

# Report

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>7 November 2023</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources – Workforce Monitoring – July to August 2023</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for July to August 2023 relating to Community and Enterprise Resources

## 2. Recommendation(s)

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

(1) that the following employment information for July to August 2023 relating to Community and Enterprise 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 10 June 2023

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Community and Enterprise Resources provides information on the position for July to August 2023.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of August 2023 for Community and Enterprise Resources.

The Resource absence figure for August 2023 was 4.9%, this figure has increased by 0.6% when compared to the previous month and is 0.8% higher than the Council-wide figure. Compared to August 2022, the Resource absence figure has decreased by 1.4%.

Based on the absence figures at August 2023 and annual trends, the projected annual average absence for the Resource for 2023/2024 is 6.5%, compared to a Council-wide average figure of 5.5%.

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.

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

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 222 referrals were made this period. This represents an increase of 10 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 34 accidents/incidents recorded within the Resource this period, an increase of 3 when compared to the same period last year.

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

During the period, 12 disciplinary hearings were held within the Resource, a decrease of 7 when compared to the same period last year. During the period 1 appeal was withdrawn by the Appeals Panel. Two Appeals Panel were pending, this figure has decreased by 3 when compared to the same period last year. One grievance hearing was raised within the Resource, this figure has decreased by 1 when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure remains unchanged when compared to the same period last year.

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

There were a total of 37 leavers in the Resource this period eligible for an exit interview. This figure has increased by 1 when compared with the same period last year. Fourteen exit interviews were conducted in this period, this figure has increased by 8 when compared to the same period last year.

**4.6. 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 the following options:-**

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

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period July to August 2023, 92 employees (55.26 FTE) in total left employment. Managers indicated that 88 posts (51.26 FTE) were being replaced, 2 posts (2.00 FTE) were due to the end of fixed term contracts and 2 posts (2.00FTE) are being held pending service reviews.**

**5. Staffing Watch**

**5.1. There has been an increase of 123 in the number of employees in post from 11 March 2023 to 10 June 2023.**

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

- 8.1. There are no Climate Change, Sustainability and Environmental Implications in terms of the information contained within this report.

## **9. Other Implications**

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

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

- 10.1. 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.
- 10.2. 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)**

**David Booth**

**Executive Director (Community and Enterprise Resources)**

14 September 2023

## **Link(s) to Council Values/Priorities/Outcomes**

- ◆ 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**

- ◆ Community and Enterprise Resources Committee– 29 August 2023

## **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:-

Elaine Maxwell, HR Business Manager

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## Absence Trends - 2021/2022, 2022/2023 &amp; 2023/2024

## Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024		2021 / 2022	2022 / 2023	2023 / 2024				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	2.3	4.4	3.6	April	5.7	7.3	6.3	April	5.2	6.9	6.0	April	4.3	5.6	5.1				
May	2.7	3.9	3.7	May	6.4	6.8	6.3	May	5.9	6.3	5.9	May	4.9	5.4	5.1				
June	2.8	3.5	4.3	June	6.6	7.2	5.9	June	6.0	6.7	5.7	June	4.7	5.3	4.7				
July	2.9	3.9	2.3	July	5.3	5.9	4.6	July	4.9	5.6	4.3	July	4.0	4.6	3.8				
August	2.9	3.4	3.0	August	6.4	6.6	5.2	August	5.9	6.1	4.9	August	4.7	4.4	4.1				
September	3.4	3.1		September	8.2	7.9		September	7.5	7.1		September	6.4	5.4					
October	3.8	5.1		October	7.9	7.5		October	7.3	7.1		October	6.3	5.8					
November	3.5	4.2		November	8.0	8.3		November	7.3	7.7		November	6.9	6.5					
December	4.2	3.7		December	8.0	8.8		December	7.4	8.0		December	6.9	7.0					
January	3.6	2.6		January	9.6	7.4		January	8.6	6.7		January	7.0	5.8					
February	4.4	3.6		February	9.5	7.4		February	8.7	6.9		February	6.6	5.9					
March	6.0	3.9		March	11.0	7.9		March	10.2	7.3		March	7.9	6.4					
Annual Average	3.5	3.8	3.6	Annual Average	7.7	7.4	7.0	Annual Average	7.1	6.9	6.5	Annual Average	5.9	5.7	5.5				
Average Apr-Aug	2.7	3.8	3.4	Average Apr-Aug	6.1	6.8	5.7	Average Apr-Aug	5.6	6.3	5.4	Average Apr-Aug	4.5	5.1	4.6				
No of Employees at 31 August 2023				528	No of Employees at 31 August 2023				2975	No of Employees at 31 August 2023				3503	No of Employees at 31 August 2023				16523

COMMUNITY AND ENTERPRISE RESOURCES		APPENDIX 2
	Jul - Aug 2022	Jul - Aug 2023
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	89	54
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	5	9
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	68	98
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	50	61
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	0
<b>TOTAL</b>	<b>212</b>	<b>222</b>
<b>CAUSE OF ACCIDENTS/INCIDENTS</b>	<b>Jul - Aug 2022</b>	<b>Jul - Aug 2023</b>
Specified Injuries*	0	1
Over 7 day absences	7	5
Minor	16	20
Near Miss	3	1
Violent Incident: Physical****	3	3
Violent Incident: Verbal*****	2	4
<b>Total Accidents/Incidents</b>	<b>31</b>	<b>34</b>
<p>*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.</p> <p>**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.</p> <p>***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.</p> <p>****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.</p> <p>****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.</p> <p>****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.</p>		
<b>RECORD OF DISCIPLINARY HEARINGS</b>	<b>Jul - Aug 2022</b>	<b>Jul - Aug 2023</b>
Total Number of Hearings	19	12
Total Number of Appeals	2	1
Appeals Pending	5	2
<b>Time Taken to Convene Hearing July - August 2023</b>		
	<b>4-6 Weeks</b>	<b>Over 6 Weeks</b>
0-3 Weeks	2	1
9		
<b>RECORD OF GRIEVANCE HEARINGS</b>	<b>Jul - Aug 2022</b>	<b>Jul - Aug 2023</b>
Number of Grievances	2	1
Number Resolved at Stage 2	2	0
Still in Progress	0	1
<b>RECORD OF DIGNITY AT WORK</b>	<b>Jul - Aug 2022</b>	<b>Jul - Aug 2023</b>
Number of Incidents	0	0
<b>ANALYSIS OF REASONS FOR LEAVING</b>	<b>Jul - Aug 2022</b>	<b>Jul - Aug 2023</b>
Career Advancement	2	3
Poor Relationship with Manager/Colleagues	0	1
Moving Outwith Area	1	0
Personal Reasons	2	2
Further Education	1	0
Dissatisfaction With Terms and Conditions	0	1
Other	0	7
<b>Number of Exit Interviews conducted</b>	<b>6</b>	<b>14</b>
<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>36</b>	<b>37</b>
<b>Percentage of interviews conducted</b>	<b>17%</b>	<b>38%</b>

Reason	Jul - Aug 2023		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	55.26	92	115.98	204
Being replaced	51.26	88	111.40	198
Filling on a temporary basis	0.00	0	0.00	0
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	2.00	2	2.58	4
Held pending service Review	2.00	2	2.00	2
Plan to remove for savings	0.00	0	0.00	0

**JOINT STAFFING WATCH RETURN  
COMMUNITY AND ENTERPRISE RESOURCES**

As at 10 June 2023

**Total Number of Employees**

MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
1263	250	201	1426	3140

\*Full - Time Equivalent No of Employees

Salary Bands

Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
5.00	1548.64	363.88	231.25	46.05	16.00	0.00	5.00	0.00	2215.82

As at 11 March 2023

**Total Number of Employees**

MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
1176	235	201	1405	3017

\*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
1.00	1432.36	372.02	234.43	44.05	17.00	4.00	5.00	0.00	2109.86