

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

### **Summary**

The purpose of this report is to update Directors on Human Resources activity for October to December 2015 including a quarterly report on absence, disciplinary and grievance issues.

It is recommended that Directors:

- i. note the content of the quarterly report including the update on the staffing establishment; and
- ii. approve the minor amendment to the Substance Misuse Policy

### **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

### **2. Background**

2.1 The quarterly Human Resources (HR) report is a numerical representation of HR activity in the preceding quarter. It gives an update on current staff numbers and any change in numbers from previous reports. There is also an outline of the absence levels within the Company, number of formal disciplinary cases, number of formal grievance complaints, any harassment issues and an employee relations update.

2.2 The Company regularly reviews all HR policies and procedures and have recently examined a number of these and have made alterations where necessary.

### **3. Human Resources Report: October to December 2015**

#### **3.1 Staff Establishment Numbers**

3.1.1 The report to Directors covering the last quarter gave a total establishment figure of 496.1 FTE

3.1.2 The change to the establishment during Quarter 3 (October to December 2015) has been an overall increase of 3.43 FTE. The changes can be summarised as:-

**Change**

	<b>FTE</b>
Independent Museums Officer (TUPE transfer from THC)	0.86
Service Point staff (TUPE transfer from THC)	1.5
Reorganisation of staff at Aviemore Community Centre	1.68
Reduced hours for Sports Development Officer (Dingwall)	-0.5
Movers and Shakers Tutor – externally funded(Dingwall)	0.8
Reorganisation of Management Structure Averon/BISC	-1.0
Increased hours for Centre Coordinator (Inverness)	0.09

3.1.3 **Total** **3.43**

The staffing establishment as at the end of Quarter 3 is therefore 499.53 FTE.

3.2 Absence Levels

3.2.1 The absence figures for Quarter 3 (October to December 2015) were as follows:

<b>% Absence Rates</b>	<b>Quarter 1 Apr - Jun</b>	<b>Quarter 2 Jul - Sep</b>	<b>Quarter 3 Oct - Dec</b>	<b>Quarter 4 Jan - Mar</b>
<b>2012/13</b>	2.10% (1.34 days/FTE)	3.58% (2.32 days/FTE)	3.48% (2.12 days/FTE)	3.48% (2.12 days/FTE)
<b>2013/14</b>	3.48% (2.22 days/FTE)	3.79% (2.50 days/FTE)	3.48% (2.12 days/FTE)	3.44% (2.13 days/FTE)
<b>2014/15</b>	2.91% (1.80 days/FTE)	2.72% (1.79 days/FTE)	2.83% (1.72 days/FTE)	3.40% (2.10 days/FTE)
<b>2015/16</b>	2.48% (1.51 days/FTE)	2.78% (1.83 days/FTE)	3.4% (2.1 days/FTE)	-

3.2.2 Quarter 3 has shown an increase in the absence rate of 0.62% from the previous quarter to 3.4%. Although also an increase of 0.57% from the same quarter in the previous year, it is broadly in line with the overall statistics for the quarter. Line Managers, with the support of HR and Occupational Health continue to manage each absence according to their individual circumstances. 3 employees left the Company as a result of ill-health (one resignation, one dismissal and one other reason).

### 3.3. Discipline

3.3.1 There was one disciplinary case that arose in Q3 2015/16. After investigation, it was concluded that the employee had no case to answer.

### 3.4 Grievance

3.4.1 There were two grievances raised during Q3 2015/16. One was upheld and the other partially upheld.

### 3.5 Harassment

3.5.1 There were no harassment issues raised during Q3 in 2015/16.

### 3.6 Employee relations

3.6.1 The Company has engaged with the 3 Trade Unions 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 1 December 2015.

3.6.2 The main discussion areas at this meeting were – the potential transfer of business with Inverness Leisure; the transfer of Service Point staff from the Council to HLH; reporting lines at Aviemore affecting Libraries and Leisure staff; information around the role of YDO's acting as 'named person' for 16 year olds who have left school; Child Protection training; PVG rechecking; and agreeing new guidance on salary placement for new employees.

3.6.3 In addition, the Trade Unions are represented on the staff Health and Safety Committee. Management also meet with the TUs regularly to discuss other issues (e.g. restructuring proposals, updated working practices, etc.).

## 4 **Policies update**

4.1 A number of HR policies were due for review and a summary of this exercise is noted below –

- Absence & Attendance Management Policy  
Reviewed Feb 16 - no change
- Flexible Retirement Policy  
Reviewed 2 Feb 16 - no change
- Flexible Working Policy  
Reviewed Feb 16 - no change
- Employee Induction Policy  
Reviewed Feb 16 - no change
- Exit Interview Policy  
Reviewed Feb 16 - no change
- Relocation and Removal Policy  
Reviewed Feb 16 - no change
- Substance Misuse Policy  
Reviewed Feb 16 minor change recommended to include New Psychoactive Substances (NPS – or 'legal highs') (See **Appendix A**)

4.2 The Board is invited to note this review and to approve the updated Substance Misuse Policy.

## 5 Implications

5.1 Resource Implications – there are no new resource implications arising from the recommendations of this report.

5.2 Legal Implications – there are no new legal implications arising from the recommendations of this report.

5.3 Risk Implications – there are no new risks arising from the recommendations of this report.

### **Recommendation**

It is recommended that Directors:

- i. note the content of the quarterly report including the update on the staffing establishment; and
- ii. approve the minor amendment to the Substance Misuse Policy

Signature:

Designation: Chief Executive

Date: 25 February 2016

 <p><b>highlife</b> highland na gàidhealtachd</p>	<h2><b>Substance Misuse Policy</b></h2> <p>Approved HLH Board 27/02/14</p> <p>Reviewed – 03/02/16</p>
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## **1. INTRODUCTION**

1.1 High Life Highland (HLH) is committed to providing a safe, healthy and productive working environment. Alcohol and Drug misuse includes the use of illegal drugs, the misuse of prescribed drugs, new psychoactive substances (NPS or legal highs), non-prescribed preparations and the consumption of alcohol leading to impaired performance. The misuse of alcohol and drugs can lead to reduced efficiency, increased risk of accidents, increased absences, potential misconduct and criminality, and the loss of valuable employees.

1.2 As part of the Company's commitment to the health, safety and wellbeing of its staff, the purpose of this Policy is to help protect staff from the dangers of alcohol or drug misuse and to encourage those with a problem to seek help. In addition, the policy sets out procedures to ensure that alcohol and drug problems are dealt with sympathetically, fairly and consistently. The procedures describe support available and details of the circumstances in which disciplinary action will be taken.

1.3 The Policy applies to all employees of HLH and contractors working for the organisation in all premises owned or occupied by the Company.

## **2. POLICY PRINCIPLES**

2.1 Staff will not consume alcohol on HLH premises during their working day except by permission of the Head of Service e.g. Christmas party.

2.2 Staff will not consume unprescribed drugs (except drugs which may be bought over the counter for minor ailments) during their working day, including main or rest breaks.

2.3 Staff will not consume alcohol or take unprescribed drugs (except drugs which may be bought over the counter for minor ailments) at any time before reporting for duty when their use may impair work performance on duty.

2.4 Staff should inform their manager of any prescribed drug that could have side effects and the impact on their ability to work safely.

2.5 Possession of or dealing in unprescribed drugs at work will immediately be reported to the police.