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| **`HIGH LIFE HIGHLAND****REPORT TO BOARD OF DIRECTORS****28 AUGUST 2024** | AGENDA ITEM REPORT No HLH/ /24 |

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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. comment on and note the HR matters for Q1 (Apr-Jun 2024).
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| **1.** | **Business Plan Contribution** |
| 1.1 | High Life Highland’s (HLH) purpose is Making Life Better. The HLH Business Plan contains eleven Business Outcomes which support the delivery of this purpose, and this report supports the following highlighted outcomes from the 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 summarises the HR matters for Q1 2024/25. |
| **3.** | **Staffing establishment** |
| 3.1 | Changes to the charity’s staffing establishment = +1.42FTE (**Appendix A**)* Quarter 1 (2024/25) establishment = 849.64 FTE
* Quarter 4 (2023/24) establishment = 848.22 FTE
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| **4.**  | **Staff turnover** |
| 4.1 | The number of resignations as a percentage of posts (number in brackets denotes the number of individual resignations) during the quarter was:* April = 1.0% (10)
* May = 0.8% (8)
* June = 1.2% (12)
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| **5.** | **Attendance management** |
| 5.1 | Attendance management **(Appendix B)** has been RAG rated as amber in the performance report with further detail as follows:* Short-term absence (<10 consecutive working days) = +.0.21
* Long-term absence (>10 consecutive working days) = +0.20
* Long-term absences carried into Q2 = 15 individuals
* Average days sick per FTE employee = 3.34 days
 |
| 5.2 | There has been a small increase in both the short-term and long-term absences in Q1.  |
| 5.3 | The HR Team continues to support service managers in the absence management of employees who are off sick on a long-term basis, using OH referrals, Wellness Recovery Action Plans and Counselling Services to expedite a quicker return to work, where possible.  |
| 5.4 | Throughout Q1, HR has been particularly proactive with the services in managing and resolving some of the more challenging cases, with employees either having returned to work or left the organisation towards the end of the quarter or early in Q2. These positive outcomes are not yet reflected in the data shown above but with 38 employees off work for periods exceeding 10 working days during the period, only 15 remained off at the start of Q2.  |
| 5.5 | In addition, the Head of HR and HR Officer have consulted with the Senior Management Team and operational managers to establish whether any additional support is required to assist managers in the management of absence. |
| 5.6 | Two key areas were highlighted:1. the need for Absence Management training; and
2. the need for clear and concise guidance for managers and staff about their responsibilities.
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| 5.7 | Therefore, in the coming months the HR team will:1. carry out absence management training with all managers responsible for staff; and
2. although there already is very detailed step by step guidance available on the staff website, the HR team has agreed to review this and update the flowcharts available to managers and staff as a reminder of each party’s responsibilities.
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| **6.** | **Implementation of HR policies or processes** |
| 6.1 | 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) = 1
* Dignity at Work = 0
* Whistleblowing = 0
* Official complaints against staff (external) = 1
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| **7.** | **Industrial Relations** |
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| 7.1 | The charity recognises and engages with the following unions:* EIS
* GMB
* UNISON
* Unite the Union
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| 7.2 | Ongoing communication and consultation with the above unions is undertaken through the Joint Consultation Forum (JCF) which meets quarterly. |
| 7.3 | When the JCF met on 20 June 2024 the following items were discussed:* Staff Survey Update
* Inverness Castle Update
* Attendance Management
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| **8.** | **Implications** |
| 8.1 | Resource Implications – there are no new resource implications arising from this report. |
| 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.  |

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| **Recommendation**It is recommended Directors:1. comment on and note the HR matters for Q1 (Apr-Jun 2024).
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Designation: Chief Executive

Date: 8 August 2024

Authors: Morven MacLeod, Head of HR

**Appendix A**

**CHANGES TO STAFFING ESTABLISHMENT IN Q1 (Apr - Jun 2024)**

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| **Post Title** | **Location** | **FTE** |
| Adult Learning Facilitator | Various  | 0.8 |
| Leisure Supervisor | Lochbroom Leisure Centre | 0.05 |
| Leisure Assistant | Lochbroom leisure Centre | -0.34 |
| Clerical Assistant (Recruitment) | HLH HQ | -0.09 |
| Leisure Assistant | Craig Maclean Centre | -0.08 |
| Tutor Coach | Craig Maclean Centre | 0.08 |
| Head of Inverness Castle Experience | Inverness | 1 |
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|  |  | **1.42** |

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)****%** |
| **2022/23** | 2.07 | 1.63 | 1.35 | 1.52 |
| **2023/24** | 1.49 | 1.29 | 1.47 | 1.18 |
| **2024/25** | 1.39 |  |  |  |

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)****%** |
| **2022/23** | 3.76 | 3.52 | 3.38 | 3.12 |
| **2023/24** | 2.79 | 2.78 | 2.94 | 3.71 |
| **2024/25** | 3.91 |  |  |  |

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)** |
| **2022/23** | 3.61 | 3.40 | 2.89 | 2.83 |
| **2023/24** | 2.61 | 2.52 | 2.87 | 2.98 |
| **2024/25** | 3.34 |  |  |  |

Table 4