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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS11 December 2018 | AGENDA ITEM REPORT No HLH /18 |

## **HUMAN RESOURCES - Report by Chief Executive**

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| **Summary** The purpose of this report is to update Directors on Human Resources activity for the period July to September 2018 which includes information relating to absence, disciplinary and grievance issues during this period. It is recommended that Directors: 1. note and comment on the content of the quarterly HR report including the update on the staffing establishment.
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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:1. To advance sustainable growth and financial sustainability
2. **Deliver the Service Delivery Contract with THC**
3. **Improving staff satisfaction**
4. **Improving customer satisfaction**
5. **A positive company image**
6. Services designed around customers and through market opportunities
7. Sustain a good health and safety performance
8. A trusted partner
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| **2.** | **Background** |
| 2.1  | The Human Resources (HR) report is a summary of HR activity in the preceding quarter, offering an update on current staff numbers along with any change since previous reports. There is also an outline of the absence levels (which for the first time are sub-sectioned into short and long-term absence in this report); activity relating to any disciplinary, grievance and harassment issues; and an employee relations update. |
| **3.**3.13.1.13.1.2 | **Human Resources Report: July to September 2018**Staff Establishment NumbersDirectors should note the changes to establishment in full-time equivalents (FTE):Establishment at end of **Quarter 1** (April to June 2018) = **682.43**Establishment at end of **Quarter 2** (July to September 2018) = **687.66**Changes to the establishment in last Quarter detailed in **Appendix A** show an increase of **5.23** FTE. |
| 3.2 | Attendance management |
| 3.2.1 | Reports show absence levels split between long-term absence (>10 consecutive working days) and short-term absence (10 consecutive working days or less). |
| 3.2.2 | The long term absence rates % up to the end of Quarter 2 were as follows:

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| **%** **Long term Absence Rates** | **Quarter 1****(Apr–Jun)** | **Quarter 2****(Jul–Sep)** | **Quarter 3****(Oct–Dec)** | **Quarter 4****(Jan–Mar)** |
| **2016/17** | 2.67% | 2.41% | 2.12% | 2.38% |
| **2017/18** | 2.62% | 2.29% | 2.68% | 2.28% |
| **2018/19** | 2.12% | 2.37% | - | - |

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| 3.2.3 | Quarter 2 has shown a small increase of 0.25% in the long term absence rate from previous quarter.There were 25 long-term absences in the quarter of which 8 remained absent at the start of Q3 2018/19. Of those 8, a further 3 have returned to work since October. |
| 3.2.4 | The short term absence rates % up to the end of Quarter 1 were as follows:

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| **%** **Short term Absence Rates** | **Quarter 1****(Apr–Jun)** | **Quarter 2****(Jul–Sep)** | **Quarter 3****(Oct–Dec)** | **Quarter 4****(Jan–Mar)** |
| **2016/17** | 0.92% | 0.68% | 0.90% | 1.45% |
| **2017/18** | 0.98% | 1.06% | 1.31% | 1.74% |
| **2018/19** | 0.99% | 0.99% | - | - |

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| 3.2.5 | Quarter 2 has shown no change in the short term absence rate from previous quarter. |
| 3.2.6 | Taking into account the small increase in long term absences and no change in the short term absences, the overall absence rate in Quarter 2 shows an increase of 0.25% from the previous quarter. |
| 3.2.7 | The average sick days per employee up to the end of Quarter 2 were as follows: |
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| **Average sick days per employee** | **Quarter 1****(Apr–Jun)** | **Quarter 2****(Jul–Sep)** | **Quarter 3****(Oct–Dec)** | **Quarter 4****(Jan–Mar)** |
| **2016/17** | 2.30 | 2.04 | 1.96 | 2.49 |
| **2017/18** | 2.30 | 2.17 | 2.39 | 2.53 |
| **2018/19** | 2.02 | 2.18 | - | - |

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| 3.2.8 | The average sick days/FTE per employee has shown a small increase of 0.16 days from the previous quarter. |
| 3.2.9 | With the support of HR, individual line managers identify attendance management issues which may require support and assistance through measures such as referral to occupational health, counselling, in-situ support/confidante.  |
| 3.4 | Staff TurnoverResignations in Quarter 2 as a percentage of the number of posts and resignations have been consistent with previous years with an average turnover of 0.9% equating to an average of 9 resignations a month. Staff turnover remains in a ‘green’ RAG-rated status in terms of the Charity’s performance reporting and therefore does not present any current ongoing concerns for HLH. |
| 3.53.63.7 | DisciplineThere were 3 issues considered under the charity’s disciplinary processes in Q2 2018/19, 1 of which has been resolved and 2 of ongoing. GrievanceThere were 2 matters considered under the charity’s grievance procedure in Q2 2018/19. Both of these have been addressed but not wholly resolved and are currently at the Appeal stage.HarassmentThere were no harassment issues raised during Q1 in 2018/19. |
| 3.83.8.13.8.2 | Employee relations The Company has engaged with the three Trade Unions (TUs) that have members within the organisation, namely Unison, Unite and GMB. The Company deals with the TUs formally through the Joint Consultation Forum (JCF) which meets quarterly, the last meeting was held on 25 September 2018. The main discussion areas at this meeting were:* Swim teaching levels
* Absence procedures
* Annual leave procedures
* Vacancy advertising
* Unison Health & Safety visits
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| 3.8.3 | In addition, the above Trade Unions are invited to be represented on the staff Health and Safety Committee.  |
| 3.8.4 | Management and representatives of HR also discuss with the Trade Unions individual issues as and when required. |
| 3.8.5 | Directors should note that the EIS union associated with the Music Instructor staff has been invited to attend all JCF meetings but has yet to take up the offer. |
| **4.** | **Annual Services Equality Report** |
| 4.1 | High Life Highland recognises and understands its duties and responsibilities under The Equalities Act 2010. The Company recognises its duty not to discriminate against any of the ‘nine characteristics’ (Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and Civil Partnership, Race, Religion and belief, Sex, and Sexual orientation). |
| 4.2 | In addition, there are duties on public sector bodies (the “general equality duty”) which also applies to bodies exercising public function to give due regard to the need to:• Eliminate unlawful discrimination• Advance equality of opportunity• Promote good relations |
| 4.3 | High Life Highland implements its duties under the act by considering the following: • the behaviour of staff who are dealing with customers, clients, service users, club members, associate members or guests or who are taking decisions about how to provide goods, facilities or services to the public or a section of the public• the building or other place where services are delivered, if this is open to the public or a section of the public• advertisements and marketing• written materials, for example, information leaflets provided as part of the service• websites and internet services• telephone access and call centres |
| 4.4 | There were no complaints during 2017/18 relating to the charity’s obligations as detailed in the policy. |
| **5.** | **Policies update** |
| 5.1 | The following six policies have been considered in line with the review schedule. Some of the policies have had minor amendments in terms of personnel changes and referencing to HLH as a Charity.* Adult and Child Protection
	+ Child and Vulnerable Adult Protection Policy
	+ Vetting Policy
	+ Recruitment of Ex Offenders Policy
	+ Policy for the Secure Handling, Storage, use and retention of Disclosure Information
* Equal Opportunities Policy
* Harassment at Work Policy
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| **6.**6.16.26.3 | **Implications**Resource Implications – there are no new resource implications arising from the recommendations of this report.Legal Implications – there are no new legal implications arising from the recommendations of this report.Risk Implications – there are no new risks arising from the recommendations of this report. |
| **Recommendation**It is recommended that Directors:1. note and comment on the content of the quarterly HR report including the update on the staffing establishment.
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Designation: Chief Executive

Date: 30 November 2018

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 1 (JULY – SEPTEMBER)**

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| **Post** | **Location** | **FTE** |
|  |  |  |
| Assistant Manager | Lochaber Leisure Centre | -1 |
| Leisure Supervisor | Lochaber Leisure Centre | +1 |
| Adult Learning Support Worker (Syrians) – 12 months | Invergordon Arts Centre | +1 |
| Curator (Decorative Arts) – 12 months | IMAG | +0.8 |
| Leisure Manager | Lochaber (Ben Nevis, Leven) | +1 |
| Assistant Youth Worker – 12 months | Inverness | +0.5 |
| Assistant Youth Worker – 12 months | Alness/Invergordon | +1 |
| Assistant Youth Worker – 12 months | Wick | +0.5 |
| Library Assistant | LSU | +0.43 |
|  |  | **+5.23** |