

# Report

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

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

1.1. The purpose of the report is to:-

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

## 2. Recommendation(s)

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

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

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 11 September 2021

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to the Employee Issues Forum. This report for the Council provides information on the position for the period September to November 2021.

## 4. Attendance Statistics

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

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

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

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

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

In comparison to November 2020 (Appendix 8):-

- ◆ Psychological and respiratory conditions are the main reasons for absence.
- ◆ Total days lost due to psychological conditions have increased by 925 days.
- ◆ Total days lost due to musculoskeletal conditions have increased by 1050 days.
- ◆ Total days lost due to respiratory conditions have increased by 1131 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 582 days.

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

The attendance information contained in this report includes absences as a result of Covid-19 and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 8.17% with 3.0% of this relating to Covid-19 for sickness and special leave.

## **5. Occupational Health**

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

- ◆ during the period there were 391 employees referred for a medical examination, an increase of 43 when compared to the same period last year. Both musculoskeletal and psychological conditions continue to be the main reason for medical referrals.
- ◆ a total of 513 employees attended physiotherapy treatment, showing an increase of 114 when compared to the same period last year. Of the 513 employees referred, 71 % remained at work whilst undertaking treatment.
- ◆ during this period 558 employees were referred to the Employee Support Officer, showing an increase of 99 when compared with the same period last year. Of the referrals made this period, 90% related to personal reasons.
- ◆ 182 employees were referred to the PAM Assist counselling service this period, showing an increase of 52 when compared with the same period last year. All of the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 63% of the referrals made, 25% were for work related reasons and 12% were for other reasons.
- ◆ 8 employees were referred for Cognitive Behavioural Therapy this period, this figure has decreased by 30 when compared to the same period last year.

## **6. Accidents/Incidents**

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

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

- ◆ there were 414 minor accidents/incidents, this figure has increased by 148 from the same period last year.
- ◆ there were 6 accidents resulting in an absence lasting over 3 days during the period, this figure has increased by 2 from the same period last year.
- ◆ there were 13 accidents resulting in an absence lasting over 7 days during the period, this figure has increased by 8 from the same period last year.

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

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

- ◆ in total, 33 disciplinary hearings were held across Resources within the Council, an increase of 17 when compared to the same period last year.
- ◆ action was taken in 29 of these cases. No appeals were raised.
- ◆ our target is to convene disciplinary hearings within 6 weeks, 82% of hearings met this target.
- ◆ during the period, no appeals were heard by the Appeals Panel.
- ◆ at the end of November 2021, 2 Appeals Panels were pending.
- ◆ during the period, 4 grievance cases were raised.
- ◆ during the period, 3 Dignity at Work cases were raised.
- ◆ during the period, no referrals for mediation were submitted.

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

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

### **Labour Turnover**

Using information compiled from Resources and Staffing Watch information as at 11 September 2021, the Council's turnover figure for September to November 2021 is as follows:-

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

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

8.2. Analysis of Leavers and Exit Interviews:-

- ◆ there was a total of 172 employees leaving the Council that were eligible for an exit interview, an increase of 60 when compared with the same period last year.
- ◆ exit interviews were held with 42% of leavers, compared with 29% from the same period last year.

8.3. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from 4 options:-

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

- 8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From September to November 2021, 432 (313.12 FTE) employees left employment. Managers indicated that 408 (291.54 FTE) would be replaced, 17 posts (16.27 FTE) were due to the end of fixed term contracts, 5 posts (3.31 FTE) are being left vacant pending savings or service reviews and 2 posts (2.0 FTE) are planning to be removed for savings.

## **9. Recruitment Monitoring**

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

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

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

## **10. Staffing Watch**

- 10.1. There has been an increase of 16 in the number of employees in post from 12 June to 11 September 2021. Details of the staffing watch are contained in Appendix 15.

## **11. Employee Implications**

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

## **12. Financial Implications**

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

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

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

## **14. Other Implications**

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

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

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

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

**Paul Manning**

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

23 December 2021

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

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

**Previous References**

- ◆ Employee Issues Forum – 26 October 2021

**List of Background Papers**

- ◆ Monitoring information provided by Resources

**Contact for Further Information**

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

Elaine Maxwell, HR Business Manager

Ext: 4647 (Tel: 01698 454647)

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

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

APT&C				Teachers				Manual Workers				Council Wide			
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022
	%	%	%		%	%	%		%	%	%		%	%	%
April	4.0	4.2	4.1	April	2.9	2.9	2.5	April	5.2	6.0	6.2	April	4.0	4.4	4.3
May	4.4	2.9	4.7	May	3.2	1.4	3.2	May	5.6	4.9	6.7	May	4.4	3.1	4.9
June	4.4	2.5	4.4	June	2.7	0.9	2.6	June	5.7	4.5	7.0	June	4.4	2.7	4.7
July	3.5	2.2	4.1	July	1.2	0.5	1.1	July	5.1	4.0	6.3	July	3.4	2.3	4.0
August	3.9	2.9	4.6	August	1.3	1.2	2.0	August	5.5	5.1	7.3	August	3.7	3.1	4.7
September	4.5	4.1	6.1	September	2.5	2.7	4.4	September	6.1	5.8	8.5	September	4.5	4.2	6.4
October	4.7	4.7	6.0	October	2.6	3.2	4.1	October	6.1	6.4	8.7	October	4.6	4.8	6.3
November	5.7	5.6	6.5	November	3.8	4.6	5.6	November	6.6	7.3	8.7	November	5.5	5.8	6.9
December	5.7	5.3		December	3.8	4.7		December	7.2	6.9		December	5.7	5.6	
January	5.2	4.5		January	3.4	2.7		January	7.1	7.2		January	5.3	4.8	
February	5.6	4.3		February	3.8	2.5		February	7.3	7.4		February	5.6	4.8	
March	6.2	4.6		March	4.8	2.9		March	7.3	7.2		March	6.2	4.9	
Annual Average	4.8	4.0	4.9	Annual Average	3.0	2.5	3.2	Annual Average	6.2	6.1	7.3	Annual Average	4.8	4.2	5.1
Average Apr-Nov	4.4	3.6	5.1	Average Apr-Nov	2.5	2.2	3.2	Average Apr-Nov	5.7	5.5	7.4	Average Apr-Nov	4.3	3.8	5.3

No of Employees at 30 November 2021	7581	No of Employees at 30 November 2021	4045	No of Employees at 30 November 2021	4566	No of Employees at 30 November 2021	16192
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For the financial year 2021/22, the projected average days lost per employee equates to 12.6 days.

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

APT&C				Manual Workers				Resource Total				Council Wide				
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022	
April	4.0	3.1	2.3	April	4.4	5.3	5.7	April	4.3	5.0	5.2	April	4.0	4.4	4.3	
May	3.6	2.4	2.7	May	5.1	4.3	6.4	May	4.9	4.0	5.9	May	4.4	3.1	4.9	
June	3.9	1.6	2.8	June	5.5	4.0	6.6	June	5.3	3.6	6.0	June	4.4	2.7	4.7	
July	3.9	1.8	2.9	July	4.3	3.6	5.3	July	4.3	3.4	4.9	July	3.4	2.3	4.0	
August	4.0	1.7	2.9	August	5.1	4.9	6.4	August	4.9	4.4	5.9	August	3.7	3.1	4.7	
September	2.9	1.6	3.4	September	5.9	5.8	8.2	September	5.4	5.1	7.5	September	4.5	4.2	6.4	
October	3.4	3.1	3.8	October	5.9	6.3	7.9	October	5.5	5.8	7.3	October	4.6	4.8	6.3	
November	4.8	3.6	3.5	November	6.6	7.1	8.0	November	6.4	6.6	7.3	November	5.5	5.8	6.9	
December	5.4	3.1		December	7.0	6.4		December	6.8	5.9		December	5.7	5.6		
January	4.1	3.4		January	6.6	6.0		January	6.2	5.6		January	5.3	4.8		
February	3.8	2.8		February	7.1	6.5		February	6.6	5.9		February	5.6	4.8		
March	4.5	2.6		March	7.1	6.8		March	6.7	6.2		March	6.2	4.9		
Annual Average	4.0	2.6	3.0	Annual Average	5.9	5.6	6.7	Annual Average	5.6	5.1	6.1	Annual Average	4.8	4.2	5.2	
Average Apr-Nov	3.8	2.4	3.0	Average Apr-Nov	5.4	5.2	6.8	Average Apr-Nov	5.1	4.7	6.3	Average Apr-Nov	4.3	3.8	5.3	
No of Employees at 30 November 2021			557	No of Employees at 30 November 2021			2919	No of Employees at 30 November 2021			3476	No of Employees at 30 November 2021			16192	

For the financial year 2021/22, the projected average days lost per employee equates to 15.6 days.

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

APT&C				Teachers				Resource Total				Council Wide				
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022	
April	3.5	3.9	4.8	April	2.9	2.9	2.5	April	3.2	3.3	3.5	April	4.0	4.4	4.3	
May	4.2	2.2	5.7	May	3.2	1.4	3.2	May	3.6	1.8	4.4	May	4.4	3.1	4.9	
June	3.8	1.8	4.7	June	2.7	0.9	2.6	June	3.2	1.3	3.5	June	4.4	2.7	4.7	
July	2.4	1.3	3.4	July	1.2	0.5	1.1	July	1.7	0.9	2.1	July	3.4	2.3	4.0	
August	2.8	2.7	3.8	August	1.3	1.2	2.0	August	2.0	1.8	2.8	August	3.7	3.1	4.7	
September	4.3	4.8	6.4	September	2.5	2.7	4.4	September	3.3	3.6	5.3	September	4.5	4.2	6.4	
October	4.5	5.4	6.6	October	2.6	3.2	4.1	October	3.5	4.1	5.2	October	4.6	4.8	6.3	
November	5.8	6.6	8.0	November	3.8	4.6	5.6	November	4.7	5.5	6.7	November	5.5	5.8	6.9	
December	5.5	6.5		December	3.8	4.7		December	4.6	5.5		December	5.7	5.6		
January	5.1	4.8		January	3.4	2.7		January	4.2	3.6		January	5.3	4.8		
February	5.7	4.7		February	3.8	2.5		February	4.6	3.5		February	5.6	4.8		
March	7.1	5.6		March	4.8	2.9		March	5.8	4.1		March	6.2	4.9		
Annual Average	4.6	4.2	5.4	Annual Average	3.0	2.5	3.2	Annual Average	3.7	3.3	4.2	Annual Average	4.8	4.2	5.2	
Average Apr-Nov	3.9	3.6	5.4	Average Apr-Nov	2.5	2.2	3.2	Average Apr-Nov	3.2	2.8	4.2	Average Apr-Nov	4.3	3.8	5.3	
No of Employees at 30 November 2021			3378	No of Employees at 30 November 2021			4045	No of Employees at 30 November 2021			7423	No of Employees at 30 November 2021			16192	

For the financial year 2021/22, the projected average days lost per employee equates to 10.1 days.



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

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	3.5	3.5	2.6	April	7.1	8.5	0.0	April	3.6	3.6	2.6	April	4.0	4.4	4.3				
May	3.2	2.3	3.3	May	0.0	16.0	0.0	May	3.2	2.4	3.3	May	4.4	3.1	4.9				
June	3.3	1.9	3.5	June	0.5	7.4	0.0	June	3.2	1.9	3.5	June	4.4	2.7	4.7				
July	3.3	2.0	3.3	July	2.4	3.5	0.0	July	3.2	2.0	3.3	July	3.4	2.3	4.0				
August	3.6	1.8	3.6	August	5.9	12.1	0.0	August	3.6	2.0	3.6	August	3.7	3.1	4.7				
September	3.3	2.3	4.0	September	3.5	13.4	0.0	September	3.3	2.4	4.0	September	4.5	4.2	6.4				
October	3.7	3.2	3.6	October	3.6	10.2	0.0	October	3.7	3.3	3.6	October	4.6	4.8	6.3				
November	3.9	3.1	4.3	November	2.6	11.4	0.0	November	3.8	3.2	4.3	November	5.5	5.8	6.9				
December	4.6	2.7		December	1.3	11.4		December	4.5	2.8		December	5.7	5.6					
January	3.9	2.8		January	0.0	7.0		January	3.9	2.8		January	5.3	4.8					
February	4.1	3.5		February	7.6	0.0		February	4.1	3.5		February	5.6	4.8					
March	4.5	3.5		March	4.6	0.0		March	4.5	3.5		March	6.2	4.9					
Annual Average	3.7	2.7	3.4	Annual Average	3.3	8.4	1.5	Annual Average	3.7	2.8	3.4	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	3.5	2.5	3.5	Average Apr-Nov	3.2	10.3	0.0	Average Apr-Nov	3.5	2.6	3.5	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				936	No of Employees at 30 November 2021				0	No of Employees at 30 November 2021				936	No of Employees at 30 November 2021				16192

For the financial year 2021/22, the projected average days lost per employee equates to 8.2 days.

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

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	3.9	4.1	3.2	April	6.7	3.5	3.6	April	5.0	3.8	3.3	April	4.0	4.4	4.3				
May	4.2	2.8	2.9	May	5.1	2.0	4.2	May	4.5	2.5	3.4	May	4.4	3.1	4.9				
June	4.8	3.2	3.5	June	5.0	2.0	6.2	June	4.9	2.7	4.6	June	4.4	2.7	4.7				
July	4.1	2.7	4.0	July	5.4	2.7	5.7	July	4.6	2.7	4.7	July	3.4	2.3	4.0				
August	4.0	2.5	4.9	August	5.7	3.4	7.9	August	4.7	2.8	6.2	August	3.7	3.1	4.7				
September	4.4	2.1	5.8	September	5.8	3.3	8.1	September	5.0	2.6	6.8	September	4.5	4.2	6.4				
October	4.3	2.9	5.2	October	6.6	3.9	9.0	October	5.2	3.3	6.8	October	4.6	4.8	6.3				
November	5.5	3.7	5.7	November	6.1	5.6	9.2	November	5.7	4.5	7.2	November	5.5	5.8	6.9				
December	5.2	3.3		December	6.3	4.8		December	5.6	3.9		December	5.7	5.6					
January	5.8	3.5		January	5.9	4.4		January	5.8	3.9		January	5.3	4.8					
February	5.8	3.2		February	5.7	4.7		February	5.8	3.8		February	5.6	4.8					
March	5.1	3.1		March	6.5	4.5		March	5.7	3.6		March	6.2	4.9					
Annual Average	4.8	3.1	4.0	Annual Average	5.9	3.7	6.0	Annual Average	5.2	3.3	4.9	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	4.4	3.0	4.4	Average Apr-Nov	5.8	3.3	6.7	Average Apr-Nov	5.0	3.1	5.4	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				869	No of Employees at 30 November 2021				584	No of Employees at 30 November 2021				1453	No of Employees at 30 November 2021				16192

For the financial year 2021/22, the projected average days lost per employee equates to 13.0 days.

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

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	5.0	5.5	4.5	April	6.9	10.2	9.6	April	5.6	7.1	6.2	April	4.0	4.4	4.3				
May	5.6	4.4	5.0	May	7.7	8.1	9.3	May	6.3	5.7	6.5	May	4.4	3.1	4.9				
June	5.8	3.9	3.9	June	6.9	7.6	7.6	June	6.2	5.2	5.2	June	4.4	2.7	4.7				
July	5.1	3.7	6.1	July	7.7	6.3	10.3	July	5.9	4.6	7.5	July	3.4	2.3	4.0				
August	5.9	4.4	7.3	August	6.7	6.7	10.2	August	6.2	5.2	8.2	August	3.7	3.1	4.7				
September	6.2	5.4	7.6	September	6.8	7.5	10.3	September	6.4	6.1	8.5	September	4.5	4.2	6.4				
October	6.1	5.9	6.9	October	6.5	8.2	11.3	October	6.2	6.7	8.4	October	4.6	4.8	6.3				
November	6.8	6.6	6.2	November	6.8	8.9	10.8	November	6.8	7.4	7.7	November	5.5	5.8	6.9				
December	6.9	6.5		December	8.7	10.3		December	7.5	7.7		December	5.7	5.6					
January	6.2	5.8		January	9.5	13.1		January	7.3	8.3		January	5.3	4.8					
February	6.8	5.1		February	8.8	12.6		February	7.5	7.6		February	5.6	4.8					
March	6.8	4.6		March	8.5	10.6		March	7.4	6.6		March	6.2	4.9					
Annual Average	6.1	5.2	5.8	Annual Average	7.6	9.2	10.5	Annual Average	6.6	6.5	7.4	Annual Average	4.8	4.2	5.2				
Average Apr-Nov	5.8	5.0	5.9	Average Apr-Nov	7.0	7.9	9.9	Average Apr-Nov	6.2	6.0	7.3	Average Apr-Nov	4.3	3.8	5.3				
No of Employees at 30 November 2021				1841	No of Employees at 30 November 2021				1063	No of Employees at 30 November 2021				2904	No of Employees at 30 November 2021				16192

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

## Absence by long and short term

From: 1 September 2021 to 30 November 2021

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

**Attendance Monitoring  
Absence Classification**

From : 1 November 2021 to 30 November 2021

Reasons	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1283	24	1322	13	82	10	421	20	953	24	4061	18
Psychological	1240	23	3076	30	237	30	706	33	1309	32	6568	29
Stomach, Bowel, Blood, Metabolic Disorders	398	7	905	9	34	4	226	11	289	7	1852	8
Respiratory	1368	26	2805	28	234	30	514	24	723	18	5644	25
Other Classification	1049	20	2078	20	205	26	258	12	774	19	4364	19
<b>Total Days Lost By Resource</b>	5338	100	10186	100	792	100	2125	100	4048	100	22489	100
<b>Total Work Days Available</b>	73409		152247		18278		29669		52702			

From : 1 November 2020 to 30 November 2020

Reasons	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1193	22	811	8	89	11	347	16	571	14	3011	13
Psychological	1139	21	2672	26	202	26	323	15	1307	32	5643	25
Stomach, Bowel, Blood, Metabolic Disorders	375	7	518	5	4	1	108	5	265	7	1270	6
Respiratory	1085	20	2024	20	124	16	304	14	976	24	4513	20
Other Classification	801	15	1425	14	143	18	194	9	717	18	3280	15
<b>Total Days Lost By Resource</b>	4593	100	7450	100	562	100	1276	100	3836	100	17717	100
<b>Total Work Days Available</b>	69517		136589		17830		28517		51845			

\*WDL = Work Days Lost

## OCCUPATIONAL HEALTH REPORTS

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

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

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

## Analysis of Counselling Referrals by Cause

	Reason											
	Work Stress		Addiction		Personal		Anxiety/ Depression		Bereavement		Total	
	M	S	M	S	M	S	M	S	M	S	M	S
TOTAL (Sep-Nov 2021)	45	0	0	0	115	0	0	0	22	0	182	0
TOTAL (Sep-Nov 2020)	12	0	0	0	98	0	17	0	3	0	130	0
									Total Referrals (Sep-Nov 2021)			182
									Total Referrals (Sep-Nov 2020)			130

M = MANAGEMENT REFERRAL S = SELF REFERRAL

\*Resources nil responses are not included in figures

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

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

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Specified Injury	0	0	0	0	0	0	0	0	0	1	0	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	0	0	0	0	0	0	0	0	0	1	0	1
Over 7-day	7	2	1	0	0	0	3	1	2	2	13	5
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 7-day**</b>	7	2	1	0	0	0	3	1	2	2	13	5
Over 3-day	1	2	1	1	0	0	0	1	4	0	6	4
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 3-day**</b>	1	2	1	1	0	0	0	1	4	0	6	4
Minor	22	16	13	6	0	0	3	0	13	7	51	29
Near Miss	1	2	2	0	0	0	0	0	3	0	6	2
Violent Incident: Physical	5	0	309	214	0	0	0	0	15	7	329	221
Violent Incident: Verbal	5	1	20	8	0	0	2	0	1	5	28	14
<b>Total Minor***</b>	33	19	344	228	0	0	5	0	32	19	414	266
<b>Total Accidents/Incidents</b>	41	23	346	229	0	0	8	2	38	22	433	276

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

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

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

**RECORD OF DISCIPLINARY HEARINGS**

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

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	0	8	N/A	8	0	1	N/A	1	0	7	N/A	7	5	1	2	75%
EDUCATION	4	1	1	6	2	0	0	2	2	1	1	4	3	1	2	67%
FINANCE AND CORPORATE	0	0	N/A	0	0	0	N/A	0	0	0	N/A	0	0	0	0	0%
HOUSING & TECHNICAL	2	3	N/A	5	0	0	N/A	0	2	3	N/A	5	2	2	1	80%
SOCIAL WORK	3	11	N/A	14	0	1	N/A	1	2	11	N/A	13	7	6	1	93%
TOTAL (Sep-Nov 2021)	9	23	1	33	2	2	0	4	6	22	1	29	17	10	6	82%
TOTAL (Sep-Nov 2020)	5	10	1	16	1	0	0	1	4	10	1	15	8	2	5	67%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Sep-Nov 2021)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (Sep-Nov 2020)	1	1	0	2	0	0	0	0	0	0	0	0	1	1	0	2	0

\*Resources nil responses are not included in figures

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

**APPEAL'S PANEL**

FROM: 1 Sep 2021 - 30 November 2021

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



**RECORD OF GRIEVANCES**

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

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

**DIGNITY AT WORK**

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

DIGNITY AT WORK	No of Incidents	No Resolved at Informal Stage	No Resolved at Formal Stage	No of Appeals	Appeals in Process	Still in Process
TOTAL (Sep-Nov 2021)	3	0	0	0	0	3
TOTAL (Sep-Nov 2020)	1	0	0	0	0	1

\*Resources nil responses are not included in figures

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

## ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

## Exit Interviews (Sep-Nov 2021)

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

## Exit Interviews (Sep-Nov 2020)

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

\* Note these totals include temporary employees

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

\* Full time equivalent

\*\* Head count/number of employees

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

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

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

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

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

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

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

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

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

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

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

#### Analysis by Resource

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

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

#### Analysis by Resource

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