

HUMAN RESOURCES - Report by Chief Executive

Summary

The purpose of this report is to update Directors on Human Resources activity for July to September 2017 including a quarterly report on absence, disciplinary and grievance issues.

It is recommended that Directors:

- i. note and comment on the content of the quarterly HR report including the update on the staffing establishment; and
- ii. comment on and approve the policy statement on the provision of alcohol.

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 summary of HR activity in the preceding quarter. It gives an update on current staff numbers and any change from previous reports. There is also an outline of the absence levels; activity relating to any disciplinary, grievance and harassment issues; and an employee relations update.

2.2 From 1 April 2017, total establishment and absence figures include Inverness Leisure.

3. Human Resources Report: July to September 2017

3.1 Staff Establishment Numbers

3.1.1 The report to Directors covering the previous quarter (April to June 2017) gave a total establishment figure of 603.5 FTE.

3.1.2 The change to the establishment during Quarter 2 (July to September 2017) has been an overall increase of 13.25 FTE the majority of which has been as a result of the Countryside Rangers transfer from The Highland Council. The full

changes can be summarised as follows:-

Change	FTE
Re-organisation, Leven Centre	-0.36
Re-organisation, Culloden Leisure Centre	4.63
Re-organisation, Black Isle Leisure Centre	-0.26
Re-organisation, Badenoch Leisure Centre	-0.63
Re-organisation, Nairn Academy Library	-0.1
Re-organisation, Golspie HS Library	-0.4
Re-organisation, Culloden Library	0.1
Re-organisation, Thurso/Thurso HS Libraries	0.9
Re-organisation, Business Support/HR	-0.53
Countryside Ranger Service (TUPE)	10.5
New - temporary Events/Catering staff	2
New - temp Marketing Officer, Inverness Castle Project (funded)	1
Increase - Movers and Shakers Tutor (funded)	0.1
End of contract deletion Gymnastic Development Officer (funding ceased)	-1
End of contract deletion Graduate Placement (1 year post)	-1
End of contracts Adult and Youth Services (funding ceased)	-1.7
Total Change over Quarter 2	+13.25

The staffing establishment as at the end of Quarter 2 is therefore 616.75 FTE.

3.2 Absence Levels

3.2.1 The absence figures for Quarter 2 (July to September 2017) were as follows:

% Absence Rates	Quarter 1 Apr - Jun	Quarter 2 Jul - Sep	Quarter 3 Oct - Dec	Quarter 4 Jan - Mar
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	3.59% (2.30 days/FTE)	3.09% (2.04 days/FTE)	3.02% (1.96 days/FTE)	3.83% (2.49 days/FTE)
2017/18	3.60% (2.30 days/FTE)	3.35% (2.17 days/FTE)	-	-

Quarter 2 has shown a decrease of 0.25% in the absence rate from the previous quarter.

3.2.2 Of the 3.35% headline figure, 2.3% was due to long term absence (10

consecutive work days or more).

- 3.2.3 With the support of HR, individual line managers identify which cases require support and assistance and which require measures such as referral to occupational health or counselling.

3.3. Discipline

- 3.3.1 There were six issues considered under the charity's disciplinary processes in Q2 2017/18, five of which are now closed and at the time of writing this report, one is ongoing.

3.4 Grievance

- 3.4.1 There was one grievance raised in Q2 2017/18 and is ongoing.

3.5 Harassment

- 3.5.1 There were no harassment issues raised during Q2 in 2017/18.
- 3.5.2 Directors will be aware of the increased profile workplace harassment is receiving in the press and media. Members of the senior management team have been given updated advice in understanding how to handle potential harassment issues across their respective HLH services.

3.6 Employee relations

- 3.6.1 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 7 September 2017.
- 3.6.2 The main discussion areas at this meeting were – Barclay Report recommendations on Non Domestic Rates Relief for ALEOs; company developments and potential transfer of new business; minor updates to Data Protection Guidance; and Gender Pay Gap reporting.
- 3.6.3 Directors should note that at the JCF meeting UNISON indicated its formal stance not to support HLH's position regarding members of staff being appointed as an Elected Member.
- 3.6.4 In addition, the Trade Unions are represented on the staff Health and Safety Committee.
- 3.6.5 Management also meet with the TUs to discuss individual issues as and when required.

4. **Policies update**

- 4.1 Following discussion at both the August HLH Board and Trading Board meetings about bar facilities, clarification was sought as to the Charity's policy on alcohol on premises which it operated and whether or not the policy needed to be revisited. A new policy statement on the provision of alcohol has since been written and this is attached at **Appendix A** for comment and approval.

- 4.2 The existing Volunteering Policy and Payment of Professional Fees policies were reviewed with one minor update made to each.

5. **Staff Survey 2017**

- 5.1 The results of the biennial staff survey were discussed at the Finance and Audit Committee on 13 November 2017. The questions and the results from 2017 are attached at **Appendix B**. Data comparisons from the 2017, 2015 and 2013 surveys are included in **Appendix C**.
- 5.2 The survey was completed by 287 employees (which is 40% of the total full and part-time staff). This is slightly higher than the most recent return rate for The Highland Council's staff survey (36%).
- 5.3 Comparing HLH's result for staff rating the organisation as a whole against those found in the Chartered Institute of Personnel and Development (CIPD) "Employee Outlook – Employees Views on Working Life" (Spring 2017) for overall job satisfaction, where ratings were average or better, HLH is sitting 3.5% higher than the average in All sectors (private, public, voluntary) and 1.5% higher than the average Public Sector organisation:

High Life Highland = 87.5%

- All sectors (private, public, voluntary) = 84%
- Private sector = 84%
- Public sector = 86%
- Voluntary sector = 81%

- 5.4 The main conclusions to be taken from the analysis of results are similar to those in previous years. Following discussion at Finance and Audit Committee, the importance of the survey was emphasised and it was noted that Senior Management would look at the most appropriate ways of raising the issues identified in the survey. It was further noted that the charity's Health and Wellbeing Group would take some of the information from the survey to ascertain ways of developing opportunities to support the HLH workforce. This will be done by looking at ways of updating and offering on-line resources, information and links to support health and wellbeing – and that a standing item on staff health and wellbeing would be added to the SMT agenda.

6. **Equality and diversity**

- 6.1 Directors are reminded that a decision was taken in June 2013 to monitor the number of individuals registered with a disability making application to work with HLH. Following recent discussions at JCF meetings it was noted that none of the other 'protected characteristics' were being monitored.
- 6.2 It was therefore agreed that a voluntary section be added to the 2017 survey in order that a more substantive level of equality and diversity monitoring was undertaken across the charity.
- 6.3 As the 2017 survey is the first to include the expanded equality and diversity section there are no comparisons to these questions from surveys undertaken in previous years. However **Appendix D** offers comparisons against Highland-wide data or trends.

7. Annual Services Equality Report

7.1 High Life Highland recognises and understands its duties and responsibilities under The Equalities Act 2010. The Company recognises its duty not to discriminate against any of the 'nine characteristics' (Age, Disability, Gender reassignment, Pregnancy and maternity, Marriage and Civil Partnership, Race, Religion and belief, Sex, and Sexual orientation).

7.2 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; and
- Promote good relations.

7.3 High Life Highland implements 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; and
- telephone access and call centres.

7.4 There were no complaints during 2016/17 relating to the charity's obligations as detailed in the policy.

8. Implications

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

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

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


Recommendation

It is recommended that Directors:

- i. note and comment on the content of the quarterly HR report including the update on the staffing establishment; and
- ii. comment on and approve the policy statement on the provision of alcohol.

Designation: Chief Executive

Date: 30 November 2017

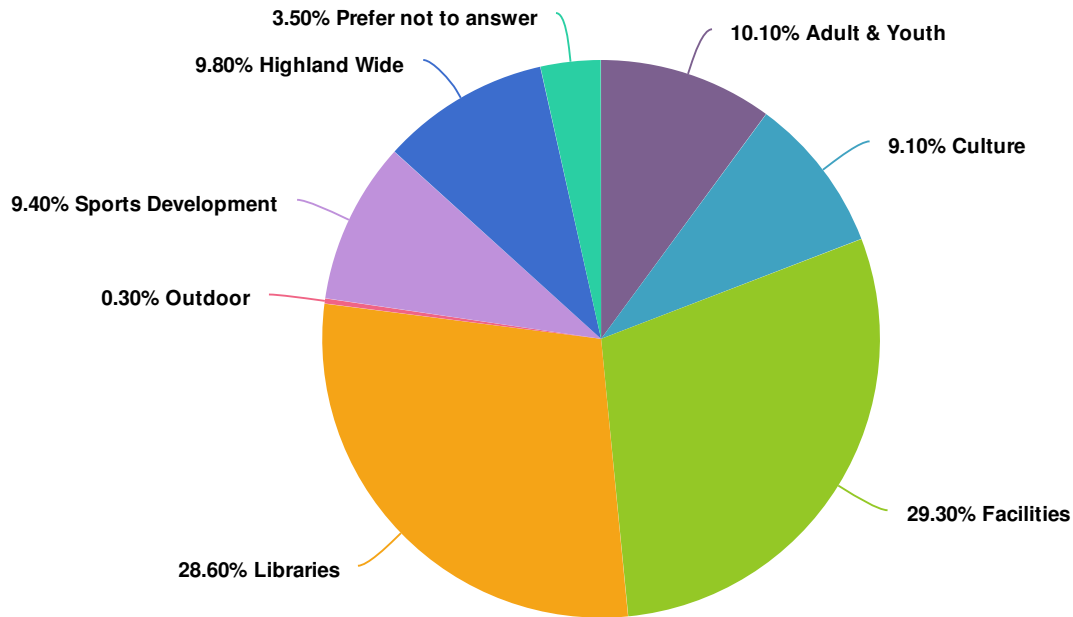
	<p><i>Policy Statement on the provision of alcohol</i></p> <p><i>Version 1 – to be approved HLH Board 13/12/17</i></p>
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Through its trading subsidiary, High Life Highland, in pursuance of its overall aims, will provide alcohol for sale at appropriate venues and events. The supply of alcoholic beverage for sale is very tightly legislated in Scotland and High Life Highland is aware of its holding Company responsibilities under the current legislation. HLH will not actively seek to take over and manage facilities with liquor sales but in certain circumstances, where these already exist, it makes business sense to retain the ability to sell alcohol. There may also be opportunities for the trading subsidiary to sell alcohol on existing premises, e.g. marquees, pop up bars.

Where any opportunities arise and it is decided to continue with them, these will be passed to the Commercial Manager to assess compliance needs and to ensure that procedures are in place to fully comply with current licensing laws.

Report for HLH Staff Survey 2017

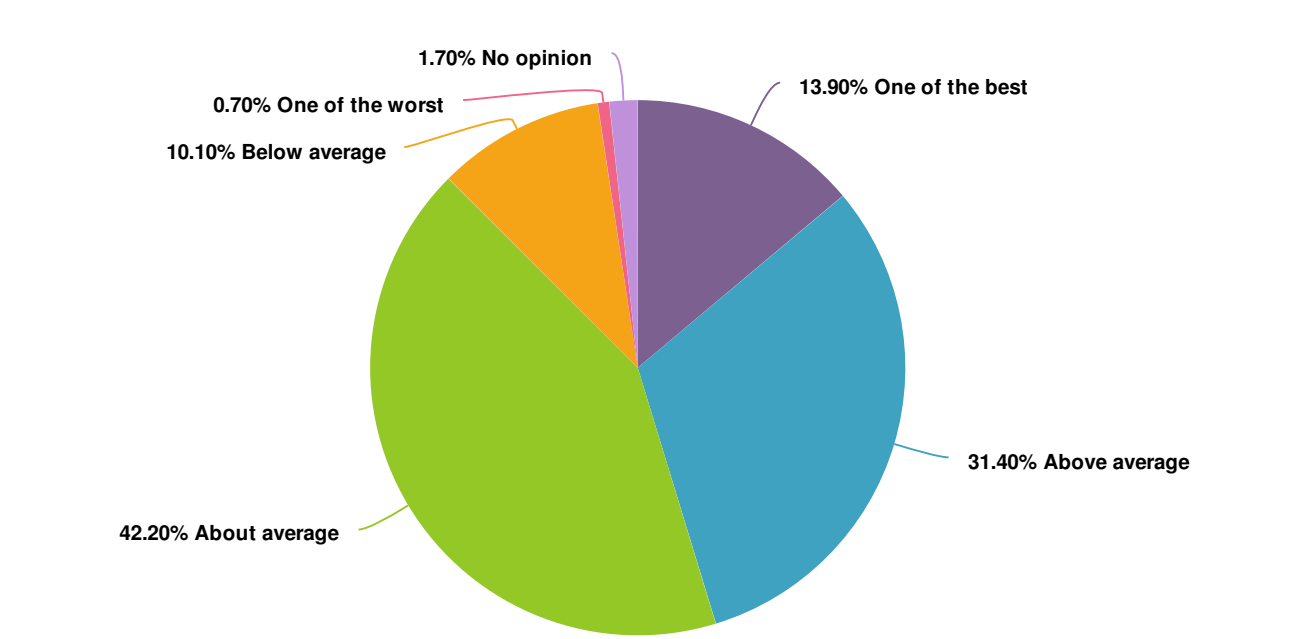
1. Which area of the business do you work in?



Value		Percent	Responses
Adult & Youth	<div><div></div></div>	10.1%	29
Culture	<div><div></div></div>	9.1%	26
Facilities	<div><div></div></div>	29.3%	84
Libraries	<div><div></div></div>	28.6%	82
Outdoor	<div><div></div></div>	0.3%	1
Sports Development	<div><div></div></div>	9.4%	27
Highland Wide	<div><div></div></div>	9.8%	28
Prefer not to answer	<div><div></div></div>	3.5%	10

Total: 287

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



Value		Percent	Responses
One of the best	<div><div></div></div>	13.9%	40
Above average	<div><div></div></div>	31.4%	90
About average	<div><div></div></div>	42.2%	121
Below average	<div><div></div></div>	10.1%	29
One of the worst	<div><div></div></div>	0.7%	2
No opinion	<div><div></div></div>	1.7%	5

Total: 287



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
Interesting work Count	112	127	34	12	2	0	0
Pay Count	37	109	64	51	23	0	3
Good employment benefits (e.g. leave, pensions, wider wallet) Count	54	110	78	25	9	9	2
Working environment (e.g. health & safety, security) Count	77	128	43	27	10	1	1
Career development Count	29	76	101	41	31	6	3
Feedback on your performance Count	39	91	93	38	20	5	1
Job security Count	36	114	85	27	22	2	1
Supportive colleagues Count	100	130	37	15	4	0	1
Working hours Count	94	116	49	20	7	1	0

	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer
Sufficient resources (finance, equipment, staff to do your job, etc) Count	29	91	68	64	34	0	1
Making the best use of your skills and ability Count	44	126	64	32	15	3	3
Feeling you have accomplished something worthwhile at work Count	80	130	53	16	7	0	1
Morale in your workplace Count	48	107	65	37	25	2	3
Receiving sufficient training to do your job well Count	44	112	78	34	17	1	1
Working for a successful organisation Count	51	101	108	13	5	7	2
Opportunity to show initiative Count	62	115	71	25	12	1	1

	Very satisfied	Fairly satisfied	Neither satisfied or dissatisfied	Fairly dissatisfied	Very dissatisfied	No opinion	Prefer not to answer
Personal safety at work Count	91	130	37	19	5	4	1
Receiving praise for good work Count	59	93	75	32	22	4	2
Receiving guidance and support at work Count	57	95	87	27	17	2	2
Working as part of a team Count	85	110	62	20	7	1	2
Enjoyment in the work I do Count	111	106	53	12	3	1	1



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)

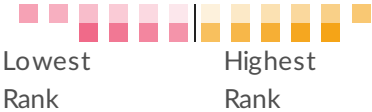
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Enjoyment in the work I do	1		793	197
Interesting work	2		761	157



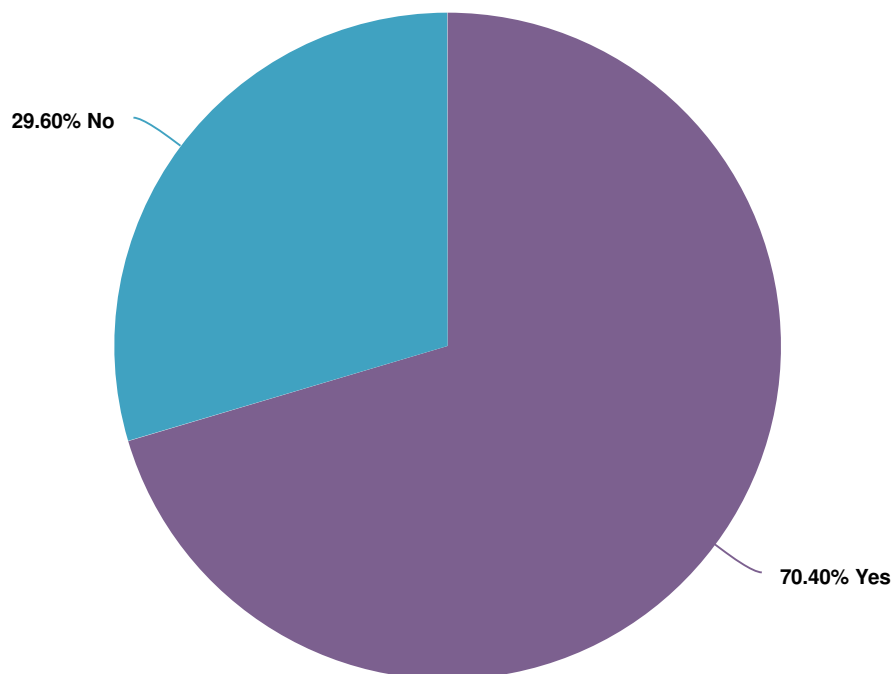
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Pay	3		727	181
Feeling you have accomplished something worthwhile at work	4		521	145
Job security	5		473	116
Supportive colleagues	6		317	108
Working hours	7		308	86
Sufficient resources (finance, equipment, staff to do your job)	8		272	89
Good employment benefits (e.g. leave, pensions, wider wallet)	9		268	81
Making the best use of your skills and ability	10		257	86
Career development	11		236	65
Morale in your workplace	12		215	85
Working as part of a team	13		208	77
Receiving sufficient training to do your job well	14		173	56
Opportunity to show initiative	15		105	43
Receiving guidance and support at work	16		97	38
Working environment (e.g. health & safety, security)	17		91	30
Working for a successful organisation	18		70	26
Feedback on your performance	19		55	21





Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Receiving praise for good work	20		52	23
Personal safety at work	21		28	12



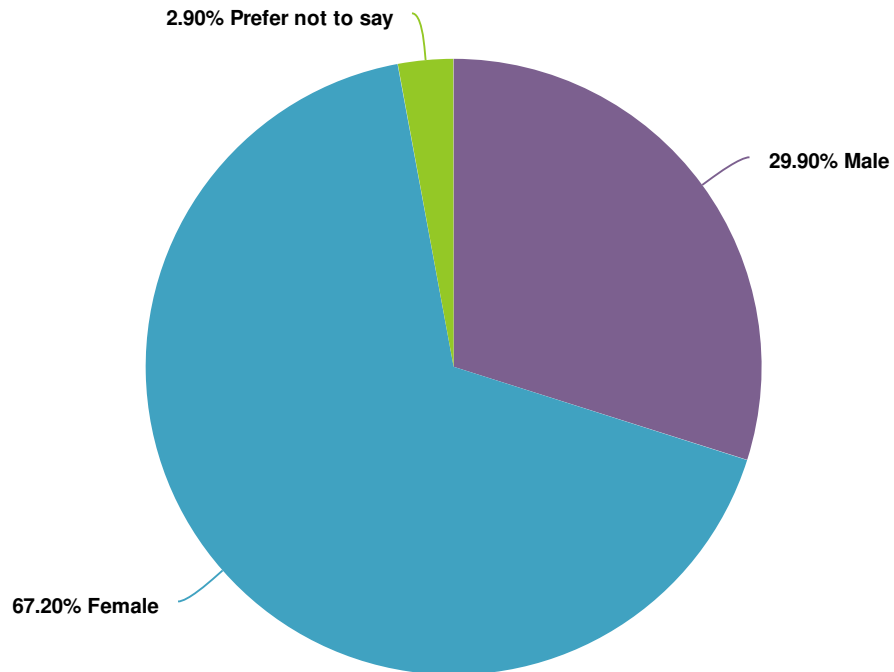
5. Do you wish to complete the equality and diversity section?



Value		Percent	Responses
Yes		70.4%	202
No		29.6%	85

Total: 287

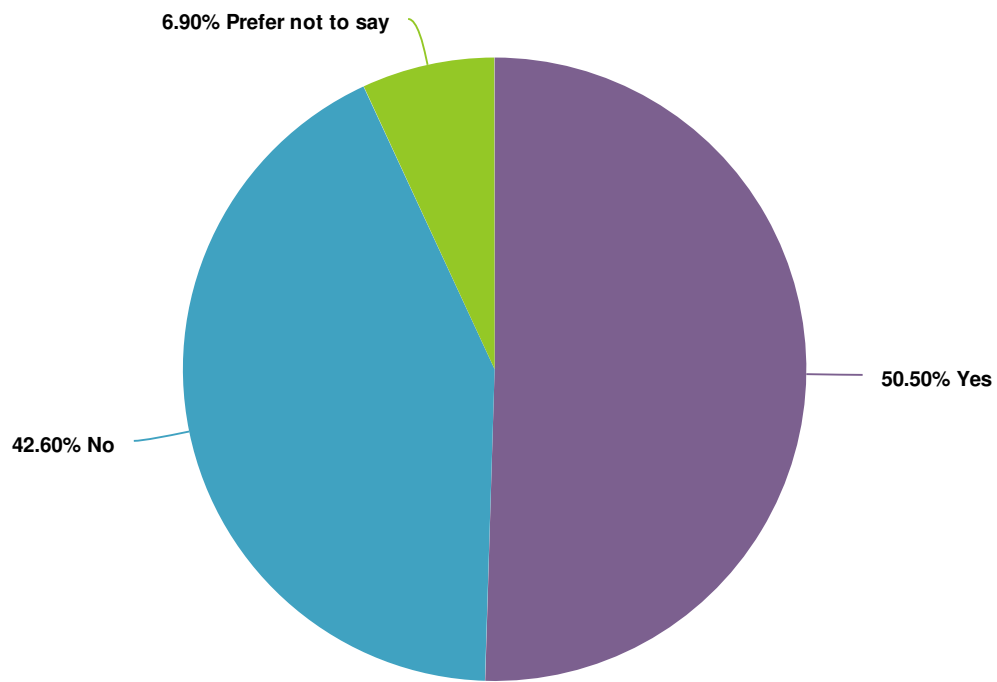
6. Gender



Value		Percent	Responses
Male	<div><div></div></div>	29.9%	61
Female	<div><div></div></div>	67.2%	137
Prefer not to say	<div><div></div></div>	2.9%	6

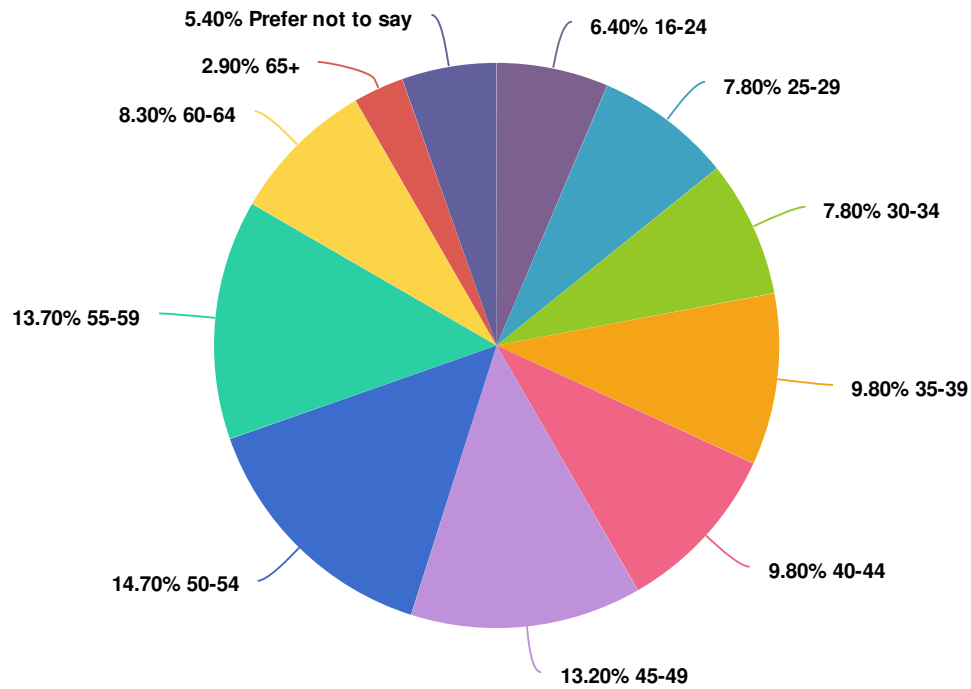
Total: 204

7. Are you married or in a civil partnership?



Value		Percent	Responses
Yes	<div><div></div><div></div></div>	50.5%	103
No	<div><div></div><div></div></div>	42.6%	87
Prefer not to say	<div><div></div><div></div></div>	6.9%	14
Total: 204			

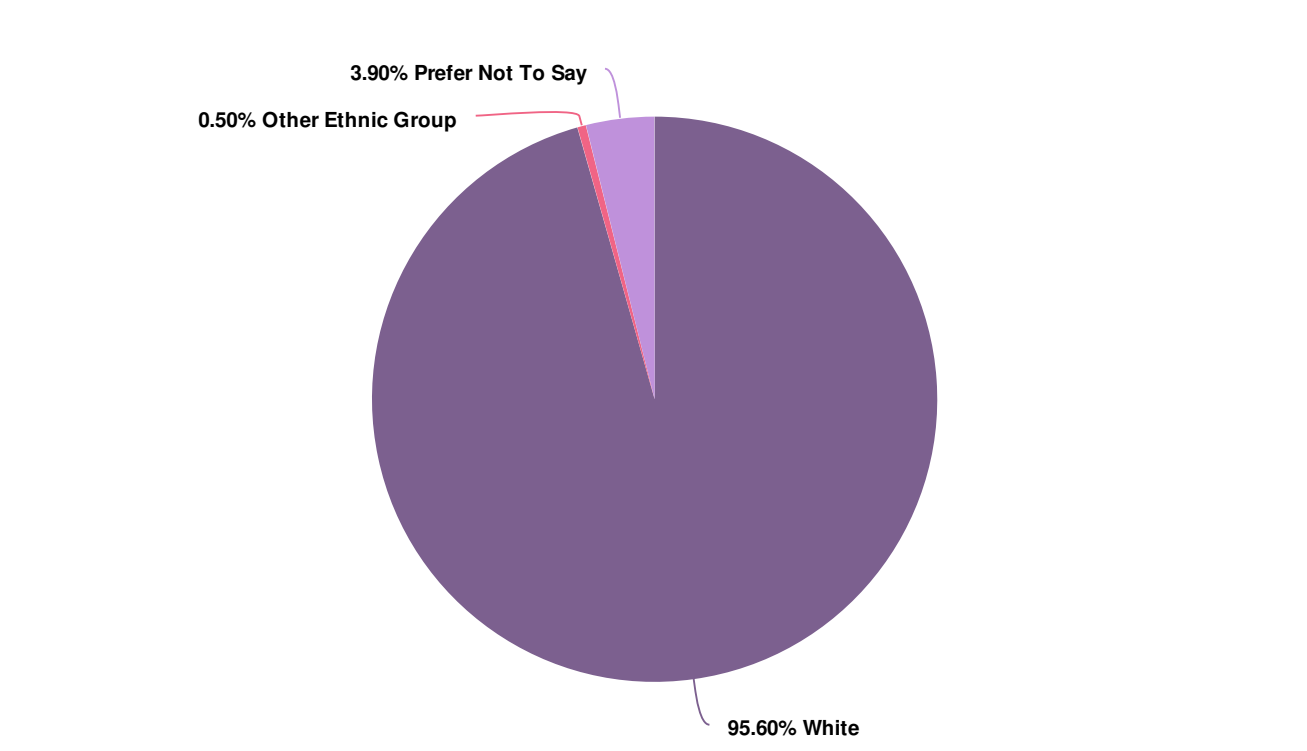
8. Age



Value		Percent	Responses
16-24	<div><div></div></div>	6.4%	13
25-29	<div><div></div></div>	7.8%	16
30-34	<div><div></div></div>	7.8%	16
35-39	<div><div></div></div>	9.8%	20
40-44	<div><div></div></div>	9.8%	20
45-49	<div><div></div></div>	13.2%	27
50-54	<div><div></div></div>	14.7%	30
55-59	<div><div></div></div>	13.7%	28
60-64	<div><div></div></div>	8.3%	17
65+	<div><div></div></div>	2.9%	6
Prefer not to say	<div><div></div></div>	5.4%	11

Total: 204

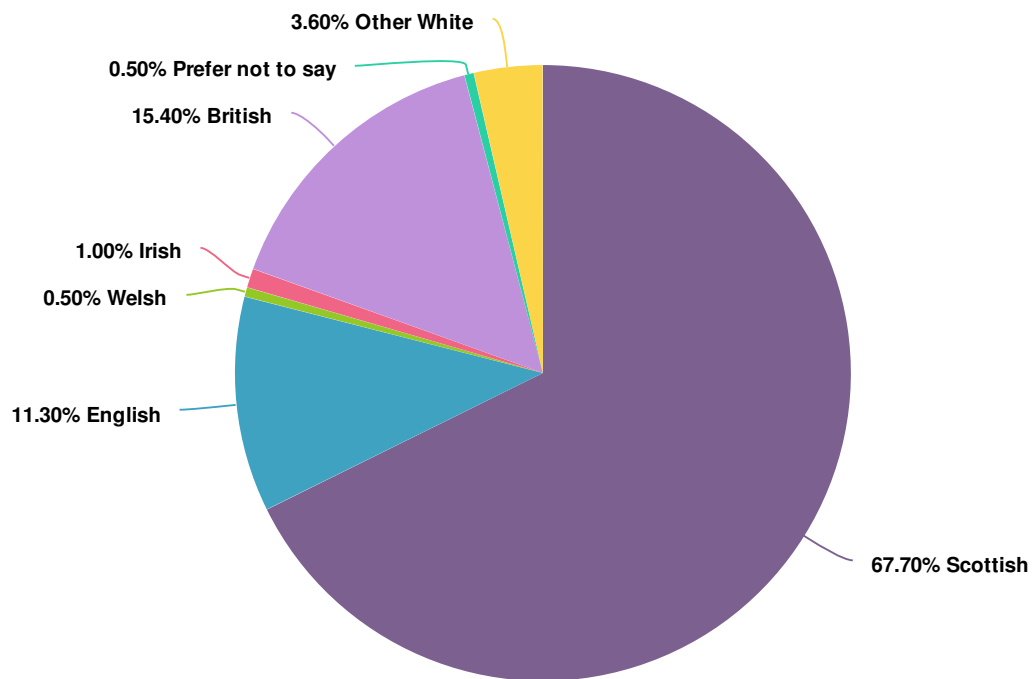
9. What is your ethnicity?



Value		Percent	Responses
White	<div></div>	95.6%	195
Other Ethnic Group	<div></div>	0.5%	1
Prefer Not To Say	<div></div>	3.9%	8

Total: 204

10. White



Value		Percent	Responses
Scottish	<div><div></div></div>	67.7%	132
English	<div><div></div></div>	11.3%	22
Welsh	<div><div></div></div>	0.5%	1
Irish	<div><div></div></div>	1.0%	2
British	<div><div></div></div>	15.4%	30
Prefer not to say	<div><div></div></div>	0.5%	1
Other White	<div><div></div></div>	3.6%	7

Total: 195

11. Mixed/multiple ethnic groups

No data to display

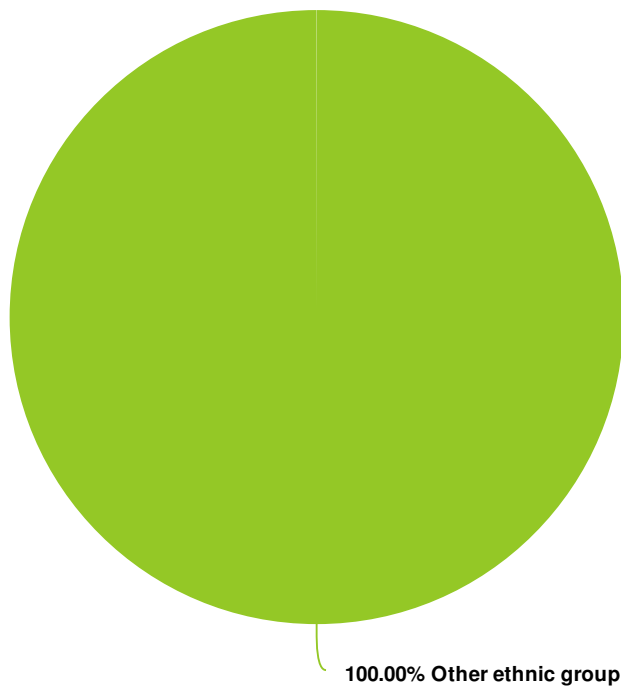
12. Asian/Asian British

No data to display

13. Black / African / Caribbean / Black British

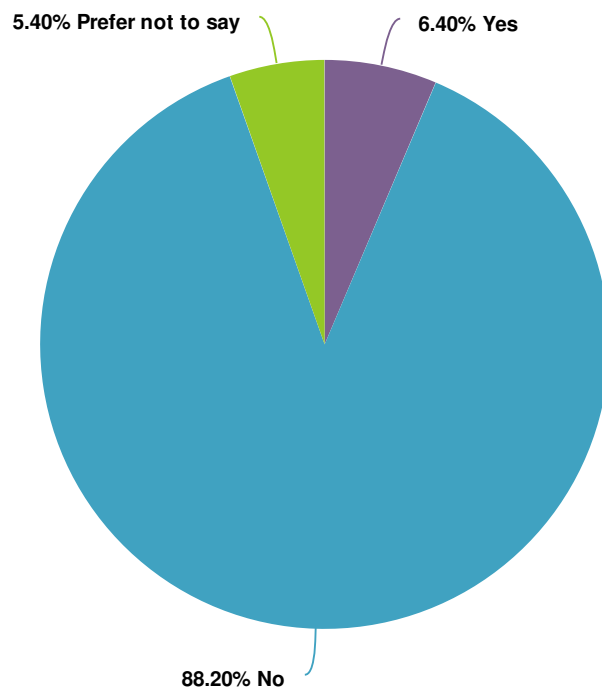
No data to display

14. Other ethnic group



Value		Percent	Responses
Other ethnic group	<div></div>	100.0%	1
			Total: 1

15. Do you consider yourself to have a disability or health condition?



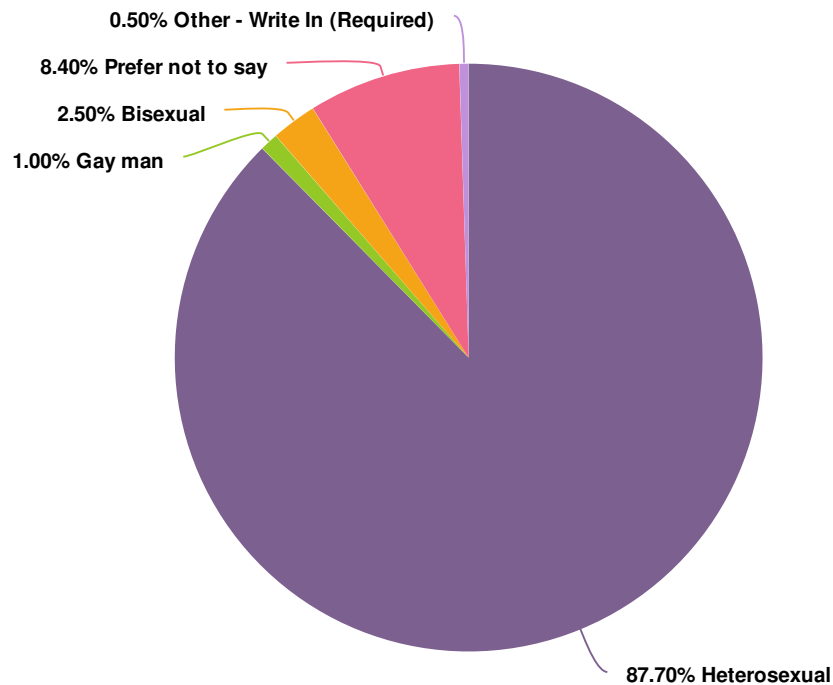
Value		Percent	Responses
Yes	<div></div>	6.4%	13
No	<div></div>	88.2%	180
Prefer not to say	<div></div>	5.4%	11
			Total: 204


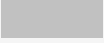

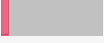

16. What is the effect or impact of your disability or health condition on your

ability to give your best at work?

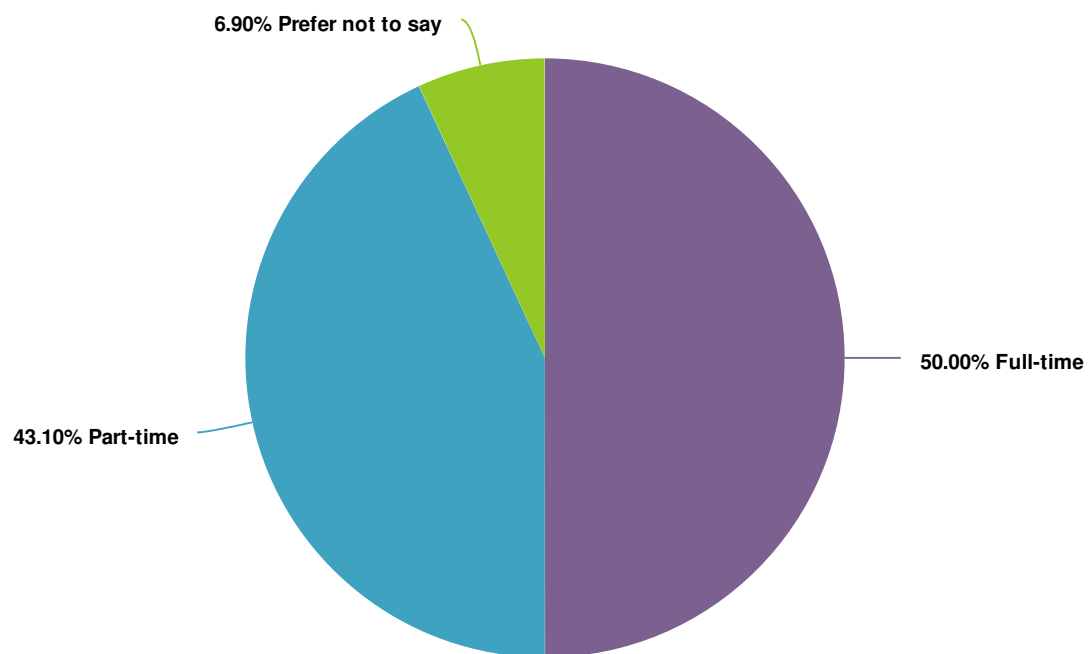





17. What is your sexual orientation?



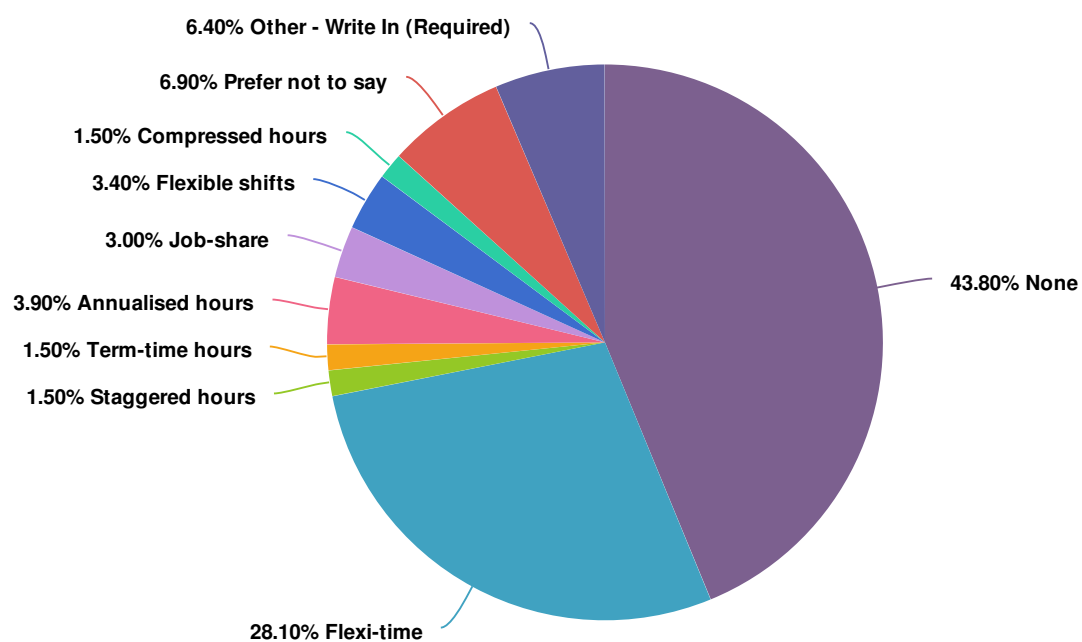
Value		Percent	Responses
Heterosexual		87.7%	178
Gay man		1.0%	2
Bisexual		2.5%	5
Prefer not to say		8.4%	17
Other - Write In (Required)		0.5%	1
Total: 203			




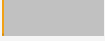



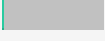

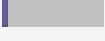
18. What is your current working pattern?



Value		Percent	Responses
Full-time		50.0%	102
Part-time		43.1%	88
Prefer not to say		6.9%	14
Total: 204			

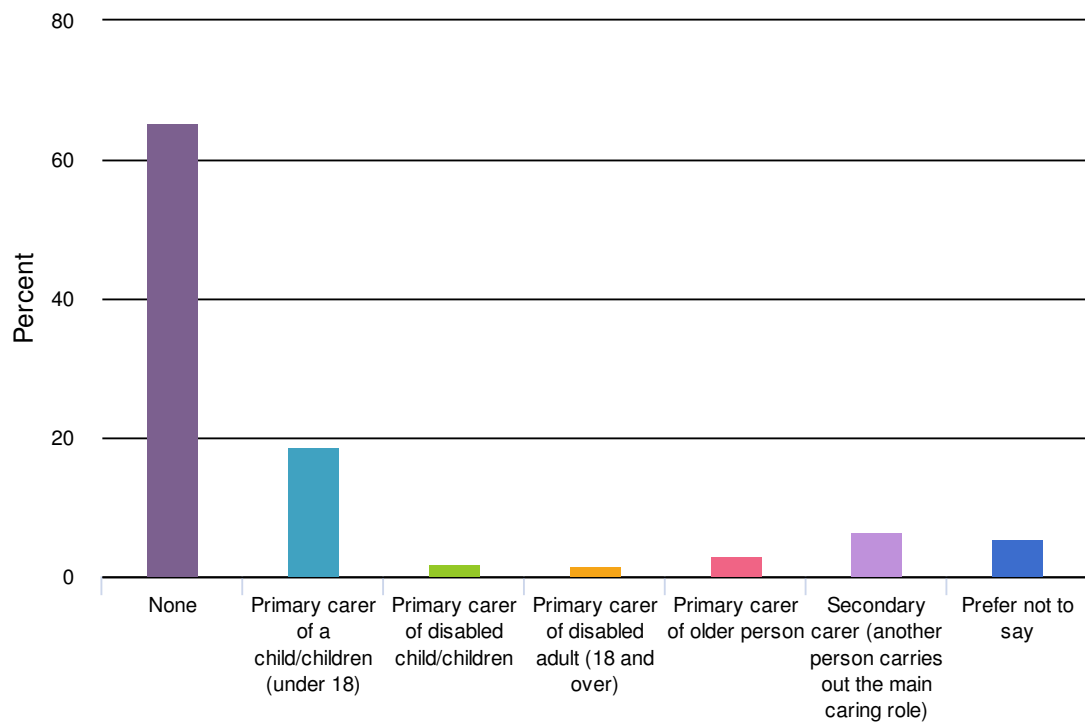
19. What is your flexible working arrangement?










Value		Percent	Responses
None		43.8%	89
Flexi-time		28.1%	57
Staggered hours		1.5%	3
Term-time hours		1.5%	3
Annualised hours		3.9%	8
Job-share		3.0%	6
Flexible shifts		3.4%	7
Compressed hours		1.5%	3
Prefer not to say		6.9%	14
Other - Write In (Required)		6.4%	13

Total: 203

20. Do you have caring responsibilities?



Value		Percent	Responses
None		65.5%	133
Primary carer of a child/children (under 18)		18.7%	38
Primary carer of disabled child/children		2.0%	4
Primary carer of disabled adult (18 and over)		1.5%	3
Primary carer of older person		3.0%	6
Secondary carer (another person carries out the main caring role)		6.4%	13
Prefer not to say		5.4%	11

21. If you would like to share any additional comments or experiences about your employment with High Life Highland please enter details below:

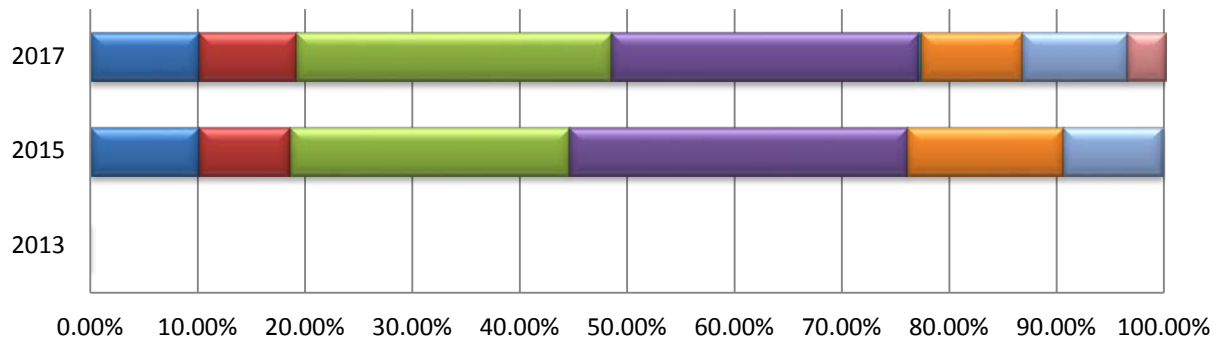
A word cloud featuring the word "work" as the largest and most central element. Surrounding it are various other words in different sizes and colors, including "feel", "time", "other", "senior", "job", "highland", "hours", "good", "people", "support", "colleagues", "career", "working", "company", "morale", "due", "library", "service", "managers", "communication", and "hlh". The words are arranged in a circular pattern around the central "work".

managers communication
senior job highland
hlh feel hours
service good
library due people
morale work
company time other support
working career colleagues

**HLH Staff Survey
Comparison of Results
2013, 2015, 2017**

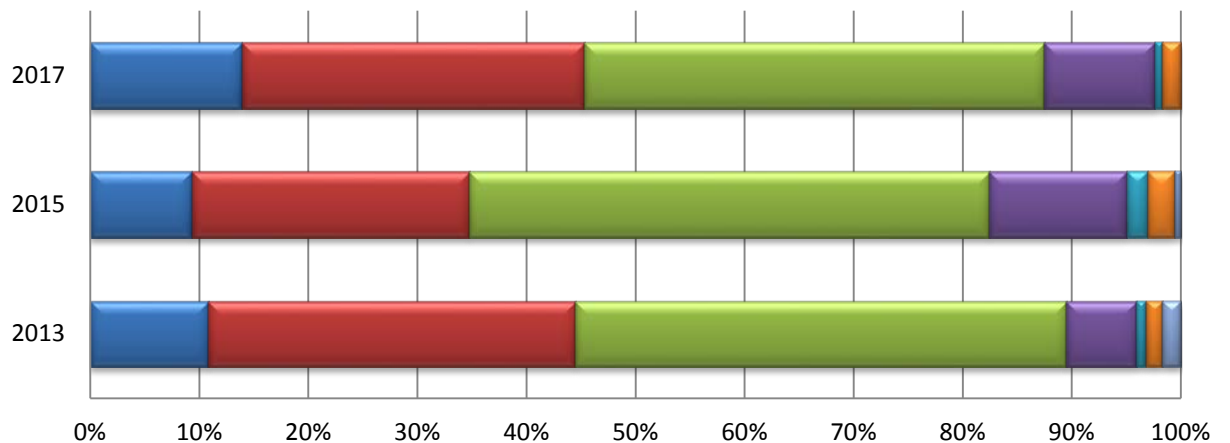
1. Which area of the business do you work in?

(This question was not asked in 2013)



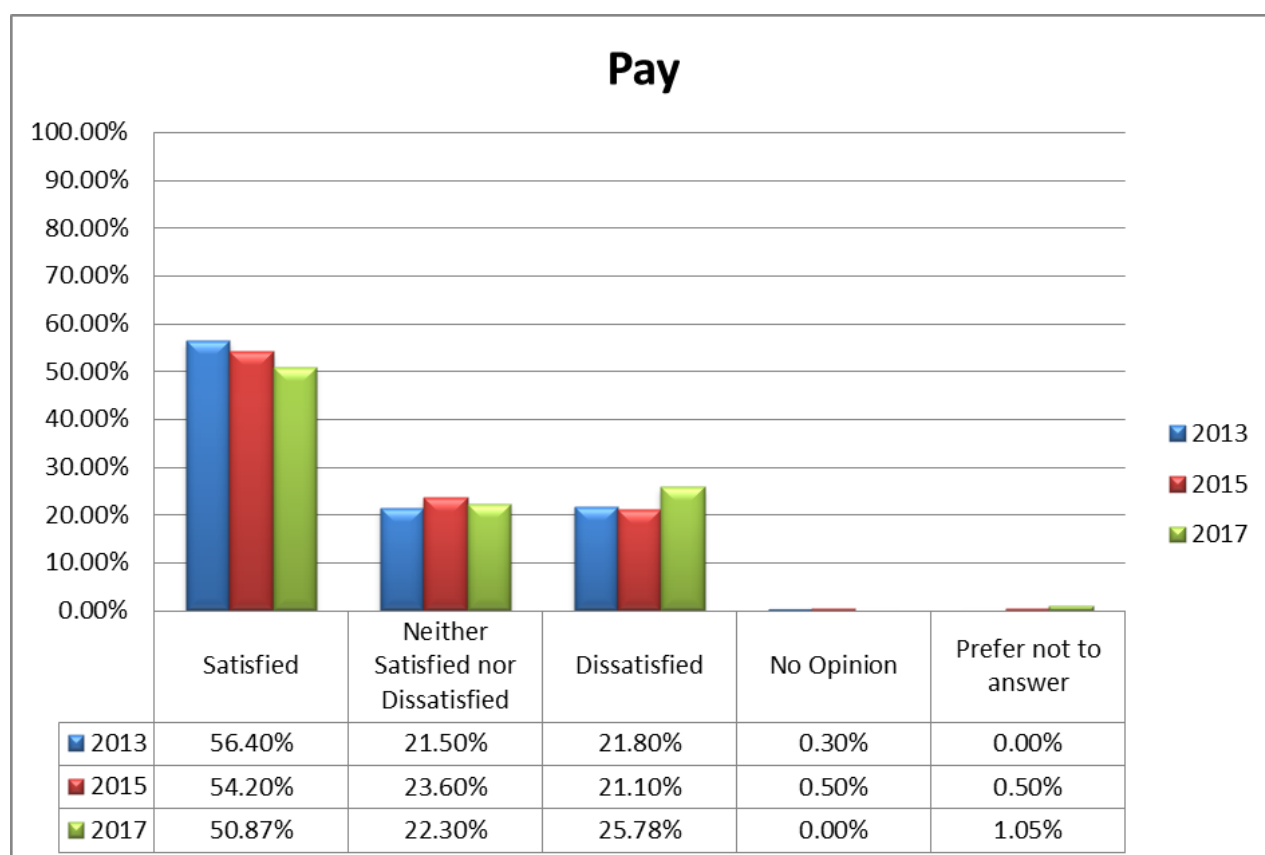
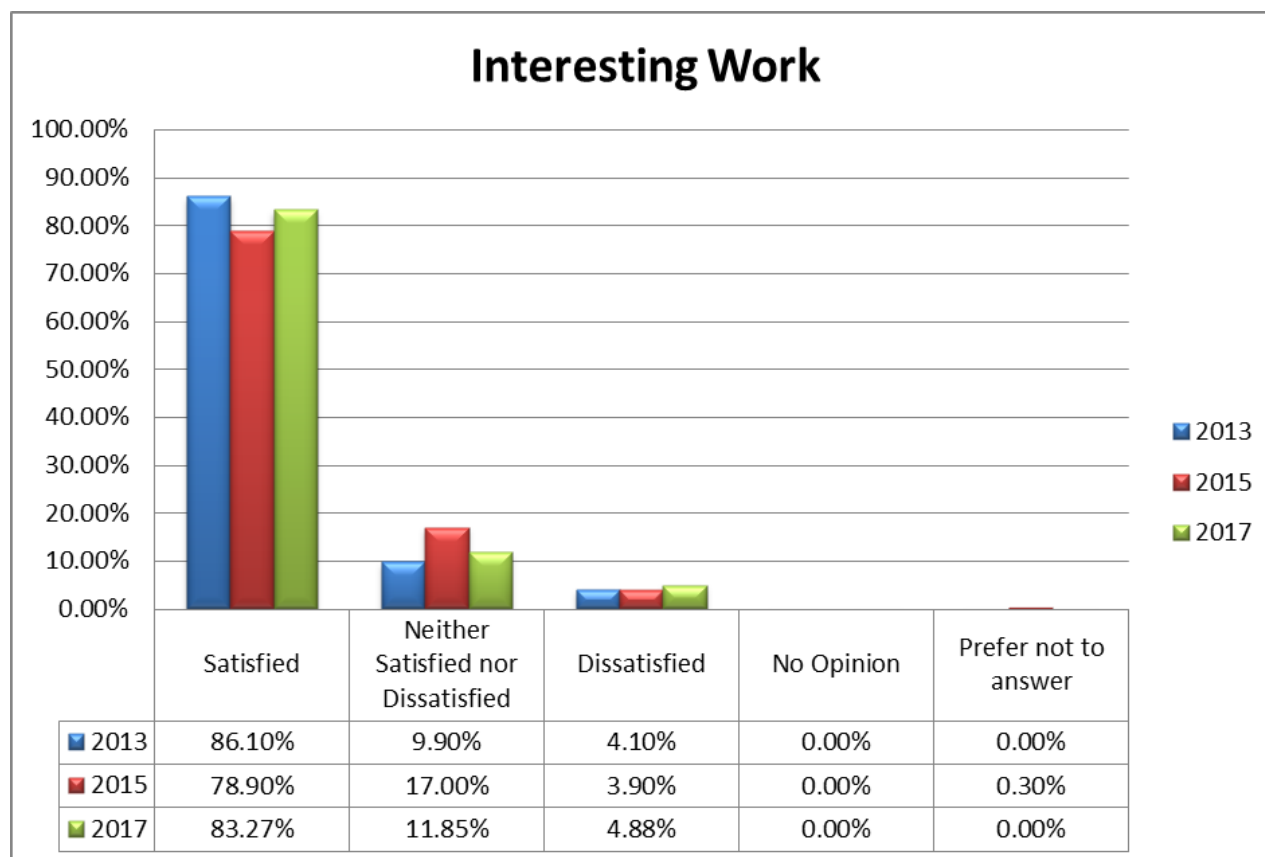
	2013	2015	2017
Adult & Youth	0.00%	10.10%	10.10%
Culture	0.00%	8.50%	9.10%
Facilities	0.00%	26.00%	29.30%
Libraries	0.00%	31.50%	28.60%
Outdoor	0.00%	0.00%	0.30%
Sports Development	0.00%	14.50%	9.40%
Highland Wide	0.00%	9.30%	9.80%
Prefer not to answer	0.00%	0.00%	3.50%

2. As an organisation to work for, I rate High Life Highland as:

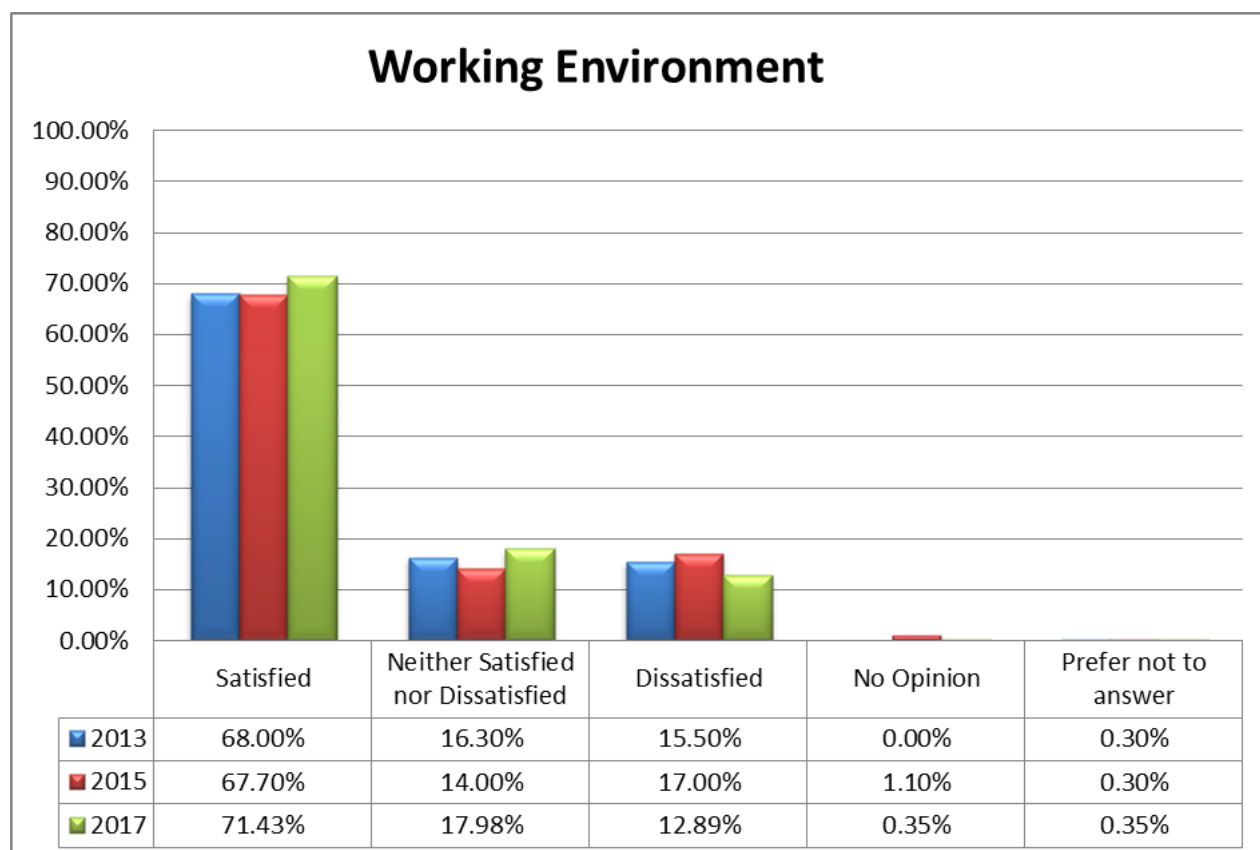
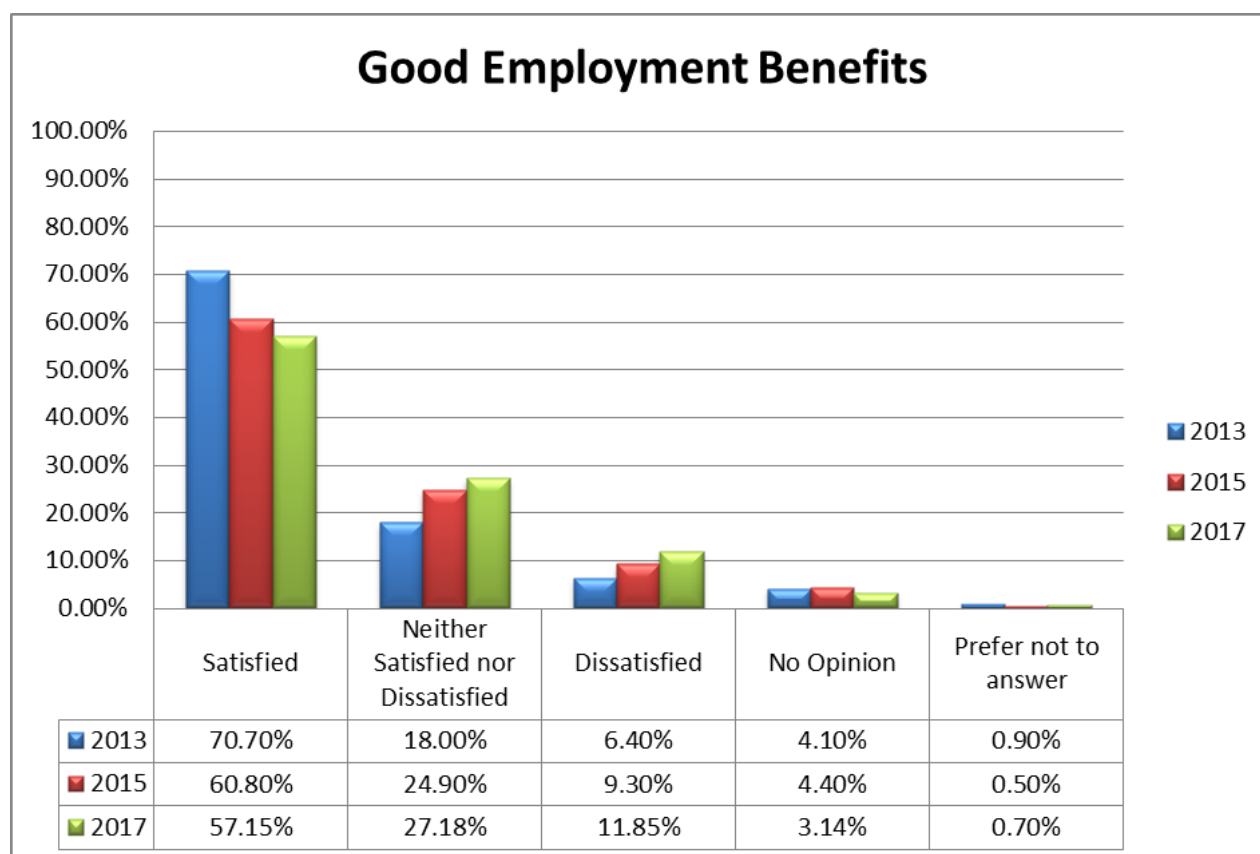


	2013	2015	2017
One of the best	10.80%	9.30%	13.90%
Above Average	33.70%	25.50%	31.40%
About Average	45.10%	47.70%	42.20%
Below Average	6.40%	12.60%	10.10%
One of the Worst	0.90%	1.90%	0.70%
No Opinion	1.50%	2.50%	1.70%
Prefer not to answer	1.70%	0.60%	0.00%

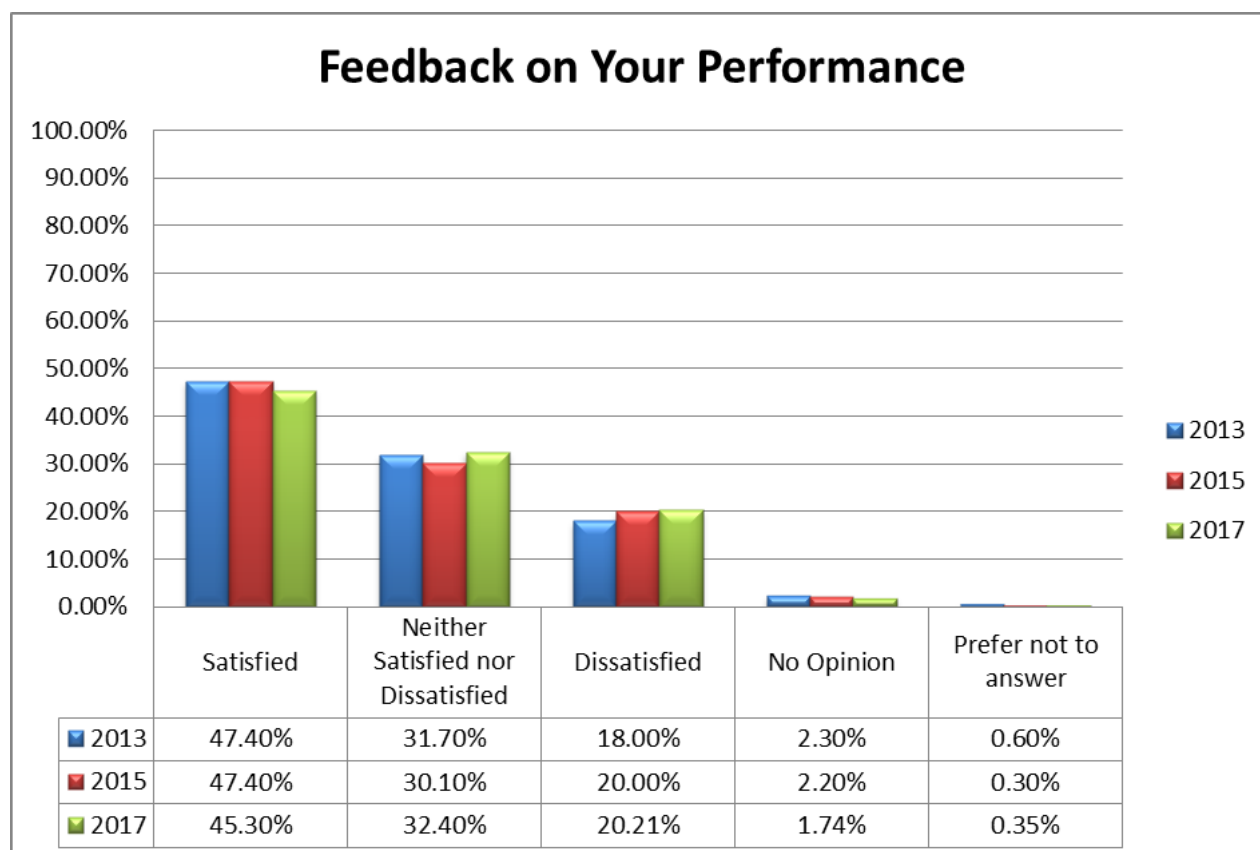
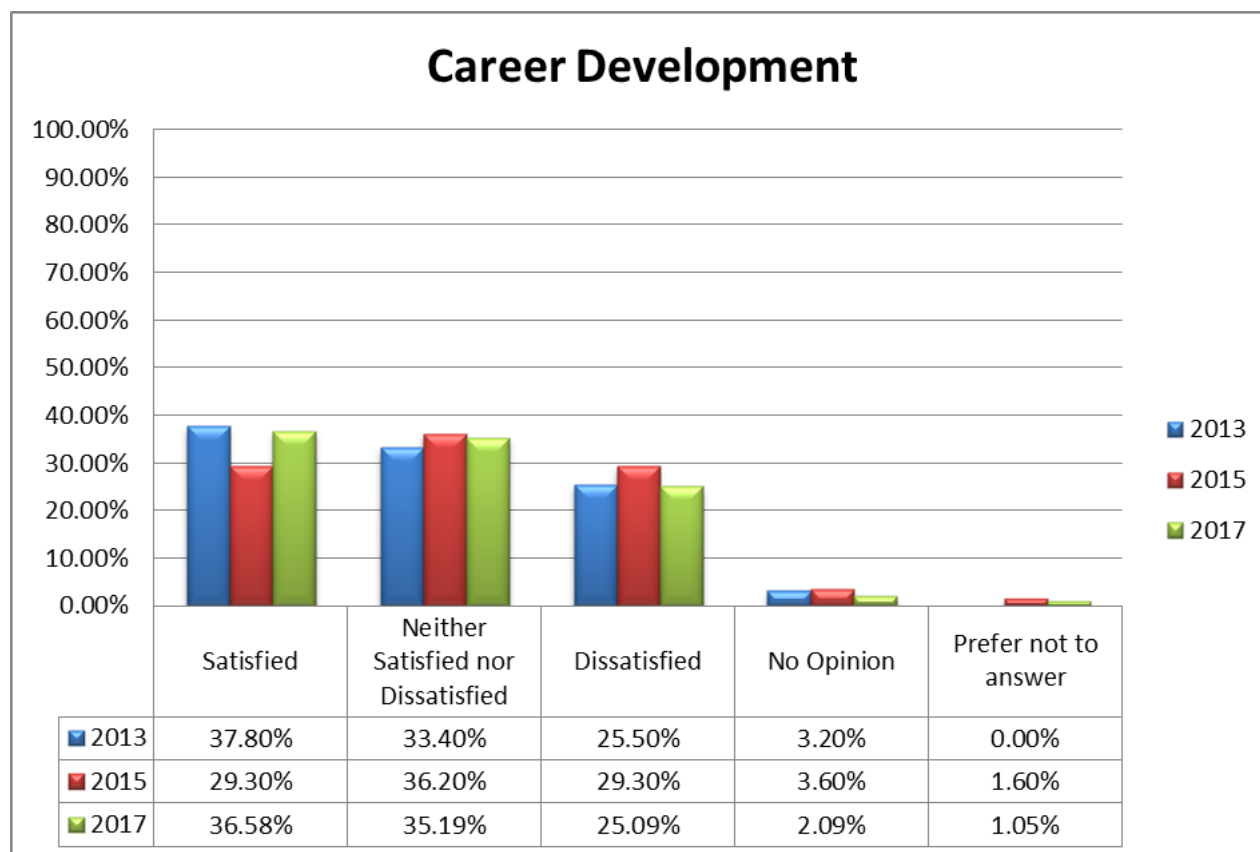
3. How satisfied or dissatisfied are you with each of these factors in your job?



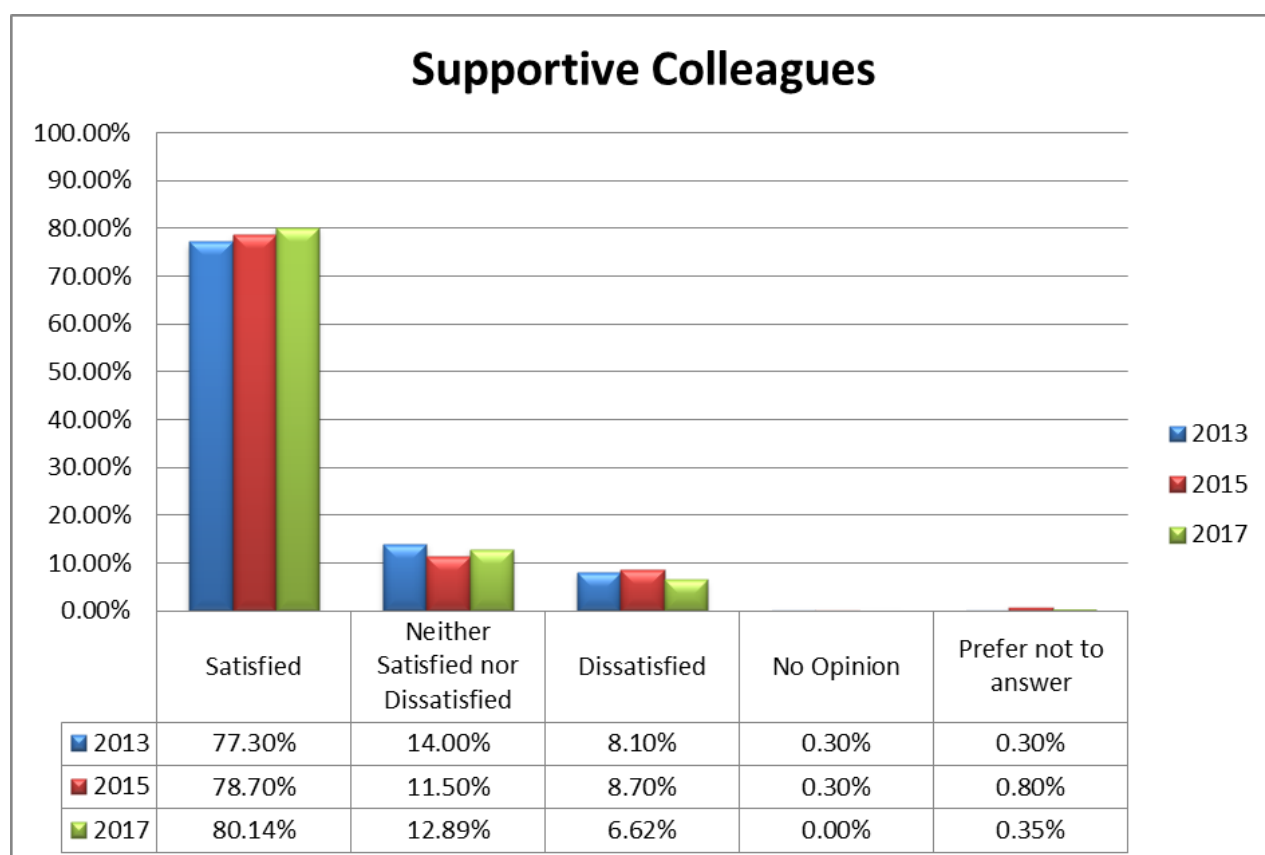
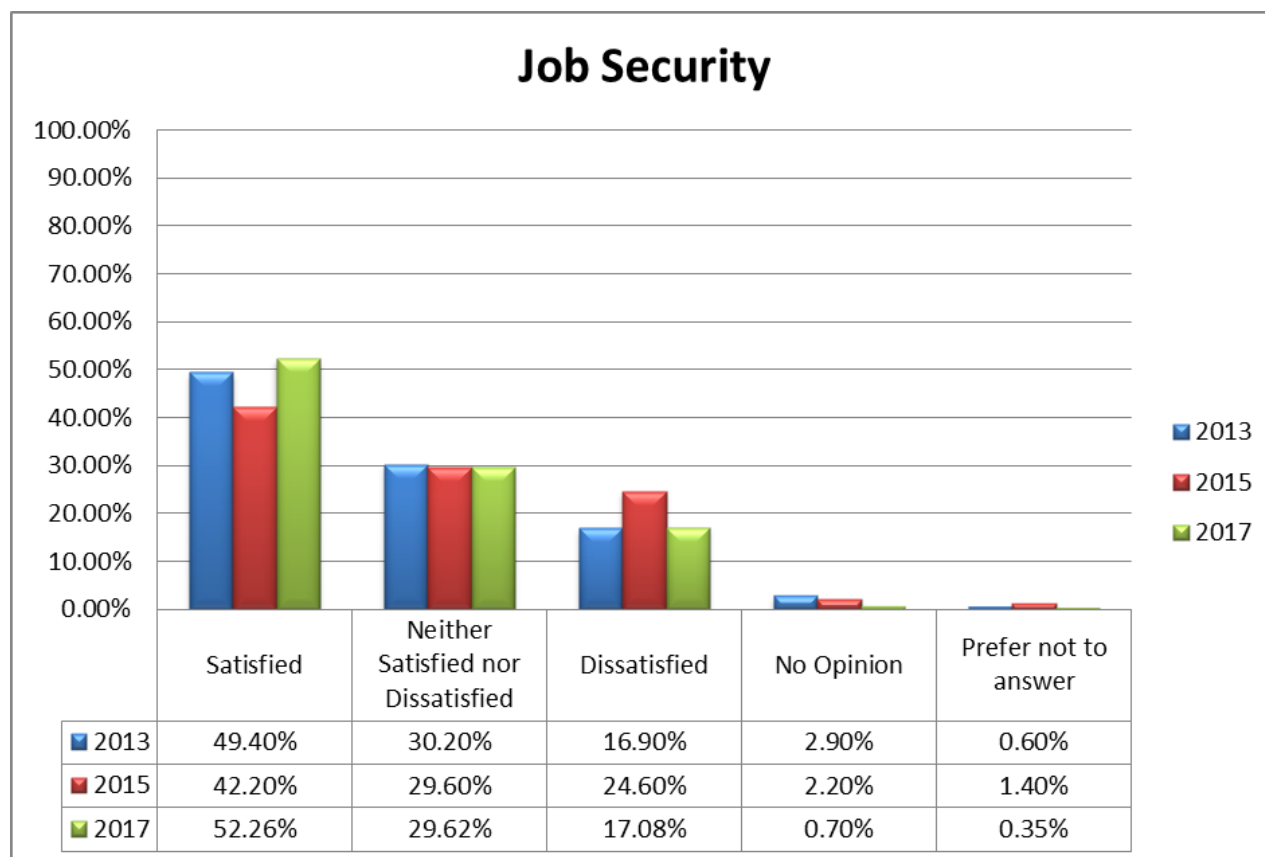
3. How satisfied or dissatisfied are you with each of these factors in your job?



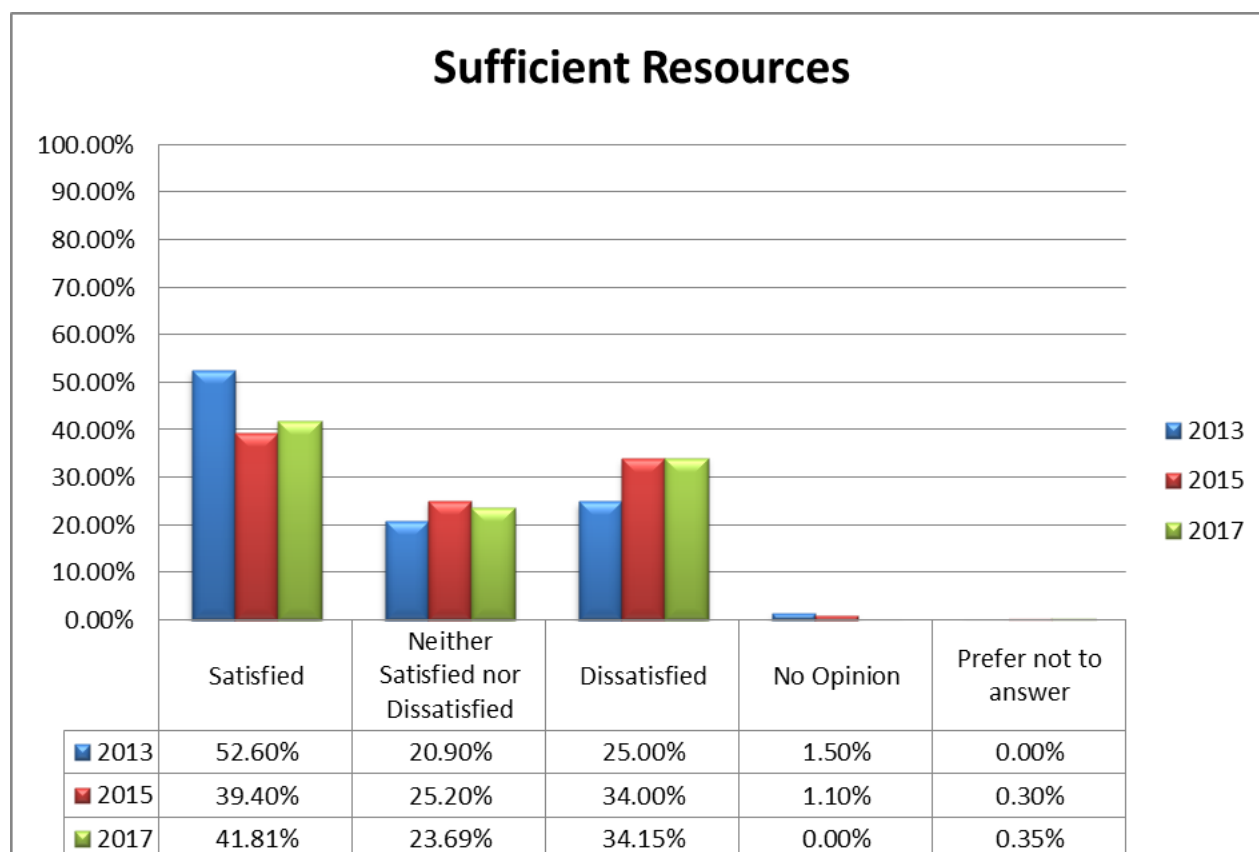
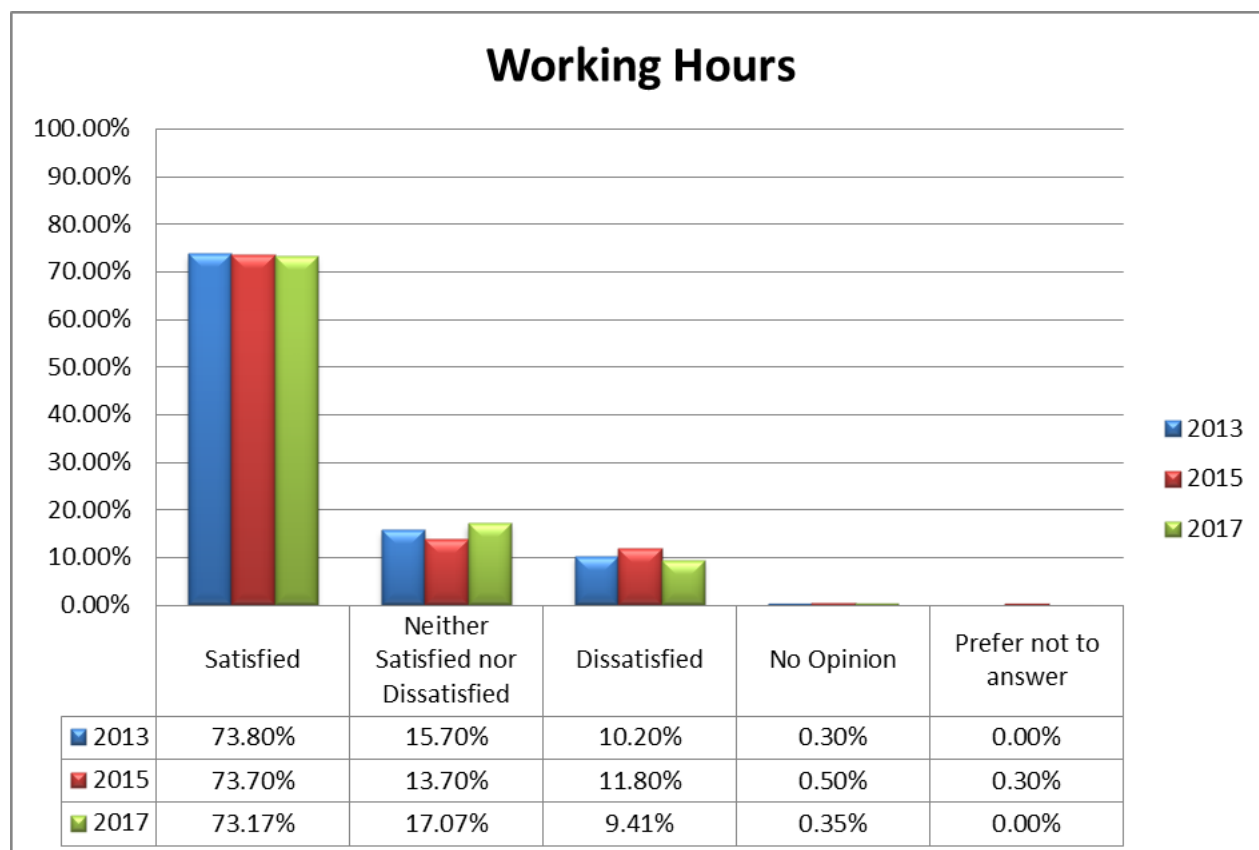
3. How satisfied or dissatisfied are you with each of these factors in your job?



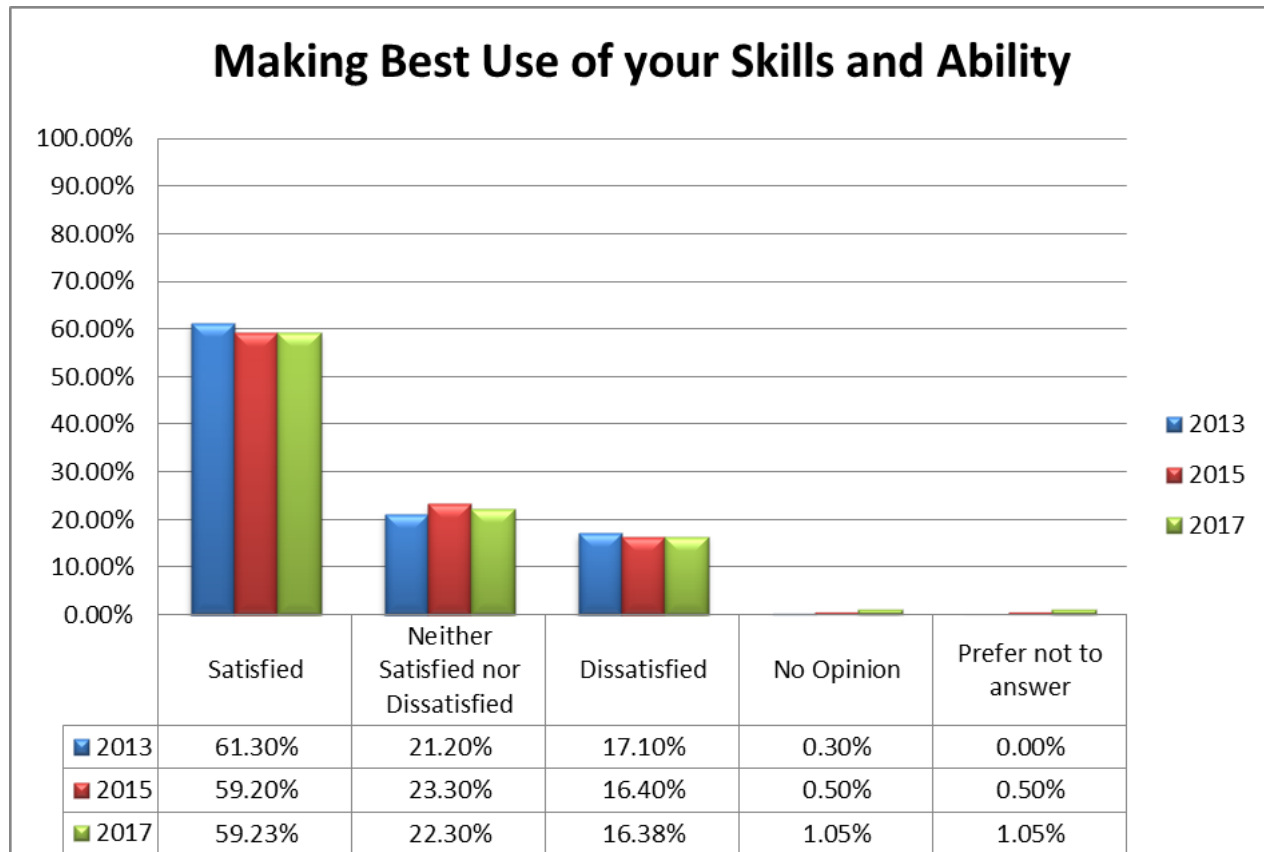
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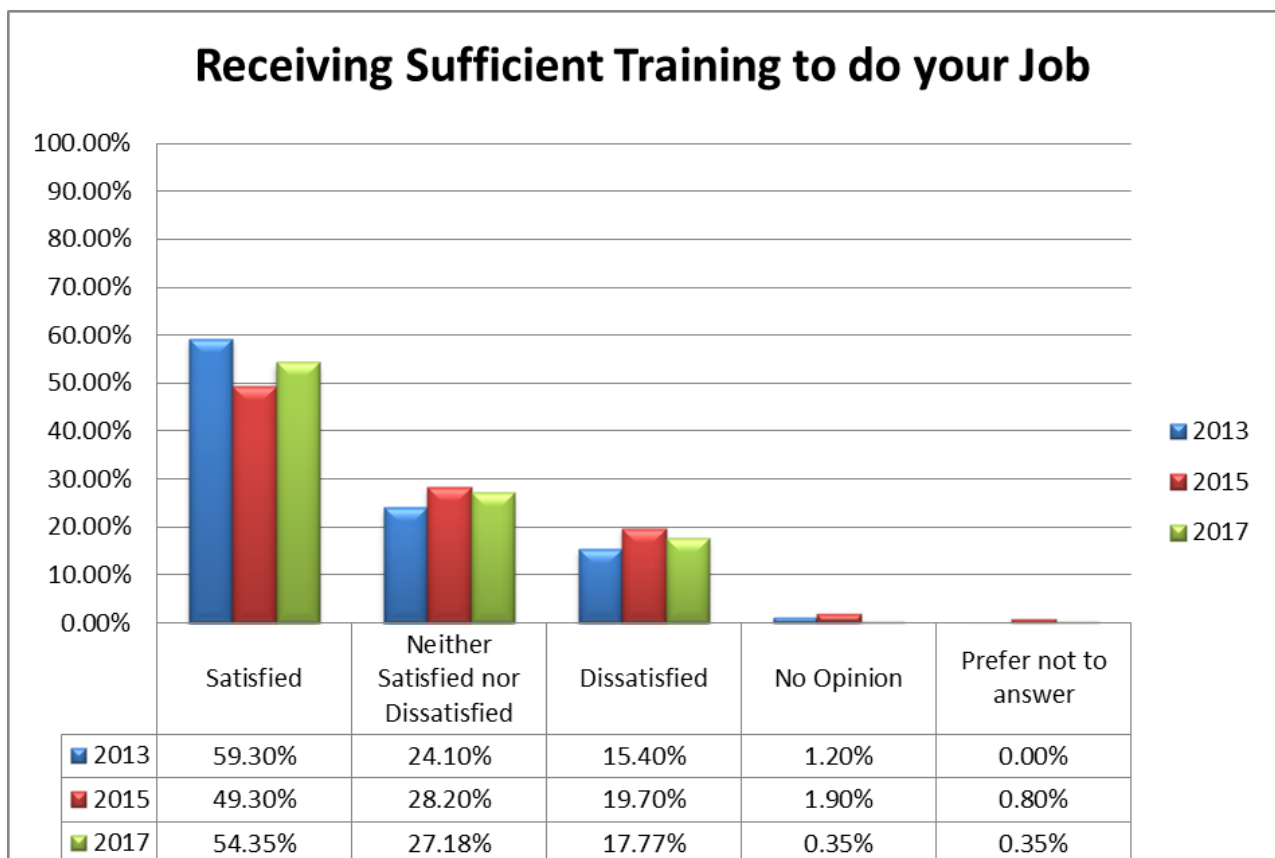
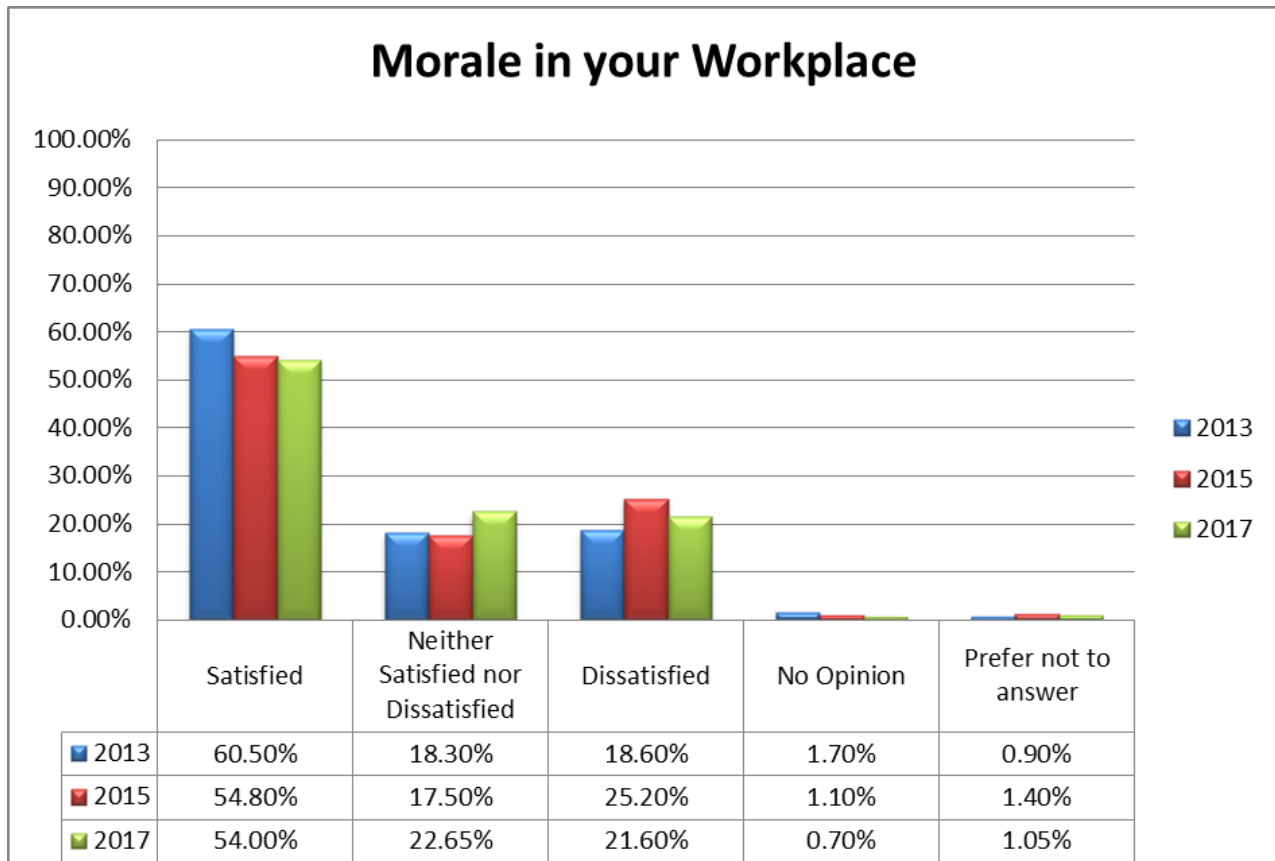
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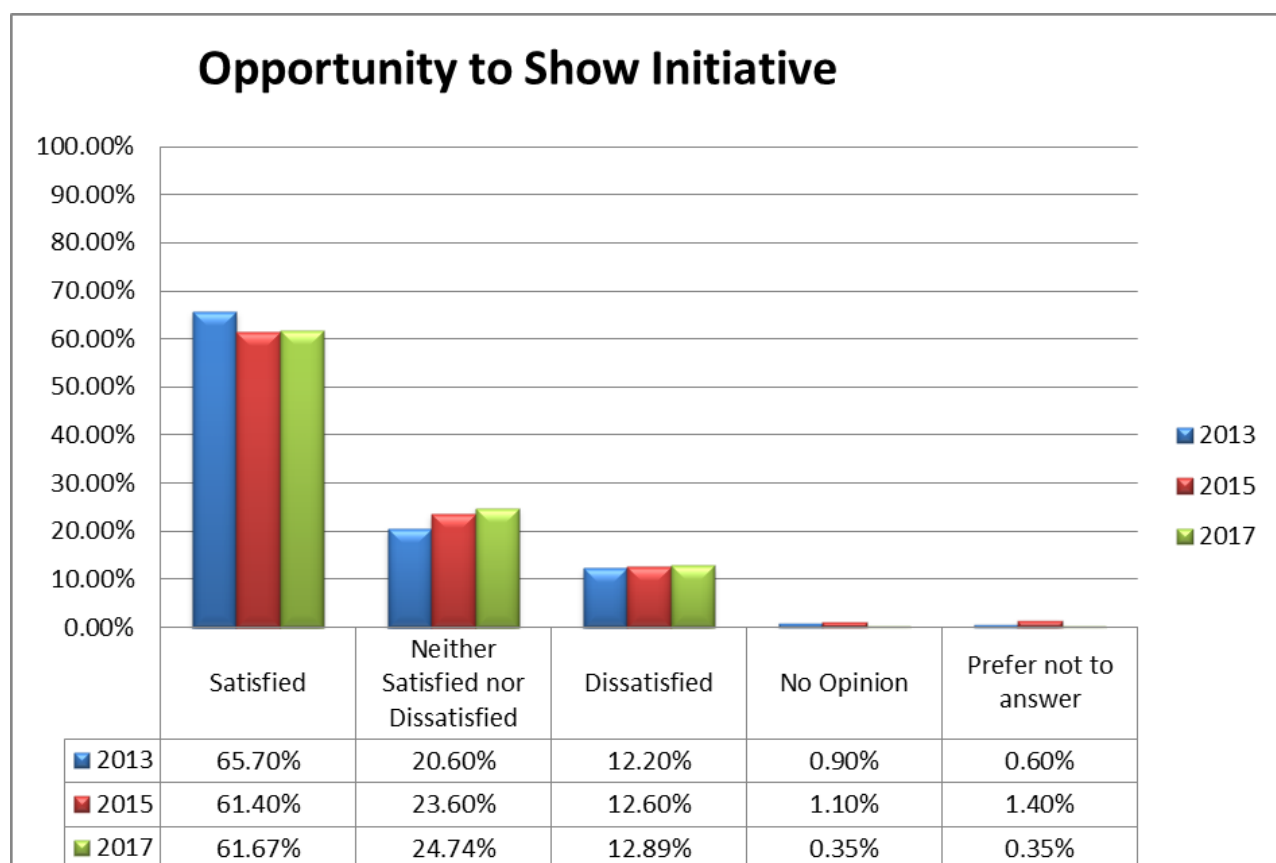
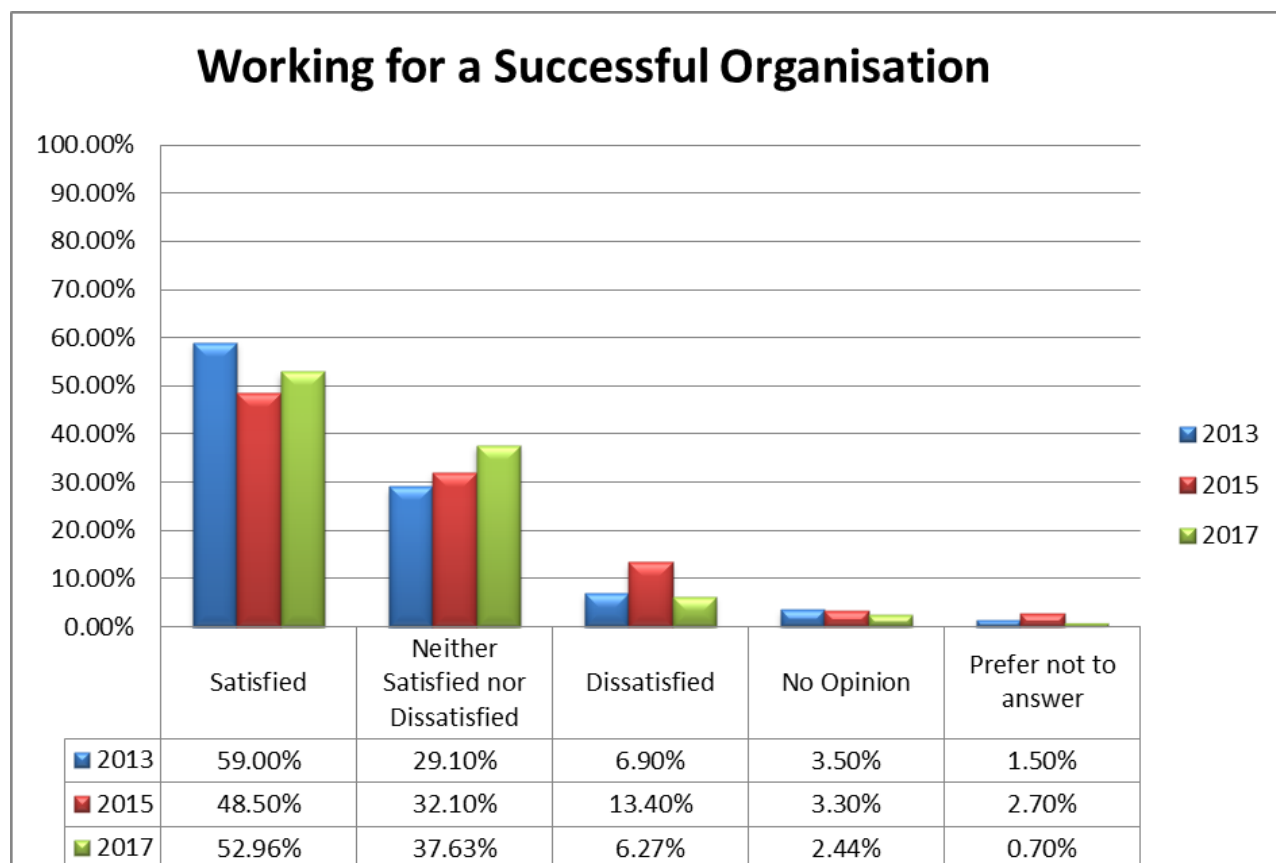
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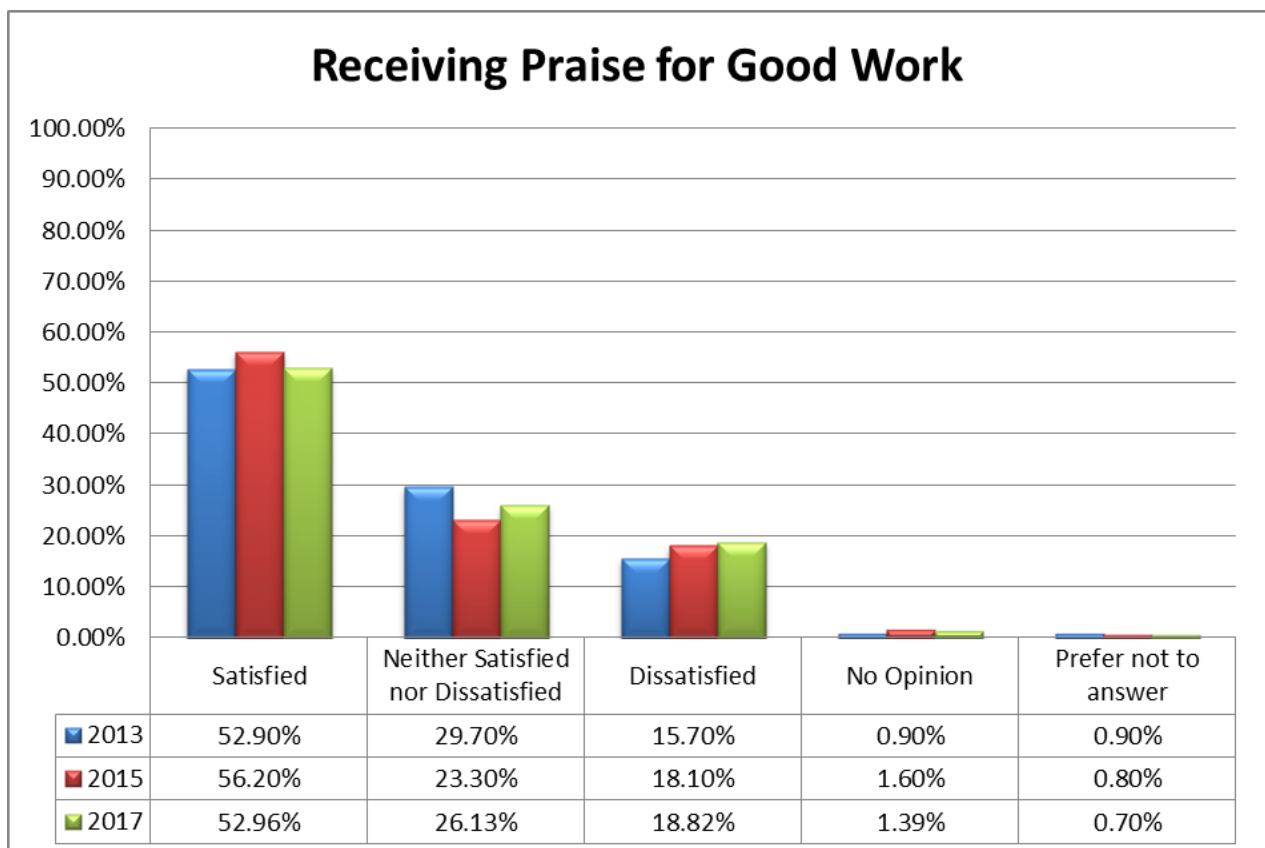
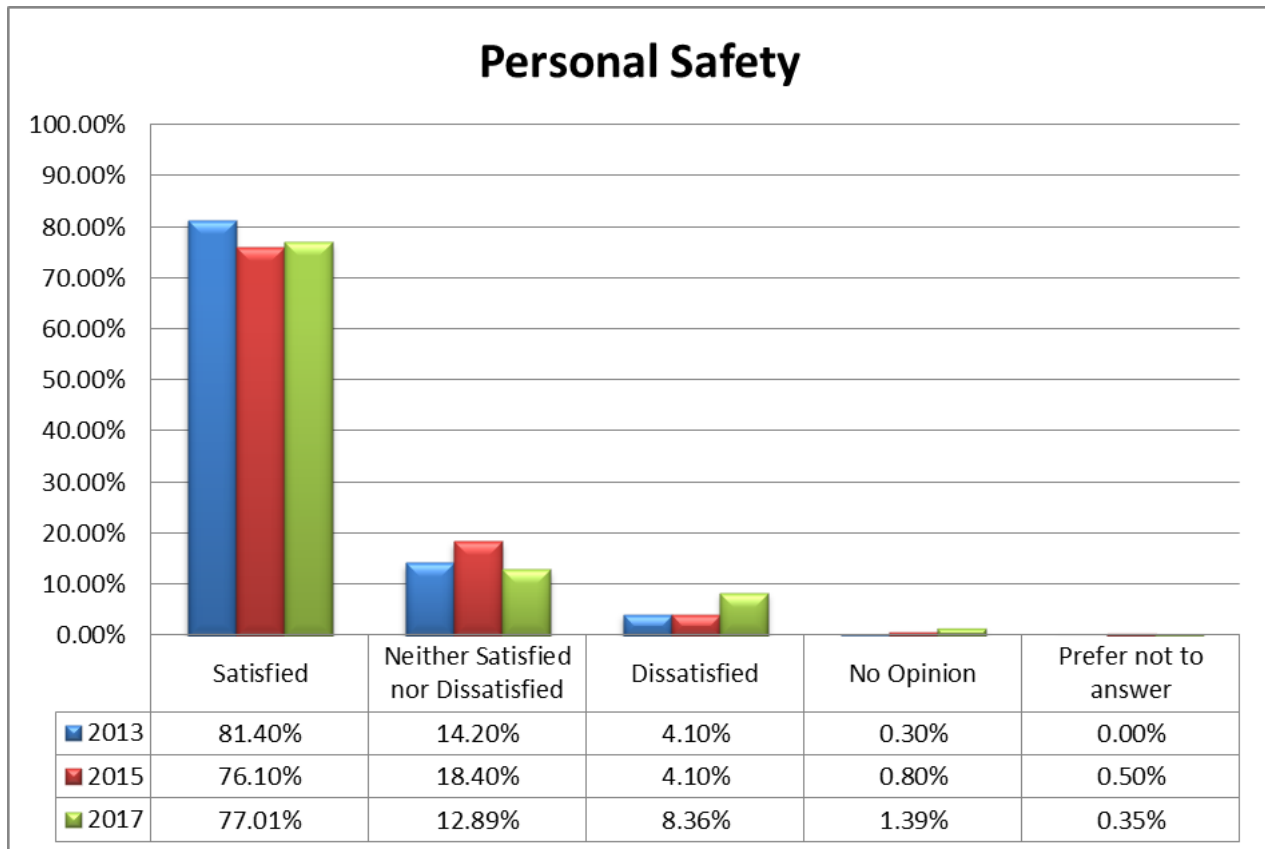
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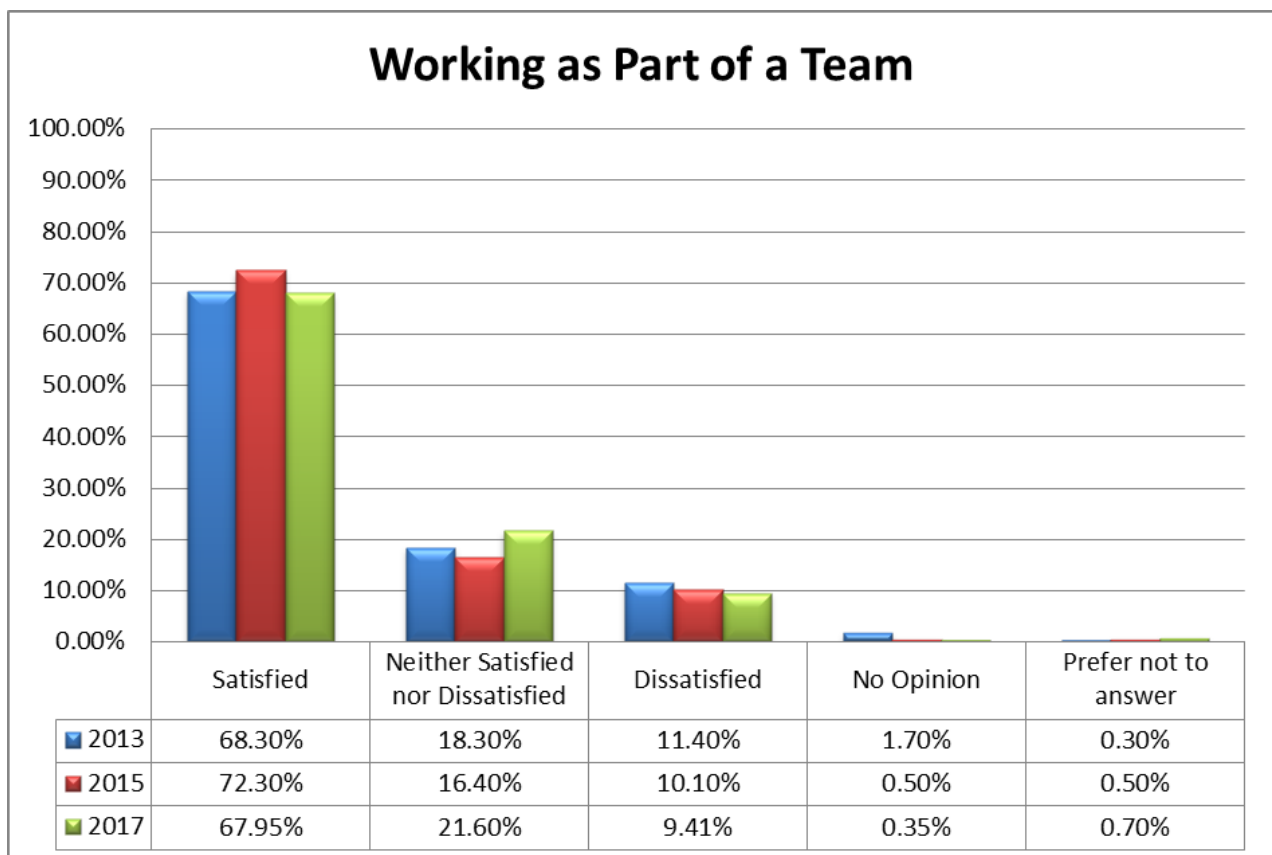
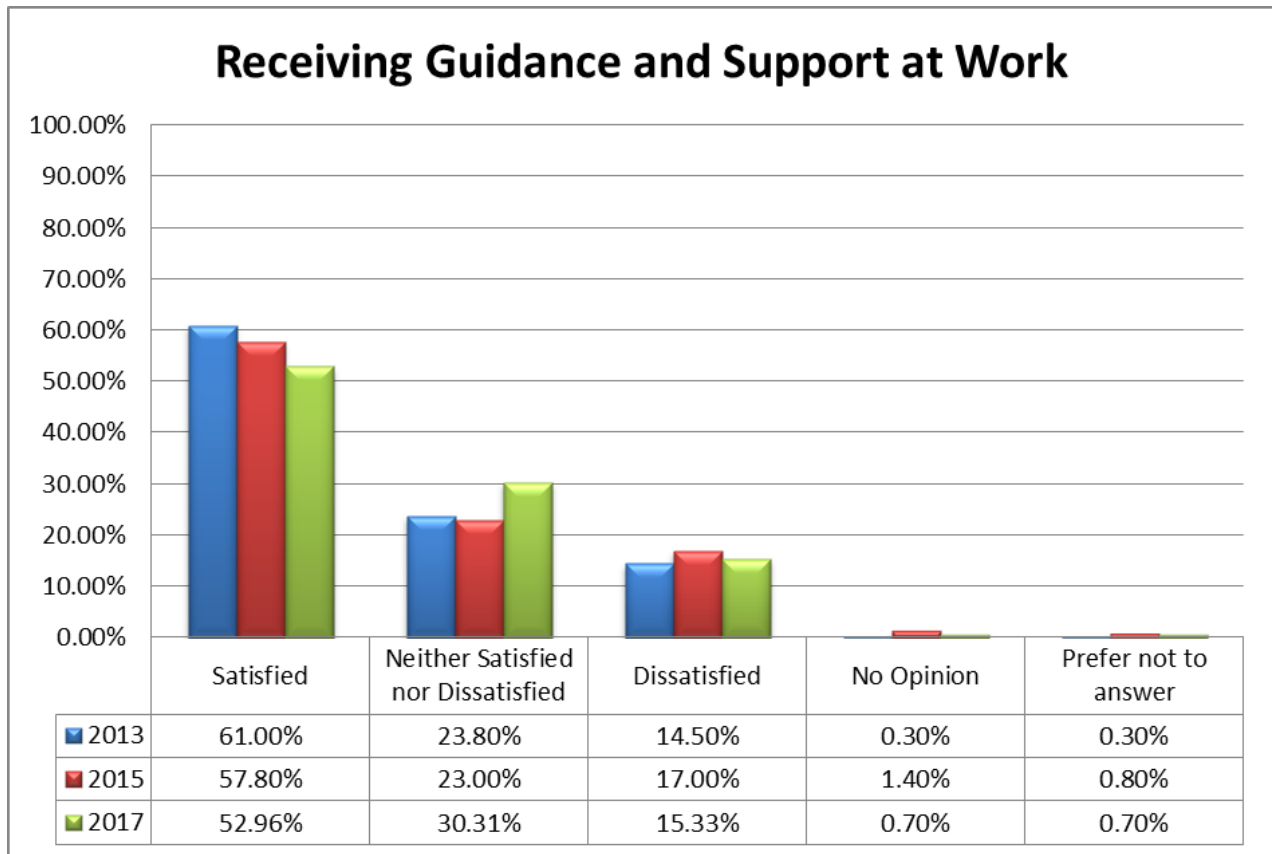
3. How satisfied or dissatisfied are you with each of these factors in your job?



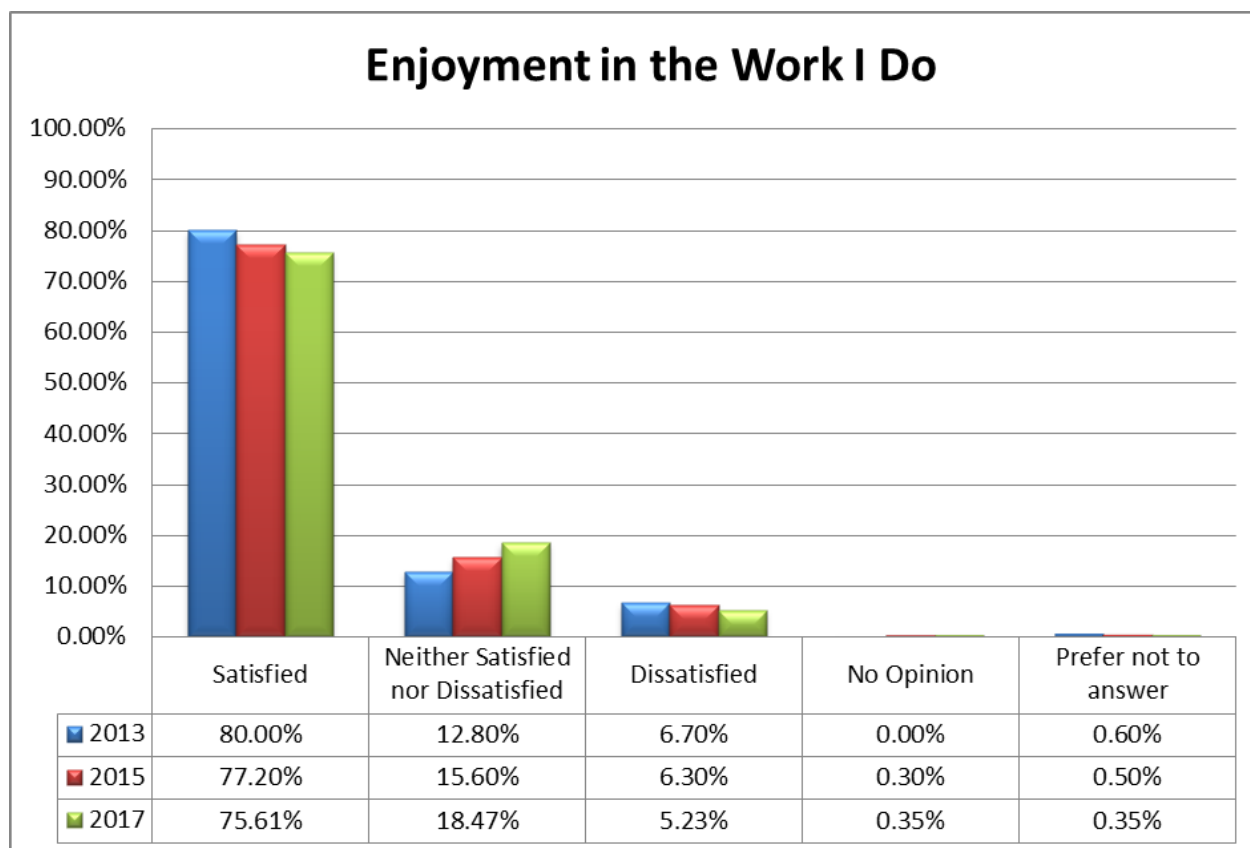
3. How satisfied or dissatisfied are you with each of these factors in your job?



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4. Looking at the same list again, which six are the most important to you?

Item	Overall Rank 2017	Overall Rank 2015	Overall Rank 2013	Move from 2015-2017 (+/-)
Enjoyment in the work I do	1	2	2	1
Interesting work	2	3	3	-1
Pay	3	1	1	-2
Feeling you have accomplished something worthwhile at work	4	5	5	-1
Job security	5	4	4	1
Supportive colleagues	6	7	6	-1
Working hours	7	8	10	-1
Sufficient resources (finance, equipment, staff to do your job)	8	14	13	-4
Good employment benefits (e.g. leave, pensions)	9	6	7	3
Making the best use of your skills and ability	10	13	9	-3
Career development	11	9	8	-2
Morale in your workplace	12	10	14	2
Working as part of a team	13	11	12	2
Receiving sufficient training to do your job well	14	18	15	-4
Opportunity to show initiative	15	17	16	-2
Receiving guidance and support at work	16	16	17	0
Working environment	17	12	11	-5
Working for a successful organisation	18	19	18	-1
Feedback on your performance	19	21	20	-2
Receiving praise for good work	20	18	21	2
Personal safety at work	21	20	19	1

Equality and Diversity Section

Comparison data for:

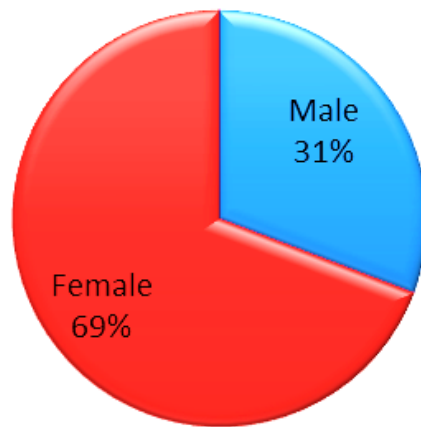
- Gender
- Age
- Ethnicity
- Disability

Questions 5 - 20 of the Staff Survey – Equality and Diversity - was a new section for 2017 and as such no direct comparison data is available from previous surveys. Where corresponding data has been available and for the purpose of showing how the responses might sit against HLH's and Highland Council's actual staff spread and in one case against the Highland population, comparison graphs can be seen below for Gender, Age, Ethnicity and Disability.

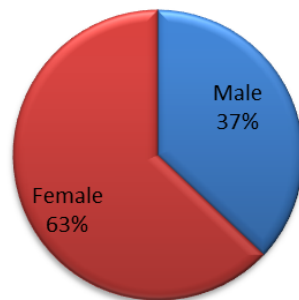
For this purpose comparison data has been obtained from:

- High Life Highland's staffing establishment for all full time and part time staff;
- The Highland Council's Equalities in Employment Monitoring Report; and
- 2011 Census – Highland population

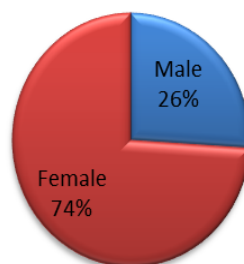
Gender HLH 2017 Survey Response



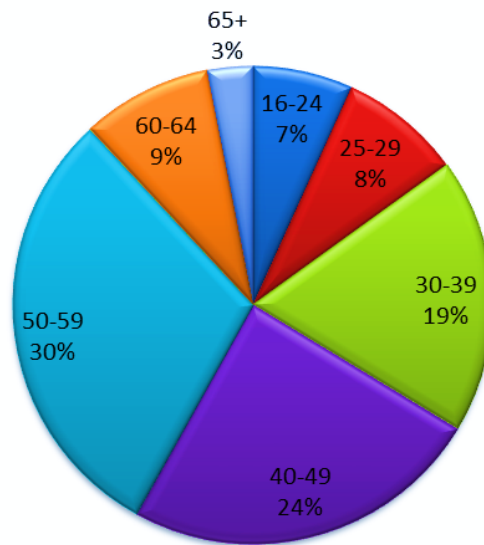
Gender HLH 2017 Actual Gender Spread



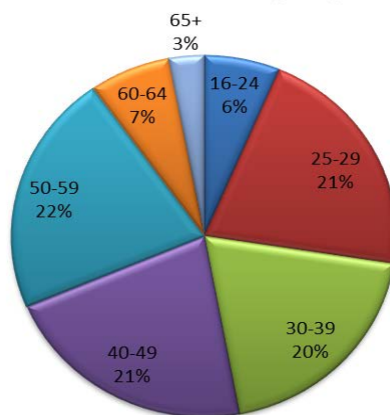
Gender HC 2017 Equalities in Employment Monitoring



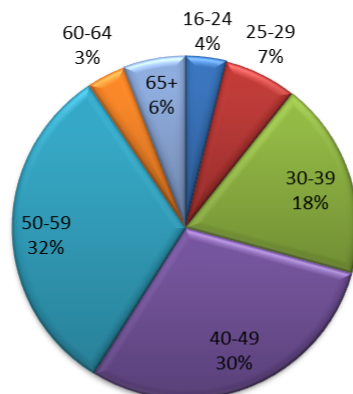
Age HLH 2017 Survey Response



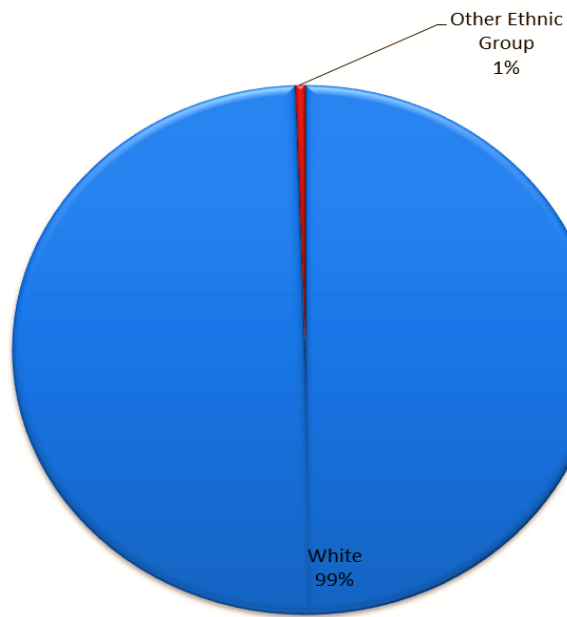
Age HLH 2017 Actual Age Spread



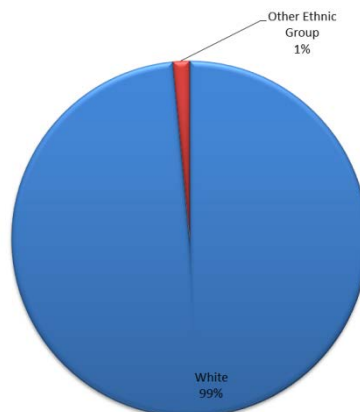
Age HC 2017 Equalities in Employment Monitoring



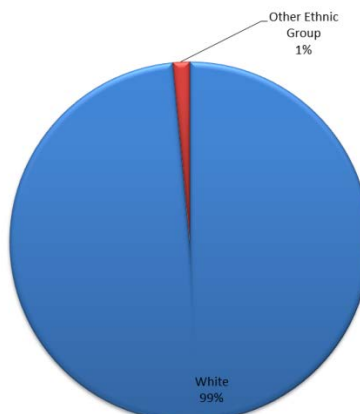
What is your ethnicity? HLH 2017 Survey Response



What is your ethnicity? 2011 Census - Highland Population

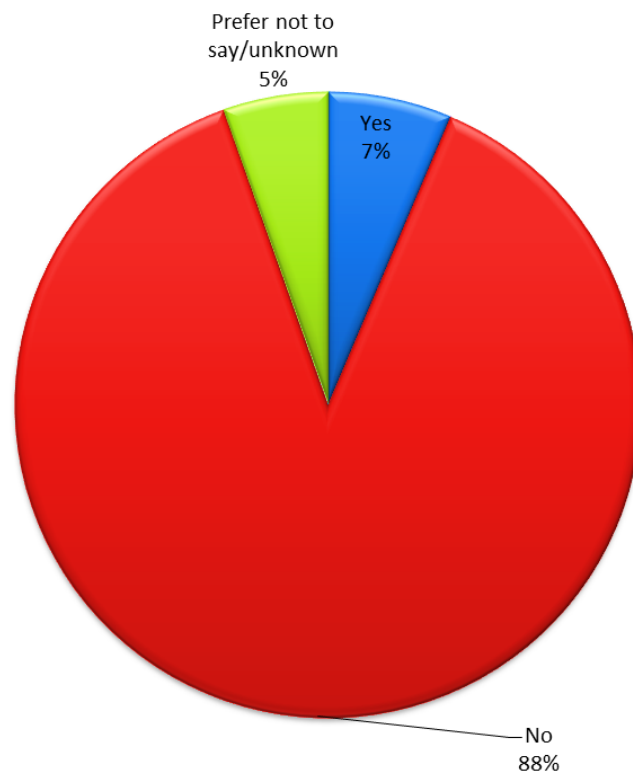


What is your ethnicity? HC 2017 Equalities in Employment Monitoring

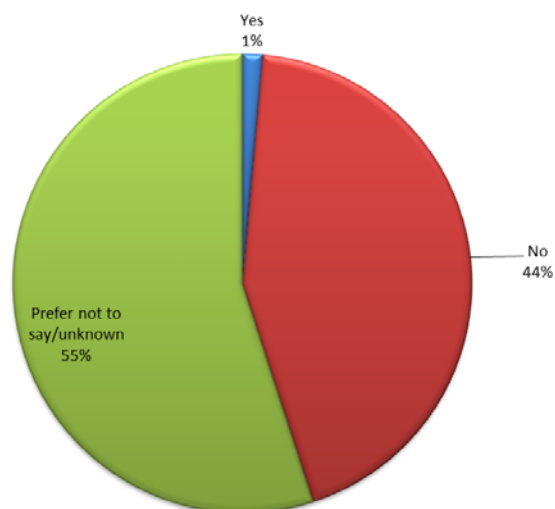


HLH does not have actual data relating to staff members' ethnicity.

Do you consider yourself to have a disability or health condition?
HLH 2017 Survey Response



Do you consider yourself to have a disability or health condition?
HC Equalities in Employment Monitoring



HLH does not have actual data relating to staff members who identify as disabled.