

Report

Report to:	Community and Enterprise Resources Committee
Date of Meeting:	6 February 2024
Report by:	Chief Executive Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resources – Workforce Monitoring – September to November 2023
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for September to November 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 September to November 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 9 September 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 September to November 2023.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

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

The Resource absence figure for November 2023 was 7.3%, this figure has increased by 1.0% when compared to the previous month and is 1.1% higher than the Council-wide figure. Compared to November 2022, the Resource absence figure has decreased by 0.4%.

Based on the absence figures at November 2023 and annual trends, the projected annual average absence for the Resource for 2023/2024 is 6.3%, 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, 370 referrals were made this period. This represents a decrease of 3 when compared with the same period last year.

4.3. **Accident/Incident Statistics**

There were 53 accidents/incidents recorded within the Resource this period, an increase of 19 when compared to the same period last year.

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

During the period, 21 disciplinary hearings were held within the Resource, a decrease of 8 when compared to the same period last year. During the period 2 appeals were heard by the Appeals Panel, this figure has decreased by 3 when compared to the same period last year of which 1 was withdrawn. One Appeals Panel was pending, this figure has increased by 1 when compared to the same period last year. One grievance hearing was raised within the Resource, this figure has decreased by 2 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 49 leavers in the Resource this period eligible for an exit interview. This figure has decreased by 8 when compared with the same period last year. Twelve exit interviews were conducted in this period, this figure has increased by 2 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 September to November 2023, 107 employees (65.85 FTE) in total left employment. Managers indicated that 101 posts (59.85 FTE) were being replaced, 2 posts (2.00 FTE) are being filled on a temporary basis and 4 posts (4.00 FTE) were due to the end of fixed term contracts.

5. **Staffing Watch**

5.1. There has been no change in the number of employees in post from 10 June 2023 to 9 September 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
Chief Executive

David Booth
Executive Director (Community and Enterprise Resources)

21 December 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 – 7 November 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 & 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	2.5	September	8.2	7.9	7.1	September	7.5	7.1	6.4	September	6.4	5.4	5.3
October	3.8	5.1	2.0	October	7.9	7.5	7.0	October	7.3	7.1	6.3	October	6.3	5.8	5.1
November	3.5	4.2	2.6	November	8.0	8.3	8.1	November	7.3	7.7	7.3	November	6.9	6.5	6.2
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	3.2	Annual Average	7.7	7.4	6.8	Annual Average	7.1	6.9	6.3	Annual Average	5.9	5.7	5.4
Average Apr-Nov	3.0	3.9	3.0	Average Apr-Nov	6.8	7.2	6.3	Average Apr-Nov	6.3	6.7	5.9	Average Apr-Nov	5.3	5.4	4.9
No of Employees at 30 November 2023			529	No of Employees at 30 November 2023			2927	No of Employees at 30 November 2023			3456	No of Employees at 30 November 2023			16242

COMMUNITY AND ENTERPRISE RESOURCES		
	Sep - Nov 2022	Sep - Nov 2023
MEDICAL EXAMINATIONS		
Number of Employees Attending	110	105
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	18	11
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	122	148
REFERRALS TO EMPLOYEE SUPPORT OFFICER	123	106
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	0	0
TOTAL	373	370
CAUSE OF ACCIDENTS/INCIDENTS		
	Sep - Nov 2022	Sep - Nov 2023
Over 7 day absences	2	8
Over 3 day absences**	1	0
Minor	18	18
Near Miss	4	11
Violent Incident: Physical****	6	12
Violent Incident: Verbal*****	3	4
Total Accidents/Incidents	34	53
<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>		
RECORD OF DISCIPLINARY HEARINGS		
	Sep - Nov 2022	Sep - Nov 2023
Total Number of Hearings	29	21
Total Number of Appeals	5	2
Appeals Pending	0	1
Time Taken to Convene Hearing September - November 2023		
	4-6 Weeks	Over 6 Weeks
0-3 Weeks	2	2
17		
RECORD OF GRIEVANCE HEARINGS		
	Sep - Nov 2022	Sep - Nov 2023
Number of Grievances	3	1
Number Resolved at Stage 1	1	0
Number Resolved at Stage 2	2	1
RECORD OF DIGNITY AT WORK		
	Sep - Nov 2022	Sep - Nov 2023
Number of Incidents	0	0
ANALYSIS OF REASONS FOR LEAVING		
	Sep - Nov 2022	Sep - Nov 2023
Career Advancement	3	6
Poor Relationship with Manager/Colleagues	0	2
Moving Outwith Area	0	1
Personal Reasons	4	0
Travelling Difficulties	1	0
Childcare/caring responsibilities	1	2
Other	1	1
Number of Exit Interviews conducted	10	12
Total Number of Leavers Eligible for Exit Interview	57	49
Percentage of interviews conducted	18%	24%

Reason	Sep - Nov 2023		Cumulative total	
	FTE	H/C	FTE	H/C
	Terminations/Leavers	65.85	107	181.83
Being replaced	59.85	101	171.25	299
Filling on a temporary basis	2.00	2	2.00	2
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	4.00	4	6.58	8
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
COMMUNITY AND ENTERPRISE RESOURCES**

As at 9 September 2023

Total Number of Employees

MALE		FEMALE		TOTAL
F/T	P/T	F/T	P/T	
1248	260	204	1428	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	1535.63	371.38	236.50	44.05	16.00	0.00	5.00	0.00	2213.56

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