

**HUMAN RESOURCES - Report by Chief Executive**

**Summary**

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

It is recommended that Directors note:

- i. the content of the quarterly report including the update on the staffing establishment;
- ii. the changes to the Early Retirement/Voluntary Redundancy Scheme (now Employment Release Scheme); and
- iii. approve the Acting Up 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.

**3. Quarterly Human Resources Report: January to March 2015**

**3.1 Staff Establishment Numbers**

3.1.1 The report to Directors covering the last quarter gave a total establishment figure of 502.576 FTE.

3.1.2 The change to the establishment in Quarter 4 (Jan to Mar 2015) has been an overall increase of 1.95 FTE. This was mostly as a result of changes at the

Puffin Pool. The other change was a new 8 hours per week term time only post at Gairloch Library (0.22 FTE)

3.1.3 The staffing establishment as at the end of Quarter 4 is therefore 504.527 FTE.

### 3.2 Absence Levels

3.2.1 The absence figures for Quarter 4 (January to March 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>2011/12</b>	No data	No data	3.02% (1.81 days/FTE)	2.46% (1.55 days/FTE)
<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)

3.2.2 Quarter 4 has shown a rise in the absence rate from 2.83% to 3.40% from the previous quarter. Line Managers, with the support of HR and Occupational Health continue to manage each absence according to their individual circumstances.

3.2.3 The recently introduced RAG rating (please see Performance Report) indicates that our absence levels have edged in to the Amber category. This is largely as a result of a number of long term absences that have been, or are in the process of being, resolved.

3.2.4 Additional Benchmark - A recent survey published by Sporta has indicated that average absence levels for similar organisations in Scotland shows that the average annual absence rate during 2014 was 3.7% (4.8 days per FTE) with the highest being 10.2%. In England the figures show the average annual absence rate is 5.4% (6.5 days per FTE) with the highest being 13.6%.

### 3.3. Discipline

3.3.1 There were 3 disciplinary cases in Q4 2014/15. One was a relief worker who will no longer be employed by the Company and two others ended in warnings.

### 3.4 Grievance

3.4.1 There were 2 grievances in Q4 2014/15 although one involved 3 employees. One was resolved at a hearing and the other was resolved without the need for a formal hearing.

### 3.5 Harassment

3.5.1 There were no harassment issues raised during 2014/15.

### 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 9 March 2015. 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. the recent redundancies within the Company, etc.).

## 4. **Acting Up Policy**

4.1 The Company has adopted the procedures from the Council regarding acting up payments. These are normally paid to an employee who is asked to temporarily take over the responsibilities of a higher graded post. These situations normally arise when another employee is on secondment, maternity, long term absence, etc. The draft policy is attached at **Appendix A**.

## 5. **Staff Survey**

5.1 The results of the biennial staff survey were discussed at the Finance and Audit Committee on 26 May 2015 and the results from 2015 and 2013 are attached at **Appendix B**.

5.2 The main conclusion to be taken from the analysis is that the results are broadly similar between the two surveys. It was agreed at the Finance and Audit Committee that the Senior Management Team actions of raising the issues identified in the survey with their teams was the appropriate way forward.

## 6. **Early Retirement/Voluntary Redundancy**

6.1 High Life Highland was advised on 4 June that the Council had amended their Early Retirement/Voluntary Redundancy scheme with effect from 1 June 2015. As HLH adopted the policies of the Highland Council on transfer the scheme used by the Company was similar to that of the Council and this was approved by the Board in March 2012.

6.2 The changes put in place by the Council were to rename the scheme 'Employment Release' in order to better describe the content and purpose.

6.3 Another significant change was to alter the amounts payable to an employee on termination under the scheme. Previously the maximum 'added years' that could be approved was five and this has now been reduced to two.

- 6.4 Similarly the maximum lump sum compensation that can be awarded has been reduced from 66 weeks to 60.
- 6.5 The current policy on early retirement/ voluntary redundancy has been 'in step' with The Highland Council and it is proposed to amend the policy to maintain this.

## **7. Implications**

- 7.1 Resource Implications – there are no resource implications resulting from this report.
- 7.2 Legal Implications – there are no new legal implications arising from the recommendations of this report.
- 7.3 Equalities Implications – there are no equalities implications arising from the recommendations of this report.
- 7.4 Risk Implications – there are no new risks arising from the recommendations of this report.

### **Recommendations**

It is recommended that Directors note:

- i. the content of the quarterly report including the update on the staffing establishment;
- ii. the changes to the Early Retirement/Voluntary Redundancy Scheme (now Employment Release Scheme); and
- iii. approve the Acting Up policy.

Signature: 

Designation: 

Date: 29 May 2015

 <p><b>highlife</b> highland na gàidhealtachd</p>	<h2><b>Acting up Payments - Policy</b></h2> <p><i>Pending Approval HLH Board 29/05/2015</i> <i>SMT Considered 22/05/13</i> <i>Review Date: 29 May 2017</i></p>
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Where, for reasons **other than** absence on normal holiday, an employee is directed, for a continuous period exceeding four weeks, to temporarily undertake either in whole or in part the duties of a post, the grade of which is higher than the employee's own grade, High Life Highland shall grant any such employee an acting up allowance, determined with regard to –

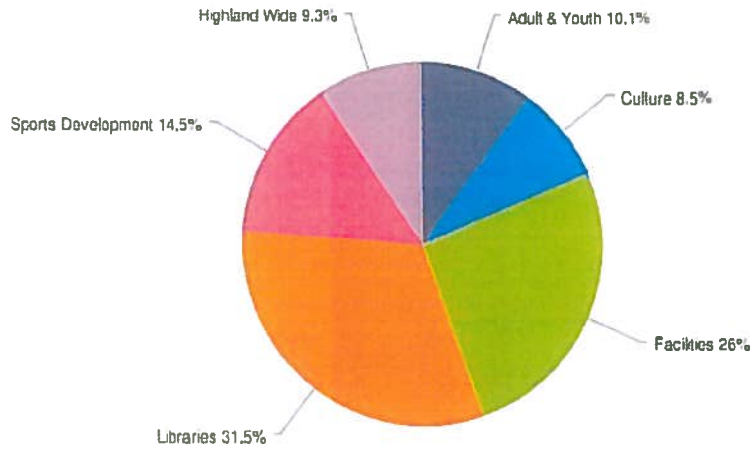
- a) the salary scale for the higher post,
- b) the extent of the additional duties and responsibilities expressed as a percentage; and,
- c) the period for which these are undertaken.







Once the qualifying period of four weeks has been satisfied, the allowance will be paid with effect from the day on which the employee was required to undertake the duties of the higher post.

In exceptional circumstances, where supervisory arrangements have to be put in place immediately for operational/ service delivery reasons and an employee is required to undertake the full responsibilities of the higher grade post, the employee will be paid the rate of pay for the higher graded post after 1 day. Such arrangements will require the specific approval of the Head of Service in consultation with the Human Resources Manager.

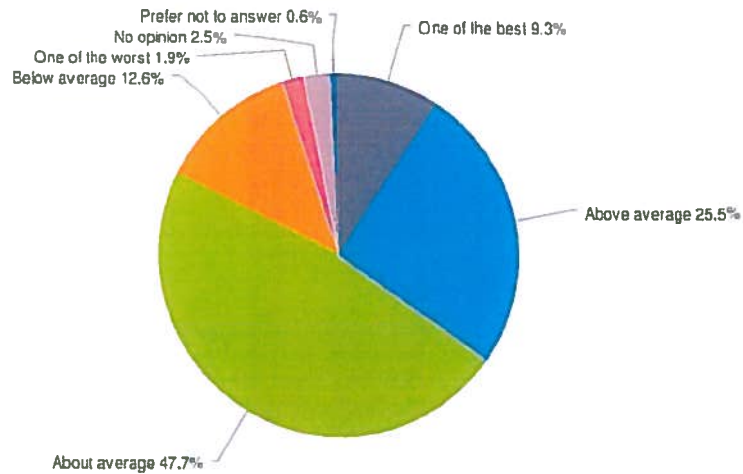
# HLH Staff Survey 2015

1. Which area of the business do you work in?



Adult & Youth	10.1%		37
Culture	8.5%		31
Facilities	26.0%		95
Libraries	31.5%		115
Sports Development	14.5%		53
Highland Wide	9.3%		34
<b>Total</b>			<b>365</b>

2. As an organisation to work for, I rate High Life Highland as (Tick One Option Only):



One of the best	9.3%	34
Above average	25.5%	93
About average	47.7%	174
Below average	12.6%	46
One of the worst	1.9%	7
No opinion	2.5%	9
Prefer not to answer	0.6%	2
<b>Total</b>		<b>365</b>

3. Below is a list of things that your job may offer. First, how satisfied or dissatisfied are you with each of these factors in your job?

	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer	Responses
Interesting work	126 34.5%	162 44.4%	62 17.0%	9 2.5%	5 1.4%	0 0.0%	1 0.3%	365
Pay	46 12.6%	152 41.6%	86 23.6%	55 15.1%	22 6.0%	2 0.5%	2 0.5%	365
Good employment benefits (e.g. leave pensions)	69 18.9%	153 41.9%	91 24.9%	25 6.8%	9 2.5%	16 4.4%	2 0.5%	365
Working environment	84 23.0%	163 44.7%	51 14.0%	49 13.4%	13 3.6%	4 1.1%	1 0.3%	365
Career development	23 6.3%	84 23.0%	132 36.2%	55 15.1%	52 14.2%	13 3.6%	6 1.6%	365

	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer	Responses
Feedback on your performance	46 12.6%	127 34.8%	110 30.1%	42 11.5%	31 8.5%	8 2.2%	1 0.3%	365
Job security	20 5.5%	134 36.7%	108 29.6%	57 15.6%	33 9.0%	8 2.2%	5 1.4%	365
Supportive colleagues	136 37.3%	151 41.4%	42 11.5%	18 4.9%	14 3.8%	1 0.3%	3 0.8%	365
Working hours	100 27.4%	169 46.3%	50 13.7%	32 8.8%	11 3.0%	2 0.5%	1 0.3%	365
Sufficient resources (finance, equipment, staff to do your job)	34 9.3%	110 30.1%	92 25.2%	86 23.6%	38 10.4%	4 1.1%	1 0.3%	365
Making the best use of your skills and ability	61 16.7%	155 42.5%	85 23.3%	41 11.2%	19 5.2%	2 0.5%	2 0.5%	365
Feeling you have accomplished something worthwhile at work	100 27.4%	172 47.1%	64 17.5%	19 5.2%	8 2.2%	1 0.3%	1 0.3%	365
Morale in your workplace	58 15.9%	142 38.9%	64 17.5%	62 17.0%	30 8.2%	4 1.1%	5 1.4%	365
Receiving sufficient training to do your job well	55 15.1%	125 34.2%	103 28.2%	46 12.6%	26 7.1%	7 1.9%	3 0.8%	365
Working for a successful organisation	49 13.4%	128 35.1%	117 32.1%	37 10.1%	12 3.3%	12 3.3%	10 2.7%	365
Opportunity to show initiative	73 20.0%	151 41.4%	86 23.6%	30 8.2%	16 4.4%	4 1.1%	5 1.4%	365
Personal safety at work	106 29.0%	172 47.1%	67 18.4%	9 2.5%	6 1.6%	3 0.8%	2 0.5%	365
Receiving praise for good work	73 20.0%	132 36.2%	85 23.3%	35 9.6%	31 8.5%	6 1.6%	3 0.8%	365
Receiving guidance and support at work	76 20.8%	135 37.0%	84 23.0%	40 11.0%	22 6.0%	5 1.4%	3 0.8%	365
Working as part of a team	107 29.3%	157 43.0%	60 16.4%	25 6.8%	12 3.3%	2 0.5%	2 0.5%	365
Enjoyment in the work I do	129 35.3%	153 41.9%	57 15.6%	13 3.6%	10 2.7%	1 0.3%	2 0.5%	365

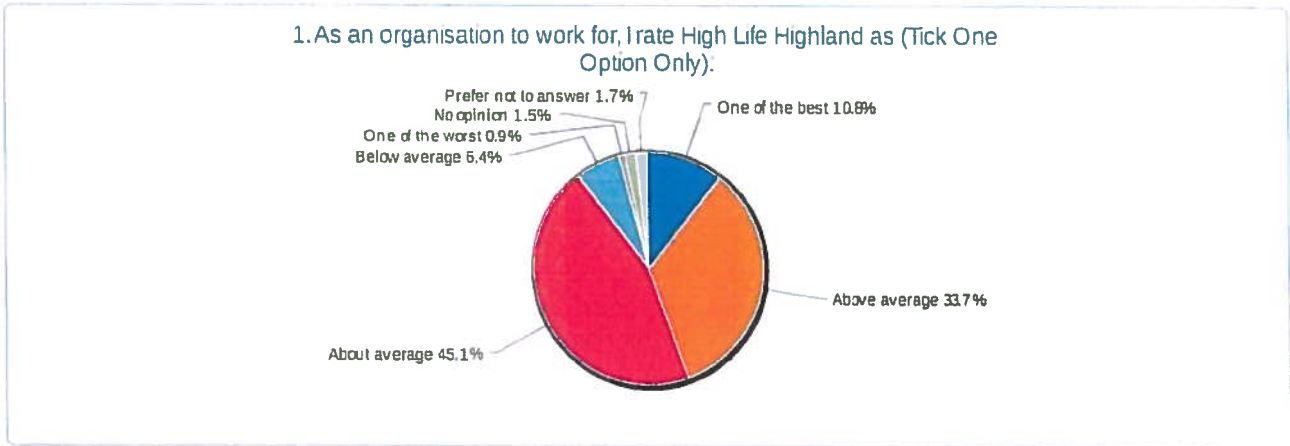


4. Now looking at the same list again, which six are the most important to you? (Rank these 1 to 6 with 1 being the most important)

	Score*	Overall Rank
Pay	950	1
Enjoyment in the work I do	909	2
Interesting work	828	3
Job security	721	4
Feeling you have accomplished something worthwhile at work	641	5
Good employment benefits (e.g. leave, pensions)	388	6
Supportive colleagues	370	7
Working hours	339	8
Career development	323	9
Morale in your workplace	321	10
Working as part of a team	295	11
Working environment	268	12
Making the best use of your skills and ability	253	13
Sufficient resources (finance, equipment, staff to do your job)	240	14
Receiving sufficient training to do your job well	196	15
Receiving guidance and support at work	158	16
Opportunity to show initiative	147	17
Receiving praise for good work	83	18
Working for a successful organisation	76	19
Personal safety at work	64	20
Feedback on your performance	63	21

Total Respondents 365

\*The score is calculated by multiplying the items ranked first are valued higher than the following ranks. The score is the sum of all weighted rank counts.



1. As an organisation to work for, I rate High Life Highland as (Tick One Option Only):

Value	Count	Percent %	Statistics
One of the best	37	10.8%	Total Responses 344
Above average	116	33.7%	
About average	155	45.1%	
Below average	22	6.4%	
One of the worst	3	0.9%	
No opinion	5	1.5%	
Prefer not to answer	6	1.7%	

2. Below is a list of things that your job may offer. First, how satisfied or dissatisfied are you with each of these factors in your job?

	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer	Responses
Interesting work	41.9%	44.2%	9.9%	3.2%	0.9%	0.0%	0.0%	344
	144	152	34	11	3	0	0	
Pay	12.5%	43.9%	21.5%	16.0%	5.8%	0.3%	0.0%	344
	43	151	74	55	20	1	0	
Good employment benefits (e.g. leave, pensions)	19.8%	50.9%	18.0%	4.7%	1.7%	4.1%	0.9%	344
	68	175	62	16	6	14	3	
Working environment	26.7%	41.3%	16.3%	10.8%	4.7%	0.0%	0.3%	344
	92	142	56	37	16	0	1	
Career development	10.2%	27.6%	33.4%	14.5%	11.0%	3.2%	0.0%	344
	35	95	115	50	38	11	0	
Feedback on your performance	12.5%	34.9%	31.7%	11.0%	7.0%	2.3%	0.6%	344
	43	120	109	38	24	8	2	
Job security	10.2%	39.2%	30.2%	12.2%	4.7%	2.9%	0.6%	344
	35	135	104	42	16	10	2	
Supportive colleagues	36.9%	40.4%	14.0%	4.9%	3.2%	0.3%	0.3%	344
	127	139	48	17	11	1	1	
Working hours	30.2%	43.6%	15.7%	6.7%	3.5%	0.3%	0.0%	344
	104	150	54	23	12	1	0	
Sufficient resources (finance, equipment, staff to do your job)	12.5%	40.1%	20.9%	17.7%	7.3%	1.5%	0.0%	344
	43	138	72	61	25	5	0	
Making the best use of your skills and ability	18.0%	43.3%	21.2%	12.2%	4.9%	0.3%	0.0%	344
	62	149	73	42	17	1	0	
Feeling you have accomplished something worthwhile at work	26.5%	49.1%	15.4%	6.4%	2.3%	0.3%	0.0%	344
	91	169	53	22	8	1	0	
Morale in your workplace	18.9%	41.6%	18.3%	11.3%	7.3%	1.7%	0.9%	344
	65	143	63	39	25	6	3	
Receiving sufficient training to do your job well	17.4%	41.9%	24.1%	11.3%	4.1%	1.2%	0.0%	344
	60	144	83	39	14	4	0	
Working for a successful organisation	17.7%	41.3%	29.1%	5.2%	1.7%	3.5%	1.5%	344
	61	142	100	18	6	12	5	
Opportunity to show initiative	23.3%	42.4%	20.6%	9.3%	2.9%	0.9%	0.6%	344
	80	146	71	32	10	3	2	
Personal safety at work	35.2%	46.2%	14.2%	3.2%	0.9%	0.3%	0.0%	344
	121	159	49	11	3	1	0	
Receiving praise for good work	19.8%	33.1%	29.7%	9.6%	6.1%	0.9%	0.9%	344
	68	114	102	33	21	3	3	
Receiving guidance and support at work	21.5%	39.5%	23.8%	9.0%	5.5%	0.3%	0.3%	344
	74	136	82	31	19	1	1	
Working as part of a team	30.2%	38.1%	18.3%	7.6%	3.8%	1.7%	0.3%	344
	104	131	63	26	13	6	1	
Enjoyment in the work I do	38.7%	41.3%	12.8%	5.2%	1.5%	0.0%	0.6%	344
	133	142	44	18	5	0	2	

3. Now looking at the same list again, which six are the most important to you? (Rank these 1 to 6 with 1 being the most important)

Item	Total Score <sup>1</sup>	Overall Rank
Pay	885	1
Enjoyment in the work I do	861	2
Interesting work	809	3
Job security	634	4
Feeling you have accomplished something worthwhile at work	563	5
Supportive colleagues	404	6
Good employment benefits (e.g. leave, pensions)	377	7
Career development	322	8
Making the best use of your skills and ability	309	9
Working hours	304	10
Working environment	289	11
Working as part of a team	252	12
Sufficient resources (finance, equipment, staff to do your job)	243	13
Morale in your workplace	223	14
Receiving sufficient training to do your job well	200	15
Opportunity to show initiative	175	16
Receiving guidance and support at work	138	17
Working for a successful organisation	69	18
Personal safety at work	61	19
Feedback on your performance	59	20
Receiving praise for good work	47	21
<b>Total Respondents: 344</b>		

<sup>1</sup> Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

Year	Top Five	Very/Fairly Satisfied	Change	Fairly/Very dissatisfied	Change
2013	<i>Interesting work</i>	86.1%	7.2% decrease in 2015		
2015	<i>Interesting work</i>	78.9%			
2013	<i>Supportive colleagues</i>	77.3%	1.4% increase in 2015		
2015	<i>Supportive colleagues</i>	78.7%			
2013	<i>Enjoyment in the work I do</i>	80%	2.8% decrease in 2015		
2015	<i>Enjoyment in the work I do</i>	77.2%			
2013	<i>Personal Safety at work</i>	81.4%	5.3% decrease in 2015		
2015	<i>Personal Safety at work</i>	76.1%			
2013	<i>Feeling you have accomplished something worthwhile at work</i>	75.6%	1.1% decrease in 2015		
2015	<i>Feeling you have accomplished something worthwhile at work</i>	74.5%			
	<b>Bottom Five</b>				
2013	<i>Career Development</i>			25.5%	3.8% increase in 2015
2015	<i>Career Development</i>			29.3%	
2013	<i>Sufficient resources</i>			25%	9% increase in 2015
2015	<i>Sufficient resources</i>			34%	
2013	<i>Pay</i>			21.8%	0.7% decrease in 2015
2015	<i>Pay</i>			21.1%	
2013	<i>Morale in your workplace</i>			18.6%	6.6% increase in 2015
2015	<i>Morale in your workplace</i>			25.2%	
2013	<i>Feedback on your performance</i>			18%	2% increase in 2015
2015	<i>Feedback on your performance</i>			20%	

Year	Area	Points Total	Change
2013	Pay	885	Increase of 65 in 2015
2015	Pay	950	
2013	<i>Enjoyment in the work I do</i>	861	Increase of 80 in 2015
2015	Enjoyment in the work I do	941	
2013	<i>Interesting work</i>	809	Increase of 19 in 2015
2015	Interesting work	828	
2013	<i>Job Security</i>	634	Increase of 87 in 2015
2015	Job Security	721	
2013	<i>Feeling you have accomplished something worthwhile at work</i>	563	Increase of 78 in 2015
2015	Feeling you have accomplished something worthwhile at work	641	