



Council Offices, Almada Street
Hamilton, ML3 0AA

Monday, 19 March 2018

Dear Councillor

Employee Issues Forum

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

Date: Tuesday, 20 March 2018

Time: 11:00

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

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

Members are reminded to bring their fully charged tablets to the meeting

Yours sincerely

Lindsay Freeland
Chief Executive

Members

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

Substitutes

Alex Allison, Jackie Burns, Janine Calikes, Maureen Chalmers, Gerry Convery, Poppy Corbett, Maureen Devlin

BUSINESS

1 Declaration of Interests

2 Minutes of Previous Meeting

3 - 6

Minutes of meeting of the Employee Issues Forum held on 31 October 2017 submitted for approval as a correct record. (Copy attached)

Item(s) for Consideration

3 Council-wide Workforce Monitoring - November 2017 to January 2018

7 - 28

Report dated 26 February 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)

4 Education Resources - Workforce Monitoring - November 2017 to January 2018

29 - 34

Report dated 26 February 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)

5 Foundation Apprenticeship

Presentation by S Nicolson, Head of Education (Community, Learning and Training, Hamilton Area)

6 Employee Development - Coaching

35 - 40

Report dated 16 February 2018 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Urgent Business

7 Urgent Business

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

For further information, please contact:-

Clerk Name: Jane Muirhead

Clerk Telephone: 01698 454242

Clerk Email: jane.muirhead@southlanarkshire.gov.uk

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EMPLOYEE ISSUES FORUM

Minutes of meeting held in Committee Room 5, Council Offices, Almada Street, Hamilton on 31 October 2017

Chair:

Councillor Isobel Dorman

Councillors Present:

Graeme Campbell, Maureen Chalmers (substitute for Councillor Horne), Lynsey Hamilton, Joe Lowe, Jim McGuigan, Davie McLachlan, Richard Nelson, Collette Stevenson

Councillors' Apologies:

Graeme Horne, Monique McAdams

Attending:

Finance and Corporate Resources

E McPake, HR Business Partner; K McVeigh, Head of Personnel Services; S McLeod, Administration Officer

Community and Enterprise Resources

J Richmond, Carbon Management Officer

Also Attending:

A Murphy, Union of Construction, Allied Trades and Technicians (UCATT)

1 Declaration of Interests

No interests were declared.

2 Minutes of Previous Meeting

The minutes of the meeting of the Employee Issues Forum held on 22 August 2017 were submitted for approval as a correct record.

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

3 Council-wide Workforce Monitoring - July and August 2017

A report dated 10 October 2017 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period July and August 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers, exit interviews and labour turnover
- ◆ recruitment monitoring
- ◆ Staffing Watch as at 10 June 2017

Following discussion regarding the issue of sexual harassment in the workplace, the Head of Personnel Services advised that procedures and supports were in place for employees who were victims of harassment. She added that work was currently being carried out in terms of how to raise awareness amongst employees in relation to what was and was not acceptable behaviour, and that a report in relation to this would be presented to a future meeting of the Forum.

The Forum decided: that the report be noted.

[Reference: Minutes of 22 August 2017 (Paragraph 4)]

4 Community and Enterprise Resources - Workforce Monitoring - July and August 2017

A joint report dated 10 October 2017 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources) was submitted on the following employee information for Community and Enterprise Resources for the period July and August 2017:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ Staffing Watch as at 10 June 2017

The Forum decided: that the report be noted.

[Reference: Minutes of 22 May 2016 (Paragraph 5)]

5 Carbon Management Update

A report dated 10 October 2017 by the Executive Director (Finance and Corporate Resources) was submitted on the final carbon management position for 2016/2017.

Following the signing of the Scottish Climate Change Declaration in 2006, the Council's first Carbon Management Plan (CMP) was published in July 2008 and formed part of the Council's overall Sustainable Development and Climate Change Strategy. This Strategy was currently being refreshed and was due for publication at the end of 2017.

Changes in the Council's carbon footprint between 2005/2006 and 2016/2017 were detailed and highlighted the key role that employees had played in the Council's success.

A further report would be submitted to the Executive Committee on 6 November 2017 providing an annual update and seeking an increase in the Council's carbon reduction target to realign the Council's targets with updated national targets.

The Forum decided: that the report be noted.

[Reference: Minutes of 22 August 2017 (Paragraph 4)]

6 Urgent Business

There were no items of urgent business.

Report

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Report to:	Employee Issues Forum
Date of Meeting:	20 March 2018
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Council-wide Workforce Monitoring – November 2017 to January 2018
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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 November 2017 to January 2018

2. Recommendation(s)

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

(1) that the following employment information for the period November 2017 to January 2018 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 December 2017

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 November 2017 to January 2018.

4. Attendance Statistics

4.1 Information on absence statistics for the Council and each Resource, as analysed for January 2018, is provided in Appendices 1 – 8. Points to note are:-

The Council's absence rate for January 2018, shown in Appendix 1, is 5.0%, this figure has decreased by 0.1% when compared to the previous month and an increase of 0.5% when compared to January 2017.

When compared to January 2017, the APT&C absence rate has increased by 0.3%, teachers' absence rate has increased by 0.2% and the manual workers' figure has increased by 1.1%.

The average absence rate for the Council for the financial year 2017/18 is 4.2%.

For the financial year 2017/18 the average days lost per employee equates to 9.9 days.

In comparison to January 2017 (Appendix 8):-

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have increased by 292 days.
- ◆ Total days lost due to psychological conditions have increased by 191 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have increased by 142 days.
- ◆ Total days lost due to respiratory conditions have increased by 1490 days.

5. Occupational Health

5.1 Information on Occupational Health for the period November 2017 to January 2018 is provided in Appendix 9.

- ◆ during the period there were 398 employees referred for a medical examination, a decrease of 6 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 536 employees attended physiotherapy treatment, showing an increase of 22 when compared to the same period last year. Of the 536 employees referred, 71% remained at work whilst undertaking treatment.
- ◆ during this period there were 299 employees referred to the Employee Support Officer showing an increase of 23 when compared with the same period last year. Of those referrals made this period, 91% related to personal reasons.
- ◆ One hundred and thirty-four employees were referred to 'TimeforTalking' counselling service this period, showing a decrease of 14 when compared with the same period last year. Of the 134 referrals made this period, 119 were from management and 15 were from employees. Personal reasons accounted for 60% of the referrals made, 25% were for work related reasons and 15% were for other reasons.
- ◆ Sixty-four employees were referred for Cognitive Behavioural Therapy this period, an increase of 6 when compared to the same period last year.

6. Accidents/Incidents

6.1 The accident/incident report for November 2017 to January 2018 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 280, this figure has increased by 44 from the same period last year.
- ◆ there were 2 specified injury accidents/incidents recorded, this figure has remains unchanged from the same period last year.
- ◆ there were 259 minor accidents/incidents, this figure has increased by 39 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 3 from the same period last year.
- ◆ there were 13 accidents resulting in absences lasting over 7 days during the period, this figure has increased 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 November 2017 to January 2018 is contained in Appendices 11, 12a and 12b.

- ◆ in total, 57 disciplinary hearings were held across Resources within the Council, an increase of 8 when compared to the same period last year
- ◆ action was taken in 48 of these cases. Two appeals were raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks, 70% of hearings met this target
- ◆ during the period, 1 appeal was upheld in part and 2 were withdrawn by the Appeals Panel
- ◆ at the end of January 2018, 1 Appeals Panel was pending
- ◆ during the period, 5 grievance cases were raised, 2 were resolved at stage 1 and 3 still in process
- ◆ during the period, 5 dignity at work cases were raised, 2 were resolved at formal stage and 3 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 November 2017 to January 2018 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 December 2017, the Council's turnover figure for November 2017 to January 2018 is as follows:

170 leavers eligible for exit interviews/14304 employees in post = Labour Turnover of 1.2%.

Based on the figure from at January 2018, the annual labour turnover figure for the financial year 2017/2018 for the Council is 4.8%.

8.2 Analysis of Leavers and Exit Interviews

- ◆ there were a total of 170 employees leaving the Council that were eligible for an exit interview, an increase of 69 when compared with the same period last year
- ◆ exit interviews were held with 13% of leavers, compared with 4% from the same period last year.

9 Recruitment Monitoring

9.1 Information on Recruitment Monitoring for November 2017 to January 2018 is contained within Appendix 14.

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

- ◆ overall, 2046 applications and 1969 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (77), 41 were shortlisted for interview and 10 were appointed
- ◆ of those applicants of a black/ethnic minority background (62), 24 were shortlisted for interview and 3 were appointed.

10 Staffing Watch

- 10.1 There has been a decrease of 83 in the number of employees in post from 9 September 2017 to 9 December 2017.

11 Employee Implications

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

12 Financial Implications

- 12.1 All financial implications are accommodated within existing budgets.

13 Other Implications

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

14 Equality Impact Assessment and Consultation Arrangements

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

Paul Manning

Executive Director (Finance and Corporate Resources)

26 February 2018

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 – 31 October 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

Ext: 4239 (Tel: 01698 454239)

E-mail: Janet.McLuckie@southlanarkshire.gcsx.gov.uk

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	4.9	December	4.2	3.2	3.8	December	6.1	6.3	6.7	December	4.7	4.9	5.1				
January	4.1	4.7	5.0	January	4.0	2.8	3.0	January	6.0	5.5	6.6	January	4.6	4.5	5.0				
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	2.6	Annual Average	5.2	5.7	5.4	Annual Average	4.1	4.4	4.2				
Average Apr-Jan	3.9	4.3	4.3	Average Apr-Jan	2.8	2.5	2.4	Average Apr-Jan	5.0	5.7	5.4	Average Apr-Jan	3.9	4.3	4.1				
No of Employees at 31 January 2018				6910	No of Employees at 31 January 2018				3740	No of Employees at 31 January 2018				4274	No of Employees at 31 January 2018				14924

For the financial year 2017/18, the projected average days lost per employee equates to 9.9 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	3.6	December	6.5	6.2	6.4	December	5.7	6.0	5.9	December	4.7	4.9	5.1				
January	3.2	4.4	3.0	January	6.3	5.7	6.3	January	5.7	5.4	5.7	January	4.6	4.5	5.0				
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	3.9	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-Jan	2.9	4.1	3.8	Average Apr-Jan	5.1	5.6	5.4	Average Apr-Jan	4.7	5.2	5.1	Average Apr-Jan	3.9	4.3	4.1				
No of Employees at 31 January 2018				561	No of Employees at 31 January 2018				2668	No of Employees at 31 January 2018				3229	No of Employees at 31 January 2018				14924

For the financial year 2017/18, the projected average days lost per employee equates to 13.0 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	5.3	December	4.2	3.2	3.8	December	4.5	4.1	4.4	December	4.7	4.9	5.1	
January	4.6	4.7	5.2	January	4.0	2.8	3.0	January	4.3	3.6	3.9	January	4.6	4.5	5.0	
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	2.6	Annual Average	3.6	3.3	3.3	Annual Average	4.1	4.4	4.2	
Average Apr-Jan	4.2	4.0	4.2	Average Apr-Jan	2.8	2.5	2.4	Average Apr-Jan	3.4	3.1	3.1	Average Apr-Jan	3.9	4.3	4.1	
No of Employees at 31 January 2018			2580	No of Employees at 31 January 2018			3740	No of Employees at 31 January 2018			6320	No of Employees at 31 January 2018			14924	

For the financial year 2017/18, the projected average days lost per employee equates to 7.4 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				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	3.5	December		0.0	December	2.5	2.6	3.4	December	4.7	4.9	5.1	
January	2.7	2.6	4.1	January		7.0	January	2.7	2.6	4.2	January	4.6	4.5	5.0	
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	3.6	Annual Average		0.8	Annual Average	2.9	2.7	3.6	Annual Average	4.1	4.4	4.2	
Average Apr-Jan	2.8	2.5	3.6	Average Apr-Jan		0.8	Average Apr-Jan	2.8	2.5	3.6	Average Apr-Jan	3.9	4.3	4.1	
No of Employees at 31 January 2018			1027	No of Employees at 31 January 2018			12	No of Employees at 31 January 2018			1039	No of Employees at 31 January 2018			14924

For the financial year 2017/18, the projected average days lost per employee equates to 8.5 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	5.0	December	4.9	6.7	9.0	December	4.3	5.6	6.6	December	4.7	4.9	5.1
January	3.9	5.0	5.4	January	4.9	4.3	7.3	January	4.2	4.8	6.2	January	4.6	4.5	5.0
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	5.2	Annual Average	4.3	4.9	4.8	Annual Average	4.1	4.4	4.2
Average Apr-Jan	3.9	4.8	4.5	Average Apr-Jan	4.5	5.4	5.3	Average Apr-Jan	4.1	5.0	4.8	Average Apr-Jan	3.9	4.3	4.1
No of Employees at 31 January 2018			902	No of Employees at 31 January 2018			562	No of Employees at 31 January 2018			1464	No of Employees at 31 January 2018			14924

For the financial year 2017/18, the projected average days lost per employee equates to 11.9 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	5.6	December	5.5	6.1	6.1	December	4.7	5.8	5.7	December	4.7	4.9	5.1	
January	4.4	5.5	5.5	January	5.7	5.5	7.3	January	4.8	5.5	6.1	January	4.6	4.5	5.0	
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	5.3	Annual Average	4.6	5.3	5.2	Annual Average	4.1	4.4	4.2	
Average Apr-Jan	4.2	5.0	5.0	Average Apr-Jan	4.8	5.9	5.4	Average Apr-Jan	4.4	5.3	5.1	Average Apr-Jan	3.9	4.3	4.1	
No of Employees at 31 January 2018			1840	No of Employees at 31 January 2018			1032	No of Employees at 31 January 2018			2872	No of Employees at 31 January 2018			14924	

For the financial year 2017/18, the projected average days lost per employee equates to 11.2 days.

ABSENCE BY LONG AND SHORT TERM

From: 1 November 2017 - 31 January 2018

Resource	No of employees	November 2017			December 2017			January 2018		
		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	3229	2.3	3.6	5.9	3.8	2.1	5.9	1.6	3.5	5.1
Education	6320	1.7	2.4	4.1	1.6	2.8	4.4	1.7	2.2	3.9
Finance and Corporate	1039	1.6	2.5	4.1	1.6	1.8	3.4	2.3	1.9	4.2
Housing & Technical	1464	2.7	2.8	5.5	2.3	4.3	6.6	2.6	3.6	6.2
Social Work	2872	2.0	2.9	4.9	2.1	3.6	5.7	2.3	3.8	6.1
Council Overall for November 2017 - January 2018	14924	2.0	2.8	4.8	1.9	3.2	5.1	2.0	3.0	5.0

ATTENDANCE MONITORING
Absence Classification

From : 1 January - 31 January 2018

REASONS	Community and Enterprise Resources		Education Resources		Finance and Corporate		Housing and Technical Resources		Social Work Resources		Total WDL By Reason	Percentage
	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%	Total WDL	%		
Musculoskeletal	1123	27	1002	19	124	14	621	32	698	21	3568	23
Psychological	937	23	1319	25	284	32	527	27	903	27	3970	26
Stomach, Bowel, Blood, Metabolic Disorders	430	10	469	9	79	9	146	7	441	13	1565	10
Respiratory	729	18	1006	19	227	26	314	16	688	21	2964	19
Other Classification	928	22	1406	27	175	20	345	18	586	18	3440	22
Total Days Lost By Resource	4147	100	5202	100	889	100	1953	100	3316	100	15507	100
Total Work Days Available	72247		133381		21369		31585		54350			

From : 1 January - 31 January 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	1169	30	896	20	62	16	417	23	732	24	3276	24
Psychological	731	19	1461	33	84	22	475	27	1028	34	3779	28
Stomach, Bowel, Blood, Metabolic Disorders	548	14	437	10	37	10	183	10	218	7	1423	11
Respiratory	399	10	395	9	74	19	266	15	340	11	1474	11
Other Classification	1021	26	1255	28	131	34	435	24	746	24	3588	26
Total Days Lost By Resource	3868	100	4444	100	388	100	1776	100	3064	100	13540	100
Total Work Days Available	71782		123940		14957		37377		55372			

*WDL = Work Days Lost

OCCUPATIONAL HEALTH REPORTS

FROM: 1 November 2017 - 31 January 2018 comparison with 1 November 2016 - 31 January 2017

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Nov 17 - Jan 18)	113	43	49	24	58	111	398
TOTAL (Nov 16 - Jan 17)	125	34	34	19	45	147	404

No of Employees Referred For Physiotherapy		
RESOURCE	Nov 16 - Jan 17	Nov 17 - Jan 18
Community and Enterprise	143	142
Education (Teachers)	66	60
Education (Others)	63	86
Finance and Corporate	22	33
Housing and Technical	78	64
Social Work	142	151
TOTAL	514	536

No of Employees Referred To Employee Support Officer		
RESOURCE	Nov 16 - Jan 17	Nov 17 - Jan 18
Community and Enterprise	62	80
Education	88	102
Finance and Corporate	9	23
Housing and Technical	29	32
Social Work	88	62
TOTAL	276	299

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Nov 16 - Jan 17	Nov 17 - Jan 18
Community and Enterprise	10	9
Education	20	24
Finance and Corporate	3	4
Housing and Technical	7	9
Social Work	18	18
TOTAL	58	64

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 (Nov 17 - Jan 18)	30	4	0	0	74	7	0	1	15	3	119	15
TOTAL (Nov 16 - Jan 17)	34	3	1	0	88	1	1	0	18	2	142	6
								Total Referrals (Nov 17 - Jan 18)		134		
								Total Referrals (Nov 16 - Jan 17)		148		

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 November 2017 - 31 January 2018 comparison with 1 November 2016 - 31 January 2017

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2017-2018	2016-2017	2017-2018	2016-2017	2017-2018	2016-2017	2017-2018	2016-2017	2017-2018	2016-2017	2017-2018	2016-2017
Specified Injury	1	0	0	1	0	0	0	1	1	0	2	2
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	1	0	0	1	0	0	0	1	1	0	2	2
Over 7-day	6	4	1	3	0	0	3	4	3	0	13	11
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**	6	4	1	3	0	0	3	4	3	0	13	11
Over 3-day	5	0	0	2	0	0	0	1	1	0	6	3
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**	5	0	0	2	0	0	0	1	1	0	6	3
Minor	22	20	5	8	1	0	4	1	11	2	43	31
Near Miss	2	4	2	0	0	0	0	0	1	2	5	6
Violent Incident: Physical	6	1	160	137	0	0	0	0	17	12	183	150
Violent Incident: Verbal	4	3	14	22	0	1	4	2	6	5	28	33
Total Minor***	34	28	181	167	1	1	8	3	35	21	259	220
Total Accidents/Incidents	46	32	182	173	1	1	11	9	40	21	280	236

*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 November 2017 - 31 January 2018 comparison with 1 November 2016 - 31 January 2017

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	27	N/A	30	0	5	N/A	5	3	22	N/A	25	13	7	10	67%
EDUCATION	3	0	7	10	3	0	1	4	0	0	6	6	7	2	1	90%
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	4	N/A	6	0	0	N/A	0	2	4	N/A	6	4	0	2	67%
SOCIAL WORK	5	5	N/A	10	0	0	N/A	0	5	5	N/A	10	5	2	3	70%
TOTAL (Nov 17 - Jan 18)	14	36	7	57	3	5	1	9	11	31	6	48	29	11	17	70%
TOTAL (Nov 16 - Jan 17)	18	29	2	49	7	3	0	10	11	26	2	39	17	14	18	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	
COMMUNITY AND ENTERPRISE	1	1	N/A	2	0	0	N/A	0	0	1	N/A	1	1	0	0	1	0
TOTAL (Nov 17 - Jan 18)	1	1	0	2	0	0	0	0	0	1	0	1	1	0	0	1	0
TOTAL (Nov 16 - Jan 17)	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	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 November 2017 - 31 January 2018

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

RECORD OF GRIEVANCES**FROM: 1 November 2017 - 31 January 2018 comparison with 1 November 2016 - 31 January 2017**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
COMMUNITY AND ENTERPRISE	1	0	0	0	1
HOUSING & TECHNICAL	1	1	0	0	0
SOCIAL WORK RESOURCES	3	1	0	0	2
TOTAL (Nov 17 - Jan 18)	5	2	0	0	3
TOTAL (Nov 16 - Jan 17)	4	4	0	0	0

DIGNITY AT WORK**FROM: 1 November 2017 - 31 January 2018 comparison with 1 November 2016 - 31 January 2017**

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
EDUCATION	1	0	0	0	0	1
HOUSING & TECHNICAL	1	0	1	0	0	0
SOCIAL WORK RESOURCES	3	0	1	0	0	2
TOTAL (Nov 17 - Jan 18)	5	0	2	0	0	3
TOTAL (Nov 16 - Jan 17)	1	0	1	0	0	0

*Resources nil responses are not included in figures

REFERRALS FOR WORKPLACE MEDIATION

As at January 2018

WORKPLACE MEDIATION	Nov-17	Dec-17	Jan-18
No of Referrals	1	0	0
*No of Successful Cases	1	0	0
*No of Unsuccessful Cases	0	0	0
No of cases unsuitable for mediation	0	0	0

WORKPLACE MEDIATION	Nov-16	Dec-16	Jan-17
No of Referrals	2	1	0
*No of Successful Cases	0	0	0
*No of Unsuccessful Cases	0	0	2
No of cases unsuitable for mediation	1	0	0

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

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

FROM: 1 November 2017 - 31 January 2018

LABOUR TURNOVER (Nov 17 - Jan 18)

	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total
Total Number of Leavers Per Resource	39	73	13	10	35	170

EXIT INTERVIEWS (Nov 17 - Jan 18)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	0	4	0	0	0	4	18
DISSATISFACTION WITH TERMS AND CONDITIONS	0	1	0	0	1	2	9
MOVING OUTWITH AREA	0	0	0	0	2	2	9
POOR RELATIONSHIPS WITH MANAGERS /	0	1	0	0	0	1	5
OTHER	1	9	0	1	2	13	59
NUMBER OF EXIT INTERVIEWS CONDUCTED	1	15	0	1	5	22	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	39	73	13	10	35	170	
% OF LEAVERS INTERVIEWED	3	21	0	10	14	13	

EXIT INTERVIEWS (Nov 16 - Jan 17)

NUMBER OF EXIT INTERVIEWS CONDUCTED	0	3	1	0	0	4	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	31	32	4	6	28	101	
% OF LEAVERS INTERVIEWED	0	9	25	0	0	4	

* Note these totals include temporary employees

RECRUITMENT MONITORING

Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 November 2017 - 31 January 2018

Total Number of applications received:	2046
Total Number of Equal Opportunities Monitoring forms received:	1969
Total Number of posts recruited for:	182
Total Number of appointments:	288

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	1969	839	279
Total No of Male Applicants	509	209	60
Total No of Female Applicants	1450	588	185
Total No of Disabled Applicants	77	41	10
Total No of applicants aged under 50	1655	667	202
Total No of applicants aged over 50	309	128	41
Total No of White applicants	1886	767	241
Total No of Black/Ethnic minority applicants*	62	24	3

FROM : 1 November 2016 - 31 January 2017

Total Number of applications received:	3350
Total Number of Equal Opportunities Monitoring forms received:	3159
Total Number of posts recruited for:	285
Total Number of appointments:	688

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	3159	1348	592
Total No of Male Applicants	1027	345	130
Total No of Female Applicants	2123	994	448
Total No of Disabled Applicants	88	43	9
Total No of applicants aged under 50	2678	1139	507
Total No of applicants aged over 50	458	191	68
Total No of White applicants	3056	1310	568
Total No of Black/Ethnic minority applicants*	65	16	7

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

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

Resource	Total Number of Employees				
	Male		Female		
	Total	F/T	P/T	F/T	P/T
Community & Enterprise Resources	3052	1289	218	219	1326
Education - Others	2445	126	80	369	1870
Education - Teachers	3620	681	59	2230	650
Finance & Corporate Resources	988	219	17	432	320
Housing & Technical	1360	892	8	315	145
Social Work Resources	2784	221	187	904	1472

Total All Staff

14249	3428	569	4469	5783
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Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2226.23	1.00	1468.92	428.35	245.55	50.61	19.80	4.00	8.00	0.00
1724.67	1.00	1058.46	458.97	86.09	21.00	27.11	4.00	58.44	9.60
3328.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.60	3324.00
863.34	2.00	160.57	380.27	235.09	64.41	14.00	6.00	1.00	0.00
1305.47	1.00	190.52	697.65	364.30	38.00	12.00	2.00	0.00	0.00
2393.99	1.00	1331.78	480.04	534.17	19.00	26.00	2.00	0.00	0.00

8513.70	(excluding Teachers)
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11842.30	6.00	4210.25	2445.28	1465.20	193.02	98.91	18.00	72.04	3333.60
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QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 September 2017**Analysis by Resource**

Resource	Total Number of Employees				
	Male		Female		
	Total	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

Total All Staff

14332	3530	575	4482	5745
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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

8617.64	(excluding Teachers)
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11950.44	6.00	4290.52	2446.72	1485.90	198.02	94.91	18.00	71.57	3338.80
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Report

4

Report to: **Employee Issues Forum**
 Date of Meeting: **20 March 2018**
 Report by: **Executive Director (Finance and Corporate Resources) and Executive Director (Education Resources)**

Subject: **Education Resources – Workforce Monitoring – November 2017 to January 2018**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for November 2017 to January 2018 relating to Education Resources

2 Recommendation(s)

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

(1) that the following employment information for November 2017 to January 2018 relating to Education Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and dignity at work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 9 December 2017

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 Education Resources provides information on the position for November 2017 to January 2018.

4 Monitoring Statistics

4.1 Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of January 2018 for Education Resources.

The Resource absence figure for January 2018 was 3.9%, which represents a decrease of 0.5% when compared to the previous month and is 1.1% lower than the Council-wide figure. Compared to January 2017, the Resource absence figure has increased by 0.3%.

Based on the absence figures at January 2018 and annual trends, the projected annual average absence for the Resource for 2017/18 is 3.3%, compared to a Council-wide average figure of 4.2%.

For the financial year 2017/18, the projected average days lost per employee within the Resource equates to 7.4 days, compared with the projected average figure for the Council of 9.9 days per employee.

4.2 Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall 402 referrals were made this period, an increase of 54 when compared with the same period last year.

4.3 Accident/Incident Statistics

There were 182 accidents/incidents recorded within the Resource this period, an increase of 9 when compared to the same period last year.

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

There were 10 disciplinary hearings held within the Resource this period, an increase of 5 when compared with the same period last year. There were no grievance hearings, this figure remains unchanged when compared to the same period last year. One Dignity at Work hearing was held within the Resource this period, this figure remains unchanged when compared with the same period last year.

4.5 Analysis of Leavers (Appendix 2)

There were 73 leavers in the Resource this period, an increase of 41 when compared with the same period last year. Exit interviews were held with 15 of these employees.

5 Staffing Watch (Appendix 3)

- 5.1 There has been an increase of 39 in the number of employee in post from 9 September 2017 to 9 December 2017.

6 Employee Implications

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

7 Financial Implications

- 7.1 All financial implications are accommodated within existing budgets.

8 Other Implications

- 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)

26 February 2018

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 – 31 October 2017

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

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

Janet McLuckie, Personnel Officer

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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	5.3	December	4.2	3.2	3.8	December	4.5	4.1	4.4	December	4.7	4.9	5.1	
January	4.6	4.7	5.2	January	4.0	2.8	3.0	January	4.3	3.6	3.9	January	4.6	4.5	5.0	
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	2.6	Annual Average	3.6	3.3	3.3	Annual Average	4.1	4.4	4.2	
Average Apr-Jan	4.2	4.0	4.2	Average Apr-Jan	2.8	2.5	2.4	Average Apr-Jan	3.4	3.1	3.1	Average Apr-Jan	3.9	4.3	4.1	
No of Employees at 31 January 2018			2580	No of Employees at 31 January 2018			3740	No of Employees at 31 January 2018			6320	No of Employees at 31 January 2018			14924	

For the financial year 2017/18, the projected average days lost per employee equates to 7.4 days.

EDUCATION RESOURCES

	Nov-Jan 2016/2017	Nov-Jan 2017/2018
MEDICAL EXAMINATIONS		
Number of Employees Attending	68	92
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	43	38
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	129	146
REFERRALS TO EMPLOYEE SUPPORT OFFICER	88	102
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	20	24
TOTAL	348	402

CAUSE OF ACCIDENTS/INCIDENTS	Nov-Jan 2016/2017	Nov-Jan 2017/2018
Specified Injuries*	1	0
Over 7 day absences	3	1
Over 3 day absences**	2	0
Minor	8	5
Near Miss	0	2
Violent Incident: Physical****	137	160
Violent Incident: Verbal*****	22	14
Total Accidents/Incidents	173	182

*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	Nov-Jan 2016/2017	Nov-Jan 2017/2018
Total Number of Hearings	5	10

Time Taken to Convene Hearing Nov-Jan 2017-2018

0-3 Weeks	4-6 Weeks	Over 6 Weeks
7	2	1

RECORD OF GRIEVANCE HEARINGS	Nov-Jan 2016-2017	Nov-Jan 2017-2018
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Nov-Jan 2016-2017	Nov-Jan 2017-2018
Number of Incidents	1	1
Number Resolved at Formal Stage	1	0
Still in Process	0	1

ANALYSIS OF REASONS FOR LEAVING	Nov-Jan 2016-2017	Nov-Jan 2017-2018
Career Advancement	0	4
Poor Relationship with Manager/Colleagues	0	1
Personal Reasons	1	0
Dissatisfaction With Terms and Conditions	0	1
Other	2	9
Number of Exit Interviews conducted	3	15

Total Number of Leavers Eligible for Exit Interview	32	73
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Percentage of interviews conducted	9%	21%
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JOINT STAFFING WATCH RETURN
EDUCATION RESOURCES

1. As at 9 December 2017

		MALE		FEMALE		TOTAL				
		F/T	P/T	F/T	P/T					
	Teachers	681	59	2230	650	3620				
	Other	126	80	369	1870	2445				
	Total Employees	807	139	2599	2520	6065				
	*Full - Time Equivalent No of Employees									
	Salary Bands									
	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
Teachers	0	0	0	0	0	0	0	4.6	3324	3328.6
Other	1	1058.46	458.97	86.09	21	27.11	4	58.44	9.6	1724.67

1. As at 9 September 2017

		MALE		FEMALE		TOTAL				
		F/T	P/T	F/T	P/T					
	Teachers	680	58	2235	649	3622				
	Other	127	71	358	1848	2404				
	Total Employees	807	129	2593	2497	6026				
	*Full - Time Equivalent No of Employees									
	Salary Bands									
	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
Teachers	0	0	0	0	0	0	0	4.6	3328.2	3332.8
Other	1	1037.51	448.5	86.07	19	14.00	4	56.94	10.6	1677.62

Report

6

Report to: **Employee Issues Forum**
 Date of Meeting: **20 March 2018**
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Employee Development - Coaching**

1. Purpose of Report

1.1. The purpose of this report is to:-

- ♦ advise the forum of the benefits of coaching as a Learning and Development intervention for employees and of the intention to increase awareness of the provision within the Council

2. Recommendation(s)

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

- ♦ that it be noted that the Council's Coaching provision forms a valuable strand of our Employee Development Strategy

3. Background

3.1. The Council has offered a small number of employees within the Council one to one coaching for several years. It is conducted by the Council's accredited internal coach within the Corporate Learning and Development team.

3.2. Additionally, the Council is part of the Scottish Coaching Collaborative (SCC), a public sector partnership delivering coaching and coaching training across the public sector. The Council's internal coach is the Council's representative in the SCC delivering coaching across the public sector. This reciprocal arrangement allows senior employees to receive coaching from an external coach at no cost.

4. Coaching - Benefits

4.1. Working with a coach will provide an employee valuable time and space to discuss leadership, management and organisational issues and work on the things that are important to the individual. Coaching gives an opportunity for constructive reflection with someone who will be open, honest and impartial.

4.2. By embarking on coaching, an employee will have the opportunity to:-

- ♦ gain fresh insight into their world of work from an impartial person
- ♦ gain a confidential adviser to sound out their ideas
- ♦ challenge their own accepted wisdom and mindset
- ♦ discuss problems with particular people or identify a shortfall in skills and how these might be resolved
- ♦ discuss alternative strategies and how they might be implemented

- ◆ draw upon their coach's experience
- ◆ find out about new networks and alternative sources of information
- ◆ critically evaluate their work/life balance and how to prioritise the demands upon them

5. How Coaching Works

- 5.1. Coaching is a structured process where time is given to talk through ideas, issues and situations. Coaching sessions usually last between 1½ to 2 hours, including time to agree on action points for the next meeting.

A variety of coaching tools and techniques are available to help the individual establish and work through their learning goals. The style and structure of their coaching sessions will be determined by their preferred learning style, the signature style of the coach, what is appropriate for the topics they bring and the outcomes they require.

6. The Context for Coaching in the Council

6.1. Constant Change and Demands

Resources are faced with constant change and demands on resources and time and it is recognised that creating a culture of continuous improvement is essential if we are to meet the challenges we face. Continuous improvement means we have to be flexible, fluid and able to learn and adapt both collectively and individually. Coaching, as a targeted development intervention, provides focussed support for individuals adjusting to the demands of an ever-changing environment.

6.2. Individual Responsibility for Improvement

A culture of improvement relies on a sense of personal responsibility for all involved and affected. For this to be achieved it can be safely assumed that learning holds a key to how someone accepts, responds and behaves within a change context. Coaching supports intellectual understanding and emotional commitment to change. It supports individuals to commit to the ethos of continuous improvement and strengthens activity in this area.

6.3. A Strategic Investment in Our Workforce of the Future

Coaching offers an opportunity to support and challenge leadership and management development, rising stars, succession plans and therefore the confidence, capacity and capability of our future successors.

6.4. Individual Responsibility for Development

There is an increasing need for individuals to take greater responsibility for their personal and professional development but if individuals are to take responsibility, they need support and advice. Coaching helps individuals identify development needs, plan development activities and support personal problem solving.

6.5. From Profession Specialist to Manager/Leader

We need to invest in supporting individuals through the transition experience when taking up new and very different roles such as manager/leader. Newly promoted individuals often have to make large step-changes in skills, responsibilities and performance because of the higher and broader requirements of their new roles. Coaching has been proven to support people through challenging transitions and to reduce the negative impact on performance that can be experienced.

7. Coaching Training

7.1. The Council's internal coach also provides training for managers looking to develop a coaching approach as part of their own development in leadership and management.

7.2. The coaching skills workshop provides an:-

- ◆ understanding of the purposes and principles of coaching;
- ◆ appreciation of the core competencies and skills of coaching;
- ◆ understanding of the models used to structure the coaching conversation;
- ◆ ability to identify areas where you could apply coaching conversations or adopt a coaching approach to get a better outcome
- ◆ understanding of how to apply a coaching style to engage and involve others in a change process

8. Different Types of Coaching

8.1. Individuals need different types of coaching at different times in their careers and in turn, this means that they need a different type of coach.

As a rule it is normal for 'coaches' with different levels of qualification and experience to undertake different types of coaching including:-

- Line manager as coach – skills and performance coaching
- Internal coach – performance and transition coaching
- External coach – transitional and transformational coaching

This Coaching Capability Framework confirms and determines the definitions above.

8.2. **Skills Coaching** – used to develop a specific skill the individual needs to do their job. For example, the coach may focus on specific tools and techniques to develop their negotiation strategy and methodology. This type of coaching is actually more like instruction as the focus is on showing someone how to do something rather than coaching them in finding the answer for themselves, which is the basis for the other types of coaching.

8.3. **Performance Coaching** – used to help someone deliver a specific performance goal within his or her job. For example, to increase productivity in a team, coaching may focus on identifying the key activities that need to take place for this to happen and the enablers and barriers to these. The coachee would usually commit to specific actions in between sessions and the coach would review their progress against these, namely working on anything that was getting in the way, such as time management, available resources or their confidence.

8.4. **Transition Coaching** – used when someone is required to make a significant change within his or her job. In cases where there is a requirement for a different level of performance from the coachee, the coach may work with them on identifying the key differences, what they need to develop to be able to deliver against these and the enablers and barriers to doing this.

8.5. **Transformational Coaching** - used when a key behavioural shift needs to take place. This type of coaching is usually in the area of personal growth such as building self-esteem or changing unproductive behaviours. This type of coaching is also used to support senior executives and managers to work effectively and productively at their level in the organisation.

9. Employee Implications

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

10. Financial Implications

10.1. The production of a robust and resilient workforce plan with supporting people and learning and development strategies will demonstrate a clear link between the Council's Financial Strategy and its approach to learning and development.

11. Other Implications

11.1. There are inherent risks to the Council in not ensuring that employees are developed and equipped to carry out their work.

12. Equality Impact Assessment and Consultation Arrangements

12.1 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.

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

12.3 Trade Union colleagues are aware of the Coaching strategy through the Lifelong Learning Advisers Group

Paul Manning

Executive Director (Finance and Corporate Resources)

16 February 2018

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, effective, efficient and transparent
- ◆ Focused on people and their needs
- ◆ Excellent Employer

Previous References

None

List of Background Papers

None

Contact for Further Information

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

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