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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  22 March 2017 | AGENDA ITEM 10 REPORT No HLH 4 /17 |

## **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 October to December 2016 including a quarterly report on absence, disciplinary and grievance issues.  It is recommended that Directors:   1. note the content of the quarterly report including the update on the staffing establishment; and 2. agree changes to the Staff Recognition Scheme. |

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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  3.1.3 | **Human Resources Report: October - December 2016**  Staff Establishment Numbers  The report to Directors covering the last quarter gave a total establishment figure of 505.43 FTE (599.64 FTE inclusive of Inverness Leisure).  The change to the establishment during quarter 3 (October to December 2016) has been an overall increase of 1.07 FTE.  The changes over quarter 3 can be summarised as:- |
| 3.1.4 | |  |  | | --- | --- | | Assistant Youth Worker (Library Volunteer Development) (Fully funded temporary 1 year post) | 0.5 | | Network Librarian, Gairloch Library | -0.5 | | Library Assistant, Gairloch Library | -0.22 | | Library Assistant (PT/term time only), Gairloch Library | 0.49 | | Community Learning and Development Support Officer (fully funded) | 0.8 | | **Total Change over quarter 3** | **1.07** | |  |  |  | **2.065** |  |  |  | | --- | --- | |  |  |   The staffing establishment at the end of quarter 3 is therefore 506.5 FTE (600.7 FTE inclusive of Inverness Leisure). |
| 3.2  3.2.1  3.2.2  3.2.3  3.2.4  3.3.  3.3.1  3.4  3.4.1 | Absence Levels  The absence figures for quarter 3 (October to December 2016) were as follows:   |  |  |  |  |  | | --- | --- | --- | --- | --- | | **% Absence Rates** | **Quarter 1**  **Apr - Jun** | **Quarter 2**  **Jul - Sep** | **Quarter 3**  **Oct - Dec** | **Quarter 4**  **Jan - Mar** | | **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) | | **2016/17** | 3.23%  (2.07 days/FTE) | 2.77%  (1.83 days/FTE) | 2.78%  (1.81 days/FTE) | - | | *(2016/17 inclusive of IL)* | *3.59%*  *(2.30 days/FTE)* | 3.09%  (2.04 days/FTE) | 3.02%  (1.96 days/FTE) | - |   In 2016/17, quarter 3 has shown a slight reduction in the absence rate of 0.07% (and a very slight increase of 0.01% if Inverness Leisure is excluded) from the previous quarter to 3.02% (2.78%).  Of the 3.02% headline figure, 2.12% was due to long term absence (10 consecutive work days or more).    Line Managers, with the support of HR and Occupational Health, continue to manage each absence according to their individual circumstances.  Discipline  There were 2 disciplinary issues that arose during quarter 3 2016/17. Both were dealt with informally with no further action required.  Grievance  There were no formal grievance issues raised during quarter 3 2016/17. |
| 3.5  3.5.1 | Harassment  There were no harassment issues raised during quarter 3 in 2016/17. |
| 3.6  3.6.1  3.6.2  3.6.3  3.6.4 | Employee relations  The Company has recognised and engaged with three Trade Unions that have members within the organisation, namely Unison, Unite and GMB. The Company deals with the Trade Unions formally through the Joint Consultation Forum (JCF) which meets quarterly, the last meeting was held on 6 December 2016  The main discussion areas at this meeting were the possible budget pressures arising from the Council’s financial plan, some minor issues regarding swim teaching and Christmas closures at Inverness Leisure and proposed updates to the Company’s disciplinary levels of authority.  In addition to the JCF, 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.** | **Staff Recognition Scheme** |
| 4.1  4.2  4.3  4.4 | This quarter, despite several reminders, there have only been 6 returns for this period’s “successes”.   To establish a possible reason for the drop off in interest, the representatives who represented their sections at the meetings with Directors Ella MacRae and Mark Tate the meetings where the scheme was redesigned were contacted.  The feedback ranged from “yes, we see the email reminders but never get round to it” to “staff report that their reward is doing a good job, they don’t feel they need an award”.  The issue was discussed at the monthly SMT meeting in February where it was nevertheless felt that the collation of successes is important because-   * It is important to ensure staff receive due recognition * it is a good way of keeping Directors up to speed with good practice [and because Directors express a keenness to see them] * successes are a good way of timeously recording areas of good practice that could potentially be rolled out to other teams * the content can be used without further effort, in presentations to partners such as the Council, the NHS and other organisations.   The SMT meeting suggests:-   1. To "park” the quarterly trawl for Collaboration, Innovation and Role Model submissions for now and fit those selected year to date [and those 6 for this time] as far as possible into the annual Individual and Team categories. 2. To continue with the one off annual trawl for volunteers. 3. To continue with the one off annual individual and team awards. 4. To continue with the annual event.   It is suggested that Directors agree the four points above for the rest of the financial year and that next year, rather than being promoted to individual staff members, the scheme becomes part of future local team meeting discussions, with an expected outcome of regular submissions - where teams understand the wider reasons for contributing and are encouraged to participate. |
| **5**  5.1 | **Policies update**  The Special Leave, Whistleblowing, Overtime and Redeployment and Redundancy policies were reviewed with no changes made. |
| **6**  6.1  6.2  6.3 | **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 the content of the quarterly report including the update on the staffing establishment; and 2. agree changes to the Staff Recognition Scheme. | |

Designation: Chief Executive

Date: 6 March 2017