5.7	7.3	6.3	April	5.2	6.9	6.0	April	4.3	5.6	5.1				
May	2.7	3.9	3.7	May	6.4	6.8	6.3	May	5.9	6.3	5.9	May	4.9	5.4	5.1				
June	2.8	3.5	4.3	June	6.6	7.2	5.9	June	6.0	6.7	5.7	June	4.7	5.3	4.7				
July	2.9	3.9	2.3	July	5.3	5.9	4.6	July	4.9	5.6	4.3	July	4.0	4.6	3.8				
August	2.9	3.4	3.0	August	6.4	6.6	5.2	August	5.9	6.1	4.9	August	4.7	4.4	4.1				
September	3.4	3.1	2.5	September	8.2	7.9	7.1	September	7.5	7.1	6.4	September	6.4	5.4	5.3				
October	3.8	5.1	2.0	October	7.9	7.5	7.0	October	7.3	7.1	6.3	October	6.3	5.8	5.1				
November	3.5	4.2	2.6	November	8.0	8.3	8.1	November	7.3	7.7	7.3	November	6.9	6.5	6.2				
December	4.2	3.7	3.0	December	8.0	8.8	7.5	December	7.4	8.0	6.8	December	6.9	7.0	6.6				
January	3.6	2.6		January	9.6	7.4		January	8.6	6.7		January	7.0	5.8					
February	4.4	3.6		February	9.5	7.4		February	8.7	6.9		February	6.6	5.9					
March	6.0	3.9		March	11.0	7.9		March	10.2	7.3		March	7.9	6.4					
Annual Average	3.5	3.8	3.1	Annual Average	7.7	7.4	6.7	Annual Average	7.1	6.9	6.2	Annual Average	5.9	5.7	5.3				
Average Apr-Dec	3.2	3.9	3.0	Average Apr-Dec	6.9	7.4	6.4	Average Apr-Dec	6.4	6.8	6.0	Average Apr-Dec	5.5	5.6	5.1				
No of Employees at 31 December 2023				530	No of Employees at 31 December 2023				2906	No of Employees at 31 December 2023				3436	No of Employees at 31 December 2023				16185

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Education Resources

Education Resources																
APT&C				Teachers				Resource Total				Council Wide				
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	4.8	5.5	5.0	April	2.5	2.7	2.8	April	3.5	4.0	3.8	April	4.3	5.6	5.1	
May	5.7	5.5	5.4	May	3.2	3.6	3.2	May	4.4	4.5	4.2	May	4.9	5.4	5.1	
June	4.7	5.1	4.8	June	2.6	2.6	2.2	June	3.5	3.7	3.4	June	4.7	5.3	4.7	
July	3.4	3.8	3.4	July	1.1	1.4	1.1	July	2.1	2.5	2.2	July	4.0	4.6	3.8	
August	3.8	3.6	4.0	August	2.0	1.4	1.3	August	2.8	2.4	2.5	August	4.7	4.4	4.1	
September	6.4	5.8	5.9	September	4.4	2.8	2.9	September	5.3	4.1	4.3	September	6.4	5.4	5.3	
October	6.6	6.5	5.5	October	4.1	3.4	2.7	October	5.2	4.8	4.0	October	6.3	5.8	5.1	
November	8.0	7.9	7.1	November	5.6	4.7	4.3	November	6.7	6.2	5.6	November	6.9	6.5	6.2	
December	8.0	8.5	8.1	December	6.1	5.3	4.8	December	7.0	6.8	6.3	December	6.9	7.0	6.6	
January	8.1	6.1		January	3.9	4.3		January	5.8	5.1		January	7.0	5.8		
February	7.2	6.8		February	3.7	4.1		February	5.3	5.4		February	6.6	5.9		
March	9.5	7.0		March	4.3	4.6		March	6.7	5.7		March	7.9	6.4		
Annual Average	6.4	6.0	5.8	Annual Average	3.6	3.4	3.2	Annual Average	4.9	4.6	4.4	Annual Average	5.9	5.7	5.3	
Average Apr-Dec	5.7	5.8	5.5	Average Apr-Dec	3.5	3.1	2.8	Average Apr-Dec	4.5	4.3	4.0	Average Apr-Dec	5.5	5.6	5.1	
No of Employees at 31 December 2023			3491	No of Employees at 31 December 2023			4012	No of Employees at 31 December 2023			7503	No of Employees at 31 December 2023			16185	

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Finance and Corporate Resources

Finance and Corporate Resources															
APT&C				Manual Workers				Resource Total				Council Wide			
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024
	%	%	%		%	%	%		%	%	%		%	%	%
April	2.6	2.8	3.6	April	0.0	0.0	0.0	April	2.6	2.8	3.6	April	4.3	5.6	5.1
May	3.3	3.2	3.9	May	0.0	0.0	0.0	May	3.3	3.2	3.9	May	4.9	5.4	5.1
June	3.5	4.0	4.2	June	0.0	0.0	0.0	June	3.5	4.0	4.2	June	4.7	5.3	4.7
July	3.3	3.9	3.5	July	0.0	0.0	0.0	July	3.3	3.9	3.5	July	4.0	4.6	3.8
August	3.6	4.1	3.8	August	0.0	0.0	0.0	August	3.6	4.1	3.8	August	4.7	4.4	4.1
September	4.0	3.6	3.9	September	0.0	0.0	0.0	September	4.0	3.6	3.9	September	6.4	5.4	5.3
October	3.6	3.8	3.2	October	0.0	0.0	0.0	October	3.6	3.8	3.2	October	6.3	5.8	5.1
November	4.3	3.4	3.5	November	0.0	0.0	0.0	November	4.3	3.4	3.5	November	6.9	6.5	6.2
December	3.8	4.3	3.3	December	0.0	0.0	0.0	December	3.8	4.3	3.3	December	6.9	7.0	6.6
January	3.8	4.3		January	0.0	0.0		January	3.8	4.3		January	7.0	5.8	
February	3.4	3.8		February	0.0	0.0		February	3.4	3.8		February	6.6	5.9	
March	3.4	3.8		March	0.0	0.0		March	3.4	3.8		March	7.9	6.4	
Annual Average	3.6	3.8	3.7	Annual Average	0.0	0.0	0.0	Annual Average	3.6	3.8	3.7	Annual Average	5.9	5.7	5.3
Average Apr-Dec	3.6	3.7	3.7	Average Apr-Dec	0.0	0.0	0.0	Average Apr-Dec	3.6	3.7	3.7	Average Apr-Dec	5.5	5.6	5.1
No of Employees at 31 December 2023			888	No of Employees at 31 December 2023			0	No of Employees at 31 December 2023			888	No of Employees at 31 December 2023			16185

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Housing &amp; Technical Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	3.2	5.5	5.7	April	3.6	10.6	6.9	April	3.3	7.6	6.2	April	4.3	5.6	5.1				
May	2.9	4.5	4.9	May	4.2	8.1	6.1	May	3.4	6.0	5.4	May	4.9	5.4	5.1				
June	3.5	4.9	5.4	June	6.2	8.5	6.8	June	4.6	6.4	6.0	June	4.7	5.3	4.7				
July	4.0	5.5	5.0	July	5.7	8.9	8.1	July	4.7	6.9	6.2	July	4.0	4.6	3.8				
August	4.9	4.7	5.1	August	7.9	7.1	8.5	August	6.2	5.7	6.4	August	4.7	4.4	4.1				
September	5.8	4.5	4.7	September	8.1	6.3	7.8	September	6.8	5.2	6.0	September	6.4	5.4	5.3				
October	5.2	4.3	4.9	October	9.0	7.8	5.2	October	6.8	5.8	5.0	October	6.3	5.8	5.1				
November	5.7	4.6	4.8	November	9.2	7.8	6.7	November	7.2	5.9	5.6	November	6.9	6.5	6.2				
December	4.6	4.4	5.1	December	9.5	7.2	7.4	December	6.7	5.6	6.0	December	6.9	7.0	6.6				
January	5.2	4.5		January	8.8	5.5		January	6.7	4.9		January	7.0	5.8					
February	6.4	4.4		February	8.5	6.2		February	7.3	5.1		February	6.6	5.9					
March	7.8	5.3		March	10.7	6.8		March	9.0	5.9		March	7.9	6.4					
Annual Average	4.9	4.8	5.0	Annual Average	7.6	7.6	6.8	Annual Average	6.1	5.9	5.7	Annual Average	5.9	5.7	5.3				
Average Apr-Dec	4.4	4.8	5.1	Average Apr-Dec	7.0	8.0	7.1	Average Apr-Dec	5.5	6.1	5.9	Average Apr-Dec	5.5	5.6	5.1				
No of Employees at 31 December 2023				883	No of Employees at 31 December 2023				558	No of Employees at 31 December 2023				1441	No of Employees at 31 December 2023				16185

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Social Work Resources

Social Work Resources															
APT&C				Manual Workers				Resource Total				Council Wide			
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.5	6.2	6.5	April	9.6	12.6	9.4	April	6.2	8.3	7.4	April	4.3	5.6	5.1
May	5.0	5.7	5.8	May	9.3	10.1	8.4	May	6.5	7.1	6.6	May	4.9	5.4	5.1
June	3.9	5.9	5.5	June	7.6	11.3	8.6	June	5.2	7.6	6.5	June	4.7	5.3	4.7
July	6.1	6.0	5.4	July	10.3	11.8	8.8	July	7.5	7.9	6.5	July	4.0	4.6	3.8
August	7.3	6.0	4.8	August	10.2	10.8	8.6	August	8.2	7.5	6.0	August	4.7	4.4	4.1
September	7.6	5.9	5.6	September	10.3	9.6	9.3	September	8.5	7.1	6.8	September	6.4	5.4	5.3
October	6.9	5.8	6.5	October	11.3	10.4	8.5	October	8.4	7.3	7.1	October	6.3	5.8	5.1
November	6.2	6.0	7.3	November	10.8	10.4	9.0	November	7.7	7.4	7.8	November	6.9	6.5	6.2
December	5.5	6.4	7.4	December	11.1	10.6	9.5	December	7.3	7.7	8.1	December	6.9	7.0	6.6
January	7.4	5.2		January	13.0	12.0		January	9.2	7.4		January	7.0	5.8	
February	7.5	5.8		February	10.1	11.0		February	8.3	7.5		February	6.6	5.9	
March	8.0	7.0		March	12.8	10.9		March	9.5	8.2		March	7.9	6.4	
Annual Average	6.3	6.0	6.1	Annual Average	10.5	11.0	9.5	Annual Average	7.7	7.6	7.2	Annual Average	5.9	5.7	5.3
Average Apr-Dec	5.9	6.0	6.1	Average Apr-Dec	10.1	10.8	8.9	Average Apr-Dec	7.3	7.5	7.0	Average Apr-Dec	5.5	5.6	5.1
No of Employees at 31 December 2023			1868	No of Employees at 31 December 2023			1049	No of Employees at 31 December 2023			2917	No of Employees at 31 December 2023			16185

Absence by long and short term										Appendix 7
From: 1 October 2023 to 31 December 2023										
		October 2023			November 2023			December 2023		
Resource	No of employees	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	3436	2.1	4.2	6.3	2.7	4.6	7.3	2.3	4.5	6.8
Education	7503	1.5	2.5	4.0	2.5	3.1	5.6	2.3	4.0	6.3
Finance and Corporate	888	1.1	2.1	3.2	1.4	2.1	3.5	1.3	2.0	3.3
Housing & Technical	1441	2.1	2.9	5.0	2.3	3.3	5.6	2.0	4.0	6.0
Social Work	2917	2.3	4.8	7.1	3.0	4.8	7.8	4.2	3.9	8.1
Council Overall for October 2023 to December 2023	16185	1.8	3.3	5.1	2.5	3.7	6.2	2.5	4.1	6.6

**Attendance Monitoring  
Absence Classification**

**From : 1 December 2023 - 31 December 2023**

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	1344	28	1300	14	77	14	424	25	815	19	3960	19
Psychological	1407	29	3387	36	188	34	547	32	1660	40	7189	35
Stomach, Bowel, Blood, Metabolic Disorders	405	8	1047	11	61	11	162	10	455	11	2130	10
Respiratory	761	16	1750	19	121	22	274	16	437	10	3343	16
Other Classification	856	18	1941	21	111	20	292	17	834	20	4034	20
<b>Total Days Lost By Resource</b>	4773	100	9425	100	558	100	1699	100	4201	100	20656	100
<b>Total Work Days Available</b>	69981		148432		16807		28302		51755			

**From : 1 December 2022 - 31 December 2022**

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	1416	24	1027	10	90	11	498	30	862	21	3893	17
Psychological	1659	29	3486	33	384	46	328	20	1209	30	7066	31
Stomach, Bowel, Blood, Metabolic Disorders	405	7	1041	10	55	7	115	7	395	10	2011	9
Respiratory	1198	21	2696	26	113	14	380	23	738	18	5125	23
Other Classification	1141	20	2181	21	190	23	315	19	816	20	4643	20
<b>Total Days Lost By Resource</b>	5819	100	10431	100	832	100	1636	100	4020	100	22738	100
<b>Total Work Days Available</b>	72489		153386		19236		29348		52210			

**\*WDL = Work Days Lost**

Occupational Health Reports

From: 1 October - 31 December 2023 comparison with 1 October - 31 December 2022

Medical Referrals											
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals				
		Teachers	Others								
Total (Oct - Dec 2023)	92	27	50	13	52	89	323				
Total (Oct - Dec 2022)	104	42	61	21	60	119	407				

  

No of Employees Referred For Physiotherapy			No of Employees Referred To Employee Support Officer			No of Employees Referred For Cognitive Behavioural Therapy		
Resource	Oct - Dec 2022	Oct - Dec 2023	Resource	Oct - Dec 2022	Oct - Dec 2023	Resource	Oct - Dec 2022	Oct - Dec 2023
Community and Enterprise	106	128	Community and Enterprise	108	100	Community and Enterprise	0	0
Education (Teachers)	70	76	Education	243	256	Education	1	2
Education (Others)	102	83	Finance and Corporate	33	18	Finance and Corporate	0	0
Finance and Corporate	18	21	Housing and Technical	32	34	Housing and Technical	0	2
Housing and Technical	49	61	Social Work	98	132	Social Work	0	2
Social Work	101	107	Total	514	540	Not Disclosed	2	4
Total	446	476				Total	3	10

  

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 (Oct - Dec 2023)	27	0	0	0	49	0	62	0	31	169	0
Total (Oct - Dec 2022)	38	0	0	0	108	0	0	0	21	167	0
Total								Total Referrals (Oct - Dec 2023)		169	
								Total Referrals (Oct - Dec 2022)		167	

M = MANAGEMENT REFERRAL    S = SELF REFERRAL

**Analysis of Accidents/ Incidents  
Comparison  
Cause of Accidents/ Incidents to employees**

**From: 1 October - 31 December 2023 comparison with 1 October - 31 December 2022**

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
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
<b>Total Specified Injury*</b>	0	0	0	0	0	0	0	0	0	0	0	0
Over 7-day	4	7	1	2	0	0	0	1	2	2	7	12
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>	4	7	1	2	0	0	0	1	2	2	7	12
Over 3-day	0	0	0	2	0	0	0	0	0	1	0	3
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>	0	0	0	2	0	0	0	0	0	1	0	3
Minor	14	26	10	14	0	1	5	5	14	17	43	63
Near Miss	4	11	1	7	0	0	2	0	0	2	7	20
Violent Incident: Physical	3	4	391	368	0	0	1	0	8	29	403	401
Violent Incident: Verbal	7	3	9	45	0	0	1	0	2	4	19	52
<b>Total Minor***</b>	28	44	411	434	0	1	9	5	24	52	472	536
<b>Total Accidents/Incidents</b>	32	51	412	438	0	1	9	6	26	55	479	551

\*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.

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

## Record of Disciplinary Hearings

From: 1 October - 31 December 2023 comparison with 1 October - 31 December 2022

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	17	N/A	17	0	2	N/A	2	0	15	N/A	15	13	2	2	88%
Education	1	1	2	4	0	0	0	0	1	1	2	4	3	0	1	75%
Finance and Corporate	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	0	1	0	100%
Housing and Technical	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	0	1	0	100%
Social Work	2	4	N/A	6	0	1	N/A	1	2	3	N/A	5	4	1	1	83%
Total (Oct - Dec 2023)	5	22	2	29	0	3	0	3	5	19	2	26	20	5	4	86%
Total (Oct - Dec 2022)	9	37	1	47	1	2	0	3	8	35	1	44	25	10	12	74%

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 (Oct - Dec 2023)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total (Oct - Dec 2022)	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

## Appeal's Panel

From: 1 October - 31 December 2023

Appeal's Panel	Upheld	Upheld in Part	Not Upheld	Total	Withdrawn	Appeals pending to date
Total	0	0	3	3	2	5

						Appendix 12a
<b>Record of Grievances</b>						
From: 1 October - 31 December 2023 comparison with 1 October - 31 December 2022						
<b>Grievances</b>	<b>No of Grievances</b>	<b>No Resolved at Stage 1</b>	<b>No Resolved at Stage 2</b>	<b>No Resolved at Stage 3</b>	<b>Still in Process</b>	
Total (Oct - Dec 2023)	1	0	1	0	0	
Total (Oct - Dec 2022)	7	1	6	0	0	
<b>Dignity at Work</b>						
From: 1 October - 31 December 2023 comparison with 1 October - 31 December 2022						
<b>Dignity at Work</b>	<b>No of Incidents</b>	<b>No Resolved at Informal Stage</b>	<b>No Resolved at Formal Stage</b>	<b>No of Appeals</b>	<b>Appeals in Process</b>	<b>Still in Process</b>
Total (Oct - Dec 2023)	1	0	0	0	0	1
Total (Oct - Dec 2022)	0	0	0	0	0	0

				Appendix 12b
Referrals for Workplace Mediation				
As at December 2023				
Workplace Mediation	Oct-23	Nov-23	Dec-23	
No of Referrals	0	0	0	
*No of Successful Cases	1	0	0	
*No of Unsuccessful Cases	0	0	0	
No of cases unsuitable for mediation	0	0	0	
Workplace Mediation	Oct-22	Nov-22	Dec-22	
No of Referrals	0	0	0	
*No of Successful Cases	1	0	0	
*No of Unsuccessful Cases	0	0	0	
No of cases unsuitable for mediation	0	1	0	
*successful/unsuccessful case outcomes may be shown outwith the month they were referred.				

							Appendix 13
Analysis of leavers and exit interviews							
From 1 October - 31 December 2023							
Reason for leaving	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	7	9	3	1	7	27	51%
Personal Reasons	0	5	0	1	3	9	17%
Moving outwith area	2	3	0	0	2	7	13%
Poor relationship with managers / colleagues	2	0	0	1	0	3	6%
Disatisfaction with terms and conditions	1	1	0	0	0	2	4%
Travelling difficulties	0	0	0	0	1	1	2%
Further Education	0	0	0	0	0	0	0%
Child Caring / Caring Responsibilities	0	0	0	0	0	0	0%
Other	3	0	0	0	1	4	8%
<b>Number of exit interviews conducted</b>	<b>15</b>	<b>18</b>	<b>3</b>	<b>3</b>	<b>14</b>	<b>53</b>	
<b>Total no. of leavers per Resource eligible for an exit interview</b>	<b>41</b>	<b>47</b>	<b>13</b>	<b>21</b>	<b>37</b>	<b>159</b>	
<b>% of leavers interviewed</b>	<b>37%</b>	<b>38%</b>	<b>23%</b>	<b>14%</b>	<b>38%</b>	<b>33%</b>	
From 1 October - 31 December 2022							
<b>Number of exit interviews conducted</b>	<b>9</b>	<b>18</b>	<b>1</b>	<b>4</b>	<b>23</b>	<b>55</b>	
<b>Total no. of leavers per Resource eligible for an exit interview</b>	<b>46</b>	<b>37</b>	<b>10</b>	<b>9</b>	<b>60</b>	<b>162</b>	
<b>% of leavers interviewed</b>	<b>20%</b>	<b>49%</b>	<b>10%</b>	<b>44%</b>	<b>38%</b>	<b>34%</b>	
* Note these totals include temporary employees							

Appendix 13a														
October to December 2023	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 savings or 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	60.99	106.00	54.72	99.00	2.27	3.00	0.00	0.00	4.00	4.00	0.00	0.00	0.00	0.00
Education	56.18	79.00	54.64	77.00	0.00	0.00	0.00	0.00	0.00	0.00	1.54	2.00	0.00	0.00
Finance & Corporate	16.28	21.00	14.28	19.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
Housing & Technical	31.30	40.00	27.59	36.00	0.00	0.00	0.00	0.00	1.71	2.00	2.00	2.00	0.00	0.00
Social Work	56.28	79.00	54.28	75.00	0.00	0.00	0.00	0.00	0.00	2.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>221.03</b>	<b>325</b>	<b>205.51</b>	<b>306</b>	<b>2.27</b>	<b>3</b>	<b>0.00</b>	<b>0</b>	<b>5.71</b>	<b>8</b>	<b>5.54</b>	<b>6</b>	<b>2.00</b>	<b>2</b>
<b>Cumulative Grand Total</b>	<b>943.18</b>	<b>1319</b>	<b>900.29</b>	<b>1233</b>	<b>7.56</b>	<b>40</b>	<b>0.95</b>	<b>1</b>	<b>13.01</b>	<b>19</b>	<b>17.84</b>	<b>21</b>	<b>3.53</b>	<b>5</b>

**Recruitment Monitoring**  
**Analysis of Gender, Disability, Ethnicity and Age**

**From : 1 October - 31 December 2023**

<b>Total Number of applications received:</b>	<b>3669</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>3579</b>
<b>Total Number of posts recruited for:</b>	<b>332</b>
<b>Total Number of appointments:</b>	<b>252</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>3579</b>	<b>1085</b>	<b>223</b>	<b>30%</b>	<b>6%</b>	<b>21%</b>
<b>Total No of Male Applicants</b>	1160	358	68	31%	6%	19%
<b>Total No of Female Applicants</b>	2406	721	145	30%	6%	20%
<b>Total No of Disabled Applicants</b>	119	64	6	54%	5%	9%
<b>Total No of applicants aged under 50</b>	2836	841	173	30%	6%	21%
<b>Total No of applicants aged over 50</b>	710	237	40	33%	6%	17%
<b>Total No of White applicants</b>	3083	974	207	32%	7%	21%
<b>Total No of Black/Ethnic minority applicants*</b>	451	96	5	21%	1%	5%
<b>Total No of Veteran applicants</b>	44	25	0	57%	0%	0%

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

**From : 1 July - 30 September 2022**

<b>Total Number of applications received:</b>	<b>2579</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>2533</b>
<b>Total Number of posts recruited for:</b>	<b>678</b>
<b>Total Number of appointments:</b>	<b>465</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>2533</b>	<b>1094</b>	<b>435</b>	<b>43%</b>	<b>17%</b>	<b>40%</b>
<b>Total No of Male Applicants</b>	683	304	101	45%	15%	33%
<b>Total No of Female Applicants</b>	1840	788	322	43%	18%	41%
<b>Total No of Disabled Applicants</b>	62	31	5	50%	8%	16%
<b>Total No of applicants aged under 50</b>	2026	835	327	41%	16%	39%
<b>Total No of applicants aged over 50</b>	472	245	90	52%	19%	37%
<b>Total No of White applicants</b>	2338	1046	409	45%	17%	39%
<b>Total No of Black/Ethnic minority applicants*</b>	162	38	12	23%	7%	32%
<b>Total No of Veteran applicants</b>	32	24	0	75%	0%	0%

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

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 DECEMBER 2023

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent Salary Band									
	Total	Male		Female		Total	Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
		F/T	P/T	F/T	P/T										
Community & Enterprise Resources	3114	1222	269	202	1421	2188.21	5.00	1514.30	359.98	244.18	44.05	15.70	0.00	5.00	0.00
Education - Others	3309	125	96	668	2420	2415.94	4.00	1184.67	959.54	143.27	46.00	11.00	0.00	62.66	4.80
Education - Teachers	3915	698	81	2217	919	3528.45	0.00	0.00	0.00	0.00	0.00	1.00	0.00	6.60	3520.85
Finance & Corporate Resources	830	192	14	399	225	753.56	8.00	104.29	350.02	216.67	53.28	21.30	0.00	0.00	0.00
Housing & Technical	1278	791	24	330	133	1217.72	3.00	200.18	619.36	355.58	29.60	10.00	0.00	0.00	0.00
Social Work Resources	2727	200	210	1001	1316	2386.18	3.00	333.37	1458.96	525.30	31.80	33.75	0.00	0.00	0.00
						8961.61	(excluding Teachers)								
<b>Total All Staff</b>	<b>15173</b>	<b>3228</b>	<b>694</b>	<b>4817</b>	<b>6434</b>	<b>12490.06</b>	<b>23.00</b>	<b>3336.81</b>	<b>3747.86</b>	<b>1485.00</b>	<b>204.73</b>	<b>92.75</b>	<b>0.00</b>	<b>74.26</b>	<b>3525.65</b>

### QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 SEPTEMBER 2023

#### Analysis by Resource

Resource	Total Number of Employees					Full-Time Equivalent Salary Band									
	Total	Male		Female		Total	Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
		F/T	P/T	F/T	P/T										
Community & Enterprise Resources	3140	1248	260	204	1428	2213.56	5.00	1535.63	371.38	236.50	44.05	16.00	0.00	5.00	0.00
Education - Others	3296	130	94	672	2400	2414.69	4.00	1185.77	951.66	144.40	49.60	10.00	0.00	62.46	6.80
Education - Teachers	3923	700	81	2235	907	3539.95	0.00	0.00	0.00	0.00	0.00	1.00	0.00	6.60	3532.35
Finance & Corporate Resources	841	196	15	400	230	761.82	8.00	111.26	357.34	213.64	50.28	21.30	0.00	0.00	0.00
Housing & Technical	1286	802	25	332	127	1228.24	3.00	205.10	623.16	357.38	29.60	10.00	0.00	0.00	0.00
Social Work Resources	2756	199	207	1004	1346	2411.06	3.00	350.14	1461.14	529.23	36.80	30.75	0.00	0.00	0.00
						9029.37	(excluding Teachers)								
<b>Total All Staff</b>	<b>15242</b>	<b>3275</b>	<b>682</b>	<b>4847</b>	<b>6438</b>	<b>12569.32</b>	<b>23.00</b>	<b>3387.90</b>	<b>3764.68</b>	<b>1481.15</b>	<b>210.33</b>	<b>89.05</b>	<b>0.00</b>	<b>74.06</b>	<b>3539.15</b>

# Report

4

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>5 March 2024</b>
Report by:	<b>Chief Executive and Director, Health and Social Care</b>

Subject:	<b>Social Work Resources Workforce Monitoring – October to December 2023</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for October to December 2023 relating to Social Work Resources

## 2. Recommendation(s)

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

(1) that the following employment information for October to December 2023 relating to Social Work 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 of 9 December 2023

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Employee Issue Forum. This report for Social Work Resources provides information on the position for October to December 2023.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of December 2023 for Social Work Resources.

The Resource absence figure for December 2023 was 8.1% This figure has increased by 0.3% when compared to last month and is 1.5% higher than the Council-wide figure. Compared to December 2022, the Resource absence figure has increased by 0.4%.

Based on the absence figures at December 2023 and annual trends, the projected annual average absence for the Resource for 2023/2024 is 7.2%, compared to a Council-wide average figure of 5.3%.

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, overall, 344 referrals were made this period. This represents a decrease of 14 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 55 accidents/incidents recorded within the Resource this period, an increase of 29 when compared to the same period last year.

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

During the period, 6 disciplinary hearings were held within the Resource, this figure has increased by 2 when compared to the same period last year. One appeal was heard by the Appeals Panel. No appeals were pending. No grievance hearings were raised within the Resource, this figure has decreased by 1 when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure remains unchanged when compared to the same period last year.

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

There was a total of 37 leavers in the Resource this period eligible for an exit interview. This figure has decreased by 23 when compared with the same period last year. Fourteen exit interviews were conducted in this period, a decrease of 9 when compared to 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 the following options:-**

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

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period October to December 2023, 79 employees in total (56.28 FTE) left employment, managers indicated that 75 posts (54.28 FTE) were being replaced, 2 posts (0.00 FTE) due to end of casual fixed term contracts, 1 post (1.00 FTE) is being held pending a service review and 1 post (1.00 FTE) is planning on being removed for savings.**

**5. Staffing Watch**

**5.1. There has been a decrease of 29 in the number of employees in post from 9 September 2023 to 9 December 2023.**

**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 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**  
**Chief Executive**

**Soumen Sengupta**  
**Director, Health and Social Care**

9 February 2024

## **Link(s) to Council Values/ Priorities/Outcomes**

- ◆ 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 Issue Forum – 14 November 2023

## **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: -

Eileen McPake, HR Business Manager

Ext: (Tel: 01698 454647)

E-mail: [Eileen.McPake@southlanarkshire.gov.uk](mailto:Eileen.McPake@southlanarkshire.gov.uk)

## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Social Work Resources

APT&C				Manual Workers				Resource Total				Council Wide			
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.5	6.2	6.5	April	9.6	12.6	9.4	April	6.2	8.3	7.4	April	4.3	5.6	5.1
May	5.0	5.7	5.8	May	9.3	10.1	8.4	May	6.5	7.1	6.6	May	4.9	5.4	5.1
June	3.9	5.9	5.5	June	7.6	11.3	8.6	June	5.2	7.6	6.5	June	4.7	5.3	4.7
July	6.1	6.0	5.4	July	10.3	11.8	8.8	July	7.5	7.9	6.5	July	4.0	4.6	3.8
August	7.3	6.0	4.8	August	10.2	10.8	8.6	August	8.2	7.5	6.0	August	4.7	4.4	4.1
September	7.6	5.9	5.6	September	10.3	9.6	9.3	September	8.5	7.1	6.8	September	6.4	5.4	5.3
October	6.9	5.8	6.5	October	11.3	10.4	8.5	October	8.4	7.3	7.1	October	6.3	5.8	5.1
November	6.2	6.0	7.3	November	10.8	10.4	9.0	November	7.7	7.4	7.8	November	6.9	6.5	6.2
December	5.5	6.4	7.4	December	11.1	10.6	9.5	December	7.3	7.7	8.1	December	6.9	7.0	6.6
January	7.4	5.2		January	13.0	12.0		January	9.2	7.4		January	7.0	5.8	
February	7.5	5.8		February	10.1	11.0		February	8.3	7.5		February	6.6	5.9	
March	8.0	7.0		March	12.8	10.9		March	9.5	8.2		March	7.9	6.4	
Annual Average	6.3	6.0	6.1	Annual Average	10.5	11.0	9.5	Annual Average	7.7	7.6	7.2	Annual Average	5.9	5.7	5.3
Average Apr-Dec	5.9	6.0	6.1	Average Apr-Dec	10.1	10.8	8.9	Average Apr-Dec	7.3	7.5	7.0	Average Apr-Dec	5.5	5.6	5.1
No of Employees at 31 December 2023			1868	No of Employees at 31 December 2023			1049	No of Employees at 31 December 2023			2917	No of Employees at 31 December 2023			16185

Appendix 2		
SOCIAL WORK RESOURCES		
	Oct - Dec 2022	Oct - Dec 2023
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	119	89
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	40	14
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	101	107
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	98	132
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	2
<b>TOTAL</b>	358	344
<b>CAUSE OF ACCIDENTS/INCIDENTS</b>	<b>Oct - Dec 2022</b>	<b>Oct - Dec 2023</b>
Over 7 day absences	2	2
Over 3 day absences**	0	1
Minor	14	17
Near Miss	0	2
Violent Incident: Physical****	8	29
Violent Incident: Verbal*****	2	4
<b>Total Accidents/Incidents</b>	26	55
<p>*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.</p> <p>**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.</p> <p>***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.</p> <p>****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.</p> <p>****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.</p> <p>****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.</p>		
<b>RECORD OF DISCIPLINARY HEARINGS</b>	<b>Oct - Dec 2022</b>	<b>Oct - Dec 2023</b>
Total Number of Hearings	4	6
Total Number of Appeals	0	1
<b>Time Taken to Convene Hearing October - December 2023</b>		
<b>0-3 Weeks</b>	<b>4-6 Weeks</b>	<b>Over 6 Weeks</b>
4	1	1
<b>RECORD OF GRIEVANCE HEARINGS</b>	<b>Oct - Dec 2022</b>	<b>Oct - Dec 2023</b>
Number of Grievances	1	0
Number Resolved at Stage 2	1	0
<b>RECORD OF DIGNITY AT WORK</b>	<b>Oct - Dec 2022</b>	<b>Oct - Dec 2023</b>
Number of Incidents	0	0
<b>ANALYSIS OF REASONS FOR LEAVING</b>	<b>Oct - Dec 2022</b>	<b>Oct - Dec 2023</b>
Career Advancement	13	7
Moving outwith area	3	2
Personal Reasons	2	3
Poor relationship with managers / colleagues	1	0
Travelling difficulties	2	1
Other	2	1
<b>Number of Exit Interviews conducted</b>	23	14
<b>Total Number of Leavers Eligible for Exit Interview</b>	60	37
<b>Percentage of interviews conducted</b>	38%	38%

Appendix 2a				
Reason	October - December 2023		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	56.28	79	173.18	258
Being replaced	54.28	75	158.83	207
Filling on a temporary basis	0.00	0	1.81	33
Plan to transfer this budget to another post	0.00	0	0.95	1
End of fixed term contract	0.00	2	2.29	5
Held pending service Review	1.00	1	8.30	10
Plan to remove for savings	1.00	1	1.00	2

Appendix 3

JOINT STAFFING WATCH RETURN									
SOCIAL WORK RESOURCES									
As at 9 December 2023									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
200	210	1001	1316	2727					
*Full - Time Equivalent No of Employees									
Salary Bands									
Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
3.00	333.37	1458.96	525.30	31.80	33.75	0.00	0.00	0.00	2386.18
As at 9 September 2023									
Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
199	207	1004	1346	2756					
*Full - Time Equivalent No of Employees									
Salary Bands									
Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
3.00	350.14	1461.14	529.23	36.80	30.75	0.00	0.00	0.00	2411.06

