



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 18 November 2019

Dear Councillor

## **Employee Issues Forum**

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

**Date:** Tuesday, 26 November 2019

**Time:** 11:00

**Venue:** Committee Room 5, Council Offices, Almada Street, Hamilton, ML3 0AA

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

Yours sincerely

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

### **Members**

Isobel Dorman (Chair), Graeme Campbell, Gerry Convery, Lynsey Hamilton, Graeme Horne, Joe Lowe, Monique McAdams, Jim McGuigan, Richard Nelson, Collette Stevenson

### **Substitutes**

Alex Allison, Janine Calikes, Maureen Chalmers, Poppy Corbett, Maureen Devlin, Allan Falconer

## BUSINESS

### 1 Declaration of Interests

### 2 Minutes of Previous Meeting

3 - 6

Minutes of the meeting of the Employee Issues Forum held on 17 September 2019 submitted for approval as a correct record. (Copy attached)

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#### Item(s) for Noting

### 3 Council-wide Workforce Monitoring - July to September 2019

7 - 28

Report dated 23 October 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

### 4 Housing and Technnnical Resources - Workforce Monitoring - July to September 2019

29 - 36

Report dated 23 October 2019 by the Executive Director (Finance and Corporate Resources) and Executive Director (Housing and Technical Resources). (Copy attached)

### 5 Mentoring Programme - Presentation

Presentation by Donald Gray, Area Housing Manager, Housing and Technical Resources.

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#### Urgent Business

### 6 Urgent Business

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

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

Clerk Name: Gordon Bow

Clerk Telephone: 01698 454719

Clerk Email: [gordon.bow@southlanarkshire.gov.uk](mailto:gordon.bow@southlanarkshire.gov.uk)

## EMPLOYEE ISSUES FORUM

2

Minutes of meeting held in Committee Room 5, Council Offices, Almada Street, Hamilton on 17 September 2019

**Chair:**

Councillor Isobel Dorman

**Councillors Present:**

Councillor Gerry Convery, Councillor Lynsey Hamilton, Councillor Monique McAdams, Councillor Jim McGuigan, Councillor Richard Nelson, Councillor Collette Stevenson

**Councillors' Apologies:**

Councillor Graeme Campbell, Councillor Graeme Horne, Councillor Joe Lowe

**Attending:**

**Finance and Corporate Resources**

L Allan, Personnel Officer; G Bow, Administration Manager; K McVeigh, Head of Personnel Services

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### 1 Declaration of Interests

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No interests were declared.

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### 2 Minutes of Previous Meeting

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The minutes of the meeting of the Employee Issues Forum held on 18 June 2019 were submitted for approval as a correct record.

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

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### 3 Council-wide Workforce Monitoring – May to July 2019

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A report dated 19 August 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period May to July 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ discipline, grievances and Dignity at Work cases
- ♦ analysis of leavers, exit interviews and labour turnover
- ♦ recruitment monitoring
- ♦ Staffing Watch as at 8 June 2019

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

*[Reference: Minutes of 18 June 2019 (Paragraph 3)]*

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#### **4 Finance and Corporate Resources – Workforce Monitoring – May to July 2019**

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A report dated 19 August 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following employee information for Finance and Corporate Resources for the period May to July 2019:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ labour turnover, analysis of leavers and exit interviews
- ◆ Staffing Watch as at 8 June 2019

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

*[Reference: Minutes of 5 June 2018 (Paragraph 4)]*

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#### **5 Management and Leadership Development**

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A report dated 16 August 2019 by the Executive Director (Finance and Corporate Resources) was submitted outlining the revised approach to the Council's Management and Leadership Development. The key aspects of the report were highlighted in a presentation given by the Personnel Officer.

Previously the Chartered Management Institute (CMI) accredited the Council's Practical Supervision and Front Line Manager Development Programmes at level 2 and 3 respectively. These qualifications had been withdrawn and replaced by the CMI.

The Council's new Management and Leadership Development Approach would introduce the following 3 levels of supervisory/management/leadership development within the organisation, which could be undertaken as accredited or non-accredited learning:-

- ◆ Ambition (entry level) Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who were supervising small teams
- ◆ Consolidation (practising managers) Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who were recently appointed, practising managers or team leaders
- ◆ Development (senior managers) Accredited at CMI Level 5 Award and Certificate in Management and Leadership. Appropriate for new and existing senior managers or managers who had specific development needs identified through their Performance Appraisal

Learning interventions for each of those levels would be offered as stand-alone modules and delivered using a blended learning approach. This would include use of webinars and Learn on Line, as well as internally and externally delivered classroom modules. The modules would allow a 'pick and mix' approach, including an optional, accredited CMI qualification. Managers and employees would be able to identify learning and development which was appropriate to their role, skills and experience. It also widened the opportunity within the Council for employees to experience management and leadership interventions.

The new Management and Leadership Development approach met the organisational needs, reflected the Council's Behaviours' Framework and provided an opportunity for employees, at all levels, to access optional, accredited qualifications.

Having responded to members' questions, the Personnel Officer was thanked for her informative report and presentation.

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

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## **6 Urgent Business**

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There were no items of urgent business.



# Report

3

Report to: **Employee Issues Forum**  
 Date of Meeting: **26 November 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council-wide Workforce Monitoring – July to September 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide employment information relating to the Council for the period July to September 2019

## 2. Recommendation(s)

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

(1) that the following employment information for the period July to September 2019 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 8 June 2019

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Employee Issues Forum. This report for the Council provides information on the position for the period July to September 2019.

## 4. Attendance Statistics

4.1 Information on absence statistics for the Council and each Resource, as analysed for July to September 2019, is provided in Appendices 1 to 8. Points to note are:-

- ♦ the Council's absence rate for September 2019, shown in Appendix 1, is 4.5%, which represents an increase of 0.8% when compared with last month and the figure has increased by 1% when compared to September 2018
- ♦ when compared to September 2018, the APT&C absence rate has increased by 1%, the teachers' figure has increased by 0.3% and the manual workers' figure has decreased by 0.1%
- ♦ based on annual trends and the absence rate to July 2019, the projected average absence rate for the Council for the financial year 2019/2020 is 4.5%

For the financial year 2019/2020, the projected average days lost per employee equates to 9.7 days.

In comparison to September 2018 (Appendix 8):-

- ◆ musculoskeletal and psychological conditions remain the main reasons for absence
- ◆ total days lost due to musculoskeletal conditions have increased by 349 days
- ◆ total days lost due to psychological conditions have increased by 551 days
- ◆ total days lost due to stomach, bowel, blood and metabolic disorders have increased by 323 days
- ◆ total days lost due to respiratory conditions have decreased by 55 days

## **5. Occupational Health**

5.1 Information on Occupational Health for the period July to September 2019 is provided in Appendix 9:-

- ◆ during the period there were 416 employees referred for a medical examination, an increase of 33 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 574 employees attended physiotherapy treatment, showing an increase of 38 when compared to the same period last year. Of the 574 employees referred, 77% remained at work whilst undertaking treatment
- ◆ during this period 347 employees were referred to the Employee Support Officer showing an increase of 45 when compared with the same period last year. Of the referrals made this period, 88% related to personal reasons
- ◆ one-hundred and seventy eight employees were referred to the PAM Assist counselling service this period, showing an increase of 89 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 58% of the referrals made, 23% were for work related reasons and 19% were for other reasons
- ◆ thirty-four employees were referred for Cognitive Behavioural Therapy this period, a decrease of 44 when compared to the same period last year

## **6. Accidents/Incidents**

6.1 The accident/incident report for July to September 2019 is contained in Appendix 10:-

- ◆ the number of accidents/incidents recorded was 217, this figure has increased by 12 from the same period last year
- ◆ there were no specified injury accidents/incidents recorded, this figure has decreased by 1 from the same period last year
- ◆ there were 198 minor accidents/incidents, this figure has increased by 2 from the same period last year
- ◆ Five accidents resulted in an absence lasting over 3 days during the period, this figure has increased by 4 from the same period last year
- ◆ there were 14 accidents resulting in absences lasting over 7 days during the period, this figure has increased by 7 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 May to July 2019 is contained in Appendices 11, 12a and 12b:-

- ◆ in total, 38 disciplinary hearings were held across Resources within the Council, a decrease of 5 when compared to the same period last year
- ◆ action was taken in 29 of these cases. 1 appeal was raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks, 76% of hearings met this target
- ◆ during the period, 3 appeals were heard by the Appeals Panel of which was 1 upheld in part, 1 not upheld and 1 withdrawn.
- ◆ at the end of September 2019, 3 Appeals Panels were pending
- ◆ during the period, 7 Grievance cases were raised
- ◆ during the period, 3 Dignity at Work cases were raised
- ◆ during the period, 3 referral for mediations were submitted

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

8.1 Information on the number of leavers and exit interviews for the period July to September 2019 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 8 June 2019, the Council's turnover figure for July to September 2019 is as follows:

247 leavers eligible for exit interviews/14,519 employees in post = Labour Turnover of 1.7%.

Based on the figure at April 2019, the projected annual labour turnover figure for the financial year 2019/2020 for the Council is 5.0%.

## **8.2 Analysis of Leavers and Exit Interviews**

- ◆ there were a total of 247 employees leaving the Council that were eligible for an exit interview, an increase of 53 when compared with the same period last year
- ◆ exit interviews were held with 8% of leavers, compared with 23% from the same period last year

8.3. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:-

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

8.4. In September 2019, 97 employees left employment and managers indicated that 92 of those would be replaced, 4 posts were filled on a fixed term basis pending savings and the budget for 1 post was transferred to another post.

- 8.5. A reconciliation of existing workforce information at 10 October 2019 showed there were 387.72 FTE vacant posts. Of these, 335.42 FTE are being filled through a recruitment process and the remaining 52.3 are being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

## **9 Recruitment Monitoring**

- 9.1 Information on Recruitment Monitoring for July to September 2019 is contained within Appendix 14.

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

- ◆ overall, 6,881 applications and 6,614 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (332), 149 were shortlisted for interview and 26 were appointed
- ◆ of those applicants of a black/ethnic minority background (203), 61 were shortlisted for interview and 11 were appointed

## **10 Staffing Watch**

- 10.1 There has been an increase of 136 in the number of employees in post from 9 March 2019 to 8 June 2019. Details of 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 Other Implications (Including Environmental and Risk Issues)**

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

## **14 Equality Impact Assessment and Consultation Arrangements**

- 14.1 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.
- 14.2 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 October 2019

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

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

**Previous References**

- ◆ Employee Issues Forum – 17 September 2019

**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:-

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

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**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Council Wide**

| APT&C                                |                |                |                | Teachers                             |                |                |                | Manual Workers                       |                |                |                | Council Wide                         |                |                |                |  |
|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--|
|                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |  |
|                                      | %              | %              | %              |                                      | %              | %              | %              |                                      | %              | %              | %              |                                      | %              | %              | %              |  |
| April                                | 4.1            | 4.2            | 4.0            | April                                | 2.1            | 1.9            | 2.9            | April                                | 5.2            | 5.7            | 5.2            | April                                | 3.9            | 4.1            | 4.0            |  |
| May                                  | 4.4            | 4.2            | 4.4            | May                                  | 2.7            | 2.1            | 3.2            | May                                  | 5.1            | 6.1            | 5.6            | May                                  | 4.2            | 4.2            | 4.4            |  |
| June                                 | 4.1            | 4.2            | 4.4            | June                                 | 2.2            | 2.3            | 2.7            | June                                 | 4.9            | 6.0            | 5.7            | June                                 | 3.9            | 4.3            | 4.4            |  |
| July                                 | 3.3            | 3.5            | 3.5            | July                                 | 0.8            | 1.0            | 1.2            | July                                 | 4.5            | 5.1            | 5.1            | July                                 | 3.0            | 3.4            | 3.4            |  |
| August                               | 3.7            | 3.7            | 3.9            | August                               | 1.0            | 1.2            | 1.3            | August                               | 4.5            | 5.4            | 5.5            | August                               | 3.2            | 3.6            | 3.7            |  |
| September                            | 4.4            | 4.4            | 4.5            | September                            | 2.2            | 2.2            | 2.5            | September                            | 5.0            | 6.2            | 6.1            | September                            | 4.0            | 4.4            | 4.5            |  |
| October                              | 4.3            | 4.7            |                | October                              | 2.4            | 2.2            |                | October                              | 5.4            | 5.8            |                | October                              | 4.1            | 4.4            |                |  |
| November                             | 4.7            | 5.3            |                | November                             | 3.5            | 3.5            |                | November                             | 6.1            | 6.0            |                | November                             | 4.8            | 5.1            |                |  |
| December                             | 4.9            | 4.9            |                | December                             | 3.8            | 3.1            |                | December                             | 6.7            | 6.3            |                | December                             | 5.1            | 4.8            |                |  |
| January                              | 5.0            | 4.7            |                | January                              | 3.0            | 3.3            |                | January                              | 6.6            | 6.6            |                | January                              | 5.0            | 4.9            |                |  |
| February                             | 5.2            | 4.9            |                | February                             | 3.0            | 4.0            |                | February                             | 6.5            | 6.7            |                | February                             | 5.0            | 5.2            |                |  |
| March                                | 4.8            | 4.7            |                | March                                | 2.9            | 3.9            |                | March                                | 6.2            | 6.1            |                | March                                | 4.7            | 4.9            |                |  |
| Annual Average                       | 4.4            | 4.5            | 4.5            | Annual Average                       | 2.5            | 2.6            | 2.8            | Annual Average                       | 5.6            | 6.0            | 5.9            | Annual Average                       | 4.2            | 4.4            | 4.5            |  |
| Average Apr-Sep                      | 4.0            | 4.0            | 4.1            | Average Apr-Sep                      | 1.8            | 1.8            | 2.3            | Average Apr-Sep                      | 4.9            | 5.8            | 5.5            | Average Apr-Sep                      | 3.7            | 4.0            | 4.1            |  |
| No of Employees at 30 September 2019 |                |                | 7313           | No of Employees at 30 September 2019 |                |                | 3881           | No of Employees at 30 September 2019 |                |                | 4587           | No of Employees at 30 September 2019 |                |                | 15781          |  |

For the financial year 2019/20, the projected average days lost per employee equates to 9.7 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Community and Enterprise Resources**

| APT&C           |                |                |                | Manual Workers  |                |                |                | Resource Total  |                |                |                | Council Wide    |                |                |                |
|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|
|                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |
| April           | 3.9            | 3.2            | 4.0            | April           | 5.2            | 5.4            | 4.4            | April           | 4.8            | 5.0            | 4.3            | April           | 3.9            | 4.1            | 4.0            |
| May             | 4.4            | 2.8            | 3.6            | May             | 5.7            | 6.0            | 5.1            | May             | 5.4            | 5.5            | 4.9            | May             | 4.2            | 4.2            | 4.4            |
| June            | 4.2            | 3.8            | 3.9            | June            | 5.1            | 5.8            | 5.5            | June            | 4.9            | 5.5            | 5.3            | June            | 3.9            | 4.3            | 4.4            |
| July            | 3.4            | 4.3            | 3.9            | July            | 4.2            | 4.5            | 4.3            | July            | 4.0            | 4.4            | 4.3            | July            | 3.0            | 3.4            | 3.4            |
| August          | 3.6            | 4.8            | 4.0            | August          | 4.5            | 5.3            | 5.1            | August          | 4.3            | 5.2            | 4.9            | August          | 3.2            | 3.6            | 3.7            |
| September       | 3.4            | 6.0            | 2.9            | September       | 5.0            | 6.2            | 5.9            | September       | 4.8            | 6.2            | 5.4            | September       | 4.0            | 4.4            | 4.5            |
| October         | 3.8            | 3.8            |                | October         | 5.6            | 5.8            |                | October         | 5.3            | 5.5            |                | October         | 4.1            | 4.4            |                |
| November        | 4.5            | 4.8            |                | November        | 6.2            | 6.2            |                | November        | 5.9            | 6.0            |                | November        | 4.8            | 5.1            |                |
| December        | 3.6            | 4.1            |                | December        | 6.4            | 6.0            |                | December        | 5.9            | 5.7            |                | December        | 5.1            | 4.8            |                |
| January         | 3.0            | 3.4            |                | January         | 6.3            | 6.1            |                | January         | 5.7            | 5.6            |                | January         | 5.0            | 4.9            |                |
| February        | 3.0            | 4.1            |                | February        | 6.8            | 6.3            |                | February        | 6.1            | 5.9            |                | February        | 5.0            | 5.2            |                |
| March           | 3.4            | 4.8            |                | March           | 6.1            | 5.6            |                | March           | 5.6            | 5.5            |                | March           | 4.7            | 4.9            |                |
| Annual Average  | 3.7            | 4.2            | 3.9            | Annual Average  | 5.6            | 5.8            | 5.5            | Annual Average  | 5.2            | 5.5            | 5.3            | Annual Average  | 4.2            | 4.4            | 4.5            |
| Average Apr-Sep | 3.8            | 4.2            | 3.7            | Average Apr-Sep | 5.0            | 5.5            | 5.1            | Average Apr-Sep | 4.7            | 5.3            | 4.9            | Average Apr-Sep | 3.7            | 4.0            | 4.1            |

|                                      |  |  |     |                                      |  |  |      |                                      |  |  |      |                                      |  |  |       |
|--------------------------------------|--|--|-----|--------------------------------------|--|--|------|--------------------------------------|--|--|------|--------------------------------------|--|--|-------|
| No of Employees at 30 September 2019 |  |  | 553 | No of Employees at 30 September 2019 |  |  | 2876 | No of Employees at 30 September 2019 |  |  | 3429 | No of Employees at 30 September 2019 |  |  | 15781 |
|--------------------------------------|--|--|-----|--------------------------------------|--|--|------|--------------------------------------|--|--|------|--------------------------------------|--|--|-------|

For the financial year 2019/20, the projected average days lost per employee equates to 12.2 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Education Resources**

| APT&C                                |                |                |                | Teachers        |                                      |                |                | Resource Total  |                |                                      |                | Council Wide    |                |                |                                      |  |  |  |       |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
|                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018                       | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019                       | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020                       |  |  |  |       |
| April                                | 4.0            | 4.1            | 3.5            | April           | 2.1                                  | 1.9            | 2.9            | April           | 2.9            | 2.8                                  | 3.2            | April           | 3.9            | 4.1            | 4.0                                  |  |  |  |       |
| May                                  | 4.7            | 4.5            | 4.2            | May             | 2.7                                  | 2.1            | 3.2            | May             | 3.5            | 3.1                                  | 3.6            | May             | 4.2            | 4.2            | 4.4                                  |  |  |  |       |
| June                                 | 3.6            | 4.4            | 3.8            | June            | 2.2                                  | 2.3            | 2.7            | June            | 2.8            | 3.2                                  | 3.2            | June            | 3.9            | 4.3            | 4.4                                  |  |  |  |       |
| July                                 | 2.1            | 2.4            | 2.4            | July            | 0.8                                  | 1.0            | 1.2            | July            | 1.3            | 1.6                                  | 1.7            | July            | 3.0            | 3.4            | 3.4                                  |  |  |  |       |
| August                               | 2.7            | 2.7            | 2.8            | August          | 1.0                                  | 1.2            | 1.3            | August          | 1.7            | 1.8                                  | 2.0            | August          | 3.2            | 3.6            | 3.7                                  |  |  |  |       |
| September                            | 4.3            | 4.1            | 4.3            | September       | 2.2                                  | 2.2            | 2.5            | September       | 3.0            | 3.0                                  | 3.3            | September       | 4.0            | 4.4            | 4.5                                  |  |  |  |       |
| October                              | 4.6            | 4.7            |                | October         | 2.4                                  | 2.2            |                | October         | 3.3            | 3.2                                  |                | October         | 4.1            | 4.4            |                                      |  |  |  |       |
| November                             | 5.0            | 5.7            |                | November        | 3.5                                  | 3.5            |                | November        | 4.1            | 4.4                                  |                | November        | 4.8            | 5.1            |                                      |  |  |  |       |
| December                             | 5.3            | 5.4            |                | December        | 3.8                                  | 3.1            |                | December        | 4.4            | 4.1                                  |                | December        | 5.1            | 4.8            |                                      |  |  |  |       |
| January                              | 5.2            | 5.1            |                | January         | 3.0                                  | 3.3            |                | January         | 3.9            | 4.1                                  |                | January         | 5.0            | 4.9            |                                      |  |  |  |       |
| February                             | 5.5            | 5.3            |                | February        | 3.0                                  | 4.0            |                | February        | 4.0            | 4.5                                  |                | February        | 5.0            | 5.2            |                                      |  |  |  |       |
| March                                | 4.7            | 5.0            |                | March           | 2.9                                  | 3.9            |                | March           | 3.7            | 4.4                                  |                | March           | 4.7            | 4.9            |                                      |  |  |  |       |
| Annual Average                       | 4.3            | 4.5            | 4.4            | Annual Average  | 2.5                                  | 2.6            | 2.8            | Annual Average  | 3.2            | 3.4                                  | 3.5            | Annual Average  | 4.2            | 4.4            | 4.5                                  |  |  |  |       |
| Average Apr-Sep                      | 3.6            | 3.7            | 3.5            | Average Apr-Sep | 1.8                                  | 1.8            | 2.3            | Average Apr-Sep | 2.5            | 2.6                                  | 2.8            | Average Apr-Sep | 3.7            | 4.0            | 4.1                                  |  |  |  |       |
| No of Employees at 30 September 2019 |                |                |                | 3038            | No of Employees at 30 September 2019 |                |                |                 | 3881           | No of Employees at 30 September 2019 |                |                 |                | 6919           | No of Employees at 30 September 2019 |  |  |  | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 6.8 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Finance and Corporate Resources**

| APT&C                                |                |                |                | Manual Workers  |                                      |                |                | Resource Total  |                |                                      |                | Council Wide    |                |                |                                      |  |  |  |       |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
|                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018                       | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019                       | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020                       |  |  |  |       |
| April                                | 2.8            | 3.1            | 3.5            | April           |                                      | 8.6            | 7.1            | April           | 2.8            | 3.2                                  | 3.6            | April           | 3.9            | 4.1            | 4.0                                  |  |  |  |       |
| May                                  | 3.2            | 3.3            | 3.2            | May             | 0.0                                  | 0.4            | 0.0            | May             | 3.2            | 3.2                                  | 3.2            | May             | 4.2            | 4.2            | 4.4                                  |  |  |  |       |
| June                                 | 3.3            | 2.5            | 3.3            | June            | 0.0                                  | 0.0            | 0.5            | June            | 3.3            | 2.5                                  | 3.2            | June            | 3.9            | 4.3            | 4.4                                  |  |  |  |       |
| July                                 | 3.1            | 2.9            | 3.3            | July            | 0.0                                  | 0.0            | 2.4            | July            | 3.0            | 2.9                                  | 3.2            | July            | 3.0            | 3.4            | 3.4                                  |  |  |  |       |
| August                               | 3.5            | 2.8            | 3.6            | August          | 0.0                                  | 0.4            | 5.9            | August          | 3.4            | 2.8                                  | 3.6            | August          | 3.2            | 3.6            | 3.7                                  |  |  |  |       |
| September                            | 4.1            | 3.1            | 3.3            | September       | 0.0                                  | 0.0            | 3.5            | September       | 4.1            | 3.0                                  | 3.3            | September       | 4.0            | 4.4            | 4.5                                  |  |  |  |       |
| October                              | 4.4            | 3.6            |                | October         | 0.0                                  | 0.0            |                | October         | 4.3            | 3.6                                  |                | October         | 4.1            | 4.4            |                                      |  |  |  |       |
| November                             | 4.2            | 4.6            |                | November        | 0.0                                  | 0.0            |                | November        | 4.1            | 4.6                                  |                | November        | 4.8            | 5.1            |                                      |  |  |  |       |
| December                             | 3.5            | 3.8            |                | December        | 0.0                                  | 0.0            |                | December        | 3.4            | 3.8                                  |                | December        | 5.1            | 4.8            |                                      |  |  |  |       |
| January                              | 4.1            | 3.6            |                | January         | 7.0                                  | 0.0            |                | January         | 4.2            | 3.5                                  |                | January         | 5.0            | 4.9            |                                      |  |  |  |       |
| February                             | 4.2            | 3.7            |                | February        | 2.5                                  | 2.3            |                | February        | 4.2            | 3.6                                  |                | February        | 5.0            | 5.2            |                                      |  |  |  |       |
| March                                | 3.8            | 3.2            |                | March           | 16.9                                 | 9.8            |                | March           | 4.0            | 3.3                                  |                | March           | 4.7            | 4.9            |                                      |  |  |  |       |
| Annual Average                       | 3.7            | 3.4            | 3.6            | Annual Average  | 2.4                                  | 1.8            | 2.6            | Annual Average  | 3.7            | 3.3                                  | 3.5            | Annual Average  | 4.2            | 4.4            | 4.5                                  |  |  |  |       |
| Average Apr-Sep                      | 3.3            | 3.0            | 3.4            | Average Apr-Sep | 0.0                                  | 1.6            | 3.2            | Average Apr-Sep | 3.3            | 2.9                                  | 3.4            | Average Apr-Sep | 3.7            | 4.0            | 4.1                                  |  |  |  |       |
| No of Employees at 30 September 2019 |                |                |                | 975             | No of Employees at 30 September 2019 |                |                |                 | 11             | No of Employees at 30 September 2019 |                |                 |                | 986            | No of Employees at 30 September 2019 |  |  |  | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 7.8 days.  
 Figures for manual workers only applicable from May 2017/2018

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Housing & Technical Resources**

| APT&C                                |             |             |             | Manual Workers  |                                      |             |             | Resource Total  |             |                                      |             | Council Wide    |             |             |                                      |  |  |  |       |
|--------------------------------------|-------------|-------------|-------------|-----------------|--------------------------------------|-------------|-------------|-----------------|-------------|--------------------------------------|-------------|-----------------|-------------|-------------|--------------------------------------|--|--|--|-------|
|                                      | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 |                 | 2017 / 2018                          | 2018 / 2019 | 2019 / 2020 |                 | 2017 / 2018 | 2018 / 2019                          | 2019 / 2020 |                 | 2017 / 2018 | 2018 / 2019 | 2019 / 2020                          |  |  |  |       |
| April                                | 4.3         | 3.9         | 3.9         | April           | 4.5                                  | 6.5         | 6.7         | April           | 4.4         | 4.9                                  | 5.0         | April           | 3.9         | 4.1         | 4.0                                  |  |  |  |       |
| May                                  | 4.2         | 3.6         | 4.2         | May             | 3.9                                  | 6.5         | 5.1         | May             | 4.1         | 4.8                                  | 4.5         | May             | 4.2         | 4.2         | 4.4                                  |  |  |  |       |
| June                                 | 3.9         | 4.0         | 4.8         | June            | 4.4                                  | 6.2         | 5.0         | June            | 4.1         | 4.9                                  | 4.9         | June            | 3.9         | 4.3         | 4.4                                  |  |  |  |       |
| July                                 | 4.3         | 3.7         | 4.1         | July            | 4.9                                  | 6.3         | 5.4         | July            | 4.5         | 4.8                                  | 4.6         | July            | 3.0         | 3.4         | 3.4                                  |  |  |  |       |
| August                               | 4.7         | 4.1         | 4.0         | August          | 4.0                                  | 5.5         | 5.7         | August          | 4.4         | 4.6                                  | 4.7         | August          | 3.2         | 3.6         | 3.7                                  |  |  |  |       |
| September                            | 4.3         | 4.5         | 4.4         | September       | 4.5                                  | 6.2         | 5.8         | September       | 4.4         | 5.2                                  | 5.0         | September       | 4.0         | 4.4         | 4.5                                  |  |  |  |       |
| October                              | 3.8         | 4.3         |             | October         | 4.4                                  | 5.9         |             | October         | 4.0         | 4.9                                  |             | October         | 4.1         | 4.4         |                                      |  |  |  |       |
| November                             | 4.9         | 4.8         |             | November        | 6.4                                  | 6.5         |             | November        | 5.5         | 5.5                                  |             | November        | 4.8         | 5.1         |                                      |  |  |  |       |
| December                             | 5.0         | 4.4         |             | December        | 9.0                                  | 6.5         |             | December        | 6.6         | 5.3                                  |             | December        | 5.1         | 4.8         |                                      |  |  |  |       |
| January                              | 5.4         | 4.2         |             | January         | 7.3                                  | 7.0         |             | January         | 6.2         | 5.3                                  |             | January         | 5.0         | 4.9         |                                      |  |  |  |       |
| February                             | 5.2         | 4.2         |             | February        | 6.1                                  | 6.6         |             | February        | 5.6         | 5.2                                  |             | February        | 5.0         | 5.2         |                                      |  |  |  |       |
| March                                | 5.1         | 4.2         |             | March           | 6.0                                  | 7.3         |             | March           | 5.4         | 5.5                                  |             | March           | 4.7         | 4.9         |                                      |  |  |  |       |
| Annual Average                       | 4.6         | 4.2         | 4.3         | Annual Average  | 5.5                                  | 6.4         | 6.1         | Annual Average  | 4.9         | 5.1                                  | 5.0         | Annual Average  | 4.2         | 4.4         | 4.5                                  |  |  |  |       |
| Average Apr-Sep                      | 4.3         | 4.0         | 4.2         | Average Apr-Sep | 4.4                                  | 6.2         | 5.6         | Average Apr-Sep | 4.3         | 4.9                                  | 4.8         | Average Apr-Sep | 3.7         | 4.0         | 4.1                                  |  |  |  |       |
| No of Employees at 30 September 2019 |             |             |             | 884             | No of Employees at 30 September 2019 |             |             |                 | 569         | No of Employees at 30 September 2019 |             |                 |             | 1453        | No of Employees at 30 September 2019 |  |  |  | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 11.7 days.



**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Social Work Resources**

| APT&C                                |                |                |                | Manual Workers                       |                |                |                | Resource Total                       |                |                |                | Council Wide                         |                |                |                |  |
|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--------------------------------------|----------------|----------------|----------------|--|
|                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |  |
| April                                | 5.0            | 5.3            | 5.0            | April                                | 5.6            | 6.2            | 6.9            | April                                | 5.2            | 5.6            | 5.6            | April                                | 3.9            | 4.1            | 4.0            |  |
| May                                  | 4.9            | 5.1            | 5.6            | May                                  | 4.1            | 6.2            | 7.7            | May                                  | 4.6            | 5.4            | 6.3            | May                                  | 4.2            | 4.2            | 4.4            |  |
| June                                 | 5.3            | 5.2            | 5.8            | June                                 | 4.6            | 6.3            | 6.9            | June                                 | 5.1            | 5.6            | 6.2            | June                                 | 3.9            | 4.3            | 4.4            |  |
| July                                 | 4.8            | 5.2            | 5.1            | July                                 | 4.9            | 6.4            | 7.7            | July                                 | 4.8            | 5.6            | 5.9            | July                                 | 3.0            | 3.4            | 3.4            |  |
| August                               | 4.9            | 5.0            | 5.9            | August                               | 4.7            | 5.9            | 6.7            | August                               | 4.8            | 5.3            | 6.2            | August                               | 3.2            | 3.6            | 3.7            |  |
| September                            | 5.0            | 5.0            | 6.2            | September                            | 5.2            | 6.1            | 6.8            | September                            | 5.1            | 5.4            | 6.4            | September                            | 4.0            | 4.4            | 4.5            |  |
| October                              | 4.2            | 5.7            |                | October                              | 5.8            | 5.6            |                | October                              | 4.8            | 5.6            |                | October                              | 4.1            | 4.4            |                |  |
| November                             | 4.4            | 5.4            |                | November                             | 5.9            | 5.3            |                | November                             | 4.9            | 5.4            |                | November                             | 4.8            | 5.1            |                |  |
| December                             | 5.6            | 5.1            |                | December                             | 6.1            | 6.9            |                | December                             | 5.7            | 5.7            |                | December                             | 5.1            | 4.8            |                |  |
| January                              | 5.5            | 5.2            |                | January                              | 7.3            | 8.4            |                | January                              | 6.1            | 6.2            |                | January                              | 5.0            | 4.9            |                |  |
| February                             | 6.1            | 5.5            |                | February                             | 5.8            | 8.5            |                | February                             | 6.0            | 6.5            |                | February                             | 5.0            | 5.2            |                |  |
| March                                | 5.7            | 5.4            |                | March                                | 6.5            | 6.5            |                | March                                | 5.9            | 5.8            |                | March                                | 4.7            | 4.9            |                |  |
| Annual Average                       | 5.1            | 5.3            | 5.5            | Annual Average                       | 5.5            | 6.5            | 7.0            | Annual Average                       | 5.3            | 5.7            | 6.0            | Annual Average                       | 4.2            | 4.4            | 4.5            |  |
| Average Apr-Sep                      | 5.0            | 5.1            | 5.6            | Average Apr-Sep                      | 4.9            | 6.2            | 7.1            | Average Apr-Sep                      | 4.9            | 5.5            | 6.1            | Average Apr-Sep                      | 3.7            | 4.0            | 4.1            |  |
| No of Employees at 30 September 2019 |                |                | 1863           | No of Employees at 30 September 2019 |                |                | 1131           | No of Employees at 30 September 2019 |                |                | 2994           | No of Employees at 30 September 2019 |                |                | 15781          |  |

For the financial year 2019/20, the projected average days lost per employee equates to 13.3 days.

## ABSENCE BY LONG AND SHORT TERM

From: 1 July 2019 - 30 September 2019

| Resource                                              | No of employees | July 2019          |                   |                          | August 2019        |                   |                          | September 2019     |                   |                          |
|-------------------------------------------------------|-----------------|--------------------|-------------------|--------------------------|--------------------|-------------------|--------------------------|--------------------|-------------------|--------------------------|
|                                                       |                 | 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                              | 3429            | 1.1                | 3.2               | 4.3                      | 2.0                | 2.9               | 4.9                      | 1.9                | 3.5               | 5.4                      |
| Education                                             | 6919            | 0.1                | 1.6               | 1.7                      | 0.8                | 1.2               | 2.0                      | 1.5                | 1.8               | 3.3                      |
| Finance and Corporate                                 | 986             | 1.2                | 2.0               | 3.2                      | 1.4                | 2.2               | 3.6                      | 1.2                | 2.1               | 3.3                      |
| Housing & Technical                                   | 1453            | 1.6                | 3.0               | 4.6                      | 1.9                | 2.8               | 4.7                      | 1.8                | 3.2               | 5.0                      |
| Social Work                                           | 2994            | 1.5                | 4.4               | 5.9                      | 2.0                | 4.2               | 6.2                      | 1.9                | 4.5               | 6.4                      |
| <b>Council Overall for July 2019 - September 2019</b> | <b>15781</b>    | <b>0.8</b>         | <b>2.6</b>        | <b>3.4</b>               | <b>1.4</b>         | <b>2.3</b>        | <b>3.7</b>               | <b>1.7</b>         | <b>2.8</b>        | <b>4.5</b>               |

**ATTENDANCE MONITORING**  
**Absence Classification**

**From : 1 September - 30 September 2019**

| 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                            | 1019                               | 27  | 920                 | 21  | 79                    | 13  | 416                             | 29  | 836                   | 25  | 3270                | 24         |
| Psychological                              | 894                                | 24  | 1366                | 31  | 323                   | 53  | 393                             | 28  | 1324                  | 39  | 4300                | 32         |
| Stomach, Bowel, Blood, Metabolic Disorders | 557                                | 15  | 516                 | 12  | 86                    | 14  | 235                             | 17  | 381                   | 11  | 1775                | 13         |
| Respiratory                                | 227                                | 6   | 429                 | 10  | 10                    | 2   | 65                              | 5   | 194                   | 6   | 925                 | 7          |
| Other Classification                       | 1089                               | 29  | 1154                | 26  | 107                   | 18  | 302                             | 21  | 639                   | 19  | 3291                | 24         |
| <b>Total Days Lost By Resource</b>         | 3786                               | 100 | 4385                | 100 | 605                   | 100 | 1411                            | 100 | 3374                  | 100 | 13561               | 100        |
| <b>Total Work Days Available</b>           | 69693                              |     | 134232              |     | 18537                 |     | 28398                           |     | 52887                 |     |                     |            |

**From : 1 September - 30 September 2018**

| 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                            | 1209                               | 31  | 528                 | 15  | 46                    | 8   | 346                             | 24  | 792                   | 29  | 2921                | 24         |
| Psychological                              | 1109                               | 28  | 1287                | 36  | 195                   | 35  | 510                             | 36  | 648                   | 24  | 3749                | 31         |
| Stomach, Bowel, Blood, Metabolic Disorders | 439                                | 11  | 400                 | 11  | 104                   | 19  | 150                             | 11  | 359                   | 13  | 1452                | 12         |
| Respiratory                                | 356                                | 9   | 333                 | 9   | 81                    | 15  | 72                              | 5   | 138                   | 5   | 980                 | 8          |
| Other Classification                       | 844                                | 21  | 1012                | 28  | 127                   | 23  | 349                             | 24  | 778                   | 29  | 3110                | 25         |
| <b>Total Days Lost By Resource</b>         | 3957                               | 100 | 3560                | 100 | 553                   | 100 | 1427                            | 100 | 2715                  | 100 | 12212               | 100        |
| <b>Total Work Days Available</b>           | 64242                              |     | 119994              |     | 18207                 |     | 27367                           |     | 50326                 |     |                     |            |

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 July 2019 - 30 September 2019 comparison with 1 July 2018 - 30 September 2018

| Medical Referrals    |                          |           |        |                       |                     |             |        |
|----------------------|--------------------------|-----------|--------|-----------------------|---------------------|-------------|--------|
|                      | Community and Enterprise | Education |        | Finance and Corporate | Housing & Technical | Social Work | Totals |
|                      |                          | Teachers  | Others |                       |                     |             |        |
| TOTAL (Jul-Sep 2019) | 90                       | 15        | 38     | 29                    | 86                  | 158         | 416    |
| TOTAL (Jul-Sep 2018) | 99                       | 22        | 39     | 22                    | 53                  | 148         | 383    |

| No of Employees Referred For Physiotherapy |              |              |
|--------------------------------------------|--------------|--------------|
| RESOURCE                                   | Jul-Sep 2018 | Jul-Sep 2019 |
| Community and Enterprise                   | 133          | 157          |
| Education (Teachers)                       | 68           | 74           |
| Education (Others)                         | 61           | 84           |
| Finance and Corporate                      | 39           | 35           |
| Housing and Technical                      | 82           | 67           |
| Social Work                                | 153          | 157          |
| TOTAL                                      | 536          | 574          |

| No of Employees Referred To Employee Support Officer |              |              |
|------------------------------------------------------|--------------|--------------|
| RESOURCE                                             | Jul-Sep 2018 | Jul-Sep 2019 |
| Community and Enterprise                             | 88           | 80           |
| Education                                            | 93           | 95           |
| Finance and Corporate                                | 24           | 28           |
| Housing and Technical                                | 37           | 36           |
| Social Work                                          | 60           | 108          |
| TOTAL                                                | 302          | 347          |

| No of Employees Referred For Cognitive Behavioural Therapy |              |              |
|------------------------------------------------------------|--------------|--------------|
| RESOURCE                                                   | Jul-Sep 2018 | Jul-Sep 2019 |
| Community and Enterprise                                   | 12           | 3            |
| Education                                                  | 26           | 2            |
| Finance and Corporate                                      | 9            | 0            |
| Housing and Technical                                      | 14           | 5            |
| Social Work                                                | 17           | 9            |
| Not Disclose                                               | 0            | 15           |
| TOTAL                                                      | 78           | 34           |

| Analysis of Counselling Referrals by Cause |    |           |   |          |     |                     |    |             |    |                                |     |     |
|--------------------------------------------|----|-----------|---|----------|-----|---------------------|----|-------------|----|--------------------------------|-----|-----|
| Reason                                     |    |           |   |          |     |                     |    |             |    |                                |     |     |
| Work Stress                                |    | Addiction |   | Personal |     | Anxiety/ Depression |    | Bereavement |    | Total                          |     |     |
| M                                          | S  | M         | S | M        | S   | M                   | S  | M           | S  | M                              | S   |     |
| TOTAL (Jul-Sep 2019)                       | 41 | 0         | 3 | 0        | 104 | 0                   | 24 | 0           | 6  | 0                              | 178 | 0   |
| TOTAL (Jul-Sep 2018)                       | 17 | 0         | 0 | 1        | 57  | 2                   | 0  | 0           | 11 | 1                              | 85  | 4   |
|                                            |    |           |   |          |     |                     |    |             |    | Total Referrals (Jul-Sep 2019) |     | 178 |
|                                            |    |           |   |          |     |                     |    |             |    | Total Referrals (Jul-Sep 2018) |     | 89  |

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 July 2019 - 30 September 2019 comparison with 1 July 2018 - 30 September 2018

|                                  | Community and Enterprise |           | Education  |            | Finance and Corporate |          | Housing & Tech |           | Social Work |           | TOTAL      |            |
|----------------------------------|--------------------------|-----------|------------|------------|-----------------------|----------|----------------|-----------|-------------|-----------|------------|------------|
|                                  | 2019                     | 2018      | 2019       | 2018       | 2019                  | 2018     | 2019           | 2018      | 2019        | 2018      | 2019       | 2018       |
| 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>   | <b>0</b>                 | <b>0</b>  | <b>0</b>   | <b>0</b>   | <b>0</b>              | <b>0</b> | <b>0</b>       | <b>0</b>  | <b>0</b>    | <b>1</b>  | <b>0</b>   | <b>1</b>   |
| Over 7-day                       | 7                        | 3         | 2          | 0          | 0                     | 0        | 2              | 3         | 1           | 1         | 12         | 7          |
| Violent Incident: Physical       | 0                        | 0         | 0          | 0          | 0                     | 0        | 0              | 0         | 2           | 0         | 2          | 0          |
| Violent Incident: Verbal         | 0                        | 0         | 0          | 0          | 0                     | 0        | 0              | 0         | 0           | 0         | 0          | 0          |
| <b>Total Over 7-day**</b>        | <b>7</b>                 | <b>3</b>  | <b>2</b>   | <b>0</b>   | <b>0</b>              | <b>0</b> | <b>2</b>       | <b>3</b>  | <b>3</b>    | <b>1</b>  | <b>14</b>  | <b>7</b>   |
| Over 3-day                       | 2                        | 0         | 0          | 0          | 0                     | 0        | 2              | 1         | 1           | 0         | 5          | 1          |
| 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>        | <b>2</b>                 | <b>0</b>  | <b>0</b>   | <b>0</b>   | <b>0</b>              | <b>0</b> | <b>2</b>       | <b>1</b>  | <b>1</b>    | <b>0</b>  | <b>5</b>   | <b>1</b>   |
| Minor                            | 24                       | 15        | 5          | 2          | 1                     | 2        | 9              | 4         | 5           | 6         | 44         | 29         |
| Near Miss                        | 5                        | 3         | 0          | 0          | 0                     | 0        | 1              | 0         | 1           | 1         | 7          | 4          |
| Violent Incident: Physical       | 10                       | 2         | 98         | 120        | 0                     | 1        | 0              | 0         | 8           | 15        | 116        | 138        |
| Violent Incident: Verbal         | 0                        | 2         | 11         | 12         | 4                     | 2        | 4              | 2         | 12          | 7         | 31         | 25         |
| <b>Total Minor***</b>            | <b>39</b>                | <b>22</b> | <b>114</b> | <b>134</b> | <b>5</b>              | <b>5</b> | <b>14</b>      | <b>6</b>  | <b>26</b>   | <b>29</b> | <b>198</b> | <b>196</b> |
| <b>Total Accidents/Incidents</b> | <b>48</b>                | <b>25</b> | <b>116</b> | <b>134</b> | <b>5</b>              | <b>5</b> | <b>18</b>      | <b>10</b> | <b>30</b>   | <b>31</b> | <b>217</b> | <b>205</b> |

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

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

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

## RECORD OF DISCIPLINARY HEARINGS

FROM: 1 July 2019 - 30 September 2019 comparison with 1 July 2018 - 30 September 2018

| 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                           | 23            | N/A      | 23    | 0                                | 5              | N/A      | 5     | 0            | 18             | N/A      | 18    | 18                                          | 1   | 4  | 83%                   |
| EDUCATION                | 2                           | 0             | 0        | 2     | 1                                | 0              | 0        | 1     | 1            | 0              | 0        | 1     | 2                                           | 0   | 0  | 100%                  |
| HOUSING & TECHNICAL      | 2                           | 1             | N/A      | 3     | 0                                | 0              | N/A      | 0     | 2            | 1              | N/A      | 3     | 1                                           | 0   | 2  | 33%                   |
| SOCIAL WORK              | 6                           | 4             | N/A      | 10    | 2                                | 1              | N/A      | 3     | 4            | 3              | N/A      | 7     | 3                                           | 4   | 3  | 70%                   |
| TOTAL (Jul-Sep 2019)     | 10                          | 28            | 0        | 38    | 3                                | 6              | 0        | 9     | 7            | 22             | 0        | 29    | 24                                          | 5   | 9  | 76%                   |
| TOTAL (Jul-Sep 2018)     | 11                          | 31            | 1        | 43    | 2                                | 7              | 0        | 9     | 9            | 24             | 1        | 34    | 18                                          | 15  | 10 | 77%                   |

| 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 (Jul-Sep 2019) | 0             | 1             | 0        | 1     | 0                  | 0             | 0        | 0     | 0              | 0             | 0        | 0     | 0          | 1             | 0        | 1     | 0               |
| TOTAL (Jul-Sep 2018) | 3             | 0             | 0        | 3     | 0                  | 0             | 0        | 0     | 0              | 0             | 0        | 0     | 3          | 0             | 0        | 3     | 0               |

\*Resources nil responses are not included in figures

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

## APPEAL'S PANEL

FROM: 1 July 2019 - 30 September 2019

| APPEAL'S PANEL | UPHELD | UPHELD IN PART | NOT UPHELD | WITHDRAWN | TOTAL | APPEALS PENDING TO DATE |
|----------------|--------|----------------|------------|-----------|-------|-------------------------|
|                | 0      | 1              | 1          | 1         | 3     | 3                       |

**RECORD OF GRIEVANCES****FROM: 1 July 2019 - 30 September 2019 comparison with 1 July 2018 - 30 September 2018**

| GRIEVANCES           | No of Grievances | No Resolved at Stage 1 | No Resolved at Stage 2 | No Resolved at Stage 3 | Still in Process |
|----------------------|------------------|------------------------|------------------------|------------------------|------------------|
| TOTAL (Jul-Sep 2019) | 7                | 1                      | 3                      | 0                      | 3                |
| TOTAL (Jul-Sep 2018) | 2                | 1                      | 1                      | 0                      | 0                |

**DIGNITY AT WORK****FROM: 1 July 2019 - 30 September 2019 comparison with 1 July 2018 - 30 September 2018**

| 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 (Jul-Sep 2019) | 3               | 0                             | 0                           | 0             | 0                  | 3                |
| TOTAL (Jul-Sep 2018) | 7               | 0                             | 7                           | 0             | 0                  | 0                |

\*Resources nil responses are not included in figures

## REFERRALS FOR WORKPLACE MEDIATION

As at September 2019

| WORKPLACE MEDIATION                  | Jul-19 | Aug-19 | Sep-19 |
|--------------------------------------|--------|--------|--------|
| No of Referrals                      | 0      | 2      | 1      |
| *No of Successful Cases              | 0      | 0      | 0      |
| *No of Unsuccessful Cases            | 0      | 0      | 0      |
| No of cases unsuitable for mediation | 1      | 0      | 0      |

| WORKPLACE MEDIATION                  | Jul-18 | Aug-18 | Sep-18 |
|--------------------------------------|--------|--------|--------|
| No of Referrals                      | 0      | 0      | 0      |
| *No of Successful Cases              | 0      | 0      | 0      |
| *No of Unsuccessful Cases            | 0      | 1      | 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 (Jul-Sep 2019)

| REASONS FOR LEAVING                                                    | Community and Enterprise | Education  | Finance and Corporate | Housing & Technical | Social Work | Total      | %  |
|------------------------------------------------------------------------|--------------------------|------------|-----------------------|---------------------|-------------|------------|----|
| MOVING OUTWITH AREA                                                    | 0                        | 4          | 1                     | 0                   | 0           | 5          | 26 |
| CHILD CARING / CARING RESPONSIBILITIES                                 | 0                        | 1          | 1                     | 1                   | 1           | 4          | 21 |
| CAREER ADVANCEMENT                                                     | 0                        | 1          | 1                     | 1                   | 0           | 3          | 16 |
| PERSONAL REASONS                                                       | 0                        | 0          | 0                     | 0                   | 1           | 1          | 5  |
| POOR RELATIONSHIPS WITH MANAGERS / COLLEAGUES                          | 0                        | 1          | 0                     | 0                   | 0           | 1          | 5  |
| OTHER                                                                  | 2                        | 1          | 0                     | 0                   | 2           | 5          | 26 |
| <b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>                             | <b>2</b>                 | <b>8</b>   | <b>3</b>              | <b>2</b>            | <b>4</b>    | <b>19</b>  |    |
| <b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b> | <b>45</b>                | <b>148</b> | <b>10</b>             | <b>6</b>            | <b>38</b>   | <b>247</b> |    |
| <b>% OF LEAVERS INTERVIEWED</b>                                        | <b>4</b>                 | <b>5</b>   | <b>30</b>             | <b>33</b>           | <b>11</b>   | <b>8</b>   |    |

## EXIT INTERVIEWS (Jul-Sep 2018)

|                                                                        |           |           |           |           |           |            |  |
|------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------|--|
| <b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>                             | <b>8</b>  | <b>22</b> | <b>3</b>  | <b>3</b>  | <b>9</b>  | <b>45</b>  |  |
| <b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b> | <b>41</b> | <b>99</b> | <b>12</b> | <b>6</b>  | <b>36</b> | <b>194</b> |  |
| <b>% OF LEAVERS INTERVIEWED</b>                                        | <b>20</b> | <b>22</b> | <b>25</b> | <b>50</b> | <b>25</b> | <b>23</b>  |  |

\* Note these totals include temporary employees

### RECRUITMENT MONITORING

#### Analysis of Gender, Disability, Ethnicity and Age

**FROM : 1 July 2019 - 30 September 2019**

|                                                                       |             |
|-----------------------------------------------------------------------|-------------|
| <b>Total Number of applications received:</b>                         | <b>6881</b> |
| <b>Total Number of Equal Opportunities Monitoring forms received:</b> | <b>6614</b> |
| <b>Total Number of posts recruited for:</b>                           | <b>349</b>  |
| <b>Total Number of appointments:</b>                                  | <b>807</b>  |

| <b>Gender / Disability / Age</b>                     |                |                    |                  |
|------------------------------------------------------|----------------|--------------------|------------------|
|                                                      | <b>Applied</b> | <b>Interviewed</b> | <b>Appointed</b> |
| <b>Total EO Forms Received</b>                       | <b>6632</b>    | <b>2045</b>        | <b>665</b>       |
| <b>Total No of Male Applicants</b>                   | 2417           | 673                | 200              |
| <b>Total No of Female Applicants</b>                 | 4165           | 1367               | 462              |
| <b>Total No of Disabled Applicants</b>               | 332            | 149                | 26               |
| <b>Total No of applicants aged under 50</b>          | 5346           | 1633               | 548              |
| <b>Total No of applicants aged over 50</b>           | 1201           | 396                | 111              |
| <b>Total No of White applicants</b>                  | 6342           | 1972               | 652              |
| <b>Total No of Black/Ethnic minority applicants*</b> | 203            | 61                 | 11               |

**FROM : 1 July 2018 - 30 September 2018**

|                                                                       |             |
|-----------------------------------------------------------------------|-------------|
| <b>Total Number of applications received:</b>                         | <b>2460</b> |
| <b>Total Number of Equal Opportunities Monitoring forms received:</b> | <b>2445</b> |
| <b>Total Number of posts recruited for:</b>                           | <b>159</b>  |
| <b>Total Number of appointments:</b>                                  | <b>200</b>  |

| <b>Gender / Disability / Age</b>                     |                |                    |                  |
|------------------------------------------------------|----------------|--------------------|------------------|
|                                                      | <b>Applied</b> | <b>Interviewed</b> | <b>Appointed</b> |
| <b>Total EO Forms Received</b>                       | <b>2445</b>    | <b>671</b>         | <b>198</b>       |
| <b>Total No of Male Applicants</b>                   | 1151           | 299                | 64               |
| <b>Total No of Female Applicants</b>                 | 1274           | 443                | 112              |
| <b>Total No of Disabled Applicants</b>               | 114            | 48                 | 10               |
| <b>Total No of applicants aged under 50</b>          | 2167           | 639                | 146              |
| <b>Total No of applicants aged over 50</b>           | 253            | 105                | 29               |
| <b>Total No of White applicants</b>                  | 2344           | 723                | 174              |
| <b>Total No of Black/Ethnic minority applicants*</b> | 61             | 18                 | 1                |

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

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 8 June 2019**

**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 | 3127                      | 1384        | 211        | 203         | 1329        | 2293.21              | 1.00                 | 1565.68        | 416.67         | 234.13         | 48.73         | 17.00        | 4.00         | 6.00         | 0.00           |
| Education - Others               | 2730                      | 133         | 87         | 459         | 2051        | 1950.21              | 1.00                 | 1261.17        | 430.72         | 133.98         | 29.80         | 13.00        | 4.00         | 61.14        | 15.40          |
| Education - Teachers             | 3670                      | 676         | 59         | 2213        | 722         | 3357.33              | 0.00                 | 1.03           | 0.00           | 0.00           | 0.00          | 0.00         | 0.00         | 4.00         | 3352.30        |
| Finance & Corporate Resources    | 918                       | 211         | 15         | 387         | 305         | 817.72               | 2.00                 | 132.63         | 349.47         | 236.30         | 62.62         | 27.70        | 6.00         | 1.00         | 0.00           |
| Housing & Technical              | 1295                      | 845         | 22         | 290         | 138         | 1242.96              | 1.00                 | 189.07         | 652.55         | 351.34         | 37.00         | 10.00        | 2.00         | 0.00         | 0.00           |
| Social Work Resources            | 2779                      | 226         | 193        | 918         | 1442        | 2395.45              | 1.00                 | 1339.26        | 474.47         | 533.72         | 20.00         | 25.00        | 2.00         | 0.00         | 0.00           |
| <b>Total All Staff</b>           | <b>14519</b>              | <b>3475</b> | <b>587</b> | <b>4470</b> | <b>5987</b> | <b>8699.55</b>       | (excluding Teachers) |                |                |                |               |              |              |              |                |
|                                  |                           |             |            |             |             | <b>12056.88</b>      | <b>6.00</b>          | <b>4488.84</b> | <b>2323.88</b> | <b>1489.47</b> | <b>198.15</b> | <b>92.70</b> | <b>18.00</b> | <b>72.14</b> | <b>3367.70</b> |

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 March 2019**

**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 | 3030                      | 1269        | 212        | 204         | 1345        | 2185.57              | 1.00                 | 1445.36        | 421.82         | 242.75         | 47.64         | 17.00        | 4.00         | 6.00         | 0.00           |
| Education - Others               | 2707                      | 127         | 84         | 465         | 2031        | 1938.68              | 1.00                 | 1260.60        | 429.56         | 124.68         | 28.80         | 15.00        | 4.00         | 59.64        | 15.40          |
| Education - Teachers             | 3659                      | 675         | 61         | 2209        | 714         | 3349.03              | 0.00                 | 1.03           | 0.00           | 0.00           | 0.00          | 0.00         | 0.00         | 4.00         | 3344.00        |
| Finance & Corporate Resources    | 916                       | 207         | 23         | 390         | 296         | 814.43               | 2.00                 | 128.83         | 354.53         | 231.75         | 63.62         | 26.70        | 6.00         | 1.00         | 0.00           |
| Housing & Technical              | 1306                      | 852         | 19         | 299         | 136         | 1254.18              | 1.00                 | 189.46         | 670.63         | 346.09         | 35.00         | 10.00        | 2.00         | 0.00         | 0.00           |
| Social Work Resources            | 2765                      | 218         | 191        | 910         | 1446        | 2384.81              | 1.00                 | 1328.99        | 466.47         | 544.35         | 20.00         | 22.00        | 2.00         | 0.00         | 0.00           |
| <b>Total All Staff</b>           | <b>14383</b>              | <b>3348</b> | <b>590</b> | <b>4477</b> | <b>5968</b> | <b>8577.67</b>       | (excluding Teachers) |                |                |                |               |              |              |              |                |
|                                  |                           |             |            |             |             | <b>11926.70</b>      | <b>6.00</b>          | <b>4354.27</b> | <b>2343.01</b> | <b>1489.62</b> | <b>195.06</b> | <b>90.70</b> | <b>18.00</b> | <b>70.64</b> | <b>3359.40</b> |



# Report

4

Report to: **Employee Issues Forum**  
 Date of Meeting: **26 November 2019**  
 Report by: **Executive Director (Finance and Corporate Resources) and Executive Director (Housing and Technical Resources)**

Subject: **Housing and Technical Resources – Workforce Monitoring – July to September 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for July to September 2019 relating to Housing and Technical Resources

## 2. Recommendation(s)

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

(1) that the following employment information for July to September 2019 relating to Housing and Technical 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 8 June 2019

## 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 Housing and Technical Resources provides information on the position for the period July to September 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of September 2019 for Housing and Technical Resources.

The Resource absence figure for September 2019 was 5.0%, this figure has increased by 0.3% when compared to last month and is 0.5% higher than the Council-wide figure. Compared to September 2018, the Resource absence figure has decreased by 0.2%.

Based on the absence figures at September 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 5.0%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee equates to 11.7 days, compared with the overall figure for the Council of 9.7 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall 210 referrals were made this period. This represents an increase of 13 when compared with the same period last year.

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

There were 18 accidents/incidents recorded within the Resource this period, an increase of 8 when compared to the same period last year.

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

During the period, 3 disciplinary hearings were held within the Resource, this figure has decreased by 3 when compared to last year. During this period no appeals were heard by the Appeals Panel. Two grievance hearings were held within the Resource, this figure has increased by 2 when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure has decreased by 1 when compared to the same period last year.

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

There were a total of 17 leavers in the Resource this period, 6 of these were eligible for an exit interview. This figure remains unchanged when compared with the same period last year. Two exit interviews were conducted.

4.6. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:-

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

4.7. In September 2019, 6 employees in total left employment and managers indicated that all of these posts are being filled.

4.8. A reconciliation of existing workforce information at 10 October 2019 showed there were 37.49 FTE vacant posts in the Resource and no posts are being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

**5 Staffing Watch (Appendix 3)**

5.1 There has been a decrease of 11 in the number of employee in post from 9 March 2019 to 8 June 2019.

**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. Other Implications (Including Environmental and Risk Issues)**

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

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. 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.
- 9.2. 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)**

**Danny Lowe**  
**Executive Director (Housing and Technical Resources)**

23 October 2019

## **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**

- ◆ Housing and Technical Resources, 17 September 2019

## **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:-

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Housing & Technical Resources**

| APT&C                                |                |                |                | Manual Workers  |                                      |                |                | Resource Total  |                |                                      |                | Council Wide    |                |                |                                      |  |  |  |       |
|--------------------------------------|----------------|----------------|----------------|-----------------|--------------------------------------|----------------|----------------|-----------------|----------------|--------------------------------------|----------------|-----------------|----------------|----------------|--------------------------------------|--|--|--|-------|
|                                      | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018                       | 2018 /<br>2019 | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019                       | 2019 /<br>2020 |                 | 2017 /<br>2018 | 2018 /<br>2019 | 2019 /<br>2020                       |  |  |  |       |
| April                                | 4.3            | 3.9            | 3.9            | April           | 4.5                                  | 6.5            | 6.7            | April           | 4.4            | 4.9                                  | 5.0            | April           | 3.9            | 4.1            | 4.0                                  |  |  |  |       |
| May                                  | 4.2            | 3.6            | 4.2            | May             | 3.9                                  | 6.5            | 5.1            | May             | 4.1            | 4.8                                  | 4.5            | May             | 4.2            | 4.2            | 4.4                                  |  |  |  |       |
| June                                 | 3.9            | 4.0            | 4.8            | June            | 4.4                                  | 6.2            | 5.0            | June            | 4.1            | 4.9                                  | 4.9            | June            | 3.9            | 4.3            | 4.4                                  |  |  |  |       |
| July                                 | 4.3            | 3.7            | 4.1            | July            | 4.9                                  | 6.3            | 5.4            | July            | 4.5            | 4.8                                  | 4.6            | July            | 3.0            | 3.4            | 3.4                                  |  |  |  |       |
| August                               | 4.7            | 4.1            | 4.0            | August          | 4.0                                  | 5.5            | 5.7            | August          | 4.4            | 4.6                                  | 4.7            | August          | 3.2            | 3.6            | 3.7                                  |  |  |  |       |
| September                            | 4.3            | 4.5            | 4.4            | September       | 4.5                                  | 6.2            | 5.8            | September       | 4.4            | 5.2                                  | 5.0            | September       | 4.0            | 4.4            | 4.5                                  |  |  |  |       |
| October                              | 3.8            | 4.3            |                | October         | 4.4                                  | 5.9            |                | October         | 4.0            | 4.9                                  |                | October         | 4.1            | 4.4            |                                      |  |  |  |       |
| November                             | 4.9            | 4.8            |                | November        | 6.4                                  | 6.5            |                | November        | 5.5            | 5.5                                  |                | November        | 4.8            | 5.1            |                                      |  |  |  |       |
| December                             | 5.0            | 4.4            |                | December        | 9.0                                  | 6.5            |                | December        | 6.6            | 5.3                                  |                | December        | 5.1            | 4.8            |                                      |  |  |  |       |
| January                              | 5.4            | 4.2            |                | January         | 7.3                                  | 7.0            |                | January         | 6.2            | 5.3                                  |                | January         | 5.0            | 4.9            |                                      |  |  |  |       |
| February                             | 5.2            | 4.2            |                | February        | 6.1                                  | 6.6            |                | February        | 5.6            | 5.2                                  |                | February        | 5.0            | 5.2            |                                      |  |  |  |       |
| March                                | 5.1            | 4.2            |                | March           | 6.0                                  | 7.3            |                | March           | 5.4            | 5.5                                  |                | March           | 4.7            | 4.9            |                                      |  |  |  |       |
| Annual Average                       | 4.6            | 4.2            | 4.3            | Annual Average  | 5.5                                  | 6.4            | 6.1            | Annual Average  | 4.9            | 5.1                                  | 5.0            | Annual Average  | 4.2            | 4.4            | 4.5                                  |  |  |  |       |
| Average Apr-Sep                      | 4.3            | 4.0            | 4.2            | Average Apr-Sep | 4.4                                  | 6.2            | 5.6            | Average Apr-Sep | 4.3            | 4.9                                  | 4.8            | Average Apr-Sep | 3.7            | 4.0            | 4.1                                  |  |  |  |       |
| No of Employees at 30 September 2019 |                |                |                | 884             | No of Employees at 30 September 2019 |                |                |                 | 569            | No of Employees at 30 September 2019 |                |                 |                | 1453           | No of Employees at 30 September 2019 |  |  |  | 15781 |

For the financial year 2019/20, the projected average days lost per employee equates to 11.7 days.



## HOUSING AND TECHNICAL RESOURCES

|                                                 | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|-------------------------------------------------|-----------------|-----------------|
| <b>MEDICAL EXAMINATIONS</b>                     |                 |                 |
| Number of Employees Attending                   | 53              | 86              |
| <b>EMPLOYEE COUNSELLING SERVICE</b>             |                 |                 |
| Total Number of Referrals                       | 11              | 16              |
| <b>PHYSIOTHERAPY SERVICE</b>                    |                 |                 |
| Total Number of Referrals                       | 82              | 67              |
| <b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>    |                 |                 |
|                                                 | 37              | 36              |
| <b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b> |                 |                 |
|                                                 | 14              | 5               |
| <b>TOTAL</b>                                    | <b>197</b>      | <b>210</b>      |

| CAUSE OF ACCIDENTS/INCIDENTS     | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|----------------------------------|-----------------|-----------------|
| Over 7 day absences              | 3               | 2               |
| Over 3 day absences**            | 1               | 2               |
| Minor                            | 4               | 9               |
| Near Miss                        | 0               | 1               |
| Violent Incident: Verbal*****    | 2               | 4               |
| <b>Total Accidents/Incidents</b> | <b>10</b>       | <b>18</b>       |

\*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 | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|---------------------------------|-----------------|-----------------|
| Total Number of Hearings        | 6               | 3               |

## Time Taken to Convene Hearing Jul - Sep 2019

0-3 Weeks  
1

4-6 Weeks  
0

Over 6 Weeks  
2

| RECORD OF GRIEVANCE HEARINGS | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|------------------------------|-----------------|-----------------|
| Number of Grievances         | 0               | 2               |
| Number Resolved at Stage 2   | 0               | 1               |
| Still in Progress            | 0               | 1               |

| RECORD OF DIGNITY AT WORK       | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|---------------------------------|-----------------|-----------------|
| Number of Incidents             | 1               | 0               |
| Number Resolved at Formal Stage | 1               | 0               |

| ANALYSIS OF REASONS FOR LEAVING     | Jul-Sep<br>2018 | Jul-Sep<br>2019 |
|-------------------------------------|-----------------|-----------------|
| Career Advancement                  | 2               | 1               |
| Childcare/caring responsibilities   | 0               | 1               |
| Other                               | 1               | 0               |
| Number of Exit Interviews conducted | 3               | 2               |

|                                                     |   |   |
|-----------------------------------------------------|---|---|
| Total Number of Leavers Eligible for Exit Interview | 6 | 6 |
|-----------------------------------------------------|---|---|

|                                    |     |     |
|------------------------------------|-----|-----|
| Percentage of interviews conducted | 50% | 33% |
|------------------------------------|-----|-----|

**JOINT STAFFING WATCH RETURN  
HOUSING & TECHNICAL RESOURCES**

**1. As at 8 June 2019**

| Total Number of Employees               |         |         |         |         |         |         |           |         |         |
|-----------------------------------------|---------|---------|---------|---------|---------|---------|-----------|---------|---------|
| MALE                                    |         | FEMALE  |         | TOTAL   |         |         |           |         |         |
| F/T                                     | P/T     | F/T     | P/T     |         |         |         |           |         |         |
| 845                                     | 22      | 290     | 138     |         |         |         |           |         |         |
| 1295                                    |         |         |         |         |         |         |           |         |         |
|                                         |         |         |         |         |         |         |           |         |         |
| *Full - Time Equivalent No of Employees |         |         |         |         |         |         |           |         |         |
| Salary Bands                            |         |         |         |         |         |         |           |         |         |
| Director                                | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed SCP | Teacher | TOTAL   |
| 1                                       | 189.07  | 652.55  | 351.34  | 37      | 10      | 2       | 0         | 0       | 1242.96 |

**1. As at 9 March 2019**

| Total Number of Employees               |         |         |         |         |         |         |           |         |         |
|-----------------------------------------|---------|---------|---------|---------|---------|---------|-----------|---------|---------|
| MALE                                    |         | FEMALE  |         | TOTAL   |         |         |           |         |         |
| F/T                                     | P/T     | F/T     | P/T     |         |         |         |           |         |         |
| 852                                     | 19      | 299     | 136     | 1306    |         |         |           |         |         |
|                                         |         |         |         |         |         |         |           |         |         |
| *Full - Time Equivalent No of Employees |         |         |         |         |         |         |           |         |         |
| Salary Bands                            |         |         |         |         |         |         |           |         |         |
| Director                                | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed SCP | Teacher | TOTAL   |
| 1                                       | 189.46  | 670.63  | 346.09  | 35      | 10      | 2       | 0         | 0       | 1254.18 |



