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| **HIGH LIFE HIGHLAND****REPORT TO BOARD OF DIRECTORS****31 March 2022** | AGENDA ITEM:REPORT No HLH/ /22 |

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| **HR UPDATE – Report by Chief Executive** |

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| **Summary**The purpose of this report is to update Directors on HR related matters for Quarter 3, October to December 2021.It is recommended Directors:1. note the standing HR matters for Q3, 2021/22; and
2. agree to an additional public holiday for all staff on Friday 3 June 2022 to commemorate HM The Queen’s Platinum Jubilee.
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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcome from the High Life Highland (HLH) Business Plan:1. Seek to continuously improve standards of health and safety.
2. Commit to the Scottish Government’s zero carbon targets and maintain the highest standards in environmental compliance.
3. Use research and market analysis to develop and improve services to meet customer needs.
4. **Increase employee satisfaction, engagement and development to improve staff recruitment and retention.**
5. Improve the financial sustainability of the company.
6. **Value and strengthen the relationship with THC.**
7. Develop and deliver the HLH Corporate Programme and seek to attract capital investment.
8. Use research and market analysis to develop and deliver proactive marketing and promotion of HLH and its services.
9. Initiate and implement an ICT digital transformation strategy across the charity.
10. **Develop and strengthen relationships with customers, key stakeholders and partners.**
11. Deliver targeted programmes which support and enhance the physical and mental health and wellbeing of the population and which contribute to the prevention agenda.
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| **2.** | **Background** |
| 2.1 | This report will summarise and update on the following standing HR matters, relating to 2021/22 Q3.* Staffing matters:
	+ establishment;
	+ turnover;
	+ attendance management;
	+ External (i.e. Employment Tribunal);
* Implementation of HR policies/procedures;
* Industrial relationships
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| 2.2 | The report will also cover the following non-standard HR matters:* Request to approve an additional public holiday to all staff;
* Update position relating to Employment Tribunal J Douglas V HLH.
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| **3.** | **Update on standing HR matters Q3, October – December 2021** |
| 3.1 | Staffing matters – establishment |
| 3.1.1 | Changes to the charity’s staffing establishment = +19.5FTE. (**Appendix A**) |
| 3.1.2 | Quarter 3 establishment = 803.5 FTEQuarter 2 establishment = 784.0 FTE |
| 3.1.3 | The above changes can predominantly be attributed to the provision of newly contracted positions (some externally funded) in:* Adult Learning;
* Castle;
* Leisure; and
* Youth work.
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| 3.2 | Staffing matters – turnover |
| 3.2.1 | The number of resignations as a percentage of posts (number in brackets denotes the number of individual resignations) during the quarter was:* October = 0.9% (11)
* November = 0.7% (8)
* December = 0.7% (8)
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| 3.3 | Staffing matters – attendance management |
| 3.3.1 | Attendance management can be summarised thus:* Short-term absence (<10 consecutive working days) = +0.47%
* Long-term absence (>10 consecutive working days) = +0.08%
* Long-term absences carried into Q 4 = 11 individuals
* Average days sick per FTE employee = +0.37 days
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| 3.4 | Staffing matters – External |
| 3.4.1 | The Employment Tribunal (ET) referred to in previous HR Update reports has now been concluded. This individual case will be subject to a verbal update at the Board meeting by the Chief Executive.  |
| 3.4.2 | At the time of writing this report there are no ETs lodged against HLH.  |
| 3.5 | Implementation of HR policies or processes |
| 3.5.1 | The following list details the application of HR policies or processes:* Disciplinary procedure = 1
* Internal resolution process (formerly Grievance) = 0
* Dignity at Work = 0
* Whistleblowing = 0
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| 3.6 | Industrial relationships |
| 3.6.1 | The Charity recognises and engages with the following Unions:* EIS (Music instructors)
* GMB
* UNISON
* Unite the Union

Ongoing communication and consultation with the above unions is undertaken through the Joint Consultation Forum (JCF), Chaired by the Director of Corporate Services and which meets quarterly. |
| 3.6.2 | The JCF met virtually on 9 December 2021 and on 10 March 2022. The following items were discussed:* Enhanced pay for staff;
* Pay award for 2020/21;
* Process for automatically matching trainees into permanent posts;
* Process for managing “notes to file”;
* Redundancies of childcare staff at Averon Centre;
* Working from Home arrangements/risk assessments and home assessment visits;
* Potential national campaign by Unite The Union regarding supporting staff where transport links are unavailable to them at end of work (evenings); and
* Contracts and grading positions for swim teachers.
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| **4.** | **Platinum Jubilee** |
| 4.1 | Directors will be aware that this year HM The Queen will have been on the throne for 70 years, therefore celebrating her Platinum Jubilee. The UK Government has announced an additional bank holiday on Friday 3 June 2022.  |
| 4.2 | Directors are asked to approve an additional one-off special Platinum Jubilee public holiday for all staff on Friday 3 June. Any staff required to work on this date will be paid in accordance with the charity’s existing policy relating to enhanced public holiday pay.  |
| 4.3 | It should be noted that it understood other organisations are moving existing public holiday entitlement in order to extend the Platinum Jubilee weekend. The Board should note that HLH is not doing this, staff will however be able to apply for additional days leave in the normal way should they wish to extend their holiday weekend.  |
| 4.4 | The cost of implementing the special Platinum Jubilee public holiday will be approximately £36k. |

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| **5.** | **Implications** |
| 5.1 | Resource Implications – there are additional resource implications arising from this report as a result of the compensation agreement reached following the Employment Tribunal and of implementing the special Platinum Jubilee public holiday.  |
| 5.2 | Legal Implications - there are no new legal implications arising from this report. |
| 5.3 | Equality Implications – there are no new equality implications arising from this report. |
| 5.4 | Risk Implications – there are no new risk implications arising from this report.  |

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| **Recommendation**It is recommended Directors:1. note the standing HR matters for Q3, 2021/22; and
2. agree to an additional public holiday for all staff on Friday 3 June 2022 to commemorate HM The Queen’s Platinum Jubilee.
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Designation: Chief Executive

Date: 10 March 2022

Authors: James Martin, Director of Corporate Services

**Appendix A**

**CHANGES TO STAFFING ESTABLISHMENT IN Q3**

**(October - December 2021)**

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| **Post Title** | **Location** | **FTE** | **Additional comments** |
| Library Assistant | Fortrose | 0.04 |  |
| Outdoor Education Officer | Inverness | 0.51 | Temporary contract until 31.3.22 |
| Assistant Youth Worker (x 2) | Millburn, Inverness | 0.06 | Temporary contract until 31.3.22 |
| Leisure Manager | Sunart Centre | -0.50 | Delete post |
| Leisure Supervisor | Sunart Centre | 0.50 |  |
| Disability Sports Officer | Drummond School | 0.20 | Temporary contract until 30.6.22 |
| Clerical 2 | Inverness Botanic Gardens | 0.29 |  |
| Digital Archivist (or Trainee) | HARC | 1.00 |  |
| Archive Assistant | HARC | -0.20 | Delete part of post |
| Assistant Archivist | HARC | -1.00 | Delete post |
| Collections Assistant (Kickstart Scheme) | HFM | 0.71 | Temporary contract for 26 weeks (subject to start date)  |
| Group Fitness Coordinator (Gym) | Inverness Leisure | -1.00 | Delete post |
| Gym Supervisor | Inverness Leisure | 1.00 |  |
| Assistant Youth Worker (x 3) | Mallaig | 0.26 | Temporary contract until 31.3.22 |
| Assistant Youth Worker  | Ft William | 0.09 | Temporary contract until 31.3.22 |
| Project Manager (Asset Management) | Inverness | 1.00 | Temporary contract for 23 months (subject to start date) |
| Clerical Assistant 2 (Recruitment) | Inverness | 0.50 |  |
| Leisure Assistant (Gym) | Inverness Leisure | 0.77 | Temporary contract until 30.6.22 |
| Assistant Youth Worker | IRA | 0.11 | Temporary contract until 31.3.22 |
| Assistant Youth Worker | Culloden | 0.14 | Temporary contract until 31.3.22 |
| Assistant Youth Worker | Portree | 0.07 | Temporary contract until 31.3.22 |
| Assistant Youth Worker | Broadford | 0.09 | Temporary contract until 31.3.22 |
| Assistant Youth Worker | Nairn | 0.09 | Temporary contract until 31.3.22 |
| Assistant Youth Worker | Nairn | 0.09 | Temporary contract until 31.3.22 |
| Tutor/Coach (LIVE IT) x 2 | Online | 0.80 | Temporary contract for 36 weeks (subject to start date) |
| Tutor Coach (Yoga) | Fingal Centre | 0.03 |  |
| Marketing Officer (Castle Project) | Inverness | 1.00 |  |
| Ambitious Highland Team Leader | Inverness | 0.6 | Temporary contract until 23.3.22 |
| YMI Tutor | Inverness | 0.06 | Temporary contract until 30.6.22 |
| YMI Tutor | Grantown | 0.09 | Temporary contract until 30.6.22 |
| Library Assistant (term time) | Thurso High School | 0.16 |  |
| Tutor Coach (Yoga) | Culloden Lesiure | 0.03 |  |
| Spirit of Highlands - Content Development Officer | Inverness | 1.00 | Temporary contract until 31.12.23 |
| Graduate Data Curation Officer | Inverness  | -1.00 | Delete post |
| Head of Levelling Up Fund | Inverness | 1.00 | Temporary contract until 31.1.24 |
| Youth Support Worker | Thurso High School | 0.50 | Temporary contract until 31.3.22 |
| Tutor | Joss Street | 0.29 | Temporary contract until 28.2.22 |
| Tutor | Portree Library | 0.09 | Temporary contract until 31.3.22 |
| Tutor | Brora Learning Zone | 0.11 | Temporary contract until 31.3.22 |
| YDO | Kinlochleven | 0.14 | Temporary contract until 31.3.22 |
| YDO | Fort William | 0.14 | Temporary contract until 31.3.22 |
| High Life Systems Manager | Dingwall | 1.00 |  |
| ICT Senior Officer (Leisure) | Inverness | -1.00 | Delete post |
| Ambitious Highland Co-ordinators x 8 | Thurso, Invergordon, Dingwall, Inverness (2), Ft William, Nairn, Portree | 8.00 | Temporary contract until 31.3.23 |
| Ambitious Highland Co-ordinators x 2 | Golspie, Ullapool | 1.00 | Temporary contract until 31.3.23 |
| Assistant Youth Workers (x 3) | Tain | 0.34 |  |
| High Life Support Assistant | Inverness | 0.60 |  |
| Clerical Assistant  | Thurso | -0.65 |  |
| **Total** |  | **19.50** |  |

Table 1

**Appendix B**

**Attendance Management Tables**

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| **SHORT-TERM ABSENCE RATES** |
|  | **Quarter 1****(Apr–Jun)****%** | **Quarter 2****(Jul–Sep)****%** | **Quarter 3****(Oct–Dec)****%** | **Quarter 4****(Jan–Mar)****%** |
| **2019/20** | 0.90 | 1.00 | 1.58 | 1.33 |
| **2020/21** | 0.01 | 0.15 | 0.42 | 0.11 |
| **2021/22** | 0.66 | 0.66 | 1.13 | - |

Table 2

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| **LONG-TERM ABSENCE RATES** |
|  | **Quarter 1****(Apr–Jun)****%** | **Quarter 2****(Jul–Sep)****%** | **Quarter 3****(Oct–Dec)****%** | **Quarter 4****(Jan–Mar)****%** |
| **2019/20** | 3.37 | 2.55 | 1.27 | 1.64 |
| **2020/21** | 0.05 | 0.78 | 2.22 | 1.13 |
| **2021/22** | 1.93 | 2.88 | 2.96 | - |

Table 3

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| **AVERAGE SICKNESS ABSENCE DAYS PER EMPLOYEE** |
|  | **Quarter 1****(Apr–Jun)** | **Quarter 2****(Jul–Sep)** | **Quarter 3****(Oct–Dec)** | **Quarter 4****(Jan–Mar)** |
| **2019/20** | 2.82 | 2.34 | 1.74 | 1.81 |
| **2020/21** | 0.04 | 0.64 | 1.64 | 0.78 |
| **2021/22** | 1.63 | 2.33 | 2.70 | - |

Table 4