

Report

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| Report to: | Finance and Corporate Resources Committee |
| Date of Meeting: | 20 May 2020 |
| Report by: | Executive Director (Finance and Corporate Resources) |

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| Subject: | Finance and Corporate Resources – Workforce Monitoring – January to March 2020 |
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for the period January to March 2020 relating to Finance and Corporate Resources

2. Recommendation(s)

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

(1) that the following employment information for the period January to March 2020 relating to Finance and Corporate 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 Finance and Corporate Resources provides information on the position for the period January to March 2020.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of March 2020 for Finance and Corporate Resources.

The Resource absence figure for March 2020 was 4.5%, which represents an increase of 0.4% when compared to the previous month and is 1.7% lower than the Council-wide figure. Compared to March 2019, the Resource absence figure has increased by 1.2%.

Based on the absence figures at March 2020 and annual trends, the annual average absence for the Resource for 2019/2020 is 3.7%, compared to a Council-wide average figure of 4.8%.

For the financial year 2019/2020, the projected average days lost per employee equates to 8.7 days, compared with the overall figure for the Council of 11.1 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, as these began to impact on attendance figures in March. It is anticipated that respiratory absences will continue to increase over subsequent months and that Resource and Council absence rates will increase as a result. 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, 60 referrals were made this period, a decrease of 16 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

One accident/incident was recorded within the Resource this period, a decrease of 4 when compared with the same period last year.

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

During the period 2 disciplinary hearings were held within the Resource, which is an increase of 2 when compared with the same period last year. There were no grievance hearings held within the Resource this period, which remains unchanged when compared with the same period last year. There were no Dignity at Work complaints raised within the Resource this period, which remains unchanged when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 10 leavers in the Resource this period who were eligible for an exit interview. This figure remains unchanged when compared with the same period last year. Exit interviews were held with 3 employees.

4.6. From September 2019, when processing an employee termination, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were 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 January to March 2020, 18 (12.36 FTE) employees in total left employment. Managers indicated that 14 (9.16 FTE) of these posts are being filled, 3 (2.20 FTE) are being held pending savings and the budget of 1 post (1.0 FTE) is being transferred to another post.

- 4.8. The cumulative figure for the period April 2019 to March 2020 is therefore that there were 80 (60.45 FTE) vacant posts in the Resource. Of these, 46 (37.45 FTE) were being filled through a recruitment process, 1 (0.6 FTE) was being filled on a fixed term basis and the remaining 32 (21.4 FTE) were being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

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 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)

15 April 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

- ◆ Finance and Corporate Resources – 4 March 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 - 2017/2018, 2018/2019 & 2019/2020
Finance and Corporate Resources

| APT&C | | | | Manual Workers | | | | Resource Total | | | | Council Wide | | | |
|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|
| | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 | | 2017 / 2018 | 2018 / 2019 | 2019 / 2020 |
| April | 2.8 | 3.1 | 3.5 | April | | 8.6 | 7.1 | April | 2.8 | 3.2 | 3.6 | April | 3.9 | 4.1 | 4.0 |
| May | 3.2 | 3.3 | 3.2 | May | 0.0 | 0.4 | 0.0 | May | 3.2 | 3.2 | 3.2 | May | 4.2 | 4.2 | 4.4 |
| June | 3.3 | 2.5 | 3.3 | June | 0.0 | 0.0 | 0.5 | June | 3.3 | 2.5 | 3.2 | June | 3.9 | 4.3 | 4.4 |
| July | 3.1 | 2.9 | 3.3 | July | 0.0 | 0.0 | 2.4 | July | 3.0 | 2.9 | 3.2 | July | 3.0 | 3.4 | 3.4 |
| August | 3.5 | 2.8 | 3.6 | August | 0.0 | 0.4 | 5.9 | August | 3.4 | 2.8 | 3.6 | August | 3.2 | 3.6 | 3.7 |
| September | 4.1 | 3.1 | 3.3 | September | 0.0 | 0.0 | 3.5 | September | 4.1 | 3.0 | 3.3 | September | 4.0 | 4.4 | 4.5 |
| October | 4.4 | 3.6 | 3.7 | October | 0.0 | 0.0 | 3.6 | October | 4.3 | 3.6 | 3.7 | October | 4.1 | 4.4 | 4.6 |
| November | 4.2 | 4.6 | 3.9 | November | 0.0 | 0.0 | 2.6 | November | 4.1 | 4.6 | 3.8 | November | 4.8 | 5.1 | 5.5 |
| December | 3.5 | 3.8 | 4.6 | December | 0.0 | 0.0 | 1.3 | December | 3.4 | 3.8 | 4.5 | December | 5.1 | 4.8 | 5.7 |
| January | 4.1 | 3.6 | 3.9 | January | 7.0 | 0.0 | 0.0 | January | 4.2 | 3.5 | 3.9 | January | 5.0 | 4.9 | 5.3 |
| February | 4.2 | 3.7 | 4.1 | February | 2.5 | 2.3 | 7.6 | February | 4.2 | 3.6 | 4.1 | February | 5.0 | 5.2 | 5.6 |
| March | 3.8 | 3.2 | 4.5 | March | 16.9 | 9.8 | 4.6 | March | 4.0 | 3.3 | 4.5 | March | 4.7 | 4.9 | 6.2 |
| Annual Average | 3.7 | 3.4 | 3.7 | Annual Average | 2.4 | 1.8 | 3.3 | Annual Average | 3.7 | 3.3 | 3.7 | Annual Average | 4.2 | 4.4 | 4.8 |
| Average Apr-Mar | 3.7 | 3.4 | 3.7 | Average Apr-Mar | 2.4 | 1.8 | 3.3 | Average Apr-Mar | 3.7 | 3.3 | 3.7 | Average Apr-Mar | 4.2 | 4.4 | 4.8 |

| | | | | | | | |
|----------------------------------|-----|----------------------------------|----|----------------------------------|-----|----------------------------------|-------|
| No of Employees at 31 March 2020 | 980 | No of Employees at 31 March 2020 | 12 | No of Employees at 31 March 2020 | 992 | No of Employees at 31 March 2020 | 15781 |
|----------------------------------|-----|----------------------------------|----|----------------------------------|-----|----------------------------------|-------|

For the financial year 2019/20, the projected average days lost per employee equates to 8.7 days.
 Figures for manual workers only applicable from May 2017/2018

FINANCE AND CORPORATE RESOURCES

| | Jan-Mar 2019 | Jan-Mar 2020 |
|---|-----------------|-----------------|
| MEDICAL EXAMINATIONS | | |
| Number of Employees Attending | 19 | 14 |
| EMPLOYEE COUNSELLING SERVICE | | |
| Total Number of Referrals | 1 | 0 |
| PHYSIOTHERAPY SERVICE | | |
| Total Number of Referrals | 40 | 29 |
| REFERRALS TO EMPLOYEE SUPPORT OFFICER | 16 | 17 |
| REFERRALS TO COGNITIVE BEHAVIOUR THERAPY | 0 | 0 |
| TOTAL | 76 | 60 |

| CAUSE OF ACCIDENTS/INCIDENTS | Jan-Mar 2019 | Jan-Mar 2020 |
|----------------------------------|-----------------|-----------------|
| Violent Incident: Verbal***** | 5 | 1 |
| Total Accidents/Incidents | 5 | 1 |

*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 | Jan-Mar 2019 | Jan-Mar 2020 |
|---------------------------------|-----------------|-----------------|
| Total Number of Hearings | 0 | 2 |

Time Taken to Convene Hearing Jan - Mar 2020

0-3 Weeks
1

4-6 Weeks
1

Over 6 Weeks
0

| RECORD OF GRIEVANCE HEARINGS | Jan-Mar 2019 | Jan-Mar 2020 |
|------------------------------|-----------------|-----------------|
| Number of Grievances | 0 | 0 |

| RECORD OF DIGNITY AT WORK | Jan-Mar 2019 | Jan-Mar 2020 |
|---------------------------|-----------------|-----------------|
| Number of Incidents | 0 | 0 |

| ANALYSIS OF REASONS FOR LEAVING | Jan-Mar 2019 | Jan-Mar 2020 |
|--|-----------------|-----------------|
| Career Advancement | 3 | 1 |
| Moving Outwith Area | 1 | 0 |
| Travelling Difficulties | 0 | 1 |
| Other | 1 | 1 |
| Number of Exit Interviews conducted | 5 | 3 |

| | | |
|--|----|----|
| Total Number of Leavers Eligible for Exit Interview | 10 | 10 |
|--|----|----|

| | | |
|---|-----|-----|
| Percentage of interviews conducted | 50% | 30% |
|---|-----|-----|

Appendix 2a

| | Jan 2020 - Mar 2020 | | Reconciliation figure | | Cumulative total | |
|-------------------------------|---------------------|-------|-----------------------|-----|------------------|-----|
| | | | Apr 2019 - Dec 2019 | | | |
| | FTE* | H/C** | FTE | H/C | FTE | H/C |
| Terminations/Leavers | 12.36 | 18 | 48.09 | 62 | 60.45 | 80 |
| Being replaced | 9.16 | 14 | 28.29 | 32 | 37.45 | 46 |
| Held pending savings | 2.2 | 3 | 19.2 | 29 | 21.4 | 32 |
| Filled on fixed term basis | 0 | 0 | 0.6 | 1 | 0.6 | 1 |
| Budget transfer to other post | 1 | 1 | 0 | 0 | 1 | 1 |
| End of fixed term contract | 0 | 0 | 0 | 0 | 0 | 0 |

* Full time equivalent

** Head count/number of employees