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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  16 June 2016 | AGENDA ITEM REPORT No HLH /16 |

## **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 January to March 2016 including a quarterly report on absence, disciplinary and grievance issues.  It is recommended that Directors note and comment on the content of the quarterly report including the update on the staffing establishment. |

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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 |
| **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.**  3.1  3.1.1  3.1.2 | **Human Resources Report: January to March 2016**  Staff Establishment Numbers  The report to Directors covering the last quarter gave a total establishment figure of 499.53 FTE  The change to the establishment during Quarter 4 (January to March 2016) has been an overall increase of 8.62 FTE. The changes can be summarised as:- |
| 3.1.3  3.1.4 | |  |  | | --- | --- | | **Change** | **FTE** | | New Facility (Inverness Royal Academy) | 2.72 | | New Facility (Wick 3-18 Campus) | 3.59 | | Network Librarian (Inverness High School) | -0.25 | | Area Facilities Officer (Mid area) - (Temporary post – full time 6 months) | 0.5 | | Reorganisation of Library Assistant structure (Fort William) | -0.55 | | Reorganisation of Staffing (Inverness Botanic Gardens) | 1.39 | | Facilities Manager (IRA/James Cameron CC/Hilton CC) | 1.0 | | Active Schools Coordinator (Inverness) | 0.4 | | Assistant Conservator (HARC) (Temporary post – full time for 6 months) | 0.5 | | Centre Coordinator (James Cameron CC/Hilton CC) | -0.7 | | Reorganisation of Leisure Assistants (Nairn Leisure Centre) | 0.01 | | Reorganisation of Leisure Supervisors (Leanaig CC) | 0.01 | |  |  | | **Total** | **8.62** | |  |  |   The staffing establishment as at the end of Quarter 4 is therefore 508.15 FTE.  Note that the equivalent of 94.21 full time posts transferred from Inverness Leisure to HLH from 1 April 2016 and will be included in the next staffing update. |
| 3.2  3.2.1  3.2.2  3.2.3  3.2.4  3.2.5  3.2.6  3.3.  3.3.1  3.4  3.4.1  3.5  3.5.1 | Absence Levels  The absence figures for Quarter 4 (January to March 2016) were as follows:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **% Absence Rates** | **Quarter 1**  **Apr - Jun** | **Quarter 2**  **Jul - Sep** | **Quarter 3**  **Oct - Dec** | **Quarter 4**  **Jan - Mar** | | **2013/14** | 3.48%  (2.22 days/FTE) | 3.79%  (2.50 days/FTE) | 3.48%  (2.12 days/FTE) | 3.44%  (2.13 days/FTE) | | **2014/15** | 2.91%  (1.80 days/FTE) | 2.72%  (1.79 days/FTE | 2.83%  (1.72 days/FTE) | 3.40%  (2.10 days/FTE) | | **2015/16** | 2.48%  (1.51 days/FTE) | 2.78%  (1.83 days/FTE) | 3.4%  (2.1 days/FTE) | 3.82%  (2.48 days/FTE) |   Quarter 4 has shown an increase in the absence rate of 0.42% from the previous quarter to 3.82%. As this is the 4th quarterly increase in a row, this is causing some concern and further analysis has been undertaken.  Of the 3.82% headline figure, 2.78% was due to long term absence (10 consecutive work days or more). Long term absence by its nature takes longer to control as often a quick return cannot be completed. The management team has confidence that individual line managers are clear which cases, because of clear medical conditions, require support and assistance and which require measures such as referral to occupational health to be sure on a course of action.    The ultimate resolution for a long term intractable absence is dismissal on the grounds of capability. This can only be achieved reasonably by following specific procedures. Over the last twelve months, the Company has, regrettably, had to resort to this action on two separate occasions.  Line Managers, with the support of HR and Occupational Health continue to manage each absence according to their individual circumstances. One employee was dismissed in the last quarter on the grounds of capability as a result of ill-health.  For comparison, the 2015 national SPORTA Scotland survey indicated that the average level of absence around the group of organisations was 3.7% with the highest being reported at 10.2% (High Life Highland’s equivalent figure for 2015/16 is 3.12%).  The average level of absence for 2015, excluding long term absence as a percentage of FT staff was 2.8% with the highest recorded at 5%. (High Life Highland’s figure [figures only collected from quarter 4 January – March 2016] excluding long term absences was 1.04%)  Discipline  There were no disciplinary issues that arose in Q4 2015/16.  Grievance  There was one grievance raised during Q4 2015/16. This was resolved informally.  Harassment  There were no harassment issues raised during Q4 in 2015/16. |
| 3.6  3.6.1  3.6.2  3.6.3  3.6.4 | Employee relations  The Company has engaged with the three 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 March 2016.  The main discussion areas at this meeting were – the transfer of business with Inverness Leisure; the transfer of Bught Nursery staff from the Council to HLH; staffing of the new facilities (Inverness Royal Academy and Wick Campus); and the budget pressures facing the Company.  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.**  4.1 | **Policies update**  The Service Equality and Anti Bribery policies were reviewed in April 2016 and deemed fit for purpose with no changes required. |
| **5**  5.1  5.2  5.3 | **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 note and comment on the content of the quarterly report including the update on the staffing establishment. | |

Signature:

Designation: Chief Executive

Date: 27 May 2016