

Report

Report to:	Social Work Resources Committee
Date of Meeting:	4 March 2020
Report by:	Executive Director (Finance and Corporate Resources) Director, Health and Social Care

Subject:	Social Work Resources – Workforce Monitoring – October to December 2019
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for October to December 2019 relating to Social Work Resources.

2. Recommendation(s)

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

(1) that the following employment information for October to December 2019 relating to Social Work 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 14 December 2019.

3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Social Work Resources provides information on the position for October to December 2019.

4. Monitoring Statistics

4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of December 2019 for Social Work Resources.

The Resource absence figure for December 2019 was 7.5%, which represents an increase of 0.7% when compared to the previous month and is 1.8% higher than the Council-wide figure. Compared to December 2018, the Resource absence figure has increased by 1.8%. 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 management action is taken.

Despite these measures, the absence levels within Social Work Resources has been increasing and work is currently being undertaken to analyse specific areas of concern and a recovery action plan is being developed to address issues which are identified.

Based on the absence figures at December 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 6.3%, compared to a Council-wide average figure of 4.6%.

For the financial year 2019/2020, the projected average days lost per employee equates to 13.8 days, compared with the overall figure for the Council of 10.3 days per employee.

4.2. Occupational Health (Appendix 2)

In terms of referrals to occupational health, which include medical examinations and physiotherapy, 392 referrals were made this period, a decrease of 27 when compared with the same period last year.

4.3. Accident/Incident Statistics (Appendix 2)

There were 28 accidents/incidents recorded within the Resource this period, an increase of 12 when compared to the same period last year.

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

There were 14 disciplinary hearings held within the Resource this period, which is an increase of 7 when compared with the same period last year. There were no grievance hearings, which is a decrease of 2 when compared with the same period last year. There were 2 Dignity at Work complaints raised within the Resource this period, which remains unchanged when compared with the same period last year.

4.5. Analysis of Leavers (Appendix 2)

There were 44 leavers in the Resource this period who were eligible for an exit interview, an increase of 14 when compared with the same period last year. Exit interviews were held with 15 employees.

4.6. 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 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

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period October to December 2019, 73 (FTE 61.94) employees in total left employment and managers indicated that 1 (FTE 0.95) post should be left vacant pending service review, the budget for 1 (FTE 0.88) to transfer to another post and the remaining 71 (FTE 60.11) are being filled.

4.8. A reconciliation of existing workforce information at 10 October 2019 showed there were 172 (FTE 148.29) vacant posts in the Resource. Of these, 171 (FTE 147.29) were being filled through a recruitment process and the remaining 1 (FTE 1) post was being held pending savings discussions. It should be noted that some of the

posts which are currently going through the recruitment process may be covered at the present time on a fixed term basis until recruitment has been completed.

5. Staffing Watch (Appendix 3)

- 5.1. There has been a decrease of 45 in the number of employees in post from 14 September 2019 to 14 December 2019.

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 arising from the information presented in this report.

9. Other Implications

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

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 10.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

Val de Souza

Director, Health and Social Care

24 January 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

- ◆ Social Work Resources – 11 December 2019

List of Background Papers

- ◆ Monitoring information provided by Finance and Corporate Resources

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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ABSENCE TRENDS - 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		January	7.3	8.4		January	6.1	6.2		January	5.0	4.9					
February	6.1	5.5		February	5.8	8.5		February	6.0	6.5		February	5.0	5.2					
March	5.7	5.4		March	6.5	6.5		March	5.9	5.8		March	4.7	4.9					
Annual Average	5.1	5.3	5.8	Annual Average	5.5	6.5	7.3	Annual Average	5.3	5.7	6.3	Annual Average	4.2	4.4	4.6				
Average Apr-Dec	4.8	5.2	5.9	Average Apr-Dec	5.1	6.0	7.2	Average Apr-Dec	4.9	5.5	6.3	Average Apr-Dec	3.9	4.2	4.5				
No of Employees at 31 December 2019				1823	No of Employees at 31 December 2019				1132	No of Employees at 31 December 2019				2955	No of Employees at 31 December 2019				15653

For the financial year 2019/20, the projected average days lost per employee equates to 13.8 days.

SOCIAL WORK RESOURCES

	Oct-Dec 2018	Oct-Dec 2019
MEDICAL EXAMINATIONS		
Number of Employees Attending	128	142
EMPLOYEE COUNSELLING SERVICE		
Total Number of Referrals	57	19
PHYSIOTHERAPY SERVICE		
Total Number of Referrals	150	129
REFERRALS TO EMPLOYEE SUPPORT OFFICER	80	97
REFERRALS TO COGNITIVE BEHAVIOUR THERAPY	4	5
TOTAL	419	392

CAUSE OF ACCIDENTS/INCIDENTS	Oct-Dec 2018	Oct-Dec 2019
Specified Injuries*	1	1
Over 7 day absences	1	3
Over 3 day absences**	1	0
Minor	6	5
Near Miss	0	1
Violent Incident: Physical****	7	14
Violent Incident: Verbal*****	0	4
Total Accidents/Incidents	16	28

*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 7 day 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	Oct-Dec 2017	Oct-Dec 2018
Total Number of Hearings	7	14
Total Number of Appeals	2	0

Time Taken to Convene Hearing Oct - Dec 2019

0-3 Weeks
9

4-6 Weeks
3

Over 6 Weeks
2

RECORD OF GRIEVANCE HEARINGS	Oct-Dec 2018	Oct-Dec 2019
Number of Grievances	2	0
Number Resolved at Stage 2	2	0

RECORD OF DIGNITY AT WORK	Oct-Dec 2018	Oct-Dec 2019
Number of Incidents	2	2
Number Resolved at Informal Stage	2	0
Still in Process	0	2

ANALYSIS OF REASONS FOR LEAVING	Oct-Dec 2018	Oct-Dec 2019
Career Advancement	1	6
Poor Relationship with Manager/Colleagues	1	0
Moving Outwith Area	1	0
Personal Reasons	0	1
Travelling Difficulties	1	2
Further Education	1	2
Childcare/caring responsibilities	1	0
Dissatisfaction With Terms and Conditions	0	1
Other	3	3
Number of Exit Interviews conducted	9	15

Total Number of Leavers Eligible for Exit Interview	30	44
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Percentage of interviews conducted	30%	34%
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Social Work Resources	Oct-Dec 2019		Reconciliation figure Apr - Sept 2019		Cumulative total	
	FTE*	H/C**	FTE	H/C	FTE	H/C
Terminations/Leavers	61.94	73	148.29	172	245	210.23
Being replaced	60.11	71	147.29	171	242	207.4
Held pending savings	0.95	1	1	1	2	1.95
Filled on fixed term basis						
Budget transfer to other post	0.88	1			0.088	1
End of fixed term contract						

* Full time equivalent

** Head count/number of employees

**JOINT STAFFING WATCH RETURN
SOCIAL WORK RESOURCES**

APPENDIX 3

1. As at 14 December 2019

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
217	189	964	1427	2797					
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1.00	1319.60	499.83	551.24	22.00	24.00	2.00	0.00	0.00	2419.67

1. As at 14 September 2019

Total Number of Employees									
MALE		FEMALE		TOTAL					
F/T	P/T	F/T	P/T						
228	195	983	1436						
2842									
*Full - Time Equivalent No of Employees									
Salary Bands									
Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher	TOTAL
1.00	1357.30	489.10	563.60	24.00	25.00	2.00	0.00	0.00	2462