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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS14 June 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 January to March 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; and
2. approve the updates to the Service Equality Policy at **Appendix B**.
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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 from 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.**3.13.1.13.1.23.1.3 | **Human Resources Report: January to March 2018**Staff Establishment NumbersDirectors should note the changes to establishment in full-time equivalents (FTE):Establishment at end of **Quarter 3** (October to December 2017) = **623.30**Establishment at end of **Quarter 4** (January to March 2018) = **627.93**Changes to the establishment in last Quarter detailed in **Appendix A** show an increase of **4.63** FTE.Directors are asked to note that **48.3** FTE posts transferred from The Highland Council (Music Instructors and associated support staff) to HLH on 1 April 2018 and will be included in the next staffing update. |
| 3.2 | Attendance management |
| 3.2.1 | At the previous Board Meeting on 22 March 2018, Directors were advised that reports would be amended to show absence levels split between long-term absence (>10 consecutive working days) and short-term absence (10 consecutive working days or less).Due to changes to the method of calculating absences, Long term and short term comparison figures are unavailable for the period 2015/16. Going forward, three year comparison figures will be available to the Board.  |
| 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% |

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| 3.2.3 | Quarter 4 has shown a decrease of 0.4% in the long term absence rate from previous quarter.There were 31 long-term absences in the quarter of which 13 remained absent at the start of Q1 2018/19. Of that 13, a further 10 have returned to work since April. |
| 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% |

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| 3.2.5 | Quarter 4 has shown an increase of 0.43% in the short term absence rate from previous quarter. |
| 3.2.6 | Quarter 4 has shown an increase on 0.03% in the overall absence rate from the previous quarter. |
| 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)** |
| **2015/16** | 1.51 | 1.83 | 2.10 | 2.48 |
| **2016/17** | 2.30 | 2.04 | 1.96 | 2.49 |
| **2017/18** | 2.30 | 2.17 | 2.39 | 2.53 |

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| 3.2.8 | The average sick days/FTE per employee has shown an increase of 0.14 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.  |
| 3.33.43.5 | DisciplineThere were five issues considered under the charity’s disciplinary processes in Q4 2017/18, all of which are now closed. GrievanceThere were two matters considered under the charity’s grievance procedure in Q4 2017/18. These issues have been addressed and resolved. HarassmentThere were no harassment issues raised during Q4 in 2017/18. |
| 3.63.6.13.6.2 | 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 1 March 2018. The main discussion areas at this meeting were:* Company developments
* Holiday Pay
* A number of site specific [operational] issues were raised by the Union represented.
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| 3.6.3 | In addition, the above Trade Unions are invited to be represented on the staff Health and Safety Committee.  |
| 3.6.4 | Management and representatives of HR also discuss with the Trade Unions individual issues as and when required. |
| 3.6.5 | Directors should note that the [education associated] unions associated with the Music Instructor staff will be invited to attend all future JCF meetings. |
| **4.** | **Policies update** |
| 4.1 | The following two policies have been considered in line with the review schedule.* Service Equality (ADM08) has been amended to reflect the objectives of the Highland Outcome Improvement Plan (**Appendix B**)
* Social Media (MAC01) – no changes
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| **5.**5.15.25.3 | **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; and
2. approve the updates to the Service Equality Policy at **Appendix B**.
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Designation: Chief Executive

Date: 1 June 2018

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 4 (JAN-MAR 18)**

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| Centre Co-ordinator | Sunart Centre | -0.5 |
| Centre Supervisor | Sunart Centre | 0.5 |
| Leisure Supervisor | Culloden Leisure Centre | -0.04 |
| Leisure Supervisor | Culloden Leisure Centre | -0.01 |
| Leisure Supervisor | Culloden Leisure Centre | -0.03 |
| Leisure Assistant 1 | Culloden Leisure Centre | -0.03 |
| Leisure Assistant 2 | Culloden Leisure Centre | -0.03 |
| Leisure Assistant 3 | Culloden Leisure Centre | -0.02 |
| Leisure Assistant 4 | Culloden Leisure Centre | -0.01 |
| Leisure Assistant 5 | Culloden Leisure Centre | -0.01 |
| Leisure Assistant 6 | Culloden Leisure Centre | -0.02 |
| Cashier Receptionist | Culloden Leisure Centre | 0.08 |
| Cashier Receptionist | Culloden Leisure Centre | -0.07 |
| Cashier Receptionist | Culloden Leisure Centre | -0.07 |
| Leisure Manager | East Caithness Community Complex | 1 |
| Leisure Manager | Thurso Leisure Centre | 1 |
| Leisure Manager | Wick & Thurso | -1 |
| Library/Service Point Assistant | Grantown Library | 0.17 |
| Community Learning and Development Worker Internship | Dingwall | 1 |
| Grounds and Maintenance Worker | HFM | 0.43 |
| Clerical Assistant | IMAG | 0.42 |
| Leisure Supervisor | North Coast Leisure | 0.57 |
| Leisure Assistant | North Coast Leisure | 0.65 |
| Leisure Assistant | North Coast Leisure | 0.65 |
|  |  | **4.63** |

**Appendix B**

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|  | **Services’ Equality Policy**v1 – Approved HLH Board 20 June 2013Reviewed HLH Board 16 June 2016V2 Reviewed May 2015 – HLH Board to consider June 2018Review Date – June 2020 |

This Policy sets out how High Life Highland (HLH) will ensure that it meets its responsibilities as a service provider under The Equalities Act 2010. HLH has a separate [equal opportunities policy](https://www.hlhinfo.com/userfiles/file/business_processes/Human%20Resources/HR09%20Equal%20Opportunities/HR09-P%20Equal%20Opportunities%20Policy/HR09-P01%20Equal%20Opportunities%20Policy.docx) for how it will treat its staff.

HLH recognises and understands its duties and responsibilities under The Equalities Act 2010. The Company recognises its duty not to discriminate against the following characteristics:

* Age
* Disability
* Gender reassignment
* Pregnancy and maternity
* Marriage and Civil Partnership
* Race
* Religion and belief
* Sex
* Sexual orientation

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

HLH will implement 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.

*HLH will support other key agencies in delivering the area’s Community Highland Outcome Improvement Plan (HOIP) which has the following five main outcomes and four cross cutting impact themes.*

***Five Main Outcomes***

* *Poverty Reduction*
* *Community Participation and Dialogue*
* *Infrastructure*
* *Community Safety and Resilience*
* *Mental Health and Wellbeing*

***Four Cross Cutting Impact Themes***

* *Employability, Employment and Skills Development*
* *Community Investment and Development*
* *Digital Inclusion*
* *Equality of Opportunity and Inclusion*

*HLH will ensure Senior Management representation at all Community Partnerships across Highland.*

~~HLH will take into account the findings, conclusions and action plan of "A Fairer Highland".~~ The Company will also adopt the following good practice:

* ~~Designate a senior officer responsibility for ensuring the implementation of this policy~~
* Develop a plan to assist the company to take an approach of non-discrimination and which treats people with dignity, respect and fairness and ensure that the implementation of this plan is reported regularly to the Board
* Undertake equality impact assessments before initiating or changing policies, plans or services, and use relevant evidence and take reasonable steps to involve equality groups.