



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 13 May 2024

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, 21 May 2024**

**Time: 14:00**

**Venue: Hybrid - Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA**

The business to be considered at the meeting is listed overleaf.

Yours sincerely

**Paul Manning**  
**Chief Executive**

### **Members**

Margaret Cowie (Chair), Celine Handibode (Depute Chair), John Anderson, Walter Brogan, Archie Buchanan, Gerry Convery, Geri Gray, Katy Loudon, Richard Nelson, Kirsten Robb

### **Substitutes**

Mathew Buchanan, Mary Donnelly, Catherine McClymont, Elaine McDougall

## BUSINESS

**1 Declaration of Interests**

- 2 Minutes of Previous Meeting** 3 - 4  
Minutes of the Employee Issues Forum held on 5 March 2024 submitted for approval as a correct record. (Copy attached)

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### Item(s) for Consideration

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- 3 Council-wide Workforce Monitoring - January to March 2024** 5 - 26  
Report dated 19 April 2024 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 Community and Enterprise Resources – Workforce Monitoring – January to March 2024** 27 - 34  
Report dated 19 April 2024 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 5 Fusion Training Strategy - Community and Enterprise Resources**  
Presentation by S Hall, Personnel Adviser, Finance and Corporate Resources

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### Urgent Business

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

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

Clerk Name:	Lynne Hamilton
Clerk Telephone:	07385370044
Clerk Email:	lynn.hamilton2@southlanarkshire.gov.uk

# EMPLOYEE ISSUES FORUM

# 2

Minutes of meeting held via Confero and in Committee Room 1, Council Offices, Almada Street, Hamilton on 5 March 2024

**Chair:**

Councillor Margaret Cowie

**Councillors Present:**

Councillor John Anderson, Councillor Walter Brogan, Councillor Archie Buchanan, Councillor Gerry Convery, Councillor Katy Loudon, Councillor Kirsten Robb

**Councillors' Apologies:**

Councillor Geri Gray, Councillor Celine Handibode (Depute), Councillor Richard Nelson

**Attending:**

**Finance and Corporate Resources**

E Maxwell, HR Business Manager; E-A McGonigle, Administration Officer; E McPake, HR Business Manager; L Wyllie, Administration Assistant

**Also Attending:**

J Gaffney, EIS

G Higgins, Unite the Union

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## 1 Declaration of Interests

No interests were declared.

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## 2 Minutes of Previous Meeting

The minutes of the meeting of the Employee Issues Forum held on 14 November 2023 were submitted for approval as a correct record.

**The Forum decided:** that the minutes be approved as a correct record.

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## 3 Council-wide Workforce Monitoring – October to December 2023

A report dated 9 February 2024 by the Chief Executive was submitted on the following Council-wide employee information for the period October to December 2023:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ recruitment monitoring
- ◆ staffing watch as at 9 December 2023

Officers responded to a member's questions in relation to Active Travel Plans and Paths for All.

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

*[Reference: Minutes of 14 November 2023 (Paragraph 3)]*

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#### **4 Social Work Resources – Workforce Monitoring – October to December 2023**

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A joint report dated 9 February 2024 by the Chief Executive and Director, Health and Social Care was submitted on the following employee information for Social Work Resources for the period October to December 2023:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 9 December 2023

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

*[Reference: Minutes of 8 November 2022 (Paragraph 4)]*

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#### **5 Employee Support – PAM Assist Resource**

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E Maxwell and E McPake, HR Business Partners gave a joint presentation on the PAM Wellbeing, Employee Assistance Programme (EAP).

The presentation:-

- ◆ provided an introduction to the EAP including:-
  - ◆ the services available, methods of access and the types of issues supported
  - ◆ how to utilise the resources
  - ◆ how to be an advocate for the EAP
- ◆ detailed the various resources available
- ◆ highlighted the range of options that ensured services were as accessible and inclusive as possible
- ◆ provided detailed information of the user journey
- ◆ provided details about the PAM Assist Wellbeing App
- ◆ outlined ways to access PAM Wellbeing support

Having responded to members' questions, E Maxwell and E McPake were thanked for the informative presentation.

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

*Councillor Buchanan left the meeting during this item of business*

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#### **6 Urgent Business**

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There were no items of urgent business.

# Report

3

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>21 May 2024</b>
Report by:	<b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Council-wide Workforce Monitoring – January to March 2024</b>
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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 January to March 2024

## 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 January to March 2024 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 9 March 2024

## 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 January to March 2024.

## 4. Attendance Statistics

4.1. Information on absence statistics for the Council and each Resource, as analysed for March 2024, is provided in appendices 1 to 8. Points to note are:-

The Council's absence rate for March 2024, shown in Appendix 1, is 6.3%, which represents a decrease of 0.1% when compared with last month and the figure has decreased by 0.1% when compared to March 2023.

When compared to March 2023, the APT&C absence rate has increased by 0.1%, the teachers' figure has decreased by 0.5% and the manual workers' figure has decreased by 0.2%.

Based on annual trends and the absence rate to March 2024, the average absence rate for the Council for the financial year 2023/2024 is 5.4%.

In comparison to March 2023 (Appendix 8):-

- ◆ psychological and musculoskeletal conditions are the main reasons for absence
- ◆ total days lost due to psychological conditions have decreased by 186 days
- ◆ total days lost due to musculoskeletal conditions have decreased by 57 days
- ◆ total days lost due to respiratory conditions have decreased by 662 days
- ◆ total days lost due to stomach, bowel, blood and metabolic disorders have increased by 392 days

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.

## **5. Occupational Health**

5.1. Information on Occupational Health for the period January to March 2024 is provided in Appendix 9.

- ◆ during the period there were 512 employees referred for a medical examination, an increase of 143 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 568 employees attended physiotherapy treatment, showing an increase of 14 when compared to the same period last year. Of the 568 employees referred, 72% remained at work whilst undertaking treatment
- ◆ during this period 551 employees were referred to the Employee Support Officer, showing an increase of 60 when compared with the same period last year. Of the referrals made this period, 86% related to personal reasons
- ◆ 233 employees were referred to the PAM Assist counselling service this period, showing an increase of 52 when compared with the same period last year. All the referrals made this period were from management and none were made directly by employees. Personal reasons accounted for 24% of the referrals made, 28% were for work related reasons and 48% was for other reasons
- ◆ 11 employees were referred for Cognitive Behavioural Therapy this period, an increase of 2 when compared to the same period last year

## **6. Accidents/Incidents**

6.1. The accident/incident report for January to March 2024 is contained in Appendix 10.

- ◆ the number of accidents/incidents recorded was 645, this figure has increased by 88 from the same period last year
- ◆ there was 1 specified injury recorded, this figure has decreased by 1 from the same period last year
- ◆ there were 633 minor accidents/incidents, this figure has increased by 89 from the same period last year
- ◆ there were 2 accidents resulting in an absence lasting over 3 days during the period, this figure remains unchanged from the same period last year
- ◆ there were 9 accidents resulting in an absence lasting over 7 days during the period, this figure remains unchanged 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 January to March 2024 is contained in appendices 11, 12a and 12b.

- ◆ in total, 46 disciplinary hearings were held across Resources within the Council, this figure has decreased by 20 when compared to the same period last year
- ◆ action was taken in 40 of these cases. No appeals were raised against the outcomes
- ◆ our target is to convene disciplinary hearings within 6 weeks, 87% of hearings met this target
- ◆ during the period, 6 appeals were heard by the Appeals Panel, of which 1 was upheld in part and 5 were not upheld. One appeals panel was withdrawn
- ◆ at the end of March, 3 Appeals Panels were pending
- ◆ during the period, 3 grievance cases were raised
- ◆ during the period, no Dignity at Work cases were raised
- ◆ during the period, 1 referral for mediation was submitted

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

8.1. Information on the number of leavers and exit interviews for the period January to March 2024 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 9 March 2024, the Council's turnover figure for January to March 2024 is as follows:-

172 leavers eligible for exit interviews/14,969 employees in post = Labour Turnover of 1.1%.

Based on the figure at March 2024, the annual labour turnover figure for the financial year 2023/2024 for the Council is 4.7%.

8.2. Analysis of Leavers and Exit Interviews

- ◆ there were a total of 172 employees leaving the Council that were eligible for an exit interview, a decrease of 3 when compared with the same period last year
- ◆ there were a total of 54 exit interviews conducted which is a decrease of 9 when compared with same period last year

8.3. When processing an employee termination, managers are asked to identify whether they intend to replace the employee who had left the Council. If they indicate that they do not intend to replace the employee, they are asked to select from four options:-

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

8.4. Appendix 13a provides information relating to vacant posts and whether these are being replaced or held for savings. From January to March 2024, 435 employees (327.29 FTE) left employment. Managers indicated that 354 posts (256.95 FTE) would be replaced, 4 posts (3.36 FTE) were being filled on a temporary basis, 59

posts (54.11 FTE) were due to the end of fixed term contracts, 16 posts (11.27 FTE) were being left vacant pending savings or service reviews and 2 posts (1.60 FTE) are planning to be removed for savings.

## **9. Recruitment Monitoring**

9.1. Information on Recruitment Monitoring for January to March 2024 is contained within Appendix 14.

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

- ◆ overall, 2653 applications and 2591 completed Equal Opportunities Monitoring Forms were received
- ◆ of those applicants who declared themselves as disabled (89), 51 were shortlisted for interview and 10 were appointed
- ◆ of those applicants of a black/ethnic minority background (385), 77 were shortlisted for interview and 11 were appointed
- ◆ of those applicants who are veterans (33), 15 were shortlisted for interview and no one was appointed

## **10. Staffing Watch**

10.1 There has been a decrease of 204 in the number of employees in post from 9 December 2023 to 9 March 2024. Details of the staffing watch are contained in Appendix 15.

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

13.1. There are no climate change, sustainability or environmental implications arising from the information presented in this report.

## **14. Other Implications**

14.1. There are no implications for risk in terms of the information contained within this report.

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

15.1. 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.

15.2. 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)**

19 April 2024



**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**

- ◆ Employee Issues Forum – 5 March 2024

**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:-

Elaine Maxwell, HR Business Manager

Ext: 4647 (Tel: 01698 454647)

E-mail: [Elaine.Maxwell@southlanarkshire.gov.uk](mailto:Elaine.Maxwell@southlanarkshire.gov.uk)

**Absence Trends - 2021/2022, 2022/2023 & 2023/2024**  
**Council Wide**

APT&C			Teachers			Manual Workers			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	4.1	5.2	5.2	April	2.5	2.7	2.8	April	6.2	8.8	7.0	April	4.3	5.6	5.1
May	4.7	5.0	5.1	May	3.2	3.6	3.2	May	6.7	7.6	6.2	May	4.9	5.4	5.1
June	4.4	5.0	4.9	June	2.6	2.6	2.2	June	7.0	8.1	6.5	June	4.7	5.3	4.7
July	4.1	4.5	4.0	July	1.1	1.4	1.1	July	6.3	7.4	5.8	July	4.0	4.6	3.8
August	4.6	4.3	4.2	August	2.0	1.4	1.3	August	7.3	7.4	6.2	August	4.7	4.4	4.1
September	6.1	5.2	5.2	September	4.4	2.8	2.9	September	8.5	8.0	7.6	September	6.4	5.4	5.3
October	6.0	5.7	5.2	October	4.1	3.4	2.7	October	8.7	8.1	7.1	October	6.3	5.8	5.1
November	6.5	6.3	6.1	November	5.6	4.7	4.3	November	8.7	8.6	8.1	November	6.9	6.5	6.2
December	6.2	6.7	6.7	December	6.1	5.3	4.8	December	8.8	8.9	7.8	December	6.9	7.0	6.6
January	6.7	5.2	5.8	January	3.9	4.3	4.8	January	10.1	8.0	7.8	January	7.0	5.8	6.1
February	6.5	5.7	6.3	February	3.7	4.1	4.9	February	9.5	7.9	8.0	February	6.6	5.9	6.4
March	8.0	6.2	6.3	March	4.3	4.6	4.1	March	11.3	8.3	8.1	March	7.9	6.4	6.3
Annual Average	5.7	5.4	5.4	Annual Average	3.6	3.4	3.3	Annual Average	8.3	8.1	7.2	Annual Average	5.9	5.7	5.4
No of Employees at 31 March 2024			7673	No of Employees at 31 March 2024			3983	No of Employees at 31 March 2024			4409	No of Employees at 31 March 2024			16065

**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	3.0	December	8.0	8.8	7.5	December	7.4	8.0	6.8	December	6.9	7.0	6.6
January	3.6	2.6	3.6	January	9.6	7.4	7.4	January	8.6	6.7	6.9	January	7.0	5.8	6.1
February	4.4	3.6	4.0	February	9.5	7.4	7.8	February	8.7	6.9	7.2	February	6.6	5.9	6.4
March	6.0	3.9	3.2	March	11.0	7.9	7.9	March	10.2	7.3	7.2	March	7.9	6.4	6.3
Annual Average	3.5	3.8	3.2	Annual Average	7.7	7.4	6.8	Annual Average	7.1	6.9	6.2	Annual Average	5.9	5.7	5.4
No of Employees at 31 March 2024			527	No of Employees at 31 March 2024			2805	No of Employees at 31 March 2024			3332	No of Employees at 31 March 2024			16065

Absence Trends - 2021/2022, 2022/2023 & 2023/2024

Education Resources

APT&C			Teachers			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	4.8	5.5	5.0	April	2.5	2.7	2.8	April	3.5	4.0	3.8	April	4.3	5.6	5.1
May	5.7	5.5	5.4	May	3.2	3.6	3.2	May	4.4	4.5	4.2	May	4.9	5.4	5.1
June	4.7	5.1	4.8	June	2.6	2.6	2.2	June	3.5	3.7	3.4	June	4.7	5.3	4.7
July	3.4	3.8	3.4	July	1.1	1.4	1.1	July	2.1	2.5	2.2	July	4.0	4.6	3.8
August	3.8	3.6	4.0	August	2.0	1.4	1.3	August	2.8	2.4	2.5	August	4.7	4.4	4.1
September	6.4	5.8	5.9	September	4.4	2.8	2.9	September	5.3	4.1	4.3	September	6.4	5.4	5.3
October	6.6	6.5	5.5	October	4.1	3.4	2.7	October	5.2	4.8	4.0	October	6.3	5.8	5.1
November	8.0	7.9	7.1	November	5.6	4.7	4.3	November	6.7	6.2	5.6	November	6.9	6.5	6.2
December	8.0	8.5	8.1	December	6.1	5.3	4.8	December	7.0	6.8	6.3	December	6.9	7.0	6.6
January	8.1	6.1	6.6	January	3.9	4.3	4.8	January	5.8	5.1	5.6	January	7.0	5.8	6.1
February	7.2	6.8	7.2	February	3.7	4.1	4.9	February	5.3	5.4	6.0	February	6.6	5.9	6.4
March	9.5	7.0	7.5	March	4.3	4.6	4.1	March	6.7	5.7	5.7	March	7.9	6.4	6.3
Annual Average	6.4	6.0	5.9	Annual Average	3.6	3.4	3.3	Annual Average	4.9	4.6	4.5	Annual Average	5.9	5.7	5.4
No of Employees at 31 March 2024			3542	No of Employees at 31 March 2024			3983	No of Employees at 31 March 2024			7525	No of Employees at 31 March 2024			16065

Absence Trends - 2021/2022, 2022/2023 & 2023/2024

Finance and Corporate 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	2.6	2.8	3.6	April	0.0	0.0	0.0	April	2.6	2.8	3.6	April	4.3	5.6	5.1	
May	3.3	3.2	3.9	May	0.0	0.0	0.0	May	3.3	3.2	3.9	May	4.9	5.4	5.1	
June	3.5	4.0	4.2	June	0.0	0.0	0.0	June	3.5	4.0	4.2	June	4.7	5.3	4.7	
July	3.3	3.9	3.5	July	0.0	0.0	0.0	July	3.3	3.9	3.5	July	4.0	4.6	3.8	
August	3.6	4.1	3.8	August	0.0	0.0	0.0	August	3.6	4.1	3.8	August	4.7	4.4	4.1	
September	4.0	3.6	3.9	September	0.0	0.0	0.0	September	4.0	3.6	3.9	September	6.4	5.4	5.3	
October	3.6	3.8	3.2	October	0.0	0.0	0.0	October	3.6	3.8	3.2	October	6.3	5.8	5.1	
November	4.3	3.4	3.5	November	0.0	0.0	0.0	November	4.3	3.4	3.5	November	6.9	6.5	6.2	
December	3.8	4.3	3.3	December	0.0	0.0	0.0	December	3.8	4.3	3.3	December	6.9	7.0	6.6	
January	3.8	4.3	2.8	January	0.0	0.0	0.0	January	3.8	4.3	2.8	January	7.0	5.8	6.1	
February	3.4	3.8	3.5	February	0.0	0.0	0.0	February	3.4	3.8	3.5	February	6.6	5.9	6.4	
March	3.4	3.8	2.6	March	0.0	0.0	0.0	March	3.4	3.8	2.6	March	7.9	6.4	6.3	
Annual Average	3.6	3.8	3.5	Annual Average	0.0	0.0	0.0	Annual Average	3.6	3.8	3.5	Annual Average	5.9	5.7	5.4	
No of Employees at 31 March 2024			879	No of Employees at 31 March 2024				0	No of Employees at 31 March 2024			879	No of Employees at 31 March 2024			16065

Absence Trends - 2021/2022, 2022/2023 & 2023/2024

Housing & 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	5.3	March	10.7	6.8	7.2	March	9.0	5.9	6.1	March	7.9	6.4	6.3
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
No of Employees at 31 March 2024			875	No of Employees at 31 March 2024			565	No of Employees at 31 March 2024			1440	No of Employees at 31 March 2024			16065

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

## Social Work 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	4.5	6.2	6.5	April	9.6	12.6	9.4	April	6.2	8.3	7.4	April	4.3	5.6	5.1
May	5.0	5.7	5.8	May	9.3	10.1	8.4	May	6.5	7.1	6.6	May	4.9	5.4	5.1
June	3.9	5.9	5.5	June	7.6	11.3	8.6	June	5.2	7.6	6.5	June	4.7	5.3	4.7
July	6.1	6.0	5.4	July	10.3	11.8	8.8	July	7.5	7.9	6.5	July	4.0	4.6	3.8
August	7.3	6.0	4.8	August	10.2	10.8	8.6	August	8.2	7.5	6.0	August	4.7	4.4	4.1
September	7.6	5.9	5.6	September	10.3	9.6	9.3	September	8.5	7.1	6.8	September	6.4	5.4	5.3
October	6.9	5.8	6.5	October	11.3	10.4	8.5	October	8.4	7.3	7.1	October	6.3	5.8	5.1
November	6.2	6.0	7.3	November	10.8	10.4	9.0	November	7.7	7.4	7.8	November	6.9	6.5	6.2
December	5.5	6.4	7.4	December	11.1	10.6	9.5	December	7.3	7.7	8.1	December	6.9	7.0	6.6
January	7.4	5.2	7.0	January	13.0	12.0	10.3	January	9.2	7.4	8.1	January	7.0	5.8	6.1
February	7.5	5.8	7.0	February	10.1	11.0	9.9	February	8.3	7.5	7.9	February	6.6	5.9	6.4
March	8.0	7.0	7.1	March	12.8	10.9	9.4	March	9.5	8.2	7.9	March	7.9	6.4	6.3
Annual Average	6.3	6.0	6.3	Annual Average	10.5	11.0	9.1	Annual Average	7.7	7.6	7.2	Annual Average	5.9	5.7	5.4
No of Employees at 31 March 2024			1850	No of Employees at 31 March 2024			1039	No of Employees at 31 March 2024			2889	No of Employees at 31 March 2024			16065

Absence by long and short term										
From: 1 January 2024 to 31 March 2024										
Resource	No of employees	January 2024			February 2024			March 2024		
		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	3332	2.6	4.3	6.9	2.5	4.7	7.2	2.6	4.6	7.2
Education	7525	2.2	3.4	5.6	2.3	3.7	6.0	2.0	3.7	5.7
Finance and Corporate	879	1.3	1.5	2.8	1.9	1.6	3.5	1.0	1.6	2.6
Housing & Technical	1440	1.4	3.6	5.0	2.2	3.4	5.6	2.1	4.0	6.1
Social Work	2889	2.4	5.7	8.1	2.6	5.3	7.9	2.7	5.2	7.9
<b>Council Overall for January 2024 to March 2024</b>	<b>16065</b>	<b>2.2</b>	<b>3.9</b>	<b>6.1</b>	<b>2.3</b>	<b>4.1</b>	<b>6.4</b>	<b>2.2</b>	<b>4.1</b>	<b>6.3</b>



**Attendance Monitoring  
Absence Classification**

**From : 1 March 2024 - 31 March 2024**

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	1278	26	1046	12	66	15	364	21	696	17	3450	18
Psychological	1374	28	3213	38	168	39	642	37	1560	39	6957	35
Stomach, Bowel, Blood, Metabolic Disorders	594	12	969	11	31	7	168	10	437	11	2199	11
Respiratory	578	12	1388	16	68	16	219	13	529	13	2782	14
Other Classification	1065	22	1923	23	99	23	329	19	816	20	4232	22
<b>Total Days Lost By Resource</b>	4889	100	8539	100	432	100	1722	100	4038	100	19620	100
<b>Total Work Days Available</b>	67903		148948		16594		28239		51296			

**From : 1 March 2023 - 31 March 2023**

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	1445	26	1116	12	132	18	551	30	783	18	4027	19
Psychological	1320	24	3405	37	312	43	489	27	1617	36	7143	33
Stomach, Bowel, Blood, Metabolic Disorders	410	8	891	10	40	5	208	11	258	6	1807	8
Respiratory	914	17	1512	17	92	13	235	13	691	16	3444	16
Other Classification	1375	25	2207	24	158	22	330	18	1099	25	5169	24
<b>Total Days Lost By Resource</b>	5464	100	9131	100	734	100	1813	100	4448	100	21590	100
<b>Total Work Days Available</b>	74511		160501		19349		30800		54099			

\*WDL = Work Days Lost

Occupational Health Reports

From: 1 January - 31 March 2024 comparison with 1 January - 31 March 2023

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
Total (Jan - Mar 2024)	149	72	81	11	63	136	512
Total (Jan - Mar 2023)	100	35	51	22	49	112	369

No of Employees Referred For Physiotherapy			No of Employees Referred To Employee Support Officer			No of Employees Referred For Cognitive Behavioural Therapy		
Resource	Jan - Mar 2023	Jan - Mar 2024	Resource	Jan - Mar 2023	Jan - Mar 2024	Resource	Jan - Mar 2023	Jan - Mar 2024
Community and Enterprise	129	142	Community and Enterprise	87	121	Community and Enterprise	0	0
Education (Teachers)	91	79	Education	234	238	Education	4	4
Education (Others)	114	118	Finance and Corporate	21	24	Finance and Corporate	0	0
Finance and Corporate	34	27	Housing and Technical	28	41	Housing and Technical	0	0
Housing and Technical	54	72	Social Work	121	127	Social Work	1	2
Social Work	132	130	Total	491	551	Not Disclosed	4	5
Total	554	568				Total	9	11

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 (Jan - Mar 2024)	66	0	0	0	55	0	38	0	74	0	233	0
Total (Jan - Mar 2023)	29	0	0	0	128	0	10	0	14	0	181	0
Total											Total Referrals (Jan - Mar 2024)	233
											Total Referrals (Jan - Mar 2023)	181

M = MANAGEMENT REFERRAL S = SELF REFERRAL

**Analysis of Accidents/ Incidents  
Comparison  
Cause of Accidents/ Incidents to employees**

**From: 1 January - 31 March 2024 comparison with 1 January - 31 March 2023**

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Specified Injury	1	1	0	0	0	0	0	0	1	0	2	1
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Specified Injury*</b>	1	1	0	0	0	0	0	0	1	0	2	1
Over 7-day	7	7	1	2	0	0	0	0	1	0	8	9
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 7-day**</b>	7	7	1	2	0	0	0	0	1	0	9	9
Over 3-day	0	1	1	0	0	0	0	0	1	1	2	2
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>	0	1	1	0	0	0	0	0	1	1	2	2
Minor	25	18	32	39	1	1	8	4	25	22	91	84
Near Miss	7	7	3	5	0	0	2	0	0	1	12	13
Violent Incident: Physical	4	14	376	437	0	0	0	0	23	24	403	475
Violent Incident: Verbal	1	3	25	52	0	0	1	0	11	6	38	61
<b>Total Minor***</b>	37	42	436	533	1	1	11	4	59	53	544	633
<b>Total Accidents/Incidents</b>	45	51	438	535	1	1	11	4	62	54	557	645

\*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.

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

Record of Disciplinary Hearings

From: 1 January - 31 March 2024 comparison with 1 January - 31 March 2023

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	0	23	N/A	23	0	1	N/A	1	0	22	N/A	22	14	5	4	83%
Education	5	6	2	13	2	2	1	5	3	4	1	8	9	3	1	92%
Housing and Technical	1	1	N/A	2	0	0	N/A	0	1	1	N/A	2	1	1	0	100%
Social Work	0	8	N/A	8	0	0	N/A	0	0	8	N/A	8	5	2	1	88%
<b>Total (Jan - Mar 2024)</b>	<b>6</b>	<b>38</b>	<b>2</b>	<b>46</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>35</b>	<b>1</b>	<b>40</b>	<b>29</b>	<b>11</b>	<b>6</b>	<b>87%</b>
<b>Total (Jan - Mar 2023)</b>	<b>9</b>	<b>54</b>	<b>3</b>	<b>66</b>	<b>1</b>	<b>5</b>	<b>1</b>	<b>7</b>	<b>8</b>	<b>49</b>	<b>2</b>	<b>59</b>	<b>21</b>	<b>32</b>	<b>13</b>	<b>80%</b>

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		
<b>Total (Jan - Mar 2024)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total (Jan - Mar 2023)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Resources nil responses are not included in figures

Appeal's Panel

From: 1 January - 31 March 2024

Appeal's Panel	Upheld	Upheld in Part	Not Upheld	Total	Withdrawn	Appeals pending to date
Total	0	1	5	6	1	3

<b>Record of Grievances</b>						
From: 1 January - 31 March 2024 comparison with 1 January - 31 March 2023						
Grievances	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process	
Total (Jan - Mar 2024)	3	1	0	0	2	
Total (Jan - Mar 2023)	0	0	0	0	0	
<b>Dignity at Work</b>						
From: 1 January - 31 March 2024 comparison with 1 January - 31 March 2023						
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 (Jan - Mar 2024)	0	0	0	0	0	0
Total (Jan - Mar 2023)	4	2	2	0	0	0

				Appendix 12b	
<b>Referrals for Workplace Mediation</b>					
<b>As at March 2024</b>					
<b>Workplace Mediation</b>	<b>Jan-24</b>	<b>Feb-24</b>	<b>Mar-24</b>		
<b>No of Referrals</b>	1	0	0		
<b>*No of Successful Cases</b>	0	0	0		
<b>*No of Unsuccessful Cases</b>	0	0	0		
<b>No of cases unsuitable for mediation</b>	0	1	0		
<b>Workplace Mediation</b>	<b>Jan-23</b>	<b>Feb-23</b>	<b>Mar-23</b>		
<b>No of Referrals</b>	0	0	0		
<b>*No of Successful Cases</b>	0	0	0		
<b>*No of Unsuccessful Cases</b>	0	0	0		
<b>No of cases unsuitable for mediation</b>	0	0	0		
<b>*successful/unsuccessful case outcomes may be shown outwith the month they were referred.</b>					

Analysis of leavers and exit interviews							
From 1 January - 31 March 2024							
Reason for leaving	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Career Advancement	0	11	2	7	4	24	44%
Personal Reasons	1	3	1	0	2	7	13%
Disatisfaction with terms and conditions	3	1	0	1	0	5	9%
Moving outwith area	0	1	1	2	1	5	9%
Poor relationship with managers / colleagues	2	1	1	1	0	5	9%
Child Caring / Caring Responsibilities	0	0	1	0	1	2	4%
Further Education	0	0	0	0	1	1	2%
Travelling difficulties	0	1	0	0	0	1	2%
Other	2	1	0	0	1	4	7%
<b>Number of exit interviews conducted</b>	<b>8</b>	<b>19</b>	<b>6</b>	<b>11</b>	<b>10</b>	<b>54</b>	
<b>Total no. of leavers per Resource eligible for an exit interview</b>	<b>50</b>	<b>60</b>	<b>8</b>	<b>15</b>	<b>39</b>	<b>172</b>	
<b>% of leavers interviewed</b>	<b>16%</b>	<b>32%</b>	<b>75%</b>	<b>73%</b>	<b>26%</b>	<b>31%</b>	
From 1 January - 31 March 2023							
<b>Number of exit interviews conducted</b>	<b>10</b>	<b>28</b>	<b>5</b>	<b>6</b>	<b>14</b>	<b>63</b>	
<b>Total no. of leavers per Resource eligible for an exit interview</b>	<b>37</b>	<b>71</b>	<b>17</b>	<b>13</b>	<b>37</b>	<b>175</b>	
<b>% of leavers interviewed</b>	<b>27%</b>	<b>39%</b>	<b>29%</b>	<b>46%</b>	<b>38%</b>	<b>36%</b>	
* Note these totals include temporary employees							

Appendix 13a

January to March 2024	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
Community & Enterprise	138.41	193.00	83.43	134.00	1.36	2.00	0.00	0.00	51.16	53.00	2.46	4.00	0.00	0.00
Education	98.93	123.00	89.83	112.00	2.00	2.00	0.00	0.00	2.00	2.00	5.10	7.00	0.00	0.00
Finance & Corporate	14.24	22.00	14.24	22.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Housing & Technical	23.66	28.00	23.06	27.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.60	1.00
Social Work	52.05	69.00	46.39	59.00	0.00	0.00	0.00	0.00	0.95	4.00	3.71	5.00	1.00	1.00
<b>Total</b>	<b>327.29</b>	<b>435</b>	<b>256.95</b>	<b>354</b>	<b>3.36</b>	<b>4</b>	<b>0.00</b>	<b>0</b>	<b>54.11</b>	<b>59</b>	<b>11.27</b>	<b>16</b>	<b>1.60</b>	<b>2</b>
<b>Cumulative Grand Total</b>	<b>1270.47</b>	<b>1754</b>	<b>1157.24</b>	<b>1587</b>	<b>10.92</b>	<b>44</b>	<b>0.95</b>	<b>1</b>	<b>67.12</b>	<b>78</b>	<b>29.11</b>	<b>37</b>	<b>5.13</b>	<b>7</b>



**Recruitment Monitoring**  
**Analysis of Gender, Disability, Ethnicity and Age**

**From : 1 January - 31 March 2024**

<b>Total Number of applications received:</b>	<b>2653</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>2591</b>
<b>Total Number of posts recruited for:</b>	<b>384</b>
<b>Total Number of appointments:</b>	<b>325</b>

<b>Gender / Disability / Age</b>						
	<b>Applied</b>	<b>Interviewed</b>	<b>Appointed</b>	<b>% of Applicants interviewed</b>	<b>% of Applicants appointed</b>	<b>% of Interviewees appointed</b>
<b>Total EO Forms Received</b>	<b>2591</b>	<b>890</b>	<b>281</b>	<b>34%</b>	<b>11%</b>	<b>32%</b>
<b>Total No of Male Applicants</b>	797	254	71	32%	9%	28%
<b>Total No of Female Applicants</b>	1791	612	196	34%	11%	32%
<b>Total No of Disabled Applicants</b>	89	51	10	57%	11%	20%
<b>Total No of applicants aged under 50</b>	1879	622	194	33%	10%	31%
<b>Total No of applicants aged over 50</b>	693	238	72	34%	10%	30%
<b>Total No of White applicants</b>	2162	782	254	36%	12%	32%
<b>Total No of Black/Ethnic minority applicants*</b>	385	77	11	20%	3%	14%
<b>Total No of Veteran applicants</b>	33	15	0	45%	0%	0%

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

**From : 1 January - 31 March 2023**

<b>Total Number of applications received:</b>	<b>1366</b>
<b>Total Number of Equal Opportunities Monitoring forms received:</b>	<b>1285</b>
<b>Total Number of posts recruited for:</b>	<b>346</b>
<b>Total Number of appointments:</b>	<b>183</b>

<b>Gender / Disability / Age</b>						
	<b>Applied</b>	<b>Interviewed</b>	<b>Appointed</b>	<b>% of Applicants interviewed</b>	<b>% of Applicants appointed</b>	<b>% of Interviewees appointed</b>
<b>Total EO Forms Received</b>	<b>1285</b>	<b>566</b>	<b>173</b>	<b>44%</b>	<b>13%</b>	<b>31%</b>
<b>Total No of Male Applicants</b>	470	192	44	41%	9%	23%
<b>Total No of Female Applicants</b>	779	352	96	45%	12%	27%
<b>Total No of Disabled Applicants</b>	43	27	4	63%	9%	15%
<b>Total No of applicants aged under 50</b>	927	380	107	41%	12%	28%
<b>Total No of applicants aged over 50</b>	323	150	35	46%	11%	23%
<b>Total No of White applicants</b>	1109	498	135	45%	12%	27%
<b>Total No of Black/Ethnic minority applicants*</b>	133	31	2	23%	2%	6%
<b>Total No of Veteran applicants</b>	36	17	1	47%	3%	6%

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

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 MARCH 2024**

**Analysis by Resource**

Resource	Total Number of Employees					Full-Time Equivalent												
	Total	Male		Female		Salary Band												
		F/T	P/T	F/T	P/T	Total	Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher			
Community & Enterprise Resources	2993	1112	273	198	1410	2074.37	5.00	1412.35	348.58	244.59	43.55	15.30	0.00	5.00	0.00			
Education - Others	3311	128	101	661	2421	2416.53	4.96	1179.23	962.79	146.09	46.00	10.60	0.00	62.06	4.80			
Education - Teachers	3880	696	80	2181	923	3492.85	0.00	0.00	0.00	0.00	1.00	0.00	0.00	6.60	3485.25			
Finance & Corporate Resources	816	192	15	387	222	743.11	6.00	97.71	353.48	210.14	52.78	23.00	0.00	0.00	0.00			
Housing & Technical	1273	787	24	330	132	1213.09	3.00	188.11	630.82	352.56	29.60	9.00	0.00	0.00	0.00			
Social Work Resources	2696	202	203	994	1297	2359.33	3.00	327.92	1441.30	496.46	56.30	34.35	0.00	0.00	0.00			
<b>Total All Staff</b>	<b>14969</b>	<b>3117</b>	<b>696</b>	<b>4751</b>	<b>6405</b>	<b>8806.43</b>	(excluding Teachers)		<b>12299.28</b>	<b>21.96</b>	<b>3205.32</b>	<b>3736.97</b>	<b>1449.84</b>	<b>228.23</b>	<b>93.25</b>	<b>0.00</b>	<b>73.66</b>	<b>3490.05</b>

**QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 9 DECEMBER 2023**

**Analysis by Resource**

Resource	Total Number of Employees					Full-Time Equivalent												
	Total	Male		Female		Salary Band												
		F/T	P/T	F/T	P/T	Total	Chief Officer	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher			
Community & Enterprise Resources	3114	1222	269	202	1421	2188.21	5.00	1514.30	359.98	244.18	44.05	15.70	0.00	5.00	0.00			
Education - Others	3309	125	96	668	2420	2415.94	4.00	1184.67	959.54	143.27	46.00	11.00	0.00	62.66	4.80			
Education - Teachers	3915	698	81	2217	919	3528.45	0.00	0.00	0.00	0.00	0.00	1.00	0.00	6.60	3520.85			
Finance & Corporate Resources	830	192	14	399	225	753.56	8.00	104.29	350.02	216.67	53.28	21.30	0.00	0.00	0.00			
Housing & Technical	1278	791	24	330	133	1217.72	3.00	200.18	619.36	355.58	29.60	10.00	0.00	0.00	0.00			
Social Work Resources	2727	200	210	1001	1316	2386.18	3.00	333.37	1458.96	525.30	31.80	33.75	0.00	0.00	0.00			
<b>Total All Staff</b>	<b>15173</b>	<b>3228</b>	<b>694</b>	<b>4817</b>	<b>6434</b>	<b>8961.61</b>	(excluding Teachers)		<b>12490.06</b>	<b>23.00</b>	<b>3336.81</b>	<b>3747.86</b>	<b>1485.00</b>	<b>204.73</b>	<b>92.75</b>	<b>0.00</b>	<b>74.26</b>	<b>3525.65</b>

# Report

Report to:	<b>Employee Issues Forum</b>
Date of Meeting:	<b>21 May 2024</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) and Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources – Workforce Monitoring – January to March 2024</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for January to March 2024 relating to Community and Enterprise 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 January to March 2024 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 of 9 March 2024

## 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 Community and Enterprise Resources provides information on the position for January to March 2024.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of March 2024 for Community and Enterprise Resources.

The Resource absence figure for March 2024 was 7.2%, this figure remains unchanged when compared to last month and is 0.9% higher than the Council-wide figure. Compared to March 2023, the Resource absence figure has decreased by 0.1%.

Based on the absence figures at March 2024 and annual trends, the annual average absence for the Resource for 2023/2024 is 6.2%, 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, 412 referrals were made this period. This represents an increase of 80 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 51 accidents/incidents recorded within the Resource this period, an increase of 6 when compared to the same period last year.

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

During the period, 23 disciplinary hearings were held within the Resource, this figure has decreased by 24 when compared to the same period last year. Two appeals were heard by the Appeals Panel, this figure has increased by 2 when compared to the same period last year. Three appeals were pending, this figure has increased by 3 when compared to the same period last year. Two grievance hearings were raised within the Resource, this figure has increased 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 was a total of 50 leavers in the Resource this period eligible for an exit interview. This figure has increased by 13 when compared with the same period last year. Eight exit interviews were conducted in this period, a decrease of 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 January to March 2024, 193 employees in total (138.41 FTE) left employment, managers indicated that 134 posts (83.43 FTE) were being replaced, 2 posts (1.36 FTE) are filling on a temporary basis, 53 posts (51.16 FTE) were due to end of fixed term contracts and 4 posts (2.46 FTE) are being held pending service reviews.

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

- 5.1. There has been a decrease of 121 in the number of employees in post from 9 December 2023 to 9 March 2024.

## **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.

**Jackie Taylor**

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

**David Booth**

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

19 April 2024

## **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**

- ◆ Employee Issue Forum – 5 March 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: -

Elaine Maxwell, HR Business Manager

Ext: (Tel: 01698 454647)

E-mail: [Elaine.Maxwell@southlanarkshire.gov.uk](mailto:Elaine.Maxwell@southlanarkshire.gov.uk)

**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
	%	%	%		%	%	%		%	%	%		%	%	%
<b>April</b>	2.3	4.4	3.6	<b>April</b>	5.7	7.3	6.3	<b>April</b>	5.2	6.9	6.0	<b>April</b>	4.3	5.6	5.1
<b>May</b>	2.7	3.9	3.7	<b>May</b>	6.4	6.8	6.3	<b>May</b>	5.9	6.3	5.9	<b>May</b>	4.9	5.4	5.1
<b>June</b>	2.8	3.5	4.3	<b>June</b>	6.6	7.2	5.9	<b>June</b>	6.0	6.7	5.7	<b>June</b>	4.7	5.3	4.7
<b>July</b>	2.9	3.9	2.3	<b>July</b>	5.3	5.9	4.6	<b>July</b>	4.9	5.6	4.3	<b>July</b>	4.0	4.6	3.8
<b>August</b>	2.9	3.4	3.0	<b>August</b>	6.4	6.6	5.2	<b>August</b>	5.9	6.1	4.9	<b>August</b>	4.7	4.4	4.1
<b>September</b>	3.4	3.1	2.5	<b>September</b>	8.2	7.9	7.1	<b>September</b>	7.5	7.1	6.4	<b>September</b>	6.4	5.4	5.3
<b>October</b>	3.8	5.1	2.0	<b>October</b>	7.9	7.5	7.0	<b>October</b>	7.3	7.1	6.3	<b>October</b>	6.3	5.8	5.1
<b>November</b>	3.5	4.2	2.6	<b>November</b>	8.0	8.3	8.1	<b>November</b>	7.3	7.7	7.3	<b>November</b>	6.9	6.5	6.2
<b>December</b>	4.2	3.7	3.0	<b>December</b>	8.0	8.8	7.5	<b>December</b>	7.4	8.0	6.8	<b>December</b>	6.9	7.0	6.6
<b>January</b>	3.6	2.6	3.6	<b>January</b>	9.6	7.4	7.4	<b>January</b>	8.6	6.7	6.9	<b>January</b>	7.0	5.8	6.1
<b>February</b>	4.4	3.6	4.0	<b>February</b>	9.5	7.4	7.8	<b>February</b>	8.7	6.9	7.2	<b>February</b>	6.6	5.9	6.4
<b>March</b>	6.0	3.9	3.2	<b>March</b>	11.0	7.9	7.9	<b>March</b>	10.2	7.3	7.2	<b>March</b>	7.9	6.4	6.3
<b>Annual Average</b>	<b>3.5</b>	<b>3.8</b>	<b>3.2</b>	<b>Annual Average</b>	<b>7.7</b>	<b>7.4</b>	<b>6.8</b>	<b>Annual Average</b>	<b>7.1</b>	<b>6.9</b>	<b>6.2</b>	<b>Annual Average</b>	<b>5.9</b>	<b>5.7</b>	<b>5.4</b>
<b>No of Employees at 31 March 2024</b>			<b>527</b>	<b>No of Employees at 31 March 2024</b>			<b>2805</b>	<b>No of Employees at 31 March 2024</b>			<b>3332</b>	<b>No of Employees at 31 March 2024</b>			<b>16065</b>

COMMUNITY AND ENTERPRISE RESOURCES		
	Jan - Mar 2023	Jan - Mar 2024
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	100	149
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	16	0
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	129	142
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	87	121
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	0
<b>TOTAL</b>	<b>332</b>	<b>412</b>
CAUSE OF ACCIDENTS/INCIDENTS	Jan - Mar 2023	Jan - Mar 2024
Specified Injuries*	1	1
Over 7 day absences	7	7
Over 3 day absences**	0	1
Minor	25	18
Near Miss	7	7
Violent Incident: Physical****	4	14
Violent Incident: Verbal*****	1	3
<b>Total Accidents/Incidents</b>	<b>45</b>	<b>51</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 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	Jan - Mar 2023	Jan - Mar 2024
Total Number of Hearings	47	23
Total Number of Appeals	0	2
Appeals Pending	0	3
<b>Time Taken to Convene Hearing January to March 2024</b>		
	<b>0-3 Weeks</b>	<b>4-6 Weeks</b>
	<b>14</b>	<b>5</b>
		<b>Over 6 Weeks</b>
		<b>4</b>
RECORD OF GRIEVANCE HEARINGS	Jan - Mar 2023	Jan - Mar 2024
Number of Grievances	0	2
Number Resolved at Stage 1	0	1
Still in Progress	0	1
RECORD OF DIGNITY AT WORK	Jan - Mar 2023	Jan - Mar 2024
Number of Incidents	0	0
ANALYSIS OF REASONS FOR LEAVING	Jan - Mar 2023	Jan - Mar 2024
Career Advancement	5	0
Poor Relationship with Manager/Colleagues	2	2
Personal Reasons	1	1
Travelling Difficulties	1	0
Dissatisfaction With Terms and Conditions	0	3
Other	1	2
<b>Number of Exit Interviews conducted</b>	<b>10</b>	<b>8</b>
<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>37</b>	<b>50</b>
<b>Percentage of interviews conducted</b>	<b>27%</b>	<b>16%</b>



Reason	January to March 2024		Cumulative total	
	FTE	H/C	FTE	H/C
Terminations/Leavers	138.41	193	337.79	541
Being replaced	83.43	134	271.96	469
Filling on a temporary basis	1.36	2	3.63	5
Plan to transfer this budget to another post	0.00	0	0.00	0
End of fixed term contract	51.16	53	57.74	61
Held pending service Review	2.46	4	4.46	6
Plan to remove for savings	0.00	0	0.00	0

JOINT STAFFING WATCH RETURN										
COMMUNITY AND ENTERPRISE RESOURCES										
As at 9 March 2024										
<b>Total Number of Employees</b>										
<b>MALE</b>		<b>FEMALE</b>		<b>TOTAL</b>						
<b>F/T</b>	<b>P/T</b>	<b>F/T</b>	<b>P/T</b>							
1112	273	198	1410	2993						
*Full - Time Equivalent No of Employees										
Salary Bands										
<b>Chief Officer</b>	<b>Grade 1</b>	<b>Grade 2</b>	<b>Grade 3</b>	<b>Grade 4</b>	<b>Grade 5</b>	<b>Grade 6</b>	<b>Fixed SCP</b>	<b>Teacher</b>	<b>TOTAL</b>	
5.00	1412.35	348.58	244.59	43.55	15.30	0.00	5.00	0.00	2074.37	
As at 9 December 2023										
<b>Total Number of Employees</b>										
<b>MALE</b>		<b>FEMALE</b>		<b>TOTAL</b>						
<b>F/T</b>	<b>P/T</b>	<b>F/T</b>	<b>P/T</b>							
1222	269	202	1421	3114						
*Full - Time Equivalent No of Employees										
Salary Bands										
<b>Chief Officer</b>	<b>Grade 1</b>	<b>Grade 2</b>	<b>Grade 3</b>	<b>Grade 4</b>	<b>Grade 5</b>	<b>Grade 6</b>	<b>Fixed SCP</b>	<b>Teacher</b>	<b>TOTAL</b>	
5.00	1514.30	359.98	244.18	44.05	15.70	0.00	5.00	0.00	2188.21	