



Report

Report to:	Executive Committee
Date of Meeting:	23 June 2021
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Employee Workforce Monitoring Information - April 2020 to March 2021 Yearly Summary
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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 April 2020 – March 2021.

2. Recommendation(s)

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

(1) that the following employment information for April 2020 – March 2021 relating to the Council be noted:-

- ◆ attendance statistics;
- ◆ occupational health;
- ◆ accidents/incidents;
- ◆ discipline, grievance and dignity at work;
- ◆ employee development;
- ◆ labour turnover/analysis of leavers and exit interviews;
- ◆ recruitment monitoring;
- ◆ staffing watch as at 13 March 2021.

3. Background

3.1. As part of the Council's performance management arrangements, the following monitoring information is submitted to the Executive Committee. This report for the Council provides information on the position for the period April 2020 – March 2021.

4. Attendance Statistics

4.1. Information on absence statistics for April 2020 – March 2021 for the Council and each Resource is provided in Appendices 1 – 8. Points to note are:

- ◆ The Council's average absence rate for April 2020 – March 2021 is 4.2%, a decrease of 0.6% when compared to the previous year.
- ◆ The APT&C average absence rate for April 2020 – March 2021 is 4.0%, a decrease of 0.8% when compared to the previous year.
- ◆ The teaching staff average absence rate for April 2020 – March 2021 is 2.5%, a decrease of 0.5% when compared with the previous year.

- ◆ The manual workers' average absence rate for April 2020 – March 2021 is 6.1%, a decrease of 0.1% when compared with the previous year.

In comparison to April 2019 to March 2020 (Appendix 8):

- ◆ Musculoskeletal and psychological conditions remain the main reasons for absence.
- ◆ Total days lost due to musculoskeletal conditions have decreased by 11951 days.
- ◆ Total days lost due to psychological conditions have decreased by 1993 days.
- ◆ Total days lost due to stomach, bowel, blood and metabolic disorders have decreased by 10164 days.
- ◆ Total days lost due to respiratory conditions have increased by 14732 days.

The decrease in absence is mainly accounted for by the noted reduction in musculoskeletal absences as well as a reduction in stomach related absences, due in some part to improved hand hygiene and reduction in social interaction. Whilst the average absence rate for the Council for the financial year 2020/2021 is 4.2%, the figure excluding Covid-19 related absences was 3.7%.

5. Occupational Health

5.1. Information on Occupational Health for the period April 2020 – March 2021 is provided in Appendix 9.

- ◆ Over the year musculoskeletal and psychological conditions were the main reasons for medical referrals; this remains unchanged from the previous year.
- ◆ During the year there were a total of 1303 employees referred for a medical examination and when compared to the previous year this represents a decrease of 356 employees being referred.
- ◆ During the period, a total of 1146 employees attended physiotherapy treatment, which is a decrease of 1100 when compared to the previous year. Of the 1146 employees referred, 66% remained at work whilst undertaking treatment.
- ◆ Over the year 1331 employees were referred to the Employee Support Officer, a decrease of 226 when compared to the previous year. Of those referrals made during the period, 86% related to personal issues.
- ◆ During the year there were 422 referrals for counselling, this represents an overall decrease of 334 referrals when compared with the same period last year.
- ◆ Over the year a total of 116 employees were referred for Cognitive Behavioural Therapy, a decrease of 49 when compared to the same period last year.

This has been an unusual year as a result of the Covid-19 pandemic and it is likely that referrals reduced as much of the services were initially paused before being reintroduced on a virtual basis and this is particularly true of physiotherapy. A further reason for the reduction in physiotherapy referrals was due to the reduction in musculoskeletal absences which is likely to be in some part to many employees working from home or having adjusted duties.

Counselling/CBT referrals reduced over the period of the pandemic and this trend has not been exclusive to South Lanarkshire Council with our Counselling/CBT provider confirming a pattern across their other contracts. This may be due in part to the service being provided on a virtual basis and that there have been a number of other online supports available, e.g. Health and social care partnership employees have had access to different resources via the National Wellbeing Hub

6. Accidents/Incidents

- 6.1. The accident/incident report for the period April 2020 – March 2021 is contained in Appendix 10.
- ◆ The number of accidents/incidents recorded for the year was 950, a decrease of 345 from April 2019 – March 2020.
 - ◆ During the year specified injuries/incidents have decreased by 1 when compared to April 2019 – March 2020.
 - ◆ Overall minor accidents/incidents have decreased by 317 when compared with April 2019 – March 2020.
 - ◆ During the year the number of over 3 day injuries have decreased by 1 when compared with April 2019 – March 2020.
 - ◆ During the year the number of accidents resulting in an absence lasting over 7 days has decreased by 26 when compared with April 2019 – March 2020.

7. Discipline, Grievance, Dignity at Work

- 7.1. Information on Disciplinary, Grievance Hearings and Dignity at Work for the period April 2020 – March 2021 is contained in Appendices 11 and 12.
- ◆ During the period, a total of 57 disciplinary hearings were held across Resources within the Council which represents a decrease of 95 when compared to April 2019 – March 2020. Action was taken in 52 of these cases and there were 4 Resource appeals raised against the outcomes.
 - ◆ Our target is to convene disciplinary hearings within 6 weeks. During the period 47% of hearings met this target which is a decrease of 33% when compared to the same period last year.
 - ◆ During the year 7 appeals were submitted to the Appeals Panel, of which 1 was upheld, 2 were upheld in part, 3 were not upheld and 1 was withdrawn.
 - ◆ At the end of March 2021, 1 Appeals Panel was pending.
 - ◆ Overall 3 grievances were raised during the year, a decrease of 26 when compared with the previous year.
 - ◆ There were 2 dignity at work incidents raised this year, a decrease of 17 when compared with the previous year.
 - ◆ During the period no referrals for mediation were submitted, a decrease of 8 when compared with the previous year.

8. Employee Development

- 8.1. Information on Employee Development for the period April 2020 – March 2021 is contained in Appendices 13 and 13a.
- ◆ The Council is committed to ensuring that every employee has the opportunity to undertake learning and development which relates to their job.
 - ◆ During this period there were 7,315 attendances at training events, 57.7% were hosted virtually.
 - ◆ As a consequence of Covid-19, new e-learning content has been developed. Employees have successfully completed 252,326 e-learning packages covering a very wide variety of subjects.

9. Labour Turnover/Analysis of Leavers and Exit Interviews

- 9.1. Labour Turnover
Information on the number of leavers and exit interviews for the period April 2020 – March 2021 is contained in Appendix 14. Exit interviews are conducted with leavers who leave voluntarily.

The Council's labour turnover figure for April 2020 – March 2021 is 2.4% and this figure has decreased by 1.7% when compared to the same period last year.

9.2. Analysis of Leavers and Exit Interviews

- ◆ During April 2020 – March 2021 there were 356 leavers eligible for an exit interview, a decrease of 224 when compared with April 2019 – March 2020.
- ◆ Exit interviews for April 2020 – March 2021 were held with 28% of leavers, compared with 21% in the period April 2019 – March 2020.

9.3. 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 three options:-

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

9.4. During April 2020 - March 2021, 1061 employees left employment and managers indicated that 982 would be replaced. One post was being filled on a temporary basis, in 3 posts the budgets were being transferred to other posts, 70 were due to the end of fixed term contracts, 4 posts were being removed for savings and 1 post was being left vacant pending a savings or service review.

10. Recruitment Monitoring

10.1. Information on Recruitment Monitoring for the period April 2020 – March 2021 is contained within Appendix 15. From an analysis of Equal Opportunities Monitoring Forms, the main points to note are:

- ◆ 98% of applicants completed an Equal Opportunities Monitoring Form, which remains unchanged when compared with April 2019 – March 2020.
- ◆ Of the 784 applicants who declared themselves as disabled, 335 were shortlisted for interview and 59 were appointed. This compares to 1028 applicants the previous year, of which 464 applicants were shortlisted and 89 were appointed.
- ◆ Of the 558 applicants from a black/ethnic background, 158 were shortlisted for interview and 42 were appointed. This compares to 604 applicants the previous year, of which 189 were shortlisted and 51 were appointed.
- ◆ Of the 64 applicants who declared themselves as a Veteran, 16 were shortlisted for interview and no one was appointed. This compares to 33 applicants the previous year, of which 13 were shortlisted and no one was appointed. The Veteran legislation was only introduced from July 2019.

11. Staffing Watch

11.1. Details of the number of employees in post at 13 March 2021 are contained in Appendix 16. There were 14,894 employees in post as at 13 March 2021 compared to 14,780 as at 14 March 2020, an increase of 114 employees.

12. Employee Implications

12.1. There are no implications for employees arising from the information presented in this report.

13. Financial Implications

13.1. All financial implications are accommodated within existing budgets.

14. Climate Change, Sustainability and Environmental Implications

14.1. There are no Climate Change, Sustainability and Environmental Implications arising from the information presented in this report.

15. Other Implications

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

16. Equality Impact Assessment and Consultation Arrangements

16.1. 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

16.2. 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)

18 May 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

- ◆ 24 June 2021

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:-

Laurane Rhind, Personnel Services Manager

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E-mail: Laurane.rhind@southlanarkshire.gov.uk

**ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Council Wide**

APT&C				Teachers				Manual Workers				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
	%	%	%		%	%	%		%	%	%		%	%	%				
April	4.2	4.0	4.2	April	1.9	2.9	2.9	April	5.7	5.2	6.0	April	4.1	4.0	4.4				
May	4.2	4.4	2.9	May	2.1	3.2	1.4	May	6.1	5.6	4.9	May	4.2	4.4	3.1				
June	4.2	4.4	2.5	June	2.3	2.7	0.9	June	6.0	5.7	4.5	June	4.3	4.4	2.7				
July	3.5	3.5	2.2	July	1.0	1.2	0.5	July	5.1	5.1	4.0	July	3.4	3.4	2.3				
August	3.7	3.9	2.9	August	1.2	1.3	1.2	August	5.4	5.5	5.1	August	3.6	3.7	3.1				
September	4.4	4.5	4.1	September	2.2	2.5	2.7	September	6.2	6.1	5.8	September	4.4	4.5	4.2				
October	4.7	4.7	4.7	October	2.2	2.6	3.2	October	5.8	6.1	6.4	October	4.4	4.6	4.8				
November	5.3	5.7	5.6	November	3.5	3.8	4.6	November	6.0	6.6	7.3	November	5.1	5.5	5.8				
December	4.9	5.7	5.3	December	3.1	3.8	4.7	December	6.3	7.2	6.9	December	4.8	5.7	5.6				
January	4.7	5.2	4.5	January	3.3	3.4	2.7	January	6.6	7.1	7.2	January	4.9	5.3	4.8				
February	4.9	5.6	4.3	February	4.0	3.8	2.5	February	6.7	7.3	7.4	February	5.2	5.6	4.8				
March	4.7	6.2	4.6	March	3.9	4.8	2.9	March	6.1	7.3	7.2	March	4.9	6.2	4.9				
Annual Average	4.5	4.8	4.0	Annual Average	2.6	3.0	2.5	Annual Average	6.0	6.2	6.1	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	4.5	4.8	4.0	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	6.0	6.2	6.1	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				7446	No of Employees at 31 March 2021				3944	No of Employees at 31 March 2021				4513	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 9.9 days.

**ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	3.2	4.0	3.1	April	5.4	4.4	5.3	April	5.0	4.3	5.0	April	4.1	4.0	4.4				
May	2.8	3.6	2.4	May	6.0	5.1	4.3	May	5.5	4.9	4.0	May	4.2	4.4	3.1				
June	3.8	3.9	1.6	June	5.8	5.5	4.0	June	5.5	5.3	3.6	June	4.3	4.4	2.7				
July	4.3	3.9	1.8	July	4.5	4.3	3.6	July	4.4	4.3	3.4	July	3.4	3.4	2.3				
August	4.8	4.0	1.7	August	5.3	5.1	4.9	August	5.2	4.9	4.4	August	3.6	3.7	3.1				
September	6.0	2.9	1.6	September	6.2	5.9	5.8	September	6.2	5.4	5.1	September	4.4	4.5	4.2				
October	3.8	3.4	3.1	October	5.8	5.9	6.3	October	5.5	5.5	5.8	October	4.4	4.6	4.8				
November	4.8	4.8	3.6	November	6.2	6.6	7.1	November	6.0	6.4	6.6	November	5.1	5.5	5.8				
December	4.1	5.4	3.1	December	6.0	7.0	6.4	December	5.7	6.8	5.9	December	4.8	5.7	5.6				
January	3.4	4.1	3.4	January	6.1	6.6	6.0	January	5.6	6.2	5.6	January	4.9	5.3	4.8				
February	4.1	3.8	2.8	February	6.3	7.1	6.5	February	5.9	6.6	5.9	February	5.2	5.6	4.8				
March	4.8	4.5	2.6	March	5.6	7.1	6.8	March	5.5	6.7	6.2	March	4.9	6.2	4.9				
Annual Average	4.2	4.0	2.6	Annual Average	5.8	5.9	5.6	Annual Average	5.5	5.6	5.1	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	4.2	4.0	2.6	Average Apr-Mar	5.8	5.9	5.6	Average Apr-Mar	5.5	5.6	5.1	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				553	No of Employees at 31 March 2021				2842	No of Employees at 31 March 2021				3395	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 12.8 days.

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Education Resources

APT&C				Teachers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	4.1	3.5	3.9	April	1.9	2.9	2.9	April	2.8	3.2	3.3	April	4.1	4.0	4.4				
May	4.5	4.2	2.2	May	2.1	3.2	1.4	May	3.1	3.6	1.8	May	4.2	4.4	3.1				
June	4.4	3.8	1.8	June	2.3	2.7	0.9	June	3.2	3.2	1.3	June	4.3	4.4	2.7				
July	2.4	2.4	1.3	July	1.0	1.2	0.5	July	1.6	1.7	0.9	July	3.4	3.4	2.3				
August	2.7	2.8	2.7	August	1.2	1.3	1.2	August	1.8	2.0	1.8	August	3.6	3.7	3.1				
September	4.1	4.3	4.8	September	2.2	2.5	2.7	September	3.0	3.3	3.6	September	4.4	4.5	4.2				
October	4.7	4.5	5.4	October	2.2	2.6	3.2	October	3.2	3.5	4.1	October	4.4	4.6	4.8				
November	5.7	5.8	6.6	November	3.5	3.8	4.6	November	4.4	4.7	5.5	November	5.1	5.5	5.8				
December	5.4	5.5	6.5	December	3.1	3.8	4.7	December	4.1	4.6	5.5	December	4.8	5.7	5.6				
January	5.1	5.1	4.8	January	3.3	3.4	2.7	January	4.1	4.2	3.6	January	4.9	5.3	4.8				
February	5.3	5.7	4.7	February	4.0	3.8	2.5	February	4.5	4.6	3.5	February	5.2	5.6	4.8				
March	5.0	7.1	5.6	March	3.9	4.8	2.9	March	4.4	5.8	4.1	March	4.9	6.2	4.9				
Annual Average	4.5	4.6	4.2	Annual Average	2.6	3.0	2.5	Annual Average	3.4	3.7	3.3	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	4.5	4.6	4.2	Average Apr-Mar	2.6	3.0	2.5	Average Apr-Mar	3.4	3.7	3.3	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				3200	No of Employees at 31 March 2021				3944	No of Employees at 31 March 2021				7144	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 7.8 days.

ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Finance and Corporate Resources

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	3.1	3.5	3.5	April	8.6	7.1	8.5	April	3.2	3.6	3.6	April	4.1	4.0	4.4				
May	3.3	3.2	2.3	May	0.4	0.0	16.0	May	3.2	3.2	2.4	May	4.2	4.4	3.1				
June	2.5	3.3	1.9	June	0.0	0.5	7.4	June	2.5	3.2	1.9	June	4.3	4.4	2.7				
July	2.9	3.3	2.0	July	0.0	2.4	3.5	July	2.9	3.2	2.0	July	3.4	3.4	2.3				
August	2.8	3.6	1.8	August	0.4	5.9	12.1	August	2.8	3.6	2.0	August	3.6	3.7	3.1				
September	3.1	3.3	2.3	September	0.0	3.5	13.4	September	3.0	3.3	2.4	September	4.4	4.5	4.2				
October	3.6	3.7	3.2	October	0.0	3.6	10.2	October	3.6	3.7	3.3	October	4.4	4.6	4.8				
November	4.6	3.9	3.1	November	0.0	2.6	11.4	November	4.6	3.8	3.2	November	5.1	5.5	5.8				
December	3.8	4.6	2.7	December	0.0	1.3	11.4	December	3.8	4.5	2.8	December	4.8	5.7	5.6				
January	3.6	3.9	2.8	January	0.0	0.0	7.0	January	3.5	3.9	2.8	January	4.9	5.3	4.8				
February	3.7	4.1	3.5	February	2.3	7.6	0.0	February	3.6	4.1	3.5	February	5.2	5.6	4.8				
March	3.2	4.5	3.5	March	9.8	4.6	0.0	March	3.3	4.5	3.5	March	4.9	6.2	4.9				
Annual Average	3.4	3.7	2.7	Annual Average	1.8	3.3	8.4	Annual Average	3.3	3.7	2.8	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	3.4	3.7	2.7	Average Apr-Mar	1.8	3.3	8.4	Average Apr-Mar	3.3	3.7	2.8	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				956	No of Employees at 31 March 2021				10	No of Employees at 31 March 2021				966	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 6.4 days.

**ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Housing & Technical Resources**

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	3.9	3.9	4.1	April	6.5	6.7	3.5	April	4.9	5.0	3.8	April	4.1	4.0	4.4				
May	3.6	4.2	2.8	May	6.5	5.1	2.0	May	4.8	4.5	2.5	May	4.2	4.4	3.1				
June	4.0	4.8	3.2	June	6.2	5.0	2.0	June	4.9	4.9	2.7	June	4.3	4.4	2.7				
July	3.7	4.1	2.7	July	6.3	5.4	2.7	July	4.8	4.6	2.7	July	3.4	3.4	2.3				
August	4.1	4.0	2.5	August	5.5	5.7	3.4	August	4.6	4.7	2.8	August	3.6	3.7	3.1				
September	4.5	4.4	2.1	September	6.2	5.8	3.3	September	5.2	5.0	2.6	September	4.4	4.5	4.2				
October	4.3	4.3	2.9	October	5.9	6.6	3.9	October	4.9	5.2	3.3	October	4.4	4.6	4.8				
November	4.8	5.5	3.7	November	6.5	6.1	5.6	November	5.5	5.7	4.5	November	5.1	5.5	5.8				
December	4.4	5.2	3.3	December	6.5	6.3	4.8	December	5.3	5.6	3.9	December	4.8	5.7	5.6				
January	4.2	5.8	3.5	January	7.0	5.9	4.4	January	5.3	5.8	3.9	January	4.9	5.3	4.8				
February	4.2	5.8	3.2	February	6.6	5.7	4.7	February	5.2	5.8	3.8	February	5.2	5.6	4.8				
March	4.2	5.1	3.1	March	7.3	6.5	4.5	March	5.5	5.7	3.6	March	4.9	6.2	4.9				
Annual Average	4.2	4.8	3.1	Annual Average	6.4	5.9	3.7	Annual Average	5.1	5.2	3.3	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	4.2	4.8	3.1	Average Apr-Mar	6.4	5.9	3.7	Average Apr-Mar	5.1	5.2	3.3	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				893	No of Employees at 31 March 2021				566	No of Employees at 31 March 2021				1459	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 8.1 days.

**ABSENCE TRENDS - 2018/2019, 2019/2020 & 2020/2021
Social Work Resources**

APT&C				Manual Workers				Resource Total				Council Wide							
	2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021		2018 / 2019	2019 / 2020	2020 / 2021				
April	5.3	5.0	5.5	April	6.2	6.9	10.2	April	5.6	5.6	7.1	April	4.1	4.0	4.4				
May	5.1	5.6	4.4	May	6.2	7.7	8.1	May	5.4	6.3	5.7	May	4.2	4.4	3.1				
June	5.2	5.8	3.9	June	6.3	6.9	7.6	June	5.6	6.2	5.2	June	4.3	4.4	2.7				
July	5.2	5.1	3.7	July	6.4	7.7	6.3	July	5.6	5.9	4.6	July	3.4	3.4	2.3				
August	5.0	5.9	4.4	August	5.9	6.7	6.7	August	5.3	6.2	5.2	August	3.6	3.7	3.1				
September	5.0	6.2	5.4	September	6.1	6.8	7.5	September	5.4	6.4	6.1	September	4.4	4.5	4.2				
October	5.7	6.1	5.9	October	5.6	6.5	8.2	October	5.6	6.2	6.7	October	4.4	4.6	4.8				
November	5.4	6.8	6.6	November	5.3	6.8	8.9	November	5.4	6.8	7.4	November	5.1	5.5	5.8				
December	5.1	6.9	6.5	December	6.9	8.7	10.3	December	5.7	7.5	7.7	December	4.8	5.7	5.6				
January	5.2	6.2	5.8	January	8.4	9.5	13.1	January	6.2	7.3	8.3	January	4.9	5.3	4.8				
February	5.5	6.8	5.1	February	8.5	8.8	12.6	February	6.5	7.5	7.6	February	5.2	5.6	4.8				
March	5.4	6.8	4.6	March	6.5	8.5	10.6	March	5.8	7.4	6.6	March	4.9	6.2	4.9				
Annual Average	5.3	6.1	5.2	Annual Average	6.5	7.6	9.2	Annual Average	5.7	6.6	6.5	Annual Average	4.4	4.8	4.2				
Average Apr-Mar	5.3	6.1	5.2	Average Apr-Mar	6.5	7.6	9.2	Average Apr-Mar	5.7	6.6	6.5	Average Apr-Mar	4.4	4.8	4.2				
No of Employees at 31 March 2021				1844	No of Employees at 31 March 2021				1095	No of Employees at 31 March 2021				2939	No of Employees at 31 March 2021				15903

For the financial year 2020/21, the average days lost per employee equates to 14.2 days.

Appendix 7

Absence by Long and Short Term

From: 1 April 2020 - 31 March 2021

Resource	April 2020 - March 2021		
	Total Short Term %	Total Long Term %	Resource Total Absence %
Community and Enterprise	1.6	3.5	5.1
Education	1.0	2.3	3.3
Finance and Corporate	0.9	1.9	2.8
Housing & Technical	1.0	2.3	3.3
Social Work	1.8	4.7	6.5
Council Overall for April 2020 - March 2021	1.3	2.9	4.2

Absence Monitoring

Absence Classifications

From 1 April 2020 to 31 March 2021

Reason	Overall Days Lost	% of Work Days Lost
Musculoskeletal	31690	20
Psychological	54625	34
Stomach	10197	7
Respiratory	30962	19
Others	31403	20
Total Days Lost	158877	100

From 1 April 2019 to 31 March 2020

Reason	Overall Days Lost	% of Work Days Lost
Musculoskeletal	43641	25
Psychological	56618	32
Stomach	20361	11
Respiratory	16230	9
Others	41050	23
Total Days Lost	177900	100

Occupational Health Reports

FROM: 1 April 2020 - 31 March 2021 comparison with 1 April 2019 - 31 March 2020

Medical Referrals							
	Community and Enterprise	Education		Finance and Corporate	Housing & Technical	Social Work	Totals
		Teachers	Others				
Total (Apr-Mar 2020/21)	354	97	141	48	186	477	1303
Total (Apr-Mar 2019/20)	403	150	174	77	299	556	1659

No of Employees Referred For Physiotherapy		
RESOURCE	Apr-Mar 2019/20	Apr-Mar 2020/21
Community and Enterprise	557	274
Education (Teachers)	306	161
Education (Others)	387	209
Finance and Corporate	149	52
Housing and Technical	268	108
Social Work	579	342
Total	2246	1146

No of Employees Referred To Employee Support Officer		
RESOURCE	Apr-Mar 2019/20	Apr-Mar 2020/21
Community and Enterprise	337	303
Education	609	521
Finance and Corporate	78	78
Housing and Technical	135	105
Social Work	398	324
Total	1557	1331

No of Employees Referred For Cognitive Behavioural Therapy		
RESOURCE	Apr-Mar 2019/20	Apr-Mar 2020/21
Community and Enterprise	14	16
Education	21	18
Finance and Corporate	0	0
Housing and Technical	22	8
Social Work	32	20
Not Disclose	76	54
Total	165	116

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 (Apr-Mar 2020/21)	31	0	0	0	309	0	54	0	28	0	422	0
Total (Apr-Mar 2019/20)	154	0	5	0	437	0	126	0	34	0	756	0
											Total Referrals (Apr-Mar 2020/21)	422
											Total Referrals (Apr-Mar 2019/20)	756

M = Management Referral S = Self Referral

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

FROM: 1 April 2020 - 31 March 2021 comparison with 1 April 2019 - 31 March 2020

	Community and Enterprise		Education		Finance and Corporate		Housing & Tech		Social Work		TOTAL	
	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20	2020/21	2019/20
Specified Injury	0	0	0	1	0	0	0	0	2	2	2	3
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	0	0	0
Total Specified Injury*	0	0	0	1	0	0	0	0	2	2	2	3
Over 7-day	27	35	3	8	0	0	1	10	12	14	43	67
Violent Incident: Physical	0	0	0	0	0	0	0	0	0	2	0	2
Violent Incident: Verbal	0	0	0	0	0	0	0	0	0	0	0	0
Total Over 7-day**	27	35	3	8	0	0	1	10	12	16	43	69
Over 3-day	7	7	2	1	0	0	1	4	2	1	12	13
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
Total Over 3-day**	7	7	2	1	0	0	1	4	2	1	12	13
Minor	75	80	33	25	0	1	7	20	60	28	175	150
Near Miss	11	15	2	2	0	0	1	4	1	3	15	24
Violent Incident: Physical	5	26	553	833	0	1	1	1	86	44	645	904
Violent Incident: Verbal	5	10	26	70	0	17	0	9	27	25	58	132
Total Minor***	96	131	614	930	0	19	8	34	174	100	893	1210
Total Accidents/Incidents	130	173	619	940	0	19	11	48	190	119	950	1295

*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 major 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 April 2020 - 31 March 2021 comparison with 1 April 2019 - 31 March 2020

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	1	21	N/A	22	1	0	N/A	1	0	21	N/A	21	7	4	11	50%
Education	4	0	4	8	0	0	1	1	4	0	3	7	3	2	3	63%
Finance and Corporate	0	1	N/A	1	0	0	N/A	0	0	1	N/A	1	0	0	1	0%
Housing and Technical	4	4	N/A	8	1	0	N/A	1	3	4	N/A	7	2	1	5	38%
Social Work	7	11	N/A	18	2	0	N/A	2	5	11	N/A	16	3	5	10	44%
Total (Apr-Mar 2020/21)	16	37	4	57	4	0	1	5	12	37	3	52	15	12	30	47%
Total (Apr-Mar 2019/20)	31	116	5	152	5	18	0	23	26	98	5	129	74	47	31	80%

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	
Total (Apr-Mar 2020/21)	0	4	0	4	0	0	0	0	0	1	0	1	0	3	0	3	0
Total (Apr-Mar 2019/20)	0	2	0	2	0	0	0	0	0	1	0	1	0	1	0	1	0

*Resources nil responses are not included in figures

N.B. Non-White employees refers to those employees who have indicated that they are:- Any other mixed background, Indian, Pakistani, Bangladeshi, Chinese, Any other Asian background, Caribbean, African and any other black background.

Appeal's Panel

FROM: 1 April 2020 - 31 March 2021

Appeal's Panel	Upheld	Upheld in Part	Not Upheld	Withdrawn	Total	Appeals pending to date
	1	2	3	1	7	1

Record of Grievances

FROM: 1 April 2020 - 31 March 2021 comparison with 1 April 2019 - 31 March 2020

Grievances	No of Grievances	No Resolved at Stage 1	No Resolved at Stage 2	No Resolved at Stage 3	Still in Process
Total (Apr-Mar 2020/21)	3	1	0	0	2
Total (Apr-Mar 2019/20)	29	0	12	0	17

Dignity at Work

FROM: 1 April 2020 - 31 March 2021 comparison with 1 April 2019 - 31 March 2020

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 (Apr-Mar 2020/21)	2	0	0	0	0	2
Total (Apr-Mar 2019/20)	19	0	11	0	0	8

Referrals for Workplace Mediation

As at March 2021

Workplace Mediation	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
No of Referrals	0	0	0	0	0	0	0	0	0	0	0	0
*No of Successful Cases	0	0	0	0	0	0	0	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	0	0	0	0	0	0	0	0
No of cases unsuitable for mediation	0	0	0	0	0	0	0	0	0	0	0	0

Workplace Mediation	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20
No of Referrals	1	1	1	0	2	1	0	2	0	0	0	0
*No of Successful Cases	1	0	0	0	0	0	0	0	0	0	0	0
*No of Unsuccessful Cases	0	0	0	0	0	0	0	0	0	0	0	0
No of cases unsuitable for mediation	1	0	0	1	0	0	0	0	0	0	0	0

*successful/unsuccessful case outcomes may be shown outwith the month they were referred.

Employee Development

1 April 2020 - 31 March 2021

	Attended classroom based training
Community and Enterprise	947
Education	101
Finance and Corporate	10
Housing and Technical	283
Social Work	1754
Total	3,095

	Attended training delivered virtually
Community and Enterprise	145
Education	2758
Finance and Corporate	170
Housing and Technical	121
Social Work	1026
Total	4,220

	Courses Completed / Passed
Community and Enterprise	40853
Education	152364
Finance and Corporate	8543
Housing and Technical	17930
Social Work	32636
Total	252,326

Employee Development

Monitoring Stats for all Training - 1 April 2020 - 31 March 2021
Finance and Corporate Resources

	Percentage (%)	Count
Male	44.3%	6007
Female	55.7%	7554
Disabled	1.8%	248
Not Disabled	89.5%	12128
Not Disclosed	3.5%	477
Not Entered	5.1%	695
White - Scottish	88.4%	11984
White - Other British	3.2%	430
White - Irish	0.5%	73
White - Any other Background	0.8%	114
Asian - Pakistani	0.2%	28
All Others	6.9%	933
21 Years	2.7%	366
21-29 Years	17.5%	2374
30-39 Years	19.1%	2595
40-49 Years	20.1%	2721
50-59 Years	29.2%	3965
60-65 Years	9.3%	1263
Over 65 Years	2.1%	278

Analysis of Leavers and Exit Interviews

Exit Interviews (Apr-Mar 2020/21)

Reason for leaving	Community and Enterprise	Education	Finance and Corporate	Housing & Technical	Social Work	Total	%
Personal Reasons	11	17	2	2	10	42	42
Career Advancement	3	9	1	2	9	24	24
Travelling difficulties	1	3	0	0	5	9	9
Moving outwith area	1	4	0	0	1	6	6
Child Caring / Caring Responsibilities	1	4	0	0	0	5	5
Further Education	0	5	0	0	0	5	5
Disatisfaction with terms and conditions	1	2	0	0	1	4	4
Poor relationship with managers / colleagues	1	0	1	0	0	2	2
Other	0	0	0	0	3	3	3
Number of exit interviews conducted	19	44	4	4	29	100	
Total no. of leavers per Resource eligible for an exit interview	88	134	11	18	105	356	
% of leavers interviewed	22	33	36	22	28	28	

Exit Interviews (Apr-Mar 2019/20)

Number of exit interviews conducted	19	43	9	12	37	120	
Total no. of leavers per Resource eligible for an exit interview	122	237	32	34	155	580	
% of leavers interviewed	16	18	28	35	24	21	

* Note these totals include temporary employees

Appendix 14a

April 2020 - Mrach 2021	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 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	254.42	400	193.36	337	0.00	0	0.00	0	60.65	62	0.00	0	0.41	1
Education	222.78	325	221.93	322	0.00	0	0.10	1	0.34	1	0.00	0	0.41	1
Finance & Corporate	28.07	36	25.70	33	0.00	0	0.00	0	1.00	1	0.00	0	1.37	2
Housing & Technical	50.97	63	49.97	62	0.00	0	0.00	0	1.00	1	0.00	0	0.00	0
Social Work	178.28	237	171.94	228	0.49	1	1.00	2	3.85	5	1.00	1	0.00	0
Total	734.52	1061	662.90	982.00	0.49	1	1.10	3	66.84	70	1.00	1	2.19	4

Recruitment Monitoring Analysis of Gender, Disability, Ethnicity and Age

FROM : 1 April 2020 - 31 March 2021

Total Number of applications received:	14997
Total Number of Equal Opportunities Monitoring forms received:	14719
Total Number of posts recruited for:	1485
Total Number of appointments:	2189

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	14731	5346	2042
Total No of Male Applicants	5596	1970	655
Total No of Female Applicants	9058	3327	1380
Total No of Disabled Applicants	784	335	59
Total No of applicants aged under 50	11967	4314	1701
Total No of applicants aged over 50	2627	969	323
Total No of White applicants	13907	5110	1978
Total No of Black/Ethnic minority applicants*	558	158	42
Total No of Veteran applicants	64	16	0

FROM : 1 April 2019 - 31 March 2020

Total Number of applications received:	20090
Total Number of Equal Opportunities Monitoring forms received:	19594
Total Number of posts recruited for:	1098
Total Number of appointments:	2726

Gender / Disability / Age			
	Applied	Interviewed	Appointed
Total EO Forms Received	19612	6613	2438
Total No of Male Applicants	6372	2053	568
Total No of Female Applicants	12987	4685	1858
Total No of Disabled Applicants	1028	464	89
Total No of applicants aged under 50	15793	5432	1933
Total No of applicants aged over 50	3703	1441	489
Total No of White applicants	18585	6634	2271
Total No of Black/Ethnic minority applicants*	604	189	51
Total No of Veteran applicants	33	13	0

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

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 13 March 2021**Analysis by Resource**

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3092	1204	246	189	1453
Education - Others	3003	141	81	563	2218
Education - Teachers	3845	685	71	2311	778
Finance & Corporate Resources	870	200	16	349	305
Housing & Technical	1311	837	26	320	128
Social Work Resources	2773	210	200	989	1374
Total All Staff	14894	3277	640	4721	6256

Total	Full-Time Equivalent Salary Band								
	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
	2146.11	1.00	1420.89	415.11	238.06	46.05	16.00	4.00	5.00
2173.08	1.00	1080.74	824.42	138.29	49.04	12.06	4.00	58.73	4.80
3515.00	0.00	0.00	0.00	0.00	0.00	1.00	0.00	4.60	3509.40
768.49	2.00	112.37	338.88	227.40	55.54	25.30	6.00	1.00	0.00
1254.48	1.00	211.81	632.16	366.05	31.46	10.00	2.00	0.00	0.00
2408.42	1.00	1252.14	556.49	546.79	24.00	26.00	2.00	0.00	0.00
8750.58	(excluding Teachers)								
12265.58	6.00	4077.95	2767.06	1516.59	206.09	90.36	18.00	69.33	3514.20

** Change to report this is now run electronically which allows us to report on grade.

QUARTERLYJOINT STAFFING WATCH RETURN : NUMBER EMPLOYED ON 14 March 2020**Analysis by Resource**

Resource	Total Number of Employees				
	Total	Male		Female	
		F/T	P/T	F/T	P/T
Community & Enterprise Resources	3163	1329	226	194	1414
Education - Others	2882	140	82	503	2157
Education - Teachers	3742	694	61	2259	728
Finance & Corporate Resources	911	210	15	382	304
Housing & Technical	1295	834	26	305	130
Social Work Resources	2787	216	191	971	1409
Total All Staff	14780	3423	601	4614	6142

Total	Full-Time Equivalent Salary Band								
	Director	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Fixed SCP	Teacher
	2260.73	1.00	1541.01	409.19	235.98	47.55	16.00	4.00	6.00
2077.17	1.00	1373.40	450.76	139.88	31.80	13.00	4.00	56.93	6.40
3433.29	0.00	0.69	0.00	0.00	0.00	1.00	0.00	4.00	3427.60
810.80	2.00	127.66	351.89	235.85	59.70	26.70	6.00	1.00	0.00
1240.37	1.00	202.72	643.39	347.80	32.46	11.00	2.00	0.00	0.00
2413.27	1.00	1290.00	518.26	554.01	23.00	25.00	2.00	0.00	0.00
8802.34	(excluding Teachers)								
12235.63	6.00	4535.48	2373.49	1513.52	194.51	92.70	18.00	67.93	3434.00

