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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS21 March 2019 | AGENDA ITEM REPORT No HLH /19 |

## **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 October to December 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;
2. note and comment on the outcomes of the short-term working group looking at staff health and wellbeing to date; and
3. note the timings and process for this year’s staff survey.
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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: October to December 2018**Staff Establishment NumbersDirectors should note the changes to establishment in full-time equivalents (FTE):Establishment at end of **Quarter 2**(July to September 2018) = **687.66**Establishment at end of **Quarter 3** (October to December 2018) = **687.92**Changes to the establishment in last Quarter detailed in **Appendix A** show an increase of 0.264 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 3 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% | 2.70% | - |

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| 3.2.3 | Quarter 3 has shown an increase of 0.33% in the long term absence rate from previous quarter.There were 31 long-term absences within the quarter of which eight remained absent at the start of Q4 2018/19. Of those eight, a further four have returned to work during Q4. |
| 3.2.4 | The short term absence rates % up to the end of Quarter 3 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% | 1.32% | - |

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| 3.2.5 | Quarter 3 has shown an increase of 0.33% in the short term absence rate from previous quarter. |
| 3.2.6 | Taking into account the increase in long and short term absences the overall absence rate in Quarter 3 shows an increase of 0.66% from the previous quarter. |
| 3.2.7 | The average sick days per employee up to the end of Quarter 3 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 | 2.45 | - |

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| 3.2.8 | The average sick days/FTE per employee has shown an increase of 0.27 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.  |
| 3.3 | Staff TurnoverResignations in Quarter 3 as a percentage of the number of posts and resignations have been consistent with previous years with an average turnover of 0.45% equating to an average of six 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. |
| 3.43.53.6 | DisciplineThere was one new issue considered under the charity’s disciplinary process in Q3 2018/19, which has been resolved. One further issue carried forward from Q2 is currently at the appeal stage.GrievanceThere were two matters considered under the charity’s grievance procedure in Q3 2018/19. Both of these have been addressed and are fully resolved.HarassmentThere were no harassment issues raised during Q3 in 2018/19. |
| 3.73.7.13.7.2 | Employee relations The Company has engaged with the three Trade Unions (TUs) that have members within the organisation, namely Unison, Unite, GMB and EIS. The Company deals with the TUs formally through the Joint Consultation Forum (JCF) which meets quarterly, the last meeting was held on 9 January 2019The main discussion areas at this meeting were:* HLH move to single payroll for all staff
* Emergency Contact rota proposal (Outdoor/Youth/Active Schools)
* Highland Heroes Awards
* Budget implications for HLH
* Christmas closures
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| 3.7.3 | In addition, the above Trade Unions are invited to be represented on the staff Health and Safety Committee.  |
| 3.7.4 | Management and representatives of HR also discuss with the Trade Unions individual issues as and when required. |
| **4.** | **Staff Health and Wellbeing Week** |
| 4.1 | Directors will recall discussion on staff health and wellbeing when the outcomes from the Staff Survey were presented to the Board in December 2017. Directors requested that management review ways in which this topic could be considered internally across the charity as one of the key outcomes from the staff survey. |
| 4.2 | During early 2018 a number of staff workshops were held to identify ways in which the Charity could help with the wellbeing of its staff. |
| 4.3 | The information obtained through the workshops was then collated and discussed with Senior Management Team where agreement was reached to set-up a short-life working group, to include representation from all services with a remit to explore the ways in which the workshops outcomes could be implemented. |
| 4.4 | The short-life working group has been meeting on a monthly basis since September and have focussed on the key areas: * Access to work-related health and wellbeing information – this has been achieved through the development of a new design webpage where staff will now be able to access internal and external health related information (e.g. NHS initiatives, Paths for All – step it up challenges etc.;
* HLH Health and Wellbeing Week – this is a staff focused health awareness week (physical and mental). The week will run from 13 – 19 May 2019 and will coincide with National Mental Health Awareness Week. The short-life group invited HLH colleagues to offer health and wellbeing related activities/sessions to colleagues during the inaugural Health and Wellbeing week. This resulted in an overwhelming 100+ activities being offered ranging from weaving in Lochaber; weightlifting in Thurso; Zorbing in Tain; adult lego in Tain; healthy baking in Sutherland and an introduction to family history in Inverness;
* All staff will be given the opportunity to use a 7-Day pass for gyms/classes/pools etc. during the HLH Health and Wellbeing week;
* The start of a month-long step (walking) challenge for all staff across all services to increase activity etc. The winning team will be announced/recognised at Volunteer and Staff Awards 2019;
* The launch of a 10% staff discount on *high****life*** membership to encourage staff and their immediate family to sign up to the card.
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| 4.5 | The outcomes and successes/improvements of the project will be evaluated by the short-life working group and reported back to the Board at a later date. |
| **5.** | **Staff Survey 2019** |
| 5.1 | HLH’s biennial staff survey asks staff for their views on their job and of the organisation as a whole. This year’s survey will be available online, or if preferred, as a paper version, from the beginning of May until the end of the month and provides the Charity with an opportunity to obtain a genuine insight into how staff feel about their work and can help the Charity take action to improve job satisfaction and performance.  |
| 5.2 | The format of this year’s survey follows the same format as previous years so that results can be compared with those from earlier surveys, and management can review any trends or see where there have been significant changes. The resultant action plan will be reported to a future meeting of the Board. |
| 5.3 | Responses to the survey are strictly confidential and the outcome is anonymous statistics from which no individual’s response can be identified. |
| **6.** | **Policies update** |
| 6.1 | The following four 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.* Special Leave
* Whistleblowing
* Overtime
* Redeployment & Redundancy

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| **7.**7.17.27.3 | **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;
2. note and comment on the outcomes of the short-term working group looking at staff health and wellbeing to date; and
3. note the timings and process for this year’s staff survey
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Designation: Chief Executive

Date: 8 March 2019

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 3 (OCTOBER – DECEMBER 2019**

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| **Post** | **Location** | **FTE** |
| Movers and Shakers Tutor | Inverness | + 0.4 |
| Music Instructor | Various | - 0.2 |
| Music Instructor Woodwind | Sutherland & Ross-shire | + 0.3 |
| Leisure Assistant | Craig MacLean Leisure Centre  | + 0.168 |
| Leisure Assistant | Craig MacLean Leisure Centre | -0.54 |
| Leisure Assistant | Craig MacLean Leisure Centre | + 0.376 |
| Leisure Supervisor | Averon Leisure Centre  | -0.13 |
| Leisure Supervisor | Averon Leisure Centre | 0.21 |
| Leisure Supervisor | East Caithness Community Facility | -0.26 |
| Customer Service Assistant | East Caithness Community Facility ECCF | -0.06 |
| Conservator | Highland Archive Centre  | 1 |
| Project Conservator | Highland Archive Centre | -1 |
| Trainee Conservator | Highland Archive Centre | -1 |
| Horticultural Trainer | Inverness Botanic Gardens | -1 |
| Head Gardener | Inverness Botanic Gardens & Nursery | 1 |
| MacMillan Support Assistant | Inverness | 1 |
|  |  | **0.264** |