

Report

Report to:	Executive Committee
Date of Meeting:	24 June 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Employee Workforce Monitoring Information April 2019 to March 2020 Yearly Summary
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information relating to the Council for the period April 2019 – March 2020.

2. Recommendation(s)

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

(1) that the following employment information for April 2019 – March 2020 relating to the Council be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accidents/incidents;
- ◆ discipline, grievance and dignity at work;
- ◆ employee development;
- ◆ labour turnover/analysis of leavers and exit interviews;
- ◆ recruitment monitoring;
- ◆ staffing watch as at 14 March 2020.

3. Background

3.1. As part of the Council's performance management arrangements, the following monitoring information is submitted to the Executive Committee. This report for the Council provides information on the position for the period April 2019 – March 2020.

4. Attendance Statistics

4.1. Information on absence statistics for April 2019 – March 2020 for the Council and each Resource is provided in Appendices 1 – 8. Points to note are:

- ◆ The Council's average absence rate for April 2019 – March 2020 is 4.8%, an increase of 0.4% when compared to the same period last year.
- ◆ The APT&C average absence rate for April 2019 – March 2020 is 4.8%, an increase of 0.3% when compared to the same period last year.
- ◆ The teaching staff average absence rate for April 2019 – March 2020 is 3.0%, an increase of 0.4% when compared with the same period last year.
- ◆ The manual workers' average absence rate for April 2019 – March 2020 is 6.2%, an increase of 0.2% when compared with the same period last year.

In comparison to March 2019 (Appendix 8):

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions has increased by 3364 days.
- ◆ Total days lost due to psychological conditions has increased by 7093 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders has increased by 3386 days.
- ◆ Total days lost due to respiratory conditions has increased by 3500 days.

5. Occupational Health

5.1. Information on Occupational Health for the period April 2019 – March 2020 is provided in Appendix 9.

- ◆ Over the year, musculoskeletal and psychological conditions were the main reasons for medical referrals; this remains unchanged from the previous year.
- ◆ During the year, there were a total of 1674 employees referred for a medical examination and when compared to the previous year this represents an increase of 12 employees being referred.
- ◆ During the period, a total of 2246 employees attended physiotherapy treatment, which is a decrease of 14 when compared to the previous year. Of the 2246 employees referred, 71% remained at work whilst undertaking treatment.
- ◆ Over the year, 1557 employees were referred to the Employee Support Officer, an increase of 162 when compared to the previous year. Of those referrals made during the period, 90% related to personal issues.
- ◆ During the year, there were 756 referrals for counselling. This represents an overall increase of 134 referrals when compared with the same period last year.
- ◆ Over the year, a total of 165 employees were referred for Cognitive Behavioural Therapy, a decrease of 40 when compared to the same period last year.

6. Accidents/Incidents

6.1. The accident/incident report for the period April 2019 – March 2020 is contained in Appendix 10.

- ◆ The number of accidents/incidents recorded for the year was 1295, an increase of 360 from April 2018 – March 2019.
- ◆ During the year, fatal incidents have decreased by 2 when compared to April 2018 – March 2019.
- ◆ During the year, specified injuries/incidents have decreased by 6 when compared to April 2018 – March 2019.
- ◆ Overall, minor accidents/incidents have increased by 337 when compared with April 2018 – March 2019.
- ◆ During the year, the number of over 3 day injuries has decreased by 3 when compared with April 2018 – March 2019.
- ◆ During the year, the number of accidents resulting in an absence lasting over 7 days has increased by 34 when compared with April 2018 – March 2019.

7. Discipline, Grievance, Dignity at Work

7.1. Information on Disciplinary, Grievance Hearings and Dignity at Work for the period April 2019 – March 2020 is contained in Appendices 11 and 12.

- ◆ During the period, a total of 145 disciplinary hearings were held across Resources within the Council which represents a decrease of 21 when compared to April 2018 – March 2019. Action was taken in 124 of these cases and there was 1 Resource appeal raised against the outcomes.

- ◆ Our target is to convene disciplinary hearings within 6 weeks. During the period 78% of hearings met this target which is a decrease of 2% when compared to the same period last year.
- ◆ During the year, 7 appeals were submitted to the Appeals Panel, of which 2 were upheld in part, 3 were not upheld and 2 were withdrawn.
- ◆ At the end of March 2020, 2 Appeals Panels were pending.
- ◆ Overall, 14 grievances were raised during the year, a decrease of 15 when compared with the previous year.
- ◆ There were 21 dignity at work incidents raised this year, an increase of 9 when compared with the previous year.
- ◆ During the period, 8 referrals for mediation were submitted, a decrease of 1 when compared with the previous year.

8. Employee Development

8.1. Information on Employee Development for the period April 2019 – March 2020 is contained in Appendices 13 and 13a.

- ◆ The Council is committed to ensuring that every employee has the opportunity to undertake learning and development which relates to their job.
- ◆ During this period, there were 26,123 attendances at training events.
- ◆ As our Learn on Line continues to develop, employees have successfully completed 90,037 e-learning packages covering a wide variety of subjects.

9. Labour Turnover/Analysis of Leavers and Exit Interviews

9.1. Labour Turnover

Information on the number of leavers and exit interviews for the period April 2019 – March 2020 is contained in Appendix 14. Exit interviews are conducted with leavers who leave voluntarily.

The Council's labour turnover figure for April 2019 – March 2020 is 4.1% and this figure remains unchanged when compared to the same period last year.

9.2. Analysis of Leavers and Exit Interviews

- ◆ During April 2019 – March 2020 there were 600 leavers eligible for an exit interview, an increase of 40 when compared with April 2018 – March 2019.
- ◆ Exit interviews for April 2019 – March 2020 were held with 20% of leavers, compared with 28% in the period April 2018 – March 2019.

9.3. 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 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

9.4. During April 2019 - March 2020, 1148 employees (833.47 FTE) left employment and managers indicated that 950 (672.93 FTE) would be replaced. Six posts (3.59 FTE) were being filled on a temporary basis, 4 (2.70 FTE) posts budget is being transferred to another post, 109 (109.0 FTE) were due to the end of fixed term contracts, 3 posts (2.20 FTE) are being removed for savings and 76 posts (44.05 FTE) were being left vacant pending a savings or service review. The cumulative figures for posts being held are shown in appendix 14a.

10. Recruitment Monitoring

- 10.1. Information on Recruitment Monitoring for the period April 2019 – March 2020 is contained within Appendix 15. From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:
- ◆ 98% of applicants completed an Equal Opportunities Monitoring Form, which remains unchanged when compared with April 2018 – March 2019.
 - ◆ Of the 1028 applicants who declared themselves as disabled, 464 were shortlisted for interview and 89 were appointed. This compares to 626 applicants the previous year, of which 377 applicants were shortlisted for interview and 63 were appointed.
 - ◆ Of the 604 applicants from a black/ethnic background, 189 were shortlisted for interview and 51 were appointed. This compares to 371 applicants the previous year, of which 169 were shortlisted for interview and 26 were appointed.

11. Staffing Watch

- 11.1. Details of the number of employees in post at 14 March 2020 are contained in Appendix 16. There were 14,780 employees in post as at 14 March 2020 compared to 14,383 as at 9 March 2019, an increase of 397 employees.

12. Employee Implications

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

13. Financial Implications

- 13.1. All financial implications are accommodated within existing budgets.

14. Climate Change, Sustainability and Environmental Implications

- 14.1. There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

15. Other Implications

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

16. Equality Impact Assessment and Consultation Arrangements

- 16.1. 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
- 16.2. 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)

25 May 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

- ◆ 28 August 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

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	3.9	August	1.0	1.2	1.3	August	4.5	5.4	5.5	August	3.2	3.6	3.7	
September	4.4	4.4	4.5	September	2.2	2.2	2.5	September	5.0	6.2	6.1	September	4.0	4.4	4.5	
October	4.3	4.7	4.7	October	2.4	2.2	2.6	October	5.4	5.8	6.1	October	4.1	4.4	4.6	
November	4.7	5.3	5.7	November	3.5	3.5	3.8	November	6.1	6.0	6.6	November	4.8	5.1	5.5	
December	4.9	4.9	5.7	December	3.8	3.1	3.8	December	6.7	6.3	7.2	December	5.1	4.8	5.7	
January	5.0	4.7	5.2	January	3.0	3.3	3.4	January	6.6	6.6	7.1	January	5.0	4.9	5.3	
February	5.2	4.9	5.6	February	3.0	4.0	3.8	February	6.5	6.7	7.3	February	5.0	5.2	5.6	
March	4.8	4.7	6.2	March	2.9	3.9	4.8	March	6.2	6.1	7.3	March	4.7	4.9	6.2	
Annual Average	4.4	4.5	4.8	Annual Average	2.5	2.6	3.0	Annual Average	5.6	6.0	6.2	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	4.4	4.5	4.8	Average Apr-Mar	2.5	2.6	3.0	Average Apr-Mar	5.6	6.0	6.2	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			7271	No of Employees at 31 March 2020			3868	No of Employees at 31 March 2020			4642	No of Employees at 31 March 2020			15781	

For the financial year 2019/20, the projected average days lost per employee equates to 11.1 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	4.0	August	4.5	5.3	5.1	August	4.3	5.2	4.9	August	3.2	3.6	3.7	
September	3.4	6.0	2.9	September	5.0	6.2	5.9	September	4.8	6.2	5.4	September	4.0	4.4	4.5	
October	3.8	3.8	3.4	October	5.6	5.8	5.9	October	5.3	5.5	5.5	October	4.1	4.4	4.6	
November	4.5	4.8	4.8	November	6.2	6.2	6.6	November	5.9	6.0	6.4	November	4.8	5.1	5.5	
December	3.6	4.1	5.4	December	6.4	6.0	7.0	December	5.9	5.7	6.8	December	5.1	4.8	5.7	
January	3.0	3.4	4.1	January	6.3	6.1	6.6	January	5.7	5.6	6.2	January	5.0	4.9	5.3	
February	3.0	4.1	3.8	February	6.8	6.3	7.1	February	6.1	5.9	6.6	February	5.0	5.2	5.6	
March	3.4	4.8	4.5	March	6.1	5.6	7.1	March	5.6	5.5	6.7	March	4.7	4.9	6.2	
Annual Average	3.7	4.2	4.0	Annual Average	5.6	5.8	5.9	Annual Average	5.2	5.5	5.6	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	3.7	4.2	4.0	Average Apr-Mar	5.6	5.8	5.9	Average Apr-Mar	5.2	5.5	5.6	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			550	No of Employees at 31 March 2020			2914	No of Employees at 31 March 2020			3464	No of Employees at 31 March 2020			15781	

For the financial year 2019/20, the projected average days lost per employee equates to 14.0 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	2.8	August	1.0	1.2	1.3	August	1.7	1.8	2.0	August	3.2	3.6	3.7	
September	4.3	4.1	4.3	September	2.2	2.2	2.5	September	3.0	3.0	3.3	September	4.0	4.4	4.5	
October	4.6	4.7	4.5	October	2.4	2.2	2.6	October	3.3	3.2	3.5	October	4.1	4.4	4.6	
November	5.0	5.7	5.8	November	3.5	3.5	3.8	November	4.1	4.4	4.7	November	4.8	5.1	5.5	
December	5.3	5.4	5.5	December	3.8	3.1	3.8	December	4.4	4.1	4.6	December	5.1	4.8	5.7	
January	5.2	5.1	5.1	January	3.0	3.3	3.4	January	3.9	4.1	4.2	January	5.0	4.9	5.3	
February	5.5	5.3	5.7	February	3.0	4.0	3.8	February	4.0	4.5	4.6	February	5.0	5.2	5.6	
March	4.7	5.0	7.1	March	2.9	3.9	4.8	March	3.7	4.4	5.8	March	4.7	4.9	6.2	
Annual Average	4.3	4.5	4.6	Annual Average	2.5	2.6	3.0	Annual Average	3.2	3.4	3.7	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	4.3	4.5	4.6	Average Apr-Mar	2.5	2.6	3.0	Average Apr-Mar	3.2	3.4	3.7	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			3034	No of Employees at 31 March 2020			3868	No of Employees at 31 March 2020			6902	No of Employees at 31 March 2020			15781	

For the financial year 2019/20, the projected average days lost per employee equates to 8.9 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	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
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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

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	4.0	August	4.0	5.5	5.7	August	4.4	4.6	4.7	August	3.2	3.6	3.7	
September	4.3	4.5	4.4	September	4.5	6.2	5.8	September	4.4	5.2	5.0	September	4.0	4.4	4.5	
October	3.8	4.3	4.3	October	4.4	5.9	6.6	October	4.0	4.9	5.2	October	4.1	4.4	4.6	
November	4.9	4.8	5.5	November	6.4	6.5	6.1	November	5.5	5.5	5.7	November	4.8	5.1	5.5	
December	5.0	4.4	5.2	December	9.0	6.5	6.3	December	6.6	5.3	5.6	December	5.1	4.8	5.7	
January	5.4	4.2	5.8	January	7.3	7.0	5.9	January	6.2	5.3	5.8	January	5.0	4.9	5.3	
February	5.2	4.2	5.8	February	6.1	6.6	5.7	February	5.6	5.2	5.8	February	5.0	5.2	5.6	
March	5.1	4.2	5.1	March	6.0	7.3	6.5	March	5.4	5.5	5.7	March	4.7	4.9	6.2	
Annual Average	4.6	4.2	4.8	Annual Average	5.5	6.4	5.9	Annual Average	4.9	5.1	5.2	Annual Average	4.2	4.4	4.8	
Average Apr-Mar	4.6	4.2	4.8	Average Apr-Mar	5.5	6.4	5.9	Average Apr-Mar	4.9	5.1	5.2	Average Apr-Mar	4.2	4.4	4.8	
No of Employees at 31 March 2020			880	No of Employees at 31 March 2020			570	No of Employees at 31 March 2020			1450	No of Employees at 31 March 2020			15781	

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	5.9	August	4.7	5.9	6.7	August	4.8	5.3	6.2	August	3.2	3.6	3.7
September	5.0	5.0	6.2	September	5.2	6.1	6.8	September	5.1	5.4	6.4	September	4.0	4.4	4.5
October	4.2	5.7	6.1	October	5.8	5.6	6.5	October	4.8	5.6	6.2	October	4.1	4.4	4.6
November	4.4	5.4	6.8	November	5.9	5.3	6.8	November	4.9	5.4	6.8	November	4.8	5.1	5.5
December	5.6	5.1	6.9	December	6.1	6.9	8.7	December	5.7	5.7	7.5	December	5.1	4.8	5.7
January	5.5	5.2	6.2	January	7.3	8.4	9.5	January	6.1	6.2	7.3	January	5.0	4.9	5.3
February	6.1	5.5	6.8	February	5.8	8.5	8.8	February	6.0	6.5	7.5	February	5.0	5.2	5.6
March	5.7	5.4	6.8	March	6.5	6.5	8.5	March	5.9	5.8	7.4	March	4.7	4.9	6.2
Annual Average	5.1	5.3	6.1	Annual Average	5.5	6.5	7.6	Annual Average	5.3	5.7	6.6	Annual Average	4.2	4.4	4.8
Average Apr-Mar	5.1	5.3	6.1	Average Apr-Mar	5.5	6.5	7.6	Average Apr-Mar	5.3	5.7	6.6	Average Apr-Mar	4.2	4.4	4.8

No of Employees at 31 March 2020	1827	No of Employees at 31 March 2020	1146	No of Employees at 31 March 2020	2973	No of Employees at 31 March 2020	15781
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For the financial year 2019/20, the projected average days lost per employee equates to 14.4 days.

APPENDIX 7**ABSENCE BY LONG AND SHORT TERM****From: 1 April 2019 - 31 March 2020**

Resource	April 2019 - March 2020		
	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	2.0	3.6	5.6
Education	1.4	2.3	3.7
Finance and Corporate	1.6	2.1	3.7
Housing & Technical	2.1	3.1	5.2
Social Work	2.0	4.6	6.6
Council Overall for Apr 19 - Mar 20	3.0	1.8	4.8

APPENDIX 8

Absence Monitoring

Absence Classifications

From 1 April 2019 to 31 March 2020

Reason	% of Work Days Lost
Musculoskeletal	25
Psychological	32
Stomach	11
Respiratory	9
Others	23
Total Days Lost	100

From 1 April 2018 to 31 March 2019

Reason	% of Work Days Lost
Musculoskeletal	25
Psychological	31
Stomach	11
Respiratory	8
Others	25
Total Days Lost	100

OCCUPATIONAL HEALTH REPORTS

FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
TOTAL (Apr-Mar 2019/20)	421	142	181	73	297	560	1674
TOTAL (Apr-Mar 2018/19)	459	144	174	94	244	547	1662

No of Employees Referred For Physiotherapy		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	545	557
Education (Teachers)	290	306
Education (Others)	367	387
Finance and Corporate	146	149
Housing and Technical	290	268
Social Work	622	579
TOTAL	2260	2246

No of Employees Referred To Employee Support Officer		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	315	337
Education	560	609
Finance and Corporate	76	78
Housing and Technical	132	135
Social Work	312	398
TOTAL	1395	1557

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Apr-Mar 2018/19	Apr-Mar 2019/20
Community and Enterprise	42	14
Education	60	21
Finance and Corporate	12	0
Housing and Technical	32	22
Social Work	44	32
Not Disclose	15	76
TOTAL	205	165

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 (Apr-Mar 2019/20)	154	0	5	0	437	0	126	0	34	0	756	0
TOTAL (Apr-Mar 2018/19)	96	2	9	1	399	4	46	0	63	2	613	9
TOTAL									Total Referrals (Apr-Mar 2019/20)		756	
									Total Referrals (Apr-Mar 2018/19)		622	

M = MANAGEMENT REFERRAL S = SELF REFERRAL

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

FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19	2019/20	2018/19
Fatal	0	1	0	0	0	0	0	0	0	1	0	2
Specified Injury	0	3	1	1	0	1	0	1	2	3	3	9
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	3	1	1	0	1	0	1	2	3	3	9
Over 7-day	35	15	8	4	0	0	10	12	14	4	67	35
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
Total Over 7-day**	35	15	8	4	0	0	10	12	16	4	69	35
Over 3-day	7	9	1	1	0	0	4	2	1	4	13	16
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 3-day**	7	9	1	1	0	0	4	2	1	4	13	16
Minor	80	50	25	20	1	3	20	17	28	23	150	113
Near Miss	15	14	2	0	0	0	4	6	3	1	24	21
Violent Incident: Physical	26	13	833	585	1	1	1	1	44	38	904	638
Violent Incident: Verbal	10	14	70	48	17	9	9	12	25	18	132	101
Total Minor***	131	91	930	653	19	13	34	36	100	80	1210	873
Total Accidents/Incidents	173	119	940	659	19	14	48	51	119	92	1295	935

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

**Over 3 day / over 7day absence is an injury sustained outwith major injury category that results in a period of absence of absence as defined by the HSE.

*** A minor injury is an injury not covered by " Over 7-day", "Over 3-day" or "Specified".

RECORD OF DISCIPLINARY HEARINGS

FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019

RESOURCE	No of Disciplinary Hearings				Outcome of Disciplinary Hearings								No of weeks to convene Disciplinary Hearing			% Held within 6 Weeks
	APT&C	Manual/ Craft	Teachers	Total	No Action				Action Taken				3	4-6	6+	
					APT&C	Manual / Craft	Teachers	Total	APT&C	Manual / Craft	Teachers	Total				
COMMUNITY AND ENTERPRISE	1	75	N/A	76	1	8	N/A	9	0	67	N/A	67	45	18	13	83%
EDUCATION	12	0	4	16	3	0	0	3	9	0	4	13	10	2	4	75%
FINANCE AND CORPORATE	1	0	N/A	1	0	0	N/A	0	1	0	N/A	1	0	1	0	100%
HOUSING & TECHNICAL	5	7	N/A	12	0	0	N/A	0	5	7	N/A	12	4	4	4	67%
SOCIAL WORK RESOURCES	23	17	N/A	40	5	4	N/A	9	18	13	N/A	31	18	11	11	73%
TOTAL (Apr-Mar 2019/20)	42	99	4	145	9	12	0	21	33	87	4	124	77	36	32	78%
TOTAL (Apr-Mar 2018/19)	51	109	6	166	9	16	0	25	42	93	6	141	85	48	33	80%

RESOURCE	No of Appeals				Outcome of Appeals												Appeals Pending
	APT&C	Manual/ Craft	Teachers	Total	Upheld				Upheld in Part				Not Upheld				
					APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	APT&C	Manual/ Craft	Teachers	Total	
TOTAL (Apr-Mar 2019/20)	0	1	0	1	0	0	0	0	0	0	0	0	0	1	0	1	0
TOTAL (Apr-Mar 2018/19)	8	5	0	13	2	0	0	2	1	1	0	2	5	4	0	9	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 April 2019 - 31 March 2020

APPEAL'S PANEL	UPHELD	UPHELD IN PART	NOT UPHELD	WITHDRAWN	TOTAL	APPEALS PENDING TO DATE
	0	2	3	2	7	2

RECORD OF GRIEVANCES**FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019**

GRIEVANCES	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
TOTAL (Apr-Mar 2019/20)	14	0	12	0	2
TOTAL (Apr-Mar 2018/19)	29	17	10	2	0

DIGNITY AT WORK**FROM: 1 April 2019 - 31 March 2020 comparison with 1 April 2018 - 31 March 2019**

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 (Apr-Mar 2019/20)	21	9	1	0	0	11
TOTAL (Apr-Mar 2018/19)	12	8	4	0	0	0

REFERRALS FOR WORKPLACE MEDIATION

As at March 2020

WORKPLACE MEDIATION	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
No of Referrals	1	1	1	0	2	1	0	2	0	0	0	0
*No of Successful Cases	1	0	0	0	0	0	0	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	0	0	0	0	0	0	0	0
No of cases unsuitable for mediation	1	0	0	1	0	0	0	0	0	0	0	0

WORKPLACE MEDIATION	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
No of Referrals	1	2	0	0	0	0	2	2	0	0	1	1
*No of Successful Cases	1	0	0	0	0	0	2	0	1	0	0	0
*No of Unsuccessful Cases	0	0	0	0	1	0	0	0	1	0	0	0
No of cases unsuitable for mediation	1	1	0	0	0	0	0	0	0	0	0	0

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

Employee Development

1 April 2019 - 31 March 2020

	Attended classroom based training
Community and Enterprise	4275
Education	11144
Finance and Corporate	706
Housing and Technical	2229
Social Work	7769
Total	26,123

	Courses Completed / Passed
Community and Enterprise	4748
Education	54284
Finance and Corporate	5196
Housing and Technical	8083
Social Work	17726
Total	90,037

EMPLOYEE DEVELOPMENT

Monitoring Stats for all Training - 1 April 2019 - 31 March 2020
Finance and Corporate Resources

	Percentage (%)	Count
Male	27.1%	8527
Female	72.9%	22958
Disabled	1.3%	419
Not Disabled	83.6%	26265
Not Disclosed	2.7%	854
Not Entered	12.4%	3879
White - Scottish	82.7%	26026
White - Other British	3.0%	938
White - Irish	0.6%	178
White - Any other Background	1.1%	343
Asian - Pakistani	0.2%	46
All Others	12.6%	3958
21 Years	3.1%	968
21-29 Years	19.5%	6154
30-39 Years	21.0%	6599
40-49 Years	23.5%	7411
50-59 Years	24.8%	7808
60-65 Years	6.7%	2106
Over 65 Years	1.4%	443

ANALYSIS OF LEAVERS AND EXIT INTERVIEWS

EXIT INTERVIEWS (Apr-Mar 2019/20)

REASONS FOR LEAVING	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
CAREER ADVANCEMENT	6	6	4	5	9	30	25
CHILD CARING / CARING RESPONSIBILITIES	4	3	1	1	4	13	11
MOVING OUTWITH AREA	0	5	1	0	1	7	6
POOR RELATIONSHIPS WITH MANAGERS / COLLEAGUES	1	3	1	1	1	7	6
TRAVELLING DIFFICULTIES	0	1	1	0	3	5	4
PERSONAL REASONS	0	1	0	1	2	4	3
FURTHER EDUCATION	0	1	0	0	3	4	3
DISSATISFACTION WITH TERMS AND CONDITIONS	0	1	0	0	1	2	2
OTHER	8	22	1	4	14	49	40
NUMBER OF EXIT INTERVIEWS CONDUCTED	19	43	9	12	38	121	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	139	240	32	34	155	600	
% OF LEAVERS INTERVIEWED	14	18	28	35	25	20	

EXIT INTERVIEWS (Apr-Mar 2018/19)

NUMBER OF EXIT INTERVIEWS CONDUCTED	25	62	19	9	39	154	
TOTAL NO OF LEAVERS PER RESOURCE ELIGIBLE FOR AN EXIT INTERVIEW	120	237	44	30	129	560	
% OF LEAVERS INTERVIEWED	21	26	43	30	30	28	

* Note these totals include temporary employees

Posts being held

April – March 2020	Number of leavers		Replace Employee		Filling on a temp basis		Plan to transfer this budget to another post		End of fixed term post		Leave vacant pending savings or service review		Plan to remove for savings	
	Total FTE*	Total H/C**	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C	FTE	H/C
Resource														
Community and Enterprise	276.50	439	146.25	285	2.35	4	0.00	0	109.00	109	18.90	41	0.00	0
Education	156.87	230	153.10	225	0.64	1	0.13	1	0.00	0	3.00	3	0.00	0
Finance and Corporate	60.45	80	37.45	46	0.60	1	1.00	1	0.00	0	19.20	29	2.20	3
Housing and Technical	79.02	89	77.33	87	0.00	0	0.69	1	0.00	0	1.00	1	0.00	0
Social Work	260.64	310	258.81	307	0.00	0	0.88	1	0.00	0	1.95	2	0.00	0
Total	833.47	1148	672.93	950	3.59	6	2.70	4	109.00	109	44.05	76	2.20	3

* Full time equivalent

** Head count/number of employees

RECRUITMENT MONITORING

Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 April 2019 - 31 March 2020

Total Number of applications received:	20090
Total Number of Equal Opportunities Monitoring forms received:	19594
Total Number of posts recruited for:	1098
Total Number of appointments:	2726

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	19612	6613	2438
Total No of Male Applicants	6372	2053	568
Total No of Female Applicants	12987	4685	1858
Total No of Disabled Applicants	1028	464	89
Total No of applicants aged under 50	15793	5432	1933
Total No of applicants aged over 50	3703	1441	489
Total No of White applicants	18585	6634	2271
Total No of Black/Ethnic minority applicants*	604	189	51

FROM : 1 April 2018 - 31 March 2020

Total Number of applications received:	13614
Total Number of Equal Opportunities Monitoring forms received:	13300
Total Number of posts recruited for:	884
Total Number of appointments:	2060

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	13300	5880	2021
Total No of Male Applicants	4253	1638	393
Total No of Female Applicants	8836	4200	1478
Total No of Disabled Applicants	626	377	63
Total No of applicants aged under 50	8132	2950	983
Total No of applicants aged over 50	1660	721	204
Total No of White applicants	12615	5462	1811
Total No of Black/Ethnic minority applicants*	371	169	26

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 14 March 2020

Analysis by Resource

Resource	Total Number of Employees				
	Male		Female		Total
	F/T	P/T	F/T	P/T	
Community & Enterprise Resources	3163	1329	226	194	1414
Education - Others	2882	140	82	503	2157
Education - Teachers	3742	694	61	2259	728
Finance & Corporate Resources	911	210	15	382	304
Housing & Technical	1295	834	26	305	130
Social Work Resources	2787	216	191	971	1409
Total All Staff	14780	3423	601	4614	6142

Full-Time Equivalent									
Salary Band									
Total	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
2260.73	1.00	1541.01	409.19	235.98	47.55	16.00	4.00	6.00	0.00
2077.17	1.00	1373.40	450.76	139.88	31.80	13.00	4.00	56.93	6.40
3433.29	0.00	0.69	0.00	0.00	0.00	1.00	0.00	4.00	3427.60
810.80	2.00	127.66	351.89	235.85	59.70	26.70	6.00	1.00	0.00
1240.37	1.00	202.72	643.39	347.80	32.46	11.00	2.00	0.00	0.00
2413.27	1.00	1290.00	518.26	554.01	23.00	25.00	2.00	0.00	0.00
8802.34	(excluding Teachers)								
12235.63	6.00	4535.48	2373.49	1513.52	194.51	92.70	18.00	67.93	3434.00

** Change to report this is now run electronically which allows us to report on grade.

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
Total All Staff	14383	3348	590	4477	5968

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
8577.67	(excluding Teachers)								
11926.70	6.00	4354.27	2343.01	1489.62	195.06	90.70	18.00	70.64	3359.40

** Change to report this is now run electronically which allows us to report on grade.

