

# Human Resources Committee Agenda



**Date:** Thursday, 24 September 2020  
**Time:** 10.00 am  
**Venue:** Zoom meeting

## **Distribution:**

**Councillors:** Richard Eddy, Gary Hopkins, Jeff Lovell, Paula O'Rourke, Ruth Pickersgill and Jon Wellington

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**Date:** Wednesday, 16 September 2020



# Agenda

**1. Welcome, Introductions and Safety Information**

**(Pages 4 - 5)**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Minutes of the Previous Meeting**

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

**(Pages 6 - 10)**

**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 18 September 2020.

**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 23 September 2020.

**6. Work Programme**

To note the work programme.

**(Page 11)**

**7. Draft Workforce Strategy**

**10.15 am**

**(Pages 12 - 40)**

**8. Sickness - thematic review**

**10.45 am**

**(Pages 41 - 61)**



- |   |   |
|---|---|
| <b>9. COVID19 - Recovery plan</b>   | <b>11.05 am</b><br><b>(Pages 62 - 67)</b> |
| <b>10. National pay settlements for Chief Officers and Chief Executives</b> | <b>11.25 am</b><br><b>(Pages 68 - 79)</b> |



# Public Information Sheet

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You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

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Public Forum

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- 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 at the meeting to which it relates 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. Public Forum statements will not be posted on the council's website. 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.
- If you are called on to use the microphone, please place it approx 5 cm in front of your mouth and move the microphone as you move your head.
- 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.

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## Public Document Pack

### Bristol City Council Minutes of the Human Resources Committee (Annual General meeting)

2 July 2020 at 10 am



#### **Members Present:-**

**Councillors:** Richard Eddy, Margaret Hickman, Gary Hopkins, Jeff Lovell, Ruth Pickersgill, Paula O'Rourke, Jon Wellington

#### **Officers in Attendance:-**

John Walsh (Director: Workforce & Change), Mark Williams (Head of Human Resources), Mark Jefferson (Workforce Analytics Manager), Steve Gregory (Democratic Services)

Also in attendance - Hilda Bertie (Interim Head of Equalities and Inclusion); David Weaver (External Consultant)

#### **1. Confirmation of Chair for 2020/21**

The Committee noted that at its meeting on Thursday 21<sup>st</sup> May 2020, Full Annual Council appointed Councillor Jon Wellington as Chair of the Human Resources Committee for the 2020/21 Municipal Year.

#### **2. Confirmation of Vice Chair for 2020/21**

The Committee noted that at its meeting on Thursday 21<sup>st</sup> May 2020, Full Annual Council appointed Councillor Paula O'Rourke as Vice Chair of the Human Resources Committee for the 2020/21 Municipal Year.

#### **3. Welcome, Introductions and Safety Information**

The Chair welcomed all parties to the meeting and introductions were made. The Chair set out the process with regard to the meeting being held via Zoom technology.

#### **4. Apologies for Absence**

No apologies had been received.

#### **5. Membership of Human Resources Committee**

The Membership of the Human Resources Committee for 2020/21, as set out below, was noted.

Councillors Richard Eddy, Margaret Hickman, Gary Hopkins, Jeff Lovell, Ruth Pickersgill, Paula O'Rourke, Jon Wellington.

#### **6. Terms of Reference**

The Terms of Reference as approved at Full Council on 17 March 2020 were noted.

## **7. Dates and times of meetings for 2020/21**

The Committee agreed that all future meetings for 2020/21 would commence at 10 am on the following dates:

24 September 2020;  
17 December 2020;  
18 February 2021;  
29 April 2021.

## **8. Declarations of Interest**

There were no declarations of interest.

## **9. Minutes of the previous meeting**

**Resolved – that the Minutes of the previous meeting held on 30 April 2020 be agreed as a correct record.**

### Matter(s) arising

Minute No. 7 PPE equipment – Head of HR confirmed that he had met with the Trade Unions and would circulate notes of the meeting to Members;

Minute No. 10 Exempt staffing matter – Agreed that party leads would receive updates as necessary regarding Projects and their related costs.

## **10. Public Forum**

None received.

## **11. Work Programme**

The Committee received and noted the Work Programme for 2020/21.

Party Leads to consider if an interim report was necessary in respect of the Avon Pension Fund Performance at the next agenda setting meeting.

## **12. Staff Led Groups**

The Committee received a report from the Interim Head of Equalities and Inclusion on the refreshed arrangements for staff led groups which had been approved by the Corporate Leadership Board.

Members noted in particular that –

1. The role of staff led groups within the organisation had been reviewed and new terms of reference and work priorities had now been agreed, this was as set out in the report;
2. The review of the staff led groups had been undertaken by an independent consultancy as part of wider work on how the Council could improve Equalities and Inclusion throughout the organisation. This had included the effectiveness of staff led groups.

Key points highlighted during discussion were –

1. Previous tensions associated with some SLG's had largely been mitigated by dialogue and improved communication. This had led to a smooth transition following the identifying of key issues and priorities;
2. Concern was expressed that the SLG Terms of Reference did not appear to mention a safe space to work and bring up issues. Members were assured that Section 4 did address that point, however to allay any concerns going forward this would be emphasised still further that SLG's would be a safe space to work and raise issues including a more critical and challenging input from all members involved;
3. Confirmed that there was a budget for SLG's and this was overseen by senior managers in line with the requirements as identified;
4. Regarding a relationship directly with HR Committee members, informal meetings between Members of the HR Committee and SLG's would be programmed in. An annual report would be brought to the HR Committee summarising progress and bringing attention to ongoing issues;
5. There would be an annual joint celebration event consisting of all stakeholders to share positive outcomes;
6. SLG stakeholders would be asked, at the forthcoming informal meeting, if they wished to attend formal HR Committee meetings as part of the overall process.

**Resolved – That the report be noted and that the annual report be added to the forward plan.**

### **13. Gender/Ethnicity/Disability Pay Gap**

The Committee received a report of the Head of Human Resources in respect of information on the gender, race and disability pay gaps in the City Council for the period to 31 March 2019 and the work the Council was doing to address any pay gaps.

Members noted in particular that –

1. The mean gender pay gap was 4.08% and the median gender pay gap is 8.9%;
2. The City Council was one of a small number of employers in the UK to publish the ethnicity pay gap. No employers had been identified who publish the disability pay gap;
3. The reported ethnicity and disability pay gaps relied on holding equalities information for all employees. 91% of the workforce had disclosed their ethnicity. 90% of the workforce had disclosed whether or not they had a disability;
4. The mean ethnicity pay gap was 12.06% and the median pay gap was 17.56%;

5. The mean disability pay gap was 1.97% and the median gender pay gap was 3.25%;
6. Clear plans and targets were in place to reduce the pay gaps in future years.

Members welcomed the report noting the positive progress that had been made.

Key points highlighted during discussion were –

1. More granular detail was needed to show the differences within the ethnic and disabled groups. The Workforce Analytics Manager confirmed that this could be done and would be included in future update reports. Noted that the information would also be reported to Full Council;
2. It would be useful to compare the information in the report with educational achievement to help address inequalities;
3. Employment offers/opportunities information in respect of deprived communities in the City was based on City Wards and postcodes. Members noted that the Performance Target for this was 6.5% with current performance running at 5.5%;
4. Comment was made that council wards were sometimes diverse comprising both wealthy and poorer communities. Members were informed that the Council's Educational Skills team helped with this work and that this was supported further by information from a deprivation index produced by the Office of National Statistics to take account of the diversity within council wards;
5. More work was needed and would be done to mitigate the pay gap in BG6 administrative roles whilst recognising that in many cases this was driven by part time employment with corresponding higher turnover rates as well as career progression;
6. The current ethnicity target of 11.75% would be reviewed in the near future to become more ambitious level;
7. Training for managers would be given greater emphasis specifically highlighting areas of work where minority groups were under represented;
8. The Council's website would be reviewed to make it more welcoming and inclusive to BAME and other minority groups particularly for better paid jobs;
9. The BAME median trend would be included going forward;
10. Regarding disability groups it was noted that there was a reliance on employees being open about their disabilities as there was no obligation for any employee to give such information, however the Council proactively encouraged them to do so. Current disclosures were 91% but it was recognised that there was more work to do in this area;
11. It was noted that a large proportion of part time work was by women (79%) and how this made it more difficult to close the pay gap. This would be looked at in more detail in future reports as it was understood how the structure of employment had a significant impact on the pay gap.

**Resolved – That the report and the work that was being undertaken to close the pay gaps be noted.**

#### **14. Covid-19 – verbal update**

Members received a verbal update from the Head of HR regarding the ongoing Covid-19 situation.

1. 220 employees had been redeployed to other roles which was just over 3% of the workforce who were unable to work, not including schools;
2. A casual worker retention scheme had been introduced with 400 colleagues being offered assistance, 201 had so far taken advantage of it;
3. A job retention scheme as advised by the Local Government Association had been implemented with 336 employees being successfully furloughed;
4. Currently, nationally 78 local authorities had accessed the Furlough scheme as of 12 June 2020;
5. Schools had also been supported by the Furlough scheme;
6. Development work had been undertaken around staff groups at extra risk from Covid e.g., medical or BAME, a joint letter to TU's and SLG's had been sent round and in addition a bespoke counselling service was being provided to BAME staff in the short term;
7. Support was also being given to staff who were vulnerable and working in front line services;
8. Continued to have weekly meetings around secure buildings making sure that they were Covid secure and all support given where it was necessary for staff to use the building. Noted that the priority remained that where staff could work from home they should continue to do so;
9. H&S teams and trade unions were helping in schools regarding a safe place to work and taking positive action when and where necessary;
10. Normal work continued with the majority of staff working from home;
11. Shielded workers would be supported to ensure that the relaxing of the shielding rules from the 1 August. With regard to staff who could not continue to working from home, support would be given and nobody in such a position would be put at risk;
12. Noted that of staff working from home other household members could be shielding and where this affected employees this would be looked at on a case by case basis and with full support as needed.

The meeting ended at 11.35 am

**CHAIR**

**HR Committee**  
**Work programme 2020/21**

Forthcoming meetings	Agenda items (subject to confirmation)
2 July (AGM)	<ul style="list-style-type: none"> <li>• Work Plan</li> <li>• Staff Led Groups</li> <li>• Gender/Ethnicity/Disability Pay Gap</li> <li>• COVID19 - Verbal Report</li> </ul>
24 September	<ul style="list-style-type: none"> <li>• Sickness – thematic review</li> <li>• Refreshed Organisational Improvement Plan</li> <li>• National pay settlements for Chief Officers and Chief Executives</li> <li>• COVID19 – Recovery plan</li> </ul>
17 December	<ul style="list-style-type: none"> <li>• Recruitment, Retentions &amp; Career Progression – thematic review</li> <li>• Senior Management Restructure</li> <li>• Staff Survey</li> <li>• Review of HRC Terms of Reference</li> </ul>
18 February	<ul style="list-style-type: none"> <li>• Pay Policy Statement</li> <li>• Contingent Workforce – thematic review</li> <li>• Learning and Development</li> <li>• Apprentice Annual Report</li> <li>• Exit Cap and Redundancy Policy</li> </ul>
29 April	<ul style="list-style-type: none"> <li>• Avon Pension Fund annual report</li> <li>• Gender, Ethnicity &amp; Disability - Pay Gap</li> <li>• Staff Survey – Initial findings</li> </ul>

# HR Committee

24 September 2020



**Report of:** Director: Workforce & Change

**Title:** Workforce Strategy

**Ward:** N/A

**Officer Presenting Report:** Stephanie Griffin (Head of Internal Communications and Organisational Development)

**Contact Telephone Number:** (0117) 92 23962

## Recommendation

That the Committee provides comments and observations on the draft Workforce Strategy.

## Summary

The purpose of this report is to seek the comments and observations of the Committee on the draft Workforce Strategy.

## The significant issues in the report are:

We launched our Organisational Improvement Plan in January 2019 which sets out the actions we will take to help achieve our vision to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

The plan is reviewed and refreshed annually and has been updated for 2020/21 and re-named as our Workforce Strategy. The strategy and associated action plan is set against significant progress in our transformation journey and has been shaped by core priorities of Covid-19 recovery, health and wellbeing, talent management and embedding equality and inclusion in our everyday practice.

The draft strategy has been shared with a range of stakeholders for comment, including staff led groups and trade union learning reps.





## Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Workforce Strategy sets out our vision for the workplace to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

## Consultation

### 3. Internal

The workforce strategy is being developed in collaboration with a wide range of stakeholders including trade union learning reps, staff led groups, Mayor, Cabinet members, HR Committee, senior leadership team prior to launch.

### 4. External

Not required because this report is for information only.

## Context

### 5. Background

Our Organisational Improvement Plan was launched in January 2019. This provides the framework for our transformation journey, creating the conditions for everyone to perform at their best.

An annual progress review was shared with Committee in March 2020. This showed significant progress and on our transformation journey, with 39 of the 45 actions in the plan achieved within the first year.

Our progress has also been endorsed by the Local Government Association in their corporate peer challenge in 2019, and recognised nationally with Bristol becoming finalists in Local Government Chronicle Council of the Year and Municipal Journal Local Authority of the Year 2020.

The strategy is to be reviewed and refreshed each year to take account of emerging needs and ensure it keeps driving us towards the organisation's vision.

Like every other local authority, our focus this year has been on the response to the global Covid-19 pandemic, redirecting our resources and re-prioritising our work programme to ensure we keep our staff and the people of Bristol safe whilst continuing to keep essential day to day services running. As we move into the recovery and renewal phase, we will need to plan for changing needs of our workforce and ensure they are equipped to do their best.

This year has also seen a greater focus on advancing our equality and inclusion practice and tackling institutional racism with the publication of a series of new actions and changes across several themes.

## 6. Refreshed Workforce Strategy

Our plan for 2020/21 has been updated and re-named our Workforce Strategy. The strategy and associated action plan is set against significant progress in our transformation journey and has been shaped by the core priorities of Covid-19 recovery, health and wellbeing, talent management and embedding equality and inclusion in our everyday practice.

The actions have been drawn from a number of sources including our Business and Recovery Plan 2020/21, our action plan for advancing equality and inclusion and actions bought forward from the Organisational Improvement Plan.

We have six workforce themes:

- **An empowering organisation** – Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day
- **Equality and inclusion** – Building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work
- **Performance and talent management** – Developing careers and managing performance in a meaningful way
- **Workforce health and wellbeing** – Keeping our workforce safe and healthy, and our workforce engaged and resilient
- **Structure, pay and policy** – A clear framework to help redesign our council and improve employee relations
- **Our brand and recruitment** – Becoming an employer of choice; attracting, developing and retaining the best talent.

The draft Strategy is shown in **Appendix I**.

## Proposal

7. That the Committee provides its comments and observations on the draft Workforce Strategy.

## Other Options Considered

None.

## Risk Assessment

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

## 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) Staff led groups and equality and inclusion team are consulted on the plan and have an opportunity to shape the priority actions.

### **Legal and Resource Implications**

#### **Legal**

Not required because this report is for information and consultation only.

#### **Financial**

##### **(a) Revenue**

Not required because this report is for information and consultation only.

#### **Land**

Not applicable.

#### **Personnel**

Not required because this report is for information and consultation only.

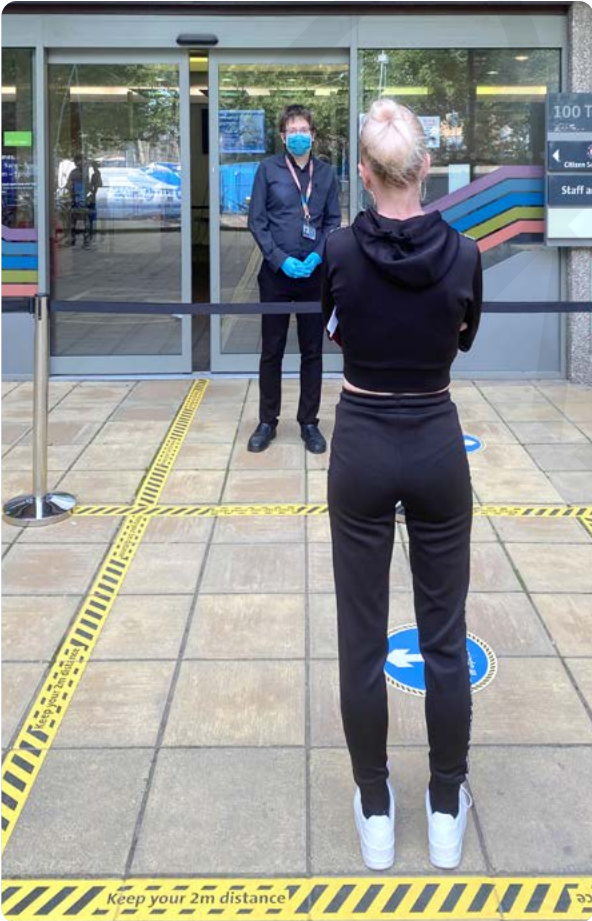
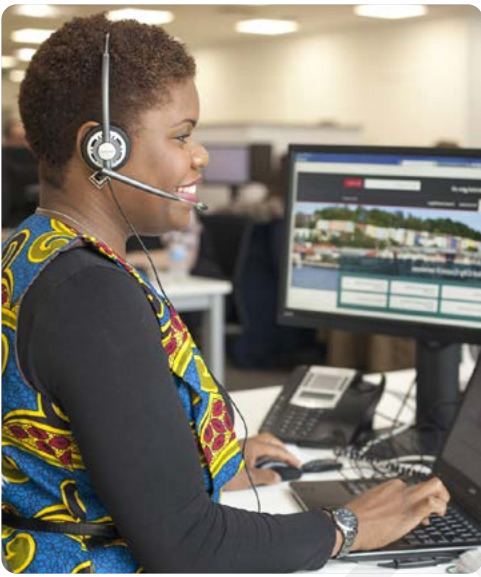
### **Appendices:**

1 – Draft Workforce Strategy

### **LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

#### **Background Papers:**

None.

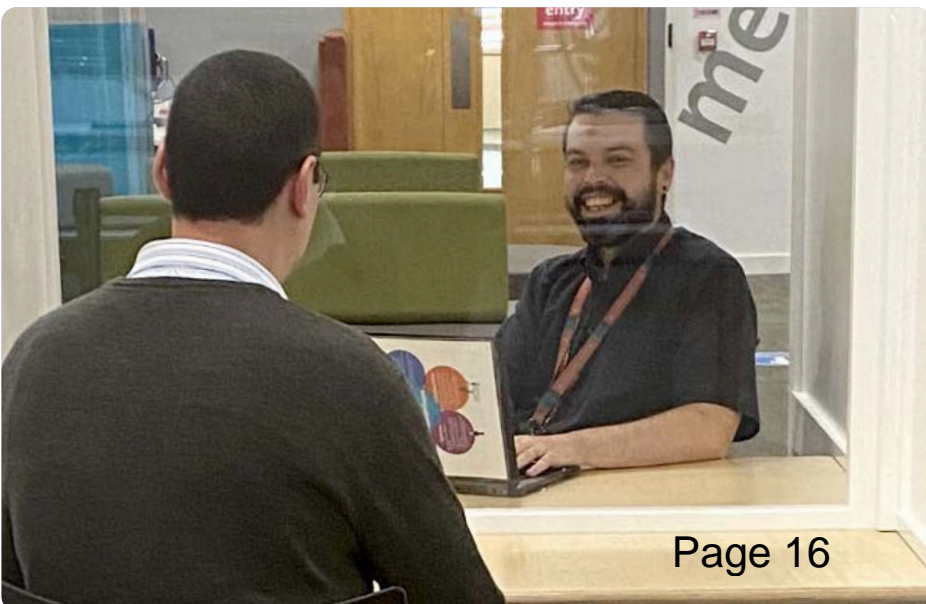


# Workforce Strategy

Our organisational improvement plan – equipping our people to be their best

2020–2022

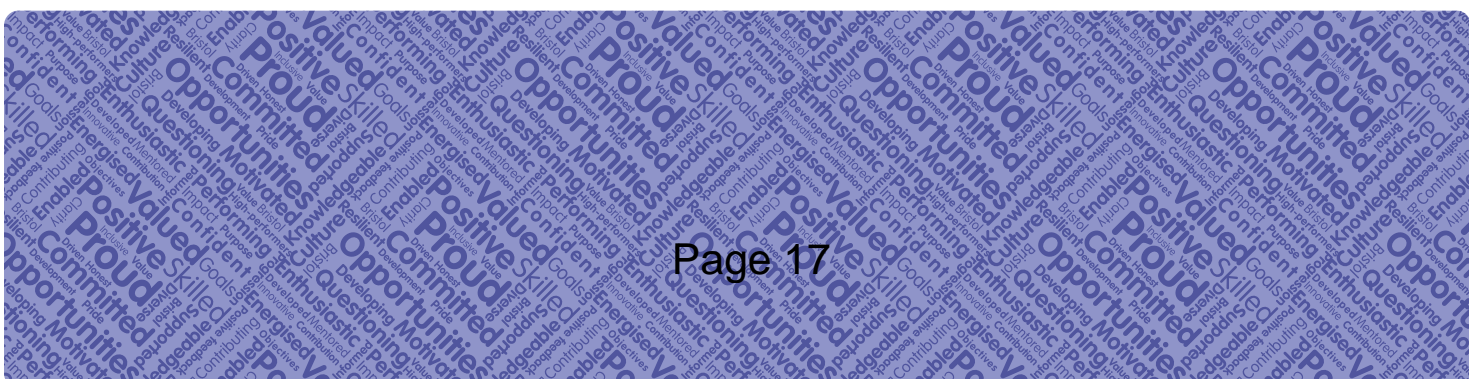
*DRAFT - September 2020*







Enthusiastic Performing  
Developed/Mentored Impact Purpose  
Innovative Contribution Confident  
Energised Valued Goals  
Positive feedback Contributing Objectives  
Enabled Skilled  
Proud Inclusive Value  
Committed Driven Honest  
Resilient Development Pride  
Opportunities  
Developing Motivated  
Questioning Value Bristol  
High-performers Knowledgeable  
Bristol Supported

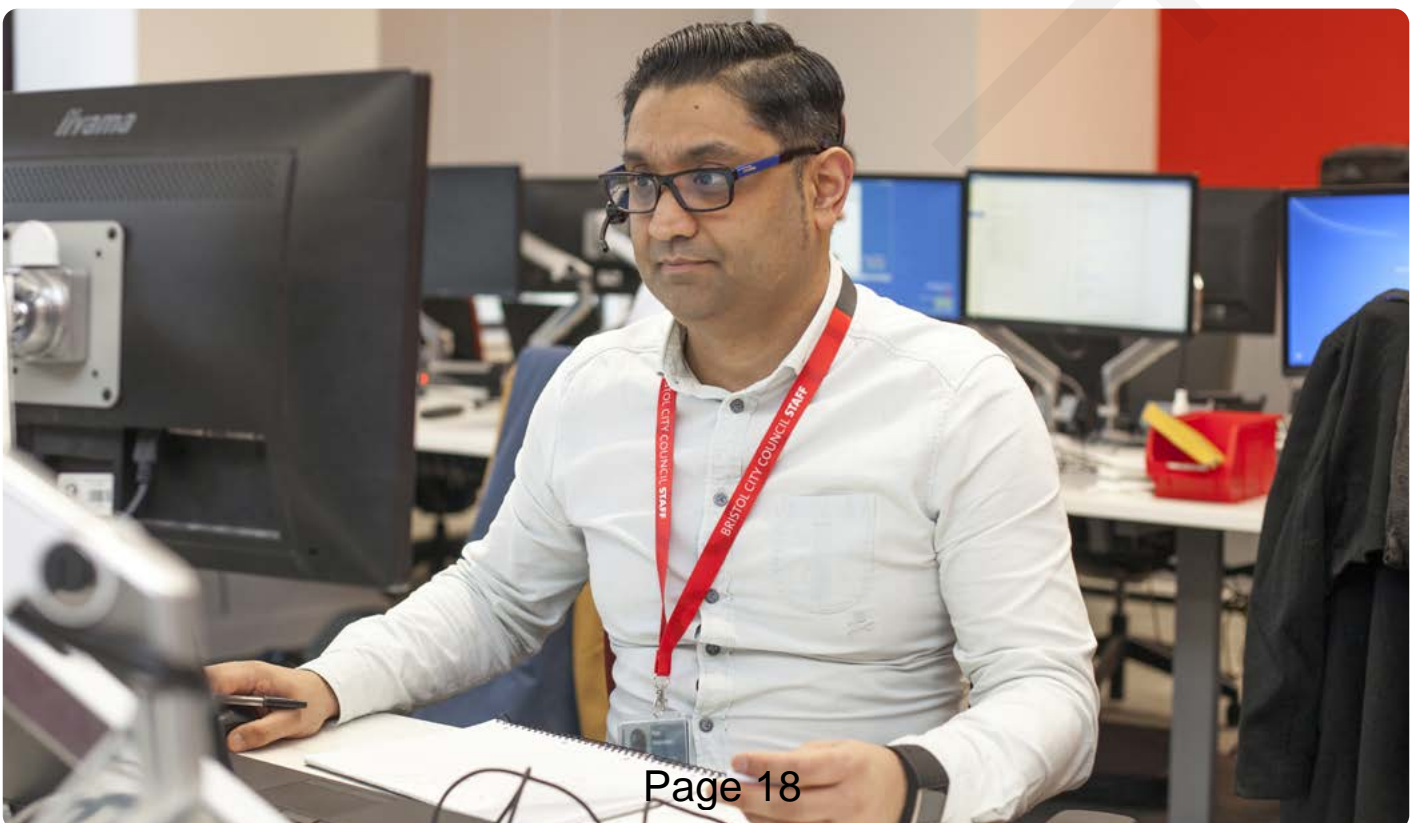


# Contents

Foreword	2
1 Strategic context	3
2 Our organisation’s development journey	4
3 Our current workforce profile	5
4 What our employees tell us – workforce survey	7
5 Our Workforce Strategy – at a glance	8

## Our Workforce Strategy

Workforce Theme 1: An Empowering Organisation	10
Workforce Theme 2: Equality and Inclusion	13
Workforce Theme 3: Performance and Talent Management	16
Workforce Theme 4: Workforce Health and Wellbeing	18
Workforce Theme 5: Structure, Pay and Policy	20
Workforce Theme 6: Our Brand and Recruitment	21



# Foreword

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Placeholder

DRAFT

# 1 Strategic context

Our Corporate Strategy describes our vision and key priorities which support the wider One City Plan. This strategy together, with our Medium Term Financial Plan (MTFP) and the annual business plan, clearly highlights what we need to do, alongside the budget we need to work within, to achieve our goals to the highest standards possible.

Our people play a vital part in this and so our Workforce Strategy provides the framework for our transformation journey. This will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them and will move us closer to our vision to create an inclusive, high performing, healthy and motivated work place and become an employer of choice.

## A values driven organisation

Just as important as what we do is why and how we do it. Our values and the behaviours they support underpin our organisational culture. Developed by our own colleagues these five values clearly set out the expectations of how we work with each other to achieve our vision and the priorities in Corporate Strategy.

In addition, our Leadership Framework sets out our expectations of managers, aspiring managers and senior leaders for how they lead and empower their teams to achieve our vision and embody the organisational values.





## 2 Our organisation’s development journey

**Since we first published our Organisational Improvement Plan in early 2019, we have made significant progress on our transformation journey, with 39 of the 45 actions in the plan achieved within the first year ([hyperlink to one year progress review](#)).**

Our progress has been endorsed by the Local Government Association in their corporate peer challenge in 2019, and recognised nationally with Bristol becoming finalists in the Local Government Chronicle Council of the Year and Municipal Journal Local Authority of the Year 2020.

Like every other local authority, our focus this year has been on the response to the global Covid-19 pandemic, redirecting our resources and re-prioritising our work programmes to ensure we keep our staff and the people of Bristol safe whilst continuing to keep essential day to day services running.

Over the next year we can anticipate needing to continue responding to the disease, including any further local outbreaks or national waves. But we will also continue to recover and renew following the initial phase, preventing and containing any local outbreaks whilst also working to fully analyse the impact that the pandemic has had and taking action to recover, renew and reform the council and the city. For the council as an organisation, part of this process will mean creating a more agile and streamlined local authority that has focused priorities, financial sustainability and greater resilience.

This year has also seen a greater focus on advancing our equality and inclusion practice and tackling institutional racism with the publication of a series of new [actions, interventions and changes spanning several themes](#). Our approach has been informed by several opportunities to learn, including most recently the disproportionate impacts of Covid-19 and the major focus on race equality within the city following the Black Lives Matter protests.

Our action plan for the future is set against significant progress in our transformation journey and will be shaped by the core priorities of Covid-19 recovery and embedding equality and inclusion in our everyday practice.

Guided by our Business Plan we will need to match our resources to meet new and emerging priorities, ensuring we can work flexibly to support the organisation in the event of a local outbreak and empowering colleagues to take on new and different responsibilities.

This will be alongside ensuring our colleagues are supported to adapt to new ways of working by making the most of new tools from our IT transformation programme, whilst looking after their physical, mental and emotional health and wellbeing, acknowledging many have been impacted by prolonged periods of home working and by other impacts of the pandemic.



# 3 Our current workforce profile

We currently have 6569\* employees or 5529 full time equivalent (FTE).

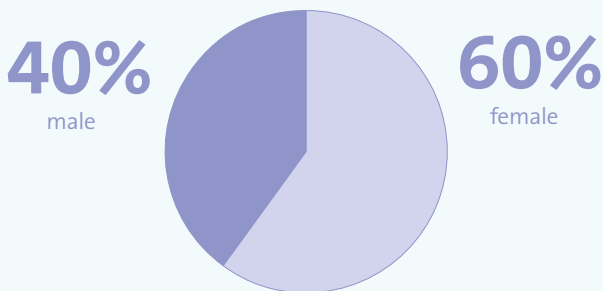
- **97%** of our employees are hired directly, 3% are agency workers.
- Our annual pay bill is **£241m** (excluding schools).
- We have a turnover rate of **8.3%** (number of leavers replaced by new starters).
- The average length of service is **11 years** with 31% of staff serving between 10 and 20 years.
- The diversity of our workforce is improving, although the profile varies across departments and pay grades.

## Our current profile is:

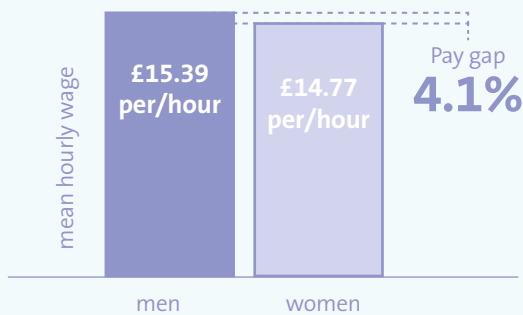
### Gender:

The gender profile has remained stable over the last five years. However women are over-represented at low grades (<£20k) and higher grades (£50k+), but under-represented in middle management / professional roles.

Proportion of female/male staff

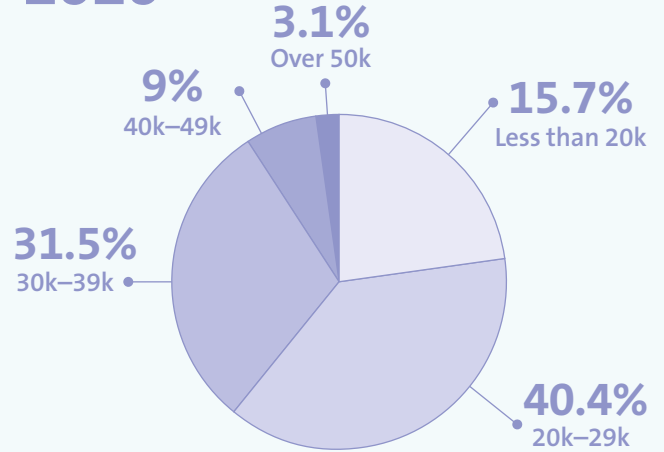


Gender Pay Gap – March 2019

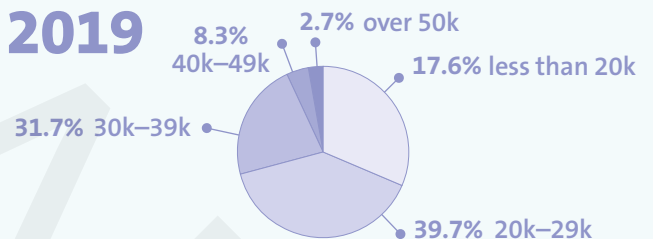


### Salary bands:

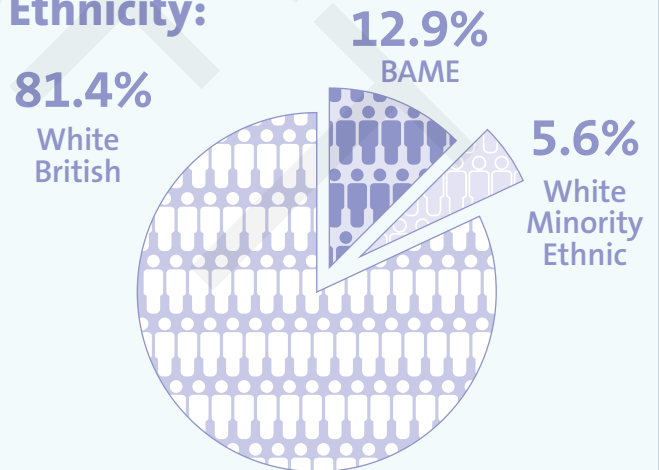
#### 2020



#### 2019



### Ethnicity:



Compared with other public sector organisations in the city, we have the fourth highest proportion of BAME employees. We are 2.9% above the Bristol TTWA and 2.1% below the Bristol LA BAME employee benchmarks.

BAME:		White Minority Ethnic:	
Bristol City Council:	12.94%	Bristol City Council:	5.63%
Bristol LA:	15%	Bristol LA:	*%
Bristol TTWA:	9%	Bristol TTWA:	6%
City:	16%	City:	6%

\* Data based on workforce as at 31 July 2020. Where possible we also compare the data against:

- (Bristol LA) Bristol Local Authority economically active population from the ONS Census 2011.
- (Bristol TTWA) Bristol Travel to Work Area from the ONS Annual Population Survey, 16 – Sep 17.
- City population based on Census 2011 – Working Age Population

## Disability:

**9.5%** of our workforce identify as disabled staff, an increase from 6% in the previous year. The Bristol LA and TTWA benchmark is 7% and city population 12.4% .

## Sexual orientation :

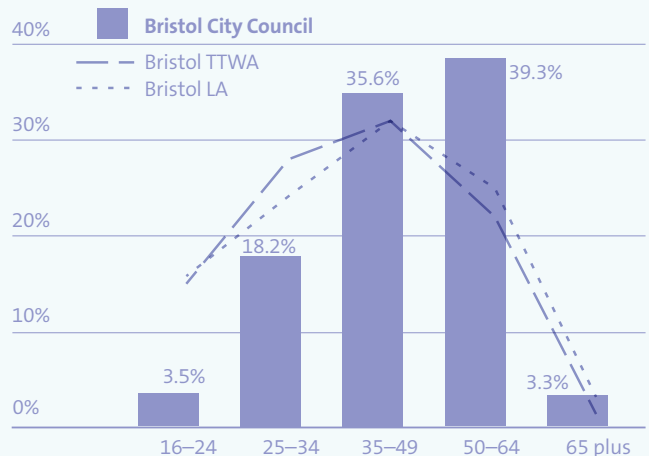
**5.1%** of staff identify themselves as LGBT+, this has increased from 4.5% in the previous year.

## Age:

We have low numbers of young employees, 3.5% of the workforce are aged 16–24 compared with 16% in Bristol LA and 15% TTWA benchmarks.

We have a high number of employees aged 50–64, compared to the economically active population.

Workforce age profile as at 31 July 2020



## Trends

	2016	2017	2018	2019	2020		
<b>Total staff</b>	6,970	6,305	6,198	6,281	6,569	↑	Staff numbers are increasing in recent years
<b>Average age</b>	44.71	44.59	44.99	45.59	45.47	↑	Age profile is increasing slightly
<b>Disabled staff</b>	6.66%	6.68%	7.86%	5.98	9.5	↑	Proportion of disabled staff is increasing
<b>Black, Asian and other minority ethnic groups</b>	10.34%	12.24%	12.24%	12.93%	12.94%	←	Proportion of BAME staff remains level
<b>Gender</b>	60.28%	60.44%	60.41%	59.87%	60.05%	←	Gender balance remains the same
<b>LGBT+</b>	4.40%	4.65%	5.37%	4.45%	6.60%	↑	Proportion of LGBT+ staff is increasing

Understanding our employee profile helps us identify areas where we need to focus our efforts in our workforce planning. This data gives us the collective corporate picture, but of course will vary from team to team. As part of workforce planning, Managers will be required to review and take action to improve the diversity of their team.

# 4 What our employees tell us – workforce survey

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DRAFT

\*Survey conducted....



# 5 Our Organisational Improvement Plan – at a glance

## Our Corporate Strategy **Vision**

We play a leading role in driving a city of hope and aspiration where everyone can share in its success.

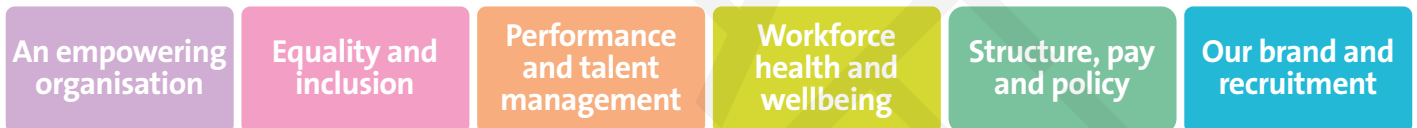
## Our **Vision** for the workforce

We want to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

## Underpinning this are our **Values**



## Our actions are based on our workforce **Themes**



## Outcomes and benefits



▶ For our employees

▶ For our leaders

▶ For our organisation



# Our Workforce Strategy

**Complementing our core programme of HR and learning and development support we have identified a series of key initiatives – set against six employee focused themes – which form the basis of this plan.**

These corporate initiatives will support our managers with their workforce planning and help move us along our transformation journey. Each theme has its own action plan.

The success of the plan will require the support and input from managers across the council. They will undertake detailed workforce and succession planning as part of the annual service planning cycle. They will map the future needs of their service against corporate priorities and their budget envelope, prepare succession plans to improve the diversity of their teams and help colleagues develop their careers. This will be vital to increasing our overall organisational resilience, building on learning this year from the redeployment of staff to support our Covid-19 response.

**Workforce plans will include identified actions in respect of:**

- Equality, diversity and inclusion gaps that will be addressed
- The future supply of skills and professions mapped against demand
- Areas where job or service redesign is needed to help us deliver our priorities
- The type and level of skills needed for the future
- How we attract, retain and develop talent within the organisation

Our Workforce Strategy is an ongoing commitment. It captures work already underway, but will be reviewed and refreshed on an annual basis to ensure it remains valid and keeps driving us towards our organisational vision.

## Workforce Themes:

<b>1 An empowering organisation</b>	<b>10</b>
<b>2 Equality and inclusion</b>	<b>13</b>
<b>3 Performance and talent management</b>	<b>16</b>
<b>4 Workforce health and wellbeing</b>	<b>18</b>
<b>5 Structure, pay and policy</b>	<b>20</b>
<b>6 Our brand and recruitment</b>	<b>21</b>

## Workforce Theme 1

# An Empowering Organisation

Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day.

### What we have achieved:

- **Values** – Over 2,700 employees participated in workshops in 2018/19 and now have access to e-learning. We have incorporated values into our recruitment and selection process, performance reviews and corporate induction.
- **Leadership Development** – 250 colleagues undertook Bristol Leads programme with cross council projects such as Period Friendly Bristol. The programme was shortlisted for PPMA awards 2019. We have launched a Team Leader Development Programme, Director’s development programme and piloted a programme for Heads of Service. A new handbook and induction for managers has been launched.
- **Communication** – A programme of refreshed internal communications channels were launched in response to the employee survey. This includes extending the weekly blogs to all Directors and guest writers; employee engagement events; weekly bulletin to celebrate success; and focus groups to follow up on employee survey responses. New communication methods were set up during the Covid-19 response phase to ensure colleagues had daily bulletins of information to help them in their roles.
- **Employee survey** – In 2019 we achieved a 51% response rate. Detailed analysis and action planning was put in place, breaking down the results by service area and equality groups to help local action planning. Focus groups were set up to do action planning on cross-cutting themes. The 2020 survey was live when we went into lock-down and so the response rate was reduced. A separate homeworking survey was run during lock down to find out and respond to how staff were feeling and what support they need.
- **Collaboration** – We work with representative groups from across the council (Trade Union learning reps and Staff Led Groups) to review and refine a learning, development and organisational culture programme. In 2019 this included a refreshed Learning Agreement signed off by all single status unions
- **External accreditation** – Finalists for Local Government Chronicle (LGC) Council of the year 2020 and Municipal Journal Local Authority of the year 2020. PPMA 2019 awards for senior leadership transformation and Stepping Up programme.

## An Empowering Organisation – actions for 2020–2022:

Action	Measuring success	By when?	Who?
1 Continue to embed our organisational values by promoting take up of the e-learning module; introduce more values based recruitment and use values to underpin staff awards/recognition.	<ul style="list-style-type: none"> <li>Evidence of values being lived in daily behaviours with colleagues, partners and citizens – measured by staff survey</li> <li>All performance reviews assess how values are understood and applied</li> <li>Recruitment of all new staff against values</li> </ul>	Values recognition scheme in place by Dec 2020	Head of Internal Comms and Organisational Development
2 Continue to develop creative, inclusive communication mechanisms to reach and engage with council staff, particularly those who are offline or working remotely to stay connected.  Make use of the new functionality available through the O365 upgrade.  Provide opportunities for open dialogue about equalities issues, and in particular how we can work together to dismantle structural racism.	<ul style="list-style-type: none"> <li>Contribute to the accessible communications policy</li> <li>Offline or remote working staff feel connected – measured by the staff survey</li> <li>Develop evaluation mechanism to measure reach and engagement of communications</li> </ul>	Measured annually via employee survey and other feedback mechanisms	Head of Internal Comms and Organisational Development
3 Keep colleagues engaged with corporate priorities and direction as we move into Covid recovery.	<ul style="list-style-type: none"> <li>Colleagues feel well informed and understand the corporate priorities. Target of 80% as measured by the staff survey</li> <li>Use results from annual and pulse surveys to inform messages and support</li> </ul>	Measured annually via employee survey and other feedback mechanisms	Head of Internal Comms and Organisational Development
4 Refresh learning and development programmes in light of revised working arrangements during Covid-19 – eg: creating more online and virtual content, resilience workshops, support for leadership in a new environmen.	<ul style="list-style-type: none"> <li>Staff feel they have access to L&amp;D to support their development – measured by staff survey</li> </ul>	Dec 20	Head of Internal Comms and Organisational Development



	Action	Measuring success	By when?	Who?
5	Introduce a development programme to support new members of HR Committee.	<ul style="list-style-type: none"> <li>Members feel supported in their role</li> </ul>	June 21	Head of HR Head of Democratic Services
6	Implement new ways of recognising and rewarding success, demonstrating the values and celebrating colleague achievements – in virtual and face to face ways.	<ul style="list-style-type: none"> <li>Recognition scheme is approved and in place</li> </ul>	Dec 20	Head of Internal Comms and Organisational Development Senior leadership team
7	Support colleagues to adapt to a new way of working as a result of new technology and to work more flexibly to support our Covid-19 recovery work.  Use feedback from staff pulse surveys to ensure relevant support is in place.	<ul style="list-style-type: none"> <li>Staff feel they have the right skills and equipment to do their jobs well – measured in the staff survey</li> </ul>	Mar 21	Head of Internal Comms and Organisational Development Head of HR All managers
8	Review our agile working arrangements to adapt to changes brought about by Covid-19 lockdown.	<ul style="list-style-type: none"> <li>Revised policy in place and associated guidance and equipment is in place</li> </ul>	Dec 20	Head of HR Head of Internal Comms and Organisational Development
9	Raise awareness of the role and contribution of Equality and Inclusion, HR, Organisational Development and Learning & Development teams and how to access their support.	<ul style="list-style-type: none"> <li>Increased confidence amongst staff on where to get support</li> </ul>	Ongoing	Head of HR Head of Internal Comms and Organisational Development

## Workforce Theme 2

# Equality and Inclusion

Building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.

### What we have achieved:

- **New structure and governance** in place and increased resources for a central equality and inclusion team.
- **Strategies and plans** – One year review of progress against Equality Strategy and Policy approved at Full Council in July and all services have their own local equality action plans.
- **Pay Gap reporting** – We have published reports on our pay gaps in relation to gender, ethnicity and disability. The gender mean pay gap has reduced to 4% in 2020, for the first time we published the ethnicity mean pay gap which is 12% and disabled employees mean pay gap which is 1.97%.
- **Staff led groups** – An independent equality and HR consultant has worked with staff led groups to refresh their role and governance structure and a re-launch took place in July 2020. Ongoing support provided to members includes building productivity workshops; coaching and mentoring support.
- **Stepping Up** – A Procurement exercise was undertaken to secure the programme's future. The programme has been expanded to a broader range of under-represented groups. Over 100 participants have attended with 29 additional participants from the Community based Horumar programme. The programme has won a Public Sector People Management The South West Mentoring Award, Bristol Media Awards and is a finalist in the Chartered Institute of Personnel and Development Diversity Awards and the Local Government Chronicle Diversity Awards.
- **Recruitment** – 800 hiring managers have had refresher recruitment and selection training, with a focus on unconscious bias and 79 trained diverse recruiters are now in place.
- **Learning and Development** – 4,000 employee and 900 managers have completed core equality and inclusion learning programmes and a dedicated equality and inclusion section is included in the corporate induction.
- **Equality Impact Assessment training** – over 100 managers are now trained to undertake equality impact assessment process.
- **Reverse mentoring scheme refreshed** – 24 colleagues from under-represented groups have an opportunity to mentor senior leaders and receive advice or learn new skills in return.

## Equality and Inclusion – actions for 2020–2022

	Action	Measuring success	By when?	Who?
10	Roll-out of new equality and inclusion governance and structure.	<ul style="list-style-type: none"> <li>Improved tracking of progress against equality and inclusion action plans</li> </ul>	Mar 21	Head of Equality and Inclusion
11	Re-launch staff led groups – with new terms of reference and governance structure.	<ul style="list-style-type: none"> <li>Increase awareness of staff led groups measured by the staff survey.</li> <li>Increased membership of groups</li> <li>review effectiveness of new governance model</li> </ul>	Mar 21	Head of Equality and Inclusion
12	<p>Improve take up of workforce declaring their protected characteristics to provide more accurate workforce data.</p> <p>Use data for workforce and succession plans.</p>	<ul style="list-style-type: none"> <li>Improved understanding of workforce representation to enable managers to set local targets to improve the diversity of their team</li> <li>Colleagues are reassured that the data they provide is confidential</li> </ul>	Dec 20	Head of Equality and Inclusion Head of HR Heads of Service
13	Continue to deliver the Stepping Up Diversity Programme and the Horumar Community Programme.	<ul style="list-style-type: none"> <li>All 50 places on programme filled on Stepping Up and 28 places on Horumar programme</li> <li>Increases in career progression opportunities of participants – measured through their own employers and established KPIs</li> </ul>	Apr 21	Head of Equality and Inclusion
14	Provide supported internships for young disabled people.	<ul style="list-style-type: none"> <li>Increase number of participants to 12</li> </ul>	Apr 21	Head of Equality and Inclusion
15	Refresh and re-launch Disability Peer Navigation scheme.	<ul style="list-style-type: none"> <li>New scheme and evaluation mechanism in place</li> </ul>	Dec 20	Head of Equality and Inclusion

	Action	Measuring success	By when?	Who?
16	<p>Continue work to review learning and development programmes to ensure there is explicit mainstreaming of equality and inclusion, taking account of the current context of Covid-19 and Black Lives Matter movement.</p> <p>Provide cultural intelligence training for Heads of Service.</p>	<ul style="list-style-type: none"> <li>Refreshed programme is launched and evaluation mechanism is in place</li> <li>All staff have completed mandatory equality and diversity training</li> </ul>	Apr 21	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
17	<p>Introduce mandatory reasonable adjustment training for managers.</p>	<ul style="list-style-type: none"> <li>Work with Disabled Colleagues Network and Health and Wellbeing team to define specification and pilot new programme</li> </ul>	Dec 20	<p>Head of Equality and Inclusion</p> <p>Head of Health, Safety and Wellbeing</p>
18	<p>Raise awareness of the social model of disability.</p>	<ul style="list-style-type: none"> <li>work with Disabled Colleagues Network to design a training programme</li> </ul>	Dec 20	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
19	<p>Work to extend pay gap reporting to include LGBTQ+ employees in 2021.</p>	<ul style="list-style-type: none"> <li>Next annual pay gap report includes all under-represented groups</li> </ul>	Jun 21	<p>Head of HR</p> <p>Head of Equality and Inclusion</p>
20	<p>Action learning and coaching for senior leaders that addresses issues of race from a personal and organisational leadership perspective.</p>	<ul style="list-style-type: none"> <li>Greater understanding of equality and inclusion issues demonstrated in leadership practice</li> </ul>	Sep 20	<p>Head of Equality and Inclusion</p> <p>Head of Internal Communications and Organisational Development</p>
21	<p>Take part in Stonewall Index and use findings to help improve our practice.</p>	<ul style="list-style-type: none"> <li>Improved index placing year on year</li> </ul>	Apr 22	<p>Head of Equality and Inclusion</p>
22	<p>Take part in Equality Framework for Local Government.</p>	<ul style="list-style-type: none"> <li>Review and improve our equality and inclusion practice</li> </ul>	Apr 22	<p>Head of Equality and Inclusion</p>

## Workforce Theme 3

# Performance and Talent Management

Developing careers and managing performance in a meaningful way.

### What we have achieved:

**Performance reviews** – New performance review process launched within the iTrent system and includes the organisational values. The roll-out was supported by a refresh of guidance and templates for objectives setting and effective one to ones.

**360 degree feedback** – following a successful pilot in 2019, a new scheme based on the leadership framework, is now available for Heads of Service and Directors.

**Embedding the Leadership Framework** – it is used to support the recruitment and selection of senior leadership roles, it's also woven into performance review for managers to help them reflect on their management practice.

**Apprenticeships** – By December 2019 270 staff were actively taking part in 50 types of apprenticeships, ranging from Level 2 (GCSE) to Level 7 (Masters), with programmes including Social Work Degree Apprenticeships due to be launched. Over 80% of apprenticeships to date have supported staff recruitment and progression. Levy spend in 2019 was £522,701 or 47% of the council's contributions during same period. Whilst this represents growth the pace of take up has not been rapid enough – although Local Government Association have advised us we are on a par with most other Local Authorities.

### Performance and Talent Management – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
23 Continue to embed the leadership framework throughout recruitment, performance and development. The Framework sets out standards for existing leaders and giving aspiring leaders a clear set of skills and competencies to develop.	<ul style="list-style-type: none"> <li>Managers visibly demonstrate the qualities set out in the framework, measured via 360 feedback and annual review process.</li> </ul>	Incremental increases until 2023	Head of Internal Comms and Organisational Development
24 Ensure all colleagues have an opportunity to discuss objectives as part of an annual performance review. To include mandatory equality and inclusion objectives.	<ul style="list-style-type: none"> <li>All colleagues have completed their annual performance reviews with clear objectives and a personal development plan</li> <li>Colleagues report satisfaction with the quality of their performance review, as measured by the staff survey</li> <li>Conduct a dip-sample of reviews (with permission of individual) to check if this is happening in practice</li> </ul>	Apr 21	Head of HR Head of Internal Comms and Organisational Development All managers

Action	Measuring success	By when?	Who?
25	Roll out 360 feedback to all senior leaders, to include feedback from diverse range of colleagues, in particular those from under-represented groups.	<ul style="list-style-type: none"> <li>Diverse range of views to help our leaders improve their practice</li> </ul>	Jul 20 Head of Internal Comms and Organisational Development
26	Develop a talent management and succession plan – helping colleagues develop their skills and experience, to deliver effectively against corporate objectives and reflect the organisation values. To include leadership development, apprenticeships, coaching, mentoring and opportunities for being released from role to work in other parts of the council to increase experience.	<ul style="list-style-type: none"> <li>Increased take up of apprenticeships and spend against the levy</li> <li>Increased mobility – colleagues moving around the organisation</li> <li>Increased satisfaction with development opportunities</li> </ul>	Oct 20 Head of Internal Comms and Organisational Development All Heads of Service
27	Support the recruitment and retention of apprentices to the council.	<ul style="list-style-type: none"> <li>Increase the number of council apprenticeship starts including in locally managed schools to 251</li> <li>number of apprenticeships that lead to permanent job offers</li> </ul>	Annually Head of Employment, Skills and Learning Heads of Service
28	Make full use of the apprenticeships levy to support learning and development and career progression.	<ul style="list-style-type: none"> <li>£1 million investment with demonstrable impact of learning for the city, organisation and the individual.</li> </ul>	Annual spend to March 2022 Head of Employment, Skills and Learning
29	Develop a Positive Action Policy in line with legislation to address imbalance or disadvantage faced by under-represented groups.	<ul style="list-style-type: none"> <li>Reduced pay gap for under-represented groups</li> <li>Greater diversity in leadership roles</li> </ul>	Sep 20 Head of HR Head of Equality and Inclusion
30	Refresh leadership and management development offer, aligned to the leadership framework and integrated with apprenticeship opportunities.  Introduce talent pathways to create a more diverse leadership team and bring diverse perspectives into organisation decision-making, through opportunities for aspiring leaders to attend different forums.	<ul style="list-style-type: none"> <li>Launch of new leadership pipeline</li> <li>Provide learning opportunities aligned to individual and organisational learning outcomes – to include inclusive leadership, cultural intelligence, people management skills; resilience; crisis management and managing teams in new ways as we move into Covid recovery phase</li> </ul>	Dec 20 Head of Internal Communications and Organisational Development
31	Promote early and informal resolution of concerns through a refreshed policy, increase diverse mediation service, promote the whistle-blowing process, data monitoring and new case management system to monitor trends.	<ul style="list-style-type: none"> <li>Empowering managers to deal with issues at an early stage</li> <li>Increased confidence of employees in the process and increased level of support</li> </ul>	Apr 21 Head of HR Head of Equality and Inclusion All managers

## Workforce Theme 4

# Workforce Health and Wellbeing

Keeping our workplace safe and healthy, and our workforce engaged and resilient.

### What we have achieved:

**Mental health training** – Over 800 staff have had mental health training, including 700 mental health first aiders and managers. Staff now have access to trained mental health first aiders and are supported through the Thrive at Work campaign and employee assistance programme. New training programmes have been introduced including emotional intelligence, emotional resilience and vicarious trauma.

**Health and Safety support and advice** – provided ongoing guidance and advice for staff in response to national Covid-19 safety guidance.

**Menopause support** – a working group involving Trade Unions and other external partners was established to develop a better understanding of menopause and adjust the sickness absence policy to recognise the challenges faced.

### Workforce Health and Wellbeing – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
32 Adapt mental health training for colleagues, enabling them to spot the signs and offer support particularly for those working remotely for an extended period of time. To include listening events and toolkits on how to have conversations.	<ul style="list-style-type: none"> <li>Increase in number of employees and managers who have completed mental health awareness training to 900</li> </ul>	Apr 21 and an annual increase	Head of Health, Safety and Wellbeing
33 Equip managers to support their teams whilst working remotely – with resilience and mental health support, linked to the five pillars of resilience model.	<ul style="list-style-type: none"> <li>Increase in colleagues who feel their mental health is supported</li> </ul>	Apr 21 and an annual increase	Head of Health, Safety and Wellbeing All managers



	Action	Measuring success	By when?	Who?
34	<p>Raise awareness and increase take-up of mental health support mechanisms for colleagues, and adapted to meet needs arising through Covid lockdown. This includes stress risk assessments, Mental Health First Aiders, Employee Assistance Programme and signposting to support and resources such as Thrive Bristol.</p>	<ul style="list-style-type: none"> <li>Increase number of staff feel that it is a workplace that supports mental health and wellbeing – measured by staff survey</li> </ul>	Apr 22	<p>Head of Health, Safety and Wellbeing All managers</p>
35	<p>As part of a new Health and Wellbeing strategy, continue a rigorous and pro-active approach to protecting the health, safety and well-being of our workforce for those who return to the workplace and those who continue to home-work.</p>	<ul style="list-style-type: none"> <li>Timely updates to guidance in line with changing restrictions and national guidance</li> </ul>	As required	<p>Head of Health, Safety and Wellbeing</p>
36	<p>Commission a new occupational health and employee assistance provider to help us provide confidential, high quality health and wellbeing support.</p> <p>In the interim, ensure the provision of a counselling service with BAME representation and expertise, in recognition of the disproportionate impact of Covid-19 on BAME staff</p>	<ul style="list-style-type: none"> <li>Help support a high performing and healthy workforce.</li> </ul>	Apr 21	<p>Head of Health, Safety and Wellbeing</p>



## Workforce Theme 5

# Structure, Pay and Policy

A clear framework to help redesign our council and support good employee relations

### What we have achieved:

- **Senior leadership team** – Recruitment to permanent roles completed by February 2020. The recruitment and selection process was underpinned by the values and leadership framework to ensure those appointed share our values.
- **Temporary staffing** – New contract in place resulting in reduced reliance on temporary contracts and more internal development opportunities.

### Structure, pay and policy – Actions for 2020–2022:

	Action	Measuring success	By when?	Who?
37	Launch the council's refreshed HR policies and associated equality impact assessments, which embed equalities and health and wellbeing.	<ul style="list-style-type: none"> <li>• A new policy framework is approved and implemented</li> <li>• Concerns are resolved at an early and informal stage wherever possible</li> </ul>	Dec 20	Head of HR
38	Help managers to develop and implement their workforce and succession plans – forecasting the type and number of roles and skills needed for the future, and identifying learning and development needs.	<ul style="list-style-type: none"> <li>• Resources in place to support any service changes</li> <li>• Ensure we can quickly and effectively redeploy staff to work in new departments or roles if we need to</li> </ul>	As required	Head of HR Heads of Service
39	Review the senior leadership structure as part of the Covid-19 recovery work looking at the organisation's future priorities and approach.	<ul style="list-style-type: none"> <li>• Ensure we continue to have the most appropriate leadership structure in place to lead the council's transformation</li> </ul>	Apr 21	Chief Executive

## Workforce Theme 6

# Our Brand and Recruitment

Becoming an employer of choice; attracting, developing and retaining the best talent

### What we have achieved:

**New recruitment portal** – roll-out of new recruitment module in iTrent which provides improved functionality and a better candidate experience.

**Employer branding campaign** – to attract a diverse range of local applicants. Targeted campaigns on Facebook and Indeed.co.uk which are continuously updated to reflect hard to fill roles.

**Improved quality of job paperwork and adverts** – all job paperwork and adverts are quality checked before publication – ensuring language and content is fit for recruitment purposes.

**Refresher recruitment and selection training** – including unconscious bias – 800 Hiring Managers have been re-trained.

**Secondment policy** – revised to ensure all opportunities are advertised fairly across the organisation. The removal of the 12 week rule means that all secondments must go through a full recruitment and assessment process.

### Our Brand and Recruitment – Actions for 2020–2022:

Action	Measuring success	By when?	Who?
40 Launch new online on boarding portal as part of iTrent HR system to streamline processes and improve the new starter experience.	<ul style="list-style-type: none"> <li>Improved candidate experience and reduces duplication in the HR admin process.</li> </ul>	Sep 2020	Head of HR
41 Launch a managers' toolkit to assist hiring managers in designing valid and appropriate assessments.	<ul style="list-style-type: none"> <li>Hiring high quality candidates who have successfully completed a robust assessment process.</li> </ul>	Sep 2020	Head of HR
42 Continue to develop our employer brand and social media presence to attract a wider and more diverse audience for job opportunities,	<ul style="list-style-type: none"> <li>Increased reach and targeting of job adverts and a greater diversity of applicants</li> </ul>	Ongoing	Head of HR

	Action	Measuring success	By when?	Who?
43	Work with Managed Service Provider to ensure procurement specification and payment schedule for search and recruitment agencies includes obligations to source a diverse applicant pool.	<ul style="list-style-type: none"> <li>Increased diversity of applicant pools for future recruitment</li> </ul>	Ongoing	Head of HR
44	Continue quality checking of job paperwork (with a focus on third tier and above roles) to ensure focus on skills rather than experience and remove unnecessary barriers eg: qualifications, experience.	<ul style="list-style-type: none"> <li>Increased success rates of a diverse range of candidates</li> </ul>	as roles become vacant	Head of HR
45	Develop more values and abilities based selection processes for senior roles (of third tier and above), including online values testing; values based assessment centre for senior roles.	<ul style="list-style-type: none"> <li>Increased success rates of a diverse range of candidates</li> </ul>	as roles become vacant	Head of HR
46	Improve equality monitoring data for applicants.	<ul style="list-style-type: none"> <li>Regular monitor of diversity statistics at all stages of the recruitment process</li> </ul>	Ongoing	Head of HR
47	Undertake bi-annual recruitment audits to review hiring manager practice and publish results.	<ul style="list-style-type: none"> <li>Increased confidence in recruitment practice</li> </ul>	Dec 20	Head of HR
48	Provide recruitment training and support for members who take part in senior leadership recruitment.	<ul style="list-style-type: none"> <li>Increased confidence in recruitment practice</li> </ul>	Ongoing	Head of HR
49	Expand the diverse recruiter scheme and ensure their presence in hot spots where issues raised about recruitment practice.  External diverse panel members will be mandatory for senior leadership recruitment.	<ul style="list-style-type: none"> <li>Increased confidence in recruitment practice</li> </ul>	Dec 20	Head of Equality and Inclusion

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# HR Committee

24<sup>th</sup> September 2020

**Report of:** Director of Workforce and Change

**Title:** Sickness Absence Update Report

**Ward:** N/A

**Officer Presenting Report:** Mark Williams, Head of Human Resources

**Contact Telephone Number:** 07795 446270

## Recommendation

That the Committee notes the report and provides it views on the work being done to reduce and manage sickness absence.

## Summary

The purpose of this report is to update on the latest sickness absence information and to seek the comments and observations of the committee on the report's findings.

## The significant issues in the report are:

- Current average working days lost in the council is 8.4 per employee.
- When excluding COVID-19 from sickness calculations average working days lost (8.1) has dropped below than pre-COVID-19 levels and is the lowest it has been in the last 12 months.
- Absence levels continue to be below the published mean average for unitary authorities.
- We are currently commissioning a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our employee health and well-being priorities.
- Continuing to reduce sickness absence remains a priority, both corporately and for Directorates.
- The Council continues to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan and revised Workforce Strategy.



## Policy

1. An engaged, healthy and supported 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

Not required because this report is for information only.

### 4. External

Not required because this report is for information only.

## Context

5. This report provides the HR Committee with an update on sickness absence levels across the Council and ongoing and developing activity to reduce and manage sickness absence and improve workforce wellbeing.

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

- Current sickness (including absence reasons)
- LGA Benchmarking
- Sickness trend (last 12 months)
- Sickness breakdown by Equalities Categories (including against workforce proportions)
- Sickness breakdown by pay grade and deprivation
- COVID-19 related sickness
- Sickness excluding COVID-19 related
- Bradford Factor Calculation
- Sickness Absence Casework

7. This report provides an update on absence trends for the Council and its Directorates over the last twelve months (1<sup>st</sup> September 2019 to 31<sup>st</sup> August 2020). It also presents an overview of the policies and practice in place to improve attendance, with a particular focus on supporting managers in this area, and ongoing and strengthened work on employee wellbeing.

## Key Findings

8. Current average working days lost in the council is 8.4 per employee. Stress, Anxiety and Depression (29.2%), Musculoskeletal (13.3%) and Cold / Flu / Cough (9%) account for over 50% of the total days lost in the council. This data includes COVID-19 related sickness.

- Average working days lost are consistent with 12 months ago (8.6).
- BAME employees account for 13.4% of all working days lost which is above the workforce representation of 12.6%. BAME employees account for 14.9% of the working days lost for COVID-19 sickness.

- Disabled employees account for 14.1% of all working days lost above the workforce representation of 9.5%.
- Female employees account for 64.1% of all working days lost which is above the workforce representation of 60.1%.
- Male employees account for 35.9% of all working days lost which is below the workforce representation which is 39.9%.
- LGBTQ employees account for 3.8% of all working days lost below the workforce representation of 5.1%.
- Employees aged 16 – 24 account for 2.6% of all working days lost below the workforce representation of 3.5%.
- COVID-19 related sickness is only 2.6% of all working days lost.

9. When excluding COVID-19 from sickness calculations average working days lost (8.1) has dropped lower than pre-covid levels and is the lowest it has been in the last 12 months. This suggests that working from home has had an impact on regular sickness rates.

### **Managing Attendance**

10. We have seen a sharp increase in absence in recent months due to absence related to COVID-19. Covid related absence is not considered as part of any formal action through our sickness absence policy.

11. HR have been working pro-actively with managers to support them at this time in managing all absence cases and contacting managers where staff are self-isolating, shielding, vulnerable or highly vulnerable.

12. Absence levels continue to be below the mean average published benchmarks for unitary authorities.

13. We continue to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan and revised Workforce Strategy. We are actively monitoring sickness absence patterns for services relating to COVID-19 to ensure we act swiftly to any areas of increased risk.

14. We have made organisational health and wellbeing one of our major priorities (Workforce Strategy). In February 2019 the Council became Time to Change employer pledge as part of our commitment to tackling the stigma of mental ill health. Our major focus for the year ahead is ensuring our leaders continue to develop their skills to support colleagues reporting health and wellbeing concerns. We are also an employer who is a signatory to the TUC dying at work charter which means that employees and their families are supported in the event of terminal illness and they are not dismissed on health grounds.

15. We are currently commissioning a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our requirements. A new provider will be in place in early 2021.

### **Proposal**

16. That the Committee notes this report

## **Other Options Considered**

17. None

## **Risk Assessment**

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

## **Public Sector Equality Duties**

15a) 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.

15b) 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      Sickness Absence Thematic Report

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

# Sickness Absence – Thematic Report



## HR Committee

24<sup>th</sup> September 2020



## Contents

Current Sickness .....	3
Benchmarking with other local authorities .....	5
Sickness Trend (last 12 months) .....	6
Sickness breakdown by Equalities Categories (including against workforce proportions).....	8
Sickness breakdown by pay grade and deprivation .....	10
COVID-19 related sickness.....	11
Sickness excluding COVID-19 related .....	12
Bradford Factor Calculation.....	14
Sickness Absence Casework .....	15
Managing Attendance .....	16

## Current Sickness

\*Data period: 1<sup>st</sup> September 2019 – 31<sup>st</sup> August 2020

*Average Working Days Lost = Total Working Days Lost / Headcount*

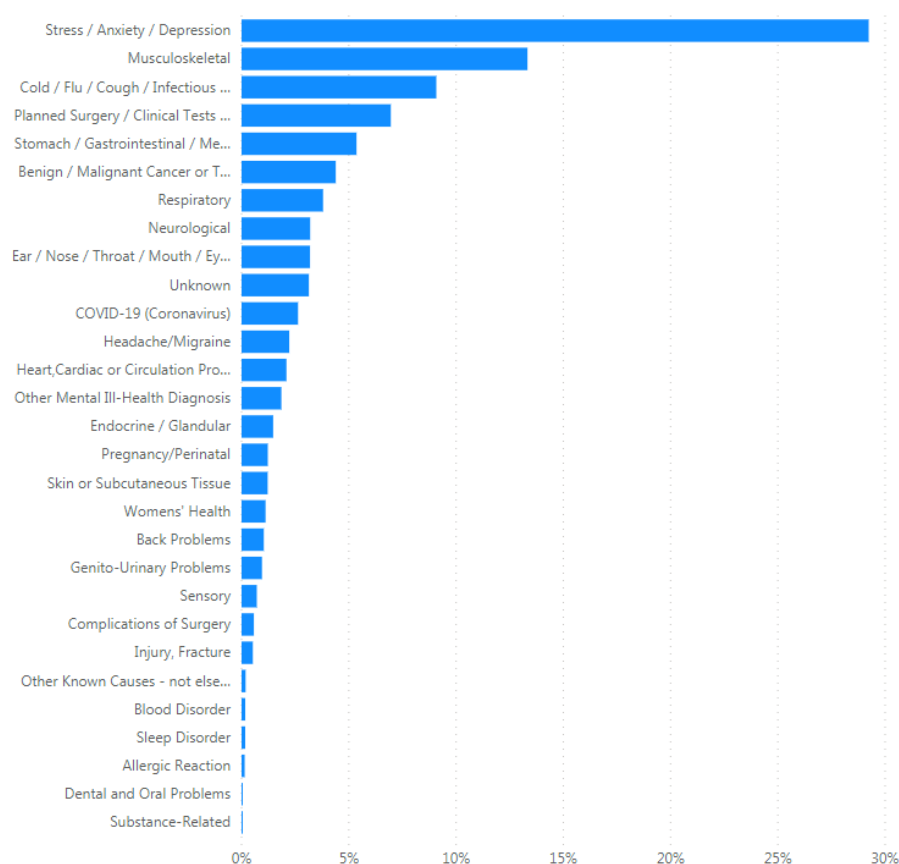
### Bristol City Council

Average working days lost during the period 1<sup>st</sup> September 2019 – 31<sup>st</sup> August 2020 in the council was 8.4. This was 0.4 days higher than the council target of 8. During this period 3,368 employees had sickness absence this is 51.2% of the workforce that means 48.8% of the workforce have not taken any sickness absence in the last 12 months.

Workers who have had long term absence (absent for 20 days or more) have a higher sickness absence rate than those who report short term absence (less than 20 days). Only 8.9% (584 employees) have had long term sickness absence in the last 12 months.

Stress, Anxiety and Depression, Musculoskeletal and Cold/Flu/Cough /Infectious Disease accounts for over 50% of the total days lost in the council. 8.6% of the workforce (563 employees) has had sickness absence relating to Stress, Anxiety and Depression that accounts for 29.2% of all working days lost. 6.9% of the workforce (455 employees) has had Musculoskeletal sickness absence that accounts for 13.3% of all days lost. 19.5% (1280) of the workforce has had Cold/Flu/Cough/Infection Disease related absence that accounts for 9.1% of the total working days lost.

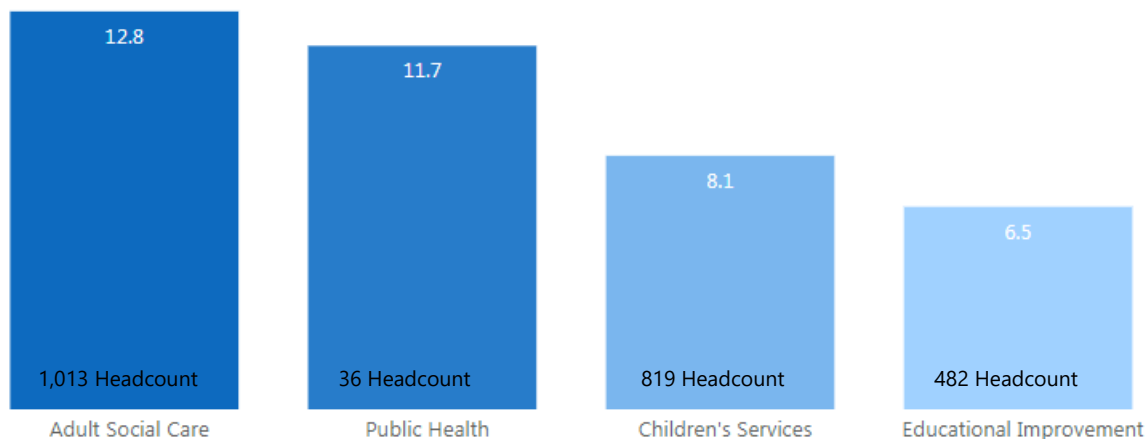
Fig1: Sickness Absence Reasons



## People

Average working days lost in People Directorate was 9.8. This was 1.8 higher than the council target. Fig2 below shows the breakdown of average working days lost by each Division in People.

Fig2: Average working days lost by Divisions in People Directorate



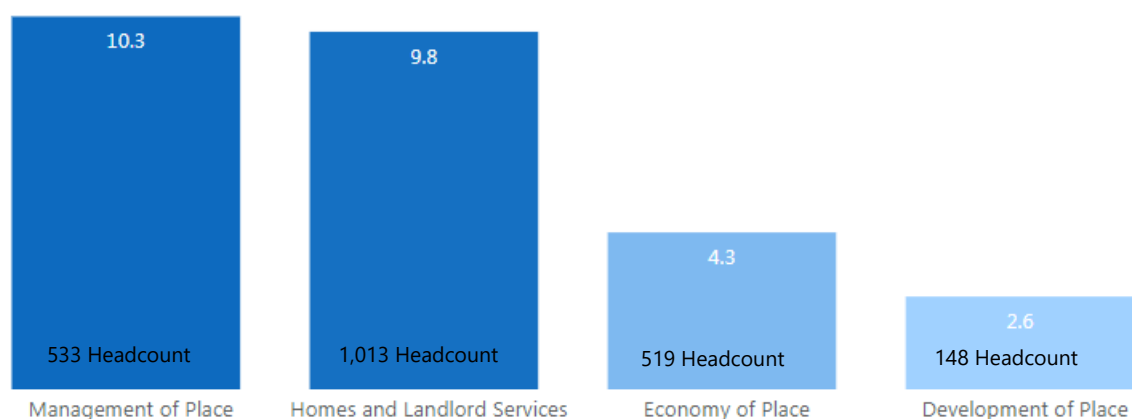
The top three absence reasons for People are:

- Stress, Anxiety and Depression – 29.2% (in-line with the council average)
- Musculoskeletal – 13.2% (in-line with the council average)
- Cold / Flu / Cough / Infectious Disease – 8.2% (slightly below the council average)

## Growth and Regeneration

Average working days lost in the Growth and Regeneration Directorate was 8.1. This is just 0.1 above the council target. Fig3 below shows the breakdown of average working days lost by each Division in Growth and Regeneration.

Fig3: Average working days lost by Divisions in Growth and Regeneration Directorate



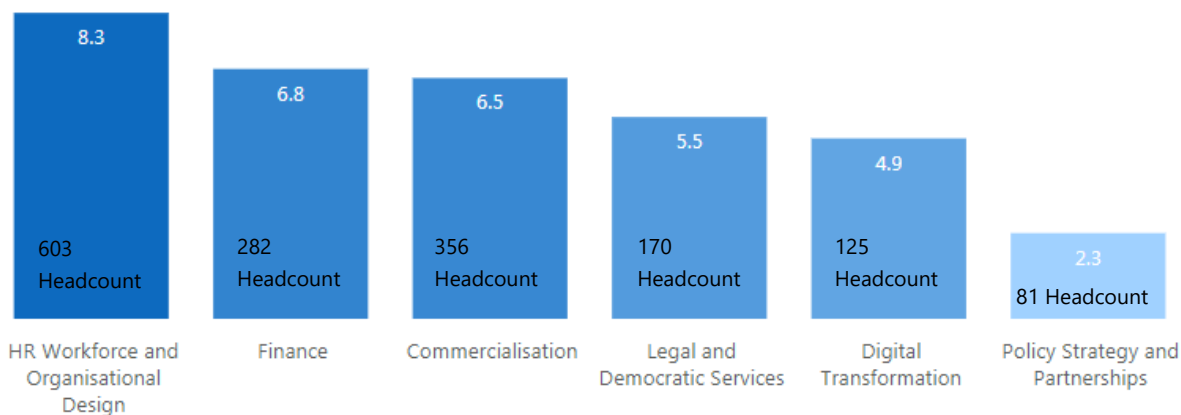
The top three absence reasons for Growth and Regeneration are:

- Stress, Anxiety and Depression – 32.4% (above the council average)
- Musculoskeletal – 13.1% (in-line with the council average)
- Cold / Flu / Cough / Infectious Disease – 9.3% (in-line with the council average)

## Resources

Average working days lost in the Resources Directorate was 6.8. This is 1.2 below the council target. Fig4 below shows the breakdown of average working days lost by each Division in Resources.

Fig4: Average working days lost by Divisions in Resources Directorate



The top three absence reasons for Resources are:

- Stress, Anxiety and Depression – 24.4% (below the council average)
- Musculoskeletal – 13.9% (in-line with the council average)
- Cold / Flu / Cough / Infectious Disease – 10.5% (slightly above the council average)

## Benchmarking with other local authorities

The method we use to calculate sickness absence is 'Average Working Days Lost per Employee' this in line with former audit commission definition for best value performance indicators.

*Average Working Days Lost = Total Working Days Lost / Headcount*

Different local authorities use different methodologies for calculating sickness absence. LGA in their Local Government Workforce Survey use the average number of working days lost due to sickness absence per FTE (full-time equivalent) employee. This is calculated by taking the total number of days absence over the reporting period and dividing it by the average number of FTE over the same period.

*Average Working Days Lost per FTE = Total Working Days Lost / FTE over the same period*

The most recent benchmarking figure from the LGA is from 2018/19. This figure is 'Sickness absence FTE days per employee in England', the benchmark figure is the Mean for all unitary authorities. This data is collected through the Local Government Workforce Survey.

**Unitary Authority Average (2018/19) = 10.1 Average Working Days Lost per FTE**

**Core Cities Average (2018/19) = 10.25 Average Working Days Lost per FTE**

**Bristol City Council (Current) = 9.9 Average Working Days Lost per FTE**

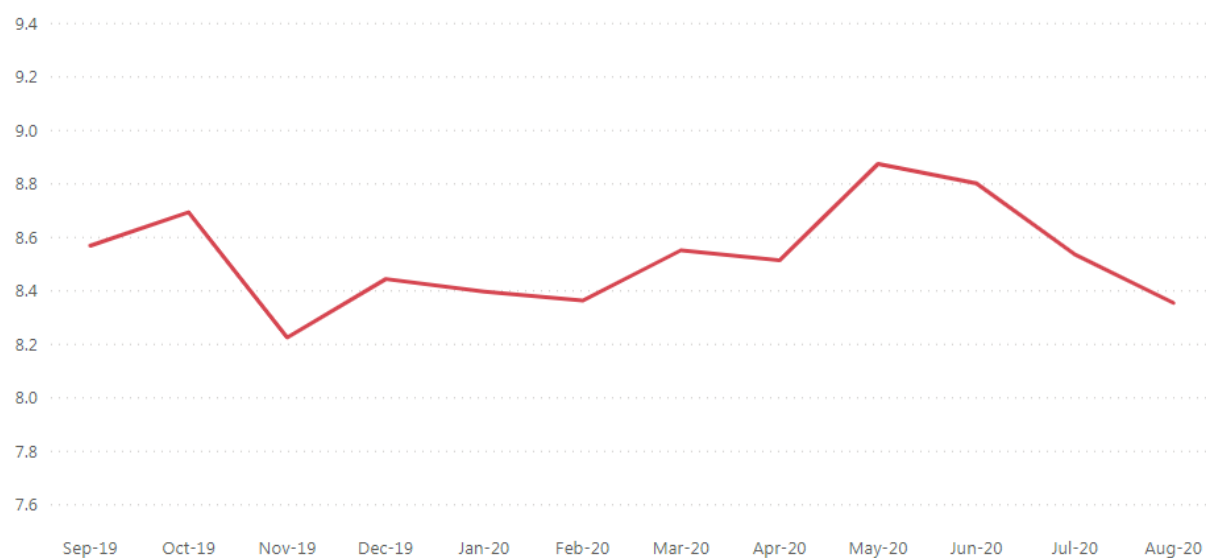
## Sickness Trend (last 12 months)

*\*Each monthly figure is calculated from a rolling 12 month report*

### Bristol City Council

Average working days lost is currently 0.2 less than it was 12 months ago. To give this some context the headcount in September 2019 was 6314 and working days lost were 54,106 whereas the current headcount is 6579 and current working days lost are 54,971.5.

*Fig5: BCC average working days lost trend (last 12 months)*



### People

Average working days lost in the People Directorate have seen an increase of 0.3 from 12 months ago. Over the reporting period the headcount of People directorate has increased from 2138 in September 2019 to 2427 in September 2020. We have also seen a proportionate increase in the working days lost from 20,382 in September 2019 to 23,838.5 in September 2020.

### Growth and Regeneration

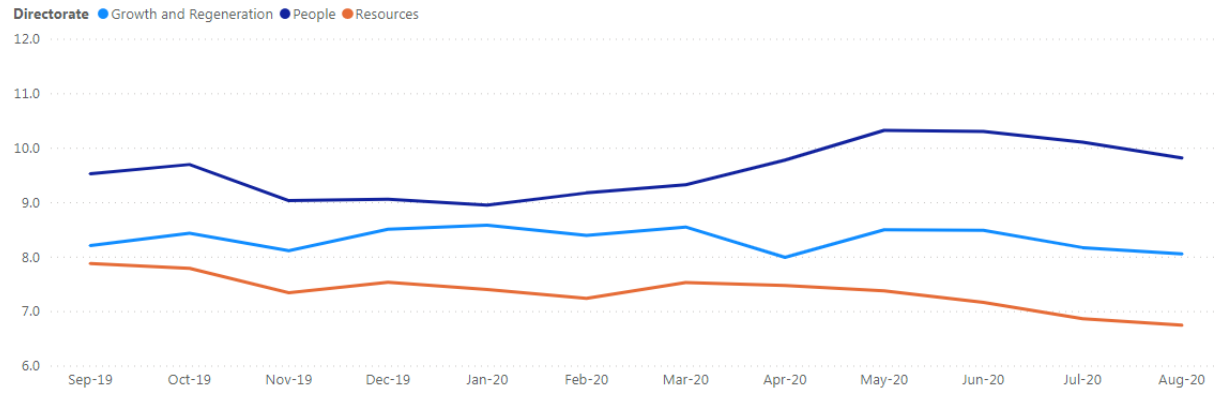
Average working days lost in the Growth and Regeneration Directorate has decreased by 0.2 from 12 months ago. Over the reporting period we have seen a headcount reduction from 2430 in September 2019 to 2373 in September 2020. We have also seen a reduction in the working days lost from 19,962 in September 2019 to 19,123.5 in September 2020.

### Resources

Average working days lost in the Resources Directorate have decreased by 1.1 from 12 months ago. Over the reporting period the headcount in resources has not significantly changed, 1746 in September 2019 and 1779 in September 2020. We have however seen a reduction in the working days lost from 13,761.5 in September 2019 to 12,009.5 in September 2020.



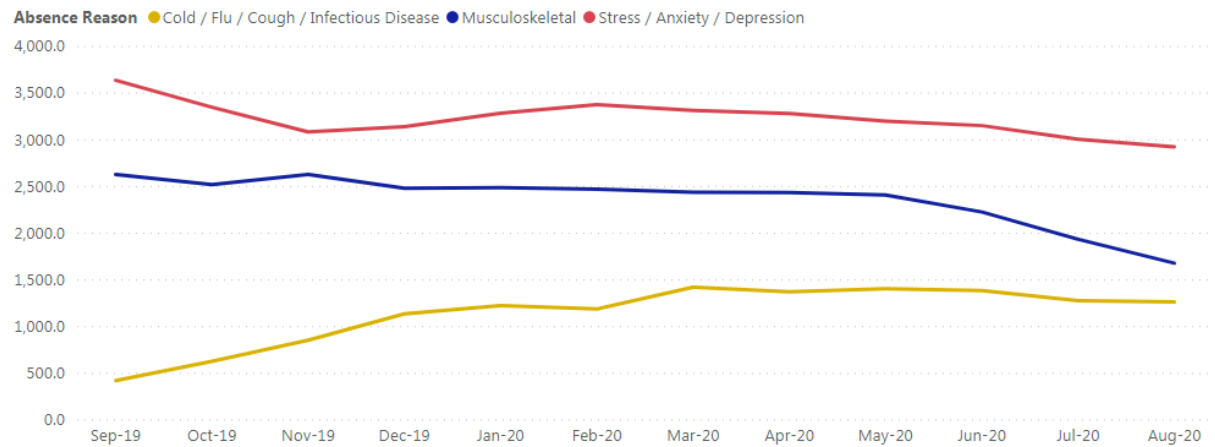
**Fig6: Directorates average working days lost trend (last 12 months)**



**Absence Reasons**

The trend of the top three absence reasons show that working days lost for Stress, Anxiety and Depression and Musculoskeletal have both decreased from 12 months ago. However Cold / Flue / Cough / Infectious Disease has seen a large increase.

**Fig7: Working days lost by absence reason trend (last 12 months)**



## Sickness breakdown by Equalities Categories (including against workforce proportions)

The below tables look at current percentages of working days lost compared to the workforce. All of the percentages in these tables exclude employees and days lost where the sensitive information value is unknown.

■ Above average

### Ethnic Grouping

Category	BCC		People		Growth and Regeneration		Resources	
	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
BAME	13.4%	12.6%	11.9%	13.4%	12.5%	9.8%	17.9%	15.4%
White British	80.0%	80.1%	83.9%	79.2%	76.4%	83.2%	78.3%	77.1%
White Minority Ethnic	5.1%	5.5%	2.9%	6.1%	9.4%	5.2%	2.7%	5.2%
Prefer not to say	1.5%	1.7%	1.4%	1.2%	1.8%	1.9%	1.1%	2.2%

The table above shows that BAME employees are having a higher percentage of working days lost than the percentage of BAME employees in the workforce. The same is true for the Growth and Regeneration and Resources Directorate's. In the People Directorate White British employees are having proportionately more working days lost. There is a high proportion of BAME staff in lower paid jobs; this is reflected in the high absence rate.

### Ethnicity

Category	BCC		People		Growth and Regeneration		Resources	
	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Asian or Asian British	2.6%	2.5%	1.6%	2.1%	4.2%	2.1%	2.0%	3.6%
Black or Black British	7.7%	6.4%	8.1%	7.4%	3.8%	4.1%	13.5%	8.2%
Mixed	2.9%	3.3%	2.1%	3.4%	4.4%	3.2%	2.2%	3.3%
Other Ethnic Groups	0.2%	0.5%	0.2%	0.6%	0.1%	0.4%	0.3%	0.4%
Prefer not to state	1.5%	1.7%	1.4%	1.2%	1.8%	1.9%	1.1%	2.2%
White	85.1%	85.6%	86.7%	85.2%	85.7%	88.3%	80.9%	82.4%

At a more granular level from Ethnic Grouping, this table shows that overall Asian/Asian British or Black/Black British employees are having a higher percentage of working days lost than the percentage of employees in the workforce. Whereas in the People and Resources Directorates only Black/Black British employees are having proportionately more working days lost. In Growth and Regeneration Asian/Asian British and Mixed employees are having a higher proportion of working days lost.

## Disability

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Disabled	14.1%	9.5%	13.4%	10.0%	14.2%	8.7%	15.5%	10.0%
Not Disabled	81.7%	86.9%	82.8%	86.5%	81.1%	88.0%	80.7%	85.8%
Prefer not to state	4.1%	3.6%	3.8%	3.5%	4.8%	3.2%	3.8%	4.2%

The table above shows that across the organisation disabled employees are having proportionately more working days off than the workforce percentage. The same is true for employees that prefer not to state if they are disabled (excluding the Resources Directorate).

## Gender

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Female	64.1%	60.1%	84.8%	81.3%	39.1%	41.0%	63.0%	56.7%
Male	35.9%	39.9%	15.2%	18.7%	60.9%	59.0%	37.0%	43.3%

The table above shows that overall in Bristol City Council and the People Directorate female employees are having a higher percentage of working days lost than the percentage of employees in the workforce. In Growth and Regeneration and Resources male employees are having a higher proportion of working days lost. The sickness absence rates have been consistently lower for men than women. We continue to work with Trade Union colleagues to help reduce the stigma associate with the menopause and improve sickness reporting in this area, which is often recorded as a different absence reason.

## Age

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
16 – 24	2.6%	3.5%	0.8%	2.1%	4.7%	5.0%	3.0%	3.4%
25 – 34	10.8%	18.3%	9.8%	18.8%	12.5%	18.3%	10.1%	17.8%
35 – 49	31.9%	35.6%	32.8%	35.6%	32.0%	35.6%	30.2%	35.4%
50 – 64	48.7%	39.3%	50.9%	39.8%	45.5%	38.2%	49.3%	40.0%
65 +	6%	3.3%	5.7%	3.7%	5.4%	2.9%	7.4%	3.4%

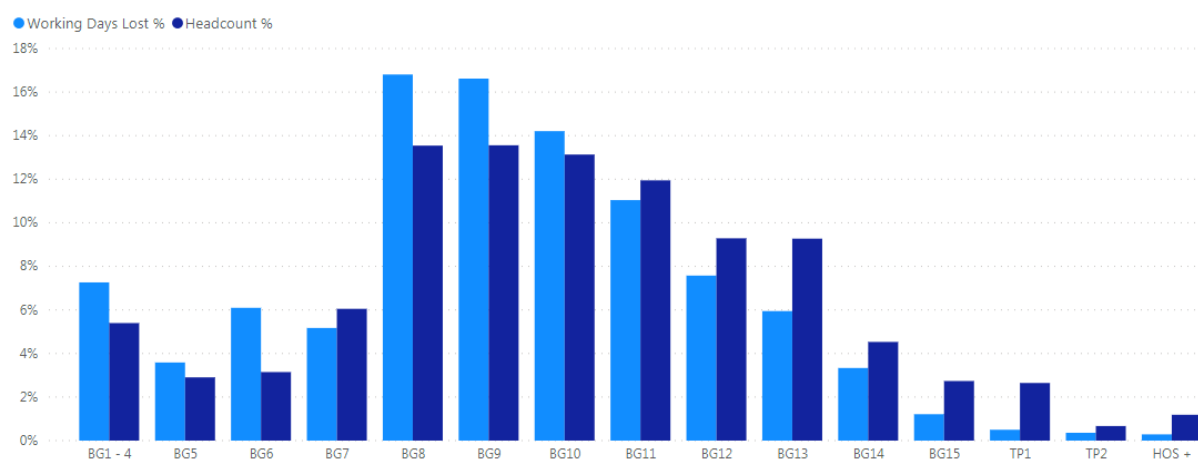
This table tells us that across the organisation our older employees are having proportionately more working days off than the workforce percentage. Sickness absence rates are higher among older workers than younger workers as they are more likely to develop health problems. The average age for the Councils is 46.

## Sickness breakdown by pay grade and deprivation

### Sickness by Pay Grade

There are significantly more days lost from employees in pay grades BG1 – 4, BG6, BG8 and BG9. Particularly in BG8 and BG9 there are proportionately more days lost than the workforce percentage. Fig7 below looks at the proportions of absence across all pay grades. Proportions of working days lost change by absence reason BG8 (18.3%) and BG9 (21.2%) both seen an increased proportion of Stress, Anxiety and Depression related sickness. BG1 – 4 increases significantly to 12.4% for Musculoskeletal related sickness.

Fig8: Working days lost percentages against workforce percentage by Pay Grade

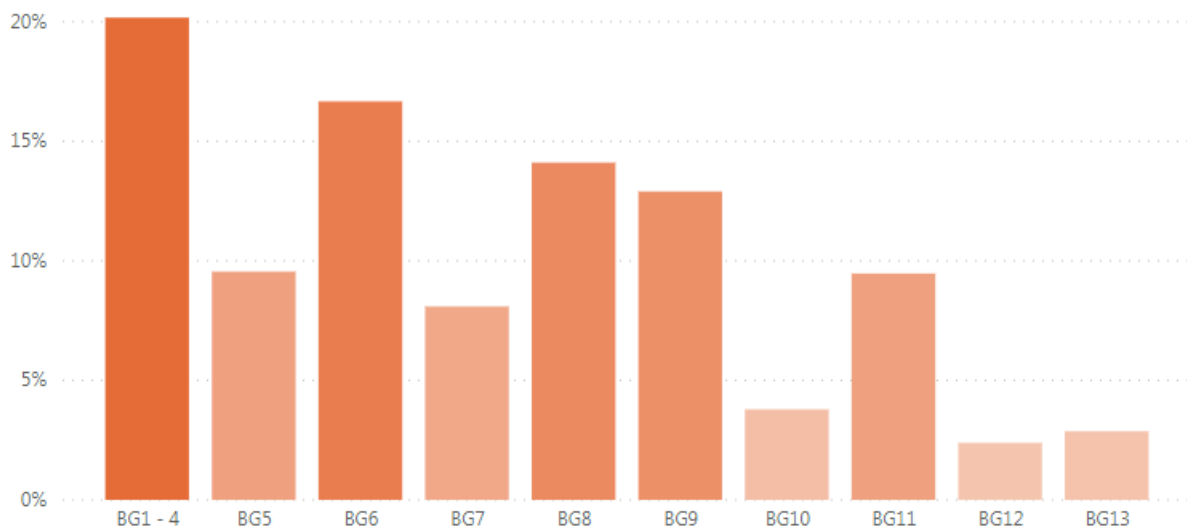


### Sickness by Deprivation

The Index of Multiple Deprivation (IMD) is the official measure of relative deprivation in England the Ministry of Housing, Communities and Local Government is responsible for publishing the IMD. It follows an established methodological framework in broadly defining deprivation to encompass a wide range of an individual’s living conditions.

6.2% of Bristol City Council staff live in the most deprived areas of Bristol and these staff account for 10.0% of all working days lost. This percentage decreases to 7.7% for Stress, Anxiety and Depression related sickness but increases to 13.4% for Musculoskeletal related sickness. Sickness for employees in grades BG1 – 7 account for 54.6% of all sickness of employees that live in the most deprived areas of Bristol.

Fig9: Working days lost percentage by Pay Grade for employees that live in Most Deprived Areas of Bristol

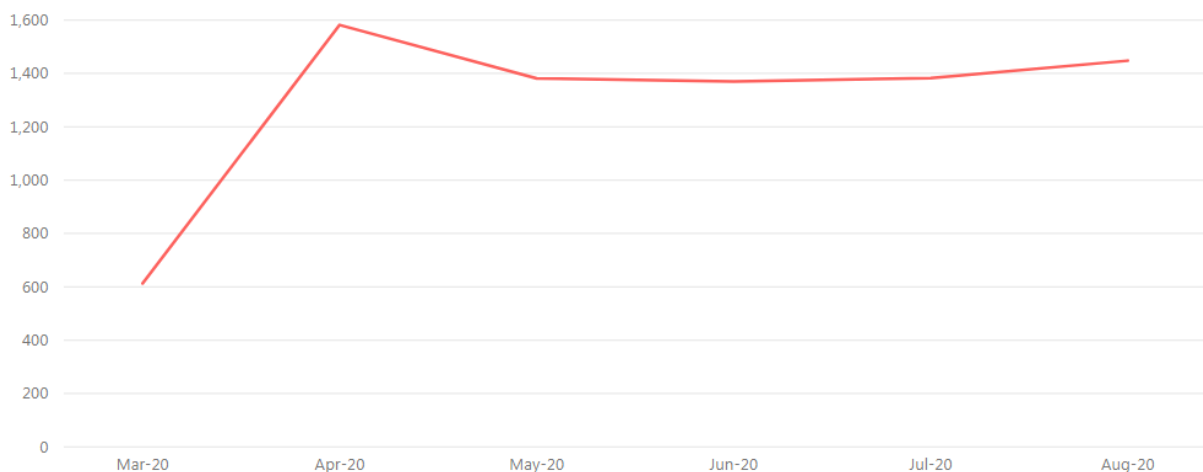


## COVID-19 related sickness

### Bristol City Council

Currently in our latest sickness report there have been 1447.5 working days lost due to COVID-19 sickness. After an initial peak in April 2020 (first started recording in March 2020) the absence figures due to COVID-19 have remained consistent. Currently BAME employees account for 14.9% of the working days lost for COVID-19 sickness. Disabled employees account for 12.0% of the working days lost for COVID-19 sickness. Employees aged 50 and over account for 36.6% of the working days lost for COVID-19 sickness.

Fig10: COVID-19 sickness working days lost



### People

The People Directorate currently has the most working days lost due to COVID-19 with 685 days lost. The working days lost figure is starting to reach the initial peak working days lost in April 2020.

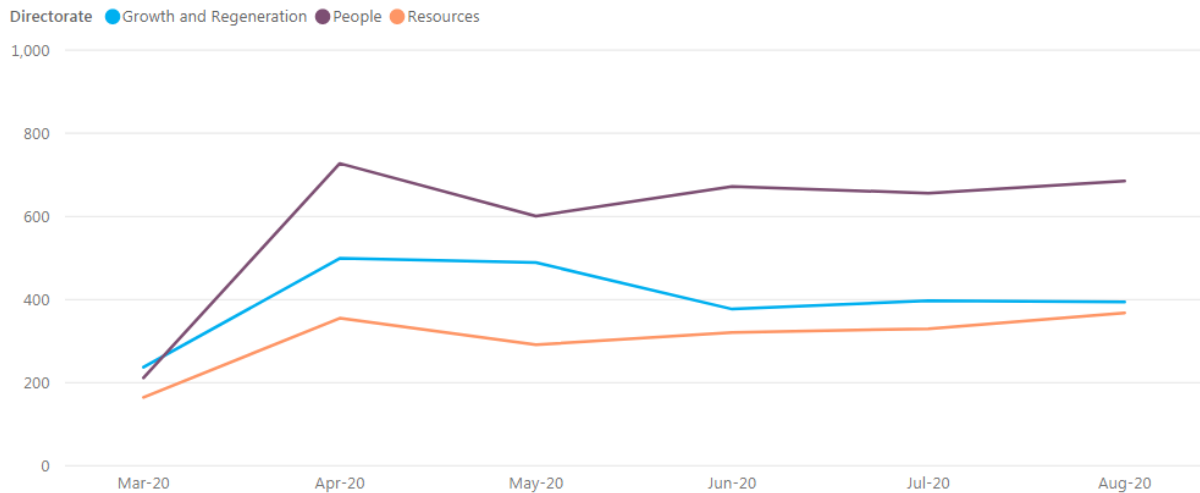
## Growth and Regeneration

Growth and Regeneration had currently had 394.5 working days lost due to COVID-19. This figure has remained consistent after the initial peak in April 2020.

## Resources

The Resources Directorate currently has 368 working days lost due to COVID-19. This figure is the highest amount since we began recording COVID-19 sickness.

Fig11: COVID-19 sickness working days lost by Directorate

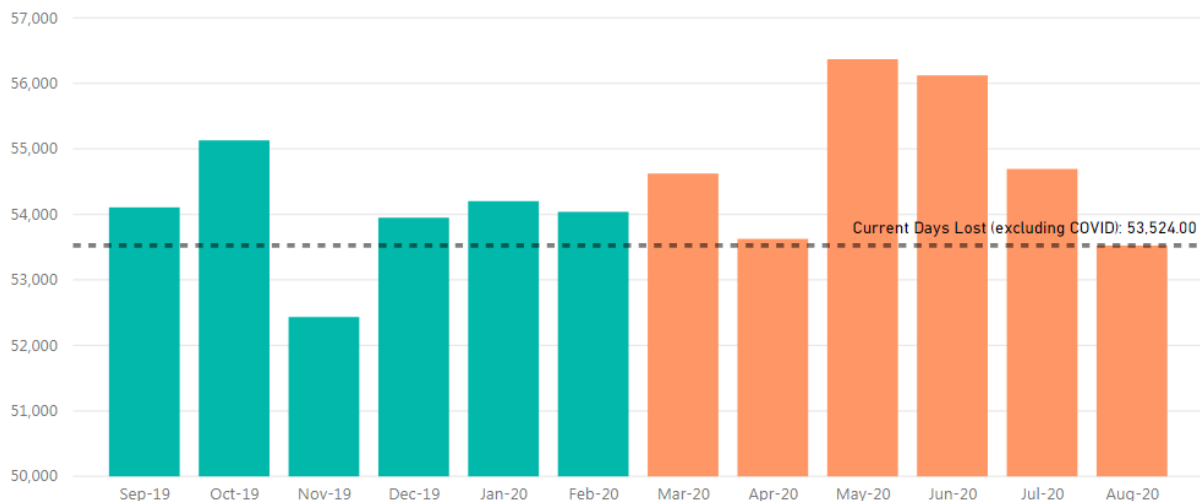


## Sickness excluding COVID-19 related

### Bristol City Council

If we exclude any COVID-19 related sickness from the working days lost calculation we find that the council's sickness level is one of the lowest it has been for the last 12 months and pre-COVID. Total working days lost excluding COVID-19 are currently 53,524 with a current average working days lost of 8.1. It is common for sickness rates to drop slightly in the summer months but the decrease in days lost could also be attributed to a positive effect of more staff being able to work from home.

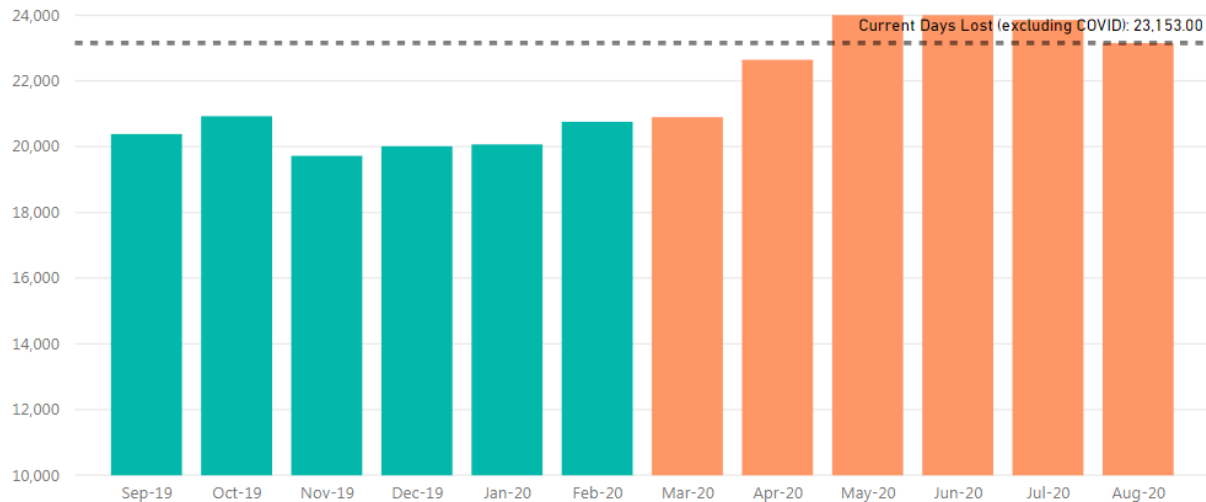
Fig12: Bristol City Council working days lost trend excluding COVID-19



## People

Working days lost excluding COVID-19 related sickness is currently 23,153 with an average days lost of 9.5. This figure is higher than any sickness rates pre-COVID and the days lost in the People Directorate have been increasing even when we exclude COVID-19 related sickness. The People Directorate contains employees that work most closely with citizens affected by COVID-19 and this could be having a negative effect on their health and wellbeing.

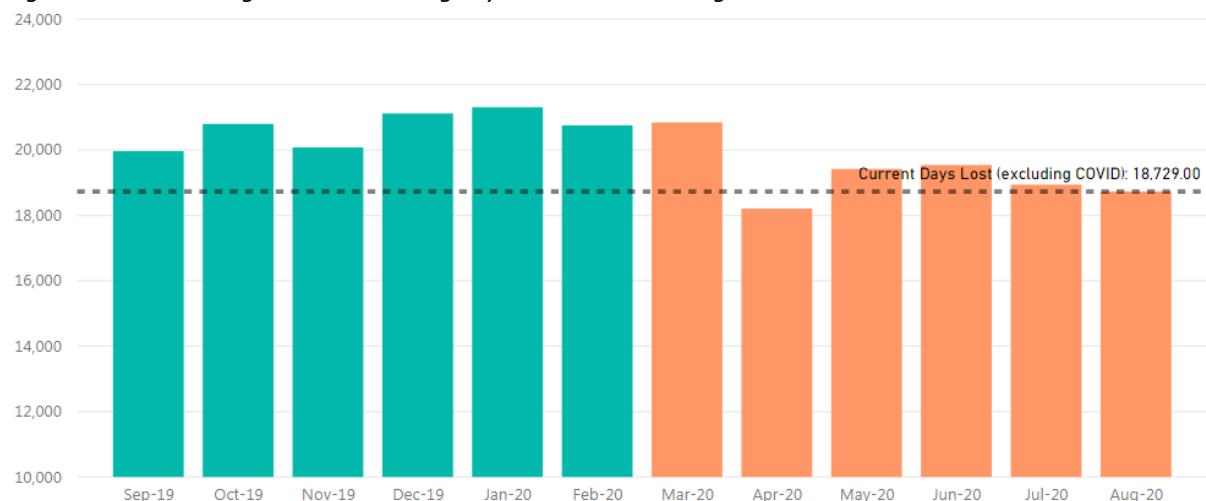
Fig13: People working days lost trend excluding COVID-19



## Growth and Regeneration

In Growth and Regeneration working days lost excluding COVID-19 related sickness is currently 18,729 with an average days lost of 7.9. This sickness rate for Growth and Regeneration is the second lowest in the last 12 months and is lower than any of the sickness rates pre-COVID.

Fig14: Growth and Regeneration working days lost trend excluding COVID-19

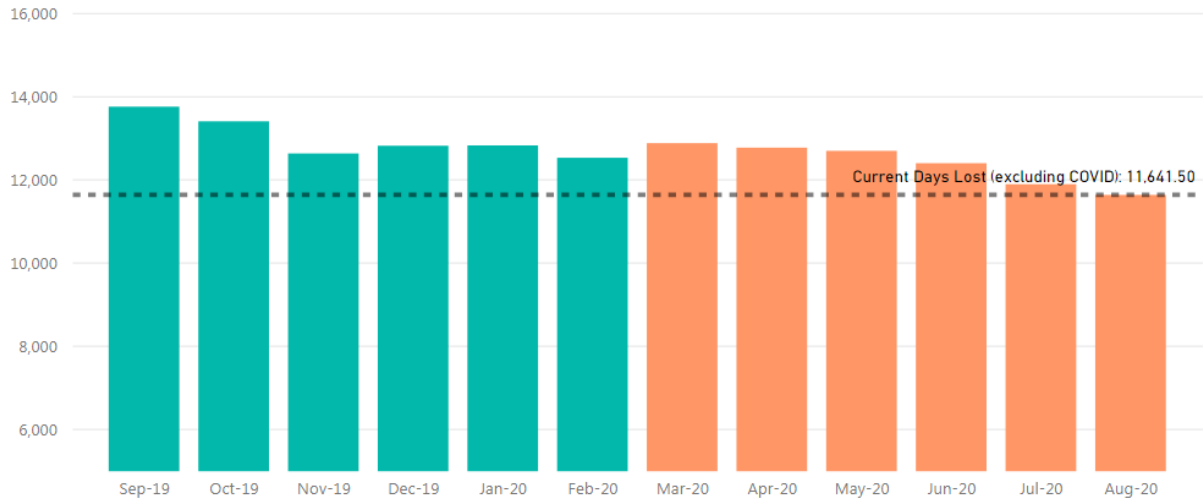


## Resources

Working days lost excluding COVID-19 related sickness in Resources is currently 11,641.5 with an average days lost of 6.5. This sickness rate for Resources is the lowest in the last 12 months. As employees in the Resources Directorate are primarily office based this reduction in working days lost could be attributed to a positive effect on being able to work from home.



Fig15: Resources working days lost trend excluding COVID-19



## Bradford Factor Calculation

The Bradford Factor is a formula used to help measure and monitor absence. It aims to demonstrate the disproportionate disruption caused by multiple short-term absences. The Bradford Factor is a simple equation based on two pieces of data – the number of spells (S) of absence in a given period (usually a year) and the total number of days (D) absent by an employee. The Bradford Factor aims to show us that the higher the Bradford Factor score, the more disruptive an employees’ absence has been.

$$(S \times S) \times D = \text{Bradford Factor Score}$$

The formula is weighted to demonstrate the fact that frequent short spells of absence are seen as more problematic than single, longer instances.

We have calculated a Bradford Factor score for each employee that has had sickness absence in our current report and grouped them based on a score range.

Fig16: Bradford Factor Score Range

Score	Group
0 – 21	No concern
22 – 44	Some concern
45 – 100	Action required
100 – 899	Consider formal action
900 +	Formal action likely

Using the table above numbers of employees taking sickness absence are grouped as follows:

Category	BCC	People	Growth and Regeneration	Resources
No concern	1854 (55.1%)	677 (52.1%)	680 (56.2%)	497 (57.9%)
Some concern	345 (10.2%)	132 (10.2%)	134 (11.1%)	79 (9.2%)
Action required	401 (11.9%)	169 (13.0%)	135 (11.2%)	97 (11.3%)
Consider formal action	647 (19.2%)	262 (20.2%)	224 (18.5%)	161 (18.7%)
Formal action likely	121 (3.6%)	59 (4.5%)	37 (3.1%)	25 (2.9%)

The table above shows that across the overall organisation and each Directorate around 20% of employees that have had sickness absence have a high Bradford Factor score indicating lots of short term instances. A limitation of the Bradford Factor is that by using an algorithm in isolation, it removes the individual from the absence case where a more holistic approach to health and wellbeing may be required.

## Sickness Absence Casework

### Bristol City Council

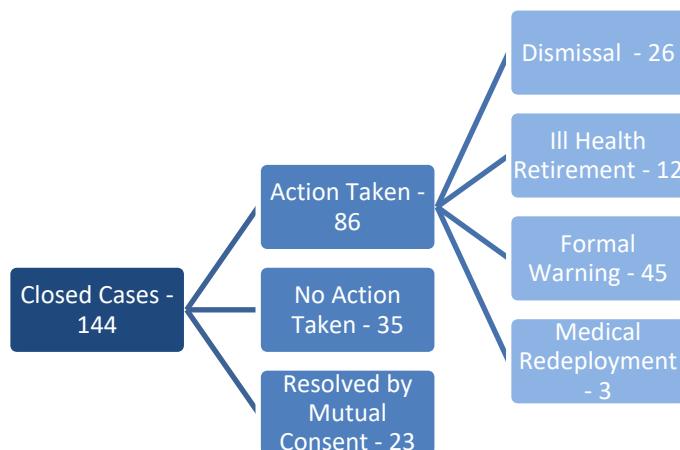
In July 2020 the council have introduced a new case management system that is integrated with our HR and Payroll system.

In the last 12 months there have been 144 cases closed relating to absence. Of these 59.7% have had action taken, 24.3% have had no action taken and 16% have been resolved informally by mutual consent. See Fig17 for a detailed breakdown of case outcomes.

There are currently 78 open absence related cases recorded in the iTrent HR System. Of these 67 are for long term absence cases and 11 for short term.

We have a proactive approach to managing absence related casework which includes regular reporting of individual sickness to enable the HR Consultancy Team to provide targeted support to managers and employees. The aim of this is to resolve any sickness absence issues informally before a formal case needs to be raised.

Fig17: Outcome map of closed cases



## Managing Attendance

- We have seen a sharp increase in absence in recent months due to absence related to COVID-19. Covid related absence is not considered as part of any formal action through our sickness absence policy.
- HR have been working pro-actively with managers to support them at this time in managing all absence cases and contacting managers where staff are self-isolating, shielding, vulnerable or highly vulnerable.

- We continue to take preventative measures to reduce sickness absence through our Health and Wellbeing Plan and revised Workforce Strategy. We are actively monitoring sickness absence patterns for services relating to COVID-19 to ensure we act swiftly to any areas of increased risk.
- Over the last year we have worked closely with our internal audit team to review absence management controls. The overall Internal audit judgement having reviewed our systems and controls found that the Council has sound risk management, internal control and governance processes in place.
- Despite being the highest sickness reason it should be viewed as a positive that Stress, Anxiety and Depression related absence is now being identified when that absence may have previously been input as a different reason. This means that managers can now target support resources such as mental health first aid training and the employee assistance programme for those employees that need it.
- We are continuing our work on revising our sickness absence policy to take a holistic approach to health and wellbeing. We are committed to supporting our employees at work and our health and wellbeing plan sets out the actions we will be taking this year to support our employees.
- We have made organisational health and wellbeing one of our major priorities (Workforce Strategy), in February 2019 we signed the Time to Change employer pledge which shows our commitment to tackling the stigma of mental ill health. Our major focus for the year ahead is ensuring our leaders continue to develop their skills to support those people reporting health and wellbeing concerns.
- We are currently commissioning a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our requirements. A new provider will be in place in early 2021.



# HR Committee

24<sup>th</sup> September 2020

<b>Report of:</b>	Director: Workforce & Change
<b>Title:</b>	COVID-19 Recovery Plan - workforce Implications
<b>Ward:</b>	N/A
<b>Officer Presenting Report:</b>	Mark Williams (Head of Human Resources)
<b>Contact Telephone Number:</b>	07795 446270

## Recommendation

That the Committee notes the report.

## Summary

COVID-19 has been the most significant incident the Council has had to manage in living memory. The council responded quickly and effectively. Our 2020/21 Business Plan which has now been refreshed to include our Recovery Plan. This was endorsed at Cabinet on 1 September 2020. This report provides an update on the current workforce issues in respect of the COVID-19 recovery.

## The significant issues in the report are:

- The Council's refreshed Business Plan includes a wide range of workforce related actions and these are reflected in the refreshed draft Workforce Strategy (see separate report).
- Comprehensive advice to employees, volunteers and managers on how to manage the health and safety implications and risks of exposure to COVID-19 is in place and is updated regularly in line with national advice. Workplaces are COVID secure.
- 190 employees who were redeployed have now returned to their substantive roles. There are currently 35 employees who continue to be redeployed from their normal jobs to support the organisational recovery.
- The Council Furloughed 362 employees. This has now reduced to 111 employees as services return to normal. The casual worker retention scheme continues to support 188 casual workers whose monthly pay has ceased or diminished as a consequence of some services being scaled back or closed. The scheme will close at the same time as the national job retention (Furlough) scheme ends

## Policy

1. The council's HR policies and procedures have in some instances being relaxed to support both colleagues and managers in response to the Pandemic. For example, emergency carers leave provisions have been relaxed until 30 September 2020. Sickness absence related to COVID-19 will be discounted under the Sickness Absence Policy.

## Consultation

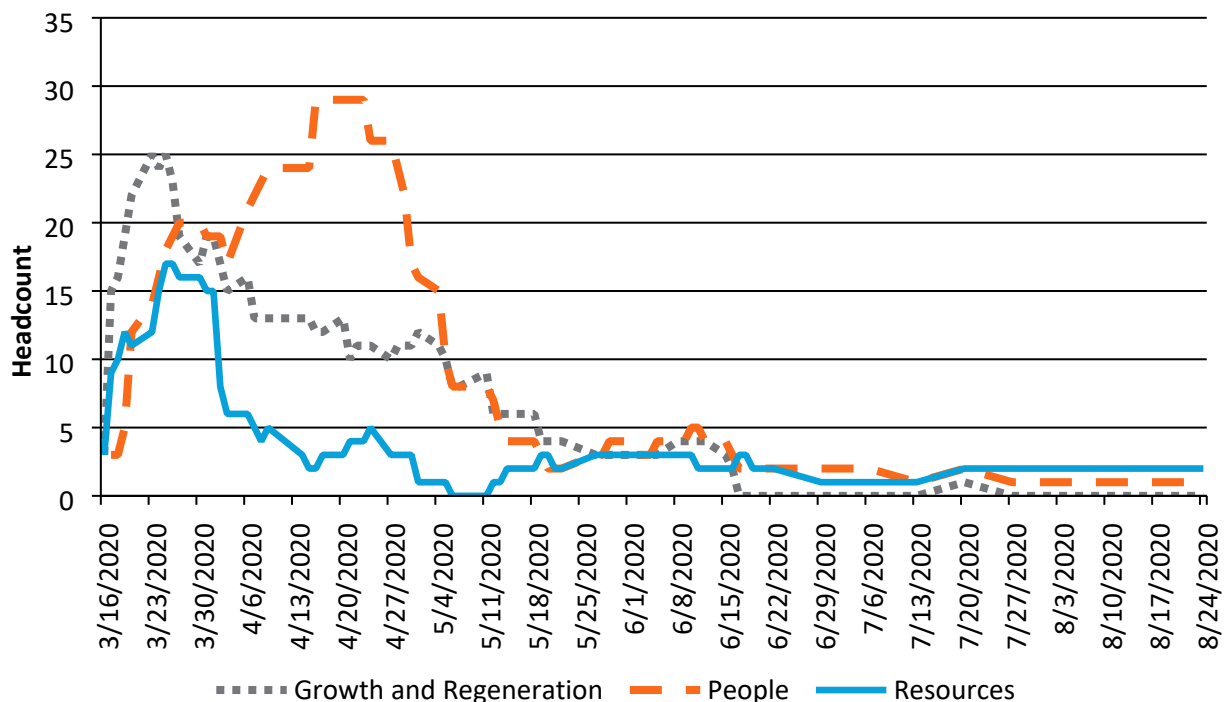
2. **Internal**  
Corporate Leadership Board.
3. **External**  
Not applicable.

## Context

4. The organisation responded swiftly to COVID-19. Museums and Libraries closed on 19<sup>th</sup> March and the Government restrictions took effect on the 23<sup>rd</sup> March 2020. Frontline services have had to maintain service but also review and quickly adapt the way services are delivered.
5. From 23<sup>rd</sup> March to 31<sup>st</sup> July, an Incident Management Team was in place. The organisation is now in recovery and business plans have been updated to reflect the changing priorities and significant challenges that now face the Council and the City. A refreshed Business Plan for 2020/21 was endorsed by Cabinet on 1<sup>st</sup> September 2020. The plan includes a wide range of actions that affect the workforce. In particular, a key area of focus will be to equip staff with skills and knowledge to support critical services quickly in the event of a future major incident or lockdown. These are reflected in the new draft Workforce Strategy which is being considered at this meeting.
6. Offices are open in accordance with government guidance and are COVID secure. All sites are visited by the Health and Safety team and COVID secure certification provided by the Safety, Health and Wellbeing Manager. Schools in the city have also been supported on the same basis. The vast majority of office based staff continue to work from home where their job role enables this to take place successfully. To meet the requirements of the COVID secure guidance, desk capacity has been reduced by up to 80% in some areas. Staff have returned to offices where their job requires attendance and where staff have request to work in an office for health and wellbeing reasons this has been accommodated. We surveyed staff about working from home and a number of actions were taken in response, such as providing office equipment to help people work effectively from home, and providing further advice and guidance to support good mental health which might have been affected by extended periods of homeworking. The key findings were:
  - Over 1,000 respondents have been participating in online learning whilst home working.
  - More than 80% of respondents felt they were able to do all or most of their role while working from home.
  - 75% felt they were as effective or more effective when working from home.

- Nearly 80% requested additional equipment to make homeworking more effective.

7. A further pulse survey will be conducted shortly to assess what further support is needed.
8. Human Resources and Trade Unions have worked closely together since the outset of the Pandemic. Until the end of July 2020, weekly meetings took place with the Head of HR and trade unions to review ongoing corporate guidance and support and address any workplace issues. As the Council is now in recovery these meetings have now take place on a fortnightly basis. This has involved close working with Public Health protection and the fact that national advice on the use of PPE is updated very regularly.
9. Currently, 35 staff continue to be redeployed to support the organisational recovery. During the period of lockdown over 225 were redeployed. These staff have now returned to their substantive job roles.
10. Regular communications and updates are provided to all staff and managers and the HR team worked collaboratively with the internal communications team to ensure up to date advice is provided. There are dedicated resources on the staff internal web pages which include FAQs, guidance on home working and health and well-being resources.
11. A range of measures were introduced to support staff with their health and wellbeing needs. This included a personalised risk assessment to support staff all in at risks groups. In particular a joint letter from the Council, Trade Unions and Staff Led Group was issued to all BAME colleagues. In addition, bespoke counselling provision has been offered to BAME colleagues in addition to our Employee Assistance Programme.
12. Daily reports continue to be provided on COVID-19 sickness absence the chart below shows the absence rate by directorate since March 2020.



13. A casual worker retention scheme to support casual workers whose pay has ceased or diminished as a consequence of service closure and reductions was put in place. 211 Casual Workers have accessed the scheme. The Council also utilised the Government's Coronavirus Job Retention Scheme (Furlough Scheme). Staff were furloughed due to service closure or where they were unable to work at all due to being extremely critically vulnerable or having full time caring commitments. All furloughed staff have continued to receive full pay although the scheme does not cover all employment costs. Initially, 362 were Furloughed and as at 11 September 2020 this has reduced to 111. The council's casual worker retention scheme will end at the same time as the Government scheme. A summary of service areas where staff the casual worker and furlough schemes have been applied are set out below:-

<b>BCC - Furloughed Staff</b>		
<b>Directorate/Service</b>	<b>March - Headcount</b>	<b>September - Headcount</b>
<b>Growth and Regeneration</b>	<b>248</b>	<b>72</b>
Economy of Place	200	69
Homes and Landlord Services	13	1
Management of Place	35	2
<b>People</b>	<b>69</b>	<b>35</b>
Adult Social Care	49	18
Children's Services	6	3
Educational Improvement	14	14
<b>Resources</b>	<b>43</b>	<b>4</b>
Commercialisation	5	4
Workforce & Change	38	0
<b>Grand Total</b>	<b>360</b>	<b>111</b>

<b>BCC - Casual Worker Retention Scheme</b>		
<b>Directorate/Service</b>	<b>March - Headcount</b>	<b>September - Headcount</b>
<b>Growth and Regeneration</b>	<b>112</b>	<b>94</b>
Economy of Place	72	71
Management of Place	40	23
<b>People</b>	<b>26</b>	<b>26</b>
Children's Services	1	1
Educational Improvement	25	25
<b>Resources</b>	<b>73</b>	<b>68</b>
Commercialisation	61	56
Legal and Democratic Services	12	12
<b>Grand Total</b>	<b>211</b>	<b>188</b>

14. Employees at all levels in the organisation have responded and adapted to COVID-19 very positively through their work. This has enabled services to adapt to changed circumstances rapidly. Also, large numbers of staff have been able to work successfully from their homes using their work devices. Research will be undertaken to build on and develop the best practice as the organisation moves forward. Leadership Forums now operate online and leaders are very positive about the future and are committed to new ways of working.



## **Proposal**

15. That the Committee notes this report.

## **Other Options Considered**

16. None.

## **Risk Assessment**

17. Not required 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) 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

24<sup>th</sup> September 2020

<b>Report of:</b>	Director of Workforce and Change
<b>Title:</b>	Chief Officer and Chief Executive Pay Arrangements
<b>Ward:</b>	N/A
<b>Officer Presenting Report:</b>	Mark Williams, Head of Human Resources
<b>Contact Telephone Number:</b>	07795 446270

## Recommendation

It is recommended that the committee:-

- i) Notes the national pay settlements of 2.75% for Chief Executives and Chief Officers.
- ii) Approves the uplift the individual pay and pay ranges for the Chief Executive, Executive Directors and Directors in accordance with the JNC pay awards for 2020/2021 with effect from 1 April 2020.
- iii) Notes the Pay Policy Statement will be updated to reflect the uplift in pay bands and the impact on pay ratios.

## Summary

This report seeks the committee's approval to apply the national pay settlement of 2.75% to the pay of the Chief Executive, Executive Directors and Directors with effect from 1 April 2020.

## The significant issues in the report are:

- JNC Chief Executive and Chief Officers terms and conditions are determined by the Human Resources Committee.
- The committee is required to consider the implications of the JNC Chief Executive and JNC Chief Officers pay settlements and determine whether to apply the 2020/21 pay settlement locally.
- It is proposed that the individual pay and pay ranges of the Chief Executive, Executive Directors and Directors are uplifted as a consequence of the JNC pay awards.
- If the committee decides not to accept the recommendations contained within the report, the job holders and/or their trade union representatives will have the right to make further representations to the committee



## Policy

1. The policy of the Council in respect of Executive Director and Director pay is set out in the Council's Pay Policy Statement which states:

*"The pay of Executive Directors and Directors will be reviewed each year through this Pay Policy Statement. The Council will be mindful of 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. There will be no change to the ranges quoted in paragraph 3b above before 1<sup>st</sup> April 2020.*

*Executive Director and Director terms and conditions are determined by the Human Resources Committee or other Committee as specified in the Council's Constitution and, unless otherwise agreed, will be in accordance with either the JNC for Local Authority Chief Executives or Chief Officers Handbook."*

2. Full Council has delegated to the Human Resources Committee the discretion to determine whether national pay settlements should be awarded to the Chief Executive, Executive Directors and Directors. The accompanying report to Full Council when the Pay Policy Statement was approved in March 2020 stated:-

*".....there is a requirement to take into account any national pay settlements agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities and the Joint Negotiating Committee for Chief Officers of Local Authorities. The outcome of the 2020/21 negotiations is not yet known. The HR Committee will be asked to consider the implications of any national pay settlement when it is known".*

## Consultation

### 3. Internal

Deputy Mayor for Finance, Performance and Governance.

Corporate Leadership Board

Current jobholders and trade unions have been consulted on the proposals and support the recommendations contained within the report.

### 4. External

None.

## Context

### Pay arrangements

5. The current pay and terms and conditions for JNC Chief Officers were introduced on 15th November 2017 and as such are locally-determined and agreed. The arrangements introduced new pay bands which are graded using the Korn Ferry Hay Group Job Evaluation Scheme. In addition, the new pay bands significantly increased the maximum salaries payable.
6. All JNC Chief Officers are on 'spot' salaries within a pay range, which are as follows:

Post	Min	Mid	Max
Executive Director	£135,000	£150,000	£165,000
Director Level 2	£94,000	£107,000	£120,000
Director Level 1	£85,000	£95,000	£105,000

7. All salaries are reviewed annually by the HR Committee, taking into account affordability, inflation and national pay policies.

### Annual pay settlements

8. It is a matter for this committee to determine whether a national pay settlement should be applied locally for the Chief Executive, Executive Directors and Directors. The committee last considered whether a national pay settlement should be applied locally in July 2018. This was a two year settlement equating to 4% (2% from April 2018 and 2% from April 2019). At the time, the senior management restructure had recently been implemented and new pay bands introduced. In addition, a new senior team had been appointed many of whom were new in post. For these reasons, the HR Committee determined that the two year pay settlement would not be applied for the period April 2018 to March 2020.
9. The Joint Negotiating Committee (JNC) for Chief Officers of Local Authorities have agreed a pay award of 2.75% with effect from 1<sup>st</sup> April 2020. Agreement on the same terms has also been reached in relation to the JNC for Chief Executives. This committee will now need to determine whether or not to adopt the national pay settlements to the Chief Executive, Executive Directors and Directors. The JNC include national trade union representatives and employer representatives. Councillors represent the employer side. They are appointed by the Local Government Association.
10. Since the committee last considered the matter in July 2018, there has been a further overall reduction in the number of senior leadership roles from 19 to 17 and the accountabilities for many job holders have increased. Also, the council has had to respond to the impact of COVID-19 and senior leaders have played a critical and pivotal role in leading the response. All other Council staff will be receiving a 2.75% pay increase and to exclude this work group may well have an adverse impact on their morale. As a consequence of all these factors, it is recommended that the pay is increased in accordance with the national pay settlements. Also, all West of England Councils have confirmed they will be applying the settlement to their Chief Officers and Chief Executives. All the English Core Cities have been contacted and the 6 that have responded have confirmed that they will be applying the pay settlement.

11. A draft amended Pay Policy Statement is attached which reflects the recommendations contained within this report.

### **Proposal**

12. It is recommended that the Committee:
  - i) Notes the national pay settlements of 2.75% for Chief Executives and Chief Officers.
  - ii) Approves the uplift to individual pay and pay ranges for the Chief Executive, Executive Directors and Directors in accordance with the JNC pay awards for 2020/2021 with effect from 1 April 2020.
  - iii) Notes the Pay Policy Statement will be updated to reflect the uplift in pay bands and the impact on pay ratios.

### **Other Options Considered**

13. Not apply JNC pay awards to the Chief Executive, Executive Directors and Directors. This has been discounted for the reasons set out in paragraph 10 above.

### **Risk Assessment**

14. There is a risk that if the pay increases are not applied, affected jobholders will argue that they should receive the national pay settlement. Whilst this is a matter for local determination, to defend such a claim successfully, the council will have to demonstrate it has a good and reasonable basis not to apply the pay settlement. The council had a good reason in July 2018 as new pay bands were introduced in November 2017. They significantly increased the scope for pay progression and the vast majority of the senior leadership team were newly appointed. This is not the case now and therefore, in the absence of a reasonable basis for not applying the pay increases, the job holders and/or their trade union representatives will have the right to make further representations to the committee in respect of the reasons for its decision.

### **Public Sector Equality Duties**

- 14a) 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.

14b) The recommendations proposed in this report will not have an adverse or disproportionate impact on any protected group.

## **Legal and Resource Implications**

### **Legal**

It is within the Terms of Reference of the Human Resources Committee to determine whether to apply the JNC pay awards for 2020/21.

Advice provided by Husinara Jones (Solicitor) 2 September 2020

### **Financial**

#### **(a) Revenue**

The recommendations as set out in the report increase the total cost of the senior officer posts as outlined in the report by £70k per annum. This is included within the current assumed budget and MTFP.

Advice provided by Michael Pilcher (Chief Accountant) 2 September 2020

#### **(b) Capital**

Not applicable.

Advice provided by

### **Land**

Not applicable.

### **Personnel**

The HR Implications are set out in the report.



**Appendices:**

- A JNC circular regarding pay award for JNC Chief Executives
- B JNC circular regarding pay award for Chief Officers
- C Amended Pay Policy Statement - 2020/21

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

# Joint Negotiating Committee for Chief Executives of Local Authorities

**To: Chief Executives in England and Wales (N Ireland for information)  
(copies for the Finance Director and HR Director)  
Regional Directors  
Members of the Joint Negotiating Committee**

24 August 2020

Dear Chief Executive,

## **CHIEF EXECUTIVES' PAY AGREEMENT 2020-21**

Agreement has now been reached on the pay award applicable from **1 April 2020**.

The individual basic salaries<sup>1</sup> of all officers within scope of the JNC for Chief Executives of Local Authorities should be increased by 2.75 per cent with effect from 1 April 2020.

This pay agreement covers the period 1 April 2020 to 31 March 2021.

Yours faithfully,

*Naomi Cooke*  
*Ian Miller*

**Joint Secretaries**

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<sup>1</sup> Basic salary should exclude other separately identified payments such as Returning Officer fees etc.

<b>Employers' Secretary:</b> Naomi Cooke Local Government Association 18 Smith Square London SW1P 3HZ <a href="mailto:info@local.gov.uk">info@local.gov.uk</a>	<b>Officers' Secretary:</b> Ian Miller Hon Secretary ALACE  <a href="mailto:alacehonsec@yahoo.co.uk">alacehonsec@yahoo.co.uk</a>
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# Joint Negotiating Committee for Chief Officers of Local Authorities

**To: Chief Executives in England and Wales (N Ireland for information)  
(copies for the Finance Director and HR Director)  
Regional Directors  
Members of the Joint Negotiating Committee**

24 August 2020

Dear Chief Executive,

## **CHIEF OFFICERS' PAY AGREEMENT 2020-21**

Agreement has now been reached on the pay award applicable from **1 April 2020**.

The individual basic salaries<sup>1</sup> of all officers within scope of the JNC for Chief Officers of Local Authorities should be increased by 2.75 per cent with effect from 1 April 2020 (NB: the percentage increases apply to individual salaries as well as pay points, if applicable).

The JNC has also agreed to conduct a joint survey of all local authorities in order to establish the extent of the gender pay gap among Chief Officers, after which they will agree a joint approach on how to remove any such gender pay gap.

The JNC has further agreed to enter into discussions to agree a new package to improve Chief Officers' work-life balance.

This pay agreement covers the period 1 April 2020 to 31 March 2021.

Yours faithfully,

*Naomi Cooke*

*Karen Leonard*

### **Joint Secretaries**

cc Mike Short, UNISON

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<sup>1</sup> Basic salary should exclude other separately identified payments such as Returning Officer fees etc.

<b>Employers' Secretary:</b> Naomi Cooke Local Government Association 18 Smith Square London SW1P 3HZ <a href="mailto:info@local.gov.uk">info@local.gov.uk</a>	<b>Officers' Secretary:</b> Karen Leonard GMB Mary Turner House 22 Stephenson Way London NW1 2HD <a href="mailto:info@gmb.org.uk">info@gmb.org.uk</a>
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# Bristol City Council

## Pay Policy Statement for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021

### 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 get the best value for the taxpayer.
- b. This Statement explains the Council pay policies for its highest and lowest-paid employees. It is written and published in line with the Localism Act 2011 (the Act) and guidance issued by the Secretary of State (the Guidance).
- c. 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 set as the Mayor thinks fit, 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<sup>th</sup> November 2018. The Council has paid its own employees no less than the Foundation Living Wage since 1<sup>st</sup> October 2014.
- h. The Council has worked to further reform its pay structure during 2019/20. From 1<sup>st</sup> April 2020 apprentice pay will be increased to the UK Living Wage (as set by the Living Wage Foundation) for apprentices over 18 years old and over, 80% of the UK Living Wage for apprentices under 18 years old.

## **2. Development priority for 2020/21**

- a. The Council will review all 'hard to recruit' roles and will consider options including; job design, talent management and succession planning. We will also support further work on tackling the gender, disability and ethnicity pay gap – looking at progression, pay, recruitment and flexible working. All proposals will be subject to equality impact assessment and will be subject of consultation with trade unions.

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

- a. The Council's highest-paid employees are Executive Directors and Directors. These roles are graded using the Hay methodology and the salaries are informed by market data. For the period covered by this Statement the salary for Executive Director roles will range from £138,713 to £169,538 with a mid-point of £154,125. The salary for Director (Level 2) roles will range from £96,585 to £122,300 with a mid-point of £109,943. The salary for Director (Level 1) roles will range from £87,338 to £107,888 with a mid-point of £97,613.

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

- a. The Council's lowest-paid employees are those who are paid the Foundation Living Wage. The Council has adopted this definition because it has decided that none of its employees should be paid less than the Foundation Living Wage. The Foundation Living Wage is £9.30 per hour with effect from 1<sup>st</sup> April 2020, which equates to a minimum salary of £17,943 (based on a full-time week of 37 hours). The rate of the Foundation Living Wage is refreshed each November, and the Council applies the new rate from the following 1<sup>st</sup> April.
- b. From 1st April 2020 apprentice pay levels will increase to the foundation Living Wage rate for apprentices 18 years old and over and 80% of the foundation 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 are normally paid the Foundation 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:

<b>Date</b>	<b>Top to median pay ratio</b>	<b>Top to lowest salary ratio</b>
31 <sup>st</sup> March 2012	-	15.6:1
31 <sup>st</sup> March 2013	-	12.35:1
31 <sup>st</sup> March 2014	6.68:1	12.87:1
31 <sup>st</sup> March 2015	6.29:1	11.85:1
31 <sup>st</sup> December 2015	6.75:1	11.33:1
31 <sup>st</sup> December 2016	6.23:1	10.05:1
31 <sup>st</sup> December 2017	5.24:1	8.34:1
31 <sup>st</sup> December 2018	6.03:1	9.77:1
31 <sup>st</sup> December 2019	5.89:1	9.50:1
1 <sup>st</sup> April 2020	5.77:1	9.45:1

- c. At the time of compiling this Statement the Council's top earner will be on a salary of up to £169,538 and the lowest-paid person will be on a salary of at least £17,943. This means that the Council's top to lowest salary ratio is 9.45:1.

## **6. Pay of 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. Payment above the mid-point is reserved for roles where there is clear evidence that the market rate is significantly higher than the mid-point.
- 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 Executive Directors and Directors**

- a. The salary for Executive Director and Director roles will be reviewed each year through this Pay Policy Statement. The Council will be mindful of 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. There will be no change to the ranges quoted in paragraph 3b above before 1<sup>st</sup> April 2020.
- b. Requests for increases in pay for Directors and Executive Directors during employment will be subject to the agreement of the Human Resources Committee following a recommendation from the Head of Paid Service and Director: Workforce and Change.

## **8. Performance-related pay for Executive Directors and Directors**

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

## **9. Bonuses for Executive Directors and Directors**

- a. There are no bonuses for Executive Directors and Directors.

## **10. Pay of Executive Directors and Directors when they leave**

- a. When an 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 Guidance says that full Council should have the opportunity to vote before severance compensation packages costing £100,000 or more are paid to employees leaving the Council. The dismissal and/or compensation for loss of office of 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 this is a matter for full Council).
- c. Employees who leave due to voluntary severance will not be re-employed by the Council in a paid job or engaged directly or through a company on an "off-payroll" basis for 12 months after they leave. (Off-payroll means a person who is paid via a company rather than through the payroll as an employee). Employees who leave due to compulsory redundancy are free to apply for re-employment with the Council at any point after they've left.

## **11. Paying Executive Directors and Directors "off-payroll"**

- a. Any Executive Director or Director appointed on an interim basis and supplied by a third party are regarded as employees for tax purposes.

## **12. Returning Officer fees**

- a. 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 Executive Director and Directors**

- a. 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](http://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. More information about Pay Gap Reporting**

- a. We publish our gender pay gap every 12 months on the Council's website at <https://www.bristol.gov.uk/documents/20182/32815/Bristol+City+Council+gender+pay+gap+data+2019> the gender pay gap report shows the pay gap between female and male Bristol City Council employees for the year ending 31 March 2019.