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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORSMARCH 2020 | AGENDA ITEM REPORT No HLH /20 |

## **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 October to December 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: October – December 2020**Staff Establishment NumbersThe changes to the establishment for the period in full-time equivalents (FTE) are as follows:Establishment at end of **Quarter 2 2019/20** (July to Sept 2019) = **698.63**Establishment at end of **Quarter 3** **2019/20** (Oct 19 to Dec 19) = **704.08**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 3 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% | 1.27% |  |

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| 3.2.33.2.43.2.5 | Quarter 3 has shown a decrease of 1.28% in the long-term absence rate compared to Quarter 2 of 2019/20. There were 23 long-term absences within the quarter (35 in Q2) of which three remained absent at the start of Q4 2019/20. All three employees returned to work in January 2020. Over 50% 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 (10%) reporting stress at work as the reason for absence.    |
| 3.2.6 | The short-term absence rate % up to the end of Quarter 3 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% | 1.58% |  |

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| 3.2.7 | Quarter 3 has shown an increase of 0.58% in the short-term absence rate compared to Quarter 2 of 2019/20.  |
| 3.2.8 | 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 | 1.74 |  |

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| 3.2.7 | The average sick days/FTE per employee has shown a decrease of 0.6% days compared to Quarter 2 of 2019/20.  |
| 3.2.8 | During 2019, HR carried out Absence Management training with the Facilities management team which resulted in a more focussed but open approach to addressing staff illnesses and behaviours and, in a number of cases, this resulted in successful interventions that provided support to employees whilst allowing them to remain at work.  |
| 3.2.9 | As outlined in previous reports, HR continues to work closely with all managers and employees to find opportunities to encourage earlier returns to work.  |
| 3.33.3.1 | Staff TurnoverResignations in Quarter 2 as a percentage of the number of posts and resignations was 1.2% equating to an average of 5 resignations a month across the whole organisation.  |
| 3.3.2 | 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. |
| 3.43.4.13.53.5.13.63.6.1 | Use of the charity disciplinary processesThere were three new issues considered under the Charity’s disciplinary process in Q3 19/20, one of which was resolved and two carried forward into Q4. Use of the charity grievance processesThere no new matters considered under the charity’s grievance procedure in Q3 2019/20. HarassmentThere were no harassment issues raised during Q3 in 2019/20. |
| 3.73.7.13.7.2 | 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 5 December 2019The main discussion areas at this meeting were:1. line management of music instructors in schools;
2. Holiday Flex Scheme and pension implications;
3. annual leave notification and provision for Public Holidays;
4. absence Management training; and
5. Gaelic Language policy and signage.
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| 3.7.3 | In addition, the above Trade Unions are invited to be represented on the staff Health and Safety Committee.  |
| 3.7.4 | Management and representatives of HR also discuss with the Trade Unions individual issues as and when required. |
| **4.** | **Policies update** |
| **4.1** | The following policies have been considered in line with the review schedule and have had minor amendments in terms of senior staff post titles and referencing to HLH as a Charity.1. Absence and Attendance Management
2. Flexible Retirement
3. Flexible Working
4. Substance Misuse
5. Induction
6. Exit Interviews
7. Relocation and Removal
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| **5.**5.15.25.35.4 | **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: 25 February 2020

**APPENDIX A**

**CHANGES TO STAFFING ESTABLISHMENT IN QUARTER 3**

**(OCTOBER – DECEMBER 2019)**

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| **Post** | **Location** | **FTE** |
| Museum Assistant | Caithness Horizons | 1 |
| Museum Attendants x 3 | Caithness Horizons | 2.1 |
| Café Supervisor | Caithness Horizons | 1 |
| Café Assistant x 2 | Caithness Horizons | 0.98 |
| Nucleus & Caithness Archivist | Nucleus | -1 |
| Archivist/Trainee | Nucleus | 1 |
| Community Engagement Officer | Nucleus | -1 |
| Clerical Assistant | Museums | 0.14 |
| SOTH Digital Development Officer (Castle Project) | Highland Archive Centre | 1 |
| Youth Advisor North Sea Commission | Inverness | 0.23 |
| **TOTAL** |  | **5.45** |