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| **HIGH LIFE HIGHLAND**  **REPORT TO BOARD OF DIRECTORS**  **14 December 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 2, July to September 2022.  It is recommended Directors note and comment on:   1. the standing HR matters for Q2, July to September 2022; 2. the SJC Pay Award; 3. the additional Coronation Bank Holiday; 4. the draft Gender Pay Gap Report in **Appendix C** and approve its submission to the UK Government and publication on the HLH website; and 5. the updated position for responsibilities around staff health and wellbeing, and staff welfare/support. |

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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 Q2.   * 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:   * SJC Pay Award * Additional Coronation Bank Holiday * Gender Pay Gap Report * Staff health and wellbeing and staff welfare responsibilities. |

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| **3.** | **Update on standing HR matters Q2, July to September 2022** |
| 3.1 | Staffing matters – establishment |
| 3.1.1 | Changes to the charity’s staffing establishment = +3.23FTE. (**Appendix A**) |
| 3.1.2 | Quarter 2(2022/23) establishment = 826.31 FTE  Quarter 1(2022/23) establishment = 823.08 FTE |
| 3.1.3 | The above changes can predominantly be attributed to the creation of fixed term, temporary posts and minor adjustments to the establishment within:   * Adult Learning; * Leisure; * Marketing; and * Youth work. |
| 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:   * July = 1.5% (15) * August = 1.7% (17) * September = 2% (20) |
| 3.3 | Staffing matters – attendance management |
| 3.3.1 | Attendance management **(Appendix B)** can be summarised thus:   * Short-term absence (<10 consecutive working days) = -0.44% * Long-term absence (>10 consecutive working days) = -0.24% * Long-term absences carried into Q2 = 11 individuals * Average days sick per FTE employee = -0.21 days |
| 3.3.2 | There has been a small decrease in both the short and long-term absences during Q2. |
| 3.4 | Implementation of HR policies or processes |
| 3.4.1 | 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 * Official complaints against staff (external) = 3 |
| 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 September 2022. The following items were discussed:   * HLH Budget Position * SJC Pay Award * Weekend Enhancement Recognition Payment |
| **4.**  4.1  4.2 | **SJC Pay Award 2022/23**  The 2022/23 pay offer has now been approved for non-teaching staff.  The revised offer has been balloted by the 3 unions (GMB, Unite & Unison) and the majority of their membership has agreed the offer detailed below:   * Covers the period from 1 April 2022 to 31 March 2023 * An increase to the Scottish Local Government Living Wage rate to £10.85 per hour * For those on the Scottish Local Government Living Wage and earning £18,308 - £19,899 per hour, a £2,000 uplift (calculated on a nominal 36-hour full-time working week). * Allremaining staff earning above £19,899 will have an undifferentiated 5% or a £1,925 uplift (calculated on a nominal 36-hour full-time working week), whichever is larger. * A cap on the uplift for those currently earning £60,000 or more at a £3,000 uplift (based on a 37-hour week). * An uplift to the First Aid Allowance of 5%, effective from 1 April 2022. * An additional recurring day of annual leave (pro-rated for part-time) to be added to the leave entitlement for all employees. For current annual leave year 2022/23 this additional day should be used by 31 March 2023.   The backdated pay award was included in the November pay. |
| **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 next year. |
| 5.2 | The bank holiday will fall on Monday 8 May 2023, following the Coronation on Saturday 6 May 2023. This is in addition to the May Day holiday held on 1 May 2023. |
| 5.3 | HLH generally follows the processes implemented by THC, primarily for ease of payroll administration. At this stage, it is understood that THC has not adopted a position for the additional 8 May bank holiday – therefore it is proposed that HLH defer any decisions and report back with recommendations and cost implications at a future Board meeting. |

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| **6.** | **Gender Pay Gap 2022** |
| 6.1 | Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 it is a legal requirement for any organisation with 250 or more employees to publish and report specific figures about their gender pay gap, by April each year. |
| 6.2 | The gender pay gap is the difference between the average earnings of men and women, expressed relative to men’s earnings. Directors are asked to note that the gender pay gap **is not** the difference in salaries paid to male and female staff, and reminded that all HLH staff (regardless of gender) are paid on the same salary scales. |
| 6.3 | Employers must publish their [gender pay gap data and a written statement](https://www.gov.uk/guidance/gender-pay-gap-reporting-what-employers-must-publish) on their public-facing website and report their data to government online. |
| 6.4 | The data required is:  1. mean (average) gender pay gap in hourly pay; 2. median (midpoint) gender pay gap in hourly pay; 3. mean bonus gender pay gap; 4. median bonus gender pay gap; 5. proportion of males and females receiving a bonus payment; and 6. proportion of males and females in each pay quartile. |
| 6.5 | HLH’s detailed results are provided in the draft Gender Pay Gap Report at **Appendix C.** |
| 6.6 | The table below provides a comparison of the Gender Pay Gap results from 2019/20, 2020/21 and 2021/22: |
|  | |  |  |  | | --- | --- | --- | |  | **Difference between male and female hourly fixed pay** | | | **Mean (average) Pay Gap** | **Median (midpoint) Pay Gap** | | **2019/20** | 9.0% | 12.5% | | **2020/21** | 9.1% | 20.9% | | **2021/22** | 9.8% | 15.7% | |
| 6.7 | There has been no significant change in the male to female ratio (1:2) over the past year and only a slight increase of 0.7% to the mean pay gap. |
| 6.8 | However, there has been a decrease in the median pay gap of 3.5% in 2021/22. This is a result of the median hourly pay rate for females (£11.23) moving into the next pay grade and slightly closing the gap on the median hourly rate for males (£13.33). |
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| **7.** | **Policies update** |
| 7.1 | The following 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. |
| **8** | **Staff Health and Wellbeing and Staff Welfare Management** |
| 8.1 | Directors are asked to note that following discussions with colleagues in Sport and Leisure, the responsibilities for what is internally described as ‘the proactive management of staff health and wellbeing’ will now fully rest under the responsibility of the Head of Health and Wellbeing and Health and Wellbeing team. |
| 8.2 | The wider ‘management of staff welfare support’ (which could be described as much more ‘unplanned/unexpected/unpredicted’), having a greater caseload, will remain under the overall responsibility of the HR Manager and HR team. |
| 8.3 | In theory, the hope is that by the proactive nature of any staff health and wellbeing initiatives, this will assist and support in mitigating the casework in the ongoing management of staff welfare matters across all services. |

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| **9.** | **Implications** |
| 9.1 | Resource Implications – there are no new resource implications arising from this report |
| 9.2 | Legal Implications – there are no new legal implications arising from this report |
| 9.3 | Equality Implications – there are no new equality implications arising from this report. |
| 9.4 | Risk Implications – there are no new risk implications arising from this report. |

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| **Recommendation**  It is recommended Directors note and comment on:   1. the standing HR matters for Q2, 2022/23; 2. the SJC Pay Award; 3. Additional Coronation Bank Holiday; 4. the draft Gender Pay Gap Report in **Appendix C** and approve its submission to the UK Government and publication on the HLH website; and 5. the updated position for responsibilities around staff health and wellbeing, and staff welfare/support. |

Designation: Chief Executive

Date: 30 November 2022

Authors: Morven MacLeod, HR Manager

**Appendix A**

**CHANGES TO STAFFING ESTABLISHMENT IN Q2**

**(July – September 2022)**

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| **Post Title** | **Location** | **FTE** | **Additional comments** |
| Youth Support Officer | Dornoch | 0.4 | Temporary until 30.6.23 |
| Youth Support Officer | Kinlochbervie | 0.4 | Temporary until 30.6.23 |
| Youth Support Officer | Plockton | 0.5 | Temporary to cover long term sickness |
| Youth Support Officer | Gairloch | 0.5 | Temporary to cover long term sickness |
| Adult Learning Tutor (ESOL) | Nairn & Ardersier | 0.11 | Temporary until 30.3.23 |
| Adult Learning Tutor (ESOL) | Badenoch & Strathspey | 0.11 | Temporary until 30.3.23 |
| Adult Learning Tutor (ESOL) | Inverness | 0.57 | Temporary until 30.3.23 |
| Adult Learning Tutor | Dingwall | -0.06 | Delete post |
| Employability Tutor Coach (Youth) | Dingwall | -0.5 | Delete post |
| Achievement Tutor (Adult & Youth) | Dingwall | 0.5 |  |
| Marketing Officer | Inverness | 0.4 | Temporary until 31.3.24 |
| Leisure Manager | Gairloch | 0.2 | Temporary increase in hours until 31.3.23 |
|  |  | **+3.23** |  |

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 | - | - |

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 | - | - |

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 | - | - |

Table 4

**Appendix C**

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|  | ***Gender Pay Gap Report 2022*** |

High Life Highland is a charity registered in Scotland, formed on the 1st October 2011 by The Highland Council to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing across 12 services throughout the whole of the Highlands, for both residents and visitors.

The Gender Pay Gap data supplied is correct for all employees in post with High Life Highland on 31 March 2021.

On that date there were 887 relevant and full-pay relevant employees, 310 (35%) males and 577 females (65%).

The figures set out below have been calculated using the standard calculations used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

**Pay and Bonus Gap**

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| Difference between male and female | | |
|  | Mean | Median |
| Hourly fixed pay | 9.8% | 15.7% |
| Bonus paid | 0% | 0% |

* The table above shows High Life Highland’s mean and median gender pay gap based on hourly rates of pay.
* There were no bonuses paid to any staff in the year up to 31 March 2022.
* Of the 10492 employers reporting in 2021/22 the mean gender pay gap for all employees was 13.5% and the median gender pay gap 12.2%1
* High Life Highland’s mean pay gap of 9.1% is less than the national average by 3.7%.
* With a 15.7% median pay gap, High Life Highland is 3.5% above the national average for 2021/22.

1 <https://gender-pay-gap.service.gov.uk> Employers with 250 or more employees who have published their figures comparing men and women’s average pay across the organisation.

**Pay Quartiles by Gender**

| **Quartile** | **Males** | **Females** | **Description** |
| --- | --- | --- | --- |
| 1 | 31% | 69% | Includes all HLH employees whose standard hourly rate places them in the 1st and lowest pay quartile. |
| 2 | 30% | 70% | Includes all HLH employees whose standard hourly rate places them below the median pay in the 2nd pay quartile. |
| 3 | 35% | 65% | Includes all HLH employees whose standard hourly rate places them above the median pay in the 3rd pay quartile. |
| 4 | 44% | 56% | Includes all HLH employees whose standard hourly rate places them in the 4th and therefore highest pay quartile. |

* The table above sets out the gender distribution at High Life Highland across four equally sized quartiles, each containing as follows Q1, Q2 and Q3 222 employees; Q4 221 employees.
* High Life Highland has an overall gender split of 35% male to 65% female. Quartiles 1 & 2 shows the greatest disparity in gender distribution with a higher percentage of females employed in the lowest pay quartiles.

High Life Highland is committed to the promotion of equality of opportunity in its employment practices. It is committed to offering roles on flexible working patterns, with a range of options such as part-time working, alternative working hours, home working and shared parental leave.

The Charity’s Equal Opportunities policy states that it intends that no job applicant or employee shall receive less favourable treatment because of sex, marital or family status, age, ethnic origin, disability, race, colour, nationality, religion, belief, sexual orientation, gender reassignment or any other non job related factor.

High Life Highland is also confident that males and females are paid the same rate for the job regardless of gender (or any other difference). Employees are remunerated according to set pay scales and terms and conditions which are negotiated nationally, through The Highland Council, by the Scottish Joint Council for Local Government Employees.

High Life Highland remains committed to monitoring and reducing the gap wherever possible, whilst also recognising that it has no direct control over the gender of applicants for particular job types or an individual’s career choices.

I confirm the data reported is accurate.

Steve Walsh

Chief Executive