

# Report

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| Report to:       | <b>Housing and Technical Resources Committee</b>   |
| Date of Meeting: | <b>24 April 2024</b>   |
| Report by:       | <b>Executive Director (Finance and Corporate Resources)<br/>and Executive Director (Housing and Technical Resources)</b> |

|          |  |
|----------|--|
| Subject: | <b>Housing and Technical Resources – Workforce<br/>Monitoring – December 2023 to February 2024</b> |
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for December 2023 to February 2024 relating to Housing and Technical Resources

## 2. Recommendation(s)

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

(1) that the following employment information for December 2023 to February 2024 relating to Housing and Technical 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 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 Housing and Technical Resources provides information on the position for December 2023 to February 2024.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of February 2024 for Housing and Technical Resources.

The Resource absence figure for February 2024 was 5.6%. This figure has increased by 0.6% when compared to last month and is 0.8% lower than the Council-wide figure. Compared to February 2023, the Resource absence figure has increased by 0.5%.

Based on the absence figures at February 2024 and annual trends, the projected annual average absence for the Resource for 2023/2024 is 5.8%, compared to a Council-wide average figure of 5.4%.

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 156 referrals were made this period. This represents an increase of 29 when compared with the same period last year.

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

There were 28 accidents/incidents recorded within the Resource this period, an increase of 16 when compared to 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. This figure has decreased by 3 when compared to the same period last year. During this period 3 appeals were heard by the Appeals Panel. This figure has increased by 3 when compared to the same period last year. No Appeals Panels were pending, a decrease of 1 when compared to the same period last year. One grievance was raised within the Resource and this figure has increased by 1 when compared to the same period last year. No Dignity at Work complaint was raised within the Resource. This figure has decreased by 1 when compared to the same period last year.

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

There was a total of 15 leavers in the Resource this period eligible for an exit interview. This figure has increased by 7 when compared with the same period last year. Nine exit interviews were conducted in this period, an increase of 5 when compared with 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 contract

**4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period December 2023 to February 2024, 30 employees (23.10 FTE) in total left employment, Managers indicated that all 30 posts (23.10 FTE) were being replaced.**

**5. Staffing Watch**

**5.1. There has been an increase of 8 in the number of employees in post from 9 September 2023 to 9 December 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 risk implications 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.

**Jackie Taylor**

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

**Stephen Gibson**

**Executive Director (Housing and Technical Resources)**

13 March 2024

## **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**

- ◆ Housing and Technical Resources, 7 February 2024

## **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 - 2021/2022, 2022/2023 &amp; 2023/2024

## Housing &amp; Technical 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                               | 3.2         | 5.5         | 5.7         | April                               | 3.6         | 10.6        | 6.9         | April                               | 3.3         | 7.6         | 6.2         | April                               | 4.3         | 5.6         | 5.1         |
| May                                 | 2.9         | 4.5         | 4.9         | May                                 | 4.2         | 8.1         | 6.1         | May                                 | 3.4         | 6.0         | 5.4         | May                                 | 4.9         | 5.4         | 5.1         |
| June                                | 3.5         | 4.9         | 5.4         | June                                | 6.2         | 8.5         | 6.8         | June                                | 4.6         | 6.4         | 6.0         | June                                | 4.7         | 5.3         | 4.7         |
| July                                | 4.0         | 5.5         | 5.0         | July                                | 5.7         | 8.9         | 8.1         | July                                | 4.7         | 6.9         | 6.2         | July                                | 4.0         | 4.6         | 3.8         |
| August                              | 4.9         | 4.7         | 5.1         | August                              | 7.9         | 7.1         | 8.5         | August                              | 6.2         | 5.7         | 6.4         | August                              | 4.7         | 4.4         | 4.1         |
| September                           | 5.8         | 4.5         | 4.7         | September                           | 8.1         | 6.3         | 7.8         | September                           | 6.8         | 5.2         | 6.0         | September                           | 6.4         | 5.4         | 5.3         |
| October                             | 5.2         | 4.3         | 4.9         | October                             | 9.0         | 7.8         | 5.2         | October                             | 6.8         | 5.8         | 5.0         | October                             | 6.3         | 5.8         | 5.1         |
| November                            | 5.7         | 4.6         | 4.8         | November                            | 9.2         | 7.8         | 6.7         | November                            | 7.2         | 5.9         | 5.6         | November                            | 6.9         | 6.5         | 6.2         |
| December                            | 4.6         | 4.4         | 5.1         | December                            | 9.5         | 7.2         | 7.4         | December                            | 6.7         | 5.6         | 6.0         | December                            | 6.9         | 7.0         | 6.6         |
| January                             | 5.2         | 4.5         | 4.4         | January                             | 8.8         | 5.5         | 6.0         | January                             | 6.7         | 4.9         | 5.0         | January                             | 7.0         | 5.8         | 6.1         |
| February                            | 6.4         | 4.4         | 5.2         | February                            | 8.5         | 6.2         | 6.3         | February                            | 7.3         | 5.1         | 5.6         | February                            | 6.6         | 5.9         | 6.4         |
| March                               | 7.8         | 5.3         |             | March                               | 10.7        | 6.8         |             | March                               | 9.0         | 5.9         |             | March                               | 7.9         | 6.4         |             |
| Annual Average                      | 4.9         | 4.8         | 5.0         | Annual Average                      | 7.6         | 7.6         | 6.9         | Annual Average                      | 6.1         | 5.9         | 5.8         | Annual Average                      | 5.9         | 5.7         | 5.4         |
| Average Apr-Feb                     | 4.7         | 4.7         | 5.0         | Average Apr-Feb                     | 7.3         | 7.6         | 6.9         | Average Apr-Feb                     | 5.8         | 5.9         | 5.8         | Average Apr-Feb                     | 5.7         | 5.6         | 5.3         |
| No of Employees at 29 February 2024 |             |             | 886         | No of Employees at 29 February 2024 |             |             | 565         | No of Employees at 29 February 2024 |             |             | 1451        | No of Employees at 29 February 2024 |             |             | 16199       |

| APPENDIX 2   |                                  |                                  |
|--|----------------------------------|----------------------------------|
| HOUSING AND TECHNICAL RESOURCES  |                                  |                                  |
|  | Dec - Feb<br>2022 / 2023         | Dec - Feb<br>2023 / 2024         |
| <b>MEDICAL EXAMINATIONS</b>  |                                  |                                  |
| Number of Employees Attending  | 37                               | 57                               |
| <b>EMPLOYEE COUNSELLING SERVICE</b>  |                                  |                                  |
| Total Number of Referrals  | 15                               | 9                                |
| <b>PHYSIOTHERAPY SERVICE</b>   |                                  |                                  |
| Total Number of Referrals  | 49                               | 58                               |
| <b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>   | 26                               | 30                               |
| <b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>  | 0                                | 2                                |
| <b>TOTAL</b>   | <b>127</b>                       | <b>156</b>                       |
|  |                                  |                                  |
| <b>CAUSE OF ACCIDENTS/INCIDENTS</b>  | <b>Dec - Feb<br/>2022 / 2023</b> | <b>Dec - Feb<br/>2023 / 2024</b> |
| Over 7 day absences  | 2                                | 1                                |
| Over 3 day absences**  | 0                                | 1                                |
| Minor  | 8                                | 22                               |
| Near Miss  | 0                                | 1                                |
| Violent Incident: Physical****   | 1                                | 0                                |
| Violent Incident: Verbal*****  | 1                                | 3                                |
| <b>Total Accidents/Incidents</b>   | <b>12</b>                        | <b>28</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>Dec - Feb<br/>2022 / 2023</b> | <b>Dec - Feb<br/>2023 / 2024</b> |
| Total Number of Hearings   | 5                                | 2                                |
| Total Number of Appeals  | 0                                | 3                                |
| Appeals Pending  | 1                                | 0                                |
| <b>Time Taken to Convene Hearing December 2023 - February 2024</b>   |                                  |                                  |
|  | <b>4-6 Weeks</b>                 | <b>Over 6 Weeks</b>              |
| <b>0-3 Weeks</b>   | <b>1</b>                         | <b>0</b>                         |
|  |                                  |                                  |
| <b>RECORD OF GRIEVANCE HEARINGS</b>  | <b>Dec - Feb<br/>2022 / 2023</b> | <b>Dec - Feb<br/>2023 / 2024</b> |
| Number of Grievances   | 0                                | 1                                |
| Still in Progress  | 0                                | 1                                |
| <b>RECORD OF DIGNITY AT WORK</b>   | <b>Dec - Feb<br/>2022 / 2023</b> | <b>Dec - Feb<br/>2023 / 2024</b> |
| Number of Incidents  | 1                                | 0                                |
| Number Resolved at Formal Stage  | 1                                | 0                                |
| <b>ANALYSIS OF REASONS FOR LEAVING</b>   | <b>Dec - Feb<br/>2022 / 2023</b> | <b>Dec - Feb<br/>2023 / 2024</b> |
| Career Advancement   | 3                                | 5                                |
| Moving Outwith Area  | 0                                | 2                                |
| Personal Reasons   | 0                                | 1                                |
| Dissatisfaction With Terms and Conditions  | 1                                | 0                                |
| Other  | 0                                | 1                                |
| <b>Number of Exit Interviews conducted</b>   | <b>4</b>                         | <b>9</b>                         |
|  |                                  |                                  |
| <b>Total Number of Leavers Eligible for Exit Interview</b>   | <b>8</b>                         | <b>15</b>                        |
|  |                                  |                                  |
| <b>Percentage of interviews conducted</b>  | <b>50%</b>                       | <b>60%</b>                       |

| Appendix 2a                                  |                     |     |                  |     |
|--|---------------------|-----|------------------|-----|
|  |                     |     |                  |     |
| Reason                                       | Dec 2023 - Feb 2024 |     | Cumulative total |     |
|  | FTE                 | H/C | FTE              | H/C |
| Terminations/Leavers                         | 23.10               | 30  | 90.94            | 114 |
| Being replaced                               | 23.10               | 30  | 86.83            | 109 |
| 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                   | 0.00                | 0   | 2.11             | 3   |
| Held pending service Review                  | 0.00                | 0   | 2.00             | 2   |
| Plan to remove for savings                   | 0.00                | 0   | 0.00             | 0   |
|  |                     |     |                  |     |

**JOINT STAFFING WATCH RETURN  
HOUSING & TECHNICAL RESOURCES**

**As at 9 December 2023**

**Total Number of Employees**

| MALE |     | FEMALE |     | TOTAL |
|------|-----|--------|-----|-------|
| F/T  | P/T | F/T    | P/T |       |
| 791  | 24  | 330    | 133 | 1278  |

\*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   |
|---------------|---------|---------|---------|---------|---------|---------|-----------|---------|---------|
| 3.00          | 200.18  | 619.36  | 355.58  | 29.60   | 10.00   | 0.00    | 0.00      | 0.00    | 1217.72 |

**As at 9 September 2023**

**Total Number of Employees**

| MALE |     | FEMALE |     | TOTAL |
|------|-----|--------|-----|-------|
| F/T  | P/T | F/T    | P/T |       |
| 802  | 25  | 332    | 127 | 1286  |

\*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   |
|---------------|---------|---------|---------|---------|---------|---------|-----------|---------|---------|
| 3.00          | 205.10  | 623.16  | 357.38  | 29.60   | 10.00   | 0.00    | 0.00      | 0.00    | 1228.24 |

