

Human Resources Committee Agenda



Date: Thursday, 27 April 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

Issued by: Democratic Services

City Hall, PO Box 3399, Bristol, BS1 9NE

Tel: 0117 92 24357

E-mail: democratic.services@bristol.gov.uk

Date: Wednesday, 19 April 2023



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

2. Apologies for Absence

3. Declarations of Interest

4. Minutes of previous meetings

To agree the minutes as a correct record.

a) Minutes of 16 February 2023 meeting

(Pages 7 - 13)

b) Minutes of 1 March 2023 (extraordinary meeting)

(Pages 14 - 16)

5. Public Forum

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 21 April 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 26 April 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

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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 21 April 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 26 April 2023.

7. Work Programme

To note the work programme.

(Page 17)

8. Apprentice Annual Report - Time for this item 30 minutes

(Pages 18 - 22)

9. Avon Pension Fund annual report - Time for this item 40 minutes

Please use the link below to access the report –

[Annual-Report-2021-22-Draft-v2.pdf \(avonpensionfund.org.uk\)](https://www.avonpensionfund.org.uk/Annual-Report-2021-22-Draft-v2.pdf)

10. HR dashboard Recruitment Thematic Review - Time for this item 30 minutes

(Pages 23 - 26)



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



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Bristol City Council Minutes of the Human Resources Committee

16 February 2023 at 5 pm



Members present:

Councillors: Lesley Alexander, Kerry Bailes, Sarah Classick, Richard Eddy, Lorraine Francis, Farah Hussain, Tim Wye.

Officers in Attendance:

Stephanie Griffin (Director Workforce & Change), James Brereton (Head of Human Resources), Christina Czarkowski-Crouch (Head of Safety, Health and Wellbeing), Steve Gregory (Democratic Services Officer), Louise deCordova (Democratic Services Manager).

1. Welcome, Introductions and Safety Information

The Chair welcomed all parties to the meeting and introductions were made.

2. Apologies for Absence

Apologies received from Councillors Amirah Cole, Mohamad Makawi.

3. Declarations of Interest

None declared.

4. Minutes of the previous meeting

- a) Minute no. 6 first bullet point South Bristol Reablement Centre should read East Bristol Intermediate Care Centre.
- b) Minute no. 6 last bullet point last sentence should read 'It was the goal of the council that post reductions would be achieved through the deletion of vacancies and the use of 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.'

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

Matter arising

Minute no.5 - Defence Employer Recognition Scheme - the Director Workforce & Change informed members that a bronze award had been achieved, members welcomed the update.

Minute no. 4 - Strategic Transport and Urban Design team – it was noted discussions were underway but anticipated they would be concluded by 31 March 2023, after which a business case would be prepared ahead of consultation with staff. Committee noted possible conflict with Full Council budget setting on 21 February 2023. Confirmed that no compulsory redundancies were planned but this could not be guaranteed. Members requested a future update on the planned review of non-statutory services.

5. Public Forum

None received.

6. Trade Union Forum

The Committee received and noted the following items –

1. Two questions, and HR response to them, from GMB regarding the 'Real Living Wage' and South Bristol Rehabilitation Centre. No supplementary questions were asked.
2. A statement from Unison regarding Workforce, Contingent Workforce, The Council's Pay Policy Statement.
3. A verbal submission from GMB regarding South Bristol Reablement Centre, Attendance Policy, TU facilities time, Health Management. The Head of HR confirmed that the issues raised would be looked into.
4. Following further discussion, the Head of HR endorsed the statement from the service that they aim to redeploy staff into suitable alternative roles within the council.

(The Trade Union submission is available on the Council's website).

7. Work Programme

Members noted the updated Work Programme for 2022/23.

8. Budget Savings - update

The Committee received an update 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.

Members were informed that following public consultation on budget saving proposals, including consideration by Cabinet in January, the Mayor's budget proposals would be considered by Full Council at its annual budget meeting on 21 February 2023.

Communication and consultation with the workforce, trade unions and staff led groups would continue to give staff the opportunity to discuss the proposed changes and how they might affect them or their teams.

The Council continued to provide support to staff through the period of change, which included -

1. Staff concerned about the changes could continue to speak to their line manager in the first

instance.

2. The Health and Wellbeing team offered wellbeing support sessions for colleagues individually or as a team to talk through any concerns about change, in person or remotely.
3. Wellbeing sessions were offered to help with stress risk assessments.
4. Help was being offered regarding interview skills and, if redeployment was not an option, information was provided about training and local employment opportunities via DWP.
5. Staff were able to access a range of online resources via the staff intranet site and the Employee Assistance Programme, free of charge, to speak to a trained counselling practitioner at any time. The service was confidential, and colleagues would not be required to speak to their line manager or ask for a referral. The EAP also had an online portal which was a free and confidential service with information, advice, and support on a range of topics such as stress, mental health, debt, and legal issues.

Arising from members questions the following points were clarified –

6. More information regarding loss of staff and affected service areas would be included in a future report to the committee during the next budget cycle.
7. The council would seek to use vacancies and redeployment to avoid redundancies where possible
8. The HR Dashboard would be shaped to help identify future trends as part of workforce planning.
9. Feedback from staff leaving the Council was collected confidentially via an online exit survey, and in some cases through line managers. A thematic report would be brought to a future meeting to provide some analysis of the reasons employees leave.

Resolved – that the report be noted.

9. South Bristol Rehabilitation Centre

The Committee received a report of the Director: Workforce & Change and Head of Human Resources in response to the committee's request for more information about the closure of the South Bristol Rehabilitation Centre in 2022.

Follow up sessions with stakeholders had offered insight and some lessons learned on how the programme. These included –

1. Meetings of managers, staff and trade union representatives held virtually enabled information to be shared consistently across the workgroup, though it was recognised that some staff appreciated face-to-face meetings where it could be easier for more voices to be heard. Keeping staff informed between meetings by e-mail.
2. Staff were kept informed between meetings by e-mail updates.
3. Ward Councillors should be informed of progress where there was a direct affect in their ward area.

4. Staff to be encouraged to participate in developing options for future services.
5. Options such as TUPE and secondments required robust exploration with support services prior to discussion and proposal formulation.
6. Important to clarify and where necessary reassure staff about potential transfers and what would or would not change as a result.
7. Any changes must be contextualised to avoid staff feeling misunderstood or undervalued.
8. All consultations should be fully informed and transparent to ensure staff feel valued and engaged.
9. Implementation planning must be robust whilst allowing some flexibility to adapt to changing events.
10. Change affected all levels of staff, and this needed to be recognised to ensure that support could be fully provided.
11. Where a reduction in staff levels was likely leaders of change had an essential duty to ensure what options were available to staff and reasoning behind them.

Arising from members questions the following points were clarified –

12. It was important that Ward Councillors were kept fully informed of events and to make sure they felt connected with the process.
13. Greater staff involvement would mean managers engaging very early in the change process, this would not necessarily include specific details but enough information so that all would be clear about how any proposed changes might affect them.
14. It was vital to recognise that the team culture played a large part in the progress of change.
15. A request that the lessons learned be shared with the Integrated Care Board.
16. The recommendations would be incorporated into the council's good practice guidance on managing change.
17. Financial savings contributed to the council's medium term financial plan savings.
18. The TUPE process should be clear and unambiguous.

Resolved – That the report be noted.

10. Health Safety & Wellbeing Annual Report

The Committee received a report of the Head of Safety, Health & Wellbeing regarding corporate arrangements for how health, safety and wellbeing was managed to provide assurance on key areas of work and the improvement plan for 2023/24.

Key points highlighted were –

1. There was continued review of roles and responsibilities for health and safety to ensure that governance and accountabilities were properly understood and discharged.
2. Progress had been made regarding in achieving the actions in the Health, Safety and Wellbeing Strategy including the management of stress, Reasonable Adjustments, Violence and Aggression and Asbestos Management.
3. The report provided information on information of Occupational Health Data and Training Data 2021-2022.

4. The report outlined the work to revise and implement the Corporate Health and Safety Monitoring System (CHaSMs), these changes incorporated actions from the internal Health and Safety Audit.
5. There had been no enforcement actions taken last year.
6. The plan outlined the key areas of work and outcomes for 2023-2024.

Arising from members questions the following points were clarified –

7. Asbestos in buildings was an ongoing issue and dealing with it was about management and mitigation in line with regulations. Removal of asbestos is not always necessary, decisions were based on whether keeping it in situ and manage it was based on whether it was in good condition and doesn't present a health risk. There was a service plan that set out the key areas of work for the coming year.
8. All council buildings and schools had received bespoke surveys for asbestos and management plans were in place to ensure safety by supporting local managers and school caretakers who undertook monthly inspections of buildings, this was proactively supported to ensure ongoing awareness.
9. Support for staff in relation to the current financial challenges was proactive and a new post to focus on the wellbeing of staff had recently been created. This was in addition to the Employee Assistance Programme (EAP) and one to one meetings with line managers.
10. In future the Corporate Health and Safety Plan would include additional areas of work relating to violence and aggression, heatwave planning and fire safety arrangements. The latter involved a separate stakeholder board meeting with the Avon Fire Authority, as it was important to work collaboratively.

Resolved – that the report be noted

11. Contingent Workforce update

The Committee received a report of the Director: Workforce & Change and Head of Human Resources updating the Committee on the Council's use of agency workers.

Key points highlighted were –

1. Agency workers were an integral part of the Council's workforce as they provided short-term cover and specialist input to services as and when required.
2. During 2021/22, the Council spend on agency workers was £11.7m managed by Guidant, the council's service provider. The total pay bill for 2021/22 was £260m with agency staff being 4.5% of the pay bill. Members were reminded that the total agency spend included agency fees and was not solely monies paid to agency workers.
3. Spend on agency workers had reduced by 10% since 2018/19 and 7% since 2020/21.
4. Spend in Growth & Regeneration increased by 27% since 2018/19, People increased by 46% and Resources reduced by 34%.
5. Work continued on talent development to encourage more people into a career with the council, this included increased recruitment of apprentices and supporting colleagues with career development

pathways and addressing diversity gaps particularly regarding employment of younger people.

6. Increased focus on redeployment would allow some agency assignments being ended and would give rise to continuing employment opportunity to those at risk of redundancy.

Arising from members questions the Head of HR agreed to provide information on day rates and a breakdown of data on roles in the establishment.

Members noted that sub-contracted employees were not included in the scope of this report.

Resolved – that the report be noted

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

The Committee received a report of the Director: Workforce & Change and Head of Human Resources to consider the Pay Policy Statement for 2023/24.

Members noted that the Localism Act 2011 required local authorities to agree and publish a pay policy statement annually before the start of the financial year to which the statement related.

The Head of HR clarified the following points –

1. That the minimum salary figure of £19,100 (based on a full-time week of 37 hours) stated in paragraph 4a of the Pay Policy draft statement (Appendix A) was an error and should be £21,039 pa as shown in paragraph 7 of the cover report.
2. At its meeting of 17 March 2022 Full Council 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 was being asked to consider this for its Pay Policy Statement for 2023/24.
3. The draft statement explained the Council’s pay policies for its highest and lowest-paid employees. Employees of the Council meant those individuals who had a formal contract of employment with Bristol City Council. It therefore excluded agency workers and officeholders.
4. Government guidance was clear that decisions on pay policies should be made by councillors. Bristol City Council was committed to making sure that all councillors had a say on how pay decisions were made, especially for its highest-paid employees. To achieve this, the Statement was reviewed every year, the Mayor consulted, and any proposals made were taken into account. The mechanism for this was that the draft statement was considered by the Human Resources Committee and then considered by full Council.
5. The Council’s current top to lowest salary ratio was 8.93:1 and was within the Council’s declared policy that the pay of the highest paid employee should be no more than 10 times that of the lowest full time equivalent paid employee.
6. The draft statement might need to be updated following an announcement of national pay awards.

The Committee debated the draft statement and Councillors Richard Eddy and Lesley Alexander clarified that they would not be voting in favour of the policy at Full Council.

(Councillors Richard Eddy and Lesley Alexander left the meeting at this point, 6.30 pm)

After further debate a majority of the remaining five committee members present expressed an interest in favour of deferring a decision on the Pay Policy Statement pending further discussion.

The Committee was reminded of its responsibility to make a clear recommendation to Full Council to adopt the Pay Policy in accordance with the Localism Act 2011 which required local authorities to agree and publish a pay policy statement annually before the start of the financial year to which the statement related ie, 1 April 2023.

Members present acknowledged the limited time constraints and agreed that if a date could not be arranged for an extraordinary meeting, within the necessary time scales, that the draft Pay Policy Statement 2023 – 2024, must be approved as set out in the report.

On being put to the vote there were four in favour of deferral and one against.

Resolved –

- 1. That the recommendation to Full Council to approve the Pay Policy Statement 2023/24, to take effect from 1 April 2023 be deferred pending further discussion.**
- 2. That given the statutory requirement to approve the Pay Policy Statement, if an extraordinary HR Committee could not be arranged within the necessary time scales, then the draft Pay Policy Statement 2023 – 2024, as set out in the report, be approved.**

The meeting ended at 6.47 pm

CHAIR

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**Bristol City Council
Minutes of the Human Resources Committee
(Extraordinary)****1 March 2023 at 5 pm****Members present:****Councillors:** Kerry Bailes, Sarah Classick, Lorraine Francis, Farah Hussain, 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), Louise deCordova (Democratic Services Manager).

1. Welcome, Introductions and Safety Information

The Chair welcomed all parties to the meeting and introductions were made.

2. Apologies for Absence

Apologies received from Councillors Lesley Alexander, Amirah Cole, Richard Eddy, Mohamad Makawi.

3. Declarations of Interest

None declared.

4. Public Forum

None received.

5. Trade Union Forum

None received.

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

The Committee received a report of the Director: Workforce & Change and Head of Human Resources to consider the Pay Policy Statement for 2023/24.

Members were reminded that the Localism Act 2011 required local authorities to agree and publish a pay policy statement annually before the start of the financial year to which the statement related.

The Head of HR clarified the following points –

1. 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.
2. At its meeting of 17 March 2022 Full Council 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 was being asked to consider this for its Pay Policy Statement for 2023/24.
3. The draft statement explained the Council's pay policies for its highest and lowest-paid employees. Employees of the Council meant those individuals who had a formal contract of employment with Bristol City Council. It therefore excluded agency workers and officeholders.
4. Government guidance was clear that decisions on pay policies should be made by councillors. Bristol City Council was committed to making sure that all councillors had a say on how pay decisions were made, especially for its highest-paid employees. To achieve this, the Statement was reviewed every year, the Mayor consulted, and any proposals made were taken into account. The mechanism for this was that the draft statement was considered by the Human Resources Committee and then recommended to Full Council.
5. A fundamental part of the policy was transparency and openness especially with regard to higher paid employees.
6. The Council's current top to lowest salary ratio was 8.93:1 and was within the Council's declared policy that the pay of the highest paid employee should be no more than 10 times that of the lowest full time equivalent paid employee.
7. Bristol City Council was equally committed to fair pay at the lower end of the pay scale and was a Living Wage Foundation Employer with a minimum pay set at £10.90 per hour which equated to c.£21,000 pa.
8. The Council's Chief Executive and Chief Officer roles were about in the middle range when compared to other local authorities.
9. The draft statement might need to be updated during the course of the year to reflect national pay awards.

The Committee debated the draft policy and arising from members questions the following points were clarified –

10. The remuneration of BCC council members was decided by a Members' Remuneration Independent Review Panel which looked at the duties and responsibilities of councillors and made recommendations on the level of allowances it considered councillors should get. The panel's recommendations took into account government guidelines, academic research and the allowances paid in comparable cities. The independent review panel's recommendations were reported to a full

council meeting. Councillors decided whether to accept the levels recommended by the independent panel.

11. The vast majority of BCC employees (80 to 90%) were covered by a national agreement on pay and conditions of service known as the 'Green Book'.
12. Employees outside of the 'Green Book' had similar agreements to determine pay and conditions and these included teachers, youth workers, educational psychologists, and craft workers.
13. The pay and conditions of Interims and other agency workers was outside the scope of the Pay Policy Statement.
14. The UK Living Wage was updated by the Living Wage Foundation annually. An increase in pay at the lower end of the pay scales did not necessarily translate to a corresponding increase at the higher end of the pay scales.
15. As BCC was aligned to national pay awards the pay ratio was equivalent to a pay cap.

Having regard to all the information in the report and the points made in the subsequent discussion Councillor Wye moved that the recommendation in the report, to recommend to Full Council that the Pay Policy Statement 2023/24, to take effect from 1 April 2023, be approved. This was seconded by Councillor Hussain.

With the recommendation in the report being put to the vote there were four in favour and one abstention.

Resolved –

That Full Council be recommended to approve the Pay Policy Statement 2023/24, to take effect from 1 April 2023.

The meeting ended at 5.40 pm

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"> • Apprentice Annual Report • Avon Pension Fund annual report • HR dashboard -Recruitment Thematic Review



HR Committee

27 April 2023

Report of: Director: Workforce & Change

Title: Apprenticeships annual report 2023

Ward: City -wide

Officers Presenting Report: Sana Khan (Apprenticeships Team Leader)
James Brereton (Head of Human Resources)

Contact Telephone Number: 0117 92 22000

Recommendation

That the Committee notes the report.

Summary

This annual report provides the Committee with an overview of the achievements and challenges in relation to apprenticeships at the Council.



Policy

1. None specifically relating to apprenticeships.

Consultation

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

Context

4. Between 31st March 2022 and 31st March 2023, we have seen 128 new apprenticeship starts at Bristol City Council contributing to the total of 834 apprenticeships starts since May 2017. The workforce as it stands for BCC is 6,233 with 525 new employees and 3,106 for maintained schools with 889 new employees. Our Apprenticeship Levy expiry for the last 12 months stands at £81k. There are currently 60 apprenticeships in the pipeline, which are due to go live in the next quarter.
5. The recruitment controls put into place in 2022 had a suppressing impact on the number of new recruits as apprentices. Furthermore, uncertainty resulting from the required budget savings led to a decrease of apprenticeship uptakes amongst BCC employees. However, in the latest quarter we have seen a significant rise in apprenticeship enrolments.
6. For information, in 2022 the apprenticeship team moved from Education, Skills and Learning to the Human Resources service. The hiring process has been modified to ensure that apprenticeships are proactively considered instead of or alongside open recruitment.
7. A data academy has been launched in collaboration with procured training providers with the aim of increasing data literacy as well as improving efficiency. Information sessions run every other month for data apprenticeships throughout the year to increase awareness of the apprenticeship programme available for those who work with data. The data academy will ensure BCC staff across the council have access and are trained to use tools to provide impactful insights using relevant, quality, and live/timely data on which evidence/data-led decisions can be based.
8. A single centralised data and analytics service has been formed to provide resilience and quality assured insight. This will include exploring the use of artificial intelligence and machine learning tools. A level 4 data analyst and engineering programme was launched in March 2023 and currently has 5 new starts with an estimated further 30-40 uptakes for the remainder of the year for both the level 3 and level 4 programmes.
9. An Apprenticeship Stakeholder Group is now fully formed and running with trade unions and all staff-led groups represented, as well as apprentice ambassadors and departmental representatives. This group meets regularly and feeds into the planning and development of apprenticeships and the interaction with a Talent and Development Steering Group. An apprenticeships data and performance dashboard is also being developed.

10. We have commitment from the lead social workers in both adults and children's to utilise the Levy for the Level 6 Social worker degree. We are now in the process of recruiting our fourth cohort of 8 potential applicants for the programme to improve retention in this area. We are also working with the Principal Occupational Therapist in relation to a staff member who will be joining the occupational therapy degree programme.
11. The apprenticeships team have been promoting management and leadership apprenticeships through information sessions held monthly, as well as focusing on alternative programmes like the improvement technician. This is to give candidates increased choice and cater for those who are not in management positions but would like to develop professionally.
12. The team are utilising the apprenticeship scheme to target specialist areas such as procurement, pensions and finance, which has been received positively.
13. There has been a keen interest in the Level 5 Coaching apprenticeship from colleagues across the Council. With 10 members of staff on programme currently and more in the pipeline, we should see a positive impact within the council around mentoring and coaching.
14. The team continues to positively engage with City of Bristol College, who have been graded a "Good" by Ofsted. Work is still on-going to ensure that schools are accessing the Levy and using it to recruit apprentices as well as upskill their existing workforce. The past 12 months has seen 44 new apprenticeship starts from maintained schools, which is a positive step in the right direction. The team continue to work with Trading with Schools and direct engagement with schools that has produced new apprenticeships in different schemes such as Operations Manager (level 5) and we hope to build upon this so schools can benefit more widely. The team have also engaged with the Department for Education regarding the teacher apprenticeship, with a specific focus on the undergraduate teaching apprenticeship which we hope to see in September 2025. We are currently talking with local training providers to establish delivery.
15. Since May 2017 BCC has contributed over £6.57 million to the Levy, which has generated a government top up of £642k, providing a total input of £7.21 million. To date, £3.6 million has been spent and we have a further £1.055 million projected minimum spend over the coming year. We continue in our efforts to previous expired sums, which are returned to HM Treasury. To increase spend to approximately £109k per month and fully utilise annual contributions requires an increase in starts to approximately 240 per annum or an average of circa 350 staff on programme at any one time.

Proposal

16. That the Committee notes this report.

Other Options Considered

17. None.

Risk Assessment

18. None 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) 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

27 April 2023



Report of: Director: Workforce & Change

Title: HR Dashboard – Recruitment & Retention

Ward: City Wide

Officers Presenting Report: Mark Jefferson (Reward and Analytics Manager)
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 latest data from the HR dashboard and employee experience surveys.



Policy

- 1.** The Council has a Recruitment and Selection policy.

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.** This report updates the Committee on the following key trends from the HR Dashboard alongside other information on recruitment and retention:
 - a)** The council's headcount has reduced by 5% over the 12 months up to 31 March 2023. The council's number of Full Time Equivalent (FTE) positions has reduced by 4% over the same period.
 - b)** The average number of working days lost due to sickness absence has increased by 4% over the same period.
 - c)** Turnover within the council has remained broadly the same over the last 12 months at 16%.
 - d)** The number of applicants, shortlisted and offers made to Black, Asian or Minority Ethnic applicants remains below the working age population of the City.
 - e)** Representation of Disabled staff and the number of Disabled applicants shortlisted, and offers is above the Quality of Life 2020/21 to 2022/23 three-year average of 8.4%.
 - f)** Representation of women and number of female applicants shortlisted, and offers is above the working age population of the City.
 - g)** The number of applicants shortlisted and offers made to 16 to 29 years olds remains below the working age population of the City.
 - h)** The number of Lesbian, Gay or Bisexual (LGB) applicants shortlisted, and offers is above the working age population of the City, though the representation of LGB staff remains below the working age population of the City.
 - i)** Representation of staff with a religion or belief and number of applicants, shortlisted and offers is slightly below the working age population of the City.

- j) The Council's employee experience survey for starters indicates that 97% of new starters agreed that they are happy in their job and 95% feel able and supported to be themselves in the workplace. 11% did not agree that they have the equipment to do their work effectively.
- k) 47% of new starters identified career development as the main reason for joining the Council. 17% identified an interest in the public sector as their main reason.
- l) The Council's employee experience survey for leavers indicates that 76% of leavers agreed that they felt able and supported to be themselves in the workplace and 72% felt they were treated fairly as an employee. 21% did not agree that they were listened to and 20% did not agree that they were happy in their job.
- m) 33% of leavers identified career development as their main reason for leaving the Council. 13% identified personal reasons as their main reason. 31% of leavers had worked for the Council for over 10 years.

Proposal

- 5. That the Committee notes this report.

Other Options Considered

- 6. None.

Risk Assessment

- 7. Not required because this report is for information only.

Public Sector Equality Duties

- 8a) 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.

8b) 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.