

# Report

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| Report to:       | <b>Finance and Corporate Resources Committee</b>            |
| Date of Meeting: | <b>16 November 2022</b>                                     |
| Report by:       | <b>Executive Director (Finance and Corporate Resources)</b> |

|          |  |
|----------|--|
| Subject: | <b>Finance and Corporate Resources – Workforce<br/>Monitoring – July and August 2022</b> |
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for July and August 2022 relating to Finance and Corporate Resources

## 2. Recommendation(s)

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

- (1) that the following employment information for July and August 2022 relating to Finance and Corporate 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 11 June 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 Finance and Corporate Resources provides information on the position for July and August 2022.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of August for Finance and Corporate Resources.

The Resource absence figure for August 2022 was 4.1%, this figure has increased by 0.2% when compared to last month and is 0.3% lower than the Council-wide figure. Compared to August 2021, the Resource absence figure has increased by 0.5%.

Based on the absence figures at August 2022 and annual trends, the projected annual average absence for the Resource for 2022/2023 is 3.7%, compared to a Council-wide average figure of 6.1%.

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 4.96% with 0.48% 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, 40 referrals were made this period. This represents an increase of 1 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There was 1 accident/incident recorded within the Resource this period, this figure has increased by 1 when compared to the same period last year.

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

During the period, no disciplinary hearings were held within the Resource this figure remains unchanged when compared to the same period last year. No appeals were heard by the Appeals Panel. No grievance hearings were raised within the Resource, this figure remains unchanged 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 11 leavers in the Resource this period eligible for an exit interview, an increase of 5 when compared with the same period last year. Four exit interviews were conducted in this period, an increase 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 July to August 2022, 15 employees (12.48 FTE) in total left employment, managers indicated that 12 posts (10.05 FTE) were being replaced, 1 post (1.0 FTE) is planned to transfer the budget to another post and 2 posts (1.43 FTE) were due to the end of fixed term contracts.**

**5. Staffing Watch**

**5.1. There has been a decrease of 10 in the number of employees in post from 12 March 2022 to 11 June 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 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)**

5 October 2022

### **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**

- ◆ Finance and Corporate Resources – 7 September 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: -

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**Absence Trends - 2020/2021, 2021/2022 & 2022/2023**  
**Finance and Corporate Resources**

| APT&C                          |                |                |                | Manual Workers  |                                |                |                | Resource Total  |                |                                |                | Council Wide    |                |                |                                |  |  |  |       |
|--------------------------------|----------------|----------------|----------------|-----------------|--------------------------------|----------------|----------------|-----------------|----------------|--------------------------------|----------------|-----------------|----------------|----------------|--------------------------------|--|--|--|-------|
|                                | 2020 /<br>2021 | 2021 /<br>2022 | 2022 /<br>2023 |                 | 2020 /<br>2021                 | 2021 /<br>2022 | 2022 /<br>2023 |                 | 2020 /<br>2021 | 2021 /<br>2022                 | 2022 /<br>2023 |                 | 2020 /<br>2021 | 2021 /<br>2022 | 2022 /<br>2023                 |  |  |  |       |
|                                | %              | %              | %              |                 | %                              | %              | %              |                 | %              | %                              | %              |                 | %              | %              | %                              |  |  |  |       |
| April                          | 3.5            | 2.6            | 2.8            | April           | 8.5                            | 0.0            | 0.0            | April           | 3.6            | 2.6                            | 2.8            | April           | 4.4            | 4.3            | 5.6                            |  |  |  |       |
| May                            | 2.3            | 3.3            | 3.2            | May             | 16.0                           | 0.0            | 0.0            | May             | 2.4            | 3.3                            | 3.2            | May             | 3.1            | 4.9            | 5.4                            |  |  |  |       |
| June                           | 1.9            | 3.5            | 4.0            | June            | 7.4                            | 0.0            | 0.0            | June            | 1.9            | 3.5                            | 4.0            | June            | 2.7            | 4.7            | 5.3                            |  |  |  |       |
| July                           | 2.0            | 3.3            | 3.9            | July            | 3.5                            | 0.0            | 0.0            | July            | 2.0            | 3.3                            | 3.9            | July            | 2.3            | 4.0            | 4.6                            |  |  |  |       |
| August                         | 1.8            | 3.6            | 4.1            | August          | 12.1                           | 0.0            | 0.0            | August          | 2.0            | 3.6                            | 4.1            | August          | 3.1            | 4.7            | 4.4                            |  |  |  |       |
| September                      | 2.3            | 4.0            |                | September       | 13.4                           | 0.0            |                | September       | 2.4            | 4.0                            |                | September       | 4.2            | 6.4            |                                |  |  |  |       |
| October                        | 3.2            | 3.6            |                | October         | 10.2                           | 0.0            |                | October         | 3.3            | 3.6                            |                | October         | 4.8            | 6.3            |                                |  |  |  |       |
| November                       | 3.1            | 4.3            |                | November        | 11.4                           | 0.0            |                | November        | 3.2            | 4.3                            |                | November        | 5.8            | 6.9            |                                |  |  |  |       |
| December                       | 2.7            | 3.8            |                | December        | 11.4                           | 0.0            |                | December        | 2.8            | 3.8                            |                | December        | 5.6            | 6.9            |                                |  |  |  |       |
| January                        | 2.8            | 3.8            |                | January         | 7.0                            | 0.0            |                | January         | 2.8            | 3.8                            |                | January         | 4.8            | 7.0            |                                |  |  |  |       |
| February                       | 3.5            | 3.4            |                | February        | 0.0                            | 0.0            |                | February        | 3.5            | 3.4                            |                | February        | 4.8            | 6.6            |                                |  |  |  |       |
| March                          | 3.5            | 3.4            |                | March           | 0.0                            | 0.0            |                | March           | 3.5            | 3.4                            |                | March           | 4.9            | 7.9            |                                |  |  |  |       |
| Annual Average                 | 2.7            | 3.6            | 3.7            | Annual Average  | 8.4                            | 0.0            | 0.0            | Annual Average  | 2.8            | 3.6                            | 3.7            | Annual Average  | 4.2            | 5.9            | 6.1                            |  |  |  |       |
| Average Apr-Aug                | 2.3            | 3.3            | 3.6            | Average Apr-Aug | 9.5                            | 0.0            | 0.0            | Average Apr-Aug | 2.4            | 3.3                            | 3.6            | Average Apr-Aug | 3.1            | 4.5            | 5.1                            |  |  |  |       |
| No of Employees at 31 Aug 2022 |                |                |                | 979             | No of Employees at 31 Aug 2022 |                |                |                 | 0              | No of Employees at 31 Aug 2022 |                |                 |                | 979            | No of Employees at 31 Aug 2022 |  |  |  | 16466 |

## FINANCE &amp; CORPORATE RESOURCES

|  | Jul - Aug<br>2021         | Jul - Aug<br>2022         |
|--|---------------------------|---------------------------|
| <b>MEDICAL EXAMINATIONS</b>  |                           |                           |
| Number of Employees Attending  | 12                        | 10                        |
| <b>EMPLOYEE COUNSELLING SERVICE</b>  |                           |                           |
| Total Number of Referrals  | 0                         | 0                         |
| <b>PHYSIOTHERAPY SERVICE</b>   |                           |                           |
| Total Number of Referrals  | 10                        | 17                        |
| <b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>   |                           |                           |
|  | 17                        | 13                        |
| <b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>  |                           |                           |
|  | 0                         | 0                         |
| <b>TOTAL</b>   | 39                        | 40                        |
| <b>CAUSE OF ACCIDENTS/INCIDENTS</b>  | <b>Jul - Aug<br/>2021</b> | <b>Jul - Aug<br/>2022</b> |
| Specified Injuries*  | 0                         | 0                         |
| Over 7 day absences  | 0                         | 0                         |
| Over 3 day absences**  | 0                         | 0                         |
| Minor  | 0                         | 0                         |
| Near Miss  | 0                         | 0                         |
| Violent Incident: Physical****   | 0                         | 0                         |
| Violent Incident: Verbal*****  | 0                         | 1                         |
| <b>Total Accidents/Incidents</b>   | 0                         | 1                         |
| <p>*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.</p> <p>**Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.</p> <p>***Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in</p> <p>****Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.</p> <p>*****Physical violent incidents and ***** Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.</p> <p>*****Physical Violent Incidents and ***** Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.</p> |                           |                           |
| <b>RECORD OF DISCIPLINARY HEARINGS</b>   | <b>Jul - Aug<br/>2021</b> | <b>Jul - Aug<br/>2022</b> |
| Total Number of Hearings   | 0                         | 0                         |
| Total Number of Appeals  | 0                         | 0                         |
| Appeals Pending  | 0                         | 0                         |
| <b>Time Taken to Convene Hearing April - June 2022</b>   |                           |                           |
| <b>0-3 Weeks</b>   | <b>4-6 Weeks</b>          | <b>Over 6 Weeks</b>       |
| 0  | 0                         | 0                         |
| <b>RECORD OF GRIEVANCE HEARINGS</b>  | <b>Jul - Aug<br/>2021</b> | <b>Jul - Aug<br/>2022</b> |
| Number of Grievances   | 0                         | 0                         |
| Number Resolved at Stage 1   | 0                         | 0                         |
| Number Resolved at Stage 2   | 0                         | 0                         |
| Number Resolved at Stage 3   | 0                         | 0                         |
| Still in Progress  | 0                         | 0                         |
| <b>RECORD OF DIGNITY AT WORK</b>   | <b>Jul - Aug<br/>2021</b> | <b>Jul - Aug<br/>2022</b> |
| Number of Incidents  | 0                         | 0                         |
| Number Resolved at Informal Stage  | 0                         | 0                         |
| Number Resolved at Formal Stage  | 0                         | 0                         |
| Number of Appeals  | 0                         | 0                         |
| Appeals in Process   | 0                         | 0                         |
| Still in Process   | 0                         | 0                         |
| <b>ANALYSIS OF REASONS FOR LEAVING</b>   | <b>Jul - Aug<br/>2021</b> | <b>Jul - Aug<br/>2022</b> |
| Number of Exit Interviews conducted  | 2                         | 4                         |
| <b>Total Number of Leavers Eligible for Exit Interview</b>   | 6                         | 11                        |
| <b>Percentage of interviews conducted</b>  | 33%                       | 36%                       |

| Reason                                       | Jul - Aug 2022 |     | Cumulative total |     |
|--|----------------|-----|------------------|-----|
|  | FTE            | H/C | FTE              | H/C |
| Terminations/Leavers                         | 12.48          | 15  | 33.36            | 40  |
| Being replaced                               | 10.05          | 12  | 28.93            | 35  |
| Filling on a temporary basis                 | 0.00           | 0   | 0.00             | 0   |
| Plan to transfer this budget to another post | 1.00           | 1   | 2.00             | 2   |
| End of fixed term contract                   | 1.43           | 2   | 1.43             | 2   |
| Held pending service Review                  | 0.00           | 0   | 1.00             | 1   |
| Plan to remove for savings                   | 0.00           | 0   | 0.00             | 0   |

### Joining Staffing Watch Return Finance and Corporate Resources

**As at 11 June 2022**

|                       | Male |     | Female |     | Total |
|-----------------------|------|-----|--------|-----|-------|
|                       | F/T  | P/T | F/T    | P/T |       |
| Finance and Corporate | 199  | 20  | 390    | 252 | 861   |

\*Full-Time Equivalent No of Employees  
Salary Bands

|                       | Director | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed<br>SCP | Teacher | Total  |
|-----------------------|----------|---------|---------|---------|---------|---------|---------|--------------|---------|--------|
| Finance and Corporate | 2.00     | 126.48  | 332.42  | 226.70  | 55.10   | 24.30   | 6.00    | 0.00         | 0.00    | 773.00 |

**As at 12 March 2022**

|                       | Male |     | Female |     | Total |
|-----------------------|------|-----|--------|-----|-------|
|                       | F/T  | P/T | F/T    | P/T |       |
| Finance and Corporate | 204  | 20  | 376    | 271 | 871   |

\*Full-Time Equivalent No of Employees  
Salary Bands

|                       | Director | Grade 1 | Grade 2 | Grade 3 | Grade 4 | Grade 5 | Grade 6 | Fixed<br>SCP | Teacher | Total  |
|-----------------------|----------|---------|---------|---------|---------|---------|---------|--------------|---------|--------|
| Finance and Corporate | 2.00     | 123.09  | 336.30  | 229.22  | 55.95   | 24.30   | 6.00    | 0.00         | 0.00    | 776.86 |