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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORSDECEMBER 2019 | AGENDA ITEM 15 REPORT No HLH /19 |

## **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 July to September 2019 which includes information relating to absence, disciplinary and grievance issues during this period. It is recommended that Directors note and comment on: 1. the content of the quarterly HR 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. Sustain a high standard of health and safety, and environmental performance
2. **Implement the Service Delivery Contract with THC**
3. **Improving customer engagement and satisfaction**
4. **Improving staff engagement and satisfaction**
5. **Enhance the positive charity image**
6. Be a trusted and effective partner
7. Achieve sustainable growth across the organisation
8. Develop health and wellbeing across Highland communities
9. **Develop and promote the High Life brand**
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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 since previous reports. There is also an outline of the absence levels (which 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.**3.13.1.13.1.2 | **Human Resources Report: July - September 2019**Staff Establishment NumbersThe changes to the establishment for the period in full-time equivalents (FTE) are as follows:Establishment at end of **Quarter 1** **2019/20** (April to June 2019) = **693.88**Establishment at end of **Quarter 2 2019/20** (July to Sept 2019) = **698.63**The changes to the establishment are detailed in **Appendix A**. |
| 3.2 | Attendance management |
| 3.2.1 | Reports show absence levels split between long-term absence (>10 consecutive working days) and short-term absence (10 consecutive working days or less). |
| 3.2.2 | The long term absence rate % up to the end of Quarter 2 was 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)** |
| **2017/18** | 2.62% | 2.29% | 2.68% | 2.28% |
| **2018/19** | 2.12% | 2.37% | 2.70% | 2.73% |
| **2019/20** | 3.37% | 2.55% |  |  |

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| 3.2.3 | Quarter 2 has shown a decrease of 0.82% in the long term absence rate compared to Quarter 1 of 2019/20. There were 35 long-term absences within the quarter (38 in Q1) of which 9 remained absent at the start of Q3 2019/20. Of those nine, two have since left the charity, and six have returned to work during Q3 2019/20. One remains absent following surgery. Almost 70% of the long term absences relate to physical and medical illnesses or conditions, the remainder include absences relating to bereavement, long term and ongoing mental health issues which are not work related; reported debility following the instigation of the disciplinary process; and a small number (5%) reporting stress at work as the reason for absence.    |
| 3.2.4 | The short term absence rate % up to the end of Quarter 2 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% |
| **2018/19** | 0.99% | 0.99% | 1.32% | 1.42% |
| **2019/20** | 0.90% | 1.00% |  |  |

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| 3.2.5 | Quarter 2 has shown an increase of 0.1% in the short term absence rate compared to Quarter 1 of 2019/20.  |
| 3.2.6 | The average sick days per employee up to the end of Quarter 2 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)** |
| **2017/18** | 2.30 | 2.17 | 2.39 | 2.53 |
| **2018/19** | 2.02 | 2.18 | 2.45 | 2.57 |
| **2019/20** | 2.82 | 2.34 |  |  |

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| 3.2.7 | The average sick days/FTE per employee has shown a decrease of 0.48% days compared to Quarter 1 of 2019/20.  |
| 3.2.8 | A number of issues resulting in significant long-term absences over Q1 and Q2 particularly within the Adult, Archives and Youth teams have now been resolved or have come to an end in Q3 with either a return to work, retirement or resignation.   |
| 3.2.9 | HR continues to work closely with managers and employees to find opportunities to encourage earlier returns to work for some long term absences where temporary redeployments or lighter/different duties may be appropriate. Managers are being encouraged to consider alternative options for employees who are or are likely to be medically certified to be absent from work for a potentially prolonged period of time. Directors should note that a supportive but robust approach is being adopted in any such cases.  |
| 3.3 | Staff TurnoverResignations in Quarter 2 as a percentage of the number of posts and resignations was 2.6% equating to an average of 10 resignations a month across the whole organisation.  |
| 3.3.1 | Staff turnover remains in a ‘**green**’ RAG-rated status in terms of the Charity’s performance reporting and therefore does not present any current ongoing concerns for HLH. |
| 3.43.53.6 | Use of the charity disciplinary processesThere were three new issues considered under the Charity’s disciplinary process in Q2 19/20, all of which were resolved. Use of the charity grievance processesThere was one new matter considered under the charity’s grievance procedure in Q2 2019/20. The grievance was resolved and is now closed. HarassmentThere were no harassment issues raised during Q2 in 2019/20. |
| 3.7 | Employee relations The Charity has engaged with the four Trade Unions (TUs) representing members within the organisation, namely Unison, Unite, GMB and EIS. The Charity deals with the TUs formally through the Joint Consultation Forum (JCF) which meets quarterly, the last meeting was held on 3 October 2019The main discussion areas at this meeting were:* Changes to swim teacher qualifications and implications for existing staff;
* Staff Survey & Gender Pay Gap; and
* Holiday Flex Scheme and pension implications
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| 3.7.1 | In addition, the above Trade Unions are invited to be represented on the staff Health and Safety Committee.  |
| 3.7.2 | Management and representatives of HR also discuss with the Trade Unions individual issues as and when required. |
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| 4.04.14.24.34.4 | **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.Equality Implications – there are no new equality implications arising from the recommendations of this report.Risk Implications – there are no new risks arising from the recommendations of this report. |
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| It is recommended that Directors note and comment on: 1. the content of the quarterly HR report including the update on the staffing establishment.
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Designation: Chief Executive

Date: 19 November 2019

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 2**

**(JULY - SEPTEMBER 2019)**

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| **Post** | **Location** | **FTE** |
| Assistant Youth Worker (Unqualified) | Wick | 0.5 |
| Assistant Youth Worker (Unqualified) | Wick | 1 |
| Caretaker | Canal Park, Inverness | 0.49 |
| Assistant Manager | Canal Park, Inverness | 0.57 |
| Music Instructor (Musician in Residence) | Inverness | 0.8 |
| Centre Co-ordinator | MacPhail Centre | -0.5 |
| Facilities Manager | Gairloch LC & Poolewe SP | 0.5 |
| Leisure Supervisor | Culloden Academy Leisure Centre | 0.04 |
| Leisure Assistant | Culloden Academy Leisure Centre | 0.08 |
| Music Instructor (Kodaly Skills) | Various School | 0.2 |
| Catering Assistant | Canal Park Pavilion | 0.14 |
| Chef/Kitchen Supervisor | Canal Park Pavilion | 0.93 |
| **TOTAL** |  | **4.75** |