

# Report

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>28 September 2021</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources – Workforce Monitoring – May to July 2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for May to July 2021 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 May to July 2021 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 12 June 2021

## 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 May to July 2021.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of July 2021 for Community and Enterprise Resources.

The Resource absence figure for July 2021 was 4.9%, this figure has decreased by 1.1% when compared to the previous month and is 0.9% higher than the Council-wide figure. Compared to July 2020, the Resource absence figure has increased by 1.5%.

Based on the absence figures at July 2021 and annual trends, the projected annual average absence for the Resource for 2021/2022 is 5.6%, compared to a Council-wide average figure of 4.7%.

For the financial year 2021/2022, the projected average days lost per employee equates to 13.8 days, compared with the overall figure for the Council of 10.7 days per employee.

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 6.44% with 1.9% 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, 293 referrals were made this period. This represents an increase of 117 when compared with the same period last year.

#### 4.3. **Accident/Incident Statistics**

There were 31 accidents/incidents recorded within the Resource this period, an increase of 27 when compared to the same period last year.

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

During the period, 6 disciplinary hearings were held within the Resource, an increase of 5 when compared to last year. No appeals were heard by the Appeals Panel. No grievance hearings were raised within the Resource, this figure has decreased by 1 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 41 leavers in the Resource this period eligible for an exit interview. This figure has increased by 37 when compared with the same period last year. Eight exit interviews were conducted.

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 May to July 2021, 83 (47.88 FTE) employees in total left employment, managers indicated that 82 (46.88 FTE) posts were being replaced and 1 post (1.0 FTE) was filled on a fixed term basis.

## **5. Staffing Watch**

- 5.1. There has been an increase of 190 in the number of employees in post from 13 March 2021 to 12 June 2021.

## **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 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)**

**Michael McGlynn**

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

7 September 2021

### **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**

- ◆ Community and Enterprise Resources – 29 June 2021

### **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 - 2019/2020, 2020/2021 & 2021/2022  
Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide							
	2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022		2019 / 2020	2020 / 2021	2021 / 2022				
April	4.0	3.1	2.3	April	4.4	5.3	5.7	April	4.3	5.0	5.2	April	4.0	4.4	4.3				
May	3.6	2.4	2.7	May	5.1	4.3	6.4	May	4.9	4.0	5.9	May	4.4	3.1	4.9				
June	3.9	1.6	2.8	June	5.5	4.0	6.6	June	5.3	3.6	6.0	June	4.4	2.7	4.7				
July	3.9	1.8	2.9	July	4.3	3.6	5.3	July	4.3	3.4	4.9	July	3.4	2.3	4.0				
August	4.0	1.7		August	5.1	4.9		August	4.9	4.4		August	3.7	3.1					
September	2.9	1.6		September	5.9	5.8		September	5.4	5.1		September	4.5	4.2					
October	3.4	3.1		October	5.9	6.3		October	5.5	5.8		October	4.6	4.8					
November	4.8	3.6		November	6.6	7.1		November	6.4	6.6		November	5.5	5.8					
December	5.4	3.1		December	7.0	6.4		December	6.8	5.9		December	5.7	5.6					
January	4.1	3.4		January	6.6	6.0		January	6.2	5.6		January	5.3	4.8					
February	3.8	2.8		February	7.1	6.5		February	6.6	5.9		February	5.6	4.8					
March	4.5	2.6		March	7.1	6.8		March	6.7	6.2		March	6.2	4.9					
Annual Average	4.0	2.6	2.7	Annual Average	5.9	5.6	6.2	Annual Average	5.6	5.1	5.6	Annual Average	4.8	4.2	4.7				
Average Apr-Jul	3.9	2.2	2.7	Average Apr-Jul	4.8	4.3	6.0	Average Apr-Jul	4.7	4.0	5.5	Average Apr-Jul	4.1	3.1	4.5				
<b>No of Employees at 31 July 2021</b>				<b>552</b>	<b>No of Employees at 31 July 2021</b>				<b>3013</b>	<b>No of Employees at 31 July 2021</b>				<b>3565</b>	<b>No of Employees at 31 July 2021</b>				<b>16038</b>

For the financial year 2021/22, the projected average days lost per employee equates to 13.8 days.

## COMMUNITY AND ENTERPRISE RESOURCES

	May-Jul 2020	May-Jul 2021
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	88	100
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	6	5
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	38	102
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	40	85
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	4	1
<b>TOTAL</b>	<b>176</b>	<b>293</b>

CAUSE OF ACCIDENTS/INCIDENTS	May-Jul 2020	May-Jul 2021
Specified Injuries*	0	0
Over 7 day absences	1	4
Over 3 day absences**	1	0
Minor	1	16
Near Miss	1	7
Violent Incident: Physical****	0	2
Violent Incident: Verbal*****	0	2
<b>Total Accidents/Incidents</b>	<b>4</b>	<b>31</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	May-Jul 2020	May-Jul 2021
Total Number of Hearings	1	6

## Time Taken to Convene Hearing May - Jul 2021

0-3 Weeks	4-6 Weeks	Over 6 Weeks
1	2	3

RECORD OF GRIEVANCE HEARINGS	May-Jul 2020	May-Jul 2021
Number of Grievances	1	0

RECORD OF DIGNITY AT WORK	May-Jul 2020	May-Jul 2021
Number of Incidents	0	0

ANALYSIS OF REASONS FOR LEAVING	May-Jul 2020	May-Jul 2021
Career Advancement	0	4
Moving Outwith Area	0	1
Childcare/caring responsibilities	0	2
Dissatisfaction With Terms and Conditions	0	1
<b>Number of Exit Interviews conducted</b>	<b>1</b>	<b>8</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>4</b>	<b>41</b>
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<b>Percentage of interviews conducted</b>	<b>25%</b>	<b>20%</b>
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## Appendix 2a

	May 2021 - July 2021		Cumulative total (Apr 21 - Mar 22)	
	FTE*	H/C**	FTE	H/C
Terminations/Leavers	47.88	83	60.64	108
Being replaced	46.88	82	58.64	106
Held pending savings	0.00	0	0.00	0
Filled on fixed term basis	1.00	1	2.00	2
Budget transfer to other post	0.00	0	0.00	0
End of fixed term contract	0.00	0	0.00	0

\* Full time equivalent

\*\* Head count/number of employees

**JOINT STAFFING WATCH RETURN  
COMMUNITY AND ENTERPRISE RESOURCES**

**1. As at 12 June 2021**

<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>						
1344	244	191	1503	3282					
<b>*Full - Time Equivalent No of Employees</b>									
<b>Salary Bands</b>									
<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	1584.83	405.87	234.69	48.05	15.00	4.00	5.00	0.00	2298.44

**1. As at 13 March 2021**

<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>						
1204	246	189	1453	3092					
<b>*Full - Time Equivalent No of Employees</b>									
<b>Salary Bands</b>									
<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	1420.89	415.11	238.06	46.05	16.00	4.00	5.00	0.00	2146.11