

# Report

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>13 February 2023</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 – October to December 2022</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for October to December 2022 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 October to December 2022 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 10 December 2022

## 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 October to December 2022.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of December 2022 for Community and Enterprise Resources.

The Resource absence figure for December 2022 was 8.0%, this figure has increased by 0.3% when compared to the previous month and is 1.0% higher than the Council-wide figure. Compared to December 2021, the Resource absence figure has increased by 0.6%.

Based on the absence figures at December 2022 and annual trends, the projected annual average absence for the Resource for 2022/2023 is 7.4%, compared to a Council-wide average figure of 6.0%.

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.

The attendance information contained in this report includes absences as a result of COVID-19, and employees are being supported through this difficult time to maintain attendance levels where they can. At the time of this report, the Council overall absence level was 5.81% with 0.30% of this relating to COVID-19 for sickness and special leave.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 337 referrals were made this period. This represents an increase of 8 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 49 accidents/incidents recorded within the Resource this period, an increase of 17 when compared to the same period last year.

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

During the period, 32 disciplinary hearings were held within the Resource, an increase of 24 when compared to the same period last year. One appeal was heard by the Appeals Panel. Three grievance hearings were raised within the Resource, this figure has increased by 1 when compared to the same period last year. No Dignity at Work complaints were raised within the Resource, this figure has decreased by 1 when compared to the same period last year.

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

There were a total of 46 leavers in the Resource this period eligible for an exit interview. This figure has increased by 7 when compared with the same period last year. Nine exit interviews were conducted in this period, a decrease of 4 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 October to December 2022, 145 (95.48 FTE) employees in total left employment, managers indicated that 120 posts (71.07 FTE) were being replaced and 25 posts (24.41 FTE) were due to the end of a fixed term contract.**

**5. Staffing Watch**

**5.1. There has been a decrease of 74 in the number of employees in post from 10 September 2022 to 10 December 2022.**

## **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**

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

**David Booth**

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

2 February 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 – 13 December 2022

### **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 - 2020/2021, 2021/2022 &amp; 2022/2023

## Community and Enterprise Resources

APT&C				Manual Workers				Resource Total				Council Wide				
	2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023		2020 / 2021	2021 / 2022	2022 / 2023	
	%	%	%		%	%	%		%	%	%		%	%	%	
April	3.1	2.3	4.4	April	5.3	5.7	7.3	April	5.0	5.2	6.9	April	4.4	4.3	5.6	
May	2.4	2.7	3.9	May	4.3	6.4	6.8	May	4.0	5.9	6.3	May	3.1	4.9	5.4	
June	1.6	2.8	3.5	June	4.0	6.6	7.2	June	3.6	6.0	6.7	June	2.7	4.7	5.3	
July	1.8	2.9	3.9	July	3.6	5.3	5.9	July	3.4	4.9	5.6	July	2.3	4.0	4.6	
August	1.7	2.9	3.4	August	4.9	6.4	6.6	August	4.4	5.9	6.1	August	3.1	4.7	4.4	
September	1.6	3.4	3.1	September	5.8	8.2	7.9	September	5.1	7.5	7.1	September	4.2	6.4	5.4	
October	3.1	3.8	5.1	October	6.3	7.9	7.5	October	5.8	7.3	7.1	October	4.8	6.3	5.8	
November	3.6	3.5	4.2	November	7.1	8.0	8.3	November	6.6	7.3	7.7	November	5.8	6.9	6.5	
December	3.1	4.2	3.7	December	6.4	8.0	8.8	December	5.9	7.4	8.0	December	5.6	6.9	7.0	
January	3.4	3.6		January	6.0	9.6		January	5.6	8.6		January	4.8	7.0		
February	2.8	4.4		February	6.5	9.5		February	5.9	8.7		February	4.8	6.6		
March	2.6	6.0		March	6.8	11.0		March	6.2	10.2		March	4.9	7.9		
Annual Average	2.6	3.5	4.1	Annual Average	5.6	7.7	8.0	Annual Average	5.1	7.1	7.4	Annual Average	4.2	5.9	6.0	
Average Apr-Dec	2.4	3.2	3.9	Average Apr-Dec	5.3	6.9	7.4	Average Apr-Dec	4.9	6.4	6.8	Average Apr-Dec	4.0	5.5	5.6	
No of Employees at 31 Dec 2022			524	No of Employees at 31 Dec 2022			2884	No of Employees at 31 Dec 2022			3408	No of Employees at 31 Dec 2022			16104	

APPENDIX 2		
COMMUNITY AND ENTERPRISE RESOURCES		
	Oct-Dec 2021	Oct-Dec 2022
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	115	104
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	13	19
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	91	106
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	110	108
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	0	0
<b>TOTAL</b>	<b>329</b>	<b>337</b>
CAUSE OF ACCIDENTS/INCIDENTS	Oct-Dec 2021	Oct-Dec 2022
Over 7 day absences	4	10
Over 3 day absences**	0	2
Minor	14	21
Near Miss	4	4
Violent Incident: Physical****	3	5
Violent Incident: Verbal*****	7	7
<b>Total Accidents/Incidents</b>	<b>32</b>	<b>49</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	Oct-Dec 2021	Oct-Dec 2022
Total Number of Hearings	8	32
Total Number of Appeals	4	1
<b>Time Taken to Convene Hearing Oct - Dec 2022</b>		
0-3 Weeks	4-6 Weeks	Over 6 Weeks
16	8	8
RECORD OF GRIEVANCE HEARINGS	Oct-Dec 2021	Oct-Dec 2022
Number of Grievances	2	3
Number Resolved at Stage 2	2	3
RECORD OF DIGNITY AT WORK	Oct-Dec 2021	Oct-Dec 2022
Number of Incidents	1	0
Number Resolved at Formal Stage	1	0
ANALYSIS OF REASONS FOR LEAVING	Oct-Dec 2021	Oct-Dec 2022
Career Advancement	1	3
Poor Relationship with Manager/Colleagues	1	1
Personal Reasons	5	1
Travelling Difficulties	1	1
Further Education	0	1
Childcare/caring responsibilities	2	1
Dissatisfaction With Terms and Conditions	1	1
Other	2	0
<b>Number of Exit Interviews conducted</b>	<b>13</b>	<b>9</b>
<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>39</b>	<b>46</b>
<b>Percentage of interviews conducted</b>	<b>33%</b>	<b>20%</b>

	Oct - Dec 2022		Cumulative total (Apr 22 - Mar 23)	
	FTE*	H/C**	FTE	H/C
Number of Leavers	95.48	145	264.14	467
Replace Employee	71.07	120	231.67	430
Filling on a Temp Basis	0.00	0	0.00	0
Plan to transfer budget to another post	0.00	0	0.00	0
End of fixed term post	24.41	25	32.46	37
Leave vacant pending savings or service review	0.00	0	0.00	0
Plan to remove for savings	0.00	0	0.00	0
* Full time equivalent				
** Head count/number of employees				

JOINT STAFFING WATCH RETURN									
COMMUNITY AND ENTERPRISE RESOURCES									
As at 10 December 2022									
<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>						
1235	233	203	1392	3063					
*Full - Time Equivalent No of Employees									
Salary Bands									
<b>Director</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>
1.00	1471.04	386.49	233.64	44.23	17.00	2.00	5.00	0.00	2160.4
As at 10 September 2022									
<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>						
1287	236	206	1408	3137					
*Full - Time Equivalent No of Employees									
Salary Bands									
<b>Director</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>
1.00	1525.42	397.39	233.22	45.23	17.00	2.00	9.60	0.00	2230.86