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|-------------------------|--|--------------------|-------------------------|
| Report To: | Policy and Resources Committee | Date: | 19 November 2024 |
| Report By: | Head of Organisational Development, Policy and Communications | Report No: | PR/39/24/RB/MR |
| Contact Officer: | Morna Rae | Contact No: | 07385434459 |
| Subject: | Workforce Information and Activity Report 2023/24 | | |

1.0 PURPOSE AND SUMMARY

1.1 For Decision For Information/Noting

1.2 The purpose of this report is to present for noting the Workforce Information and Activity Report (WIAR) 2023/24.

1.3 The WIAR 2023/24 – attached as an Appendix - aims to encourage participation in human resources (HR) and organisational development (OD) activity and workforce planning. The document includes information on employee attendance and demographics, together with details on sessional and agency workers, and health and safety at the Council. Appendix

2.0 RECOMMENDATION

2.1 It is recommended that the Committee notes the contents of the WIAR 2023/24.

Morna Rae
Head of Organisational Development, Policy and Communications

3.0 BACKGROUND AND CONTEXT

3.1 WIARs are produced to help inform workforce planning decisions by the Council's Extended Corporate Management Team, and to provide management with key performance information relating to the Council's workforce.

3.2 At the meeting of the Policy and Resources Committee on 8 August 2017, it was agreed that WIARs would be provided to the Committee on an annual basis. This report fulfils that remit for the reporting period 2023/24.

Min Ref
P&R Cttee
8.8.17
Para 404

3.3 The WIAR 2022/23 was considered by the Committee at its meeting on 6 February 2024.

Min Ref
P&R Cttee
6.2.24
Para 55

3.4 The content of the WIARs has been expanded in recent years to encourage OD and workforce planning activity across a range of workforce analytics. It is recognised that the success of OD at the Council must be underpinned by robust data which helps to identify improvement actions in a number of key areas, including employee attendance and health and safety.

3.5 Annual WIARs are complemented by quarterly WIARs which are submitted to the Policy and Resources Committee, as well as to individual Service Committees. Quarterly WIARs are widely distributed to Council Services via service managers and team leaders. The Inverclyde Health and Social Care Partnership quarterly WIAR also includes NHS information and is presented to the Staff Partnership Forum.

3.6 Annual WIARs are considered by the Council's Workforce Development Group to help inform key workforce planning action and HR policy decisions. Additionally, the annual WIARs are shared and discussed with the Trade Unions at the Trade Union Liaison Meetings.

3.7 The WIAR 2023/24 includes information on the following topics:

- Employee attendance
- Employee demographics
- Sessional and agency workers
- HR support activity
- OD support activity
- Health and safety.

3.8 Supporting employee attendance and effective absence management is an area of focus for the Corporate Management Team. Improved occupational health arrangements have been put in place, along with strengthened reporting functionality for managers to better understand any absence issues within their teams. A pilot is being undertaken in areas of "absence hotspots" to provide additional support and guidance.

3.9 A Briefing for the Elected Members on the WIAR 2023/24 has been arranged for 19 November 2024.

4.0 PROPOSALS

4.1 It is proposed that Committee notes the contents of the WIAR 2023/24.

5.0 IMPLICATIONS

5.1 The table below shows whether risks and implications apply if the recommendation(s) is(are) agreed:

| SUBJECT | YES | NO | N/A |
|---|-----|----|-----|
| Financial | | X | |
| Legal/Risk | | X | |
| Human Resources | X | | |
| Strategic (Inverclyde Alliance Partnership Plan 2023/33/Council Plan 2023/28) | X | | |
| Equalities and the Fairer Scotland Duty | | X | |
| Children and Young People's Rights and Wellbeing | | X | |
| Environmental and Sustainability | | X | |
| Data Protection | | X | |

5.2 Finance

One off Costs

| Cost Centre | Budget Heading | Budget Years | Proposed Spend this Report | Virement From | Other Comments |
|-------------|----------------|--------------|----------------------------|---------------|----------------|
| | | | | | |

Annually Recurring Costs/(Savings)

| Cost Centre | Budget Heading | With Effect from | Annual Net Impact | Virement From (If Applicable) | Other Comments |
|-------------|----------------|------------------|-------------------|-------------------------------|----------------|
| | | | | | |

5.3 Legal/Risk

There are no Legal/Risk implications arising from this report.

5.4 Human Resources

The WIAR 2023/24 will help to inform the delivery of OD improvement actions and the development of HR policy.

5.5 Strategic

The matters referred to in this report are of relevance to the following Council Plan 2023/28 Themes:

- **Theme 1:** People - More people will be in employment, with fair pay and conditions
- **Theme 3:** Performance - High quality and innovative services are provided, giving value for money; and Our employees are supported and developed.

5.6 Equalities

This report has been considered under the Corporate Equalities Impact Assessment (EIA) process with the following outcome:

| | |
|---|---|
| | Yes – Assessed as relevant and an EIA is required and is attached as an Appendix. |
| X | No – This report does not introduce a new policy, function or strategy or recommend a substantive change to an existing policy, function or strategy. Therefore, assessed as not relevant and no EIA is required. Provide any other relevant reasons why an EIA is not necessary/screening statement. |

5.7 Environmental and Sustainability

There are no Environmental and Sustainability implications arising from this Report.

6.0 CONSULTATION

6.1 As outlined at paragraphs 3.5 and 3.6, annual WIARs are distributed to a number of stakeholder groups.

7.0 BACKGROUND PAPERS

7.1 None.

Workforce Information and Activity Report 2023/24

Workforce Information and Activity Report (WIAR) 2023/24

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¹ From 2023/24, the Chief Executive's Directorate includes Finance Services and Legal, Democratic, Digital and Customer Services. The information contained in the WIAR 2023/24 reflects this structure.

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1.0 Introduction

Inverclyde Council believes in, and is committed to, the principle of equality of opportunity. The Council recognises its responsibilities as a community leader, service provider and employer to encourage the fair treatment of all individuals and to tackle social exclusion and inequality. It also recognises the benefits this brings to the community, the Council and its employees.

1.1 Background

Workforce Information and Activity Reports (WIARs) are developed quarterly, while an annual WIAR is produced at the end of each financial year and includes comparisons with historical information, with the aim of identifying trends, other developments and potential areas for improvement. WIARs are widely distributed across Council Services via service managers and team leaders. The Inverclyde Health and Social Care Partnership (HSCP) quarterly WIARs also include NHS information and are presented to the Staff Partnership Forum.

1.2 Strategic Fit

The Council's People and Organisational Development Strategy 2024/27 was approved by the Policy and Resources Committee on 26 March 2024. To view the document, visit: [Policy and Resources Committee - 26 March 2024](#) (agenda item 8). The Strategy 2024/27 was developed in conjunction with stakeholders and sets out a number of key workforce and OD priorities across the following four Themes:

- OD - Planning for the future
- Employee skills development, leadership, succession planning - Employees are our most valuable resource
- Employer of choice - Continuous improvement; and
- Fairness and equality - Promoting equality, dignity and respect.

During the development of the Strategy 2024/27, consultation took place with a number of stakeholder groups including the Council's Extended Corporate Management Team; Heads of Educational Establishments; service managers; the Trade Unions; the Women's Forum, the Staff Disability Forum, and the Workforce Planning and Development Group. Cognisance was also taken of feedback from the Council's Employee Survey 2022.

The implementation of the People and OD Strategy 2024/27 aims to support a skilled and engaged workforce to deliver across all the Council Plan 2023/28 Themes, with a particular focus on the following Themes:

- **Theme 1:** More people will be in employment, with fair pay and conditions
- **Theme 3:** High quality and innovative services are provided, giving value for money; and Our employees are supported and developed.

2.0 Employee attendance²

2.1 Workdays lost per FTE employee

| Workdays lost per FTE employee | | | | |
|--------------------------------|---------|---------|---------|---------|
| 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| 9.18 | 6.92 | 8.29 | 11.19 | 11.47 |

What the data tells us: Following a decrease in 2020/21, the number of workdays lost per FTE employee increased by 2.9 days between 2021/22 and 2022/23. Between 2022/23 and 2023/24, however, the increase was much smaller (0.28 days).

2.2 Absence by Directorate

| Directorate | Absence by Directorate | | | | |
|--------------------------------------|--------------------------------|---------|---------|---------|---------|
| | Workdays lost per FTE employee | | | | |
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| HSCP | 12.96 | 10.93 | 11.05 | 12.98 | 14.12 |
| Education, Communities and OD (ECOD) | 7.69 | 5.59 | 7.15 | 10.22 | 10.20 |
| Environment and Regeneration (E&R) | 8.70 | 5.59 | 8.32 | 11.97 | 13.20 |

² From 2022/23, the figures in the Employee attendance section of this Report incorporate Covid-19 sickness (including isolation) and respiratory infection-related absences.

| | | | | | |
|-----------------|-------------|-------------|-------------|--------------|--------------|
| Chief Executive | 0.59 | 0.51 | 0.91 | 3.75 | 7.64 |
| Total | 9.18 | 6.92 | 8.29 | 11.19 | 11.47 |

What the data tells us: Reflecting the number of workdays lost per FTE employee, the absence figures by individual Directorate increased between 2021/22 and 2022/23, followed by a smaller increase between 2022/23 and 2023/24.

2.3 Reasons for absence

| Reasons for absence | | | | | |
|---------------------------|-------------------------------------|---------|---------|---------|---------|
| Reason | % of Workdays lost per FTE employee | | | | |
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Accidents | 0.89 | 0.41 | 0.53 | 0.94 | 1.23 |
| Major medical/surgery | 15.98 | 15.54 | 14.47 | 14.8 | 12.27 |
| Maternity-related illness | 1.56 | 1.37 | 1.06 | 0.94 | 0.80 |
| Mental health | 31.66 | 37.38 | 33.76 | 30.29 | 36.07 |
| Musculoskeletal | 20.34 | 24.58 | 21.88 | 17.98 | 18.90 |
| Virus/short-term | 29.57 | 20.72 | 28.30 | 34.95 | 30.57 |

What the data tells us: Generally speaking, musculoskeletal issues and mental health-related illness tend to represent the largest percentage of absence at the Council.

2.4 Absence - number of days

| Absence - number of days | | | | | |
|--------------------------|---------|---------|---------|---------|---------|
| | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| | | | | | |

| No. of days | No. of employees | % | No. of employees | % | No. of employees | % | No. of employees | % | No. of employees | % |
|-------------|------------------|------|------------------|----|------------------|------|------------------|----|------------------|----|
| < 9 | 1,371 | 33 | 870 | 20 | 1,029 | 24 | 1,428 | 34 | 1,531 | 34 |
| > 10 | 898 | 21.5 | 728 | 17 | 392 | 9.1 | 1,077 | 26 | 1,206 | 26 |
| None | 1,876 | 45.5 | 2,694 | 63 | 2,873 | 66.9 | 1,650 | 40 | 1,846 | 40 |

What the data tells us: There is significant variation in these figures over the period, some of which can be linked to the pandemic, levels of Covid-19 and related changes in working practice.

Additional contextual information: The Council is committed to reducing absence rates. A challenging absence rate of nine working days per FTE employee has been set and the Council will continue to work to improve absence rates.

Through robust absence management procedures, the Council endeavours to support employees and reduce the level of absence. The Council works closely with its occupational health provider to ensure that absent employees are given the necessary assistance to enable them to return to work as soon as possible. As indicated above, musculoskeletal issues and mental health-related illness tend to represent the largest percentage of absence at the Council. Referrals to physiotherapy and counselling services can be made as appropriate.

Absence reporting mechanisms support Council Services to better identify any issues and assistance is given by HR to manage absences effectively.

Further information on the Council's performance in terms of absence management – including a comparison with other Local Authorities – is available from the report on the Local Government Benchmarking Framework 2022/23 which was submitted to the meeting of the Policy and Resources Committee on 4 June 2024 and is available to view here: [Policy and Resources Committee - 4 June 2024](#) (agenda item 7).

Additionally, our Supporting Employee Attendance Policy and Procedures were reviewed in 2024 to reflect legislative changes and best practice and the refreshed document was approved by the Policy and Resources Committee at its meeting on 17 September 2024; to view the document, visit: [Policy and Resources Committee - 17 September 2024](#) (agenda item 11).

3.0 Employee demographics³

3.1. Number of employees

| Number of employees | | | | | | | | |
|---------------------|-----------------|-----------------|----------------|----------------|------------------|--------------|--------------|--------------|
| Directorate | FTE | | | | No. of employees | | | |
| | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 |
| HSCP | 874.41 | 889.83 | 857.5 | 898.8 | 1,103 | 1,113 | 1,074 | 1,134 |
| ECOD | 2,003.72 | 2,086.21 | 1,987.3 | 2,005.1 | 2,509 | 2,559 | 2,454 | 2,829 |
| E&R | 603.26 | 585.91 | 592.5 | 423.4 | 634 | 613 | 618 | 440 |
| Chief Executive | 7.81 | 8.81 | 8.8 | 164.9 | 8 | 9 | 9 | 180 |
| Total | 3,489.20 | 3,570.76 | 3,446.1 | 3,492.2 | 4,254 | 4,294 | 4,155 | 4,583 |

What the data tells us: From 2023/24, the Chief Executive's Directorate includes Finance Services and Legal, Democratic, Digital and Customer Services.

The information in the table is the position as at March each year. The number of FTE posts remained fairly steady during all reporting years. Between 2021 and 2023, the number of employees was almost the same, followed by an increase of 428 in 2024.

Contextual information: Following a change in 2022/23 to temporarily use Joint Staff Watch figures, the methodology then returned to the previous method of calculation.

³ Some employees have more than one job at the Council, especially in the HSCP and the ECOD Directorates.

3.2. Part-time and full-time employees

| Part-time and full-time employees | | | | | | | | |
|-----------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|
| | 2021 | | 2022 | | 2023 | | 2024 | |
| | No. of employees | % of workforce | No. of employees | % of workforce | No. of employees | % of workforce | No. of employees | % of workforce |
| Part-time | 2,152 | 51 | 2,079 | 48 | 1,909 | 46 | 2,426 | 53 |
| Full-time | 2,102 | 49 | 2,215 | 52 | 2,246 | 54 | 2,157 | 47 |

What the data tells us: During all reporting years, the part-time/full-time split of Inverclyde Council's employees was broadly similar: our workforce comprised around a half (50%) part-time employees, with a similar number (50%) occupying full-time posts.

3.3. Permanent and temporary employees

| Permanent and temporary employees | | | | | | | | |
|-----------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|
| | 2021 | | 2022 | | 2023 | | 2024 | |
| | No. of employees | % of workforce | No. of employees | % of workforce | No. of employees | % of workforce | No. of employees | % of workforce |
| Permanent | 3,392 | 80 | 3,345 | 78 | 3,246 | 78 | 3,578 | 78 |
| Temporary | 862 | 20 | 949 | 22 | 909 | 22 | 1,005 | 22 |

What the data tells us: Since 2021, the split between permanent and temporary staff has been fairly consistent: just over three quarters (75%) of our employees have a permanent contract with the Council, while slightly less than a quarter (25%) are employed on a temporary basis.

3.4. Modern Apprentices

| Directorate | Modern Apprentices | | | |
|-----------------|--------------------|-----------|-----------|-----------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| HSCP | 3 | 5 | 4 | 6 |
| ECOD | 26 | 26 | 35 | 32 |
| E&R | 9 | 19 | 34 | 26 |
| Chief Executive | 0 | 0 | 0 | 2 |
| Total | 38 | 50 | 73 | 66 |

What the data tells us: The Council has employed an increasing number of Modern Apprentices over the period. They work in a number of areas, ranging from early years' centres to horticulture, joiners, electricians, technicians, customer service and business and administration.

3.5 Leavers

| | Leavers | |
|---------|---------|-------|
| | No. | % |
| 2020/21 | 305 | 7.17 |
| 2021/22 | 432 | 10.09 |
| 2022/23 | 481 | 11.57 |
| 2023/24 | 607 | 13.2 |

What the data tells us: Since 2021/22, the number of employees leaving the Council – expressed as a percentage - has increased year-on-year.

Contextual information: Details of the reasons given by people who left the Council's employment in 2023/24 are outlined at paragraph 3.6.

3.6 Reasons for leaving

| Reasons for leaving | |
|--------------------------------------|-------------------------------------|
| | No. of employees 2023/24 |
| Capability – ill-health | 35 |
| Capability - performance | 0 |
| Death | 4 |
| Dismissal | 3 |
| End of temporary/fixed contract | 116 |
| Other | 14 |
| Redundancy - voluntary severance | 14 |
| Resignation - career progression | 60 |
| Resignation – personal | 125 |
| Resignation - Terms and Conditions | 8 |
| Resignation – work-related | 7 |
| Retirement - age (no pension) | 5 |
| Retirement - age (pension) | 93 |
| Retirement - efficiency of service | 5 |
| Retirement - ill-health (pension) | 9 |
| Retirement – severance | 26 |
| Teaching in Scotland | 0 |
| Terminating additional contract only | 70 |
| Transfer to other Local Authority | 13 |
| Total | 607 |

What the data tells us: In 2023/24, the top reason for leaving the Council was *personal reasons*, cited by 125 staff. The second most popular reason was the ending of a temporary/fixed term contract (applicable to 116 employees). Meanwhile, 138 members of staff left the Council during the last financial year when they chose to retire.

Contextual information: Anecdotally, the Council is aware that the Covid-19 pandemic may have prompted people to reassess their priorities, with the result that a number of employees decided to retire who might have otherwise worked for a longer period of time.

3.7 Annual leave payments to leavers

| Annual leave payments to leavers | | | | | | |
|----------------------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|
| Directorate | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. of employees | Amount £ | No. of employees | Amount £ | No. of employees | Amount £ |
| HSCP | 28 | 27,965.35 | 39 | 48,137.96 | 35 | 37,457.25 |
| ECOD | 101 | 69,461.40 | 78 | 54,905.21 | 88 | 79,106.76 |
| E&R | 7 | 7,761.62 | 3 | 4,744.70 | 6 | 9,850.97 |
| Chief Executive | 0 | 0 | 0 | 0 | 2 | 2,547.76 |
| Total | 136 | £105,188.37 | 120 | £107,787.87 | 131 | £128,962.74 |

What the data tells us: The number of employees who were paid for leave that was outstanding after they left the Council was broadly similar in all reporting years, while the amount paid was almost identical in 2021/22 and 2022/23. Between 2022/23 and 2023/24, however, there was an increase in this figure of £21,174.87.

Contextual information: Where possible, the Council aims to limit the amount paid to staff who have left the Council without using their annual leave entitlement. Employees who have tendered their resignation are encouraged to use their full allocation of annual leave before leaving the Council's employment.

3.8. Employee profile - Age

| Employee profile - Age | | | | |
|------------------------|--------|--------|--------|--------|
| Age in years | 2021 % | 2022 % | 2023 % | 2024 % |
| | | | | |

| | | | | |
|-------|------|------|------|------|
| 16-25 | 6 | 6 | 6 | 6 |
| 26-35 | 16 | 17 | 17 | 17 |
| 36-45 | 21 | 22 | 22 | 23 |
| 46-55 | 29 | 27 | 27 | 25 |
| 56-65 | 26 | 26 | 26 | 27 |
| 66-75 | 1.80 | 1.81 | 1.81 | 1.80 |
| > 76 | 0.2 | 0.19 | 0.2 | 0.2 |

What the data tells us: The information in the table is the position as at March each year. During all reporting years, the majority of the Council's employees were aged 46-55 years and 56-65 years, with a figure in each age range of between 25-29%. Between 2021 and 2024, the number of staff aged 66-75 and ≥ 75 years was almost identical at around 1.8% and 0.2% respectively.

Contextual information: The Council devises Service Workforce Plans with the aim of developing proposals to address wider issues relating to succession planning, including the ageing profile of some staff groups, staff retention challenges and single person dependencies.

3.9. Employee profile - Sex

| Employee Profile – Sex | | | | | | | | |
|------------------------|---------|-------|---------|-------|---------|-------|---------|-------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. | % | No. | % | No. | % | No. | % |
| Female | 3,259 | 76.61 | 3,270 | 76.15 | 3,134 | 75.43 | 3,527 | 76.96 |
| Male | 995 | 23.39 | 1,024 | 23.85 | 1,021 | 24.57 | 1,056 | 23.04 |

What the data tells us: During all reporting years, the female/male split of Inverclyde Council's employees was broadly similar: our workforce comprised just under a quarter (25%) male employees, with females making up a little over three quarters (75%) of our staff.

3.10 Employees in the SPF Scheme

| Employees in the SPF Scheme | | | | | | | | |
|-----------------------------|------------------|-------------------------------|------------------|-------------------------------|------------------|-------------------------------|------------------|-------------------------------|
| Directorate | No. of employees | % of employees in Directorate | No. of employees | % of employees in Directorate | No. of employees | % of employees in Directorate | No. of employees | % of employees in Directorate |
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| HSCP | 996 | 90 | 1,024 | 92 | 1,038 | 97 | 1,048 | 92 |
| ECOD | 2,278 | 91 | 2,372 | 93 | 2,400 | 98 | 2,347 | 83 |
| E&R | 586 | 91 | 576 | 94 | 592 | 96 | 414 | 94 |
| Chief Executive | 7 | 100 | 9 | 100 | 8 | 89 | 174 | 97 |

What the data tells us: During all reporting years, the number of Council staff who were members of the SPF Scheme in each Directorate was very high, ranging from 83% to 100%.

Contextual information: When new members of staff are appointed to the Council, they are automatically entered into the SPF.

3.11 Salary protection and responsibility allowances

| Salary protection and responsibility allowances | | | | | | | | | | | | |
|---|-------------|------------------------------|--------------|-------------|------------------------------|-------------------------|-------------|------------------------------|-------------------------|-------------|------------------------------|--------------|
| Directorate | 2020/21 | | | 2021/22 | | | 2022/23 | | | 2023/24 | | |
| | Resp. allow | Conservation (teachers only) | Salary prot. | Resp. allow | Conservation (teachers only) | Salary prot. (SJC only) | Resp. allow | Conservation (teachers only) | Salary prot. (SJC only) | Resp. allow | Conservation (teachers only) | Salary prot. |

| | | | (SJC ⁴ only) | | | | | | | | | |
|-----------------|----------|----------|----------------------------|----------|----------|-----------|----------|----------|-----------|----------|----------|-----------|
| HSCP | 3 | 0 | 1 (1) | 0 | 0 | 3 (2) | 1 | 0 | 5 (2) | 1 | 0 | 1 |
| ECOD | 2 | 3 (1) | 8 (3) | 0 | 3 (2) | 8 (6) | 0 | 0 | 8 (3) | 3 (2) | 1 (1) | 6 (3) |
| E&R | 2 (2) | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 (1) |
| Chief Executive | 0 | 0 | 0 | 2 | 0 | 0 | 0 | 0 | 0 | 1 (1) | 0 | 3 (1) |
| Total | 7 | 3 | 10 | 2 | 3 | 11 | 1 | 0 | 13 | 5 | 1 | 11 |

What the data tells us: In 2023/24, five employees were paid a responsibility allowance, one employee was paid a conserved salary and a total of 11 employees received salary protection.

Contextual information: The figures in brackets in the above table refer to those cases that are ongoing.

3.12 Contractual overtime

| Contractual overtime | | | | |
|----------------------|------------------|-----------|-----------|-----------|
| Directorate | No. of employees | | | |
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| HSCP | 0 | 0 | 0 | 1 |
| ECOD | 9 (9) | 8 | 3 (3) | 3 (2) |
| E&R | 12 (12) | 15 (13) | 14 (14) | 14 (14) |
| Chief Executive | 0 | 0 | 0 | 0 |
| Total | 21 | 23 | 17 | 18 |

⁴ Scottish Joint Council

What the data tells us: While there are variations between reporting years, overall, the number of Council staff who are paid contractual overtime is very small.

Contextual information: The figures in brackets in the table refer to those cases that are ongoing.

3.13 Night work - atypical night payments

| Night work - atypical night payments | | | | | | | | |
|--------------------------------------|--|--|--|--|--|--|--|--|
| Directorate | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. of employees occasionally undertaking night shifts | No. of employees working nights as their normal work pattern | No. of employees occasionally undertaking night shifts | No. of employees working nights as their normal work pattern | No. of employees occasionally undertaking night shifts | No. of employees working nights as their normal work pattern | No. of employees occasionally undertaking night shifts | No. of employees working nights as their normal work pattern |
| HSCP | 32 (31) | 14 (9) | 34 (32) | 16 (9) | 26 (11) | 35 (32) | 47 (5) | 36 (33) |
| ECOD | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| E&R | 4 (4) | 13 | 3 (3) | 0 | 0 | 3 (3) | 0 | 3 (3) |
| Chief Executive | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 36 | 27 | 38 | 16 | 26 | 38 | 47 | 39 |

What the data tells us: While there are variations between reporting years, overall, the number of Council staff who work night shift occasionally, or as part of their normal working pattern, is very small.

Contextual information: A small number of Council employees are required to work at night; examples of such postholders include those in care-related roles like staff employed in local children's residential units.

In 2023, the Council's Conditions of Service were amended regarding the payment of atypical allowances to part-time employees so that those allowances would be paid in respect of all normal working hours (i.e. for the first 37 hours whether contractual or not). The policy change aims

to support service delivery and the recruitment and retention of employees; more information can be viewed here: [Policy and Resources Committee - 31 January 2024](#) (agenda item 14).

The figures in brackets in the table refer to those cases that are ongoing.

3.14 Sleepover payments

| Sleepover payments | | | | | | | | |
|--------------------|--------------|-------------------|--------------|-------------------|---------------|--------------------|-----------------|--------------------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| Directorate | No. of hours | £ | No. of hours | £ | No. of hours | £ | No. of hours | £ |
| HSCP | 7,284 | 66,065.89 | 6,739 | 61,823.50 | 7,421 | 75,682.04 | 8,671.5 | 97,167.97 |
| ECOD | 108 | 979 | 243 | 2,280.69 | 2,706 | 26,750.08 | 2,203 | 24,348.94 |
| E&R | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Chief Executive | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 7,392 | £67,044.89 | 6,982 | £64,104.19 | 10,127 | £102,432.12 | 10,874.5 | £121,516.91 |

What the data tells us: With the exception of 2021/22, the number of sleepover hours has increased year-on-year. There were also corresponding increases in the amount of sleepover payments i.e. a rise of £38,327.93 between 2021/22 and 2022/23, and of £19,084.79 between 2022/23 and 2023/24.

Contextual information: A small number of Council staff are required to sleepover as part of their roles; examples of such postholders include those in care-related roles. From 2018, sleepover payments were paid as an hourly rate.

3.15 Contractual atypical allowances

| Contractual atypical allowances | | | | | | | | |
|---------------------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| Directorate | No. of employees | £ | No. of employees | £ | No. of employees | £ | No. of employees | £ |
| HSCP | 483 | 272,029.96 | 545 | 263,641.44 | 625 | 348,087.47 | 487 | 301,451.29 |
| ECOD | 17 | 6,678.09 | 19 | 7,466.17 | 57 | 7,260.37 | 20 | 6,073.07 |
| E&R | 35 | 42,674.63 | 34 | 33,786.86 | 82 | 39,265.25 | 27 | 32,086.55 |
| Chief Executive | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 535 | £321,382.68 | 598 | £304,894.47 | 764 | £394,613.09 | 534 | £339,610.91 |

What the data tells us: With the exception of 2022/23, the number of employees in receipt of contractual atypical allowance was between 530 and 600 in all reporting years.

Contextual information: Contractual allowances are those which are not paid following the submission of timesheets.

4.0 Sessional and agency workers

4.1 Sessional workers

| Directorate | Sessional workers | | | |
|------------------------|-------------------|------------|------------|------------|
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| HSCP | 137 | 175 | 232 | 174 |
| ECOD | 385 | 455 | 408 | 234 |
| ECOD – Supply teachers | 262 | 291 | 349 | 408 |
| E&R | 4 | 4 | 3 | 0 |
| Chief Executive | 0 | 0 | 0 | 1 |
| Total | 788 | 925 | 992 | 817 |

What the data tells us: The number of sessional workers employed has varied by 200 over the period.

Contextual information: Quarterly reports are issued to Council Services providing information on sessional usage, while statistics regarding supply teachers are provided at the end of every school term.

4.2 Agency workers

As at March 2024, five agency workers were engaged for a period of more than 12 weeks by both the Physical Assets Service and by the Mental Health, Alcohol and Drug Recovery Support and Homelessness Service.

5.0 Human Resources Support Activity**5.1 Overtime**

| Overtime | | | | | | | | |
|-----------------|--------------------------------------|------------------|----------------------|------------------|-----------------------------------|---------------|----------------------|-------------------|
| 2023/24 | | | | | | | | |
| Directorate | Additional basic hours at plain time | | Overtime at 1.5 | | Overtime (Public Holidays) at 2.0 | | Total | |
| | £ | Hours | £ | Hours | £ | Hours | £ | Hours |
| HSCP | 631,510.40 | 47,453.03 | 409,766.95 | 17,304.25 | 14,638.09 | 507.58 | 1,055,915.44 | 65,264.86 |
| ECOD | 380,374.67 | 30,532.53 | 163,348.44 | 8,610.28 | 181.65 | 7.5 | 543,904.76 | 39,150.31 |
| E&R | 18,318.19 | 1,531.5 | 453,155.78 | 21,444.98 | 4,896.25 | 173.34 | 476,370.22 | 23,149.82 |
| Chief Executive | 1,555.66 | 112.75 | 13,161.28 | 548.75 | 0 | 0 | 14,716.94 | 661.5 |
| Total | £1,031,758.92 | 79,629.81 | £1,039,432.45 | 47,908.26 | £19,715.99 | 688.42 | £2,090,907.36 | 128,226.49 |

What the data tells us: In 2023/24, the majority of overtime worked by Council employees was additional basic hours paid at plain time or overtime which was paid at time and a half. In contrast, a fairly small amount of overtime occurred during Public Holidays.

Contextual information: Employees will be paid the hourly rate for the job for all hours worked. Enhancements relating to overtime, night work and weekend work are paid by applying a percentage to the hourly rate and are paid according to when the hours are worked.

5.2 Overtime – by Directorate

| Overtime – by Directorate | | | | | | | | |
|---------------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|-------------------|----------------------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | Hours | £ | Hours | £ | Hours | £ | Hours | £ |
| HSCP | 63,432.47 | 887,227.28 | 60,974.72 | 847,537.44 | 59,364.71 | 888,706.49 | 65,264.86 | 1,055,915.44 |
| ECOD | 44,822.22 | 540,475.30 | 47,958.01 | 563,626.44 | 53,602 | 558,215.93 | 39,150.31 | 543,904.76 |
| E&R | 32,535.83 | 581,685.78 | 25,982.70 | 483,505.08 | 25,619.15 | 487,336.95 | 23,149.82 | 476,370.22 |
| Chief Executive | 0 | 0 | 0 | 0 | 0 | 0 | 661.5 | 14,716.94 |
| Total | 140,790.52 | £2,009,388.36 | 134,915.43 | £1,894,668.96 | 138,585.86 | £1,934,259.34 | 128,226.49 | £2,090,907.36 |

What the data tells us:

Contextual information: Employees will be paid the hourly rate for the job for all hours worked. Enhancements relating to overtime, night work and weekend work are paid by applying a percentage to the hourly rate and are paid according to when the hours are worked.

5.3 Employee relations activity

Employee relations activity

| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|---|
| Investigations ⁵ | 21 | 31 | 40 | 66 |
| Disciplinary cases | 26 | 37 | 52 | 55 |
| Grievance, and Dignity and Respect submissions | 20 | 37 | 52 | 55 |
| Absence cases supported ⁶ | 242 | 271 | 220 | 510 |
| Letters of concern | 40 | 81 | 108 | 108 |
| Union members ⁷ | 1,505 (35%) | 1,454 (34%) | 1,500 (36%) | 1,480 (32%) |
| Trade Union activity ⁸ – in hours | 3,909.20 | 4,907.88 | 6,007.81 | 5,823.46 |
| Work Life Balance requests | 61 Received 55 Approved | 107 Received 89 Approved | 126 Received 120 Approved | 151 Received 141 Approved |
| Work Life Balance requests – male/female employees | Not previously recorded | Not previously recorded | Not previously recorded | 14 Male employees 127 Female employees |
| Work Life Balance requests approved – Grades of employees | Grades 1-6: 27 Grade \geq 7 & Teachers: 28 | Grades 1-6: 53 Grade \geq 7 & Teachers: 36 | Grades 1-6: 65 Grade \geq 7 & Teachers: 55 | Grades 1-6: 54 Grade \geq 7 & Teachers: 76 |
| Time off in lieu (TOIL) requests for approval | 62 | 48 | 108 | 113 |
| TOIL taken – in days | 29 | 36 | 63 | 42 |

What the data tells us: The rise in the number of disciplinary cases and of Grievance, and Dignity and Respect submissions is partially attributable to increased efforts by the Organisational Development, Policy and Communications Service to promote relevant policy updates. This includes the provision of corporate or Service-requested training, supporting materials and communication of relevant policies and processes.

⁵ Relating to discipline, grievance, and dignity and respect

⁶ Includes Homecare referrals which are recorded separately and were previously not included. The figure comprises absence management forms and support referrals received where advice or further actions have been provided for an absence case.

⁷ Excludes The Educational Institute of Scotland members.

⁸ Trade Union activity is paid facility time in hours, including hours for training, Branch meetings etc.

Slightly less than a third (32%) of Council staff pay Trade Union subscriptions via the payroll system. It is estimated that around 14,800 employees are members of a Trade Union.

Contextual information: Details of the number of Council employees who are members of The Educational Institute of Scotland are not available as the payments are not made by payroll deduction.

5.4 New starts and leavers surveys

| New starts surveys | | | | | | | | |
|--------------------|------------|------------|------------|------------|------------|-----------|------------|-----------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | Issued | Completed | Issued | Completed | Issued | Completed | Issued | Completed |
| HSCP | 131 | 44 | 138 | 36 | 125 | 19 | 135 | 31 |
| ECOD | 230 | 50 | 252 | 50 | 220 | 37 | 191 | 21 |
| E&R | 52 | 10 | 53 | 14 | 46 | 15 | 31 | 8 |
| Chief Executive | 0 | 0 | 0 | 0 | 1 | 1 | 8 | 1 |
| Unknown | 0 | 16 | 0 | 7 | 0 | 2 | 0 | 3 |
| Total | 413 | 120 | 443 | 107 | 392 | 74 | 365 | 64 |

What the data tells us: The percentage of new starts who complete and return the survey has decreased over the period.

| Leavers surveys | | | | | | | | |
|-----------------|---------|-----------|---------|-----------|---------|-----------|---------|-----------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | Issued | Completed | Issued | Completed | Issued | Completed | Issued | Completed |
| HSCP | 91 | 25 | 116 | 40 | 115 | 17 | 91 | 13 |
| ECOD | 133 | 40 | 221 | 63 | 218 | 41 | 205 | 34 |
| E&R | 22 | 10 | 58 | 14 | 40 | 7 | 48 | 9 |

| | | | | | | | | |
|-----------------|------------|------------|------------|------------|------------|-----------|------------|-----------|
| Chief Executive | 1 | 0 | 1 | 0 | 0 | 0 | 10 | 2 |
| Unknown | 0 | 31 | 0 | 11 | 0 | 1 | 0 | 0 |
| Total | 247 | 106 | 396 | 128 | 373 | 66 | 354 | 58 |

What the data tells us: The percentage of leavers who complete and return the survey has decreased over the period.

5.5 New starts and leavers – employment experience

| Overall, how would you rate your employment experience to date? | | | | | | | | |
|---|------------|------------|------------|------------|------------|-----------|------------|-----------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | New starts | Leavers | New starts | Leavers | New starts | Leavers | New starts | Leavers |
| Excellent | 67 | 27 | 60 | 42 | 29 | 12 | 33 | 10 |
| Good | 37 | 60 | 39 | 65 | 33 | 38 | 28 | 38 |
| Average | 3 | 14 | 5 | 15 | 10 | 10 | 2 | 7 |
| Poor | 2 | 5 | 1 | 6 | 2 | 6 | 1 | 3 |
| Prefer not to answer | 11 | 0 | 2 | 0 | 0 | 0 | 0 | 0 |
| Total | 120 | 106 | 107 | 128 | 74 | 66 | 64 | 58 |

What the data tells us: The majority of employees respond with good/excellent.

6.0 OD support activity**6.1 Training – corporate and e-learning**

| Training – corporate and e-learning | | | | |
|-------------------------------------|---------|---------|---------|---------|
| Type of training | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Corporate | 110 | 211 | 435 | 712 |
| E-learning | 9,693 | 7,746 | 5,354 | 12,755 |

What the data tells us: Overall, the amount of face-to-face training delivered by the Council was kept to a minimum in the early part of this period. Clearly, this was directly attributable to the Covid-19 lockdown restrictions – initially introduced in March 2020 – when people were encouraged to minimise face-to-face interaction in the interest of public health. There was a significant increase in training uptake in 2023/24. Some of this is attributed to employees picking training back up again in addition to an increased focus on training provision by Human Resources and Organisational Development.

Contextual information: A wide range of e-learning courses are available to employees, in addition to both in person and on-line provision by the Council.

6.2 Training matrix for senior managers

| Training matrix for senior managers | | | | | | | | |
|-------------------------------------|----------------|-----------|----------------|-----------|----------------|-----------|----------------|-----------|
| | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. of courses | | No. of courses | | No. of courses | | No. of courses | |
| | Mandatory | Completed | Mandatory | Completed | Mandatory | Completed | Mandatory | Completed |
| HSCP | 339 | 21 | 462 | 33 | 453 | 17 | 440 | 55 |

| | | | | | | | | |
|-----------------|------------|-----------|--------------|-----------|--------------|-----------|--------------|------------|
| ECOD | 158 | 12 | 224 | 20 | 223 | 31 | 384 | 48 |
| E&R | 370 | 8 | 378 | 27 | 393 | 22 | 220 | 17 |
| Chief Executive | 24 | 0 | 35 | 5 | 35 | 7 | 136 | 27 |
| Total | 891 | 41 | 1,099 | 85 | 1,104 | 77 | 1,180 | 147 |

What the data tells us: The number of mandatory training courses attended by senior managers rose by 208 between 2020/21 and 2021/22 and was at just over 1,000 during the other three reporting periods. The number of mandatory courses is the total number of courses for every manager, per the training matrix; this includes those which are required to be completed yearly, three-yearly, five-yearly and one-off courses.

Contextual information: A training matrix for senior managers was devised to support personal development. Topics covered in the training matrix include information governance, equality and diversity, information security, and fire safety. A refreshed approach to mandatory training for all employees is being progressed in 2024-25.

6.3 First aiders

| Employees registered as first aiders | | | |
|--------------------------------------|---------|---------|---------|
| 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| 109 | 91 | 105 | 112 |

What the data tells us: There has been an increase in the number of first aiders.

Contextual information: Employees who are designated first aiders are required by the Council to hold a current certificate in first aid and are paid an appropriate allowance per annum.

6.4 Employee benefits - Buy and Bank Leave Scheme

| Buy and Bank Leave Scheme | | | | | | | | |
|---------------------------|------------------|-------------------|------------------|--------------------|------------------|--------------------|------------------|--------------------|
| Directorate | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. of employees | Value £ | No. of employees | Value £ | No. of employees | Value £ | No. of employees | Value £ |
| Total | 99 | £48,702.63 | 309 | £155,591.80 | 386 | £207,020.88 | 464 | £266,473.36 |

What the data tells us: Following the Covid-19 pandemic, there has been an upward trend in the number of employees participating in the Buy and Bank Leave Scheme, rising from 309 in 2021/22 to 464 in the last reporting period.

Contextual information: Buying and banking leave allows employees greater choice and flexibility over how and when they take their annual leave entitlement. Employees can enhance their work life balance by increasing their annual leave entitlement by either banking leave from the previous year or buying leave to take additional time off within the scope of the Buy and Bank Leave Scheme.

6.5 Employee benefits - Cycle to Work Scheme

| Cycle to Work Scheme | | | | | | | | |
|----------------------|------------------|--|-----------|--|-----------|--|-----------|--|
| Directorate | 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| | No. of employees | | | | | | | |
| Total | 47 | | 51 | | 26 | | 16 | |

What the data tells us: There has been a decrease in the uptake of the scheme.

Contextual information: The Cycle to Work Scheme is a Government-approved salary sacrifice initiative which allows staff to access a bike and accessories for the purpose of cycling to work (or for part of the journey). The hire is free of Tax and National Insurance.

6.6 Employee benefits – Childcare Vouchers Scheme

| Childcare Vouchers Scheme | | | | |
|---------------------------|------------------|-----------|-----------|-----------|
| | No. of employees | | | |
| | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Total | 38 | 32 | 25 | 19 |

What the data tells us: The Scheme closed to new entrants in 2018 which explains the reduction in the number of employees participating in during the reporting years 2020/21-2023/24.

Contextual information: By opting to take part of their salary in childcare vouchers, employees could make Tax and National Insurance savings each year. They can then use the vouchers to pay for a range of childcare such as nurseries, crèches, child-minders, and after-school clubs.

6.7 Job evaluation

| Job evaluation | | | | | | | |
|----------------|---------|----------|---------|----------|---------|----------|---------|
| 2020/21 | | 2021/22 | | 2022/23 | | 2023/24 | |
| Requests | Appeals | Requests | Appeals | Requests | Appeals | Requests | Appeals |
| 57 | 0 | 87 | 0 | 52 | 0 | 68 | 0 |

What the data tells us: While the number of requests for a job valuation varied during the reporting periods, there were no appeals between 2020/21 and 2023/24.

Contextual information: The pay and grading of jobs must be fair and non-discriminatory, complying with equal pay legislation and associated Codes of Practice. The Council has a Pay and Grading Model that satisfies these aims. Where an employee believe their job has changed and needs to be reconsidered, this is done under the Council's Job Evaluation: Maintenance of the Scheme guidelines.

6.8 Quarterly reports

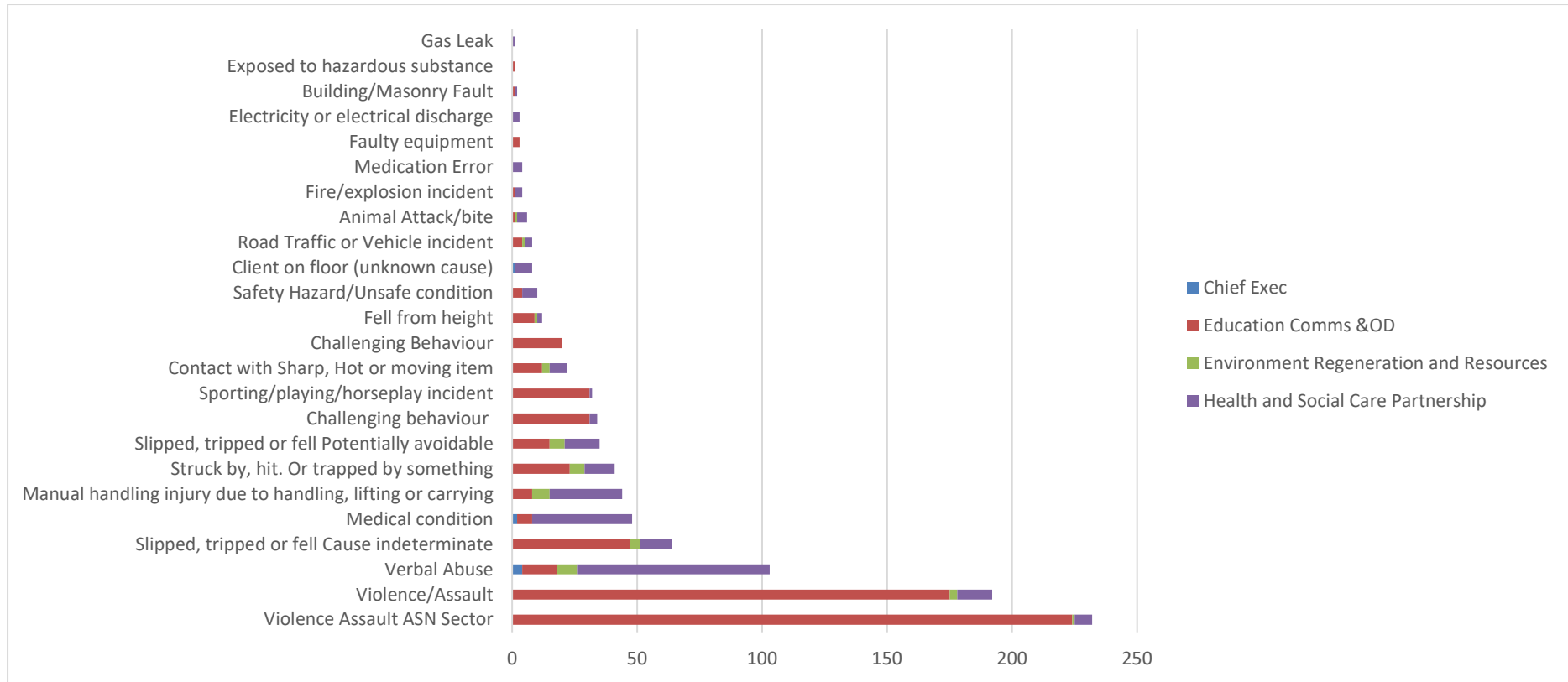
The following reports are provided on a quarterly basis:

- Sessional workers usage
- Temporary end date
- Absence management
- Council turnover
- Job sizing spreadsheet

7.0 Health and safety

7.1 Causes of accidents

The graph shows the causes of accidents to employees in 2023/24, categorised by Directorate.



What the data tells us: The main cause of accidents in 2023/24 – comprising 224 incidents in the ECOD Directorate - was ‘Violence Assault Additional Support Needs Sector’.

7.2 Incidents reported to the HSE



| 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------|---------|---------|---------|
| 28 | 12 | 13 | 24 |

What the data tells us: The table provides details of the number of incidents which have been reported to the HSE under the requirements of The (RIDDOR) 2013.

Contextual information: The Council is required to report some types of incidents to the HSE, including accidents resulting in a death; accidents resulting in specified injuries to staff; non-fatal accidents following which non-workers require hospital treatment; and dangerous occurrences. Reports must be submitted within 10 days of the incident occurring.

7.3 RIDDOR incidents by Directorate

| RIDDOR incidents by Directorate | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Directorate | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| HSCP | 7 | 1 | 0 | 4 |
| ECOD | 17 | 2 | 6 | 12 |
| E&R | 4 | 9 | 7 | 8 |
| Chief Executive | 0 | 0 | 0 | 0 |
| Total | 28 | 12 | 13 | 24 |

What the data tells us: There was fluctuation over the period in terms of incident levels.

Contextual information: A RIDDOR report must be submitted in cases when the accident is work-related and results in a reportable injury. Examples of reportable injuries include the death of a person if it is a result of a work-related accident; specified, reportable injuries to staff like the amputation of a limb; or a crush injury to the head or torso which causes brain damage or damage to internal organs in the chest and abdomen.

7.4 Cost of incidents

| Incident type | Cost of incidents | | | | | | | |
|--|-------------------|----------|------------|-----------|------------|----------|------------|------------------|
| | 2023/24 | | | | | | | |
| | HSCP | | ECOD | | E&R | | Total | |
| | Hours lost | £ | Hours lost | £ | Hours lost | £ | Hours lost | £ |
| Slipped, tripped, or fell | 188.4 | 2,617.41 | 1,242.04 | 17,921.94 | 539 | 6,566.05 | 1,969.44 | 27,105.40 |
| Violence or assault (Additional Support Needs) | 22.2 | 504.83 | 1,024.44 | 13,246.38 | 0 | 0 | 1,046.64 | 13,751.21 |
| Manual handling injury due to handling, lifting or carrying | 88.8 | 1,164.16 | 333 | 5,451.21 | 370.2 | 5,465.77 | 792 | 12,081.14 |
| Road traffic or vehicle incident | 440.3 | 7,147.40 | 0 | 0 | 0 | 0 | 440.3 | 7,147.40 |
| Hit by a moving, flying, falling or machined object | 41.6 | 575.25 | 325.6 | 4,268.62 | 44.4 | 451.99 | 411.6 | 5,295.86 |
| Violence or assault | 0 | 0 | 64.49 | 895.77 | 303.4 | 4,326.48 | 367.89 | 5,222.25 |
| Faulty equipment | 0 | 0 | 318 | 4,884.48 | | | 318 | 4,884.48 |
| Fell from height | 0 | 0 | 44 | 675.84 | 14.8 | 179.23 | 58.8 | 855.07 |
| Medical condition/allergic reaction | 66 | 850.08 | 0 | 0 | 0 | 0 | 66 | 850.08 |

| | | | | | | | | |
|-----------------------------------|--------------|-------------------|-----------------|-------------------|----------------|-------------------|-----------------|-------------------|
| Challenging behaviour | 0 | 0 | 37 | 485.07 | 0 | 0 | 37 | 485.07 |
| Physical activity/sporting injury | 0 | 0 | 18.5 | 242.54 | 0 | 0 | 18.5 | 242.54 |
| Contact with a sharp object | 0 | 0 | 7.4 | 108.41 | 0 | 0 | 7.4 | 108.41 |
| Total | 847.3 | £12,859.13 | 3,414.47 | £48,180.26 | 1,271.8 | £16,989.52 | 5,533.57 | £78,028.91 |

What the data tells us: Incidents can result in employees being absent from work. The table shows the number of workdays lost for each category of incident reported and the cost of time lost based on salary of the employees.

For the HSCP, the main reason for hours lost due to incidents in 2023/24 was a road traffic or vehicle incident. This may be because a significant proportion of the HSCP staff work remotely and their jobs require the use of a vehicle, for example, Home Support Workers. For both the ECOD and E&R Directorates, the top reason for hours lost due to incidents was a slip, trip or fall.

Contextual information: The impact of incidents is monitored closely, both in terms of workdays lost and the cost to the Council. Remedial action is taken, as appropriate, following each incident to minimise a recurrence and the potential impact on Council employees and non-workers and any costs involved.

Additional contextual information: We are committed to a health and safety culture at Inverclyde Council. The Council's Health and Safety Committee provides a means of regular consultation between the Council (or Council Directorates) and its Safety Representatives or Representatives of Employee Safety. Chaired by the Chief Executive, its membership comprises Officers from a number of Council Services, together with representatives of the Trade Unions. The main piece of legislation which underpins the Council's activity around this topic is The Health and Safety at Work Etc Act 1974. Our obligations under the legislation include the provision of information, instruction and training to employees. A programme of updating health and safety policies is underway.