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| **HIGH LIFE HIGHLAND****REPORT TO BOARD OF DIRECTORS****7 December 2023** | AGENDA ITEM REPORT No HLH/ /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 the standing HR matters for Q2 (July - Sept 2023);
2. note the pending SJC Pay Award; and
3. approve the Gender Pay Gap Report in **Appendix C** for submission to the UK Government and publication on the HLH web site.
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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. 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 and updates the following standing HR matters, relating to 2023/24 Q2.* Staffing matters:
	+ establishment;
	+ turnover;
	+ attendance management;
* Implementation of HR policies/procedures;
* Industrial relationships
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| 2.2 | The report will also cover the following non-standard HR matters:* SJC Pay Award
* Gender Pay Gap Report
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| **3.** | **Update on standing HR matters Q2 (July - Sept 2023)** |
| 3.1 | Staffing matters – establishment |
| 3.1.1 | Changes to the charity’s staffing establishment = +0.3 FTE (**Appendix A**) |
| 3.1.2 | Quarter 2 (2023/24) establishment = 846.83 FTEQuarter 1 (2023/24) establishment = 846.53 FTE |
| 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 = 1.0% (10)
* September = 1.3% (13)
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| 3.3 | Staffing matters – attendance management |
| 3.3.1 | Attendance management **(Appendix B)** can be summarised thus:* Short-term absence (<10 consecutive working days) = -0.2
* Long-term absence (>10 consecutive working days) = -0.01
* Long-term absences carried into Q2 = 14 individuals
* Average days sick per FTE employee = -0.09 days
 |
| 3.3.2 | There has been a slight decrease in both short-term and long-term absences during Q2. |
| 3.3.3 | Overall absence rates have consistently reduced over the past 12 months, with recorded figures now back to similar levels of those recorded for the same period in 2019, prior to the pandemic. |
| 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 = 2
* Internal resolution process (formerly Grievance) = 1
* Dignity at Work = 1
* Whistleblowing = 0
* Official complaints against staff (external) = 1
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| 3.5 | Industrial relations |
| 3.5.1 | The charity recognises and engages with the following unions:* EIS (Music instructors)
* GMB
* UNISON
* Unite the Union
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| 3.5.2 | Ongoing communication and consultation with the above unions is undertaken through the Joint Consultation Forum (JCF) and which meets quarterly. |
| 3.5.3 | The JCF met on 6 September 2023. The following items were discussed:* Service Director portfolio changes
* Essential and non-essential training payments
* Castle project update
* HLH budget Update
* Fair Work First Statement
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| **4.** | **SJC Pay Award 2023/24**  |
| 4.1 | At the time of writing this report, the 2023/24 pay offer for non-teaching staff had not been formally approved. However, it is anticipated that Unison members will vote to accept the revised COSLA pay offer by 27 November 2023. GMB and Unite have voted to accept the previous offer. If accepted, the basic offer is as follows: * Covers the period 1 April 2023 to 31 March 2024;
* An increase to the Scottish Local Government Living Wage rate to £11.89 per hour from £10.85, marking a 9.59% increase;
* For those on the Scottish Local Government Living Wage and earning £20,933, a £2,006 uplift to £22,939 (calculated on a nominal 37-hour full-time working week)
* A minimum increase of £1,929 per annum for all those above the Scottish Local Government Living Wage (on a sliding scale from 9.59% to 5.5% for those on the highest pay scales).
 |
| 4.2 | It is anticipated that, if accepted by Unison members, all staff will receive most of the backdated pay award in December payroll with a top up due to a small number of staff, paid in January. The top-up relates to the original offer by COSLA in April 2023 whereby part of the pay award was to be payable from January 2024 only. However, it is anticipated that the vote will result in the full pay award being backdated to 1 April 2023.  |
| **5.** | **Gender Pay Gap 2023** |
| 5.1 | Under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 it is a legal requirement for organisations with 250 or more employees to publish a gender pay gap report by April each year. |
| 5.2 | 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, all HLH staff (regardless of gender) are paid on the same salary scales.  |
| 5.3 | 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 website and report their data to government online.  |
| 5.4 | 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.
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| 5.5 | HLH’s detailed results are provided in the draft Gender Pay Gap Report at **Appendix C.** |
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| The table below provides a comparison of the Gender Pay Gap results from 2020/21, 2021/22 and 2022/23: |
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|  | **Difference between male and female hourly fixed pay** |
| **Mean (average) Pay Gap** | **Median (midpoint) Pay Gap** |
| **2020/21** | 9.1% | 20.9% |
| **2021/22** | 9.8% | 15.7% |
| **2022/23** | 9.9% | 17.0% |

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| 5.7 | There has been no significant change in the male to female ratio (1:2) over the past year and only a slight increase of 0.1% to the mean pay gap. |
| 5.8 | There has also been an increase in the median pay gap of 1.3% in 2022/23. This is as a result of there being a slight increase in the proportion of females to males in the lowest paid posts, resulting in an increased gap between female and male median hourly rates. In 2021/22 the gap was £2.10 per hour whereas in 2022/23 the gap was £2.52. |
| **6.** | **Implications** |
| 6.1 | Resource Implications – there are no new resource implications arising from the report, at this stage.  |
| 6.2 | Legal Implications – there are no new legal implications arising from this report |
| 6.3 | Equality Implications – there are no new equality implications arising from this report. |
| 6.4 | Risk Implications – there are no new risk implications arising from this report.  |
| **Recommendation**It is recommended Directors:1. note the standing HR matters for Q2 (July - Sept 2023);
2. note the pending SJC Pay Award; and
3. approve the Gender Pay Gap Report in **Appendix C** for submission to the UK Government and publication on the HLH web site.
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Designation: Chief Executive

Date: 22 November 2023

Authors: Morven MacLeod, Head of HR

**Appendix A**

**CHANGES TO STAFFING ESTABLISHMENT IN Q2 (July - September 2023)**

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| **Post Title** | **Location** | **FTE** | **Additional comments** |
| Coaching Assistant | Inverness | 0.82 |  |
| Catering Assistant | Inverness  | -0.82 |  |
| Youth Support Officer | Dornoch | -0.4 |  |
| Youth Support Officer | Kinlochbervie | -0.5 |  |
| Activities Coach | Strathdearn | 0.14 |  |
| Adult Learning Co-ordinator | Inverness | 0.4 | Fixed term until 31.3.24 |
| Adult Learning Co-ordinator | East Ross | 0.2 | Fixed term until 31.3.24 |
| Leisure Supervisor | Alness | -0.1 |  |
| Leisure Assistant | Alness | -0.11 |  |
| Adult Learning Tutor (ESOL) | Fort William | 0.14 |  |
| Assistant Youth Workers (5) | Various locations | 0.36 |  |
| Tutor Coach | Inverness leisure | 0.17 |  |
|  |  | **0.30** |  |

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)****%** |
| **2021/22** | 0.66 | 0.66 | 1.13 | 1.62 |
| **2022/23** | 2.07 | 1.63 | 1.35 | 1.52 |
| **2023/24** | 1.49 | 1.29 |  |  |

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)****%** |
| **2021/22** | 1.93 | 2.88 | 2.96 | 2.51 |
| **2022/23** | 3.76 | 3.52 | 3.38 | 3.12 |
| **2023/24** | 2.79 | 2.78 |  |  |

Table 3

\*Number of employees off for periods exceeding 10 days were 35 in Q1 and 33 in Q2.

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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)** |
| **2021/22** | 1.63 | 2.33 | 2.70 | 2.73 |
| **2022/23** | 3.61 | 3.40 | 2.89 | 2.83 |
| **2023/24** | 2.61 | 2.52 |  |  |

Table 4

**Appendix C**

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| **A black and white logo  Description automatically generated** | ***Gender Pay Gap Report 2023*** |

High Life Highland (HLH) is a charity registered in Scotland, formed on the 1 October 2011 by The Highland Council to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing throughout the Highland Council area.

The Gender Pay Gap data supplied is correct for all employees in post with High Life Highland on 31 March 2023.

On that date there were 878 relevant and full-pay relevant employees, 284 (32%) males and 591 females (68%).

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 | 9.9% | 17.0% |
| 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 2023.
* Of the 10,836 employers reporting in 2022/23 the mean gender pay gap for all employees was 13.1% and the median gender pay gap 11.9%1
* High Life Highland’s mean pay gap of 9.9% is less than the national average by 3.2%.
* With a 17.0% median pay gap, High Life Highland is 5.1% above the national average for 2022/23.

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 | 26% | 74% | 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 | 31% | 69% | Includes all HLH employees whose standard hourly rate places them above the median pay in the 3rd pay quartile. |
| 4 | 45% | 55% | Includes all High Life Highland 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 219, Q2 220 Q3 219 and Q4 220 employees.
* High Life Highland has an overall gender split of 32% male to 68% female. Quartile 1 shows the greatest disparity in gender distribution with a higher percentage of females employed in the lowest pay quartile.

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 work, 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 job types or an individual’s career choices.

I confirm the data reported is accurate.

Steve Walsh

Chief Executive