

# HUMAN RESOURCES



Employee Statistical Report 2010 - 2011



# EAST AYRSHIRE COUNCIL

## GOVERNANCE AND SCRUTINY COMMITTEE – 17 JUNE 2011

### EMPLOYEE STATISTICS 2010 / 2011

#### Report by the Executive Director of Finance and Corporate Support

#### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Governance and Scrutiny Committee with an Annual Report on employee statistics for the period 1 April 2010 to 31 March 2011.

#### 2. BACKGROUND INFORMATION

- 2.1 The Annual Report consolidates the quarterly reports which have been submitted to the Governance and Scrutiny Committee throughout the year.
- 2.2 In addition to consolidating statistics which have been submitted previously, the Annual Report also provides some commentary and additional statistics which do not easily lend themselves to submission on a set cycle. Also, where available, comparative statistics for the previous two years are provided.

#### 3. POLICY IMPLICATIONS

- 3.1 The provision of the information contained in this report contributes to the Council's corporate workforce planning arrangements.

#### 4. LEGAL APPLICATIONS

- 4.1 There are no direct legal implications arising from this report but the statistical information relating to equalities and diversity which is published on the Council's website allows the Council to meet its statutory obligations to monitor and publish information relating to equalities.

#### 5. COMMUNITY PLAN IMPLICATIONS

- 5.1 The provision of employee statistics allows the Council to manage effectively its workforce which contributes directly to the achievement of all Community Planning themes.

#### 6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications arising from this report.

## **7. RECOMMENDATION**

**7.1** The Governance and Scrutiny Committee is asked to:

- i consider and note the attached annual statistics for 2010/2011; and
- ii to note that further quarterly reports will be submitted to the Committee throughout the year in respect of the areas covered by the annual report.

Alex McPhee  
Executive Director of Finance and Corporate Support  
2 June 2011

### **BACKGROUND PAPERS**

**Nil**

Anyone wishing further information on the report should contact Martin Rose, Head of Human Resources, on 01563 576092.

**Implementation Officer:** Martin Rose, Head of Human Resources

# HUMAN RESOURCES EMPLOYEE STATISTICAL REPORT 2010 - 2011

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# HUMAN RESOURCES EMPLOYEE STATISTICAL REPORT 2010 - 2011

## 1. INTRODUCTION

- 1.1 The statistics contained in this report profile key aspects of the Council's workforce for the year 2010/2011 and consolidate the statistics which have been reported to the Governance and Scrutiny Committee on a quarterly basis.
- 1.2 The statistics are supported by a commentary and where available comparative statistics from previous years are also provided.
- 1.3 Unless otherwise indicate in the text, the statistics in each section relate to all workgroups within the Council's workforce including Local Government Employees, Chief Officers, Craft Operatives and Teachers.
- 1.4 Where the descriptor, Local Government Employees is used, this includes Chief Officers and Craft Operatives.

## 2. STAFFING WATCH

- 2.1 The Joint Staffing Watch is a quarterly survey of local government employees carried out by CoSLA and the Scottish Government on four set dates throughout the year and is collated on the basis of:-

- headcount
- full-time equivalents
- gender
- work pattern
- salary bands

## 3. AGE PROFILE

- 3.1 This section provides statistical information on the age profile of the Council's workforce.
- 3.2 The headcount figures for age differ slightly to the Staffing Watch headcount figures due to the Staffing Watch being collated as at 12 March 2011 whereas the age statistics are collated at 31 March 2011.

## 4. EQUALITY AND DIVERSITY

- 4.1 In order to meet the general duty of the Equality Act 2010, the Council will continue to collate, analyse and publish statistics relating to the protected characteristics of age, disability, sex and race. The statistics will include training, grievances and disciplinary action.

## HUMAN RESOURCES EMPLOYEE STATISTICAL REPORT 2010 - 2011

- 4.2 Gender statistics and analysis are included within the Staffing Watch section.
- 4.3 Ethnicity is reported on a Council-wide basis and not by departmental breakdown. This is due to the very low numbers that are involved.
- 4.4 Disability is now reported as a Local Performance Indicator (LPI) with statistics collated during March of each year. Whilst only the percentage is reported on the LPI, this Annual Report details the Departmental breakdown.
- 4.5 The Council's training provision is provided under Section 15. This includes a breakdown by gender, ethnic origin and disability.
- 4.6 Statistics relating to race and disability are dependant upon voluntary information from employees.

### 5. **EMPLOYEE TURNOVER**

- 5.1 Turnover is the measure of starters and leavers within the Council and indicates amongst other things recruitment and retention performance.

- 5.2 It should be noted that the headcount employee turnover figures differ slightly to the Staffing Watch headcount figures due to the Staffing Watch being collated as at 12 March 2011 whereas the turnover statistics are collated at 31 March 2011.

### 6. **SEVERANCE, EARLY RETIREMENT AND ILL HEALTH RETIRALS**

- 6.1 Statistics are provided on the number of applications for early retirement which were approved by Cabinet during 2010- 2011.
- 6.2 Statistics are also provided on the number of employees who retired during the year on grounds of ill-health.

### 7. **WORKING BEYOND NORMAL RETIREMENT DATE**

- 7.1 Statistics are provided on the number of employees who have been approved for working beyond the normal retirement age of 65 years.

### 8. **ABSENCE MANAGEMENT**

- 8.1 This section provides statistical information relating to absence.

## HUMAN RESOURCES EMPLOYEE STATISTICAL REPORT 2010 - 2011

information on the number of cases raised by employees under these Policies.

### **9. OCCUPATIONAL HEALTH**

- 9.1 As part of its Absence Management arrangements the Council has in place occupational health and counselling services to provide a full range of relevant services for employees.
- 9.2 This section provides statistical information relating to referrals to both the occupational health and counselling providers.

### **10. EMPLOYMENT TRIBUNALS**

- 10.1 This section provides information on the number of cases lodged by employees or former employees with the Employment Tribunal.

### **11. DISCIPLINE AND GRIEVANCE**

- 11.1 This section provides statistical information relating to cases pursued under the Council's Disciplinary and Grievance Procedures.

### **12. BULLYING AND HARASSMENT**

- 12.1 The Council has in place a Bullying and Harassment Policy and Procedures and this section provides statistical

### **13. WHISTLEBLOWING**

- 13.1 This section provides statistical information on the number of cases raised by employees under the Council's Whistleblowing Policy and Procedures.

### **14. HEALTH AND SAFETY**

- 14.1 The Council has a statutory obligation to have in place appropriate arrangements to record and where appropriate to report to the Health and Safety Executive accidents, incidents and near misses amongst both employees and service users.

### **15. TRAINING AND DEVELOPMENT PROVISION**

- 15.1 This section provides information on the training and development provision provided to employees by the Organisational Development Section.
- 15.2 The statistics included in this section do not include Elected Member Training and Development.

### **16. SALARY SACRIFICE SCHEMES**

## HUMAN RESOURCES EMPLOYEE STATISTICAL REPORT 2010 - 2011

16.1 Salary sacrifice is when an employee gives up the right to part of the remuneration due under their contract of employment. Usually, the sacrifice is made in return for the employer's agreement to provide the employee with some form of non-cash benefit. The "sacrifice" is achieved by varying the employee's terms and conditions of employment relating to remuneration and thereby resulting in a saving in tax and NI to the employee and a saving in Employers' NI to the Council.

16.2 Salary Sacrifice Schemes which operated during 2010-2011 were:-

- Home Computing Initiative
- Child Care Vouchers
- Cycle to Work

### **17. JOB DEVELOPMENT STRATEGY**

17.1 The Council's Job Development Strategy was created to assist employees who suffered detriment following the introduction of the Council's revised pay and grading scheme in 2006.

17.2 Participation in Job Development Strategy is voluntary and provides help and support to applicants where appropriate posts become vacant. The Strategy has been extended notwithstanding that the period of cash conservation for those employees who suffered detriment following the

introduction of the revised pay and grading scheme ceased on 31 March 2010.

### **18. EXTERNALLY FUNDED POSTS**

18.1 The Council has number of posts that have been funded by external agencies generally on a temporary basis and this section provides details of the number in each department.

### **19. MISCELLANEOUS**

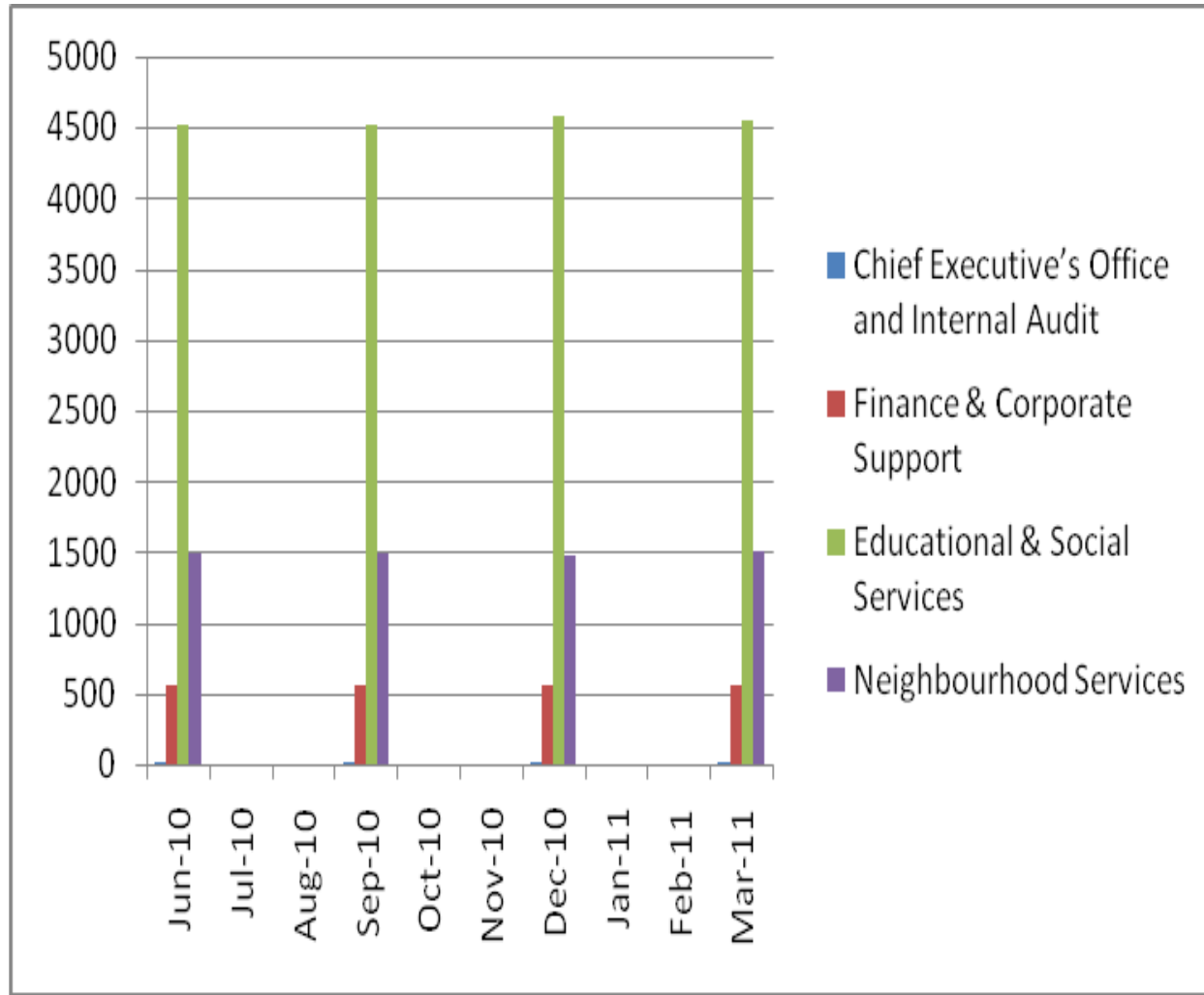
19.1 This section provides information on all other employee statistical matters not included within other sections of the report.

## STAFFING WATCH

APRIL 2010 – MARCH 2011

Department	June 10 Headcount (full time equivalent)	September 10 Headcount (full time equivalent)	December 10 Headcount (full time equivalent)	March 11 Headcount (full time equivalent)
Chief Executive's Office and Internal Audit	12 (11.7)	12 (11.7)	13 (12.9)	13 (12.9)
Finance & Corporate Support	560 (522.8)	556 (516.1)	556 (516)	554 (514.6)
Educational & Social Services (excluding Teachers)	3062 (2163.4)	3083 (2231.7)	3115 (2260.9)	3069 (2283.9)
Teachers	1454 (1327.5)	1442 (1295.7)	1467 (1312.9)	1478 (1320.2)
Neighbourhood Services	1498 (1364.78)	1497 (1347.7)	1479 (1340.1)	1503 (1335.2)
<b>TOTAL</b>	<b>6586 (5390.2)</b>	<b>6590 (5402.9)</b>	<b>6630 (5442.8)</b>	<b>6617 (5466.8)</b>

## STAFFING WATCH



### Commentary

The table (page 5) and chart (left) show the headcount of employees during 2010-2011.

There has been an overall increase of 31 employees between the first and fourth quarters.

Teachers represented the largest increase in employee numbers (+24) with a decrease in employee numbers only taking place in the Department of Finance & Corporate Support (-6).

The overall increase represents a percentage increase of 0.47% in the Council's headcount.

## STAFFING WATCH

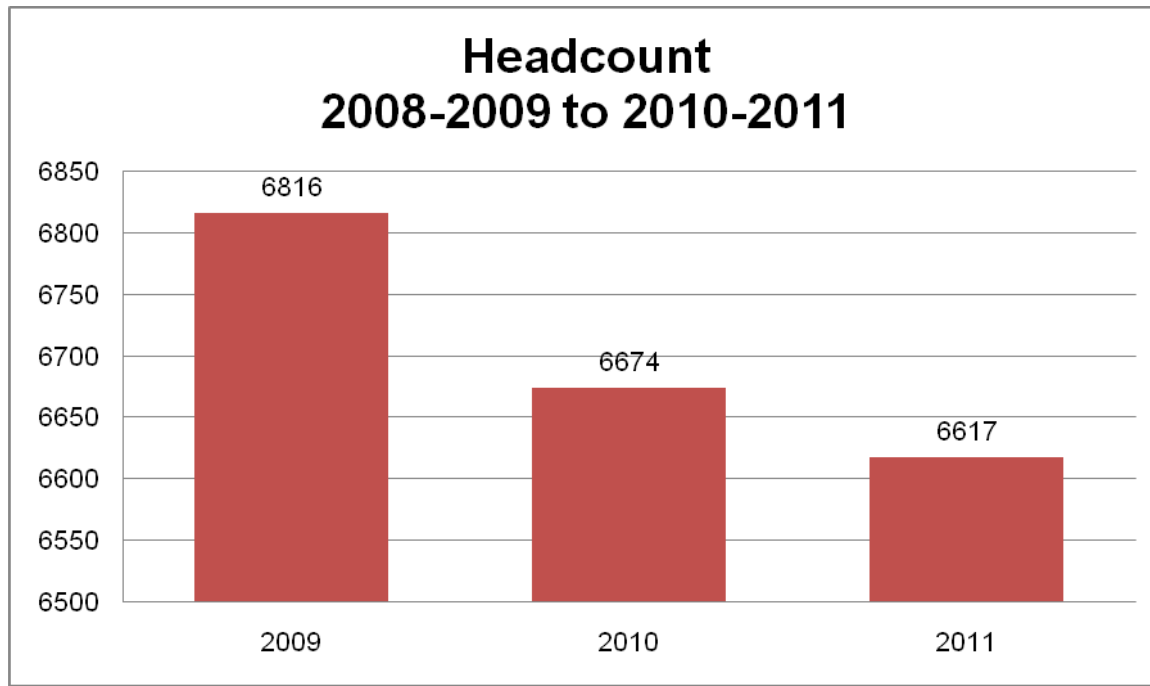
### APRIL 2009 – MARCH 2010

Department	June 09 (FTE)	September 09 (FTE)	December 09 (FTE)	March 10 (FTE)
Chief Executive's Office, Finance and Asset Management	301 (283.2)	299 (281.5)	307 (288.2)	301 (279.9)
Corporate Support	392 (368.4)	394 (371.4)	396 (374.8)	394 (372.6)
Educational and Social Services	3228 (2214.9)	3141 (2195)	3155 (2220.6)	3132 (2197.8)
Teachers	1462 (1324.1)	1447 (1300.7)	1435 (1315.8)	1456 (1341.4)
Neighbourhood Services	1412 (1296)	1401 (1287.7)	1401 (1260.2)	1391 (1241.5)
<b>TOTAL</b>	<b>6795 (5486.6)</b>	<b>6682 (5436.3)</b>	<b>6694 (5459.6)</b>	<b>6674 (5433.2)</b>

### APRIL 2008 – MARCH 2009

Department	June 08 (FTE)	September 08 (FTE)	December 08 (FTE)	March 09 (FTE)
Chief Executive's Office, Finance and Asset Management	288 (270.8)	289 (270.5)	297 (280)	295 (277.6)
Corporate Support	343 (326.9)	347 (330.3)	352 (332.1)	361 (341.7)
Educational and Social Services	3223 (2272)	3192 (2244.7)	3241 (2250.6)	3240 (2229)
Teachers	1587 (1426.4)	1560 (1399.4)	1559 (1398.4)	1489 (1346.6)
Neighbourhood Services	1406 (1320.3)	1401 (1317.1)	1373 (1288.9)	1431 (1286.1)
<b>TOTAL</b>	<b>6847 (5616.4)</b>	<b>6789 (5562)</b>	<b>6822 (5550)</b>	<b>6816 (5481)</b>

## STAFFING WATCH



### Commentary

The tables (page 7) show the Council's employee headcount by quarter and department from April 2008 to March 2011.

The chart (left) shows the headcount over the past 3 years using the fourth quarter as the reference point.

Since 2008-2009, there has been a reduction of 199 employees in the Council's headcount.

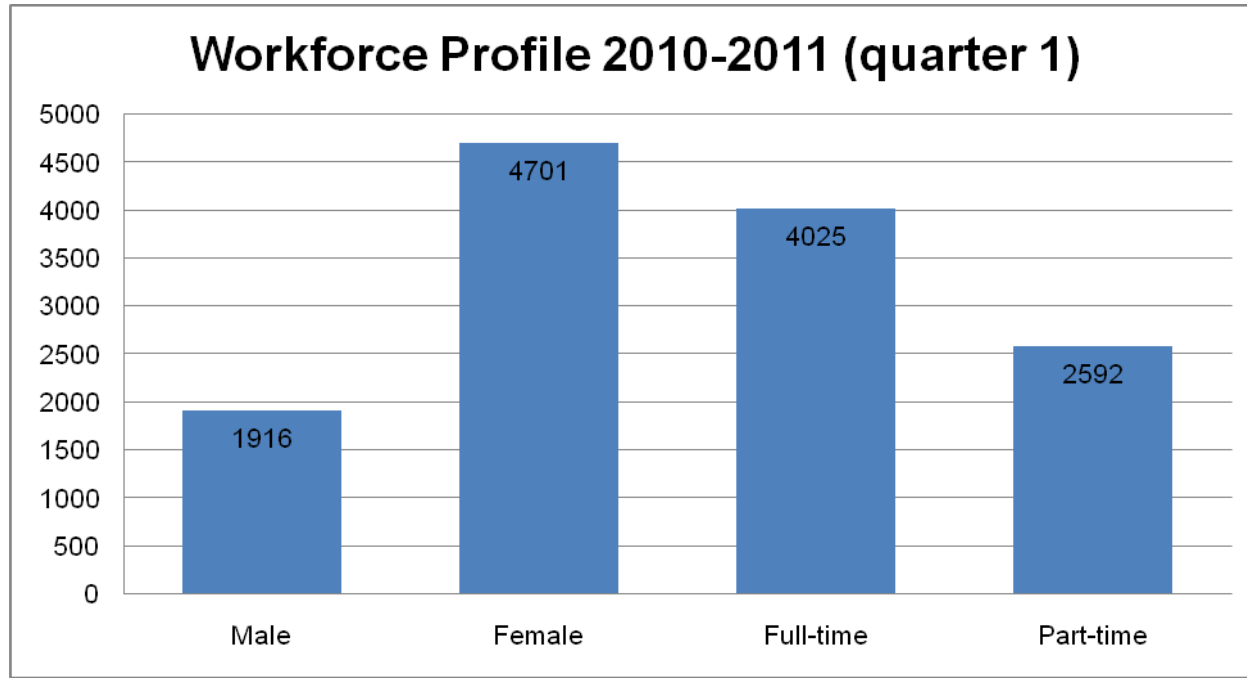
## STAFFING WATCH

### WORKFORCE PROFILE

MARCH 2011

EMPLOYEE CATEGORY	EMPLOYEE NUMBERS	PERCENTAGE OF TOTAL WORKFORCE
Male	1916	28.96
Female	4701	71.04
Full-time	4025	60.83
Part-time	2592	39.17

## STAFFING WATCH



### Commentary

There has been a decrease in the numbers of both full time and part time employees from 2009-10.

The tables (page 10 and 11) and graph (left) provide details of 2010-2011 as well as for 2009-2010 and 2008-2009.

# STAFFING WATCH

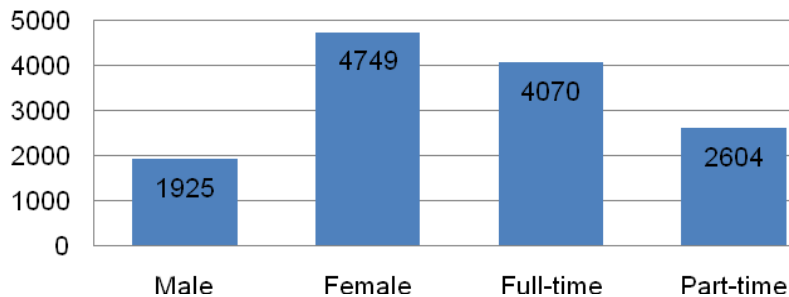
## MARCH 2010

EMPLOYEE CATEGORY	EMPLOYEE NUMBERS	PERCENTAGE OF TOTAL WORKFORCE
Male	1925	28.84%
Female	4749	71.16%
Full-time	4069	60.97%
Part-time	2605	39.03%

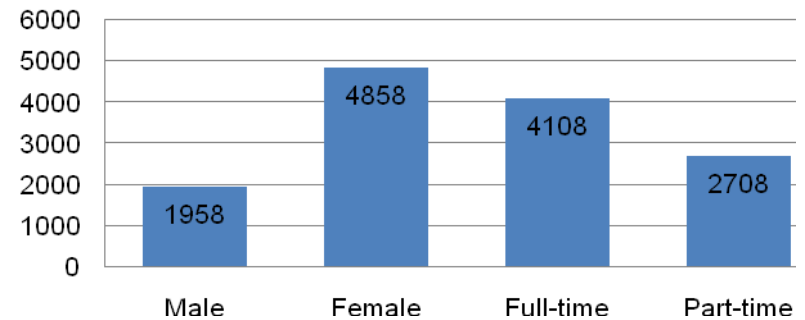
## MARCH 2009

EMPLOYEE CATEGORY	EMPLOYEE NUMBERS	PERCENTAGE OF TOTAL WORKFORCE
Male	1958	28.73%
Female	4858	71.27%
Full-time	4108	60.27%
Part-time	2708	39.73%

### Workforce Profile 2009-2010 (quarter 1)



### Workforce Profile 2008-2009 (quarter 1)



## STAFFING WATCH

### Salary Bands

Year	A1 Salaries above £60,201	A2 Spinal Points 50-64 (£40,440 - £60,201)	B Spinal Points 31-49 (£25,097 - £41,500)	C Spinal Points 1 - 30 (£11,229- £25,762)	Other (Craft)	Total
March 2011	33.00	398.60	1832.71	2993.46	209.00	5466.77
March 2010	32.00	248.80	2069.40	2870.00	213.00	5433.20
March 2009	32.00	233.90	2057.20	2910.10	247.80	5481.00

## AGE PROFILE

**MARCH 2011**

Dept.	16-20	21-30	31-40	41-50	51-60	60+
Chief Executive's Office and Internal Audit	0	3	2	6	2	0
Finance and Corporate Support	10	94	146	174	122	15
Educational & Social Services	28	514	874	1464	1395	267
Neighbourhood Services	39	206	299	432	372	80
<b>TOTAL PERCENTAGE</b>	<b>1.18%</b>	<b>12.48%</b>	<b>20.19%</b>	<b>31.72%</b>	<b>28.90%</b>	<b>5.53%</b>

### **Commentary**

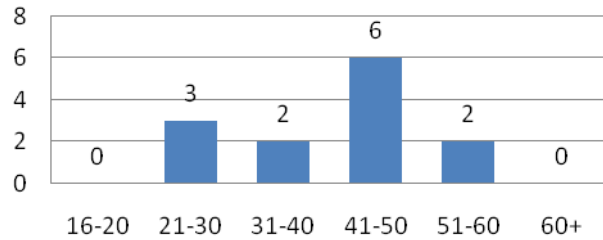
The table shows the current age profile across the Council.

The majority of employees can be found within the 41 to 50 age bracket with sizeable proportions in the 31 to 40 and 51 to 60 age brackets.

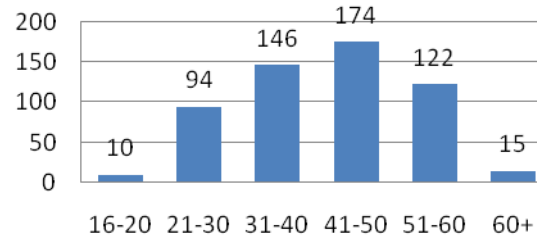
Although the Council currently operates a Flexible Retirement Scheme, the withdrawal in October 2011 of the default retirement age of 65 years, may lead to an increase in the percentage of employees in the 60 years + age group.

## AGE PROFILE

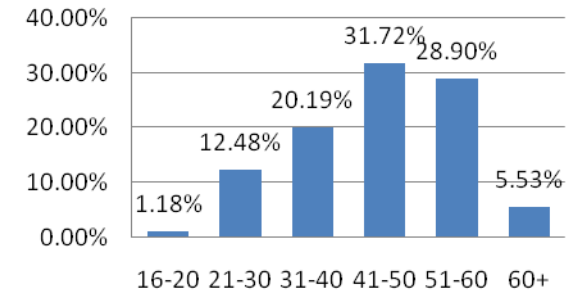
### Chief Executive's Office and Internal Audit



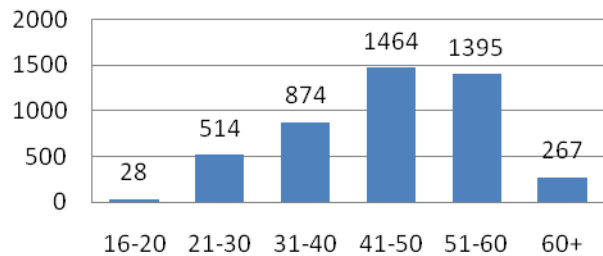
### Finance & Corporate Support



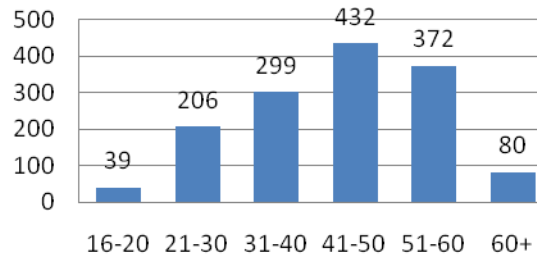
### Council



### Educational & Social Services



### Neighbourhood Services



### Commentary

When compared to the Council graph, all Departments broadly show the same profile.

Within Educational & Social Services, as Teachers are unlikely to be under 21 years of age, there are very few employees within the 16 to 20 age range.

## AGE PROFILE

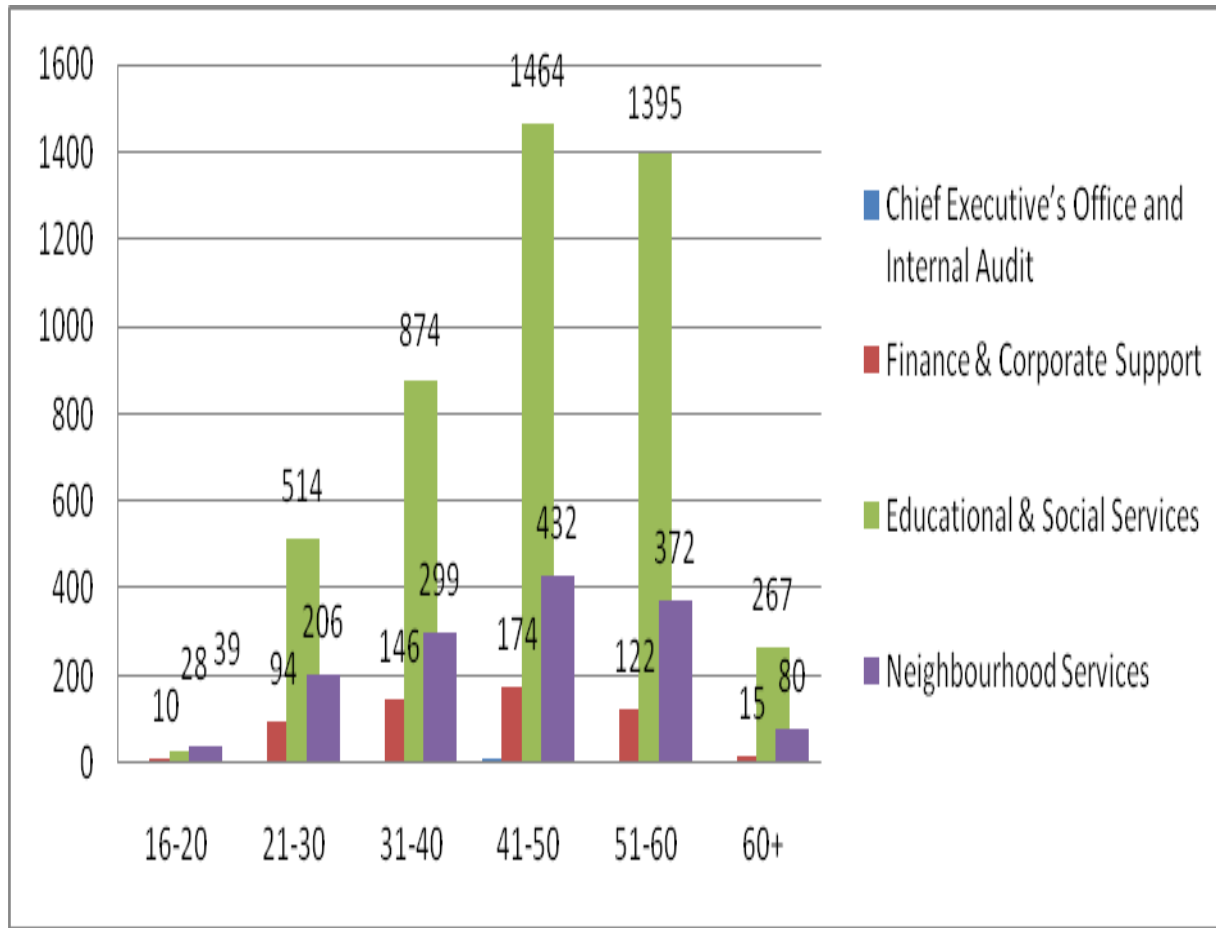
### MARCH 2010

Dept.	16-20	21-30	31-40	41-50	51-60	60+
Chief Executive's Office, Finance and Asset Management	7	58	83	79	63	10
Corporate Support	14	53	96	136	84	11
Educational & Social Services	19	538	910	1449	1342	300
Neighbourhood Services	39	188	283	399	347	64
<b>TOTALS</b>	<b>79</b>	<b>837</b>	<b>1372</b>	<b>2063</b>	<b>1836</b>	<b>385</b>
<b>TOTAL PERCENTAGE</b>	<b>1.2%</b>	<b>12.74%</b>	<b>20.88%</b>	<b>31.39%</b>	<b>27.94%</b>	<b>5.86%</b>

### MARCH 2009

Dept.	16-20	21-30	31-40	41-50	51-60	60+
Chief Executive's Office, Finance and Asset Management	8	60	84	71	60	13
Corporate Support	13	48	95	118	78	8
Educational & Social Services	28	506	953	1462	1394	259
Neighbourhood Services	46	193	293	408	358	64
<b>TOTALS</b>	<b>95</b>	<b>807</b>	<b>1425</b>	<b>2059</b>	<b>1890</b>	<b>344</b>
<b>TOTAL PERCENTAGE</b>	<b>1.43%</b>	<b>12.19%</b>	<b>21.52%</b>	<b>31.10%</b>	<b>28.55%</b>	<b>5.20%</b>

## AGE PROFILE



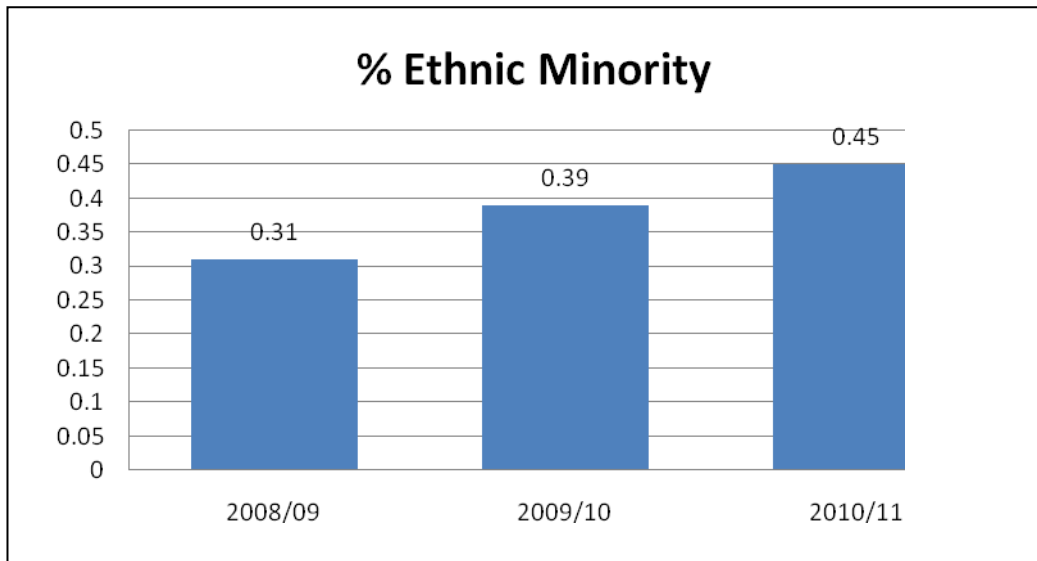
### Commentary

The statistics from the previous two years indicate that whilst there have been minor fluctuations; there have been no statistically significant changes across the Council's age profile.

Compared to the 2009-10 Age Profile, the largest increase was in the 21-30 age bracket with the largest decrease being in the 51-60 age bracket.

## EQUALITY AND DIVERSITY

Year	% Ethnic Minority
2008/09	0.31
2009/10	0.39
2010/11	0.45



### Commentary

The percentage of employees identifying themselves as being from an ethnic minority is low but increasing.

No one identifying themselves as being from an ethnic minority background was involved in formal Disciplinary or Grievance Procedures conducted during the period 1 April 2010 to 31 March 2011.

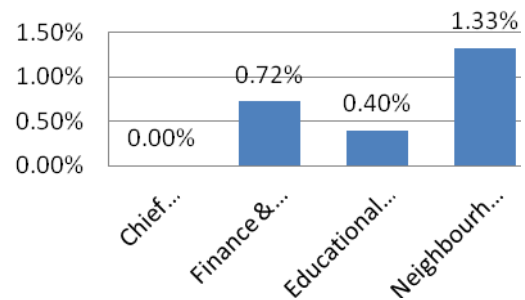
## EQUALITY AND DIVERSITY

Department	Disabled	Percentage
Chief Executive's Office and Internal Audit	0	0.0%
Finance & Corporate Support	4	0.72%
Educational & Social Services	18	0.40%
Neighbourhood Services	20	1.33%

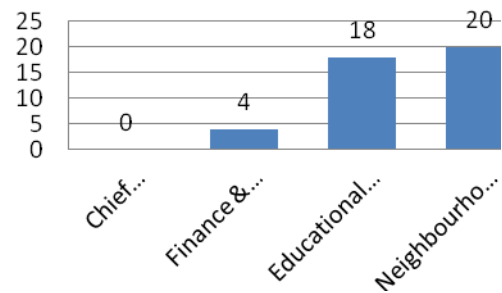
### Commentary

Currently, there are 42 employees who have identified themselves as having a disability.

### Percentage Disabled



### Number Disabled



## EQUALITY AND DIVERSITY

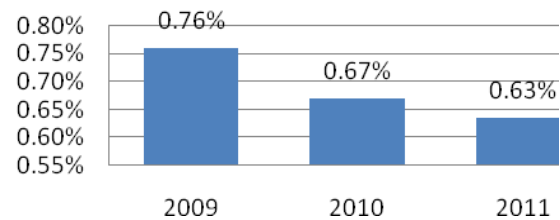
Year	Disabled	Percentage
2009	52	0.76%
2010	46	0.67%
2011	42	0.63%

### Commentary

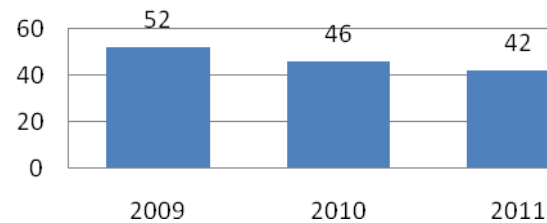
The percentage of employees who have identified themselves as having a disability has reduced over the past three years.

The current number of disabled employees has reduced by 4 since March 2010.

### Percentage Disabled



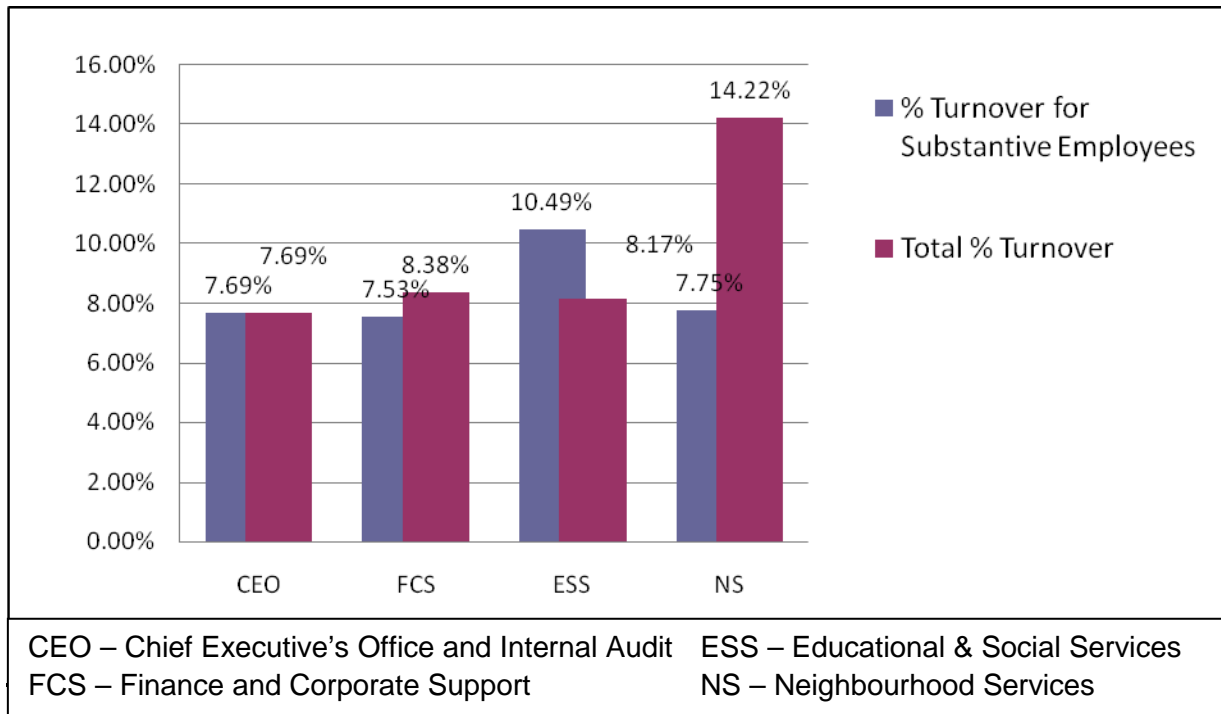
### Number Disabled



## EMPLOYEE TURNOVER

Dept.	No. of Substantive Employees Leaving	Total No. of Substantive Employees at 31 March 2011	% Turnover for Substantive Employees	Total No. of Leavers	Total No. of Employees at 31 March 2011	Total % Turnover
Chief Executive's Office and Internal Audit	1	13	7.69%	1	13	7.69%
Finance & Corporate Support	40	531	7.53%	47	561	8.38%
Educational & Social Services	308	2936	10.49%	371	4542	8.17%
Neighbourhood Services	100	1291	7.75%	203	1428	14.22%
<b>TOTAL</b>	<b>449</b>	<b>4771</b>	<b>9.41%</b>	<b>622</b>	<b>6544</b>	<b>9.50%</b>

## EMPLOYEE TURNOVER



### Commentary

The highest rate of Departmental turnover during 2010/11 was within Neighbourhood Services with the lowest being in the Chief Executive’s Office.

Turnover includes Teachers.

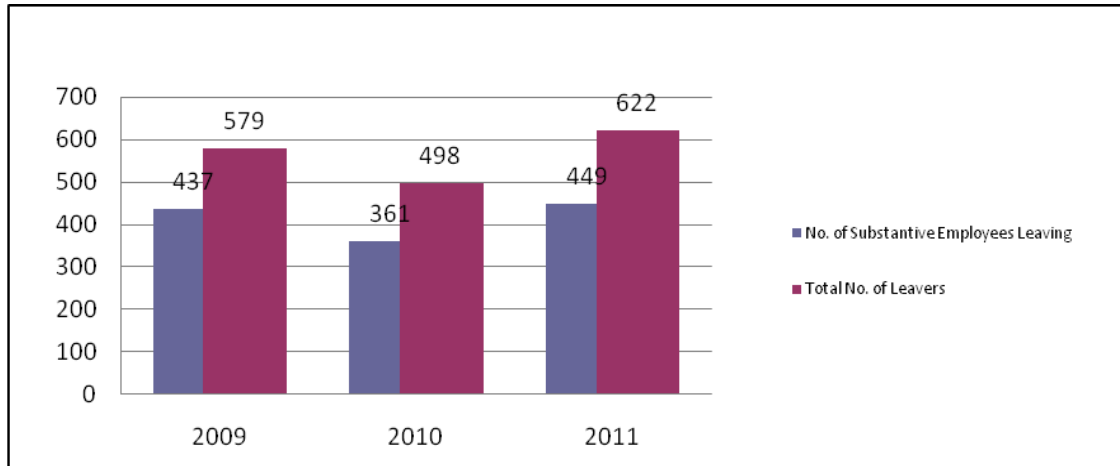
There is a variance in employee numbers between Staffing Watch and Employee Turnover due to the date of collation. The Staffing Watch is recorded as a ‘snapshot’ at a mid-month date determined by the Scottish Government.

## EMPLOYEE TURNOVER

Dept.	No. of Substantive Employees Leaving	Total No. of Substantive Employees at 31 March 2010	% Turnover for Substantive Employees	Total No. of Leavers	Total No. of Employees at 31 March 2010	Total % Turnover
Chief Executive's Office, Finance and Asset Management	9	300	3	9	300	3
Corporate Support	25	394	6.35	27	394	6.85
Educational & Social Services	248	4373	5.67	318	4584	6.94
Neighbourhood Services	79	1202	6.57	144	1320	10.91
<b>TOTAL</b>	<b>361</b>	<b>6269</b>	<b>5.76</b>	<b>498</b>	<b>6598</b>	<b>7.55</b>

Dept.	No. of Substantive Employees Leaving	Total No. of Substantive Employees at 31 March 2009	% Turnover for Substantive Employees	Total No. of Leavers	Total No. of Employees at 31 March 2009	Total % Turnover
Chief Executive's Office, Finance and Asset Management	17	292	5.82	23	296	7.77
Corporate Support	12	346	3.47	25	361	6.93
Educational & Social Services	344	4423	7.78	409	4754	8.6
Neighbourhood Services	64	1268	5.05	122	1364	8.94
<b>TOTAL</b>	<b>437</b>	<b>6329</b>	<b>6.9</b>	<b>579</b>	<b>6775</b>	<b>8.55</b>

## EMPLOYEE TURNOVER

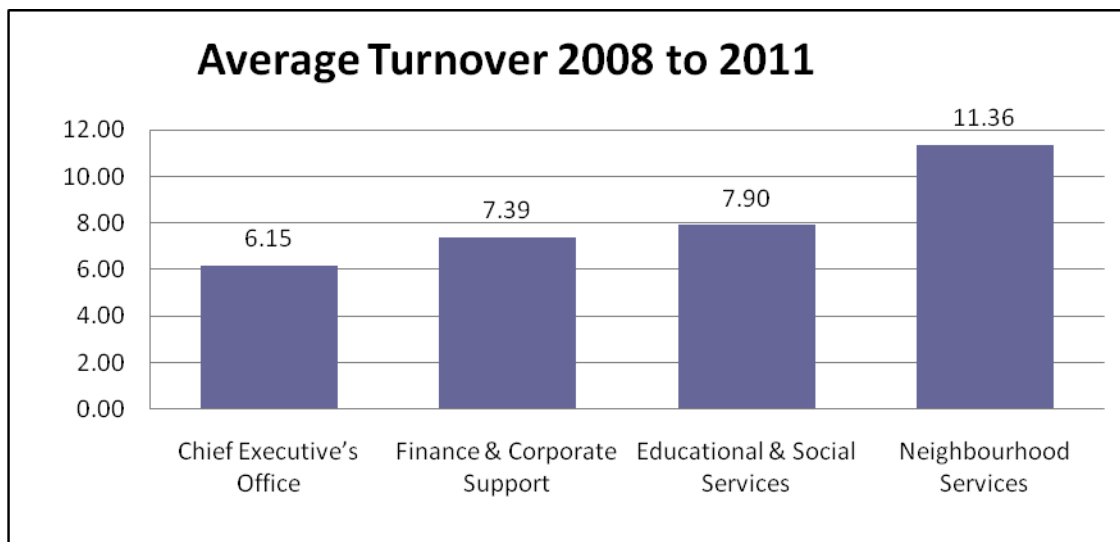


### Commentary

Overall turnover has increased to 9.50%.

The turnover averaged over three years identifies Neighbourhood Services as having the highest amongst all Council departments.

The Chief Executive's Office has the lowest three year turnover at 6.15% compared to the highest, Neighbourhood Services at 11.36%.



## EXIT INTERVIEWS

Year	Total Number of Leavers	Number of Interviews Conducted
2009	579	94
2010	498	75
2011	622	80

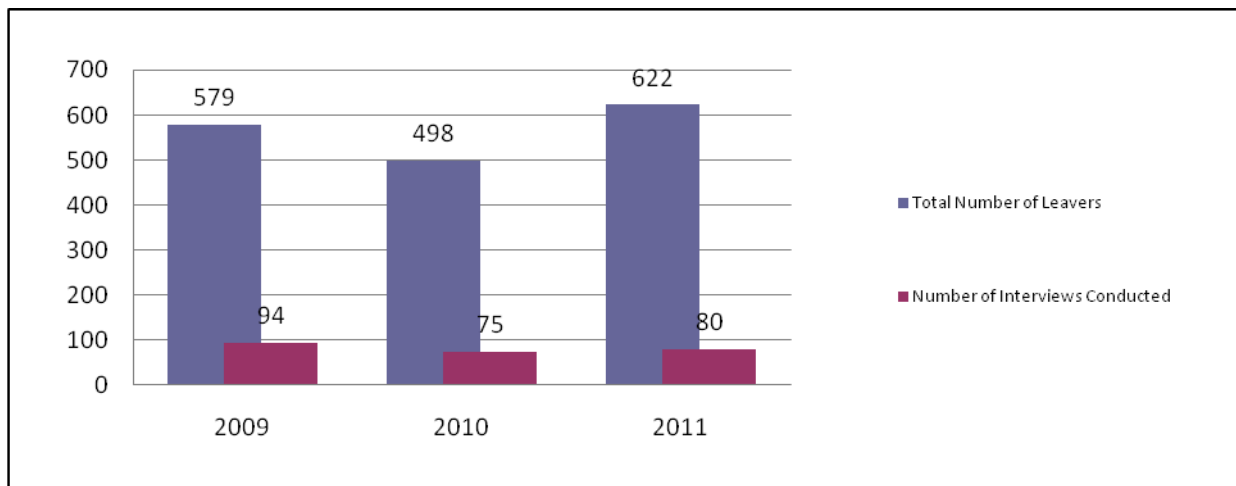
### Commentary

Employees who leave the Council's employment are offered the opportunity of an Exit Interview.

Exit interviews are reported on a quarterly, Council wide basis. The number of employees noted is an average of the quarters.

The number of employees who attended an exit interview increased since March 2010.

During 2010/11, interviews were conducted with 80 employees.



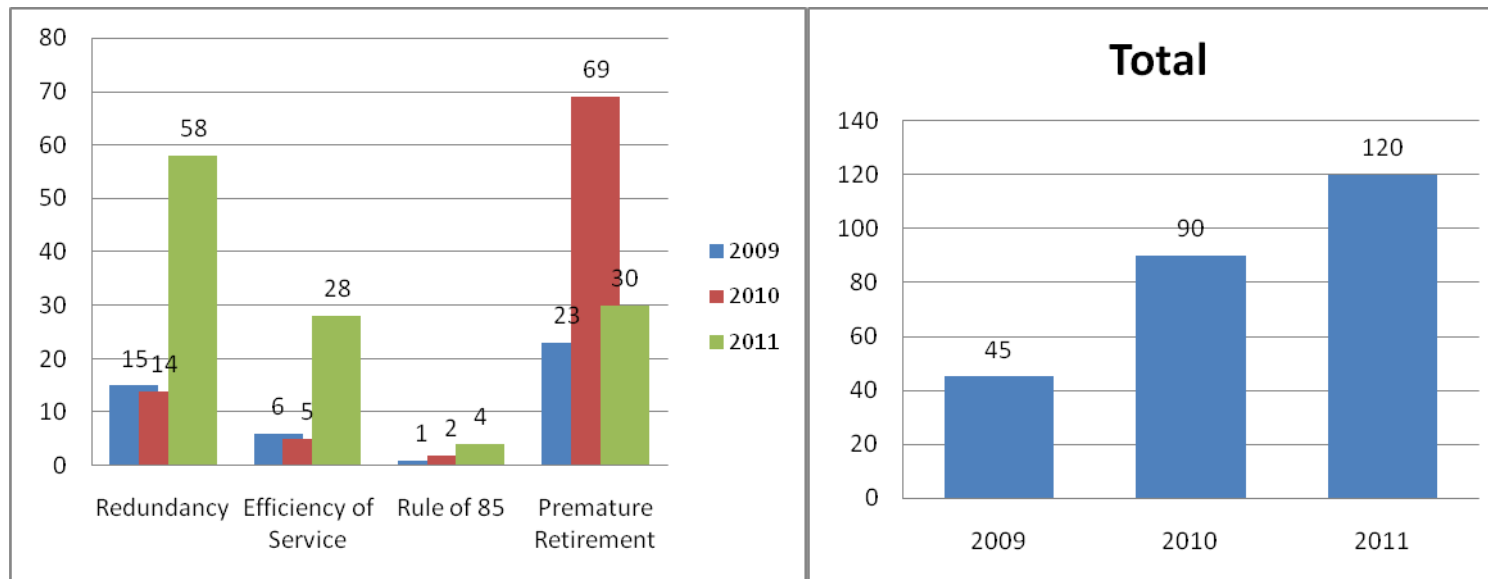
## SEVERANCES, EARLY RETIREMENT AND ILL HEALTH RETIRALS

### Early Retirement

	Redundancy	Efficiency of Service	Rule of 85	Premature Retirement	Total	Percentage	Number of Employees
2009	15	6	1	23	45	0.66%	6816
2010	14	5	2	69	90	1.35%	6674
2011	58	28	4	30	120	1.81%	6617

### Commentary

There has been a decrease in the number of employees taking early retirement in the last year. There has been a large increase in redundancy and efficiency retirements due to the savings proposals made for Financial Year 2011/12.



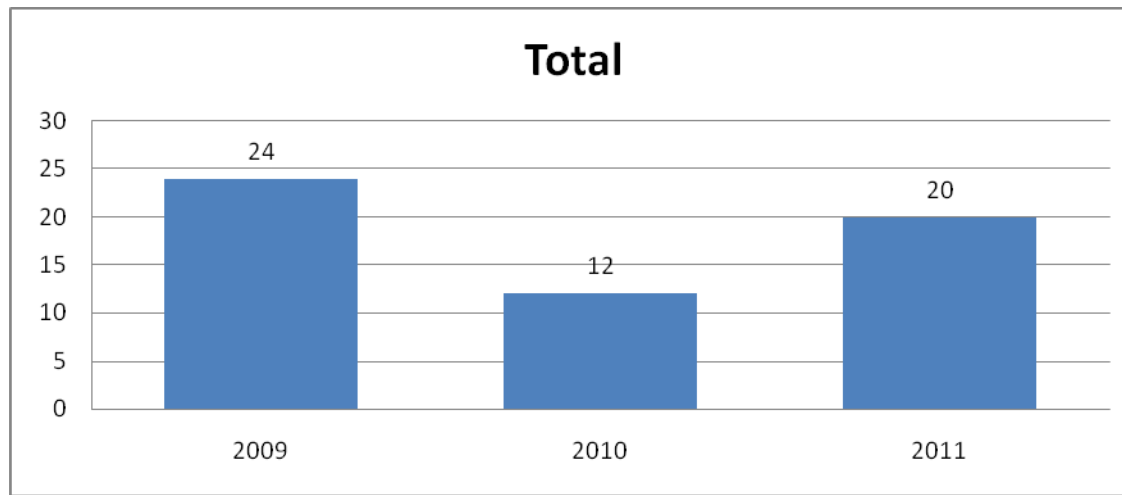
## SEVERANCES, EARLY RETIREMENT AND ILL HEALTH RETIRALS

### Ill Health Retirement

Year	Total	Percentage	Number of Employees
2009	24	0.35%	6816
2010	12	0.18%	6674
2011	20	0.30%	6617

### Commentary

The number of ill health retirements increased from 12 to 20 during 2010-11 which led to a percentage increase against the number of employees from 0.18% during 2009-10 to 0.30% during 2010-11.



## WORKING BEYOND NORMAL RETIREMENT DATE

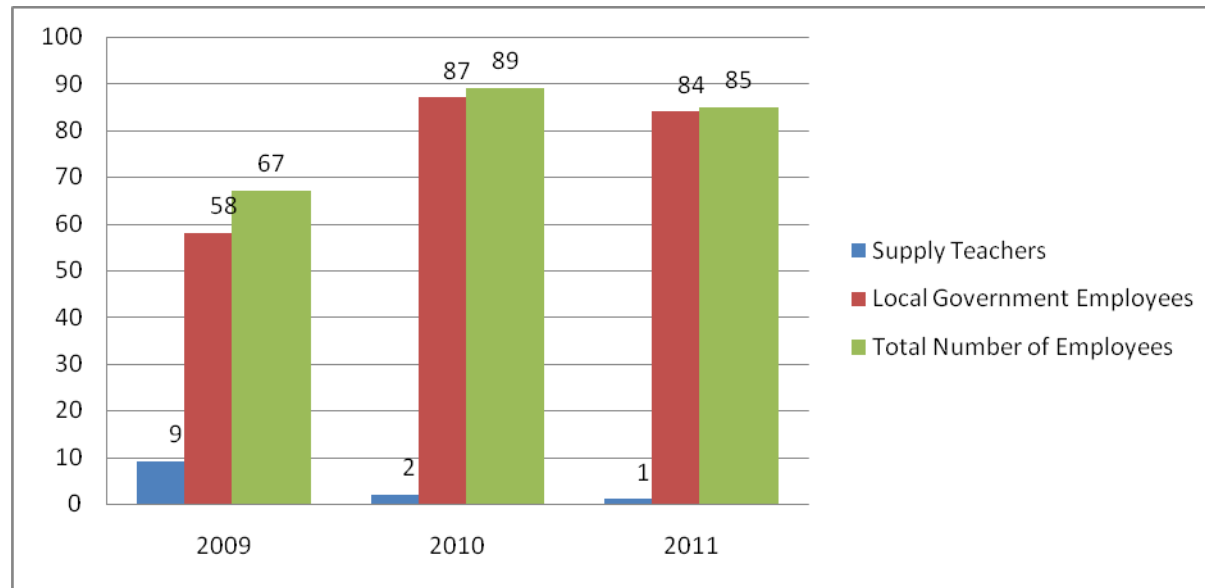
Year	Supply Teachers	Local Government Employees	Total Number of Employees
2009	9	58	67
2010	2	87	89
2011	1	84	85

### **Commentary**

At 31 March 2011 there were 85 employees who were over age 65.

The number of supply teachers has reduced from 9 in 2009 to 1 in 2011.

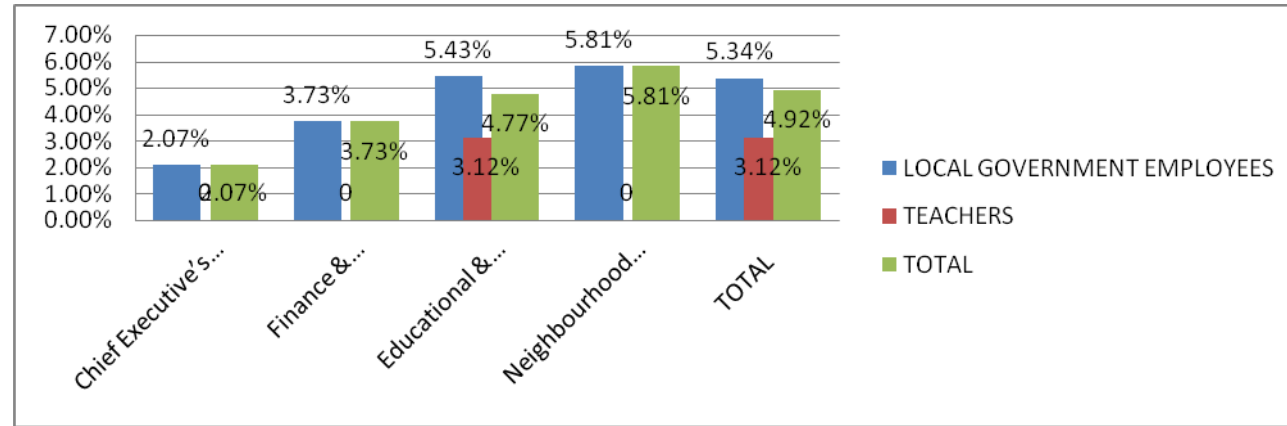
Following the removal the default retirement age in October 2011, this analysis will be discontinued and the relevant information will be contained in the Council's Age Profile.



## ABSENCE MANAGEMENT

**2010-2011**

DEPARTMENT	LOCAL GOVERNMENT EMPLOYEES	TEACHERS	TOTAL
Chief Executive's Office and Internal Audit	2.07%	-	2.07%
Finance & Corporate Support	3.73%	-	3.73%
Educational & Social Services	5.43%	3.12%	4.77%
Neighbourhood Services	5.81%	-	5.81%
<b>TOTAL</b>	<b>5.34%</b>	<b>3.12%</b>	<b>4.92%</b>



### Commentary

Absence is monitored on a monthly basis with quarterly reports submitted to the Governance and Scrutiny Committee.

The statistics presented include all long term and short term sickness absences.

The monthly and quarterly reports contain data on type and reason for absence.

Managing absence is a key priority. The Absence Management Group meets on a monthly basis under the Chair of the Executive Director of Finance and Corporate Support. It comprises senior managers from all Departments and representatives from the Council's Occupational Health provider.

## ABSENCE MANAGEMENT

### 2009-2010

DEPARTMENT	LOCAL GOVERNMENT EMPLOYEES	TEACHERS	TOTAL
Chief Executive's Office, Finance and Asset Management	3.82%	-	3.82%
Corporate Support	3.10%	-	3.10%
Educational & Social Services	6.36%	3.13%	5.42%
Neighbourhood Services	5.77%	-	5.77%
<b>TOTAL</b>	<b>5.80%</b>	<b>3.13%</b>	<b>5.28%</b>

### 2008-2009

DEPARTMENT	LOCAL GOVERNMENT EMPLOYEES	TEACHERS	TOTAL
Chief Executive's Office, Finance and Asset Management	5.77%	-	5.77%
Corporate Support	3.75%	-	3.75%
Educational & Social Services	6.15%	3.11%	5.23%
Neighbourhood Services	5.46%	-	5.46%
<b>TOTAL</b>	<b>5.77%</b>	<b>3.11%</b>	<b>5.22%</b>

### Commentary

Absence for the years 2008-2009 and 2009-2010 is included for comparison with year 2010-2011.

Absence within the Chief Executive's Office has reduced from 3.82% to 2.07%.

The Department of Finance and Corporate Support has increased from 3.10% to 3.73%.

The Department of Educational and Social Services has reduced from 5.42% to 4.77% (including a small decrease in Teachers absence).

The Department of Neighbourhood Services has increased from 5.77% to 5.81%.

Overall absence within the Council has reduced from 5.28% to 4.92%.

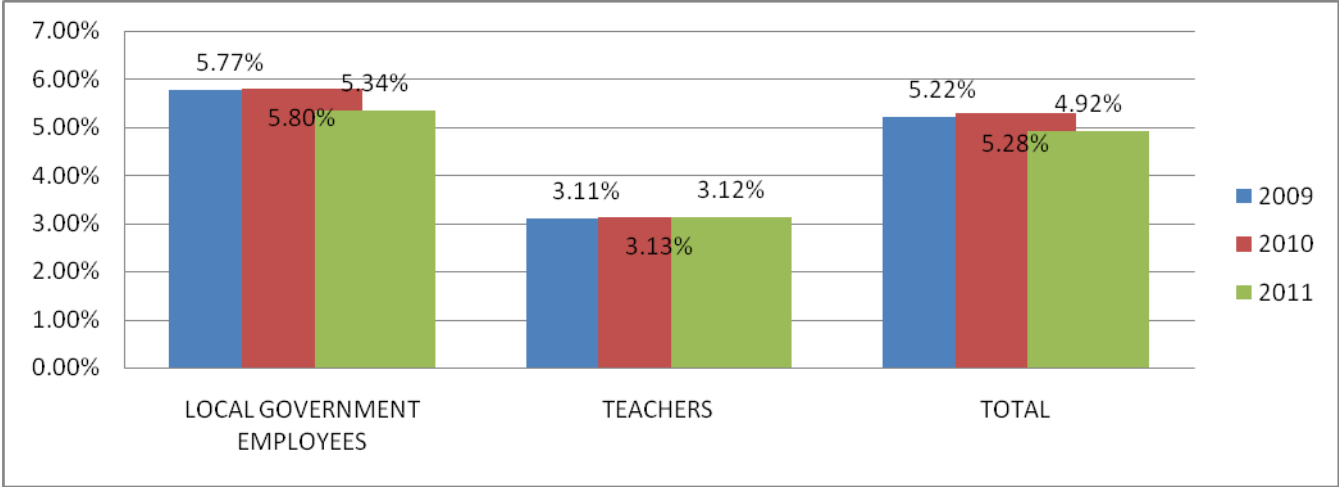
Absence will be recorded in average lost days per employee in future reports.

# ABSENCE MANAGEMENT

YEAR	LOCAL GOVERNMENT EMPLOYEES	TEACHERS	TOTAL
2009	5.77%	3.11%	5.22%
2010	5.80%	3.13%	5.28%
2011	5.34%	3.12%	4.92%

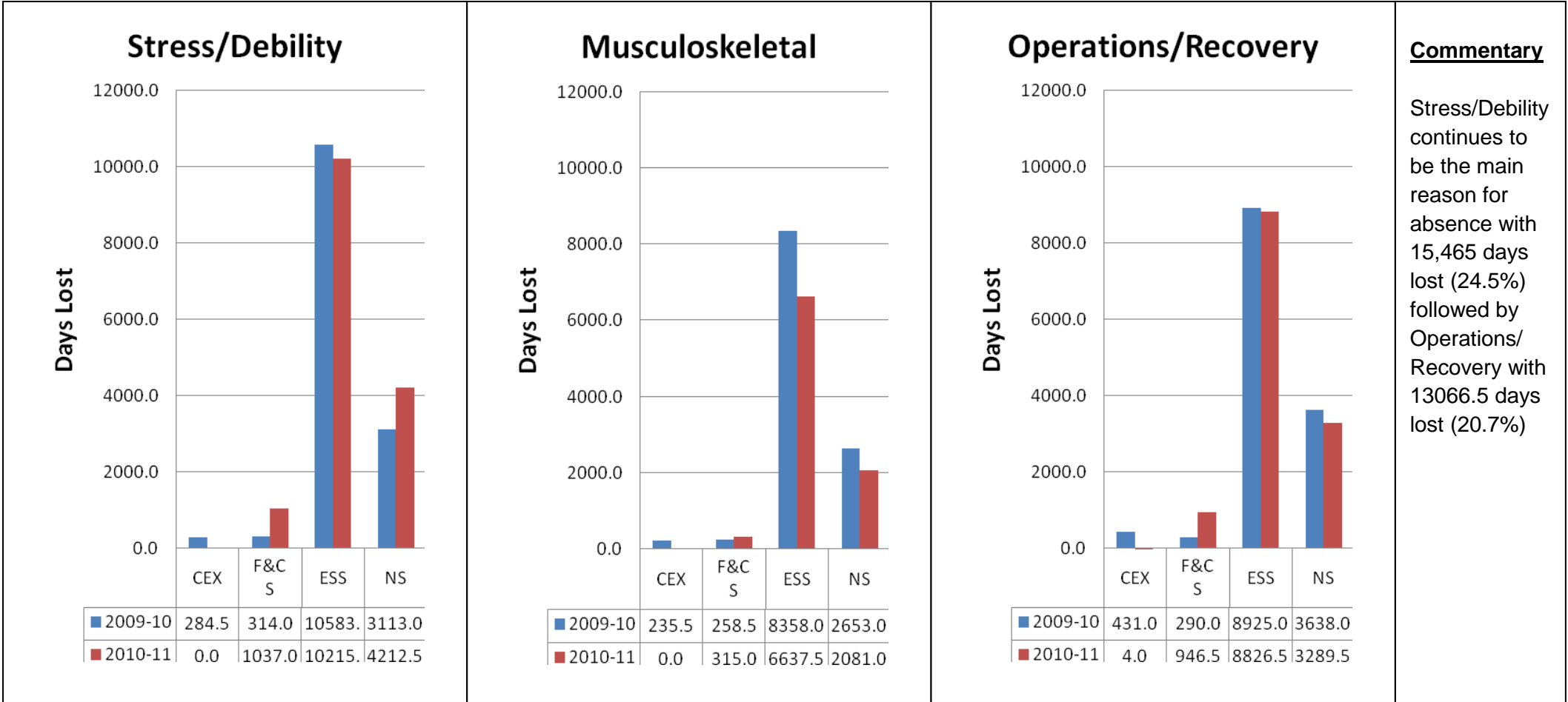
**Commentary**

This table shows the percentage absence levels across the two employee groups as reported under the National Performance Indicator.



# ABSENCE MANAGEMENT

## REASONS FOR ABSENCE



## OCCUPATIONAL HEALTH

2011

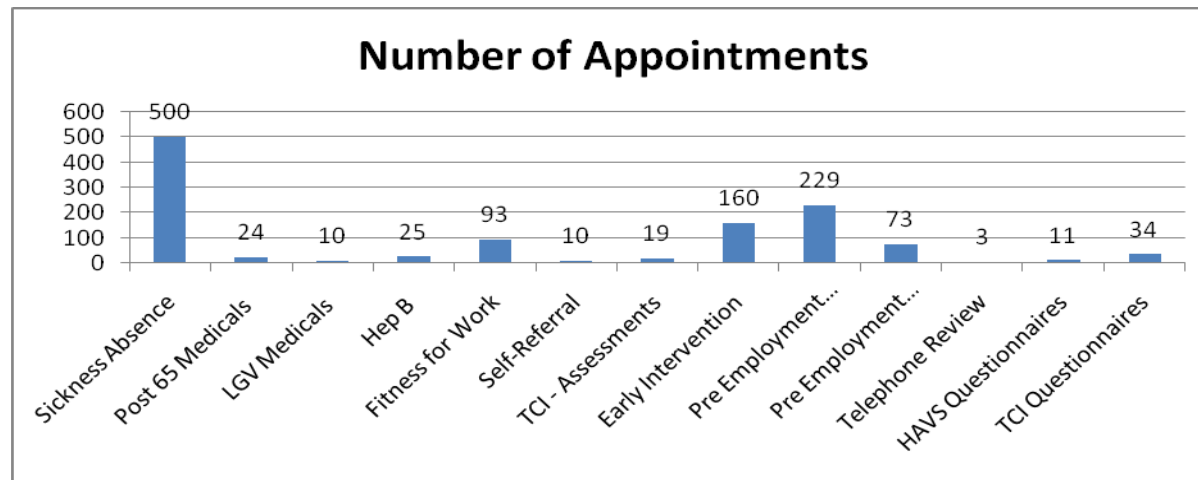
Type of Appointment	Number of Appointments	% of Total
Sickness Absence	500	41.98%
Post 65 Medicals	24	2.02%
LGV Medicals	10	0.84%
Hep B	25	2.10%
Fitness for Work	93	7.81%
Self-Referral	10	0.84%
TCI-Assessments	19	1.60%
Early Intervention	160	13.43%
Pre-Employment Paper Screen	229	19.22%
Pre-Employment Phone Call	73	6.13%
Telephone Review	3	0.25%
HAVS Questionnaire	11	0.92%
TCI Questionnaires	34	2.85%
<b>TOTALS</b>	<b>1191</b>	<b>100%</b>

### Commentary

1191 Occupational Health appointments were made between April 2010 and March 2011.

Early intervention was introduced in April 2009. If an employee advises that they are absent from work due to either a musculoskeletal issue or stress, Occupational Health make contact with the employee immediately to discuss the matter. Intervention through e.g. the Counselling Service or Physiotherapy can aid the employee's return to work.

The three year data shows an increasing use of the Occupational Health provision across all types of appointment.



## OCCUPATIONAL HEALTH

**2010**

Type of Appointment	Number of Appointments	% of Total
Sickness Absence	517	43.56%
Post 65 Medicals	64	5.39%
LGV Medicals	16	1.35%
Hep B	19	1.60%
Hand Arm Vibration Syndrome (HAVS) (face-to-face (OHP/OHN))	41	3.45%
Telephone Review	2	0.17%
Fitness for Work	119	10.03%
Self-Referral	12	1.01%
Pre-Employment - Paper Screen	130	10.95%
Pre-Employment - Phone Call	145	12.22%
Therapeutic Crisis Intervention - Paper Screen	44	3.71%
Therapeutic Crisis Intervention - Face-to Face	12	1.01%
Early Intervention	66	5.56%
<b>TOTALS</b>	<b>1312</b>	<b>100%</b>

### **Commentary**

1312 Occupational Health appointments were made between April 2009 and March 2010.

## OCCUPATIONAL HEALTH

**2009**

Type of Appointment	Number of Appointments	% of Total
Sickness Absence	788	88.54%
Post 65 Medicals	32	3.60%
LGV Medicals	22	2.47%
HAVS	22	2.47%
Work Place Visits	1	0.11%
Self Referrals	5	0.56%
Telephone Review	1	0.11%
Health & Safety Referral	1	0.11%
Hepatitis B	8	0.90%
Spirometry	10	1.12%
<b>TOTALS</b>	<b>890</b>	<b>100%</b>

### **Commentary**

890 Occupational Health appointments were made between April 2008 and March 2009.

## EMPLOYMENT TRIBUNALS

Year	Equal Pay	Unfair dismissal	Constructive Dismissal / Disability Discrimination	Unlawful deduction from wages claim	Totals
2008/09	650	Nil	1	Nil	651
2009/10	624	2	1	1	628
2010/11	920	11	1	Nil	932

### Commentary

In common with all Councils, the largest number of claims lodged currently with the Employment Tribunal are in respect of Equal Pay.

The number of claims for unfair dismissal increased from 2 to 11 during 2010/11.

The total numbers of claims increased from 628 to 932.

## DISCIPLINE AND GRIEVANCE

### DISCIPLINE

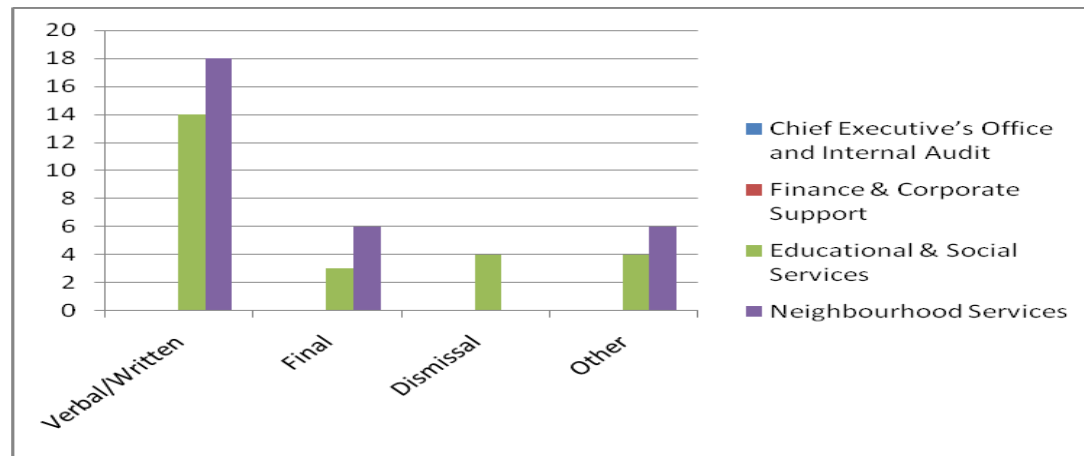
2010-2011

Department	Verbal/Written	Final	Dismissal	Other
Chief Executive's Office and Internal Audit	0	0	0	0
Finance & Corporate Support	0	0	0	0
Educational & Social Services	14	3	4	4
Neighbourhood Services	18	6	0	6
<b>TOTAL</b>	<b>32</b>	<b>9</b>	<b>4</b>	<b>10</b>

#### Commentary

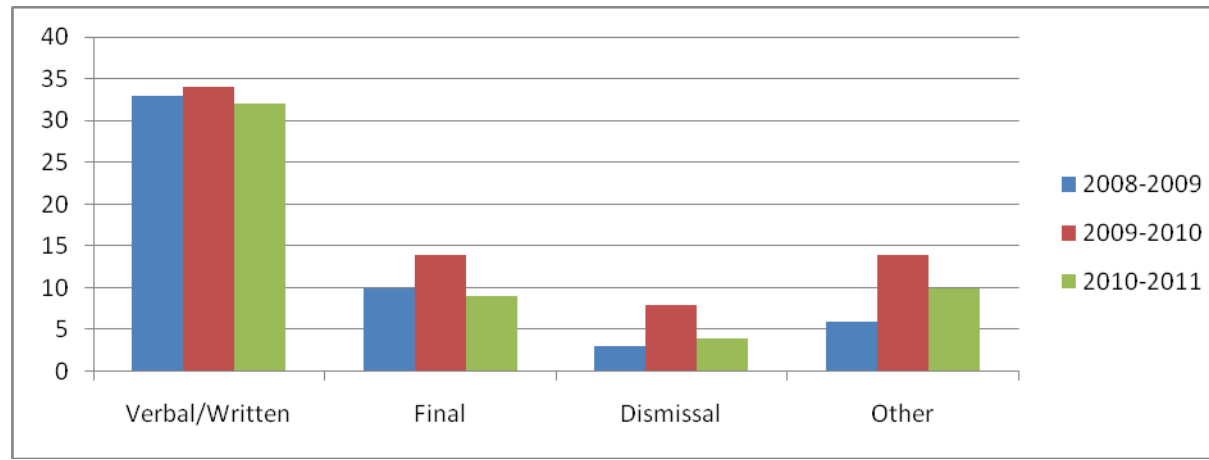
Overall the number of employees who were subject to disciplinary action during 2010-11 fell to 55 from the previous year's total of 70.

The 'Other' category includes Demotion and the issues of Letters of Concern.



## DISCIPLINE AND GRIEVANCE

Year	Verbal/Written	Final	Dismissal	Other	Total
2008 – 2009	33	10	3	6	52
2009 – 2010	34	14	8	14	70
2010-2011	32	9	4	10	55



### Commentary

The overall number of employees who were subject to disciplinary action fell during 2010 – 2011 from 70 to 55.

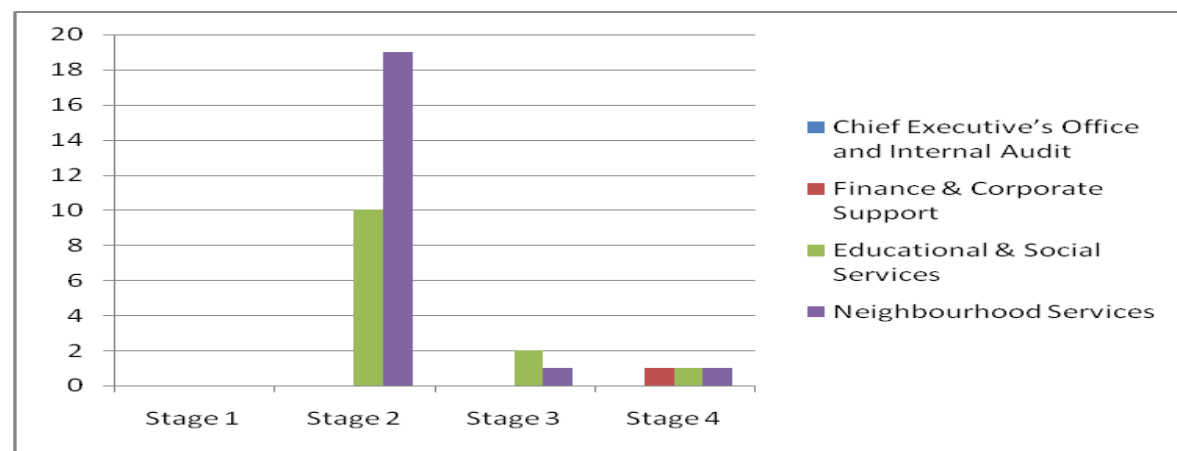
The number of employees who were dismissed decreased from 8 to 4 and Final Written Warnings decreased from 14 to 9.

The 'Other' category includes Demotion and the issues of Letters of Concern.

## DISCIPLINE AND GRIEVANCE

### GRIEVANCES

Department	Stage 1	Stage 2	Stage 3	Stage 4	Total
Chief Executive's Office and Internal Audit	0	0	0	0	0
Finance and Corporate Support	0	0	0	1	1
Educational & Social Services	0	10	2	1	13
Neighbourhood Services	0	19	1	1	21
<b>TOTAL</b>	<b>0</b>	<b>29</b>	<b>3</b>	<b>3</b>	<b>35</b>



### Commentary

Stage 1 is: Informal. Usually heard by the line manager.

Stage 2 is: Formal. Hearing usually takes place within the employing Department.

Stage 3 is: Formal. Heard by the Head of Human Resources (or nominated HR representative).

Stage 4 is: Formal. Heard by an Appeals Panel of Elected Members.

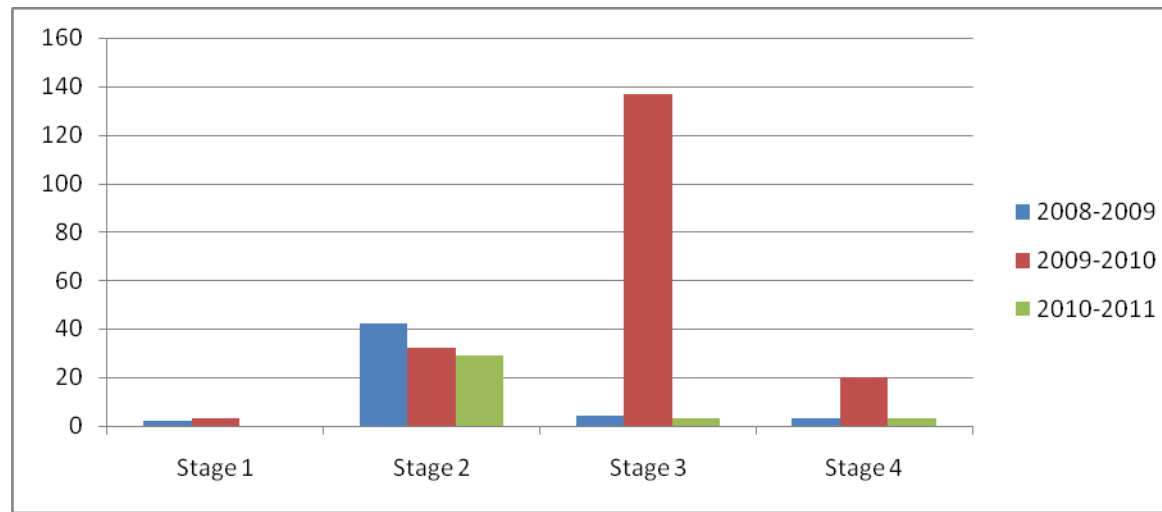
## DISCIPLINE AND GRIEVANCE

Department	Stage 1	Stage 2	Stage 3	Stage 4	Total
2008 – 2009	2	42	4	3	51
2009 – 2010	3	32	137	20	191
2010-2011	0	29	3	3	35

### Commentary

The overall number of employees who raised a grievance fell to 35 from the previous year's total of 191.

The large number of grievances during 2009-2010 was due in the main to the withdrawal of vans for travel to work.

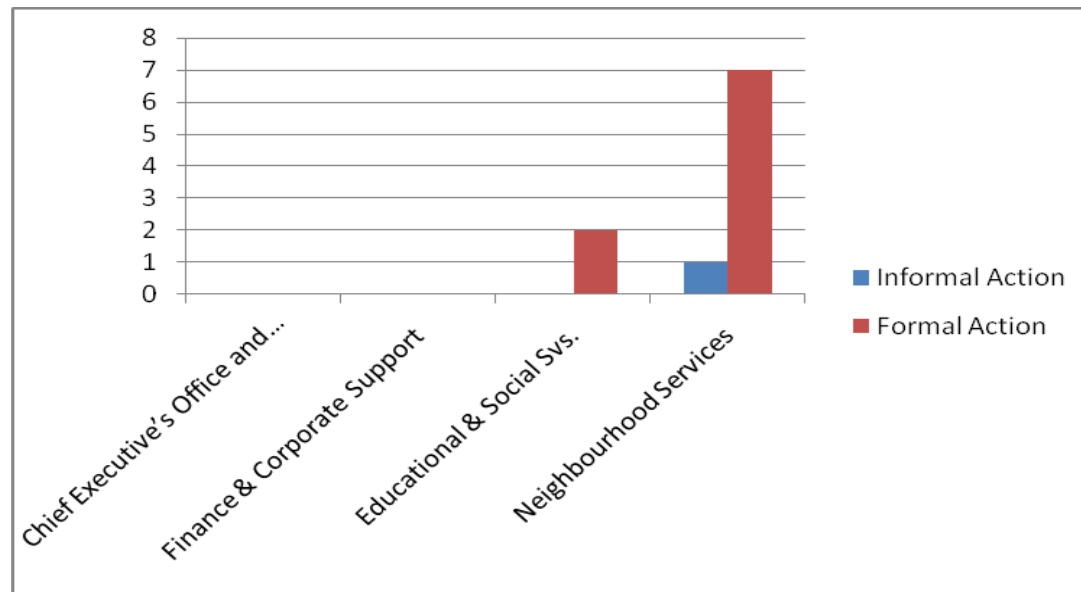


## BULLYING AND HARASSMENT

Department	Informal Action	Formal Action	Total
Chief Executive's Office and Internal Audit	0	0	0
Finance & Corporate Support	0	0	0
Educational & Social Services	0	2	2
Neighbourhood Services	1	7	8

### Commentary

10 bullying or harassment allegations were made by employees during the year.

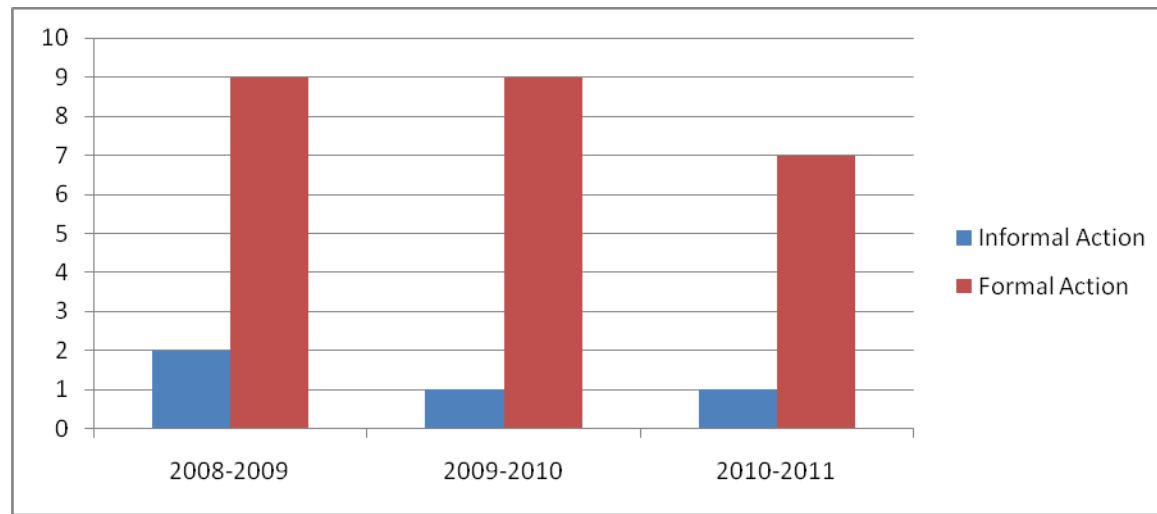


## BULLYING AND HARASSMENT

Year	Informal Action	Formal Action	Total
2008 – 2009	0	3	3
2009 – 2010	2	9	11
2010 – 2011	1	9	10

### **Commentary**

The level of complaints raised under the Bullying and Harassment Policy and Procedures remains low, and there has been a decrease in the total number of complaints from 11 to 10 during 2010-11.



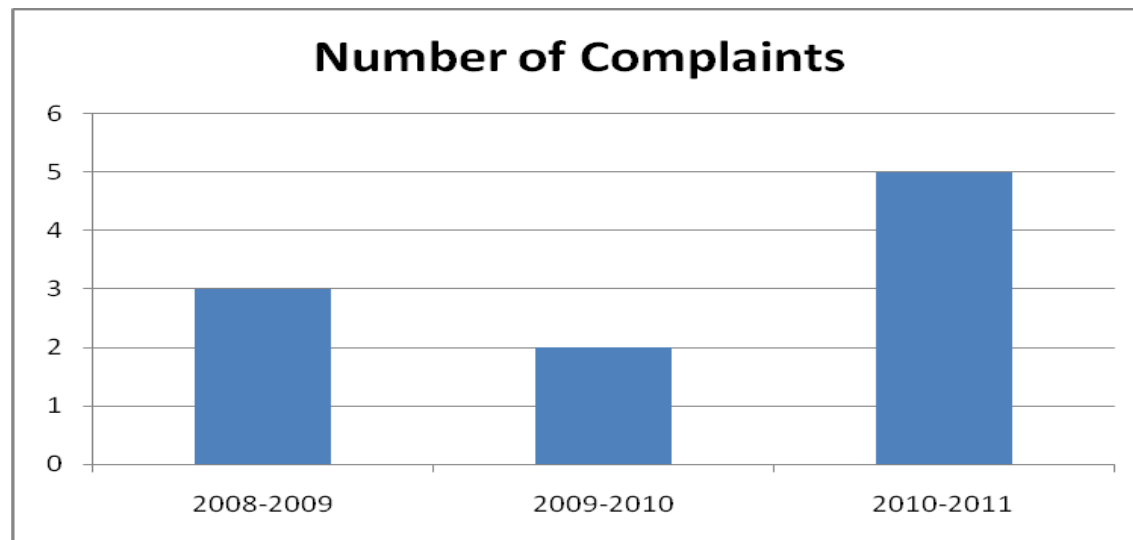
## WHISTLE BLOWING

Year	Number of Complaints
2008 – 2009	3
2009 – 2010	2
2010 – 2011	5

### Commentary

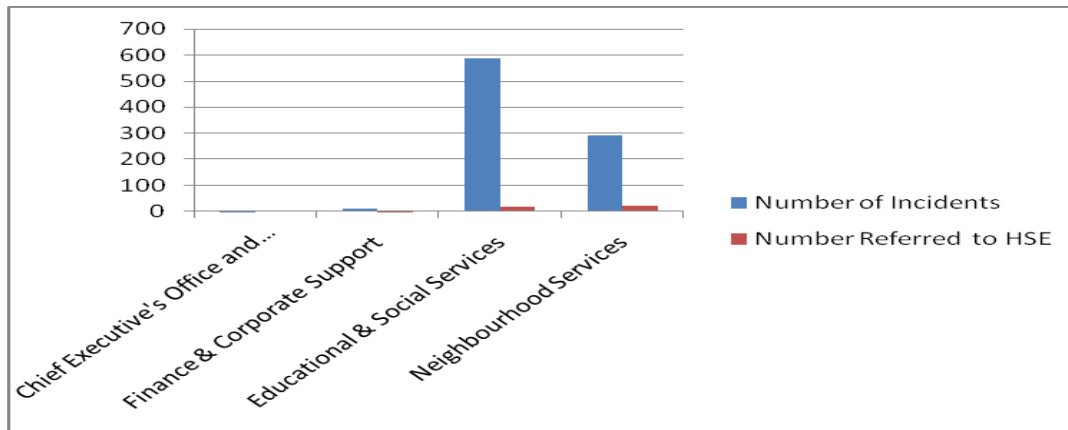
Due to the sensitivity of these statistics and the very small numbers involved, data is restricted to Council Wide totals only and is not detailed by Department.

There has been an increase in the number of Whistleblowing Complaints received during 2010-11.



## HEALTH AND SAFETY

Department	Number of Incidents	Number Referred to HSE
Chief Executive's Office and Internal Audit	1	0
Finance and Corporate Support	12	1
Educational & Social Services	586	18
Neighbourhood Services	293	24
<b>TOTALS</b>	<b>892</b>	<b>43</b>



### Commentary

Incidents that must be reported to the Health & Safety Executive are described in RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995).

Examples of reportable incidents include:

1. HAVS (Hand, Arm, Vibration Syndrome)
2. An accident that results in an absence from work of 3 or more consecutive days
3. Any major injury

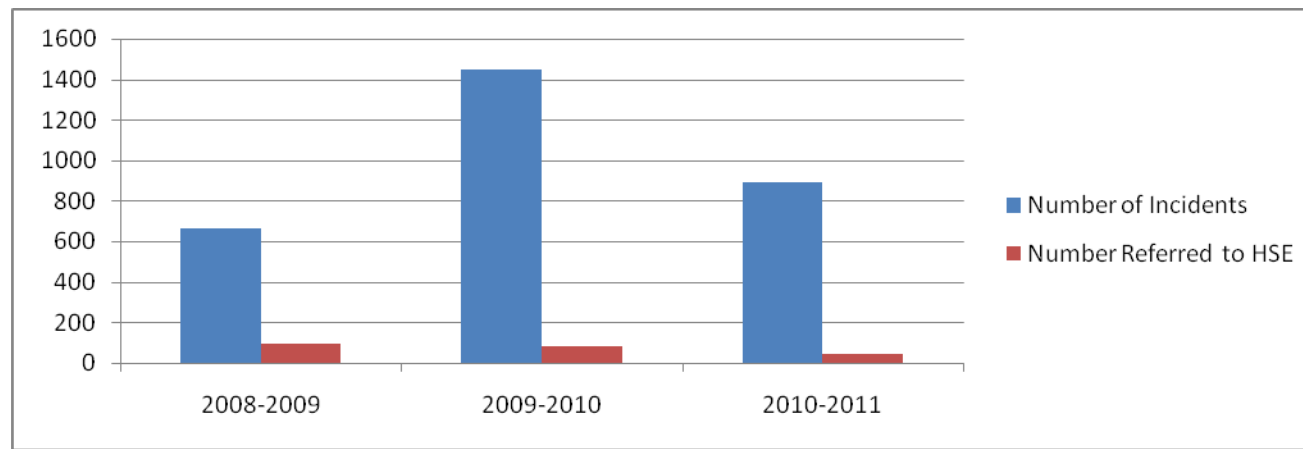
During 2010 – 2011, from a total number of 892 incidents, 43 required to be reported to the Health & Safety Executive.

## HEALTH AND SAFETY

Year	Number of Incidents	Number Referred to HSE
2008-2009	661	95
2009-2010	1448	81
2010-2011	892	43

### **Commentary**

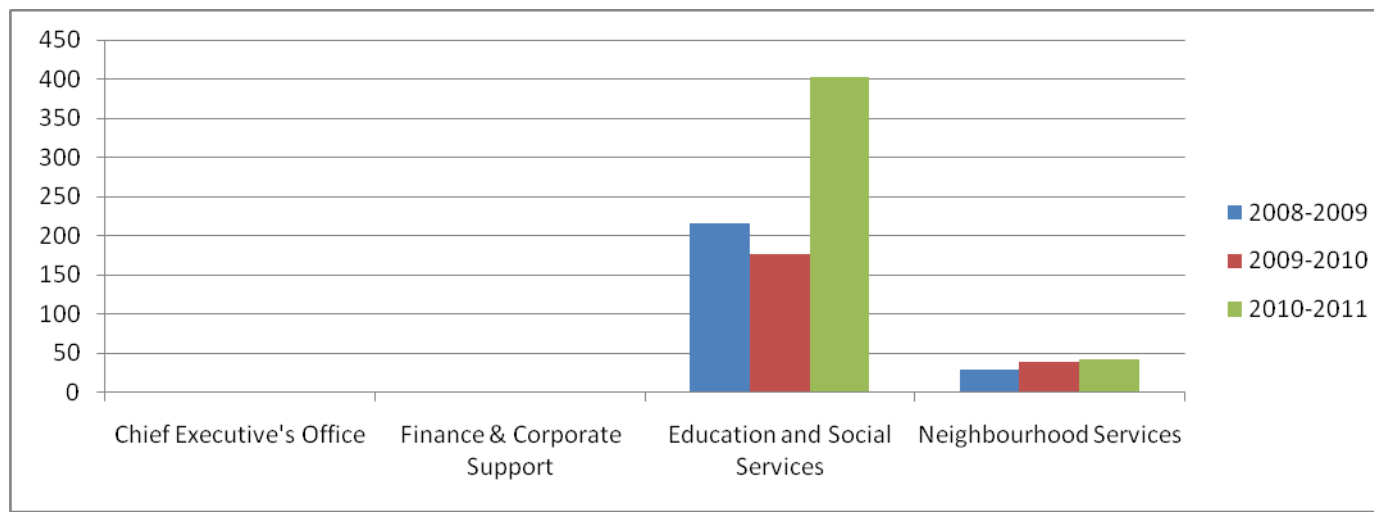
The number of incidents and the number that require to be reported to the Health and Safety Executive decreased during 2010-11 compared to 2009-10.



## HEALTH AND SAFETY

### Incidents of Violence

Year	Finance and Corporate Support	Education and Social Services	Neighbourhood Services	Totals
2008 - 2009	0	216	29	245
2009 - 2010	0	177	40	217
2010 - 2011	1	402	42	445



### Commentary

There has been an increase in the number of violent incidents reported in all Council departments during 2010-11 compared to 2009-10.

Within Educational and Social Services, 15 incidents involved violence within the Pre-5's age bracket and 263 incidents within the 5-17 years age bracket.

## HEALTH AND SAFETY

### Health and Safety Training

	Employees trained		Employees still to be trained	
	Number	%	Number	%
Accident Reporting/ Investigation TBT	175	73%	66	27%
Asbestos awareness	367	67%	180	33%
B29 awareness for managers	13	87%	2	93%
CDM Appreciation	41	93%	3	7%
Accident Reporting Refresher (3 years)	103	100%	0	0%
Child Protection Guidelines	109	100%	0	0%
Child Protection Refresher (2 years)	0	0%	109	100%
Construction Skills certificate	126	79%	33	21%
Confined Spaces	0	0%	15	100%
Corporate Manslaughter	19	66%	10	53%
COSHH TBT	210	73%	79	51%
CPI	459	80%	114	24%
CPI refresher training (2 years)	118	88%	16	12%
CPI Trainer	1	50%	1	50%
Display Screen Equipment (Users) TBT	50	50%	50	50%
Driver Assessment Refresher (4 years)	7	100%	0	0%
Driver Assessment Training	150	74%	54	26%
DSE Assessor	6	83%	10	17%
DSE Assessor Refresher (3 years)	0	0%	2	100%

### Commentary

This section records the number of employees who have undertaken training in a range of health and safety topics.

## HEALTH AND SAFETY

	Employees trained		Employees still to be trained	
	Number	%	Number	%
Fire Warden Duties (1/2 day)	150	70%	43	30%
Fire Warden Refresher Training	12	67%	6	0%
First Aid at Work	122	99%	1	75%
First Aid at Work Refresher (3 years)	1	25%	3	0%
Food hygiene	2	100%	0	0%
Harness Awareness - elevated platforms	15	94%	1	52%
H&S Induction	245	90%	26	10%
IOSH – Working Safely (1 day)	0	0%	102	100%
IOSH (Managers Refresher 1 day)	19	61%	12	39%
IOSH (Managers)	100	71%	40	29%
Legionella Awareness	48	83%	10	20%
Legionella Checks	2	50%	2	50%
Lone Working	0	0%	62	100%
Ladder awareness TBT	214	54%	185	47%
Manual Handling	538	78%	149	24%
Manual Handling Trainer	3	75%	1	50%
Office safety	0	0%	71	100%
PPE	15	52%	14	48%
Risk Assessment TBT	48	30%	113	70%
Risk Assessment Training (1 day)	51	47%	57	56%
Sharps TBT	14	25%	41	75%

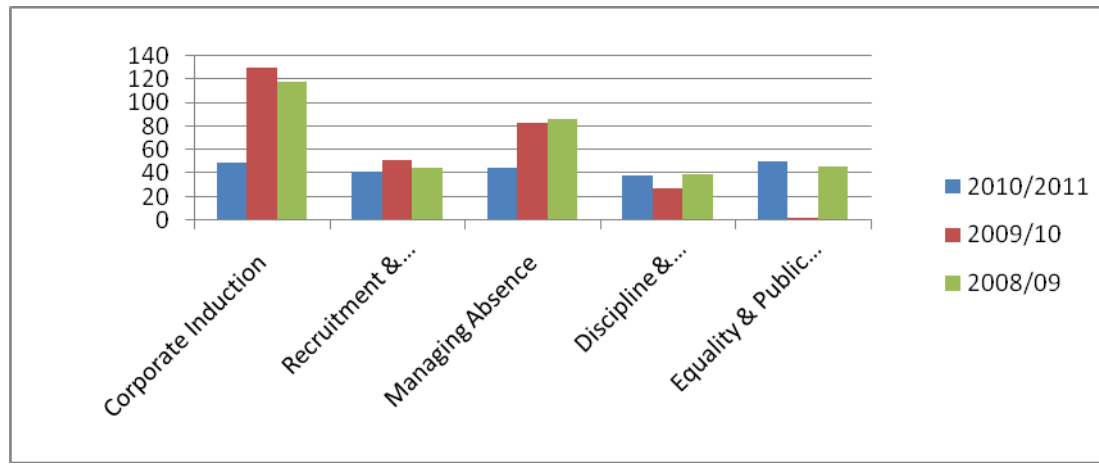
## HEALTH AND SAFETY

	Employees trained		Employees still to be trained	
	Number	%	Number	%
Stress Awareness	10	7%	133	93%
Stress Management	85	65%	46	34%
Sharps TBT Refresher (3 years)	0	0%	14	100%
Working at Heights TBT	202	70%	88	30%
Union Rep training	TBC	TBC	TBC	TBC
<b>OVERALL</b>	<b>3,850</b>	<b>66%</b>	<b>1,964</b>	<b>34%</b>

## TRAINING AND DEVELOPMENT PROVISION

### Number of employees attending Policy / Legislative requirements courses

TRAINING COURSE	2010/2011	2009/2010	2008/2009
Corporate Induction	49	129	117
Recruitment and Selection (Approved Interviewers)	41	51	44
Managing Absence	45	82	86
Discipline and Grievance	38	27	39
Equality and Public Sector Equality Duties	50	2	46
Totals	223	291	332



### Commentary

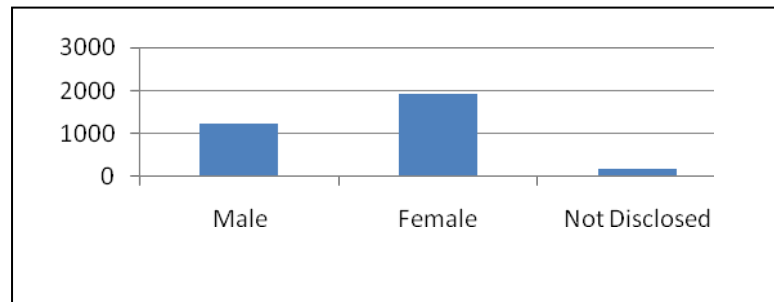
There was a reduction in the total number of employees who attended Policy/Legislative requirements courses during 2010-11.

Policy courses have been revised to include online training and this has resulted in an increase, in the Equality and Public Sector Equality Duties course.

## TRAINING AND DEVELOPMENT PROVISION

### Number of Training Courses Applied for by Gender

Gender	Number	Proportion (%)
Male	1225	36.7
Female	1919	57.5
Not Disclosed	192	5.8



### Commentary

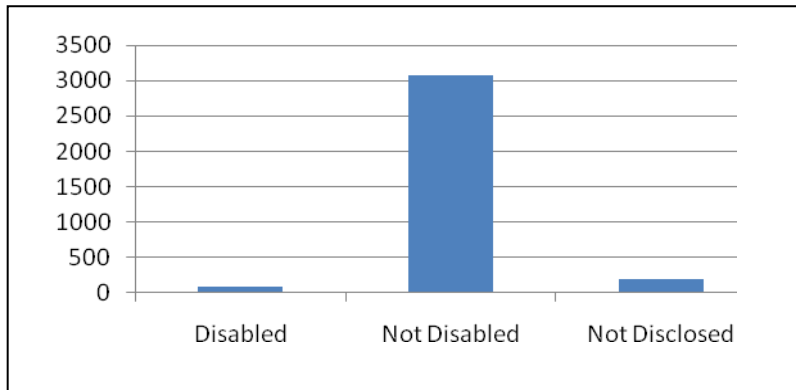
Under the Equality Act 2010 the Council is required to report statistics relating to the number of training courses applied for by gender.

The percentage of males attending training courses increased during 2010 with a reduction in the number of females. The percentage of employees who did not disclose their gender increased during 2010-11.

## TRAINING AND DEVELOPMENT PROVISION

### Number of Training Courses Applied for by Disability

Disability	Number	Proportion (%)
Disabled	81	2.4
Not Disabled	3066	91.9
Not Disclosed	189	5.7



### Commentary

Under the Equality Act 2010 the Council is required to report statistics relating to the number of training courses applied for by employees who declare themselves as having a disability.

91.9% of training applicants declared themselves to be, 'Not Disabled'.

## TRAINING AND DEVELOPMENT PROVISION

### Number of Training Courses Applied for by Ethnicity

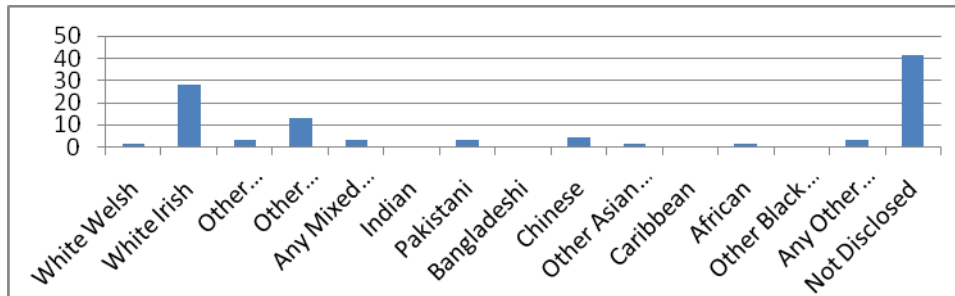
Ethnic Origin	Number	Proportion (%)
White Scottish	3144	94.2
White English	91	2.7
White Welsh	1	0.0
White Irish	28	0.8
Other White British	3	0.1
Other White Background	13	0.4
Any Mixed Background	3	0.1
Indian	0	0.0
Pakistani	3	0.1
Bangladeshi	0	0.0
Chinese	4	0.1
Other Asian Background	1	0.0
Caribbean	0	0.0
African	1	0.0
Other Black Background	0	0.0
Any Other Background	3	0.1
Not Disclosed	41	1.2
<b>Total</b>	<b>3336</b>	<b>100%</b>

### Commentary

In accordance with the Equality Act 2010 the Council is required to report statistics relating to the number of training courses applied for by ethnicity.

94.2% of training applicants declared themselves to be 'White Scottish' and 2.7% 'White English'. To provide more meaningful comparisons, the graph excludes these categories.

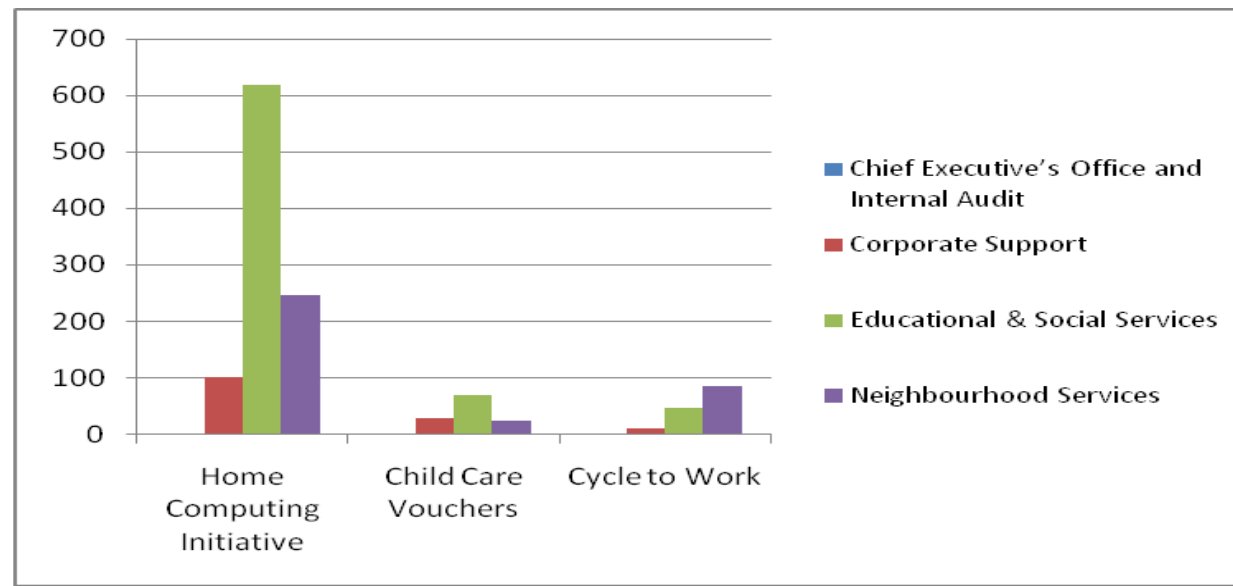
It should be noted that the figures for gender, disability and race do not necessarily reflect the numbers actually attending training as there may be reasons why the individual does not attend in the year for which the statistics are recorded or at all in certain circumstances.



## SALARY SACRIFICE SCHEMES

### 2010 - 2011

Department	Home Computing Initiative	Child Care Vouchers	Cycle to Work
Chief Executive's Office and Internal Audit	2	0	0
Finance and Corporate Support	101	27	9
Educational and Social Services	618	69	45
Neighbourhood Services	245	22	84
<b>TOTAL</b>	<b>966</b>	<b>118</b>	<b>138</b>



### Commentary

Tax-free employee benefits in the form of Salary Sacrifice Schemes were introduced by the Council during 2005.

Data is recorded that identifies the number of employees who are participating. The data is recorded as a total of all who have participated during each year.

There are currently three Salary Sacrifice Schemes: Home Computing Initiative, Child Care Vouchers and Cycle to Work.

The number of employees who participated in all three salary sacrifice schemes increased during 2010-11.

## SALARY SACRIFICE SCHEMES

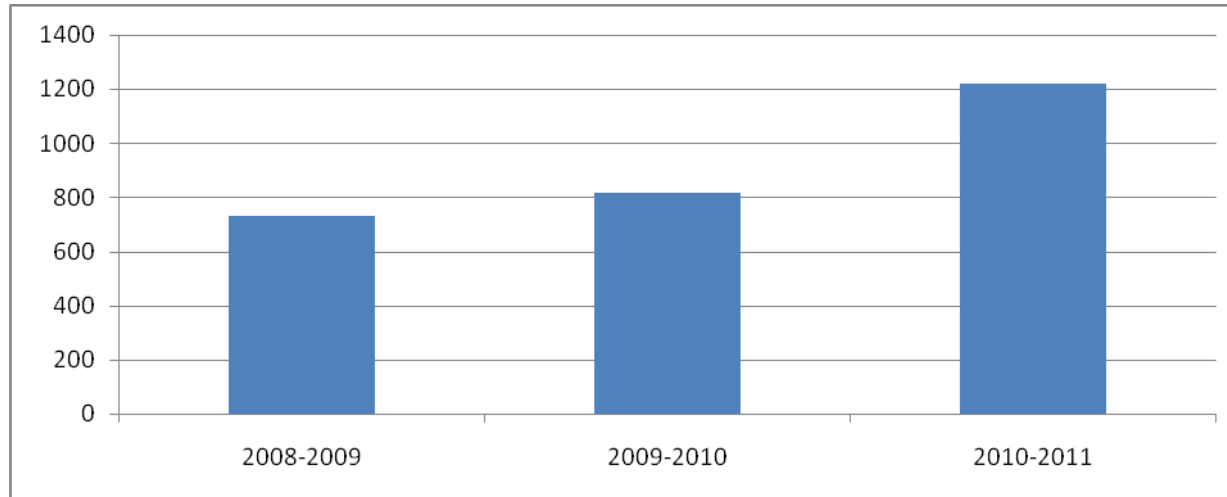
### Employee Participation

Year	Salary Sacrifice Schemes – Employee Participation
2008 - 2009	731
2009 - 2010	818
2010 - 2011	1222
<b>TOTAL</b>	<b>2771</b>

### Commentary

There has been a steady increase in participation in the schemes over the past three years.

## SALARY SACRIFICE SCHEMES



## JOB DEVELOPMENT STRATEGY

Quarter	Overall Total Number Redeployed (cumulative)	Number of Employees Active on Register
Sep-07	10	127
Dec-07	12	121
Mar-08	14	117
Jun-08	16	117
Sep-08	17	116
Dec-08	17	116
Mar-09	28	102
Jun-09	30	100
Sep-09	32	97
Dec-09	32	95
Mar-10	48	78
Mar-11	48	18

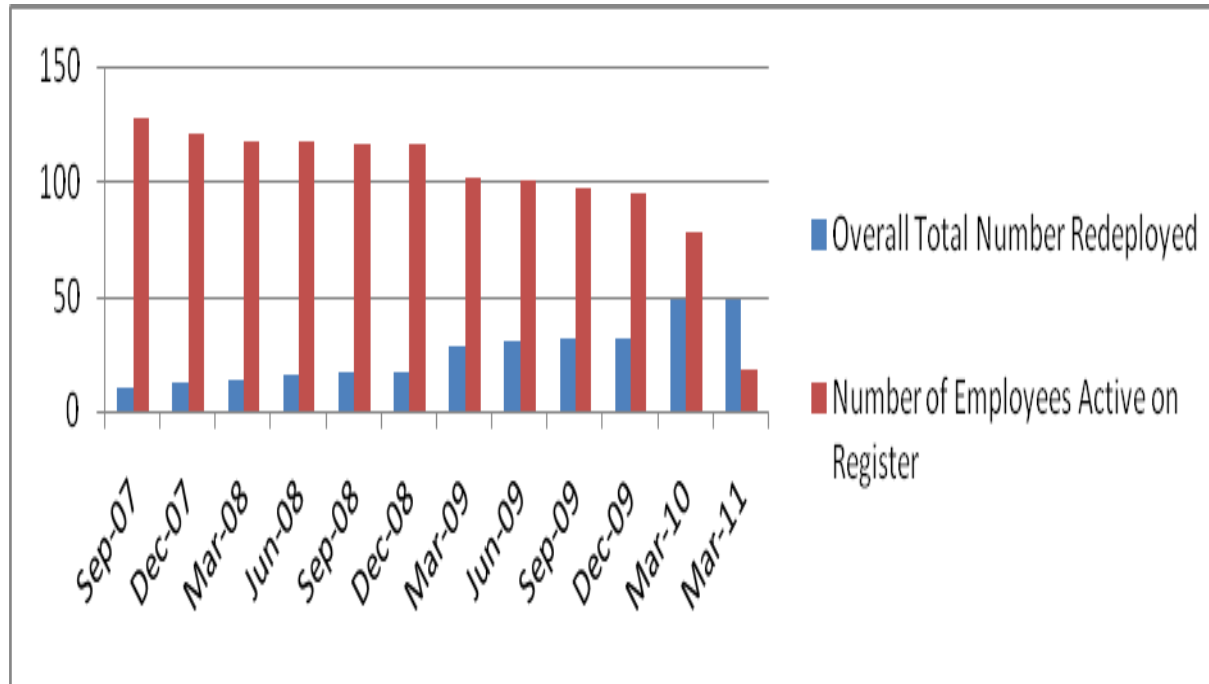
### **Commentary**

The Job Development Strategy was introduced in 2007 in order to attempt to redeploy employees who suffered detriment following implementation of the Council's revised pay and grading scheme.

Since its introduction in September 2007, a total of 48 employees have been redeployed or had their detriment reduced under the Job Development Strategies.

All employees who have been redeployed have been from the Department of Neighbourhood Services with the exception of one employee from the Chief Executive's Office, one from the Department of Corporate Support and one from Educational and Social Services.

## JOB DEVELOPMENT STRATEGY



### **Commentary**

The period of cash conservation terminated on 31 March 2010 and the Council agreed that with effect from 1 April 2010 until further notice all non teaching vacancies will be reviewed to establish if they are suitable for employees on the Job Development Register.

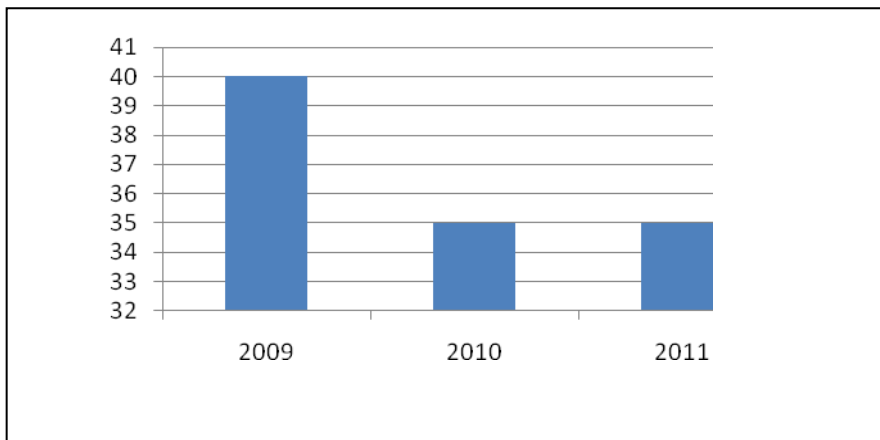
## EXTERNALLY FUNDED POSTS

### Number of Temporary Employees Funded by External Agencies

Department/Service	Number of employees	Variance from March 2010
<b>Educational &amp; Social Services</b>		
Education	18	-5
Social Work	1	+1
<b>Total</b>	<b>19</b>	<b>-4</b>
<b>Neighbourhood Services</b>		
Leisure Services	8	-2
Planning & Economic Development	8	+6
<b>Total</b>	<b>16</b>	<b>+4</b>
<b>GRAND TOTAL</b>	<b>35</b>	<b>0</b>

## EXTERNALLY FUNDED POSTS

Year	Number of employees
2009	40
2010	35
2011	35



### **Commentary**

The number of externally funded posts has remained unaltered at 35.

Sources of funding for the 35 posts are as follows:

- Integrated Community Schools
- Community Regeneration Fund
- Scottish Arts Council
- Championing Culture
- Sportscotland
- Active Steps Project
- European Social Fund
- Big Lottery Fund
- Scottish Government Healthy Weight Community Grant
- Scottish Power Renewables
- Fairer Scotland Fund
- Scottish Government
- Historic Scotland
- Heritage Lottery Fund
- Scottish Enterprise
- ESF (European Funding)

## MISCELLANEOUS

This section includes statistical information which has not been included elsewhere within the report.

### **Redeployment**

The number of employees who have been redeployed from the Council's Central Redeployment Register in the period 1 April 2010 – 31 March 2011 was 8. In addition, a number of employees were redeployed as part of the Council's saving proposals for Financial Year 2011-12.

### **Group Life Assurance Scheme**

During the period 2010-11, 6 employees died whilst being employed with the Council and their estates received relevant payments under the Council's Group Life Assurance Scheme.