

Human Resources Committee Agenda



Date: Thursday, 16 February 2023

Time: 5.00 pm

Venue: City Hall, College Green, Bristol, BS1 9NE

Distribution:

Councillors: Lesley Alexander, Kerry Bailes, Sarah Classick, Amirah Cole, Richard Eddy, Lorraine Francis, Farah Hussain, Mohamed Makawi and Tim Wye

Copies to: Relevant HR Officers

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Date: Wednesday, 8 February 2023



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

2. Apologies for Absence

3. Declarations of Interest

4. Minutes of the Previous Meeting

5.05 pm

To agree the minutes of the last meeting as a correct record.

(Pages 7 - 12)

5. Public Forum

NB. up to 30 minutes is allowed for this item

Any member of the public or councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the Public Information Sheet at the back of this agenda. Please note that the following deadlines will apply in relation to this meeting:

Questions - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on 10 February 2023.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on 15 February 2023.

6. Trade Union Forum

A total of **15 minutes** is permitted for Trade Union Forum.

Each Trade Union will be allowed up to 5 minutes to speak to their submitted statements or raise a supplementary question arising from a submitted question. If only one trade union is in attendance a 5-minute time slot will be allowed.

All statements and questions must be in writing and meet the deadlines as set out below



Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on 10 February 2023.

Written statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on 15 February 2023.

7. Work Programme

To note the work programme.

(Page 13)

8. Budget Savings Update - time for this item 15 minutes

(Pages 14 - 17)

9. South Bristol Rehabilitation Centre - time for this item 25 minutes

(Pages 18 - 22)

10. Health Safety & Wellbeing Annual Report - time for this item 20 minutes

(Pages 23 - 60)

11. Contingent Workforce update - time for this item 15 minutes

(Pages 61 - 65)

12. Pay Policy Statement for the period 1 April 2023 to 31 March 2024 - time for this item 15 minutes

(Pages 66 - 73)



Public Information Sheet

Inspection of Papers - Local Government (Access to Information) Act 1985

You can find papers for all our meetings on our website at www.bristol.gov.uk.

Public meetings

Public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

Members of the press and public who plan to attend City Hall are advised that you may be asked to watch the meeting on a screen in another room should the numbers attending exceed the maximum occupancy of the meeting venue.

COVID-19 Prevention Measures at City Hall (from March 2022)

When attending a meeting at City Hall, the following COVID-19 prevention guidance is advised:

- promotion of good hand hygiene: washing and disinfecting hands frequently
- while face coverings are no longer mandatory, we will continue to recommend their use in venues and workplaces with limited ventilation or large groups of people.
- although legal restrictions have been removed, we should continue to be mindful of others as we navigate this next phase of the pandemic.

COVID-19 Safety Measures for Attendance at Council Meetings (from March 2022)

Government advice remains that anyone testing positive for COVID-19 should self-isolate for 10 days (unless they receive two negative lateral flow tests on consecutive days from day five).

We therefore request that no one attends a Council Meeting if they:

- are suffering from symptoms of COVID-19 or
- have tested positive for COVID-19

Other formats and languages and assistance for those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.



Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee Members and will be published on the Council's website before the meeting. Please send it to democratic.services@bristol.gov.uk.

The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, it may be that only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the Committee and published within the minutes. Your statement or question will also be made available to the public via publication on the Council's website and may be provided upon request in response to Freedom of Information Act requests in the future.

We will try to remove personal and identifiable information. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement contains information that you would prefer not to be in the public domain. Other committee papers may be placed on the council's website and information within them may be searchable on the internet.

During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.



- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

For further information about procedure rules please refer to our Constitution
<https://www.bristol.gov.uk/how-council-decisions-are-made/constitution>

Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items). If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.

The privacy notice for Democratic Services can be viewed at www.bristol.gov.uk/about-our-website/privacy-and-processing-notices-for-resource-services



Public Document Pack

Bristol City Council Minutes of the Human Resources Committee

15 December 2022 at 5 pm



Members present:

Councillors: Kerry Bailes, Amirah Cole, Sarah Classick, Richard Eddy, Lorraine Francis, Tim Wye.

Officers in Attendance:

Stephanie Griffin (Director Workforce & Change), James Brereton (Head of Human Resources), Mark Jefferson (Reward and Analytics Manager), Steve Gregory (Democratic Services Officer)

1. Welcome, Introductions and Safety Information

1. The Chair welcomed all parties to the meeting and introductions were made.
2. Members agreed to take agenda item 10 as the first substantive item for this meeting.

2. Apologies for Absence

Apologies received from Councillors Lesley Alexander, Farah Hussain, Mohamad Makawi.

3. Declarations of Interest

None declared.

4. Minutes of the previous meeting (including the exempt extract)

Resolved – that the Minutes of the previous meeting held on 22 September 2022 be agreed as a correct record.

Matter arising

Closure of South Bristol Rehabilitation Centre.

The Head of HR confirmed that information from the “lessons learned” sessions had been received and shared with those involved in the change process, facilitated by the programme manager. Unfortunately, due to the pressure of other priorities it had not been possible to assimilate the information into a report and to check with key stakeholders that it correctly represented the facts/issues. Therefore, it was not possible to bring a report to this meeting.

To progress this, members were informed that they could add the item to the agenda for February’s

meeting or receive a draft paper beforehand with the option of arranging an extraordinary HR Committee meeting. This would be confirmed after the meeting. **Action: Head of HR**

Head of HR also undertook to share, when possible, updates with members and TU representatives regarding the proposed reduction of up to 100 jobs from the council's Strategic Transport and Urban Design teams with the former group having to apply for 30 newly created posts within the West of England Combined Authority. **Action: Head of HR**

5. Defence Employer Recognition Scheme (Agenda item 10)

The Committee received a report of the Head of Executive Office regarding an application for the Armed Forces Covenant Bronze Award as part of the Council's ongoing commitment to supporting the Armed Forces and to develop an implementation plan to progress towards becoming a Silver Award employer by November 2023.

Councillor Helen Holland Cabinet Member (Adult Social Care and Integrated Care System) was also in attendance to speak to the report.

Members were being asked to consider joining the Defence Employer Recognition Scheme and to apply for the Armed Forces Covenant Bronze Award as part of the Council's ongoing commitment to supporting the Armed Forces across the scope of its work, to support members of the armed forces, veterans, and the wider armed forces community both need to in the workplace and the City of Bristol.

Consideration would need to be given to the contractual status of any HR policies implemented to reflect the requirements of the schemes and to enable a 'one stop shop' approach making it easier for Armed Forces members to access the scheme.

Members noted that the Defence Employer Recognition Scheme operated in a similar way to the Disability Confident employer scheme, which was co-ordinated through the Workforce and Change division as part of the Council's approach to employer branding and employee engagement. There were no contractual implications for employees, though the HR work required to achieve and maintain higher awards would need to be considered and prioritised in the context of the Council's financial challenges.

Resolved –

1. **That a formal application be made for the Armed Forces Covenant Bronze Award, as part of the Council's ongoing commitment to supporting the Armed Forces.**
2. **That an implementation plan to progress towards becoming a Silver Award employer by November 2023 be developed.**

6. Public Forum

A set of four questions regarding South Bristol Rehabilitation Centre and one written statement regarding issues relating to agenda items 8 and 11 were submitted by GMB. The response to the questions and the content of the statements were noted by members of the committee. *(The full transcript of the public forum items is available on the Council's website).*

In accordance with the Council's standing orders supplementary questions were asked as below –

Supplementary to Q1 – Regarding the investigation findings into the closure of South Bristol Rehabilitation Centre being brought to the HR Committee February meeting, the GMB said that they would like this sooner and the information to separate out the Lesson Learned from other issues. GMB also requested to see the notes from meetings on this matter and asked why they had not been received.

The Head of HR explained that the delay in making the notes available might be down to the Project Manager being unavoidably absent, he undertook to chase this up after the meeting. **Action: Head of HR**

Supplementary to Q4 – GMB had met senior management and had had been advised there were no vacancies but now see there were a significant number, and they were now being advertised, why was this as they met recently in November? Head of HR undertook to find out why this happened. **Action: Head of HR**

A verbal statement from Tom Merchant UNISON was then allowed by the Chair, and members of the committee, the key points raised were –

- If SIRONA took over the running of SBRC then trade union members would be balloted for strike action.
- Alternatives to compulsory redundancy must be considered such as voluntary severance or early retirement options.
- SLG's were also concerned and had approached UNISON for legal advice even though not members, asked if the Council could assist with this including giving time off to attend meetings. Disabled staff were particularly vulnerable. The Director Workforce & Change agreed to provide assistance. **Action: Director Workforce & Change**
- Museum staff had reported their concerns about council budget cuts and potentially deleting 34.5 fte museum posts but had not received any information about which posts would be affected, better consultation was needed.
(*Councillor Amirah Cole and Councillor Richard Eddy left the meeting at this point*)
- Rowena Hayward GMB referring to the potential 300 redundancies suggested by the Council in order to achieve its budget reduction target asked members of the committee to be aware of past experiences when reducing posts and exercise caution about letting experienced staff leave the council to the detriment of council services. The Head of HR confirmed that lessons had been learnt and would be factored into any restructuring proposals. It was the goal of the council that post reductions would be achieved through voluntary severance/early retirement/redeployment and this process would include respectful and sensitive consultations with the trade unions and staff to find positive ways forward.

7. Trade Union Forum

One written statement was submitted by GMB regarding Real Life Wage issues. The content of the statement was noted by members of the committee. (*A full transcript of the trade union item is available on the Council's website*).

Regarding the latest NJC pay award there was a difference in the implementation date compared with the implementation date of the new Living Wage Foundation rate, the Head of HR explained that this issue was the same for every employer and any change to this approach could be included in the Pay Policy Statement that the HR Committee recommends to Full Council. This would be subject to advice

from the council's finance team.

Steve Mills UNISON made a short verbal comment about the proposed closure of St Barnabas School and its implications for staff and jobs at the school and asked that HR work with the trade unions for a positive outcome.

8. Work Programme

Members noted the updated Work Programme for 2022/23.

Following a request from a member the Director Workforce & Change agreed to include an update on the workforce implications and potential redundancies (voluntary or compulsory) as a result of the Council's 2023/24 budget saving proposals.

9. Potential Workforce Implications of the 2023-24 budget saving proposals

The Committee received a report of the Director: Workforce & Change and Head of Human Resources on the potential workforce implications arising from the Council's 2023/24 budget saving proposals.

Key points highlighted were –

1. The council was currently consulting the public on a range of budget saving proposals to balance a budget gap. This would require a review of the staffing structure in some teams and a reduction in number of posts. Heads of Service briefed staff on the 2023/24 budget saving proposals before the public consultation commenced.
2. Workforce consultation continued as necessary in relation to savings approved in the previous year's budget and for any changes required by local issues (eg, pressures within existing service budgets).
3. There was a proactive emphasis on supporting staff through this, with opportunities to talk to line managers, use of drop ins, health, and wellbeing workshops, supporting people through change, proactive redeployment, and job application support, and encouraging building greater resilience within teams.
4. Provisional estimates indicated up to 300 redundancies (voluntary or compulsory) were possible. The spread of redundancies across and within directorates, services and teams would be variable depending upon the availability of vacancies that could be deleted and turnover rates.
5. The number of redundancies would be minimised through the deletion of vacancies arising from natural turnover, the use of the Succession Planning Policy (as appropriate) and the return to a proactive approach to redeployment.

6. Where approved by Full Council and/or Cabinet as required, savings that had a workforce impact would be subject to consultation and selection processes as set out in the Council's Managing Change Policy.
7. An Equality Impact Assessment had been prepared and would be supplemented by local assessments as appropriate. Staff outcomes would be monitored, and any concerns highlighted.

Members were given assurances that it was fully recognised how difficult this process would be for staff and that every opportunity would be maximised to keep staff fully informed of how the restructuring process was progressing. Local Managers would be encouraged to continue having discussions with staff even when there might be nothing specific to update on in their areas to ensure that regular and consistent communication was maintained.

Resolved – that the report be noted.

10. Update on Council Wide Change Programmes

The Committee received a report of the Head of Human Resources on the progress of two council-wide change programmes.

Key points highlighted were –

1. The Common Activities Programme would formally close in December. Ownership of the remaining activities and savings still to be banked would transfer to the relevant directors at programme closure.
2. Responsibility for ensuring the principles of the programme continued to be adhered to, was being formally transferred to the Human Resources service.
3. The Management & Capacity Review was currently on track to deliver the £5.5m of required savings in 2023/24 through a combination of approving succession planning applications, deleting vacant positions, and restructuring the director team. The programme would close once the savings had been achieved.

Resolved – That the report be noted.

11. HR Dashboard and Sickness Review

The Committee received a report of the Head of Human Resources and Reward and Analytics Manager giving an update on the trends in relation to sickness absence.

Key points highlighted were –

1. Current average working days lost in the council was 10.1 per employee.

2. Absence levels remained within the median of authorities reporting % of days lost due to sickness for all English single tier local authorities.
3. Continuing to reduce sickness absence and supporting employees to return to work remained key priorities of the Council.

Arising from members questions the following points were clarified –

1. The link between changes to the organisation and employee stress was largely anecdotal but this was looked at closely wherever possible to identify patterns or trends.
2. The highest sickness absence rates were found in Adult Social Care and Housing & Landlord teams. It was hoped that the ongoing proactive work to reduce sickness rates and support staff in these areas would make inroads into it over time.
3. Stress and anxiety were the most common cause of sickness absence with musculoskeletal issues second. It was hoped that regarding the latter, improved training could potentially reduce sickness absence rates.

Resolved – that the report be noted

The meeting ended at 7pm

CHAIR

HR Committee
Work programme 2022/23

Forthcoming meetings	Agenda items (subject to confirmation)
21st July (AGM)	<ul style="list-style-type: none"> • Work Programme • Annual Report to Full Council • Staff Led Groups Annual Work programme • Gender/Race/Disability/LGB Pay Gap
22nd September	<ul style="list-style-type: none"> • Staff Survey Results 2022 • Information report on HR policy consultations, national status pay negotiations. • Update on Council Wide Change Programmes (Common Activities, Management and Capacity Review, Succession Planning) • HR dashboard
15th December	<ul style="list-style-type: none"> • Armed Forces Covenant • Sickness – thematic review • HR dashboard
16th February	<ul style="list-style-type: none"> • Update on Budget Savings Proposals • South Bristol Rehabilitation Centre • Health Safety & Wellbeing Annual Report • HR dashboard - Contingent Workforce (Interim, Agency & Consultancy) • Pay Policy Statement
27th April	<ul style="list-style-type: none"> • Avon Pension Fund annual report • Staff Led Groups Annual Report • Travel policy update • HR dashboard • Recruitment Thematic Review • Apprentice Annual Report

HR Committee

16 February 2023



Report of: Director: Workforce & Change

Title: Budget Savings Update

Ward: City Wide

Officer Presenting Report: James Brereton (Head of Human Resources)

Contact Telephone Number: 0117 92 22000

Recommendation

That the Committee notes the report.

Summary

The report updates the Committee on the potential workforce implications arising from the 2023/24 budget saving proposals.



Policy

1. Redesign of staffing structures are undertaken in line with the Council's Managing Change Policy.

Consultation

2. **Internal**
None required as this report is for information only.
3. **External**
None required as this report is for information only.

Context

4. Following public consultation on budget saving proposals, and Cabinet consideration in January, the Mayor's budget proposals will be recommended to Full Council for consideration at their annual budget meeting on 21 February.
5. Communication and consultation with the workforce, trade unions and staff-led groups will to continue give colleagues the opportunity to discuss how any proposed changes might affect them.
6. Where colleagues are in scope for a specific saving proposal that goes ahead following Full Council's setting of the budget, staff and trade union consultation will be undertaken in line with the Council's Managing Change Policy. Timelines for consultation will vary in line with the nature of each proposal.
7. We will be working with services to identify at the earliest possibility who might be directly impacted by the proposals. Services will be updating their [Equality Impact Assessments](#) as consultation progresses and seeking to mitigate impacts through the following:
 - Recruitment controls have been in place since July 2022, including the engagement and extension and conversion of agency and fixed term workers.
 - An ongoing review of funded vacancies. Those that can be left unfilled either for a period or permanently will be frozen/deleted as appropriate and others will be used as opportunities for those in redeployment.
 - In both 2021/22 and 2022/23, the Succession Planning Policy has enabled managers to apply to leave the Council on a voluntary basis. This has reduced the cost of the Council's management structure and opened up development opportunities for other Council staff.
 - A range of support has been made available alongside the changes, including well-being support for all colleagues, job search support for those at risk of redundancy (whether voluntary or compulsory) – refer to information below.
 - Pro-active matching of redeployees (for those at risk of redundancy or medical redeployment) to Suitable Alternative Employment and support and development plans

for those redeployed to other jobs.

8. We will continue to provide support to staff through this period of change. For example:
- Colleagues who are concerned about what these changes may mean for them or their team can speak to their manager in the first instance.
 - Our Health and Wellbeing team offer wellbeing support sessions for colleagues individually or as a team to talk through their concerns and help them through change - in person or remotely.
 - We offer wellbeing sessions, and help with stress risk assessments
 - We are offering help with interview skills and, if redeployment isn't an option, link up to training and local employment opportunities via DWP
 - Colleagues can also contact access a range on online resources via the staff intranet site and our Employee Assistance Programme free of charge to speak to a trained counselling practitioner at any time. The service is confidential and colleagues don't need to speak to their manager or ask for a referral. The EAP also has an online portal which is a free and confidential service with information, advice and support on a range of topics such as stress, mental health, debt and legal issues.

Proposal

9. That the Committee notes this report.

Other Options Considered

10. None.

Risk Assessment

11. None because this report is for information only.

Public Sector Equality Duties

- 12a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
 - promote understanding.

12b) None because this report is for information only.

Legal and Resource Implications

Legal

None because this report is for information only.

Financial

(a) Revenue

(b) Capital

None because this report is for information only.

Land

Not applicable.

Personnel

None because this report is for information only.

Appendices:

[Appendix A - Budget 2023/24 Equalities Impact Assessments](#)

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.



HR Committee

16 February 2023

Report of: Director: Workforce & Change

Title: South Bristol Rehabilitation Centre – information report

Ward: City Wide

Officer Presenting Report: James Brereton (Head of Human Resources)

Contact Telephone Number: 0117 92 22000

Recommendation

That the Committee notes the report.

Summary

This report is in response to the Committee's request for further information about the closure of the South Bristol Rehabilitation Centre in 2022.



Policy

1. The Council's Managing Change Policy sets out its approach to consulting on proposals and implementing change, including the closure of services.

Consultation

2. **Internal**
Cabinet member for Adult Social Care & Integrated Care System, Executive Director Adults & Communities, Director Adult Social Care.
3. **External**
None because this report is for information only.

Context

4. The Council completed a review of the South Bristol Rehabilitation Centre (SBRC) in 2021, following increasing evidence that the current arrangements might not have been the most appropriate and effective way of meeting service users' rehabilitation needs and following a direct request from NHS partners. Very few local authorities provide rehabilitation services directly, and there is no statutory duty to do so. This resulted in a proposal to transfer the SBRC to Sirona Care & Health (Sirona, the Bristol, North Somerset and South Gloucestershire (BNNSSG) commissioned community health services provider) and a report on this was considered by Cabinet in November 2021, at which a request was made for an options appraisal on the future of the SBRC.
5. The options appraisal was completed and a recommendation presented to Cabinet in January 2022. The preferred option at that time was for the Council to transfer the services provided at SBRC to Sirona. Cabinet agreed the recommendation in principle but specified that a finalised proposal should come back to Cabinet for approval. Consultation with affected colleagues regarding transfer of employment to Sirona started in February 2022.
6. Towards the end of March 2022, a change in circumstances with Sirona led to them deciding not to pursue this option, so the Council's alternatives became very limited, and the proposal changed to one of closure of the SBRC, which was approved by Cabinet in May 2022. Affected colleagues were updated on the change at meetings in April and May 2022. One-to-one meetings continued into June 2022 as the focus shifted to securing alternative employment within the health and care system for as many affected colleagues as possible.
7. The SBRC closed to service users in July 2022. Between June and December 2022, a mixture of direct offers, compulsory redundancies and voluntary severances were agreed. Of the 33 staff based at the SBRC, 20 left through voluntary severance, nine were redeployed to other Council jobs, three were made redundant and one left by mutual agreement.
8. Rehabilitation services are provided by Sirona at South Bristol Community Hospital. The closure of SBRC has secured a permanent budget saving to the Council of £500k.

9. As heard by the Committee at its September 2022 meeting, feedback from affected staff and trade union representatives raised concerns around communications during the change process and left some colleagues not feeling valued and cared about by their managers. There are also concerns about the length and cost of the change process.
10. The change of circumstances with Sirona was unfortunate, particularly as affected colleagues had been briefed on the proposals, and the move of focus from transfer to closure of the SBRC came as a blow to an already unsettled team. Whilst discussions with Sirona were positive and undertaken in good faith on both sides, on reflection the management side agree that if a similar situation arises in the future, a formal written undertaking (eg, "letter of intent") should be in place before proposals are published and communicated to affected colleagues.
11. The length and cost of the change process was not unusual by Council standards, particularly as the closure of a service or significant part of a service implies that redundancy costs will be at least a consideration if not a feature. The Council's Managing Change Policy is sufficiently flexible to be tailored to the specific circumstances of each change situation. The over-riding aim of the closure project was to secure alternative employment for those affected, and this dictated the pace of the process and the order in which the various options were considered/deployed. It would have been equally legitimate to have issued all those at risk of redundancy with their formal notice 12 weeks prior to the closure of the SBRC, although this could have impacted negatively on the number of colleagues for whom redeployment was secured. One key change since the SBRC closure has been an internal HR decision to return to a "matching" approach to redeployment in which HR will now proactively match redeployees to jobs that are believed to be suitable. Prior to this the onus was on those at risk of redundancy to apply for vacancies, which can be liberating for some and disabling for others.
12. Follow-up sessions with stakeholders have offered the following reflections/recommendations:
 - 12.1. The SBRC closed and the service transferred to Sirona with minimal impact on citizens/service users.
 - 12.2. Meetings of managers, staff and trade union representatives held virtually enable information to be shared consistently across the workgroup, though colleagues also appreciate face-to-face meetings where it can be easier for more voices to be heard.
 - 12.3. Regularly updating colleagues between meetings by e-mail can work well.
 - 12.4. Councillors should be briefed and kept informed of progress where changes are being made to services delivered from their wards
 - 12.5. Staff should be involved in developing options for the future of services.
 - 12.6. Consideration of TUPE and the option of seconding staff to a transferee (new employer) need proper and early exploration in conjunction with support services (HR, Legal Services, Finance) before wider discussion or the making of proposals through the Decision Pathway.
 - 12.7. It's important the prospective transferee (new employer) is represented at staff meetings to explain and reassure colleagues and trade union representatives on what would and would not change if the transfer were to take place.

- 12.8.** Context is key: where colleagues feel undervalued or that their work situation is not understood by those making recommendations or taking decisions on the future of the service, change will require more inputs.
- 12.9.** In talking about forthcoming change, leaders need to be open and honest as well as respectful and valuing of the audience so that colleagues feel supported. They also need to have sufficient information to answer questions thoughtfully or if they can't explain when they will be able to do so.
- 12.10.** Having a clear, timebound plan for implementation of change is essential, though it needs to have some flexibility to adapt to events that might be encountered along the way.
- 12.11.** Change can be difficult for those impacted by it and those leading it – and sometimes a leader is also impacted by the change they are leading. Where problems emerge, it's important to bring the parties together to explore and resolve differences, pausing the change if necessary/possible to allow this to happen. Support needs to be available and promoted to all involved.
- 12.12.** Where a reduction in staffing levels is anticipated, leaders of change need to be clear on what options will be considered. Voluntary severance is generally a popular option, and if it's not going to be used then leaders need to be prepared to explain why. Likewise, if things change and it becomes an option then leaders need to explain.

Proposal

- 13.** That the Committee notes this report.

Other Options Considered

- 14.** None.

Risk Assessment

- 15.** None because this report is for information only.

Public Sector Equality Duties

- 16a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular,

to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
 - promote understanding.

16b) None because this report is for information only.

Legal and Resource Implications

Legal

None because this report is for information only.

Financial

(a) Revenue

(b) Capital

None because this report is for information only.

Land

Not applicable.

Personnel

None because this report is for information only.

Appendices:

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.



HR Committee

16 February 2023

Report of: Director of Workforce and Change

Title: Health, Safety and Wellbeing Annual Report

Ward: N/A

Officer Presenting Report: Christina Czarkowski-Crouch, Head of Safety, Health and Wellbeing

Contact Telephone Number: 07795816727

Recommendation

That the Committee notes the report and provides it views on the work being done to improve performance and culture for health, safety and wellbeing.

Summary

The purpose of this report is to update on the corporate arrangements for how health, safety and wellbeing are being managed, providing assurance on key areas of work and setting out the improvement plan for 2023-2024.

The significant issues in the report are:

- Continued revision of roles and responsibilities for health and safety to ensure our governance and accountabilities are properly understood and discharged.
- Progress on work activity and achievements which support the Health, Safety and Wellbeing Strategy and outcomes for 2021-2022 for Wellbeing including the management of stress, Reasonable Adjustments, Violence and Aggression and Asbestos Management.
- Provides information on Accident and Incident Data and Enforcement Activity from the Health and Safety Executive (HSE) 2021-2022.
- Provides information of Occupational Health Data and Training Data 2021-2022
- Outlines the revised Corporate Health and Safety Monitoring System (CHaSMs) and its planned implementation and the outcomes and required actions from the internal Health and Safety Audit.
- Outlines the key areas of work and outcomes for 2023-2024

Policy

1. An engaged, healthy and safety workforce will have an impact on the quality of service that we provide to citizens and help achieve the corporate strategy priorities.

Consultation

3. Internal

The annual report been agreed by CLB and discussed and agreed at the Corporate Safety Consultative Committee.

4. External

Not required because this report is for information only.

Context

5. This report provides the HR Committee with an update on health, safety and wellbeing performance across the Council and ongoing and developing activity to improve and manage health, safety and wellbeing.

6. The attached report (Appendix A) covers the following areas:

- Governance Arrangements
- Regulatory Activity
- Audit and Risk
- Training and Learning
- Incident Reporting
- Wellbeing and arrangements for Occupational Health and Employee Assistance Programme
- Violence and Aggression
- Asbestos Management

7. This report is a statement of the Councils occupational health, safety and wellbeing performance to the end of the financial year 2021-2022 and to the date of writing. It also includes our improvement plan for 2022-2023.

Key Findings

8. A revised Health and Safety Policy sets out clear roles and responsibilities throughout the organisation and allows the Council to discharge its duties effectively.

9. The strategy for Health, Safety and Wellbeing continues to seek to deliver a safer healthier and more resilient work environment with a sustainable culture.

- 10.** There have been no enforcement actions from the Health and Safety Executive (HSE) and any visits during the last year were satisfactory. With one visit to a School as part of the Management of Asbestos requiring management action.
- 11.** There is a new revised CHaSMs which is more targeted and also addresses leadership and management requirements due to be launched in March 2023.
- 12.** There is an action plan in place to respond to the internal audit on the follow up audit undertaken to look at the Corporate Health and Safety Monitoring System (CHaSMs). This is a self-assessment tool used by managers to report their performance.
- 13.** We continue to review and revise our health, safety and wellbeing training and development offer to ensure compliance and improvement.
- 14.** From April 2022 Launched the new Accident Incident Reporting System via Claims Control. This links to our insurance data and claims.
- 15.** Our overall levels of incidents reported have remained level for the period of 2021 - 20212. There continues to be a small increase in the reported numbers of violent and aggressive incidents reported. We are currently working alongside colleagues to make several changes and improvements in this area. The Flagging System has been revised and updated during 2021-2022.

Proposal

- 16.** That the Committee notes the report and provides it views on the work being done to improve performance and culture for health, safety and wellbeing.

Other Options Considered

- 17.** None

Risk Assessment

- 18.** Not required because this report is for information only.

Public Sector Equality Duties

- 19a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected

characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
 - promote understanding.

19b) The report provides analysis of the impact of sickness absence in relation to age, gender, sexual orientation, race and pregnancy and maternity related absence.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

(b) Capital

Not required because this report is for information only.

Land

Not applicable.

Personnel

Personnel

Not required because this report is for information only.

Appendices:

- A Annual Health Safety and Wellbeing Report
- B Internal Audit follow up report

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.

Annual Health, Safety and Wellbeing Report



Workforce & Change

February 2023



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1. Executive Summary

- 1.1 This report is a statement of Bristol City Council's employee occupational health, safety and wellbeing performance to the end of the financial year 2021- 2022 and to the date of writing the report. It also includes our key areas of work for 2023-24 and includes the ongoing plan. The health, safety and wellbeing strategy agreed in April 2021 underpins everything we do.
- 1.2 HR budget pressures and a restriction on recruitment have meant that we have not been able to fully implement the consulted on and agreed restructure for Health, Safety and Wellbeing, this has impacted on our plan for delivery (2021/2022). Post Covid we have continued to support the demands of the council and individual requirements, requiring some diversification from the original plan.
- 1.3 Our improvement plan for the coming year is targeted to support the council and colleagues during this period of change and financial pressure. It considers the current performance analysis taken from the Corporate Health and Safety Management System (CHaSMS), accident and incident, occupational health and EAP data and the health safety and wellbeing pressures driven by the Regulator. It also includes the management actions from the from internal audit follow up report for health and safety processes.
- 1.4 A key area of work is to ensure that our existing governance, including consultation arrangements are reviewed and updated to provide robust and transparent assurance and reporting for employee health, safety and wellbeing and citizens health and safety.
- 1.5 The report updates the HR Committee on progress of the corporate arrangements for how employee health, safety and wellbeing are being managed.

2. Governance and Accountability

- 2.1 Accountability for our duty of care to our employees under the Health and Safety at Work Act etc. 1974 and the Management of Health and Safety at Work Regulations 1999 sits with the Chief Executive Officer of the Council who is the Safety Director. Arrangements describing how this accountability is discharged are outlined in our revised Corporate Policy Statement, Organisation and Responsibilities Policy, with roles and responsibilities dispersed throughout the organisation. This policy was signed by the Chief Executive and Mayor and published on the Source in January 2022. The policy will be reviewed and signed by the new Chief Executive who was appointed in October 2022.
- 2.2 The Council's Health, Safety and Wellbeing Strategy 2021 to 2026 has been informed by, and is developed to support, the Bristol City Council Corporate Strategy. The strategy has been devised to engage all staff and their representatives to improve the efficiency and effectiveness of our health, safety and wellbeing management system allowing us to deliver a safer, healthier, and more resilient work environment. The strategy is currently being revised to ensure that it fully supports the new Corporate Strategy 2022 – 2027 and ensure that it properly reflects and is aligned to those ambitions. The strategy sets out the out a 5 Year end goal and the strategic priorities for Health Safety and Wellbeing. (Leadership and Commitment, Risk Control, Communication and Engagement, Training and Competence and Performance Management).

- 2.3 The existing governance arrangements continue to be reviewed and improved. Although positive progress has been made further work is ongoing to ensure that the governance, leadership, management and supervision of employee health, safety and wellbeing develop the best model which is robust and sustainable. The Corporate Governance of Health, Safety and Wellbeing sits with CLB. This is delegated through arrangements, roles and responsibilities across the Council to provide a level of assurance on key matters of health, safety, and wellbeing. Several briefing sessions will be held in February 2023 which will remind managers of their responsibilities and update them of any changes. Similar sessions were provided to Members in 2021-2022 and were beneficial.
- 2.4 Each Directorate has arrangements in place to have quarterly health and safety meetings as part of the ongoing governance arrangements for communication and engagement on matters of health safety and wellbeing. These meetings provide a formal forum where TU representatives can raise matters of concern in relation to the health & safety of the employees they represent, or where health and safety matters have not been resolved locally.
- 2.5 The Corporate Health and Safety Consultative Committee continues to meet quarterly. It continues to discuss and make recommendations relating to health, safety and welfare matters which relate to issues which are of a corporate (strategic) nature. How we report and consult on employee health safety and wellbeing and citizen health and safety will form part of the current review of the overall governance arrangements.
- 2.6 Good governance for health, safety and wellbeing should be fully reflected in the leadership, management, and supervision across all areas of the Council's business. Governance requires improvement regarding how the Council responds to and manages its Landlord and Built Estate health and safety risks. We continue to work in collaboration with key stakeholders and professional colleagues to ensure that we improve consistency, compliance and corporate governance regarding the health and safety responsibilities that fall on building occupiers. This will form part of the overall work on risk management and revised governance arrangements.
- 2.7 The Built Estate is split into two key areas and the approach and processes are different.
1) Housing for Bristol citizens managed by Housing and Landlord Services
Schools and Non-School buildings managed by Property Assets and Infrastructure
- 2.8 All buildings which are non-Housing should come under corporate control and be managed by Building Practice with the support of FM. Most of the buildings are managed in this way. Those buildings that fall outside of this arrangement will be brought in under the Corporate Landlord model. This will allow the same standards are being met consistently across the Council. Building Practice is currently working to identify which buildings fall outside of this scope. This is a key area of work going forward for 2023-2024. The revised CHaSMS process will help support his work.
- 2.9 The requirements for health and safety compliance including areas such as Asbestos, Fire, Legionella, glazing statutory inspections and checks are delivered by our main contractor Lorne Stewart on behalf of the Council. This contract is managed by Building Practice who have a number of systems and processes in place to manage and monitor performance the contractor.
- 2.10 Decisions related to Housing building safety are made through the Building Safety Board. The purpose of this board is to provide governance of fire safety and building safety to all

of Bristol's Councils tenants. It primarily ensures that Housing Services are meeting the requirements of:

- the Regulatory Reform Order (Fire Safety) 2005, Building Fire Safety Regulations, and other standards (LGA guide – Fire Safety in Purpose Built blocks of flats)
- the new Building Safety Bill and Fire Safety Bill when they come into effect.

The Board also agrees fire safety and building safety works programmes and priorities and strategies and policies relating to fire safety and building safety. The current governance arrangements are through HSLT, EDM, Corporate Safety, Health & Wellbeing and Cabinet Member. This is being enhanced for the future with corporate oversight via the Corporate Leadership Board.

2.11 The risks for health and safety in the Housing Estate and in Schools and Non-Schools Estate are managed and reported through the Pentana Risk Management System. There is still work to be done to manage and evidence compliance with housing safety compliance obligations both in residential properties and non-residential properties. However, the risk register on Pentana provides a plan with timescales for completion and a level of mitigation.

2.12 Where BCC has a contractual relationship with any of our companies, provision is made in the relevant contracts to adequately allocate H&S risk, responsibility and management between the parties, and this is overseen by the relevant contract manager.

In all cases however, it is the responsibility of the Board of Directors of the company to have operational oversight of H&S matters, and to ensure the companies are operating in a safe and legally compliant way, and to provide assurance to the Shareholder (BCC) in that regard. The company reports on such matters on a quarterly basis through performance reporting to the Shareholder group and via the board's own audit and risk assurance processes.

2.13 We have introduced a formal management system HSG65 (Plan Do Check Act) which is starting to provide us with a robust framework to manage health, safety and wellbeing allowing better planning, implementation, monitoring and review of performance. Further work on this (both in the development around our system and the embedding of the system) are ongoing.

2.14 A new digital incident reporting platform has now been implemented. This is an extension to the platform used by the Risk Management Service. The new system has been in use since April/May 2022. It has started to improve the way in which we are able to record, track, and analyse incident information in real time. Further work is ongoing to enable us to use the system effectively to provide greater potential for learning which can be shared across the organisation so timely remedial actions taken to prevent recurrence.

2.15 Planned work on policy revision throughout 2021/2022 has included work around violence and aggression and stress management. See section 7 & 11.

3. Regulatory Activity

3.1 External agencies such as the HSE and Fire Authority have the legal authority to serve improvement or prohibit notices on an operation/activity that does not comply with the relevant statutory requirements. Notices can lead to prosecution of the Authority or individuals. The HSE use the following principles to decide whether to serve notices or prosecute:

- the scale of potential or actual harm
- the seriousness of any potential breach of the law
- their enforcement priorities
- the practicality of achieving results
- the wider relevance of the event, including serious public concern.

During 2021-2022 there has been no enforcement notices or prosecution from the HSE or Fire Authority.

- 3.2 Currently, there is HSE and Fire Authority activity across LEA Schools and the Corporate Estate. The HSE are currently undertaking a National Campaign of Inspections for Schools on the 'Management of Asbestos'. To date the Council has had two visits which were supported by a member of the Corporate Health, Safety and Wellbeing Team.
- 3.3 To date, no enforcement notices have been issued. However, a management action and response are required related to the overall management of asbestos. A formal response was required by the 31st of December 2022. We met this deadline, and the action has now been closed off by the HSE.
- 3.4 The Fire Authority is becoming more active with their visits. The new Fire Safety Arrangements were put in place last year are proving to be robust in demonstrating our corporate arrangements for the management of fire safety. Housing has their own arrangements in place for managing fire safety and the requirements set out post Grenfell. The Building Safety Board oversees these requirements.

4. Audit and Risk

- 4.1 Internal audit carried out a follow up report on health and safety processes the report was published on 24th October 2022. (The report is attached as Appendix 1)
- 4.2 The report reviewed progress with the implementation of agreed management actions from the "Managers' Health and Safety (H&S) Self-Assessment (CHaSMS) Process" Internal Audit Report dated 6 June 2021.
- 4.3 Currently, our monitoring of Health Safety and Wellbeing consists of the existing CHaSMS (Corporate Health and Safety Monitoring System). This provides a level of assurance that allows managers to assess and record their own performance twice a year. This process has proved to have its limitations in the assurance it provides. The current return is not showing the level of consistency and outcomes that is needed.
- 4.4 The CHaSMS process has been revised in line with the current audit findings and will go out in March and June 2023. It is now targeted towards leadership and manager responsibilities with a focus on:
- Leadership and Commitment
 - Management of Health and Safety
 - Health and Wellbeing

- Stress and Violence and Aggression
- Property

- 4.5 These improvements include a review and revision of the existing format. The new CHaSMS will seek assurance in three areas. Corporate Leadership Board and Executive Directors, Heads of Service and Site Managers. This will be much more targeted and form part of our new framework to deliver and continually improve health, safety and wellbeing. Other changes include how we score and capture ongoing actions. The outcomes of the process will inform the Corporate Health Safety and Wellbeing audit programme.
- 4.6 Further Internal Audit work is currently being undertaken. (Quarter 4 of 2022/23).

5. Training and Learning

- 5.1 Learning and development for health safety and wellbeing is one of our strategic themes and priorities. A focus on compliance with mandatory training has continued during 2021-22. The basic programme of training includes induction, managers training, stress risk assessment, lone working and stress resilience and wellbeing. Achieving compliance with mandatory training is fundamental to achieving a pro-active approach to health, safety, and wellbeing, and raising the general ability of employees at all levels to make informed decisions on the management and escalation of risk.
- 5.2 Publishing performance data in this area will support service areas to achieve compliance. Delivery methods, content and record keeping continue to be reviewed so we can provide consistent and reliable data and have a thorough understanding of mandatory training compliance. We will be reviewing the compliance levels and address gaps with a review of health and safety training as part of the service plan.

Table 1.

Training Delivered	Number of Sessions	Number of Attendees
Core Health and Safety for Managers	7	93
Governors H&S	1	10
Lone Working	9	168
Stress Resilience and Wellbeing	37	629
Fire Safety	30	316
Asbestos	8	83
MHFA Refresher	35	246
Team Teach	33	416
De-escalation	38	407
Infection Control	4	35
COSHH	1	4
Induction	1	9

6. Incident Reporting

- 6.1 We record all our accidents and incidents. Reporting certain incidents is a legal requirement. The legal report informs the HSE about deaths, injuries, occupational diseases, and dangerous occurrences, so they can identify where and how risks arise, and whether they need to be investigated. For the purposes of RIDDOR, an accident is a

separate, identifiable, unintended incident that causes physical injury. This specifically includes acts of violence to people at work. The following accidents are reportable: death, specified injury to workers, over 7-day injury to workers, injuries to non-workers, occupational diseases and dangerous occurrences and some gas incidents.

- 6.2 The current areas of concern from those accidents that have been reported as a F2508 are:
- Violence and Aggression – physical and verbal
 - Moving and Handling – people and objects
 - Stress
 - Slips and Trips
- 6.3 We are now using the new Accident Incident Reporting system. This is beginning to provide better performance information in respect of incidents, to enable a greater analysis of themes and trends.
- 6.4 The data currently provided is for the period April 2021- September 2022. Currently accident/incident data is provided to the Corporate Safety Committee on a quarterly basis. The new system will allow for information to be published monthly for each directorate and data on a rolling period. The system now provides real time data for the Corporate Health, Safety and Wellbeing team to respond to. Additional KPI's are being introduced for investigation times and closure of all incidents. A new procedure for Reporting and Investigating Incidents will be out for consultation in Q4. Investigation of incidents will be proportionate and aligned to the new procedure and the HSE Enforcement Model. Additional training will be provided to ensure that the implementation of this procedure is successful.

- 6.5 Figures are based upon the accident / incident data presented to the Corporate Safety Consultative Committee (CSCC) during 2021/22. These figures relate to incidents reported to the HSE on the Form F2508, they include incidents such as fractured legs, absence from work for over 7 days after an incident. As stated previously the authority's accident/incident database is a real time data base, and as such the comparison figures quoted are based upon the figures from last year's annual report, and these figures may not tie up with the figures produced more recently due to late reporting of incidents. The total number of accidents / incidents recorded for the period up to September 2022 is 887.

The number of overall incidents has decreased but the number of incidents related to violence and aggression and increased. Data with a breakdown of violence and aggressive incidents for services are provided to the Directorate Health and Safety Committees which meet on a quarterly basis.

Table 1 – Total number of Employee Incidents 21/22

Type	2021/2022	2021/2022 Variation from 20/21	2020/21	2019/20	2018/19
Accidents	323	-78	401	766	1044
Aggression / Violence	564	+119	445	625	679
TOTAL	887		846	1391	1723

Table 2 – Total number of Employee Incidents per Directorate 21/22

Directorate	2021/22	2020/21	2019/20	2018/19
Adult Children & Education	597	657	965	1168
Growth & Regeneration	256	160	315	505
Resources	34	29	111	50
TOTAL	887	846	1391	1723

Table 3 – Total number of RIDDOR (F2508) per Directorate 21/22

Directorate	2021/22	2020/21	2019/20	2018/19
Adult Children & Education	16	14	20	23
Growth & Regeneration	7	16	10	32
Resources	1	1	0	0
TOTAL	24	31	30	55

Table 4 – Breakdown of Employee RIDDOR (F2508) per Directorate 21/22

Directorate		2021/22
Adult Children & Education	16	14 – Over 7-day Injury 1 – Specified Injury 1 – Member of the Public – Hospital Treatment Required
Growth & Regeneration	7	6 – Over 7-day Injury 1 – Specified Injury
Resources	1	1 – Specified Injury
TOTAL	24	

- 6.6 We will report against our KPI in this area on a quarterly basis. The KPI will be number of RIDDOR incidents reported within required legal timescales. Number of over 7-day injury reported within required legal time scales.

Key Areas of Work and Outcomes

7. Wellbeing

- 7.1 The Wellbeing of employees is of paramount importance. The Corporate Health, Safety and Wellbeing Team have specialists within the service to support the wellbeing agenda. We have now appointed a dedicated Principal Mental Health and Wellbeing Advisor to support this work.
- 7.2 Work continues across all directorates to deliver their wellbeing and resilience priorities. Our specialist team continues to work collaboratively with several directors and has created bespoke courses to help teams with their resilience and stress. Where appropriate we have used external specialists to support this ongoing work. Wellbeing workshops and training have been extended through post COVID-19 to our existing offer.
- 7.3 Over the last few months, we have reviewed the existing stress risk assessment and resources and have consulted with Trade Unions and Staff Led Groups as part of this review. The purpose of the review was to ensure that every employee within the organisation can complete the assessment so we can identify and manage the potential stressors and then take action to remove or reduce those stressors. We have a legal duty to take steps to make sure staff do not suffer stress-related illness as a result of their work; and a specific duty to undertake risk assessments that seek to identify, and eliminate or reduce, risks to their employees' health, safety and welfare. Stress is one of the risks to health, safety and welfare that must be assessed
- 7.4 The Council's approach uses the HSE Stress Management Standards system – a voluntary system which is a useful tool for employers in understanding how to carry out a stress risk assessment. The Management Standards identify six key risk factors, or 'stressors', which have been identified as causes of work-related stress.
- 7.5 The Mental Health First Aiders group continue to flourish. Membership includes two Directors from the Council. Their leadership continues to help embed the role as part of everyday wellbeing. Ongoing training and refresher training continues as part of our Wellbeing offer.
- 7.6 We continue to offer mediation to support complex psychological issues and sign post on to other appropriate services. This helps managers to address behaviours that do not meet our corporate values and behaviours.

8. Reasonable Adjustments

- 8.1 We have continued to undertake a number of activities to meet the needs of disabled colleagues including:
- providing day to day Disability Advisor Casework and reasonable adjustments support to Council staff and teams regarding disability and long-term condition related adjustments.

- leading and initiating activities relating to the Disability Confident Scheme working groups alongside the Disabled Colleagues Network and colleagues, as the organisation works towards Disability Leader status.
- informing the return to the workplace planning.
- providing up to date DSE assessments and advice adapting to meet the new ways of agile working.
- working collaboratively with the Disabled Colleagues Network to promote disability awareness events.

8.2 In addition to this we continue to provide a specialist service to ensure that colleagues receive the correct ergonomic equipment to allow them to work effectively.

9. Occupational Health and Employee Assistance Programme (EAP)

- 9.1 We are halfway through our contract with Health Management Ltd who deliver an integrated Occupational Health provision for the Council. Regular meetings are in place to have oversight of contract delivery. A breakdown of the OH and EAP data can be found in Appendix 2.
- 9.2 Management information provided by the supplier on a quarterly basis is now being linked to our own sickness absence data and accident incident data. Overall mental health and musculoskeletal (MSK) remain the consistent highest areas of referrals. This is reflected in the work plan going forward
- 9.3 The delivery of our Health Surveillance programme has been difficult to deliver due to the process requirement by our supplier. We are working hard with the supplier to resolve these issues and expect the programme to be delivered in Q4.
- 9.4 All employees continue to have access to the EAP helpline 24/7; they offer a range of help and support, not only relating to work but other lifestyle issues, such as bereavement, finances, and lifestyle changes. Our internal resource also offers support and specialist referrals where complex cases fall outside of the EAP contract.

10. Health Surveillance

- 10.1 Health surveillance is a scheme of repeated health checks which are used to identify ill health caused by work. Health and safety law requires health surveillance for our workers when they remain exposed to health risks even after we have put controls in place. Health risks which require health surveillance for Bristol Council staff include noise, vibration, and substances hazardous to health.
- 10.2 The Corporate Health Safety and Wellbeing Team have been working closely with Services to identify the workplace hazards and controls and determine which areas of activity require health surveillance.
- 10.3 We have contracted 8 health surveillance days which will be delivered at 7 locations via a mobile unit. Due to take place in 2023.

11. Violence and Aggression

- 11.1 During 2021 – 2022 we have developed a working group from a cross section of internal stakeholders to consider the risks associated to activity across the Council where there is a consequence of violent and aggressive behavior. Pandemic and post pandemic we have seen an increase in violent and aggressive behavior to our staff and members.
- 11.2 The project was started in response to concerns regarding the number and type of violent incidents from Citizens, Residents/Tenants and Service Users against Bristol City Council (BCC) staff across departments – incident data identifies a consistently high number of cases over the past five years. This project does not include the education sector which will be subject to a separate piece of work which will be started in due course
- 11.3 It is recognised that many of the people who come into contact with the local authority have complex issues and may be vulnerable in a number of ways, these individuals may require our support. In many cases this support will be required by law (specific regulations etc) therefore the terminology “Zero Tolerance” would not be appropriate in many cases, the purpose of the project is to ensure we have suitable and sufficient control and support mechanisms in place to keep our staff safe whilst delivering services in a wide and varied range of settings.
- 11.4 There are several key actions which are being progressed which include reviews of lone working / violence and aggression policies and the development and publication of a violence at work charter (the name might change) outlining a commitment by BCC to put measures in place to help support and keep our staff safe.
- 11.5 This work and policy development is separate to the Anti-Social Behaviour (ASB) work / policy as generally our project aim is to protect employees, whereas ASB policy is more relevant to the impact on communities. There are however some common threads, and we are in dialogue with the ASB team and will continue to collaborate going forward.
- 11.6 Additional work has been completed regarding the safety and security of Elected Members.
- 11.7 The proposed completion of this work is Q4 2023. We will then roll out through the health, safety and wellbeing management system (HSG65 Plan Do Check Act).

12. Asbestos Management

- 12.1 During September 2022 the HSE announced they would be inspecting an estimated 400 primary and secondary schools in England, Scotland and Wales. The inspections would be assessing how schools are managing the risks from asbestos within the school estate and meeting the ‘duty to manage’ (DTM) requirements under Regulation 4 of the Control of Asbestos Regulations 2012 (CAR). The regulations place duties on those with responsibility for the maintenance of work premises, including schools, to manage the risk from asbestos. For BCC-maintained schools hold this delegated responsibility, on BCC’s behalf.
- 12.2 As the Employer of BCC-maintained schools we have worked with schools to prepare them for those visits. This has included supporting schools to review their current arrangements and check that they were meeting their duties under CAR.

- 12.3 Whilst this support work was taking place a number of corporate and local areas of concern were highlighted. These opportunities for improvement in corporate compliance will form part of the work regarding Asbestos Management under CAR for 2023-2024 and the wider governance arrangements and review.

13. Key Areas of Work

- 13.1 The detail of the key areas of work are set out in our Improvement Plan (Appendix 2) for 2022/2023 and will form part of the Service Planning Process. Progress and outcomes will be reported quarterly to EDM's, the Corporate Health and Safety Consultative Committee and the Directorate Health and Safety Committees.
- 13.2 Key areas of work will be linked to the five areas of the strategy and include the following:
- Review and ongoing updating of existing governance arrangements to ensure that the leadership, management and supervision of health, safety and wellbeing is effective.
 - Risk profiling services to ensure that we target the right areas of risk
 - Focusing on the key areas of policy and actioning through the management system (HSG65-Plan Do Check Act)
 - Targeted work around the Corporate Built Estate and Schools statutory health and safety risks
 - Delivery of Health and Wellbeing Plan
 - Delivery of health, safety and wellbeing training and development
 - Delivery of the revised CHaSMS and targeted compliance monitoring
 - Ongoing review of health safety and wellbeing procedures and policy
 - Linking health safety and wellbeing risks to the Corporate Risk Register
 - Completion of the Audit management actions
 - Preparation of new Occupational Health and Employee Assistance Programme specification and contract

‘Healthy Performance’ improving the lives and health of our workforce and preventing injury and ill health’ Plan on a Page.

Theme	OBJECTIVE	PRIORITY	Deliverables	
Leadership and Commitment	Lead and engage with our workforce to improve workplace safety, health and wellbeing	<ul style="list-style-type: none"> Continue to focus our activity on tackling ill health as part of our work programme 2021-2022 will focus on Mental health and Wellbeing and our three main causes of absence 	L1	Complete actions and targets identified in the Workforce Strategy S4.
		Work –related stress and anxiety	L2	Revise and publish work related stress guidance information and risk assessments
		Musculoskeletal disorders	L3	Develop programs
		Colds Flu Cough Infectious Diseases – including COVID-19	L4	Continue with the existing strategy for COVID-19
		<ul style="list-style-type: none"> Promote proportionality in health and safety management 	L5	Revise the current Health and Safety Policy Develop a document management framework that supports the Health and Safety Policy and sets out the policy standards, detailed roles and responsibilities and methodology for preventing and controlling risk in all areas of activities, services and buildings. Revise current guidance to support the framework and explore the use of technological solutions where

				appropriate for the control of risk
		<ul style="list-style-type: none"> • Share the learning from across the Council with those who can influence workplace health and safety performance 	L6	
Risk Control	Secure the effective management and control of risk	Use different interventions to assess and secure effective management and control of hazards and remove risk from the workplace	R1	Develop and maintain a Corporate Safety Health and Wellbeing risk register and risk profile
			R2	Develop annual actions plans to mitigate residual risk associated to our most significant hazards. Eg Fire, Legionella, Asbestos, CDM, Stress, Vibration and Noise
			R3	Undertake a full review of all corporate Health Safety and Wellbeing documentation. Develop a document management framework that supports the Health and Safety Policy and sets out the policy standards, detailed roles and responsibilities and methodology for preventing and controlling risk in all areas of activities, services and buildings. Revise current guidance to support the framework and explore the use of technological solutions where appropriate for the control of risk

			R4	Introduce an information governance management system to ensure all HSW documentation and records are accurate correct appropriately stored and contain up to date consistent information (Sharepoint)
			R5	Introduce the Accident/Incident reporting system linked to the Claims RM system
			R6	Develop and online risk assessment procedure with a standard electronic template which has an automatic review trigger mechanism
		Target site monitoring visits on specific issues and activities (high risk and most significant hazards), including a sustained focus on work-related ill health such as stress and musculoskeletal	R7	Revise the CHaSMS system which will use data from CHaSMS, monitoring visits and incident investigation actions to track and close off actions.
			R8	Develop a programme of site monitoring visits to check risk controls are in place
			R9	Revise Accident and Incident Reporting and Investigation Procedure and ensure that it is in line with the HSE Enforcement Model
		Risk Profiling -	R10	Risk profile each of the areas of activity linked to Services to focus on the high and medium areas of risk.

				Review risk assessment process. Support services to undertake complex risk assessments.
Communication and Engagement	Support our people to be the best they can.	Unlock healthy and high performance in the workplace and ensure that wellbeing and resilience are key enablers of staff engagement and high performance.	C1	Strengthen links between other disciplines such as RM, Equalities and Learning and Development to further support enhanced partnership working to achieve greater efficiencies and cost savings
			C2	Update our HSW roles, responsibilities, and capabilities to manage risk
			C3	Publish new arrangements for how we prevent mental ill health, promote wellbeing and support colleagues where the need arises
			C4	Implement and promote a safety health and wellbeing information line to provide competent advice
		Explain and help colleagues to understand our strategy and ambitions and how we want to achieve them	C5	Face to face and virtual discussions – management briefings
		Help colleagues to understand how we need to work in the future and what it means for them	C6	Implement a new HSW leadership excellence development programme

			C7	Review existing arrangements on how we consult and involve our workforce on all matters of health, safety and wellbeing. Develop a communication strategy to meet our legal obligations and obligation to consult with employees TU and others affected by our work activities
		Achieve a good balance between systems and behaviours to support good safety health and wellbeing management	C8	Implement HSG65 Plan Do Check Act (PDCA) as a methodology
Training and Competence	Ensure that the level of competence is proportionate to jobs and places of work	Undertake a TNA and competence framework	T1	Develop an improved Safety Health and Wellbeing training programme which is cost effective and reflects the needs of the individual, services and the wider organisation
			T2	Develop a health and safety passport
			T3	Expand our online training provision
Performance Management		Monitor Delivery through key performance indicators and targets	P1	Set annual leading and lagging KPIs against an agreed annual improvement or completion target (compare year on year)
		Annual Reporting	P2	Produce Annual Safety Health and Wellbeing Report for HR Committee

		Reporting Cycle	P3	Develop a Dashboard MI to report quarterly to CLB and Safety Committee
		Audit programme	P4	Develop an audit programme which responds to CHaSMs and other key areas of risk identified through internal audit. Accident and Incident Data, OH and EAP data
		Assurance and Monitoring of key stakeholders	P5	Develop adequate arrangements to ensure that we meet the minimum arrangements for assurance of health safety and wellbeing with all Maintained Schools
			P6	Develop adequate arrangements to ensure that we meet the minimum arrangements for assurance of health safety and wellbeing with Bristol Companies and subsidiaries
			P7	Develop adequate arrangements to ensure that we meet the minimum arrangements for monitoring and assurance of health and safety (CDM) with all contractors to ensure consistency across the Council

Appendix 1 – Audit Report Attached as Document

Appendix 2 - Occupational and EAP Data

Table 1 – Total number of Referrals April – June 2022

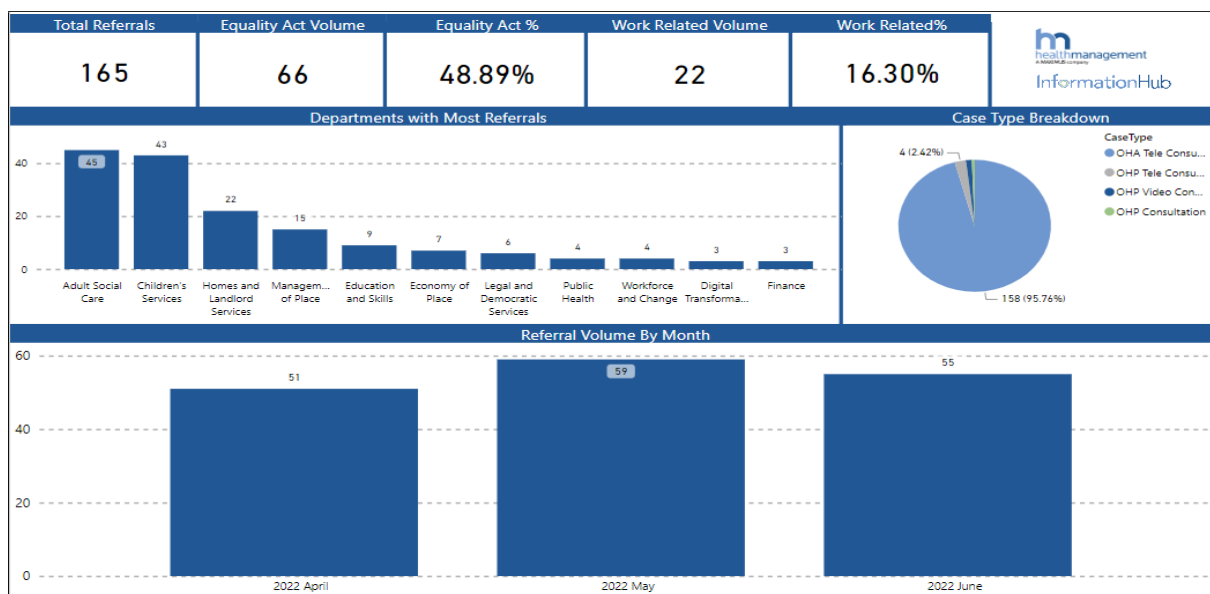
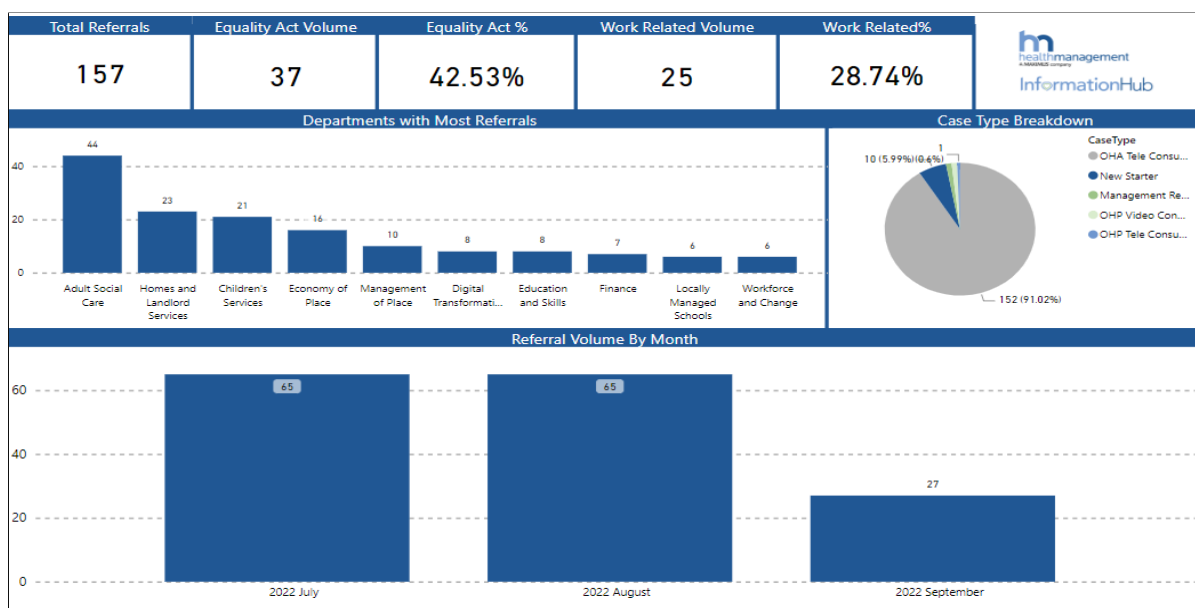


Table 1 – Total number of Referrals July – September 2022





BRISTOL INTERNAL AUDIT

Internal Audit Follow-up Report: Health & Safety Processes

Page 49

Simba Muzarurwi
Chief Internal Auditor
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Executive Summary

SCOPE SUMMARY	FOLLOW UP OF MANAGEMENT ACTIONS
<p>The objective of this assignment was to review and assess progress with the agreed management action plan arising from the previous Internal Audit review of Managers' Health and Safety (H&S) Self-Assessment (CHaSMs) Process, dated 6 June 2021.</p> <p>The scope was revised to exclude any arising or additional issues and specifically excluded the following areas:</p> <ul style="list-style-type: none">• Discussion with individual service managers about the revised Health & Safety Policy Statement and their understanding of it• Analysis of requests for Health & Safety training initiated by service managers• An assessment of the work programme of the Corporate Health & Safety Team.	<p>This report reviews progress with the implementation of agreed management actions from the "Managers' Health and Safety (H&S) Self-Assessment (CHaSMs) Process" Internal Audit Report dated 6 June 2021.</p> <p>Of the one high priority and five medium priority findings found that management actions in respect of one medium priority finding had been implemented at the time of the audit fieldwork up to April 2022.</p> <p>This related to publishing the revised Health and Safety Policy Statement (revised H&S Policy) which was due in July 2021. The revised H&S Policy was published in January 2022; the five-month delay was due to slow progress in the governance over its approval.</p> <p>There has been progress in implementing the management actions relating to the remaining five medium and high priority findings. Revised "due dates" for these management actions have been agreed with the Head of Safety, Health, and Wellbeing (HoSHW). These are included in the "Follow-up of Management Actions" table below, with management providing further updates as at September 2022.</p> <p>Internal Audit reviewed the revised H&S Policy and concluded it accords with best practice from the HSE guide HSG65 - 2013. This adopts the "Plan, Do, Check, Act" approach.</p> <p>The revised H&S Policy provides a useful starting point for H&S across the Council; there is a need for this to be embedded and awareness of H&S increased for all staff. The HoSHW and Corporate Health & Safety Team (CHST) are taking the lead. Internal Audit acknowledge that the HoSHW and CHST are facilitators and advisors and that embedding H&S across the Council requires the commitment of all managers and staff.</p> <p>Internal Audit have agreed with the Director: HR & Organisational Development that further Internal Audit work will be undertaken in Quarter 4 of 2022/23.</p>

Follow-up of Management Actions

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
<p>1. A sample of managers, at all levels, were interviewed as part of the audit. These discussions identified poor understanding in a few areas:</p> <ul style="list-style-type: none"> A lack of clarity of how management of H&S risks works at the council and the role of the Health and Safety Team and Advisors Confusion as to responsibilities and ownership for H&S risks at both corporate level and within Directorates and service level Ownership of H&S risks and resolving 'risk incidents' <p>The role and authority and governance arrangements of the Directorate H&S committees.</p> <p>Lack of clarity from managers on responsibilities for resolving H&S issues when identified, particularly in relation to facilities management.</p> <p>Poor understanding of governance structures, roles and responsibilities could result in H&S risks going unaddressed. It is acknowledged that a new governance framework has been agreed by CLB which should support understanding by managers once rolled out.</p>	<p>The Health and Safety policy is subject to final consultation with EDMs and Trades Unions and once agreed it will be published on the source with access through SharePoint.</p> <p>Original Due Date: July 2021</p>	<p>Completed</p>	<p>The revised H&S Policy was approved and signed by the Chief Executive and Elected Mayor, dated 1 January 2022. It is now published on SharePoint.</p> <p>The five-month delay was due to delays in the governance over its approval. Other actions depended on the revised H&S Policy being published. Consequently, deadlines slipped and needed to be revised.</p> <p>At EDM meetings during January 2022 the revised H&S Policy was presented along with a summary of the new Governance requirements.</p> <p>Management Update as at September 2022</p> <p>Members of CHST now regularly attend EDM's and provide advice and support for managers when requested.</p>
	<p>Targeted briefings will be delivered to managers to ensure the arrangements are understood and requirements/accountabilities are understood.</p> <p>Original Due Date: July to October 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>Following the late publication of the revised H&S Policy and to align with the current restructuring and "succession planning", the targeted briefings for managers have now started.</p> <p>Management Update as at September 2022</p> <p>The steady change in senior management due to "succession planning" is ongoing. Where timely, the CHST has provided training for</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
<p>Page 5</p> <p>2. Several managers at all levels confirmed that mandatory training has not been completed. Reasons sighted for this are:</p> <ul style="list-style-type: none"> Inability to book training as courses are fully booked Inability to track who has had the training and when refresher training is due Unclear understanding of the requirements for mandatory face to face training v e-learning training. <p>Failure to complete the training could result in managers not understanding their responsibilities and unable to discharge their H&S duties effectively.</p> <p>Implementation of a new 'Learning Hub' from June 2021 should support managing completion of training going forward for all mandatory training, including that relevant to H&S.</p>	<p>Follow up monitoring will be completed by the CHST to ensure requirements are embedded.</p> <p>Quarterly updates and progress to EDMS will be provided HoSHW.</p> <p>Original Due Date for monitoring: October 2021 to March 2022</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>newly in post managers on health & safety.</p> <p>Interactions between the CHST and EDM's were delayed until the revised H&S Policy was published in January 2022.</p> <p>At EDM's during January 2022 the revised H&S Policy was presented along with a summary of the new Governance requirements.</p> <p>The CHST has begun advising managers and will provide ongoing updates on progress to EDMs</p> <p>September 2022 update</p> <p>Members of CHST now regularly attend EDM's and provide advice and support for managers when requested.</p>
	<p>A training needs analysis will be complete and training requirements revised to identify core, local and specialist training requirements.</p> <p>Original Due Date: September 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>The HoSHW recognised that documents and training materials available on SharePoint were piecemeal and largely generic.</p>
	<p>Refresher training will also be developed. The learning hub will provide a means to record mandatory training. Research will be completed to determine if all H&S can be recorded and monitored.</p> <p>Original Due Date: September 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>Specialised training requirements have not yet been evaluated or requested formally by the functions.</p> <p>Early work on preparing "risk profiles" specific to functions has started.</p>
	<p>All training provided will require aims, objectives and outcomes with a follow up to determine the difference the training has made to improve H&S arrangements.</p> <p>Original Due Date: September 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>Internal Audit noted there were training requests contained in the action plans submitted following the CHaSMs returns due and received on and after November 2021.</p> <p>Internal Audit notes the view of the HoSHW that the CHST's role is not to propose or initiate training</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
			<p>requirements, but to provide advice and exceptionally facilitate any training events.</p> <p>Management Update as at September 2022</p> <p>Some work has taken place in improving the Health & Safety documents available on SharePoint. This is an ongoing task.</p>
<p>3. CHaSM is a compliance tool used by managers to submit H&S returns twice a year. The return prompts management to review H&S arrangements in several key areas to confirm arrangements are in place and effective. Where this is not the case, actions required should be recorded and completed.</p> <p>A 100% return rate is anticipated for CHaSMs. Review of returns submitted to the central safety team has confirmed a good level of completion of the CHaSM across the Resources and the Growth and Regeneration Directorates. However, completion levels in the People directorate are lower with approximately 50% of returns expected completed.</p> <p>Reasons sighted for non-completion of CHaSMs were irrelevance to operational area, lack of reminders to complete, it is time consuming and adds little value as a tool to help manage H&S risks. (See finding 4 below).</p> <p>There is inconsistency in respect of who completes the CHaSM with some managers completing on behalf of a bigger team and others completed by line managers. Where line managers are not responsible for completion of the CHaSM, there is a risk that the information provided is not accurate and inclusive of all teams covered. This could result in 'missing' a H&S risk.</p>	<p>CHaSMs will in future be completed annually resulting in an annual action plan of improvement. Progress against the action plan will be reported to quarterly EDM's and other groups (e.g., Health & Safety Committee). This will be included in the briefing to managers.</p> <p>EDM's will be responsible to chase non-completion of CHaSMs and understand H&S risks related to non-completion</p> <p>Original Due Date: Not recorded</p> <p>The HoSHW will drive the new way of working and work with EDM's to enable effective monitoring.</p> <p>Original Due Date: September 2021</p>	<p>November 2022</p> <p>Commenced April 2022 onwards and ongoing</p>	<p>A simplified CHaSMs with considerably less questions (around 75% fewer) will be available for the November 2022 returns.</p> <p>Chief Executive previously stated nothing less than 100% of returns expected. In November 2021, 87% of returns were achieved. No Directorate was 100% compliant, with G&R best at 81%.</p> <p>Management Update as at September 2022</p> <p>A revised CHaSMs has been finalised. This will be circulated to managers with health and safety responsibilities during November 2022.</p> <p>The revised CHaSMs will be promoted to managers and at EDM's with an expectation of 100% returns.</p> <p>The accompanying new Governance and H&S Strategies place monitoring responsibilities for any action plans to improve Health & Safety with EDM's and their Directorate. Action plans are expected to be a permanent agenda item for EDM's and included in quarterly meetings.</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
<div>Page 54</div>			<p>The CHST will have a support and advisory role for managers with Health & Safety responsibilities and the associated action plans for improvements.</p> <p>Management Update as at September 2022</p> <p>Members of CHST now regularly attend EDM's and provide advice and support for managers when requested</p>
	<p>Quarterly reports will be provided to EDMs and Health & Safety Committees.</p> <p>Original Due Date: September 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>In part, using monitoring generated through EDM's, the HoSHW will produce quarterly reports to feedback to the EDM's and advise the various Health & Safety Committees.</p> <p>The feedback will also include accident records from the new Accident and Incident Reporting System [AIRS].</p> <p>Management Update as at September 2022</p> <p>Members of CHST now regularly attend EDM's and provide advice and support for managers when requested</p> <p>The new AIRS system went live in April 2022. The system has now overcome initial implementation issues.</p>
<p>4. Managers reported they were unclear on some aspects of the CHaSM system and found it insufficient for supporting them in delivering their H&S responsibilities. A number of those interviewed viewed the exercise as tick box rather than an effective tool for managing H&S risk:</p> <ul style="list-style-type: none"> The system is web based and once returns are completed no record is available to the 	<p>There will be a new CHaSMs process, with training given to managers with a health & safety responsibility.</p> <p>In addition, "risk profiling" for all directorates will be completed by the CHST and the results reported to EDM and Corporate Safety Committee and relevant groups depending on the outcomes.</p> <p>Original Due Date: October 2021</p>	<p>In progress, and ongoing</p>	<p>Some work has already started with "risk profiling" of functions. As occasionally referred to in the latest CHaSMs due November 2021. Some CHaSMs and subsequent action plans, identify specific training requirements by functions. Mixed messages, but most place responsibility for generic training with the CHST.</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
<p>manager for reference and the resulting action plan is 'lost'</p> <ul style="list-style-type: none"> Managers reported that in cases where actions identified as required were not completed, there is no oversight to report and surface H&S risks caused by the inaction EDM oversight in the H&S process is unclear. Given the approach to minuting, the audit has been unable to confirm EDM role in oversight of H&S reporting vs that of the centre H&S team. It is also unclear to services what Corporate H&S team do. <p>It is understood that plans going forward include regular oversight of action plan implementation by Service Directors and at EDM which will enhance assurances provided in this area.</p>	<p>Briefing to managers will include reference this to help ensure understanding of arrangements.</p> <p>Original Due Date: October 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>Internal Audit understands from the HoSHW that "risk profiling" is being promoted and lead by the CHST.</p> <p>Management Update as at September 2022</p> <p>"Risk profiling" is now part of the CHST's regular attendance of EDM's.</p> <p>Following the late publication of the revised H&S Policy and to align with the current restructuring and "succession planning", these targeted briefings for managers will start after 1 April 2022. This is to ensure the right long-term management structures receive the training.</p> <p>The HoSHW recognised that the materials available on SharePoint were piecemeal and largely generic.</p> <p>Management Update as at September 2022</p> <p>Where timely, the CHST has provided training for newly in post managers on Health & Safety.</p> <p>Some work has taken place in improving the Health & safety documents available on SharePoint. This is an ongoing task.</p>
<p>5. The Audit identified that in a significant number of cases necessary full risk assessments were not completed. Managers highlighted a need for greater support in completion of "risk assessment" in complex or specialist areas and reported that they felt they may not be managing these risks effectively. As a result, some H&S risks may not be effectively managed.</p>	<p>A core principle of the new strategy is around "risk control". "Risk assessment" and "risk control" will be covered in the training briefings.</p> <p>Original Due Date: October 2021</p>	<p>In progress and ongoing</p>	<p>Some work has already started with "risk profiling" with functions and Internal Audit understands this is being led by the CHST working with function managers. The relevance and importance of sufficient "risk assessments" and "risk control" is recorded in the new Governance and H&S Strategies.</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 56</p>			<p>Management Update as at September 2022</p> <p>“Risk profiling” is now part of the CHST’s regular attendance of EDM’s.</p>
	<p>Targeted auditing will be done by the CHST to ensure “risk assessments” are completed, adequately manage risks and test that mitigations are actively in place.</p> <p>Original Due Date: starting after October 2021</p>	<p>Commenced April 2022 onwards and ongoing</p>	<p>The relevance and importance of sufficient “risk assessments” and “risk control” is recorded in the new Governance and H&S Strategies.</p> <p>The management action for the CHST is to challenge and test “risk assessments”. This will start once the function teams begin applying the new Governance requirements. Managers with H&S responsibilities are ultimately responsible for H&S “risk assessments” and “risk control”.</p> <p>Management Update as at September 2022</p> <p>Where timely, the CHST has provided training for newly in post managers on Health & Safety.</p> <p>Members of CHST now regularly attend EDM’s and provide advice and support for managers when requested.</p>
<p>6. The Internal web pages (The Source) provide details of how to report accidents and H&S incidents. However, the procedure and responsibility for actioning and monitoring the response to the incident is not clear from this.</p> <p>There is also a lack of management information and data in this area to help inform learning and improvement by managers with H&S responsibilities.</p> <p>It is understood that a new accident and incident reporting system is currently being sourced to</p>	<p>A new incident management system is currently being procured and implemented with a view to roll out across the council by September 2021.</p> <p>Original Due Date: September 2021</p>	<p>Complete</p>	<p>The new Accident and Incident Reporting System [AIRS] went live from 1 April 2022.</p> <p>In addition, a Corporate initiated Working Group is assessing the issues of H&S Module 3 – Violence & Aggression. The project lead is Richard Martin from HLS, Construction H&S Manager. This will include safety concerns for Lone Workers.</p>

Audit Finding	Summary of Key Agreed Management Actions and Original Due Dates	Status, Revised Due Date	Internal Audit Progress Comments, up to April 2022 and Further Management Update
support improvement in this area and procedures are being re-written based on HSE good practice.			Management Update as at September 2022 The Working Group continues to provide insights on improving health & safety around incident reporting and the specific health & safety issues for lone workers.

Scope and Release of Report

BACKGROUND

1. The first audit review of Health & Safety reported on 6 June 2021. It focused on the Corporate Health and Safety Management System (CHaSMs) - a self-assessment tool for service managers to check individual service performance and identify Health & Safety risks that require remedial action in their areas.
2. Internal Audit then provided a '**limited**' assurance opinion regarding the adequacy and effectiveness of the CHaSMs process in place for 2020/21. The key reasons were:
 - Lower application by the People directorate
 - Managers considered the process to be a 'tick box' that demonstrated that they may not fully understand their responsibility to ensure safe working arrangements
 - Universal requests for further training
 - Key actions, such as completion of required "risk assessments" and ensuring teams understand the mitigations have not been consistently completed.

SCOPE AND LIMITATIONS OF THIS AUDIT REVIEW

3. The scope of this assignment was revised and limited to the progress to date in implementing the high and medium priority agreed management actions in the Internal Audit Report dated 6 June 2021.
4. The scope of the assignment specifically excluded the following areas:
 - Discussion with individual service managers about the revised Health & Safety Policy Statement and their understanding of it
 - Analysis of requests for Health & Safety training initiated by service managers
 - An assessment of the work programme of the Corporate Safety Team.

REPORT DISTRIBUTION

5. This Internal Audit Follow Up Report has been issued to:
 - Steph Griffin, Director of HR, and Organisational Development
 - Christina Czarkowski-Crouch, Head of Safety, Health, and Wellbeing
 - Denise Murray, Director of Finance
 - Stephen Peacock, Chief Executive.

ACKNOWLEDGEMENT

6. The Audit staff involved in the review:
 - Richard Booth, Group Auditor
 - Mike Johns-Turner, Group Auditor
 - Phil Eames, Assurance Audit Manager.

7. Internal Audit would like to thank all staff involved in the review for their co-operation and assistance.

RELEASE OF REPORT

8. The report history is set out below:

Date Draft Report Issued:	21 October 2022
Date Management Responses Received:	24 October 2022
Date Final Report Issued:	24 October 2022

Appendix 1 – Level of Assurance and Priority Rating

Internal Audit provide an overall opinion on the level of assurance provided by the controls within the area audited. The levels of assurance are defined below:

Level of Assurance	Definition
Substantial	There are sound risk management, internal control and governance processes which are designed to achieve the service objectives, with key controls being consistently applied.
Reasonable	Whilst there is basically sound risk management, internal control and governance processes, there are some weaknesses which may put service objectives at risk.
Limited	There are weaknesses in the risk management, internal control, and governance processes; putting service objectives at risk.
No	The risk management, internal control and governance processes are generally poor and as such service objectives are at significant risk.

Internal Audit prioritise its audit findings as defined below:

Priority Rating	Definition
High (H)	A key risk is not being adequately addressed; legislation is being breached; or there is: substantial nonconformity with Council policy/regulations; a risk of material loss, or serious fraud.
Medium (M)	A service risk is not being adequately addressed; or there is nonconformity with Council policy/regulations; some risk of loss or fraud; scope to improve value for money, or efficiency in working practices.
Low (L)	There is non-compliance with best practice; benefit would be gained from improved control.

HR Committee

16 February 2023



Report of: Director: Workforce & Change

Title: Contingent Workforce Report - update

Ward: City Wide

Officer Presenting Report: James Brereton (Head of Human Resources)

Contact Telephone Number: 0117 92 22000

Recommendation

That the Committee notes the report.

Summary

The purpose of this report is to update the Committee on the Council's use of agency workers.

The significant issues in the report are:

- Spend on agency workers has reduced by 10% since 2018/19.

Policy

1. In this report we use the phrase 'agency workers' to refer to all individuals who provide a service personally to the Council and are not on our payroll. This includes for example consultants, contractors, interims, and locums.

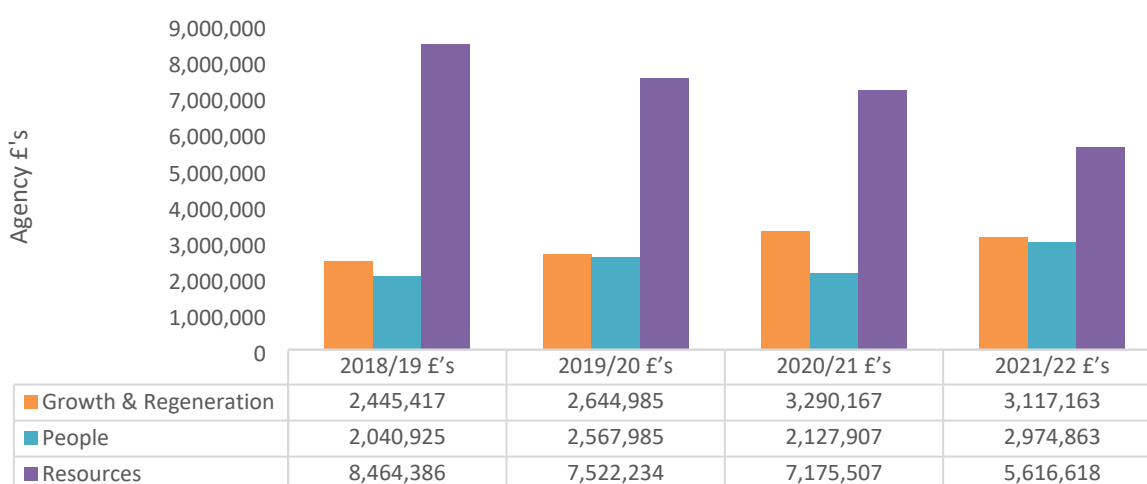
Consultation

2. **Internal**
Not required because this report is for information only.
3. **External**
Not required because this report is for information only.

Context

4. Agency workers are a necessary part of our workforce. They provide short-term cover and specialist input to services as required.
5. During 2021/22, the Council spent £11.7m on agency workers via our managed service provider, Guidant. The Council's pay bill for 2021/22 was £260m; agency spend was therefore 4.5% of the pay bill. It should be noted that total agency spend value also includes agency fees and is not solely monies paid to agency workers.
6. Overall we have seen a 10% reduction in spend since 2018/19 and 7% since 2020/21. Spend in Growth & Regeneration increased by 27% since 2018/19, People increased by 46% and Resources reduced by 34%. These changes reflect the difficult recruitment market.

Fig 1

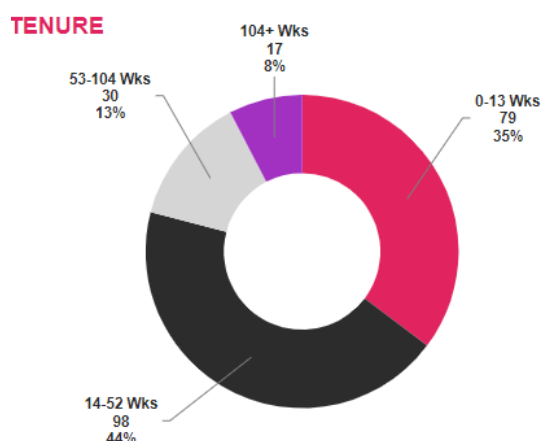


7. During 2021/22 the highest number of agency worker assignments were in two job types: business support / administration and project management.
8. For business support / administration, these assignments are attributed to our Business Support Service, which operates as a centralised service within the Resources directorate offering administrative support to services across the Council.

9. Most project management assignments arise within Change Services which is also a centralised service within the Resources directorate offering project support to services Council-wide. Because of the demand led nature of the work the Council utilises a flexible pool of project management resource which can be switched on and off at short notice.
10. Of the £11.7m shown in Fig1 18.5% includes the services of individuals on an interim and consultative basis during 2021/22, as previously published in the Council's Annual Statement of Accounts. The total fees (including agency charges) payable by the Council in respect of these individuals in 2021/22 were as follows:

Directorate	Total value for 2021/22 £'s	Average Monthly Value £'s	Headcount
Growth & Regeneration	749,881	3,440	9
People	119,453	2,342	8
Resources	1,297,481	2,864	16
Grand Total	2,166,816	3,001	33

11. The current average tenure for an agency placement is between 14 and 52 weeks. 79% of all agency placements have been in place for less than 52 weeks. As at 31 December 2022:



12. 98% of agency assignments are filled by workers living in Bristol and its surrounding areas.
13. The pattern of agency worker engagement is symptomatic of national skill shortages, for example in relation to social care and social work. It also reflects how competitive the Council can be on salaries within its existing policies. Our work continues on talent development to encourage more people into a career with the council, particularly on hard to fill roles that most often filled with agency workers. This includes increased recruitment of apprentices and supporting colleagues with their career development pathways to help 'grow our own' and help address diversity gaps such as the imbalance in the number of young people employed. In addition the increased focus on redeployment may lead to some agency assignments being ended so as to give continuing employment to those at risk of redundancy.

Proposal

14. That the Committee notes this report.

Other Options Considered

15. None.

Risk Assessment

16. Not required because this report is for information only.

Public Sector Equality Duties

- 17a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 17b) Not required because this report is for information only.

Legal and Resource Implications

Legal

Not required because this report is for information only.

Financial

(a) Revenue

(b) Capital

Not required because this report is for information only.

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**Background Papers:**

None.



HR Committee

16 February 2023

Report of: Director: Workforce & Change

Title: The Council's Pay Policy Statement for the period 1 April 2023 to 31 March 2024

Ward: City Wide

Officer Presenting Report: James Brereton (Head of Human Resources)

Contact Telephone Number: 0117 92 22000

Recommendation

That the Committee recommends to Full Council the Pay Policy Statement 2023/24 to take effect from 1 April 2023.

Summary

The purpose of the report is to consider the Pay Policy Statement for 2023/24.

The significant issues in the report are:

- The Localism Act 2011 requires local authorities to agree and publish a pay policy statement annually before the start of the financial year to which the statement relates.



Policy

1. The Localism Act 2011 requires local authorities (the Full Council) to agree and publish a pay policy statement annually before the start of the financial year to which the statement relates. It is recommended to Full Council by the HR Committee.

Consultation

2. **Internal**
Director of Finance, Chief Executive and the Mayor/Deputy Mayor.
3. **External**
None required.

Context

4. The Pay Policy Statement explains the Council pay policies for its highest and lowest-paid employees. It is written and published in accordance with the Localism Act 2011 and guidance issued by the Secretary of State.
5. The draft Pay Policy Statement has been updated to remove reference to mid points which are no longer used; to clarify that the Chief Executive is the decision maker in relations to any requests to increase pay of Chief Officers by up to 10% above the minimum of the relevant range; and to tidy up the explanation in section 11 ("off payroll").
6. From 1 April 2023 pay of our lowest paid workers will be increased to £10.90 per hour (£1 increase), which equates to a minimum salary of £19,100 (based on a full-time week of 37 hours).
7. Full Council at its meeting of 17 March 2022 approved the following addition to its Pay Policy Statement for 2022/23: "The Council policy is that the pay of the highest paid employee should be no more than 10 times that of the lowest full time equivalent paid employee." This clause was to be reviewed annually and the Committee is asked to consider this for its Pay Policy Statement for 2023/24.
8. Our development priority is to continue to review our pay offer to adapt to legislation changes to ensure we have a competitive offer and retain the best talent, there are no other specific development priorities at this time.

Proposal

9. That the Committee recommends to Full Council the Pay Policy Statement 2023/24 to take effect from 1 April 2023.

Other Options Considered

10. None.

Risk Assessment

11. None.

Public Sector Equality Duties

- 11a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
 - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 11b) An Equality Impact Assessment has not been completed as no major change to policy is proposed by this report.

Legal and Resource Implications

Legal

The Pay Policy Statement 2023/24 fulfils the legal requirement placed on the Council by s.38(1) of the Localism Act 2011 to produce an annual pay policy statement.

Husinara Jones, Solicitor/Team Leader, 19 January 2023

Financial

(a) Revenue

“The Pay Policy Statement is cognisant of the organisational context and the constraints of the 2023/24 budget. It sets out the direction of travel in relation to pay for Bristol’s officers for the year ahead and has no financial implications for the revenue and capital budgets.”

Denise Murray (Director Finance), 25 January 2023

(b) Capital

Not applicable

Land

Not applicable.

Personnel

“The HR implications of the recommendation are set out in the body of the report above.”

James Brereton (Head of Human Resources), 18 January 2023

Appendices:

A – Draft Pay Policy Statement 2023-24

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers: None.

Bristol City Council

Pay Policy Statement
for the period
1 April 2023 to 31 March 2024

1. Introduction

- a. It is essential that the Council attracts and keeps people with the right talents and commitment to lead and deliver great services to Bristol's citizens. At the same time the Council has to ensure best value for the taxpayer.
- b. This Statement explains the Council pay policies for its highest and lowest-paid employees. For the avoidance of doubt "employees" means those individuals who have a contract of employment with Bristol City Council. It therefore excludes agency workers and officeholders, etc.
- c. It is written and published in line with the Localism Act 2011 (the Act) and guidance issued by the Secretary of State (the Guidance). It is also in line with Guidance issued under Section 26 of the Local Government Act 1999. The Guidance is clear that decisions on pay policies should be made by councillors. The Council is committed to making sure that all councillors have a say on how pay decisions are made, especially about its highest-paid employees. To achieve this, the Statement is reviewed every year. The Mayor is consulted, and any proposals made are taken into account. The draft statement is considered by the Human Resources Committee and approved by full Council. Both meetings are open to the public.
- d. In line with the law (the Local Authorities (Elected Mayor and Mayor's Assistant) (England) Regulations 2002), the pay of the Mayor's Assistant is determined by the Mayor, within the financial resources available to the Council. The Mayor's Assistant is currently paid at Director (Level 1).
- e. As recommended by the Guidance, this Statement sets out clearly and separately its policies on each of the requirements listed in the relevant sections of the Act. The Guidance says that this is to help enable taxpayers to decide whether they are getting value for money in the way that public money is spent on local authority pay and reward.
- f. The Council is committed to equal pay for all its employees and to removing any bias in its pay systems related to age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. Equal pay applies to all contractual terms and conditions as well as pay.
- g. The Council became an accredited Living Wage Employer with effect from 5 November 2018. The Council has paid its own employees no less than the Real Living Wage since 1 October 2014.
- h. Apprentices aged 18 years and over are paid the Real Living Wage (as set by the Living Wage Foundation); those under 18 are paid 80% of the Real Living Wage.

2. Development priorities for 2023/24

The Council continuously reviews its pay offer to adapt to legislation changes and ensure we have a competitive offer to attract and retain the best talent. As a key priority in our Workforce Strategy, we will support our managers to develop and implement their workforce and succession plans, forecasting the type and number of roles, skills and pay needed for the future. We will also continue to remove any unfair barriers which staff may face and work to address the under-representation of staff groups, including senior roles.

3. Pay of the Council's highest-paid employees

- a. The Council's highest-paid employees are the Chief Executive, Executive Directors and Directors. These roles are graded using the Hay methodology and the salaries are informed by market data and annual pay awards. For the period covered by this Statement the salary range for the Chief Executive will be £175,998 to £187,163.
- b. Executive Director roles will range from £142,718 to £174,006.
- c. The salary for Director (Level 2) roles will range from £99,959 to £127,075. The salary for Director (Level 1) roles will range from £90,573 to £111,431.

4. Pay of the Council's lowest-paid employees

- a. The Council's lowest-paid employees are those who are paid the Real Living Wage. The Council has adopted this definition because it has decided that none of its employees should be paid less than the Real Living Wage. The Real Living Wage is £10.90 per hour with effect from 1 April 2023, which equates to a minimum salary of £21,029 (based on a full-time week of 37 hours).
- b. From 1 April 2020 apprentice pay levels increased to the Real Living Wage rate for apprentices 18 years old and over and 80% of the Real Living Wage for apprentices under 18 years old. An additional allowance of £25 per week is paid to apprentices who have left local authority care, and this is paid throughout their apprenticeship for as long as they live in independent accommodation.
- c. Interns, student placements and trainees who are 18 years old and over will be paid no less than the Real Living Wage.

5. Relationship between the pay of the Council's highest and lowest-paid employees

- a. Will Hutton's 2011 Review of Fair Pay in the Public Sector recommended that all public service organisations publish their top to median pay ratio to allow the public to hold them to account. The Government's terms of reference for the Hutton review suggested that no public sector manager should earn more than 20 times the lowest paid person in the organisation.

- b. The change in these ratios at the Council over recent years is shown in the following table:

Date	Top to median pay ratio	Top to lowest salary ratio
31 March 2014	6.68:1	12.87:1
31 March 2015	6.29:1	11.85:1
31 December 2015	6.75:1	11.33:1
31 December 2016	6.23:1	10.05:1
31 December 2017	5.24:1	8.34:1
31 December 2018	6.03:1	9.77:1
31 December 2019	5.89:1	9.50:1
31 December 2020	5.73:1	9.45:1
31 December 2021	5.63:1	9.36:1
31 December 2022	5.46:1	8.93:1

6. Pay of Chief Executive, Executive Directors and Directors when they start

- a. Pay on commencement of employment will be within 10% of the minimum of the range unless otherwise agreed by the Selection Committee.
- b. The Guidance says that full Council or a meeting of Members should have the opportunity to vote before salary packages totaling £100,000 or more are offered for new appointments. Through its Constitution full Council delegates this to the Selection Committee.

7. Increases and additions to pay for Chief Executive, Executive Directors and Directors

- a. The Council will apply national pay awards agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities and the Joint Negotiating Committee for Chief Officers of Local Authorities.
- b. Any other changes to the pay of the Chief Executive will be determined by the Human Resources Committee. Requests for increases in pay for Executive Directors and Directors that are within 10% of the minimum of the relevant range can be approved by the Chief Executive. Requests for any other changes to the pay of Executive Directors or Directors will be determined by the Human Resources Committee.

8. Performance-related pay for Chief Executive, Executive Directors and Directors

There is no performance-related pay for Chief Executive, Executive Directors and Directors.

9. Bonuses for Chief Executive, Executive Directors and Directors

There are no bonuses for Chief Executive, Executive Directors and Directors.

10. Pay of Chief Executive, Executive Directors and Directors when they leave

- a. When a Chief Executive, Executive Director or Director leaves they will be paid in line with what they are entitled to under their contract of employment (their notice period is three months) and the Council's policies.
- b. The dismissal and/or compensation for loss of office of Chief Executive, Executive Directors and Directors is determined by the Human Resources Committee (except for the Head of Paid Service, Chief Finance Officer and Monitoring Officer, where any dismissal is a matter for Full Council).

11. Paying Chief Executive, Executive Directors and Directors "off-payroll"

- a. Where individuals appointed to cover the roles of Chief Executive or Executive Directors or Directors are not employees of the Council, they will be engaged in line with the Council's financial and procurement regulations and the relevant tax legislation (e.g. IR35). Normally this will be via the Council's managed service provider (currently Guidant).
- b. The Council is fully compliant with the rules governing the prevention of tax evasion. In addition to this, the Council is committed to taking no part in the aiding of any form of tax avoidance. Council employees must take care not to engage in contractual arrangements which could be perceived as being primarily designed to reduce the rate of tax paid by any person or company.

12. Returning Officer fees

The Council's Returning Officer for elections and referenda is appointed by full Council. Fees are paid for these duties. They vary depending on the type of poll and are published prior to each election. Fees for most polls (including national elections and referenda) are set and paid by the Government (rather than the Council).

13. More information about the pay of Chief Executive, Executive Directors and Directors

The Council is committed to being open about its policies on pay. Approved pay policy statements are published on the Council's website at www.bristol.gov.uk/council-spending-performance/senior-officers-pay. Other information that the Council has to publish under the Local Government Transparency Code 2015 is available via that webpage.

14. Pay Gap Reporting

We publish our gender, ethnicity, disability and LGB pay gap every 12 months on the Council's website here: [Pay Gap Report](#)