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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS20 JUNE 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 January to March 2019 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; and
2. note and comment on the internal and external staff training being carried out by the Charity.
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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. Sustain a high standard of health and safety, and environmental performance
2. **Implement the Service Delivery Contract with THC**
3. **Improving customer engagement and satisfaction**
4. **Improving staff engagement and satisfaction**
5. **Enhance the positive charity image**
6. Be a trusted and effective partner
7. Achieve sustainable growth across the organisation
8. Develop health and wellbeing across Highland communities
9. **Develop and promote the High Life brand**
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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 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: January – March 2019**Staff Establishment NumbersDirectors should note the changes to establishment in full-time equivalents (FTE):Establishment at end of **Quarter 3** (October to December 2018) = **687.92**Establishment at end of **Quarter 4** (January to March 2019) = **690.55**Changes to the establishment in last Quarter detailed in **Appendix A** show an increase of 2.63 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 4 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% | 2.73% |

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| 3.2.3 | Quarter 4 has shown an increase of 0.45% in the long term absence rate compared to the same quarter in 2017/18. There were 22 long-term absences within the quarter (compared to 31 in Qtr 3) of which 12 remained absent at the start of Q1 2019/20. Of those 12, four have returned to work during Q1 2019/20 and one has retired due to ill health. |
| 3.2.4 | The short term absence rates % up to the end of Quarter 4 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% | 1.42% |

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| 3.2.5 | Quarter 4 has shown decrease of 0.32% in the short term absence rate compared to the same quarter in 2017/18.  |
| 3.2.6 | Taking into account the increase in long and short term absences the overall absence rate in Quarter 4 shows an increase of 0.13% compared to the same quarter in 2017/18. |
| 3.2.7 | The average sick days per employee up to the end of Quarter 4 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 | 2.57 |

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| 3.2.8 | The average sick days/FTE per employee has shown an increase of 0.04 days compared to the same quarter in 2017/18. |
| 3.2.9 | The table below compares the average absence rates over the whole year:

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|  | **%****Average****Long Term Absence Rate** | **%****Average****Short Term Absence Rate** | **Average sick days per employee per annum** |
| **2016/17** | 2.19% | 0.98% | 8.79 |
| **2017/18** | 2.34% | 1.27% | 9.39 |
| **2018/19** | 2.28% | 1.18% | 9.22 |

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| 3.2.10 | At the end of 2018/19 the long and short term absence rates are showing an overall decrease on 2017/18. With the support of the HR section; individual line managers continue to monitor and identify attendance management issues which may require support and assistance through measures such as referral to occupational health, counselling, in-situ support/confidante.   |
| 3.2.11 | HR works closely with managers and employees to find opportunities to encourage earlier returns to work for some long term absences where temporary redeployments or lighter/different duties may be appropriate.  |
| 3.2.12 | In addition, it is envisaged that the work being undertaken by the newly created Staff Health and Wellbeing Group will develop ways to support and assist staff with aspects of their mental and physical wellbeing.The first HLH Health and Wellbeing Week took between 13th and 19th May and focussed on:* Development of new staff health and wellbeing website;
* Creation of a week-long programme of events in which staff could participate;
* A inter-departmental step-challenge programme

At the time of writing this report the outcomes from the Health and Wellbeing Week were being reviewed and will be subject to a follow-up report to the next Board Meeting. |
| 3.2.13 | As requested by the Board, the HR Manager is currently undertaking a benchmarking review of absences within similar organisations and results will be reported to the Board verbally.  |
| 3.3 | Staff TurnoverResignations in Quarter 4 as a percentage of the number of posts and resignations have been lower than the same quarter last year with an average turnover of 0.3% equating to an average of 2 resignations a month across the whole organisation. In the same quarter in 2017/18 the average staff turnover was 0.7% equating to just over 4 resignations a month. |
| 3.3.1 | 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. |
| 3.3.2 | As requested by the Board, the HR Manager is undertaking a benchmarking review of staff turnover within similar organisations but as reporting methods vary between organisations this has not been straightforward and will therefore be reported at the next Board meeting. |
| 3.43.53.6 | Use of the charity disciplinary processesThere were three new issues considered under the Charity’s disciplinary process in Q4 2018/19, two of which were resolved. One further issue carried forward into Q1 2019/20 and is currently at the appeal stage.Use of the charity grievance processesThere were two new matters considered under the charity’s grievance procedure in Q4 2018/19. One has been fully addressed and is now closed and the other carried forward into Q1 2019/20. HarassmentThere were no harassment issues raised during Q4 in 2018/19. |
| 3.73.7.13.7.2 | Employee relations The Charity has engaged with the four Trade Unions (TUs) representing members within the organisation, namely Unison, Unite, GMB and EIS. The Charity deals with the TUs formally through the Joint Consultation Forum (JCF) which meets quarterly, the last meeting was held on 14 March 2019The main discussion areas at this meeting were:* Single Payroll proposal
* Travel expenses and travel time
* Evolve / weekend ‘on call’ arrangement update
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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 Training** |
| 4.1 | Flexible Workforce Development Fund (FWDF) |
| 4.1.1 | The FWDF provides apprenticeship-levy paying employers with financial support to up-skill and re-train employees in partnership with local colleges.In January, an application to the FWDF was successful in securing funding to the value of £14,000 for staff training to be delivered by UHI during 2019/20. Management and staff were invited to identify areas of training that would benefit their service and the Charity as a whole through the personal and professional development of existing staff. |
| 4.1.2 | The following short courses were identified and developed with UHI to provide bespoke training for 75 members of HLH staff:* CMI Management Communications
* Basic, Intermediate and Advanced Excel
* IOSH Working Safely
* An Introduction to Marketing for the development of a ‘champions’ network throughout the organisation
* One member of staff will also be undertaking a year long CIPD HR Practices Course, identified as an outcome from their annual Appraisal and made financially possible by the FWDF.
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| 4.2 | Grievance and Disciplinary Training |
| 4.2.1 | Following the introduction of the updated Grievance and Disciplinary procedures in October last year and a pilot training session with the Business team in November, the HR team has been rolling out additional training to all relevant managers and supervisors throughout May and June. Staff included in this training will be:* All Heads of Service, Senior Management Team and Quarterly Management Team members including all Area Officers and Senior Network Librarians
* Operational Officers eg. Sports, Facility Managers, ICT, H&S, Libraries (Network), Business Support, Arts
* Supervisors e.g. Libraries/Leisure.
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| 4.3 | Emerging Leaders |
| 4.3.1 | Two members of the Senior Management Team are currently undertaking the Emerging Leaders – Leadership Programme with two Heads of Service attending the Strategic Leaders programme, partly funded by HIE and ERDF under the European Regional Development Fund Scotland Programme 2014-2020.   |
| **5.** | **Staff Survey 2019** |
| 5.1 | HLH’s biennial staff survey has been circulated to staff during May and the responses will be collated and outcomes reported to the Board meetingin August. |
| **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 referencing to HLH as a Charity.* Time Off For Union Duties and Activities
* Payment of Professional Fees
* Acting Up
* Job Evaluation
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| **7.**7.17.27.37.4 | **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.Equality Implications – there are no new equality 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; and
2. note and comment on the internal and external staff training being carried out by the Charity.
 |

Designation: Chief Executive

Date: 11 June 2019

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 4**

**(JANUARY – MARCH 2019)**

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| **Post** | **Location** | **FTE** |
| Leisure Assistant | Lochaber Leisure Centre | -0.05 |
| Youth Support Officer (temp 1 year) | Mid & East Ross | 0.43 |
| Youth Support Officer (temp 1 year) | Mid & East Ross | 0.43 |
| Leisure Assistant | Gairloch Leisure Centre | -0.52 |
| Cashier/Receptionist | Gairloch Leisure Centre | -0.11 |
| Leisure Supervisor | Gairloch Leisure Centre | 0.64 |
| Music Instructor Brass | Nairn | 0.4 |
| Music Instructor  | (various) | -0.4 |
| Leisure Assistant | Nairn Leisure Centre | -0.09 |
| Leisure Assistant | Aviemore Community Centre | -0.06 |
| Outdoor Centre Assistant | Torrin | -0.07 |
| Activities Development Officer (temp) | Inverness | 0.5 |
| Outdoor Centre Assistant | Glenfinnan Bunkhouse | 0.44 |
| Outdoor Centre Supervisor | Glenfinnan Bunkhouse | 0.08 |
| Project Officer (Shinty Memories) (temp) | Highland Folk Museum | 1 |