

Report

Report to:	Finance and Corporate Resources Committee
Date of Meeting:	10 November 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council-wide Workforce Monitoring – July - August 2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

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

2. Recommendation(s)

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

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

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 12 June 2021

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Committee. This report for the Council provides information on the position for the period July to August 2021.

4. Attendance Statistics

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

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

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

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

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

In comparison to August 2020 (Appendix 8):-

- ◆ Psychological and musculoskeletal conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 1314 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 120 days.
- ◆ Total days lost due to respiratory conditions have increased by 1856 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 520 days.

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

The attendance information contained in this report includes absences as a result of Covid-19, and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 6.26% with 1.18% of this relating to Covid-19 for sickness and special leave.

5. Occupational Health

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

- ◆ during the period there were 265 employees referred for a medical examination, an increase of 57 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 239 employees attended physiotherapy treatment, showing an increase of 53 when compared to the same period last year. Of the 239 employees referred, 37% remained at work whilst undertaking treatment.
- ◆ during this period 248 employees were referred to the Employee Support Officer, showing an increase of 71 when compared with the same period last year. Of the referrals made this period, 88% related to personal reasons.
- ◆ 74 employees were referred to the PAM Assist counselling service this period, showing an increase of 5 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 64% of the referrals made, 20% were for work related reasons and 16% were for other reasons.
- ◆ 6 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 18 when compared to the same period last year.

6. Accidents/Incidents

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

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

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

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

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

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

8. Analysis of Leavers and Exit Interviews

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

Labour Turnover

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

159 leavers eligible for exit interviews/15,134 employees in post = Labour Turnover of 1.1%.

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

8.2. Analysis of Leavers and Exit Interviews

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

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

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

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

9. Recruitment Monitoring

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

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

- ♦ overall, 2,276 applications and 2,253 completed Equal Opportunities Monitoring Forms were received
- ♦ of the 97 applicants who declared themselves as disabled, 51 were shortlisted for interview and 11 were appointed. Of those interviewed, 21.6% were appointed
- ♦ of the 71 applicants of a black/ethnic minority background, 19 were shortlisted for interview and 3 were appointed. Of those interviewed, 15.8% were appointed
- ♦ Of the 23 applicants who declared themselves as veterans, 9 were shortlisted for interview and none were appointed.

10. Staffing Watch

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

11. Employee Implications

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

12. Financial Implications

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

13. Climate Change, Sustainability and Environmental Implications

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

14. Other Implications

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

15. Equality Impact Assessment and Consultation Arrangements

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

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

Paul Manning
Executive Director (Finance and Corporate Resources)

11 October 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ◆ Finance and Corporate Resources Committee – 1 September 2021

List of Background Papers

- ◆ Monitoring information provided by Resources

Contact for Further Information

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

Laurane Rhind, Personnel Services Manager

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

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

APT&C				Teachers				Manual Workers				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	4.0	4.2	4.1	April	2.9	2.9	2.5	April	5.2	6.0	6.2	April	4.0	4.4	4.3				
May	4.4	2.9	4.7	May	3.2	1.4	3.2	May	5.6	4.9	6.7	May	4.4	3.1	4.9				
June	4.4	2.5	4.4	June	2.7	0.9	2.6	June	5.7	4.5	7.0	June	4.4	2.7	4.7				
July	3.5	2.2	4.1	July	1.2	0.5	1.1	July	5.1	4.0	6.3	July	3.4	2.3	4.0				
August	3.9	2.9	4.6	August	1.3	1.2	2.0	August	5.5	5.1	7.3	August	3.7	3.1	4.7				
September	4.5	4.1		September	2.5	2.7		September	6.1	5.8		September	4.5	4.2					
October	4.7	4.7		October	2.6	3.2		October	6.1	6.4		October	4.6	4.8					
November	5.7	5.6		November	3.8	4.6		November	6.6	7.3		November	5.5	5.8					
December	5.7	5.3		December	3.8	4.7		December	7.2	6.9		December	5.7	5.6					
January	5.2	4.5		January	3.4	2.7		January	7.1	7.2		January	5.3	4.8					
February	5.6	4.3		February	3.8	2.5		February	7.3	7.4		February	5.6	4.8					
March	6.2	4.6		March	4.8	2.9		March	7.3	7.2		March	6.2	4.9					
Annual Average	4.8	4.0	4.6	Annual Average	3.0	2.5	2.9	Annual Average	6.2	6.1	6.8	Annual Average	4.8	4.2	4.8				
Average Apr-Aug	4.0	2.9	4.4	Average Apr-Aug	2.3	1.4	2.3	Average Apr-Aug	5.4	4.9	6.7	Average Apr-Aug	4.0	3.1	4.5				
No of Employees at 31 August 2021				7538	No of Employees at 31 August 2021				4200	No of Employees at 31 August 2021				4686	No of Employees at 31 August 2021				16424

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

**Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
April	4.0	3.1	2.3	April	4.4	5.3	5.7	April	4.3	5.0	5.2	April	4.0	4.4	4.3
May	3.6	2.4	2.7	May	5.1	4.3	6.4	May	4.9	4.0	5.9	May	4.4	3.1	4.9
June	3.9	1.6	2.8	June	5.5	4.0	6.6	June	5.3	3.6	6.0	June	4.4	2.7	4.7
July	3.9	1.8	2.9	July	4.3	3.6	5.3	July	4.3	3.4	4.9	July	3.4	2.3	4.0
August	4.0	1.7	2.9	August	5.1	4.9	6.4	August	4.9	4.4	5.9	August	3.7	3.1	4.7
September	2.9	1.6		September	5.9	5.8		September	5.4	5.1		September	4.5	4.2	
October	3.4	3.1		October	5.9	6.3		October	5.5	5.8		October	4.6	4.8	
November	4.8	3.6		November	6.6	7.1		November	6.4	6.6		November	5.5	5.8	
December	5.4	3.1		December	7.0	6.4		December	6.8	5.9		December	5.7	5.6	
January	4.1	3.4		January	6.6	6.0		January	6.2	5.6		January	5.3	4.8	
February	3.8	2.8		February	7.1	6.5		February	6.6	5.9		February	5.6	4.8	
March	4.5	2.6		March	7.1	6.8		March	6.7	6.2		March	6.2	4.9	
Annual Average	4.0	2.6	2.8	Annual Average	5.9	5.6	6.3	Annual Average	5.6	5.1	5.8	Annual Average	4.8	4.2	4.8
Average Apr-Aug	3.9	2.1	2.7	Average Apr-Aug	4.9	4.4	6.1	Average Apr-Aug	4.7	4.1	5.6	Average Apr-Aug	4.0	3.1	4.5

No of Employees at 31 August 2021	550	No of Employees at 31 August 2021	3028	No of Employees at 31 August 2021	3578	No of Employees at 31 August 2021	16424
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For the financial year 2021/22, the projected average days lost per employee equates to 14.0 days.

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

APT&C				Teachers				Resource Total				Council Wide				
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022	
April	3.5	3.9	4.8	April	2.9	2.9	2.5	April	3.2	3.3	3.5	April	4.0	4.4	4.3	
May	4.2	2.2	5.7	May	3.2	1.4	3.2	May	3.6	1.8	4.4	May	4.4	3.1	4.9	
June	3.8	1.8	4.7	June	2.7	0.9	2.6	June	3.2	1.3	3.5	June	4.4	2.7	4.7	
July	2.4	1.3	3.4	July	1.2	0.5	1.1	July	1.7	0.9	2.1	July	3.4	2.3	4.0	
August	2.8	2.7	3.8	August	1.3	1.2	2.0	August	2.0	1.8	2.8	August	3.7	3.1	4.7	
September	4.3	4.8		September	2.5	2.7		September	3.3	3.6		September	4.5	4.2		
October	4.5	5.4		October	2.6	3.2		October	3.5	4.1		October	4.6	4.8		
November	5.8	6.6		November	3.8	4.6		November	4.7	5.5		November	5.5	5.8		
December	5.5	6.5		December	3.8	4.7		December	4.6	5.5		December	5.7	5.6		
January	5.1	4.8		January	3.4	2.7		January	4.2	3.6		January	5.3	4.8		
February	5.7	4.7		February	3.8	2.5		February	4.6	3.5		February	5.6	4.8		
March	7.1	5.6		March	4.8	2.9		March	5.8	4.1		March	6.2	4.9		
Annual Average	4.6	4.2	5.1	Annual Average	3.0	2.5	2.9	Annual Average	3.7	3.3	3.9	Annual Average	4.8	4.2	4.8	
Average Apr-Aug	3.3	2.4	4.5	Average Apr-Aug	2.3	1.4	2.3	Average Apr-Aug	2.7	1.8	3.3	Average Apr-Aug	4.0	3.1	4.5	
No of Employees at 31 August 2021			3309	No of Employees at 31 August 2021			4200	No of Employees at 31 August 2021			7509	No of Employees at 31 August 2021			16424	

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

Absence Trends - 2019/2020, 2020/2021 & 2021/2022
Finance and Corporate Resources

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

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

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

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

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

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

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	5.0	5.5	4.5	April	6.9	10.2	9.6	April	5.6	7.1	6.2	April	4.0	4.4	4.3				
May	5.6	4.4	5.0	May	7.7	8.1	9.3	May	6.3	5.7	6.5	May	4.4	3.1	4.9				
June	5.8	3.9	3.9	June	6.9	7.6	7.6	June	6.2	5.2	5.2	June	4.4	2.7	4.7				
July	5.1	3.7	6.1	July	7.7	6.3	10.3	July	5.9	4.6	7.5	July	3.4	2.3	4.0				
August	5.9	4.4	7.3	August	6.7	6.7	10.2	August	6.2	5.2	8.2	August	3.7	3.1	4.7				
September	6.2	5.4		September	6.8	7.5		September	6.4	6.1		September	4.5	4.2					
October	6.1	5.9		October	6.5	8.2		October	6.2	6.7		October	4.6	4.8					
November	6.8	6.6		November	6.8	8.9		November	6.8	7.4		November	5.5	5.8					
December	6.9	6.5		December	8.7	10.3		December	7.5	7.7		December	5.7	5.6					
January	6.2	5.8		January	9.5	13.1		January	7.3	8.3		January	5.3	4.8					
February	6.8	5.1		February	8.8	12.6		February	7.5	7.6		February	5.6	4.8					
March	6.8	4.6		March	8.5	10.6		March	7.4	6.6		March	6.2	4.9					
Annual Average	6.1	5.2	5.6	Annual Average	7.6	9.2	9.9	Annual Average	6.6	6.5	7.0	Annual Average	4.8	4.2	4.8				
Average Apr-Aug	5.5	4.4	5.4	Average Apr-Aug	7.2	7.8	9.4	Average Apr-Aug	6.0	5.6	6.7	Average Apr-Aug	4.0	3.1	4.5				
No of Employees at 31 August 2021				1844	No of Employees at 31 August 2021				1074	No of Employees at 31 August 2021				2926	No of Employees at 31 August 2021				16424

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

Absence by long and short term

From: 1 June - 31 August 2021

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

**Attendance Monitoring
Absence Classification**

From : 1 August - 31 August 2021

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

From : 1 August - 31 August 2020

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

*WDL = Work Days Lost

OCCUPATIONAL HEALTH REPORTS

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

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Jul-Aug 2021)	80	13	19	12	34	107	265
TOTAL (Jul-Aug 2020)	61	5	19	5	29	89	208

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

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

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

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

M = MANAGEMENT REFERRAL S = SELF REFERRAL

*Resources nil responses are not included in figures

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

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

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

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

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

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

RECORD OF DISCIPLINARY HEARINGS

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

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

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

*Resources nil responses are not included in figures

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

APPEAL'S PANEL

FROM: 1 July 2021 - 31 August 2021

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

RECORD OF GRIEVANCES

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

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Jul-Aug 2021)	0	0	0	0	0
TOTAL (Jul-Aug 2020)	9	0	0	0	9

DIGNITY AT WORK

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

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Jul-Aug 2021)	0	0	0	0	0	0
TOTAL (Jul-Aug 2020)	4	0	0	0	0	4

*Resources nil responses are not included in figures

Appendix 12b

REFERRALS FOR WORKPLACE MEDIATION

As at August 2021

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

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

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

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

Exit Interviews (Jul-Aug 2021)

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

Exit Interviews (Jul-Aug 2020)

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

* Note these totals include temporary employees

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

RECRUITMENT MONITORING
Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 July - 31 August 2021

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

Gender / Disability / Age						
	Applied	Interviewed	Appointed	% of Applicants interviewed	% of Applicants appointed	% of Interviewees appointed
Total EO Forms Received	2253	883	296			
Total No of Male Applicants	1154	475	121	41.2%	10.5%	25.5%
Total No of Female Applicants	1098	408	175	37.2%	15.9%	42.9%
Total No of Disabled Applicants	97	51	11	52.6%	11.3%	21.6%
Total No of applicants aged under 50	1925	718	236	37.3%	12.3%	32.9%
Total No of applicants aged over 50	301	118	61	39.2%	20.3%	51.7%
Total No of White applicants	2158	861	293	39.9%	13.6%	34.0%
Total No of Black/Ethnic minority applicants*	71	19	3	26.8%	4.2%	15.8%
Total No of Veteran applicants	23	9	0	39.1%	0.0%	0.0%

FROM : 1 July - 31 August 2020

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

Gender / Disability / Age						
	Applied	Interviewed	Appointed	% of Applicants interviewed	% of Applicants appointed	% of Interviewees appointed
Total EO Forms Received	1478	799	449			
Total No of Male Applicants	558	297	175	53.2%	31.4%	58.9%
Total No of Female Applicants	915	488	273	53.3%	29.8%	55.9%
Total No of Disabled Applicants	78	42	9	53.8%	11.5%	21.4%
Total No of applicants aged under 50	1239	655	395	52.9%	31.9%	60.3%
Total No of applicants aged over 50	233	120	48	51.5%	20.6%	40.0%
Total No of White applicants	1410	765	439	54.3%	31.1%	57.4%
Total No of Black/Ethnic minority applicants*	49	19	6	38.8%	12.2%	31.6%
Total No of Veteran applicants	N/a	N/a	N/a			

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

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

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

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

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

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