

# Report

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| Report to:       | <b>Social Work Resources Committee</b>   |
| Date of Meeting: | <b>19 August 2020</b>  |
| Report by:       | <b>Executive Director (Finance and Corporate Resources)<br/>Director, Health and Social Care</b> |

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| Subject: | <b>Social Work Resources – Workforce Monitoring – April to June 2020</b> |
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for April to June 2020 relating to Social Work Resources.

## 2. Recommendation(s)

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

(1) that the following employment information for April to June 2020 relating to Social Work Resources be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accident/incident statistics;
- ◆ discipline, grievance and dignity at work cases;
- ◆ analysis of leavers and exit interviews

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for April to June 2020.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of June 2020 for Social Work Resources.

The Resource absence figure for June 2020 was 5.2%, which represents a decrease of 0.5% when compared to the previous month and is 2.5% higher than the Council-wide figure. Compared to June 2019, the Resource absence figure has decreased by 1.0%.

Based on the absence figures at June 2020 and annual trends, the projected annual average absence for the Resource for 2020/2021 is 6.6%, compared to a Council-wide average figure of 4.6%.

For the financial year 2020/2021, the projected average days lost per employee equates to 13.0 days, compared with the overall figure for the Council of 8.1 days per employee.

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.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 181 referrals were made this period, a decrease of 213 when compared with the same period last year.

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

There were 35 accidents/incidents recorded within the Resource this period, a decrease of 2 when compared to the same period last year.

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

There were no disciplinary hearings held within the Resource this period, which is a decrease of 13 when compared with the same period last year. There were no grievance hearings within the Resource this period, which is a decrease of 2 when compared with the same period last year. There were 3 Dignity at Work complaints raised within the Resource this period, which is an increase of 1 when compared with the same period last year.

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

There were 22 leavers in the Resource this period who were eligible for an exit interview, a decrease of 14 when compared with the same period last year. Exit interviews were held with 23% of employees, compared with 14% for the same period last year.

**4.6. 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

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period April to June 2020, 46 (34.74 FTE) employees in total left employment and managers indicated that all posts are being filled.**

## **5 Employee Implications**

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

## **6. Financial Implications**

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

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

- 7.1 There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

## **8. Other Implications**

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

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

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

**Paul Manning**

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

**Val de Souza**

**Director, Health and Social Care**

14 July 2020

## **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**

- ◆ Social Work Resources – 20 May 2020

## **List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

## **Contact for Further Information**

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

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**ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021**  
**Social Work Resources**

| APT&C           |                |                |                | Manual Workers  |                |                |                | Resource Total  |                |                |                | Council Wide    |                |                |                |
|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|
|                 | 2018 /<br>2019 | 2019 /<br>2020 | 2020 /<br>2021 |                 | 2018 /<br>2019 | 2019 /<br>2020 | 2020 /<br>2021 |                 | 2018 /<br>2019 | 2019 /<br>2020 | 2020 /<br>2021 |                 | 2018 /<br>2019 | 2019 /<br>2020 | 2020 /<br>2021 |
| April           | 5.3            | 5.0            | 5.5            | April           | 6.2            | 6.9            | 10.2           | April           | 5.6            | 5.6            | 7.1            | April           | 4.1            | 4.0            | 4.4            |
| May             | 5.1            | 5.6            | 4.4            | May             | 6.2            | 7.7            | 8.1            | May             | 5.4            | 6.3            | 5.7            | May             | 4.2            | 4.4            | 3.1            |
| June            | 5.2            | 5.8            | 3.9            | June            | 6.3            | 6.9            | 7.6            | June            | 5.6            | 6.2            | 5.2            | June            | 4.3            | 4.4            | 2.7            |
| July            | 5.2            | 5.1            |                | July            | 6.4            | 7.7            |                | July            | 5.6            | 5.9            |                | July            | 3.4            | 3.4            |                |
| August          | 5.0            | 5.9            |                | August          | 5.9            | 6.7            |                | August          | 5.3            | 6.2            |                | August          | 3.6            | 3.7            |                |
| September       | 5.0            | 6.2            |                | September       | 6.1            | 6.8            |                | September       | 5.4            | 6.4            |                | September       | 4.4            | 4.5            |                |
| October         | 5.7            | 6.1            |                | October         | 5.6            | 6.5            |                | October         | 5.6            | 6.2            |                | October         | 4.4            | 4.6            |                |
| November        | 5.4            | 6.8            |                | November        | 5.3            | 6.8            |                | November        | 5.4            | 6.8            |                | November        | 5.1            | 5.5            |                |
| December        | 5.1            | 6.9            |                | December        | 6.9            | 8.7            |                | December        | 5.7            | 7.5            |                | December        | 4.8            | 5.7            |                |
| January         | 5.2            | 6.2            |                | January         | 8.4            | 9.5            |                | January         | 6.2            | 7.3            |                | January         | 4.9            | 5.3            |                |
| February        | 5.5            | 6.8            |                | February        | 8.5            | 8.8            |                | February        | 6.5            | 7.5            |                | February        | 5.2            | 5.6            |                |
| March           | 5.4            | 6.8            |                | March           | 6.5            | 8.5            |                | March           | 5.8            | 7.4            |                | March           | 4.9            | 6.2            |                |
| Annual Average  | 5.3            | 6.1            | 5.9            | Annual Average  | 6.5            | 7.6            | 8.0            | Annual Average  | 5.7            | 6.6            | 6.6            | Annual Average  | 4.4            | 4.8            | 4.6            |
| Average Apr-Jun | 5.2            | 5.5            | 4.6            | Average Apr-Jun | 6.2            | 7.2            | 8.6            | Average Apr-Jun | 5.5            | 6.0            | 6.0            | Average Apr-Jun | 4.2            | 4.3            | 3.4            |

|                                 |      |                                 |      |                                 |      |                                 |       |
|---------------------------------|------|---------------------------------|------|---------------------------------|------|---------------------------------|-------|
| No of Employees at 30 June 2020 | 1827 | No of Employees at 30 June 2020 | 1153 | No of Employees at 30 June 2020 | 2980 | No of Employees at 30 June 2020 | 15735 |
|---------------------------------|------|---------------------------------|------|---------------------------------|------|---------------------------------|-------|

For the financial year 2020/21, the projected average days lost per employee equates to 13.0 days.

## SOCIAL WORK RESOURCES

|   | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|---|-----------------|-----------------|
| <b>MEDICAL EXAMINATIONS</b>                     |                 |                 |
| Number of Employees Attending                   | 120             | 69              |
| <b>EMPLOYEE COUNSELLING SERVICE</b>             |                 |                 |
| Total Number of Referrals                       | 28              | 5               |
| <b>PHYSIOTHERAPY SERVICE</b>                    |                 |                 |
| Total Number of Referrals                       | 153             | 49              |
| <b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>    | 84              | 56              |
| <b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b> | 9               | 2               |
| <b>TOTAL</b>                                    | 394             | 181             |

| CAUSE OF ACCIDENTS/INCIDENTS     | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|----------------------------------|-----------------|-----------------|
| Over 7 day absences              | 7               | 2               |
| Over 3 day absences**            | 0               | 1               |
| Minor                            | 5               | 8               |
| Near Miss                        | 1               | 0               |
| Violent Incident: Physical****   | 17              | 17              |
| Violent Incident: Verbal*****    | 7               | 7               |
| <b>Total Accidents/Incidents</b> | 37              | 35              |

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

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

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

| RECORD OF DISCIPLINARY HEARINGS | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|---------------------------------|-----------------|-----------------|
| Total Number of Hearings        | 13              | 0               |

| RECORD OF GRIEVANCE HEARINGS | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|------------------------------|-----------------|-----------------|
| Number of Grievances         | 2               | 0               |
| Number Resolved at Stage 1   | 1               | 0               |
| Still in Progress            | 1               | 0               |

| RECORD OF DIGNITY AT WORK       | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|---------------------------------|-----------------|-----------------|
| Number of Incidents             | 2               | 3               |
| Number Resolved at Formal Stage | 2               | 0               |
| Still in Process                | 0               | 3               |

| ANALYSIS OF REASONS FOR LEAVING            | Apr-Jun<br>2019 | Apr-Jun<br>2020 |
|--|-----------------|-----------------|
| Career Advancement                         | 0               | 2               |
| Poor Relationship with Manager/Colleagues  | 0               | 1               |
| Travelling Difficulties                    | 1               | 0               |
| Childcare/caring responsibilities          | 1               | 0               |
| Other                                      | 3               | 2               |
| <b>Number of Exit Interviews conducted</b> | 5               | 5               |

|  |           |           |
|--|-----------|-----------|
| <b>Total Number of Leavers Eligible for Exit Interview</b> | <b>36</b> | <b>22</b> |
|--|-----------|-----------|

|   |            |            |
|---|------------|------------|
| <b>Percentage of interviews conducted</b> | <b>14%</b> | <b>23%</b> |
|---|------------|------------|

## Appendix 2a

|                               | Apr 2020 - Jun 2020 |       | Cumulative total |     |
|-------------------------------|---------------------|-------|------------------|-----|
|                               | FTE*                | H/C** | FTE              | H/C |
| Terminations/Leavers          | 34.74               | 46    | 34.74            | 46  |
| Being replaced                | 34.74               | 46    | 34.74            | 46  |
| Held pending savings          | 0.00                | 0     | 0.00             | 0   |
| Filled on fixed term basis    | 0.00                | 0     | 0.00             | 0   |
| Budget transfer to other post | 0.00                | 0     | 0.00             | 0   |
| End of fixed term contract    | 0.00                | 0     | 0.00             | 0   |

\* Full time equivalent

\*\* Head count/number of employees