



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 09 September 2019

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, 17 September 2019

**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.

<b>Members are reminded to bring their fully charged tablets to the meeting</b>
---

Yours sincerely

**Lindsay Freeland**  
**Chief Executive**

### **Members**

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

### **Substitutes**

Alex Allison, Janine Calikes, Maureen Chalmers, Poppy Corbett, Maureen Devlin, Fiona Dryburgh

## BUSINESS

### 1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 3 - 6  
Minutes of the meeting of the Employee Issues Forum held on 18 June 2019 submitted for approval as a correct record. (Copy attached)

---

#### Item(s) for Noting

---

- 3 **Council-wide Workforce Monitoring - May to July 2019** 7 - 28  
Report dated 19 August 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Finance and Corporate Resources - Workforce Monitoring - May to July 2019** 29 - 34  
Report dated 19 August 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 5 **Management and Leadership Development** 35 - 38  
Report and Presentation dated 16 August 2019 by the Executive Director (Finance and Corporate Resources). (Copy attached)

---

#### Urgent Business

---

- 6 **Urgent Business**  
Any other items of business which the Chair decides are urgent.

#### ***For further information, please contact:-***

Clerk Name: Gordon Bow

Clerk Telephone: 01698 454719

Clerk Email: [gordon.bow@southlanarkshire.gov.uk](mailto:gordon.bow@southlanarkshire.gov.uk)

## EMPLOYEE ISSUES FORUM

2

Minutes of meeting held in Committee Room 5, Council Offices, Almada Street, Hamilton on 18 June 2019

**Chair:**

Councillor Isobel Dorman

**Councillors Present:**

Councillor Maureen Chalmers (*substitute for Councillor McGuigan*), Councillor Fiona Dryburgh (*substitute for Councillor Hamilton*), Councillor Monique McAdams, Councillor Richard Nelson, Councillor Collette Stevenson

**Councillors' Apologies:**

Councillor Graeme Campbell, Councillor Gerry Convery, Councillor Lynsey Hamilton, Councillor Graeme Horne, Councillor Joe Lowe, Councillor Jim McGuigan

**Attending:**

**Finance and Corporate Resources**

G Bow, Administration Manager; K McVeigh, Head of Personnel Services; M Milne, Personnel Advisor

**Education Resources**

S Nicolson, Head of Education (Hamilton Area)

---

### 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 5 February 2019 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 – February to April 2019

A report dated 28 May 2019 by the Executive Director (Finance and Corporate Resources) was submitted on the following Council-wide employee information for the period February to April 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ discipline, grievances and Dignity at Work cases
- ♦ analysis of leavers, exit interviews and labour turnover
- ♦ recruitment monitoring
- ♦ Staffing Watch as at 9 March 2019

**The Forum decided:** that the report be noted.

[Reference: Minutes of 5 February 2019 (Paragraph 3)]

---

#### **4 Education Resources – Workforce Monitoring – February to April 2019**

---

A report dated 28 May 2019 by the Executive Director (Education Resources) was submitted on the following employee information for Education Resources for the period February to April 2019:-

- ♦ attendance statistics
- ♦ occupational health statistics
- ♦ accident/incident statistics
- ♦ disciplinary hearings, grievances and Dignity at Work cases
- ♦ labour turnover, analysis of leavers and exit interviews
- ♦ Staffing Watch as at 9 March 2019

**The Forum decided:** that the report be noted.

*[Reference: Minutes of 5 February 2019 (Paragraph 4)]*

---

#### **5 South Lanarkshire Council – MCR Pathways Programme**

---

A report dated 28 May 2019 by the Executive Director (Education Resources) was submitted on the Council's progress with the 'MCR Pathways' programme.

MCR Pathways was a school-based mentoring and talent development programme specifically designed to provide personalised support through 1 to 1 mentoring for disadvantaged, vulnerable and/or care experienced young people, including young people on the fringes of the care system.

The MCR Pathways programme was initially offered to vulnerable learners in the following 6 secondary schools:-

- ♦ Hamilton Grammar
- ♦ St John Ogilvie High School, Hamilton
- ♦ Cathkin High School, Cambuslang
- ♦ Calderside Academy, Blantyre
- ♦ Stonelaw High School, Rutherglen
- ♦ Trinity High School, Rutherglen

An MCR Programme Co-ordinator was based in each school and Programme Co-ordinators worked with pupils from S1 and S2, involving them in group work and confidence building activities.

Mentors were recruited from the local community and the only requirement to become a mentor was the desire to help a young person and to put them first by building a positive relationship based on non-judgmental listening and by providing encouragement.

It was anticipated that participation in the programme would impact positively on the following areas:-

- ♦ Post 16 return to school rates
- ♦ attainment
- ♦ motivation (measured by MCR programme methodology)
- ♦ attendance and engagement
- ♦ skills and aspirations
- ♦ health and wellbeing

The Council's MCR Pathways programme, which had been branded as the Young South Lanarkshire Talent (YSTL) programme, was officially launched by the Chief Executive, at a well-attended event on 25 March 2019, and Programme Co-ordinators were now in post following the completion of a full-time, 6 week induction/training event.

Details of the range of supports which had been put in place by the Council to support the programme were provided in the report.

The Council recognised the benefit that mentoring could have on volunteers who supported young people. As a further commitment to the programme, the Council would support appointed volunteers to carry out mentoring meetings during their work time.

**The Forum decided:** that the report be noted.

*[Reference: Minutes of Education Resources Committee of 7 May 2019 (Paragraph 12)]*

---

## **6 Urgent Business**

---

There were no items of urgent business.



# Report

**3**

Report to: **Employee Issues Forum**  
 Date of Meeting: **17 September 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Council-wide Workforce Monitoring – May to July 2019**

## **1. Purpose of Report**

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period May to July 2019

## **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 May to July 2019 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 8 June 2019

## **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 May to July 2019.

## **4. Attendance Statistics**

4.1. Information on absence statistics for the Council and each Resource, as analysed for July 2019, is provided in Appendices 1 to 8. Points to note are:-

- ◆ the Council's absence rate for July 2019, shown in Appendix 1, is 3.4%, which represents a decrease of 1.0% when compared with last month and the figure remains unchanged when compared to July 2018
- ◆ when compared to July 2018, the APT&C absence rate remains unchanged, the teachers' figure has increased by 0.2% and the manual workers' figure remains unchanged
- ◆ based on annual trends and the absence rate to July 2019, the projected average absence rate for the Council for the financial year 2019/2020 is 4.5%

For the financial year 2019/2020, the projected average days lost per employee equates to 9.8 days.

In comparison to July 2018 (Appendix 8):-

- ◆ musculoskeletal and psychological conditions remain the main reasons for absence
- ◆ total days lost due to musculoskeletal conditions have increased by 27 days
- ◆ total days lost due to psychological conditions have increased by 589 days
- ◆ total days lost due to stomach, bowel, blood and metabolic disorders have increased by 284 days
- ◆ total days lost due to respiratory conditions have increased by 192 days

## **5. Occupational Health**

5.1. Information on Occupational Health for the period May to July 2019 is provided in Appendix 9

- ◆ during the period there were 358 employees referred for a medical examination, a decrease of 71 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 539 employees attended physiotherapy treatment, showing a decrease of 1 when compared to the same period last year. Of the 539 employees referred, 55% remained at work whilst undertaking treatment
- ◆ during this period 293 employees were referred to the Employee Support Officer showing a decrease of 14 when compared with the same period last year. Of the referrals made this period, 89% related to personal reasons
- ◆ one-hundred and seventy seven employees were referred to the PAM Assist counselling service this period, showing an increase of 20 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 60% of the referrals made, 19% were for work related reasons and 21% were for other reasons
- ◆ thirty-five employees were referred for Cognitive Behavioural Therapy this period, a decrease of 19 when compared to the same period last year

## **6. Accidents/Incidents**

6.1. The accident/incident report for May to July 2019 is contained in Appendix 10:-

- ◆ the number of accidents/incidents recorded was 274, this figure has increased by 117 from the same period last year
- ◆ there was 1 specified injury accident/incident recorded, this figure remains unchanged from the same period last year
- ◆ there were 244 minor accidents/incidents, this figure has increased by 96 from the same period last year
- ◆ Four accidents resulted in an absence lasting over 3 days during the period, this figure has increased by 1 from the same period last year
- ◆ there were 25 accidents resulting in absences lasting over 7 days during the period, this figure has increased by 20 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 May to July 2019 is contained in Appendices 11, 12a and 12b.



- ◆ in total, 38 disciplinary hearings were held across Resources within the Council, a decrease of 1 when compared to the same period last year
- ◆ action was taken in 29 of these cases. No appeals were raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks and 82% of hearings met this target
- ◆ during the period, 1 appeal was heard by the Appeals Panel which was not upheld
- ◆ at the end of July 2019, 5 Appeals Panels were pending
- ◆ during the period, 3 Grievance cases were raised
- ◆ during the period, 9 Dignity at Work cases were raised
- ◆ during the period, 2 referral for mediations were submitted

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

- 8.1. Information on the number of leavers and exit interviews for the period May to July 2019 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 8 June 2019, the Council's turnover figure for May to July 2019 is as follows:-

- ◆ 111 leavers eligible for exit interviews/14,428 employees in post = Labour Turnover of 0.8%.

Based on the figure at April 2019, the projected annual labour turnover figure for the financial year 2019/2020 for the Council is 3.0%.

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

- ◆ there were a total of 111 employees leaving the Council that were eligible for an exit interview, a decrease of 7 when compared with the same period last year
- ◆ exit interviews were held with 21% of leavers, compared with 31% from the same period last year

## **9. Recruitment Monitoring**

- 9.1. Information on Recruitment Monitoring for May to July 2019 is contained within Appendix 14.

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

- ◆ overall, 5,862 applications and 5,570 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (311), 135 were shortlisted for interview and 31 were appointed
- ◆ of those applicants of a black/ethnic minority background (171), 49 were shortlisted for interview and 11 were appointed

## **10. Staffing Watch**

- 10.1. There has been an increase of 136 in the number of employees in post from 9 March 2019 to 8 June 2019.

## **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)**

19 August 2019

## **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, 18 June 2019

## **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.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
Council Wide

APT&C				Teachers				Manual Workers				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	4.1	4.2	4.0	April	2.1	1.9	2.9	April	5.2	5.7	5.2	April	3.9	4.1	4.0
May	4.4	4.2	4.4	May	2.7	2.1	3.2	May	5.1	6.1	5.6	May	4.2	4.2	4.4
June	4.1	4.2	4.4	June	2.2	2.3	2.7	June	4.9	6.0	5.7	June	3.9	4.3	4.4
July	3.3	3.5	3.5	July	0.8	1.0	1.2	July	4.5	5.1	5.1	July	3.0	3.4	3.4
August	3.7	3.7		August	1.0	1.2		August	4.5	5.4		August	3.2	3.6	
September	4.4	4.4		September	2.2	2.2		September	5.0	6.2		September	4.0	4.4	
October	4.3	4.7		October	2.4	2.2		October	5.4	5.8		October	4.1	4.4	
November	4.7	5.3		November	3.5	3.5		November	6.1	6.0		November	4.8	5.1	
December	4.9	4.9		December	3.8	3.1		December	6.7	6.3		December	5.1	4.8	
January	5.0	4.7		January	3.0	3.3		January	6.6	6.6		January	5.0	4.9	
February	5.2	4.9		February	3.0	4.0		February	6.5	6.7		February	5.0	5.2	
March	4.8	4.7		March	2.9	3.9		March	6.2	6.1		March	4.7	4.9	
Annual Average	4.4	4.5	4.5	Annual Average	2.5	2.6	2.8	Annual Average	5.6	6.0	5.9	Annual Average	4.2	4.4	4.5
Average Apr-Jul	4.0	4.0	4.1	Average Apr-Jul	2.0	1.8	2.5	Average Apr-Jul	4.9	5.7	5.4	Average Apr-Jul	3.8	4.0	4.1
No of Employees at 31 July 2019			7133	No of Employees at 31 July 2019			3768	No of Employees at 31 July 2019			4485	No of Employees at 31 July 2019			15386

For the financial year 2019/20, the projected average days lost per employee equates to 9.8 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Community and Enterprise 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	3.9	3.2	4.0	April	5.2	5.4	4.4	April	4.8	5.0	4.3	April	3.9	4.1	4.0	
May	4.4	2.8	3.6	May	5.7	6.0	5.1	May	5.4	5.5	4.9	May	4.2	4.2	4.4	
June	4.2	3.8	3.9	June	5.1	5.8	5.5	June	4.9	5.5	5.3	June	3.9	4.3	4.4	
July	3.4	4.3	3.9	July	4.2	4.5	4.3	July	4.0	4.4	4.3	July	3.0	3.4	3.4	
August	3.6	4.8		August	4.5	5.3		August	4.3	5.2		August	3.2	3.6		
September	3.4	6.0		September	5.0	6.2		September	4.8	6.2		September	4.0	4.4		
October	3.8	3.8		October	5.6	5.8		October	5.3	5.5		October	4.1	4.4		
November	4.5	4.8		November	6.2	6.2		November	5.9	6.0		November	4.8	5.1		
December	3.6	4.1		December	6.4	6.0		December	5.9	5.7		December	5.1	4.8		
January	3.0	3.4		January	6.3	6.1		January	5.7	5.6		January	5.0	4.9		
February	3.0	4.1		February	6.8	6.3		February	6.1	5.9		February	5.0	5.2		
March	3.4	4.8		March	6.1	5.6		March	5.6	5.5		March	4.7	4.9		
Annual Average	3.7	4.2	4.3	Annual Average	5.6	5.8	5.6	Annual Average	5.2	5.5	5.4	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	4.0	3.5	3.9	Average Apr-Jul	5.1	5.4	4.8	Average Apr-Jul	4.8	5.1	4.7	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			556	No of Employees at 31 July 2019			2815	No of Employees at 31 July 2019			3371	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 11.9 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Education Resources**

APT&C				Teachers				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	4.0	4.1	3.5	April	2.1	1.9	2.9	April	2.9	2.8	3.2	April	3.9	4.1	4.0				
May	4.7	4.5	4.2	May	2.7	2.1	3.2	May	3.5	3.1	3.6	May	4.2	4.2	4.4				
June	3.6	4.4	3.8	June	2.2	2.3	2.7	June	2.8	3.2	3.2	June	3.9	4.3	4.4				
July	2.1	2.4	2.4	July	0.8	1.0	1.2	July	1.3	1.6	1.7	July	3.0	3.4	3.4				
August	2.7	2.7		August	1.0	1.2		August	1.7	1.8		August	3.2	3.6					
September	4.3	4.1		September	2.2	2.2		September	3.0	3.0		September	4.0	4.4					
October	4.6	4.7		October	2.4	2.2		October	3.3	3.2		October	4.1	4.4					
November	5.0	5.7		November	3.5	3.5		November	4.1	4.4		November	4.8	5.1					
December	5.3	5.4		December	3.8	3.1		December	4.4	4.1		December	5.1	4.8					
January	5.2	5.1		January	3.0	3.3		January	3.9	4.1		January	5.0	4.9					
February	5.5	5.3		February	3.0	4.0		February	4.0	4.5		February	5.0	5.2					
March	4.7	5.0		March	2.9	3.9		March	3.7	4.4		March	4.7	4.9					
Annual Average	4.3	4.5	4.3	Annual Average	2.5	2.6	2.8	Annual Average	3.2	3.4	3.4	Annual Average	4.2	4.4	4.5				
Average Apr-Jul	3.6	3.9	3.5	Average Apr-Jul	2.0	1.8	2.5	Average Apr-Jul	2.6	2.7	2.9	Average Apr-Jul	3.8	4.0	4.1				
No of Employees at 31 July 2019				2872	No of Employees at 31 July 2019				3768	No of Employees at 31 July 2019				6640	No of Employees at 31 July 2019				15386

For the financial year 2019/20, the projected average days lost per employee equates to 7.1 days.

**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		August	0.0	0.4		August	3.4	2.8		August	3.2	3.6		
September	4.1	3.1		September	0.0	0.0		September	4.1	3.0		September	4.0	4.4		
October	4.4	3.6		October	0.0	0.0		October	4.3	3.6		October	4.1	4.4		
November	4.2	4.6		November	0.0	0.0		November	4.1	4.6		November	4.8	5.1		
December	3.5	3.8		December	0.0	0.0		December	3.4	3.8		December	5.1	4.8		
January	4.1	3.6		January	7.0	0.0		January	4.2	3.5		January	5.0	4.9		
February	4.2	3.7		February	2.5	2.3		February	4.2	3.6		February	5.0	5.2		
March	3.8	3.2		March	16.9	9.8		March	4.0	3.3		March	4.7	4.9		
Annual Average	3.7	3.4	3.5	Annual Average	2.4	1.8	1.9	Annual Average	3.7	3.3	3.5	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	0.0	2.3	2.5	Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			972	No of Employees at 31 July 2019			11	No of Employees at 31 July 2019			983	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 7.8 days.  
 Figures for manual workers only applicable from May 2017/2018

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Housing & Technical 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	4.3	3.9	3.9	April	4.5	6.5	6.7	April	4.4	4.9	5.0	April	3.9	4.1	4.0	
May	4.2	3.6	4.2	May	3.9	6.5	5.1	May	4.1	4.8	4.5	May	4.2	4.2	4.4	
June	3.9	4.0	4.8	June	4.4	6.2	5.0	June	4.1	4.9	4.9	June	3.9	4.3	4.4	
July	4.3	3.7	4.1	July	4.9	6.3	5.4	July	4.5	4.8	4.6	July	3.0	3.4	3.4	
August	4.7	4.1		August	4.0	5.5		August	4.4	4.6		August	3.2	3.6		
September	4.3	4.5		September	4.5	6.2		September	4.4	5.2		September	4.0	4.4		
October	3.8	4.3		October	4.4	5.9		October	4.0	4.9		October	4.1	4.4		
November	4.9	4.8		November	6.4	6.5		November	5.5	5.5		November	4.8	5.1		
December	5.0	4.4		December	9.0	6.5		December	6.6	5.3		December	5.1	4.8		
January	5.4	4.2		January	7.3	7.0		January	6.2	5.3		January	5.0	4.9		
February	5.2	4.2		February	6.1	6.6		February	5.6	5.2		February	5.0	5.2		
March	5.1	4.2		March	6.0	7.3		March	5.4	5.5		March	4.7	4.9		
Annual Average	4.6	4.2	4.3	Annual Average	5.5	6.4	6.1	Annual Average	4.9	5.1	5.0	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	4.2	3.8	4.3	Average Apr-Jul	4.4	6.4	5.6	Average Apr-Jul	4.3	4.9	4.8	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			883	No of Employees at 31 July 2019			551	No of Employees at 31 July 2019			1434	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 11.7 days.

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Social Work 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	5.0	5.3	5.0	April	5.6	6.2	6.9	April	5.2	5.6	5.6	April	3.9	4.1	4.0	
May	4.9	5.1	5.6	May	4.1	6.2	7.7	May	4.6	5.4	6.3	May	4.2	4.2	4.4	
June	5.3	5.2	5.8	June	4.6	6.3	6.9	June	5.1	5.6	6.2	June	3.9	4.3	4.4	
July	4.8	5.2	5.1	July	4.9	6.4	7.7	July	4.8	5.6	5.9	July	3.0	3.4	3.4	
August	4.9	5.0		August	4.7	5.9		August	4.8	5.3		August	3.2	3.6		
September	5.0	5.0		September	5.2	6.1		September	5.1	5.4		September	4.0	4.4		
October	4.2	5.7		October	5.8	5.6		October	4.8	5.6		October	4.1	4.4		
November	4.4	5.4		November	5.9	5.3		November	4.9	5.4		November	4.8	5.1		
December	5.6	5.1		December	6.1	6.9		December	5.7	5.7		December	5.1	4.8		
January	5.5	5.2		January	7.3	8.4		January	6.1	6.2		January	5.0	4.9		
February	6.1	5.5		February	5.8	8.5		February	6.0	6.5		February	5.0	5.2		
March	5.7	5.4		March	6.5	6.5		March	5.9	5.8		March	4.7	4.9		
Annual Average	5.1	5.3	5.3	Annual Average	5.5	6.5	6.9	Annual Average	5.3	5.7	5.8	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	5.0	5.2	5.4	Average Apr-Jul	4.8	6.3	7.3	Average Apr-Jul	4.9	5.6	6.0	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			1850	No of Employees at 31 July 2019			1108	No of Employees at 31 July 2019			2958	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 13.1 days.



## ABSENCE BY LONG AND SHORT TERM

From: 1 May 2019 - 31 July 2019

Resource	No of employees	May 2019			June 2019			July 2019		
		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	3371	1.9	3.0	4.9	1.9	3.4	5.3	1.1	3.2	4.3
Education	6640	1.1	2.5	3.6	1.1	2.1	3.2	0.1	1.6	1.7
Finance and Corporate	983	1.3	1.9	3.2	1.1	2.1	3.2	1.2	2.0	3.2
Housing & Technical	1434	1.9	2.6	4.5	2.2	2.7	4.9	1.6	3.0	4.6
Social Work	2958	1.7	4.6	6.3	2.0	4.2	6.2	1.5	4.4	5.9
<b>Council Overall for May 2019 - July 2019</b>	<b>15386</b>	<b>1.5</b>	<b>2.9</b>	<b>4.4</b>	<b>1.6</b>	<b>2.8</b>	<b>4.4</b>	<b>0.8</b>	<b>2.6</b>	<b>3.4</b>

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

From : 1 July - 31 July 2019

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	1176	37	515	21	104	16	450	32	811	25	3056	28
Psychological	622	19	1055	44	388	60	441	31	1198	36	3704	34
Stomach, Bowel, Blood, Metabolic Disorders	375	12	211	9	10	2	186	13	359	11	1141	10
Respiratory	224	7	22	1	12	2	85	6	112	3	455	4
Other Classification	809	25	617	25	138	21	259	18	821	25	2644	24
<b>Total Days Lost By Resource</b>	3206	100	2420	100	652	100	1421	100	3301	100	11000	100
<b>Total Work Days Available</b>	75139		141286		20111		30699		55510			

From : 1 July - 31 July 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	1231	39	425	21	103	18	315	22	955	32	3029	30
Psychological	720	23	758	38	176	30	542	38	919	31	3115	31
Stomach, Bowel, Blood, Metabolic Disorders	257	8	168	8	73	13	94	7	265	9	857	8
Respiratory	124	4	18	1	29	5	20	1	72	2	263	3
Other Classification	830	26	624	31	198	34	448	32	795	26	2895	28
<b>Total Days Lost By Resource</b>	3162	100	1993	100	579	100	1419	100	3006	100	10159	100
<b>Total Work Days Available</b>	71212		128007		20162		29859		53522			

\*WDL = Work Days Lost

## Absence Monitoring

As at July 2019

No of employees with an absence of more than 1 year

Resource	July 2018	August 2018	September 2018	October 2018	November 2018	December 2018	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	July 2019
Community & Enterprise Resources	1	1	3	3	2	4	3	2	1	1	2	1	1
Education Resources	5	9	9	9	8	6	8	6	8	7	8	5	4
Finance & Corporate Resources	1	1	1	0	0	0	0	0	0	0	1	2	1
Housing & Technical Resources	1	2	2	2	2	2	2	2	2	4	3	1	1
Social Work Resources	2	2	2	3	2	1	2	0	1	0	2	2	2
<b>Total</b>	<b>10</b>	<b>15</b>	<b>17</b>	<b>17</b>	<b>14</b>	<b>13</b>	<b>15</b>	<b>10</b>	<b>12</b>	<b>12</b>	<b>16</b>	<b>11</b>	<b>9</b>

No of employees with 5 + absences in the rolling year

Resource	July 2018	August 2018	September 2018	October 2018	November 2018	December 2018	January 2019	February 2019	March 2019	April 2019	May 2019	June 2019	July 2019
Community & Enterprise Resources	1	5	2	4	4	4	3	6	1	0	4	3	3
Education Resources	32	39	36	35	39	39	40	34	42	46	49	50	50
Finance & Corporate Resources	5	5	5	5	4	3	4	3	3	1	3	3	2
Housing & Technical Resources	1	1	2	2	2	3	1	0	2	1	1	3	3
Social Work Resources	7	9	4	4	6	7	12	11	14	15	14	13	16
<b>Total</b>	<b>46</b>	<b>59</b>	<b>49</b>	<b>50</b>	<b>55</b>	<b>56</b>	<b>60</b>	<b>54</b>	<b>62</b>	<b>63</b>	<b>71</b>	<b>72</b>	<b>74</b>

## OCCUPATIONAL HEALTH REPORTS

FROM: 1 May 2019 - 31 July 2019 comparison with 1 May 2018 - 31 July 2018

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (May-Jul 2019)	82	27	34	19	68	128	358
TOTAL (May-Jul 2018)	111	29	47	22	73	147	429

No of Employees Referred For Physiotherapy		
RESOURCE	May-Jul 2018	May-Jul 2019
Community and Enterprise	125	125
Education (Teachers)	77	63
Education (Others)	69	81
Finance and Corporate	36	40
Housing and Technical	76	78
Social Work	157	152
TOTAL	540	539

No of Employees Referred To Employee Support Officer		
RESOURCE	May-Jul 2018	May-Jul 2019
Community and Enterprise	80	57
Education	101	97
Finance and Corporate	24	23
Housing and Technical	31	28
Social Work	71	88
TOTAL	307	293

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	May-Jul 2018	May-Jul 2019
Community and Enterprise	10	3
Education	17	3
Finance and Corporate	2	0
Housing and Technical	12	4
Social Work	13	9
Not Disclose	0	16
TOTAL	54	35

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 (May-Jul 2019)	33	0	3	0	107	0	25	0	9	0	177	0
TOTAL (May-Jul 2018)	29	1	0	1	103	2	1	0	20	0	153	4
										Total Referrals (May-Jul 2019)		177
										Total Referrals (May-Jul 2018)		157

M = MANAGEMENT REFERRAL    S = SELF REFERRAL

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

FROM: 1 May 2019 - 31 July 2019 comparison with 1 May 2018 - 31 July 2018

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018	2019	2018
Specified Injury	0	0	1	1	0	0	0	0	0	0	1	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
Over 7-day	15	4	1	0	0	0	3	2	4	0	23	5
Violent Incident: Physical	0	0	0	0	0	0	0	0	2	0	2	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Over 7-day**</b>	<b>15</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>6</b>	<b>0</b>	<b>25</b>	<b>5</b>
Over 3-day	2	2	0	0	0	0	1	0	1	0	4	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
<b>Total Over 3-day**</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>3</b>
Minor	13	9	3	2	0	2	5	7	6	5	27	25
Near Miss	8	4	2	0	0	0	1	1	2	1	13	6
Violent Incident: Physical	10	3	155	93	0	0	1	0	10	10	176	106
Violent Incident: Verbal	2	2	13	7	3	0	4	1	6	1	28	11
<b>Total Minor***</b>	<b>33</b>	<b>18</b>	<b>173</b>	<b>102</b>	<b>3</b>	<b>2</b>	<b>11</b>	<b>9</b>	<b>24</b>	<b>17</b>	<b>244</b>	<b>148</b>
<b>Total Accidents/Incidents</b>	<b>50</b>	<b>24</b>	<b>175</b>	<b>103</b>	<b>3</b>	<b>2</b>	<b>15</b>	<b>11</b>	<b>31</b>	<b>17</b>	<b>274</b>	<b>157</b>

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

\*\*Over 3 day / over 7 day 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 May 2019 - 31 July 2019 comparison with 1 May 2018 - 31 July 2018

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 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	23	N/A	23	0	4	N/A	4	0	19	N/A	19	16	7	0	100%
EDUCATION	3	0	0	3	0	0	0	0	3	0	0	3	3	0	0	100%
HOUSING & TECHNICAL	2	0	N/A	2	0	0	N/A	0	2	0	N/A	2	0	0	2	0%
SOCIAL WORK	5	5	N/A	10	2	3	N/A	5	3	2	N/A	5	3	2	5	50%
TOTAL (May-Jul 2019)	10	28	0	38	2	7	0	9	8	21	0	29	22	9	7	82%
TOTAL (May-Jul 2018)	10	28	1	39	0	7	0	7	10	21	1	32	21	14	4	90%

RESOURCE	No of Appeals				Outcome of Appeals												Appeal 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 (May-Jul 2019)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL (May-Jul 2018)	2	1	0	3	1	0	0	1	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 May 2019 - 31 July 2019

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	0	1	0	1	5

**RECORD OF GRIEVANCES****FROM: 1 May 2019 - 31 July 2019 comparison with 1 May 2018 - 31 July 2018**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (May-Jul 2019)	3	0	0	0	3
TOTAL (May-Jul 2018)	2	0	2	0	0

**DIGNITY AT WORK****FROM: 1 May 2019 - 31 July 2019 comparison with 1 May 2018 - 31 July 2018**

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 (May-Jul 2019)	9	1	0	0	0	8
TOTAL (May-Jul 2018)	2	0	2	0	0	0

## REFERRALS FOR WORKPLACE MEDIATION

As at July 2019

WORKPLACE MEDIATION	May-19	Jun-19	Jul-19
No of Referrals	1	1	0
*No of Successful Cases	0	0	0
*No of Unsuccessful Cases	0	0	0
No of cases unsuitable for mediation	0	0	1

WORKPLACE MEDIATION	May-18	Jun-18	Jul-18
No of Referrals	2	0	0
*No of Successful Cases	0	0	0
*No of Unsuccessful Cases	0	0	0
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

## EXIT INTERVIEWS (May-Jul 2019)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CHILD CARING / CARING RESPONSIBILITIES	2	0	1	1	1	5	22
CAREER ADVANCEMENT	1	1	2	0	0	4	17
PERSONAL REASONS	0	0	0	1	1	2	9
WORK RELATIONSHIPS WITH MANAGERS / COLLEAGUES	1	1	0	0	0	2	9
TRAVELLING DIFFICULTIES	0	1	0	0	1	2	9
FURTHER EDUCATION	0	1	0	0	0	1	4
OTHER	0	4	0	1	1	6	26
<b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>	<b>4</b>	<b>8</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>23</b>	
<b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b>	<b>31</b>	<b>19</b>	<b>15</b>	<b>10</b>	<b>36</b>	<b>111</b>	
<b>% OF LEAVERS INTERVIEWED</b>	<b>13</b>	<b>42</b>	<b>20</b>	<b>30</b>	<b>14</b>	<b>21</b>	

## EXIT INTERVIEWS (May-Jul 2018)

<b>NUMBER OF EXIT INTERVIEWS CONDUCTED</b>	<b>8</b>	<b>7</b>	<b>6</b>	<b>2</b>	<b>13</b>	<b>36</b>	
<b>TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW</b>	<b>35</b>	<b>29</b>	<b>11</b>	<b>8</b>	<b>35</b>	<b>118</b>	
<b>% OF LEAVERS INTERVIEWED</b>	<b>23</b>	<b>24</b>	<b>55</b>	<b>25</b>	<b>37</b>	<b>31</b>	

\* Note these totals include temporary employees

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

**FROM : 1 May 2019 - 31 July 2019**

Total Number of applications received:	<b>5862</b>
Total Number of Equal Opportunities Monitoring forms received:	<b>5570</b>
Total Number of posts recruited for:	<b>339</b>
Total Number of appointments:	<b>824</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	<b>5570</b>	<b>1944</b>	<b>664</b>
Total No of Male Applicants	2055	648	194
Total No of Female Applicants	3494	1243	468
Total No of Disabled Applicants	311	135	31
Total No of applicants aged under 50	4499	1470	515
Total No of applicants aged over 50	1032	414	127
Total No of White applicants	5351	1842	567
Total No of Black/Ethnic minority applicants*	171	49	11

**FROM : 1 May 2018 - 31 July 2018**

Total Number of applications received:	<b>1447</b>
Total Number of Equal Opportunities Monitoring forms received:	<b>1447</b>
Total Number of posts recruited for:	<b>217</b>
Total Number of appointments:	<b>217</b>

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	<b>1447</b>	<b>413</b>	<b>217</b>
Total No of Male Applicants	482	128	57
Total No of Female Applicants	893	271	123
Total No of Disabled Applicants	133	88	13
Total No of applicants aged under 50	1087	313	143
Total No of applicants aged over 50	224	87	35
Total No of White applicants	1306	390	179
Total No of Black/Ethnic minority applicants*	38	11	1

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

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 8 June 2019****Analysis by Resource**

Resource	Total Number of Employees				
	Male		Female		
	Total	F/T	P/T	F/T	P/T
Community & Enterprise Resources	3127	1384	211	203	1329
Education - Others	2730	133	87	459	2051
Education - Teachers	3670	676	59	2213	722
Finance & Corporate Resources	918	211	15	387	305
Housing & Technical	1295	845	22	290	138
Social Work Resources	2779	226	193	918	1442
<b>Total All Staff</b>	<b>14519</b>	<b>3475</b>	<b>587</b>	<b>4470</b>	<b>5987</b>

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2293.21	1.00	1565.68	416.67	234.13	48.73	17.00	4.00	6.00	0.00
1950.21	1.00	1261.17	430.72	133.98	29.80	13.00	4.00	61.14	15.40
3357.33	0.00	1.03	0.00	0.00	0.00	0.00	0.00	4.00	3352.30
817.72	2.00	132.63	349.47	236.30	62.62	27.70	6.00	1.00	0.00
1242.96	1.00	189.07	652.55	351.34	37.00	10.00	2.00	0.00	0.00
2395.45	1.00	1339.26	474.47	533.72	20.00	25.00	2.00	0.00	0.00
<b>8699.55</b>	(excluding Teachers)								
<b>12056.88</b>	<b>6.00</b>	<b>4488.84</b>	<b>2323.88</b>	<b>1489.47</b>	<b>198.15</b>	<b>92.70</b>	<b>18.00</b>	<b>72.14</b>	<b>3367.70</b>

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 March 2019****Analysis by Resource**

Resource	Total Number of Employees				
	Male		Female		
	Total	F/T	P/T	F/T	P/T
Community & Enterprise Resources	3030	1269	212	204	1345
Education - Others	2707	127	84	465	2031
Education - Teachers	3659	675	61	2209	714
Finance & Corporate Resources	916	207	23	390	296
Housing & Technical	1306	852	19	299	136
Social Work Resources	2765	218	191	910	1446
<b>Total All Staff</b>	<b>14383</b>	<b>3348</b>	<b>590</b>	<b>4477</b>	<b>5968</b>

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2185.57	1.00	1445.36	421.82	242.75	47.64	17.00	4.00	6.00	0.00
1938.68	1.00	1260.60	429.56	124.68	28.80	15.00	4.00	59.64	15.40
3349.03	0.00	1.03	0.00	0.00	0.00	0.00	0.00	4.00	3344.00
814.43	2.00	128.83	354.53	231.75	63.62	26.70	6.00	1.00	0.00
1254.18	1.00	189.46	670.63	346.09	35.00	10.00	2.00	0.00	0.00
2384.81	1.00	1328.99	466.47	544.35	20.00	22.00	2.00	0.00	0.00
<b>8577.67</b>	(excluding Teachers)								
<b>11926.70</b>	<b>6.00</b>	<b>4354.27</b>	<b>2343.01</b>	<b>1489.62</b>	<b>195.06</b>	<b>90.70</b>	<b>18.00</b>	<b>70.64</b>	<b>3359.40</b>



# Report

Report to: **Employee Issues Forum**  
 Date of Meeting: **17 September 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**

Subject: **Finance and Corporate Resources – Workforce Monitoring – May to July 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide employment information for the period May to July 2019 relating to Finance and Corporate Resources

## 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 May to July 2019 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
- ♦ staffing watch as at 8 June 2019

## 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 Finance and Corporate Resources provides information on the position for May to July 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of July 2019 for Finance and Corporate Resources.

The Resource absence figure for July 2019 was 3.2%, which represents no change when compared to the previous month and is 0.2% lower than the Council-wide figure. Compared to July 2018, the Resource absence figure has increased by 0.3%.

Based on the absence figures at July 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 3.5%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee within the Resource equates to 7.8 days, compared with the projected average figure for the Council of 9.8 days per employee.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall 82 referrals were made this period, a decrease of 8 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 3 accidents/incidents recorded within the Resource this period, an increase of 1 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, a decrease of 3 when compared with the same period last year. There were no grievance and dignity at work hearings, this figure remains unchanged when compared to the same period last year.

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

There were 15 leavers in the Resource this period, an increase of 4 when compared with the same period last year. Exit interviews were held with 3 of these employees.

**5. Staffing Watch (Appendix 3)**

- 5.1. There has been an increase of 2 in the number of employees in post from 9 March 2019 to 8 June 2019.

**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)**

19 August 2019

**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, 18 June 2019

**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

Ext: 4239 (Tel: 01698 454239)

E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**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		August	0.0	0.4		August	3.4	2.8		August	3.2	3.6		
September	4.1	3.1		September	0.0	0.0		September	4.1	3.0		September	4.0	4.4		
October	4.4	3.6		October	0.0	0.0		October	4.3	3.6		October	4.1	4.4		
November	4.2	4.6		November	0.0	0.0		November	4.1	4.6		November	4.8	5.1		
December	3.5	3.8		December	0.0	0.0		December	3.4	3.8		December	5.1	4.8		
January	4.1	3.6		January	7.0	0.0		January	4.2	3.5		January	5.0	4.9		
February	4.2	3.7		February	2.5	2.3		February	4.2	3.6		February	5.0	5.2		
March	3.8	3.2		March	16.9	9.8		March	4.0	3.3		March	4.7	4.9		
Annual Average	3.7	3.4	3.5	Annual Average	2.4	1.8	1.9	Annual Average	3.7	3.3	3.5	Annual Average	4.2	4.4	4.5	
Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	0.0	2.3	2.5	Average Apr-Jul	3.1	3.0	3.3	Average Apr-Jul	3.8	4.0	4.1	
No of Employees at 31 July 2019			972	No of Employees at 31 July 2019			11	No of Employees at 31 July 2019			983	No of Employees at 31 July 2019			15386	

For the financial year 2019/20, the projected average days lost per employee equates to 7.8 days.  
 Figures for manual workers only applicable from May 2017/2018



## FINANCE AND CORPORATE RESOURCES

	May-Jul 2018	May-Jul 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	22	19
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	6	0
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	36	40
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	24	23
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	2	0
<b>TOTAL</b>	90	82

CAUSE OF ACCIDENTS/INCIDENTS	May-Jul 2018	May-Jul 2019
Minor	2	0
Violent Incident: Verbal*****	0	3
<b>Total Accidents/Incidents</b>	2	3

\*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	May-Jul 2018	May-Jul 2019
Total Number of Hearings	3	0

RECORD OF GRIEVANCE HEARINGS	May-Jul 2018	May-Jul 2019
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	May-Jul 2018	May-Jul 2019
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	May-Jul 2018	May-Jul 2019
Career Advancement	3	2
Childcare/caring responsibilities	0	1
Other	3	0
<b>Number of Exit Interviews conducted</b>	<b>6</b>	<b>3</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>11</b>	<b>15</b>
--	-----------	-----------

<b>Percentage of interviews conducted</b>	<b>55%</b>	<b>20%</b>
---	------------	------------

**JOINT STAFFING WATCH RETURN  
FINANCE AND CORPORATE RESOURCES**

**1. As at 8 June 2019**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
211	15	387	305	918					
*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
2	132.63	349.47	236.3	62.62	27.7	6	1	0	817.72

**1. As at 9 March 2019**

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
207	23	390	296	916					
*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
2	128.83	354.53	231.75	63.62	26.7	6	1	0	814.43

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>17 September 2019</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Management and Leadership Development</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of this report is to:-

- ♦ outline the revised approach to Management and Leadership Development

## 2. Recommendation(s)

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

- (1) that the content of the report be noted.

## 3. Background

3.1. Previously the Chartered Management Institute (CMI) accredited the Council's Practical Supervision and Front Line Manager Development Programmes at level 2 and 3 respectively. These qualifications have been withdrawn and replaced by the CMI.

## 4. New Management and Leadership Development Approach

4.1. The Council's new Management and Leadership Development Approach will introduce three levels of supervisory/management/leadership development within the organisation, which can be undertaken as accredited or non-accredited learning. These are:-

- ♦ Ambition (entry level) Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who are supervising small teams
- ♦ Consolidation (practising managers) Accredited at CMI Level 3 Award and Certificate in Principles of Management and Leadership. Appropriate for employees who are recently appointed, practising managers or team leaders
- ♦ Development (senior managers) Accredited at CMI Level 5 Award and Certificate in Management and Leadership. Appropriate for new and existing senior managers or managers who have specific development needs identified via Performance Appraisal

4.2. Learning interventions for each of these levels will be offered as stand-alone modules and delivered using a blended learning approach. This will include use of webinars and Learn on Line, as well as internally and externally delivered classroom modules. This modular methodology will allow a "pick and mix" approach including

an optional, accredited CMI qualification. Managers and employees will be able to identify learning and development which is appropriate to their role, skills and experience. It also widens the opportunities within the Council for employees to experience management and leadership interventions.

- 4.3. To complete any of the CMI qualifications candidates will be required to complete one piece of core learning, some additional guided learning hours identified by CMI and an associated assignment. A tutor from within the Learning and Development team will be allocated to provide support to the candidates.
- 4.4. Feedback from previous participants on our management and leadership activities demonstrated that whilst the accredited route was valued by some employees, others preferred the learning experiences without the requirement to submit assignments.
- 4.5. The proposed learner-focussed approach is consistent with the requirements of Investors in People (IIP) (Generation6) within which organisations are required to provide a development pathway throughout all strands of management and leadership.
- 4.6. The new Management and Leadership Development approach meets the organisational needs, reflects the Council's Behaviours Framework and also provides an opportunity for employees at all levels, to access optional, accredited qualifications.
- 5. Employee Implications**
  - 5.1. There are no employee implications as a consequence of the proposed approach within this report.
- 6. Financial Implications**
  - 6.1. All financial implications are met within existing agreed budgets.
- 7. Other Implications**
  - 7.1. There are no implications for sustainability or risk in terms of the information contained within this report.
- 8. Equality Impact Assessment and Consultation Arrangements**
  - 8.1. The new approach 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.
  - 8.2. Executive Directors are supportive of the methodology identified and are considering the relevant cohorts of employees who they consider would benefit from this approach.

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

16 August 2019

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

- ◆ 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:-

Gill Bhatti, Employee Development and Diversity Manager

Ext: 5604 (Tel: 01698 455604)

E-mail: [gill.bhatti@southlanarkshire.gov.uk](mailto:gill.bhatti@southlanarkshire.gov.uk)

