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| **HIGH LIFE HIGHLAND**  **REPORT TO BOARD OF DIRECTORS**  **14 March 2023** | AGENDA ITEM 11  REPORT No HLH/ 5 /23 |

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

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| **Recommendation**  The purpose of this report is to update Board Members on the charity’s HR related matters.  It is recommended Directors:   1. note and comment on the standing HR matters for Q3 (October – December 2022); 2. note and comment on the Staff Exit Surveys (2022) summary; 3. note the update relating to employing new staff under the age of 16 years; 4. approve the additional staff public holiday for the King’s Coronation; and 5. approve the update to the Health and Safety Policy. |

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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 2022/23 Q3.   * Staffing matters:   + establishment;   + turnover;   + attendance management; * Implementation of HR policies/procedures; * Industrial relationships |
| 2.2 | The report will also cover the following non-standard HR matters:   * Summary of Exit Survey information (January – December 2022) * Additional one-off public holiday recognising the King’s Coronation. * Update on the employment of Under 16’s. |
| **3.** | **Update on standing HR matters Q3 (October – December 2022)** |
| 3.1 | Staffing matters – establishment |
| 3.1.1 | Changes to the charity’s staffing establishment = 11.96 (**Appendix A**) |
| 3.1.2 | Quarter 3(2022/23) establishment = 838.27 FTE  Quarter 2(2022/23) establishment = 826.31 FTE |
| 3.1.3 | The above changes can predominantly be attributed to the creation of contracted Swim Instructor and Swim Leader posts, temporary fixed term posts and minor adjustments to the establishment within:   * Leisure * Adult * Youth * Archives |
| 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 = 0.7% (7) * November = 0.7% (7) * December = 0.4% (4) |
| 3.3 | Staffing matters – attendance management |
| 3.3.1 | Attendance management **(Appendix B)** can be summarised thus:   * Short-term absence (<10 consecutive working days) = -0.28% * Long-term absence (>10 consecutive working days) = -0.14% * Long-term absences carried into Q4 = 12 individuals * Average days sick per FTE employee = -0.51 days |
| 3.3.2 | There has been a small decrease in both short and long-term absences during Q3. |
| 3.3.3 | The HR service closely monitors absence with all managers and employees to find opportunities to encourage earlier returns to work through welfare calls, OH referrals and the provision of external counselling services where appropriate. |
| 3.3.4 | Although attendance is RAG rated red at this time, there are no obvious patterns or concerns relating to short or long-term absences. Close monitoring of those areas where vacancy management could lead to morale issues is being undertaken and any potential impact is reviewed monthly by the SLT. |
| 3.4 | Implementation of HR policies or processes |
| 3.4.1 | The following list details the application of HR policies or processes at the time of writing this report:   * Disciplinary procedure = 1 * Internal resolution process (formerly Grievance) = 0 * Dignity at Work = 1 * Whistleblowing = 0 * Official complaints against staff (external) = 1 |
| 3.5 | Industrial relationships |
| 3.5.1 | 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. |
| 3.5.2 | The JCF met on 8 December 2022. The following items were discussed:   * HLH Budget Position * SJC Pay Award * Weekend Enhancement Recognition Payment * Abusive Customer Behaviour * Industrial Action by EIS members |
| 3.5.3 | In addition, the Chief Executive, Director of Corporate Services and HR Manager met with JCF members on 15 December 2022 to detail HLH’s budget position and the financial challenges facing the charity in the next financial year. |
| 3.5.4 | Industrial Action – EIS Union  Board Members will be aware of the ongoing Teachers’ pay dispute, and the subsequent industrial action (predominantly by EIS) members.  A very small number of HLH Music Instructors are Union Members, therefore the impact of the above strike action has been minimal. There has been some impact in terms of schools being closed, and therefore Music Instructors having no ‘base’ from which to teach. However, they have been able to pick up the online teaching systems put in place during the pandemic – therefore the impact on teaching hours has been mitigated as far as possible. |
| **4.** | **Exit Surveys Summary – 2022** |
| 4.1 | Board members will recall that in 2022, the Charity put in place a new, electronic system to obtain feedback from staff that were leaving the organisation. They will also recall that feedback questions sought were created in consultation and agreement with JCF Unions. |
| 4.2 | Board Members will note the full summary report of Exit Surveys between 1 January 🡪 31 December 2022 in [**Appendix C**](https://www.hlhinfo.com/userfiles/file/Board/Meetings/Board_Meetings/2023/14032023/F-Item-11C-HR-Report-Appendix-C-Exit-Survey-1122-311222.pdf). |
| 4.3 | The following key points have been extracted from the summary report. |
| 4.3.1 | During the last 12 months, 102 former employees have been invited to participate in the exit survey and 49 have taken up the opportunity to do so. This equates to a percentage return rate of 48% - which is being viewed as extremely positive. |
| 4.3.2 | *Reason for leaving*  Of those who completed the survey:   * 40% of staff left to take up a new job * 10% of staff moved away from the area * 16% of staff retired |
| 4.3.3 | *Enjoyment working with HLH*  Of those who completed the survey:   * 65% of staff have enjoyed working for HLH ‘a lot’ or ‘a great deal’ * 33% of staff would have rated their enjoyment as a “reasonable amount” or less. |
| 4.3.4 | *Remuneration*  Considering the current cost-of-living situation:   * 68% of staff thought they were ‘reasonably well paid’ or higher * 28% of staff though they were ‘underpaid’ or worse. |
| 4.3.5 | *Working relationships*  In general, those who completed the survey had positive working relationships with their colleagues’ and line manager. |
| 4.3.6 | *Training*  In terms of training offered by HLH, of those completing the survey:   * 60% thought the training was good or above average. * 16% thought training offered to be average. * 20% thought training was poor or extremely poor. |
| 4.3.7 | *Work-life-balance*  For those completing the survey:   * 22% never needed to work extra hours (over and above contracted hours) * 65% of staff are having to work extra hours in order to undertake the requirements of their job. |
| 4.3.8 | *HLH as an employer*  68% of those completing the survey rated HLH as a good employer or better (very good, excellent), with 65% saying they would recommend employment with HLH to a family member or friend. 55% said they would consider returning to HLH in the future. |
| 4.3.9 | *Follow-up*  12% of staff asked for a separate follow-up with Senior Management/HR – all requests were followed up. |
| 4.4 | In summary, the new electronic form has definitely increased post-employment engagement and allowed a number of matters to be fed back to the appropriate/key persons in the organisation.  Feedback from staff has also been positive, on the basis that surveys are being returned directly to HR and not having to be undertaken face-to-face with a line manager. |
| 4.5 | Once shared with the Board, the annual results will be presented to the JCF Union Meeting. |
| **5.** | **Additional Coronation Bank Holiday** |
| 5.1 | Directors will be aware that the Prime Minister has proclaimed an additional bank holiday to mark the Coronation of His Majesty King Charles III this year. |
| 5.2 | The bank holiday will fall on Monday 8 May 2023, following the Coronation on Saturday 6 May. This is in addition to the May Day holiday held on 1 May 2023. |
| 5.3  5.4 | As outlined in the last HR Report, HLH generally follows the processes implemented by THC, primarily for ease of payroll administration.  The Highland Council has opted to offer the above date as a recognised one-off public holiday. |
| 5.5 | The Board is asked to approve Monday 8 May 2023 as an additional one-off bank holiday for all HLH staff, noting that it is proposed that all HLH facilities and offices are closed for the entire day. |
| 5.6 | The cost of implementing the special Coronation public holiday will be approximately £27k in loss of income. |

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| **6.** | **Employment of Under 16 staff** |
| 6.1 | Board Members will recall a previous HR report seeking approval to explore the employment of staff aged under 16 years of age – in line with current legislation. |
| 6.2 | As an update to this meeting, Board Members are advised that the matter is still being progressed by the Charity’s HR Manager. However, due to both a reduced pressing need for staff (the request was predominantly coming from the Catering Service) and a high caseload over the last number of months, this matter has progressed slower than anticipated. |
| 6.3 | The matter will continue to be progressed and a further update presented to the Board at a future meeting when approval of new Under 16 Policy and Guidance is required. |
| **7.** | **Policies update** |
| 7.1 | The following HR policies have been considered in line with the review schedule:   * **Equal Opportunities Policy** – reviewed with no changes required; * **Services Equality Policy** – reviewed with no changes required; * **Special Leave -** reviewed with no changes required; * **Whistleblowing** - reviewed with no changes required; * **Overtime** - reviewed with no changes required; * **Redeployment and Redundancy** - reviewed with no changes required; and |
| 7.2 | In addition, during the 2022/23 external Health and Safety audits by QLM, the consultant recommended revising the HLH Health and Safety Policy to explicitly refer to the obligations the charity has to its volunteers. The policy was then updated in line with the QLM recommendation to list volunteers alongside references to staff or employees where appropriate. The HSEC Committee reviewed the revised draft policy, provided at [**Appendix D**](https://www.hlhinfo.com/userfiles/file/Board/Meetings/Board_Meetings/2023/14032023/F-Item-11D-HR-report-Appendix-D-HS01-P01-Health-and-Safety-Policy-Draft-Update.docx)and agreed to recommend the changes to the HLH Board for approval. The document is being presented through the standard HR report on the basis the changes are more “people” related than “health and safety” specific. |

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| **8.** | **Implications** | |
| 8.1 | Resource Implications – there are additional resource implications arising from this report as a result of implementing the additional public holiday for the King’s Coronation. | |
| 8.2 | Legal Implications – there are no new legal implications arising from this report | |
| 8.3 | Equality Implications – there are no new equality implications arising from this report. | |
| 8.4 | Risk Implications – there are no new risk implications arising from this report. | |
| **Recommendation**  It is recommended Directors note and comment on:   1. note and comment on the standing HR matters for Q3 (October – December 2022); 2. note and comment on the Staff Exit Surveys (2022) summary; 3. note the update relating to employing new staff Under the age of 16 years. 4. approve the additional staff public holiday for the King’s Coronation; and 5. approve the update to the Health and Safety Policy. | |

Designation: Chief Executive

Date: 27 February 2023

Authors: James Martin, Director of Corporate Services

Morven MacLeod, HR Manager

**Appendix A**

**CHANGES TO STAFFING ESTABLISHMENT IN Q2**

**(October - December 2022)**

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| **Post Title** | **Location** | **FTE** | **Additional comments** |
| Swim Instructors x 3 | Dingwall Leisure Centre | 0.8 |  |
| Swim Leader x 1 | Dingwall Leisure Centre | 0.27 |  |
| Swim Instructors x 10 | Inverness Leisure | 5.23 |  |
| Swim Leaders x 3 | Inverness Leisure | 0.61 |  |
| Swim Instructors x 5 | Lochaber Leisure | 0.97 |  |
| Swim Leaders x 3 | Lochaber Leisure | 0.34 |  |
| Leisure Assistant (Dry) | Raigmore Community Centre | -0.41 | Reduction in opening hours |
| Green Health Link Worker | Badenoch & Strathspey | 0.8 | Temporary until 31.7.23 |
| Adult Learning Tutor | Easter Ross | 0.17 | Temporary until 31.3.23 |
| Adult Learning Tutor | Wick | 0.17 | Temporary until 31.3.23 |
| Adult Learning Tutor | Thurso | 0.4 | Temporary until 31.3.23 |
| Adult Learning Tutor | Nairn | 0.17 | Temporary until 31.3.23 |
| Adult Learning Tutors | Inverness & Lochaber | -0.27 | Reduction in hours required |
| Assistant Youth Workers x 2 | Dingwall | 0.16 | Temporary until 31.3.23 |
| Assistant Youth Worker | Dornoch | 0.08 | Temporary until 31.3.23 |
| High Life Membership Associate | Inverness | 1.0 | Temporary until 31.7.23 |
| Tutor Coaches | Inverness Leisure | 0.47 |  |
| Archives Project Officer | S&L Archive Centre | 1.0 | Temporary until 31.12.23 |
|  |  | **11.96** |  |

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)**  **%** |
| **2020/21** | 0.01 | 0.15 | 0.42 | 0.11 |
| **2021/22** | 0.66 | 0.66 | 1.13 | 1.62 |
| **2022/23** | 2.07 | 1.63 | 1.35 | - |

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)**  **%** |
| **2020/21** | 0.05 | 0.78 | 2.22 | 1.13 |
| **2021/22** | 1.93 | 2.88 | 2.96 | 2.51 |
| **2022/23** | 3.76 | 3.52 | 3.38 | - |

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 | 2.73 |
| **2022/23** | 3.61 | 3.40 | 2.89 | - |

Table 4