

# Report

Report to:	<b>Finance and Corporate Resources Committee</b>
Date of Meeting:	<b>7 February 2018</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Council-wide Workforce Monitoring – October to November 2017</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period October to November 2017

## 2. Recommendation(s)

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

(1) that the following employment information for the period October to November 2017 relating to the Council be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 9 September 2017

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for the Council provides information on the position for the period October to November 2017.

## 4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for November 2017, is provided in Appendices 1 – 8. Points to note are:-

The Council's absence rate for November 2017, shown in Appendix 1, is 4.8%, this figure has increased by 0.7% when compared to last month and has decreased by 0.1% when compared to November 2016.

When compared to November 2016, the APT&C absence rate figure has decreased by 0.3%, teachers' absence rate has increased by 0.4% and the manual workers' figure has decreased by 0.3%.

The projected average absence rate for the Council for the financial year 2017/2018 is 4.2%.

For the financial year 2017/2018, the projected average days lost per employee equates to 9.3 days.

In comparison to November 2016 (Appendix 8):-

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have increased by 50 days.
- ◆ Total days lost due to psychological conditions have decreased by 311 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 61 days.
- ◆ Total days lost due to respiratory conditions have decreased by 289 days.

## **5. Occupational Health**

5.1. Information on Occupational Health for the period October to November 2017 is provided in Appendix 9.

- ◆ during the period there were 244 employees referred for a medical examination, an increase of 7 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 394 employees attended physiotherapy treatment, showing a decrease of 24 when compared to the same period last year. Of the 394 employees referred, 75% remained at work whilst undertaking treatment.
- ◆ during this period there were 227 employees referred to the Employee Support Officer, showing an increase of 34 when compared with the same period last year. Of those referrals made this period, 91% related to personal reasons.
- ◆ 111 employees were referred to 'TimeforTalking' counselling service this period, showing an increase of 4 when compared with the same period last year. Of the 111 referrals made this period, 100 were from management and 11 were from employees. Personal reasons accounted for 62% of the referrals made, 28% were for work related reasons and 10% were for other reasons.
- ◆ 37 employees were referred for Cognitive Behavioural Therapy this period, a decrease of 8 when compared to the same period last year.

## **6. Accidents/Incidents**

6.1. The quarterly accident/incident report for October to November 2017 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 206, this figure has increased by 31 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 196 minor accidents/incidents, this figure has increased by 34 from the same period last year.
- ◆ there were 4 accidents resulting in an absence lasting over 3 days during the period, this figure remains unchanged from the same period last year.
- ◆ there were 6 accidents resulting in absences 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 October to November 2017 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 40 disciplinary hearings were held across Resources within the Council, an increase of 5 when compared to the same period last year.
- ◆ action was taken in 36 of these cases. 4 Resource level appeals were raised against the outcomes of which 1 was upheld, 1 was upheld in part and 2 were not upheld.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 68% of hearings met this target.
- ◆ during the period, 2 appeals were heard by the Appeals Panel, of which 1 was upheld in part and 1 was not upheld.
- ◆ at the end of November 2017, 3 Appeals Panels were pending.
- ◆ during the period, 3 grievance cases were raised, one was resolved at stage 1 and 2 are still in process.
- ◆ during the period, 5 Dignity at Work cases were raised and 5 were still in process.
- ◆ during the period, 1 referral for mediation was submitted.

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

8.1. Information on the number of leavers and exit interviews for the period October to November 2017 is contained in Appendix 13. Exit interviews are conducted with employees who leave voluntarily.

### **Labour Turnover**

Using information compiled from Resources and Staffing Watch information as at 9 September 2017, the Council's turnover figure for October to November 2017 is as follows:-

109 leavers eligible for exit interviews/14,332 employees in post = Labour Turnover of 0.8%.

Based on the figure at November 2017, the annual labour turnover figure for the financial year 2017/2018 for the Council is 5.1%.

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

- ◆ there were a total of 103 employees leaving the Council that were eligible for an exit interview, an increase of 39 when compared with the same period last year.
- ◆ exit interviews were held with 17% of leavers, compared with 28% from the same period last year.

## **9. Recruitment Monitoring**

9.1. Information on Recruitment Monitoring for October to November 2017 is contained within Appendix 14.

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

- ◆ overall, 2,998 applications and 2,933 completed Equal Opportunities Monitoring Forms were received.

- ♦ of those applicants who declared themselves as disabled (111), 65 were shortlisted for interview and 22 were appointed.
- ♦ of those applicants of a black/ethnic minority background (93), 37 were shortlisted for interview and 21 were appointed.

## **10. Staffing Watch**

- 10.1 There has been a decrease of 2 in the number of employees in post from 10 June 2017 to 9 September 2017 (Appendix 15).

## **10. Employee Implications**

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

## **11. Financial Implications**

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

## **12. Other Implications**

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

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

- 13.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 13.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

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

28 December 2017

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

- ♦ Accountable, effective, efficient and transparent
- ♦ Fair, open and sustainable
- ♦ Ambitious, self aware and improving
- ♦ Excellent employer
- ♦ People focused
- ♦ Working with and respecting others

## **Previous References**

- ♦ Finance and Corporate Resources Committee – 15 November 2017

## **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

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**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Council Wide**

APT&C				Teachers				Manual Workers				Council Wide			
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.2	4.0	4.1	April	2.6	2.9	2.1	April	4.3	6.1	5.2	April	3.8	4.3	3.9
May	4.0	4.2	4.4	May	2.9	3.1	2.7	May	4.4	5.8	5.1	May	3.9	4.4	4.2
June	3.6	4.1	4.1	June	2.2	2.4	2.2	June	4.5	5.6	4.9	June	3.5	4.1	3.9
July	3.2	3.5	3.3	July	1.2	1.2	0.8	July	3.9	4.7	4.5	July	2.9	3.3	3.0
August	3.5	3.7	3.7	August	1.5	1.4	1.0	August	4.3	5.2	4.5	August	3.3	3.6	3.2
September	3.6	4.1	4.4	September	2.6	2.4	2.2	September	5.1	5.4	5.0	September	3.8	4.1	4.0
October	4.1	4.5	4.3	October	2.8	2.9	2.4	October	5.0	5.6	5.4	October	4.1	4.4	4.1
November	4.5	5.0	4.7	November	3.8	3.1	3.5	November	5.9	6.4	6.1	November	4.7	4.9	4.8
December	4.2	5.1		December	4.2	3.2		December	6.1	6.3		December	4.7	4.9	
January	4.1	4.7		January	4.0	2.8		January	6.0	5.5		January	4.6	4.5	
February	4.5	5.1		February	4.2	3.7		February	6.5	5.8		February	5.0	5.0	
March	4.7	5.0		March	4.3	3.4		March	6.8	5.4		March	5.2	4.7	
Annual Average	4.0	4.4	4.4	Annual Average	3.0	2.7	2.5	Annual Average	5.2	5.7	5.3	Annual Average	4.1	4.4	4.2
Average Apr-Nov	3.8	4.1	4.1	Average Apr-Nov	2.5	2.4	2.1	Average Apr-Nov	4.7	5.6	5.1	Average Apr-Nov	3.8	4.1	3.9

  

No of Employees at 30 November 2017	6932	No of Employees at 30 November 2017	3750	No of Employees at 30 November 2017	4295	No of Employees at 30 November 2017	14977
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For the financial year 2017/18, the projected average days lost per employee equates to 9.3 days.

**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide				
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018	
April	1.7	4.0	3.9	April	4.2	5.8	5.2	April	3.8	5.3	4.8	April	3.8	4.3	3.9	
May	2.6	4.2	4.4	May	4.4	5.6	5.7	May	4.1	5.2	5.4	May	3.9	4.4	4.2	
June	2.3	3.4	4.2	June	4.5	5.5	5.1	June	4.1	4.9	4.9	June	3.5	4.1	3.9	
July	2.4	2.5	3.4	July	3.9	4.4	4.2	July	3.6	3.9	4.0	July	2.9	3.3	3.0	
August	3.3	2.9	3.6	August	4.5	5.0	4.5	August	4.2	4.4	4.3	August	3.3	3.6	3.2	
September	2.3	4.4	3.4	September	5.2	5.6	5.0	September	4.7	5.3	4.8	September	3.8	4.1	4.0	
October	5.4	4.8	3.8	October	5.3	5.8	5.6	October	5.3	5.5	5.3	October	4.1	4.4	4.1	
November	3.5	5.5	4.5	November	6.1	6.7	6.2	November	5.6	6.4	5.9	November	4.7	4.9	4.8	
December	2.5	5.3		December	6.5	6.2		December	5.7	6.0		December	4.7	4.9		
January	3.2	4.4		January	6.3	5.7		January	5.7	5.4		January	4.6	4.5		
February	3.0	4.5		February	6.5	6.4		February	6.0	5.9		February	5.0	5.0		
March	4.1	4.2		March	6.5	5.9		March	5.9	5.4		March	5.2	4.7		
Annual Average	3.0	4.2	4.1	Annual Average	5.3	5.7	5.5	Annual Average	4.9	5.3	5.2	Annual Average	4.1	4.4	4.2	
Average Apr-Nov	2.9	4.0	3.9	Average Apr-Nov	4.8	5.6	5.2	Average Apr-Nov	4.4	5.1	4.9	Average Apr-Nov	3.8	4.1	3.9	
No of Employees at 30 November 2017			570	No of Employees at 30 November 2017			2676	No of Employees at 30 November 2017			3246	No of Employees at 30 November 2017			14977	

For the financial year 2017/18, the projected average days lost per employee equates to 12.5 days.

**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Education Resources**

APT&C				Teachers				Resource Total				Council Wide							
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018				
April	4.2	3.4	4.0	April	2.6	2.9	2.1	April	3.2	3.1	2.9	April	3.8	4.3	3.9				
May	4.3	3.8	4.7	May	2.9	3.1	2.7	May	3.5	3.4	3.5	May	3.9	4.4	4.2				
June	3.6	3.8	3.6	June	2.2	2.4	2.2	June	2.8	3.0	2.8	June	3.5	4.1	3.9				
July	2.6	2.9	2.1	July	1.2	1.2	0.8	July	1.8	1.9	1.3	July	2.9	3.3	3.0				
August	3.1	3.0	2.7	August	1.5	1.4	1.0	August	2.2	2.0	1.7	August	3.3	3.6	3.2				
September	4.6	3.7	4.3	September	2.6	2.4	2.2	September	3.4	2.9	3.0	September	3.8	4.1	4.0				
October	4.5	4.2	4.6	October	2.8	2.9	2.4	October	3.5	3.4	3.3	October	4.1	4.4	4.1				
November	5.4	5.4	5.0	November	3.8	3.1	3.5	November	4.5	4.0	4.1	November	4.7	4.9	4.8				
December	5.0	5.4		December	4.2	3.2		December	4.5	4.1		December	4.7	4.9					
January	4.6	4.7		January	4.0	2.8		January	4.3	3.6		January	4.6	4.5					
February	4.7	5.5		February	4.2	3.7		February	4.4	4.4		February	5.0	5.0					
March	4.9	5.6		March	4.3	3.4		March	4.5	4.3		March	5.2	4.7					
Annual Average	4.3	4.3	4.4	Annual Average	3.0	2.7	2.5	Annual Average	3.6	3.3	3.3	Annual Average	4.1	4.4	4.2				
Average Apr-Nov	4.0	3.8	3.9	Average Apr-Nov	2.5	2.4	2.1	Average Apr-Nov	3.1	3.0	2.8	Average Apr-Nov	3.8	4.1	3.9				
No of Employees at 30 November 2017				2576	No of Employees at 30 November 2017				3750	No of Employees at 30 November 2017				6326	No of Employees at 30 November 2017				14977

For the financial year 2017/18, the projected average days lost per employee equates to 6.8 days.



**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Finance and Corporate Resources**

APT&C				Manual Workers				Resource Total				Council Wide				
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018	
April	3.1	2.6	2.8	April			0.0	April	3.1	2.6	2.8	April	3.8	4.3	3.9	
May	2.9	2.2	3.2	May				0.0	May	2.9	2.2	3.2	May	3.9	4.4	4.2
June	3.7	2.2	3.3	June				0.0	June	3.7	2.2	3.3	June	3.5	4.1	3.9
July	3.5	2.0	3.1	July				0.0	July	3.5	2.0	3.0	July	2.9	3.3	3.0
August	3.0	2.2	3.5	August				0.0	August	3.0	2.2	3.4	August	3.3	3.6	3.2
September	1.7	2.4	4.1	September				0.0	September	1.7	2.4	4.1	September	3.8	4.1	4.0
October	2.3	2.6	4.4	October				0.0	October	2.3	2.6	4.3	October	4.1	4.4	4.1
November	2.3	3.1	4.2	November				0.0	November	2.3	3.1	4.1	November	4.7	4.9	4.8
December	2.5	2.6		December					December	2.5	2.6		December	4.7	4.9	
January	2.7	2.6		January					January	2.7	2.6		January	4.6	4.5	
February	3.9	3.8		February					February	3.9	3.8		February	5.0	5.0	
March	2.7	3.7		March					March	2.7	3.7		March	5.2	4.7	
Annual Average	2.9	2.7	3.4	Annual Average		0.0	Annual Average	2.9	2.7	3.4	Annual Average	4.1	4.4	4.2		
Average Apr-Nov	2.8	2.4	3.6	Average Apr-Nov		0.0	Average Apr-Nov	2.8	2.4	3.5	Average Apr-Nov	3.8	4.1	3.9		
No of Employees at 30 November 2017			1047	No of Employees at 30 November 2017			12	No of Employees at 30 November 2017			1059	No of Employees at 30 November 2017			14977	

For the financial year 2017/18, the projected average days lost per employee equates to 8.3 days.  
 Figures for manual workers only applicable from May 2017/2018

**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Housing & Technical Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018
April	4.5	4.6	4.3	April	5.0	6.3	4.5	April	4.7	5.1	4.4	April	3.8	4.3	3.9
May	3.6	4.3	4.2	May	4.7	5.0	3.9	May	3.9	4.5	4.1	May	3.9	4.4	4.2
June	3.8	4.3	3.9	June	4.6	5.5	4.4	June	4.0	4.7	4.1	June	3.5	4.1	3.9
July	3.5	4.1	4.3	July	4.1	4.5	4.9	July	3.7	4.2	4.5	July	2.9	3.3	3.0
August	3.7	4.9	4.7	August	4.3	5.7	4.0	August	3.9	5.1	4.4	August	3.3	3.6	3.2
September	3.5	5.1	4.3	September	3.8	4.6	4.5	September	3.6	5.0	4.4	September	3.8	4.1	4.0
October	4.2	5.5	3.8	October	4.1	5.0	4.4	October	4.2	5.3	4.0	October	4.1	4.4	4.1
November	4.4	4.9	4.9	November	4.5	6.7	6.4	November	4.5	5.5	5.5	November	4.7	4.9	4.8
December	4.0	5.0		December	4.9	6.7		December	4.3	5.6		December	4.7	4.9	
January	3.9	5.0		January	4.9	4.3		January	4.2	4.8		January	4.6	4.5	
February	4.2	4.9		February	6.5	4.7		February	4.9	4.8		February	5.0	5.0	
March	4.9	4.7		March	7.3	4.6		March	5.7	4.6		March	5.2	4.7	
Annual Average	4.0	4.8	4.5	Annual Average	4.9	5.3	4.8	Annual Average	4.3	4.9	4.6	Annual Average	4.1	4.4	4.2
Average Apr-Nov	3.9	4.7	4.3	Average Apr-Nov	4.4	5.4	4.6	Average Apr-Nov	4.1	4.9	4.4	Average Apr-Nov	3.8	4.1	3.9
No of Employees at 30 November 2017			899	No of Employees at 30 November 2017			559	No of Employees at 30 November 2017			1458	No of Employees at 30 November 2017			14977

For the financial year 2017/18, the projected average days lost per employee equates to 10.9 days.

**ABSENCE TRENDS - 2015/2016, 2016/2017 & 2017/2018**  
**Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018		2015 / 2016	2016 / 2017	2017 / 2018
April	5.0	4.8	5.0	April	4.2	6.6	5.6	April	4.8	5.4	5.2	April	3.8	4.3	3.9
May	4.8	5.3	4.9	May	4.5	6.9	4.1	May	4.7	5.8	4.6	May	3.9	4.4	4.2
June	3.9	5.2	5.3	June	4.3	6.2	4.6	June	4.0	5.5	5.1	June	3.5	4.1	3.9
July	3.9	5.0	4.8	July	4.0	5.7	4.9	July	4.0	5.3	4.8	July	2.9	3.3	3.0
August	4.0	4.8	4.9	August	4.0	5.4	4.7	August	4.0	5.0	4.8	August	3.3	3.6	3.2
September	3.5	4.3	5.0	September	5.3	5.3	5.2	September	4.0	4.7	5.1	September	3.8	4.1	4.0
October	3.9	4.7	4.2	October	4.8	5.6	5.8	October	4.2	5.0	4.8	October	4.1	4.4	4.1
November	4.4	5.1	4.4	November	6.0	5.4	5.9	November	4.9	5.2	4.9	November	4.7	4.9	4.8
December	4.3	5.6		December	5.5	6.1		December	4.7	5.8		December	4.7	4.9	
January	4.4	5.5		January	5.7	5.5		January	4.8	5.5		January	4.6	4.5	
February	5.2	5.8		February	6.2	4.8		February	5.5	5.4		February	5.0	5.0	
March	5.3	5.6		March	7.2	4.8		March	5.9	5.3		March	5.2	4.7	
Annual Average	4.4	5.1	5.1	Annual Average	5.1	5.7	5.2	Annual Average	4.6	5.3	5.1	Annual Average	4.1	4.4	4.2
Average Apr-Nov	4.2	4.9	4.8	Average Apr-Nov	4.6	5.9	5.1	Average Apr-Nov	4.3	5.2	4.9	Average Apr-Nov	3.8	4.1	3.9
No of Employees at 30 November 2017			1840	No of Employees at 30 November 2017			1048	No of Employees at 30 November 2017			2888	No of Employees at 30 November 2017			14977

For the financial year 2017/18, the projected average days lost per employee equates to 10.7 days.

**ABSENCE BY LONG AND SHORT TERM**

From: 1 September 2017 - 30 November 2017

Resource	No of employees	September 2017			October 2017			November 2017		
		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	3246	1.8	3.0	4.8	2.1	3.2	5.3	2.3	3.6	5.9
Education	6326	1.3	1.7	3.0	1.1	2.2	3.3	1.7	2.4	4.1
Finance and Corporate	1059	1.6	2.5	4.1	1.5	2.8	4.3	1.6	2.5	4.1
Housing & Technical	1458	1.9	2.5	4.4	1.6	2.4	4.0	2.7	2.8	5.5
Social Work	2888	1.7	3.4	5.1	1.9	2.9	4.8	2.0	2.9	4.9
<b>Council Overall for September - November 2017</b>	<b>14977</b>	<b>1.6</b>	<b>2.4</b>	<b>4.0</b>	<b>1.5</b>	<b>2.6</b>	<b>4.1</b>	<b>2.0</b>	<b>2.8</b>	<b>4.8</b>

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

**From : 1 November - 30 November 2017**

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	1248	31	1106	21	128	15	533	32	648	25	3663	25
Psychological	874	21	1356	26	253	29	542	32	704	27	3729	26
Stomach, Bowel, Blood, Metabolic Disorders	502	12	735	14	71	8	153	9	392	15	1853	13
Respiratory	366	9	545	10	74	9	110	7	244	9	1339	9
Other Classification	1092	27	1537	29	333	39	332	20	597	23	3891	27
<b>Total Days Lost By Resource</b>	4082	100	5279	100	859	100	1670	100	2585	100	14475	100
<b>Total Work Days Available</b>	69518		128365		20900		30264		52530			

**From : 1 November - 30 November 2016**

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	1395	30	862	17	102	23	566	27	688	24	3613	24
Psychological	994	22	1508	30	186	42	503	24	849	30	4040	27
Stomach, Bowel, Blood, Metabolic Disorders	617	13	614	12	37	8	203	10	321	11	1792	12
Respiratory	393	9	554	11	79	18	288	14	314	11	1628	11
Other Classification	1199	26	1467	29	43	10	534	26	659	23	3902	26
<b>Total Days Lost By Resource</b>	4598	100	5005	100	447	100	2094	100	2831	100	14975	100
<b>Total Work Days Available</b>	72351		123904		14239		37989		54723			

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 October 2017 - 30 November 2017 comparison with 1 October 2016 - 30 November 2016

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Oct-Nov 2017)	75	19	36	14	40	60	244
TOTAL (Oct-Nov 2016)	79	13	28	6	23	88	237

No of Employees Referred For Physiotherapy		
RESOURCE	Oct-Nov 2016	Oct-Nov 2017
Community and Enterprise	112	96
Education (Teachers)	47	55
Education (Others)	52	68
Finance and Corporate	18	26
Housing and Technical	72	46
Social Work	117	103
TOTAL	418	394

No of Employees Referred To Employee Support Officer		
RESOURCE	Oct-Nov 2016	Oct-Nov 2017
Community and Enterprise	53	47
Education	53	89
Finance and Corporate	7	19
Housing and Technical	24	20
Social Work	56	52
TOTAL	193	227

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Oct-Nov 2016	Oct-Nov 2017
Community and Enterprise	10	2
Education	13	18
Finance and Corporate	6	5
Housing and Technical	3	5
Social Work	13	7
TOTAL	45	37

	Analysis of Counselling Referrals by Cause												
	Reason												
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total		
	M	S	M	S	M	S	M	S	M	S	M	S	
TOTAL (Oct-Nov 2017)	27	4	0	0	65	4	0	1	8	2	100	11	
TOTAL (Oct-Nov 2016)	29	3	0	0	62	3	0	0	8	2	99	8	
								Total Referrals (Oct-Nov 2017)				111	
								Total Referrals (Oct-Nov 2016)				107	

M = MANAGEMENT REFERRAL    S = SELF REFERRAL

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

**FROM: 1 October 2017 - 30 November 2017 comparison with 1 October 2016 - 30 November 2016**

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016	2017	2016
Specified Injury	0	0	0	1	0	0	0	0	0	0	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>1</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>
Over 7-day	3	5	0	1	0	0	2	1	1	1	6	8
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 7-day**</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>8</b>
Over 3-day	2	0	0	2	0	0	1	2	1	0	4	4
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 3-day**</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>4</b>
Minor	15	11	2	12	0	0	6	3	3	1	26	27
Near Miss	3	2	1	0	0	0	0	0	0	1	4	3
Violent Incident: Physical	3	1	129	99	1	0	0	1	16	9	149	110
Violent Incident: Verbal	3	0	8	11	3	0	0	5	3	6	17	22
<b>Total Minor***</b>	<b>24</b>	<b>14</b>	<b>140</b>	<b>122</b>	<b>4</b>	<b>0</b>	<b>6</b>	<b>9</b>	<b>22</b>	<b>17</b>	<b>196</b>	<b>162</b>
<b>Total Accidents/Incidents</b>	<b>29</b>	<b>19</b>	<b>140</b>	<b>126</b>	<b>4</b>	<b>0</b>	<b>9</b>	<b>12</b>	<b>24</b>	<b>18</b>	<b>206</b>	<b>175</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 October 2017 - 30 November 2017 comparison with 1 October 2016 - 30 November 2016

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	3	17	N/A	20	0	2	N/A	2	3	15	N/A	18	8	6	6	70%
EDUCATION	2	0	4	6	2	0	0	2	0	0	4	4	3	2	1	83%
FINANCE AND CORPORATE	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	0	0	1	0%
HOUSING & TECHNICAL	2	3	N/A	5	0	0	N/A	0	2	3	N/A	5	2	1	2	60%
SOCIAL WORK	4	4	N/A	8	0	0	N/A	0	4	4	N/A	8	3	2	3	63%
TOTAL (Oct-Nov 2017)	12	24	4	40	2	2	0	4	10	22	4	36	16	11	13	68%
TOTAL (Oct-Nov 2016)	10	21	4	35	5	4	2	11	5	17	2	24	11	11	13	63%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Oct-Nov 2017)	3	1	0	4	1	0	0	1	0	1	0	1	2	0	0	2	0
TOTAL (Oct-Nov 2016)	1	2	1	4	0	0	0	0	0	0	0	0	1	2	1	4	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.

### APPEALS PANEL

FROM: 1 October 2017 - 30 November 2017

APPEALS PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	1	1	0	2	3





**RECORD OF GRIEVANCES****FROM: 1 October 2017 - 30 November 2017 comparison with 1 October 2016 - 30 November 2016**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Oct-Nov 2017)	3	1	0	0	2
TOTAL (Oct-Nov 2016)	1	0	1	0	0

**DIGNITY AT WORK****FROM: 1 October 2017 - 30 November 2017 comparison with 1 October 2016 - 30 November 2016**

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 (Oct-Nov 2017)	5	0	0	0	0	5
TOTAL (Oct-Nov 2016)	2	0	2	0	0	0

**REFERRALS FOR WORKPLACE MEDIATION****As at November 2017**

WORKPLACE MEDIATION	Oct-17	Nov-17
No of Referrals	0	1
*No of Successful Cases	1	1
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	1	0

WORKPLACE MEDIATION	Oct-16	Nov-16
No of Referrals	2	2
*No of Successful Cases	1	0
*No of Unsuccessful Cases	0	0
No of cases unsuitable for mediation	2	1

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

## ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

FROM: 1 October 2017 - 30 November 2017

## LABOUR TURNOVER (Oct-Nov 2017)

	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total
<b>Total Number of Leavers Per Resource</b>	35	41	4	4	25	<b>109</b>

## EXIT INTERVIEWS (Oct-Nov 2017)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	0	2	0	0	1	3	17
DISSATISFACTION WITH TERMS AND CONDITIONS	0	1	0	0	0	1	6
FURTHER EDUCATION	0	1	0	0	0	1	6
MOVING OUTWITH AREA	0	0	0	0	1	1	6
POOR RELATIONSHIPS WITH MANAGERS /	0	1	0	0	0	1	6
OTHER	0	7	0	1	3	11	61
<b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>	<b>0</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>18</b>	
<b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b>	<b>35</b>	<b>35</b>	<b>4</b>	<b>4</b>	<b>25</b>	<b>103</b>	
<b>% OF LEAVERS INTERVIEWED</b>	<b>0</b>	<b>34</b>	<b>0</b>	<b>25</b>	<b>20</b>	<b>17</b>	

## EXIT INTERVIEWS (Oct-Nov 2016)

<b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>	<b>1</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	
<b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b>	<b>19</b>	<b>24</b>	<b>0</b>	<b>6</b>	<b>15</b>	<b>64</b>	
<b>% OF LEAVERS INTERVIEWED</b>	<b>5</b>	<b>71</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>28</b>	

\* Note these totals include temporary employees

## RECRUITMENT MONITORING

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

FROM : 1 October 2017 - 30 November 2017

Total Number of applications received:	<b>2998</b>
Total Number of Equal Opportunities Monitoring forms received:	<b>2933</b>
Total Number of posts recruited for:	<b>206</b>
Total Number of appointments:	<b>608</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	<b>2959</b>	<b>1221</b>	<b>608</b>
Total No of Male Applicants	561	198	93
Total No of Female Applicants	2366	972	479
Total No of Disabled Applicants	111	65	22
Total No of applicants aged under 50	2568	1007	505
Total No of applicants aged over 50	360	163	64
Total No of White applicants	2815	1130	557
Total No of Black/Ethnic minority applicants*	93	37	21

FROM : 1 October 2016 - 30 November 2016

Total Number of applications received:	<b>1872</b>
Total Number of Equal Opportunities Monitoring forms received:	<b>1697</b>
Total Number of posts recruited for:	<b>177</b>
Total Number of appointments:	<b>280</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	<b>1697</b>	<b>671</b>	<b>190</b>
Total No of Male Applicants	446	161	45
Total No of Female Applicants	1245	508	145
Total No of Disabled Applicants	55	30	5
Total No of applicants aged under 50	1440	551	156
Total No of applicants aged over 50	244	113	33
Total No of White applicants	1642	655	187
Total No of Black/Ethnic minority applicants*	36	8	2

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

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 September 2017****Analysis by Resource**

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3129	1384	221	221	1303
Education - Others	2404	127	71	358	1848
Education - Teachers	3622	680	58	2235	649
Finance & Corporate Resources	1013	225	17	449	322
Housing & Technical	1353	891	13	306	143
Social Work Resources	2811	223	195	913	1480
<b>Total All Staff</b>	<b>14332</b>	<b>3530</b>	<b>575</b>	<b>4482</b>	<b>5745</b>

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2320.74	1.00	1545.63	437.65	254.05	50.61	19.80	4.00	8.00	0.00
1677.62	1.00	1037.51	448.50	86.07	19.00	14.00	4.00	56.94	10.60
3332.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.60	3328.20
900.10	2.00	162.56	393.09	238.90	68.41	27.11	6.00	2.03	0.00
1299.00	1.00	190.79	689.91	363.30	40.00	12.00	2.00	0.00	0.00
2420.18	1.00	1354.03	477.57	543.58	20.00	22.00	2.00	0.00	0.00
<b>8617.64</b>	(excluding Teachers)								
<b>11950.44</b>	<b>6.00</b>	<b>4290.52</b>	<b>2446.72</b>	<b>1485.90</b>	<b>198.02</b>	<b>94.91</b>	<b>18.00</b>	<b>71.57</b>	<b>3338.80</b>

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 10 June 2017****Analysis by Resource**

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3189	1408	227	225	1329
Education - Others	2376	131	75	360	1810
Education - Teachers	3510	658	59	2155	638
Finance & Corporate Resources	1043	242	16	462	323
Housing & Technical	1364	897	11	311	145
Social Work Resources	2852	223	198	910	1521
<b>Total All Staff</b>	<b>14334</b>	<b>3559</b>	<b>586</b>	<b>4423</b>	<b>5766</b>

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2366.88	1.00	1575.36	446.45	260.65	51.62	19.80	4.00	8.00	0.00
1659.21	1.00	1009.36	456.89	84.42	21.00	14.00	4.00	54.84	13.70
3223.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.60	3218.80
928.23	2.00	175.33	397.99	243.67	75.01	26.20	6.00	2.03	0.00
1310.19	1.00	191.33	694.60	369.26	40.00	12.00	2.00	0.00	0.00
2449.71	1.00	1387.51	491.72	525.48	20.00	22.00	2.00	0.00	0.00
<b>8714.22</b>	(excluding Teachers)								
<b>11937.62</b>	<b>6.00</b>	<b>4338.89</b>	<b>2487.65</b>	<b>1483.48</b>	<b>207.63</b>	<b>94.00</b>	<b>18.00</b>	<b>69.47</b>	<b>3232.50</b>