

# Human Resources Committee (reconvened) Agenda



**Date:** Thursday, 8 October 2020

**Time:** 4.00 pm

**Venue:** Zoom meeting

*This a reconvened meeting of the 24 September 2020 Human Resources Committee due to a YouTube broadcast failure. This is required in order to comply with the statutory requirement for public access.*

*The business in relation to Agenda items 1 to 7 were concluded at the meeting on the 24 September 2020.*

## **Distribution:**

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**Date:** 2<sup>nd</sup> October 2020



# Agenda

- 1. Introductions and Safety Information**  
**(Pages 3 - 4)**
- 2. Sickness - thematic review (Agenda item 8)**  
**(Pages 5 - 25)**
- 3. COVID19 - Recovery plan (Agenda item 9)**  
**(Pages 26 - 31)**
- 4. National pay settlements for Chief Officers and Chief Executives (Agenda item 10)**  
**(Pages 32 - 43)**



# Public Information Sheet

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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.
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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.
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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



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## 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*

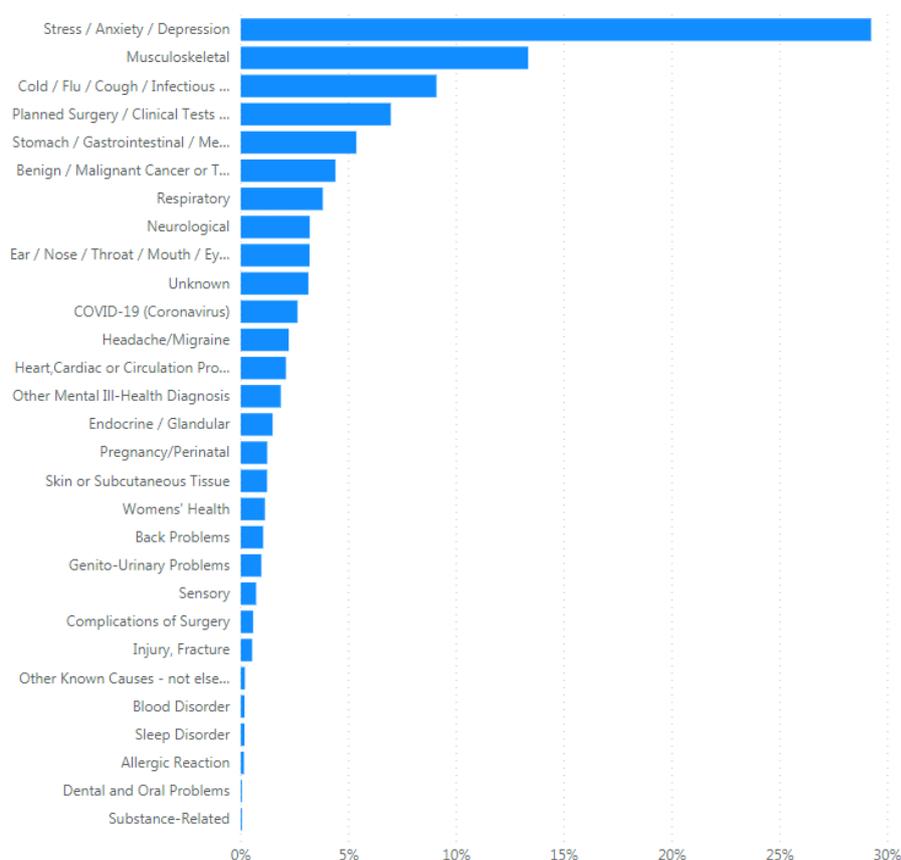
### Bristol City Council

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.

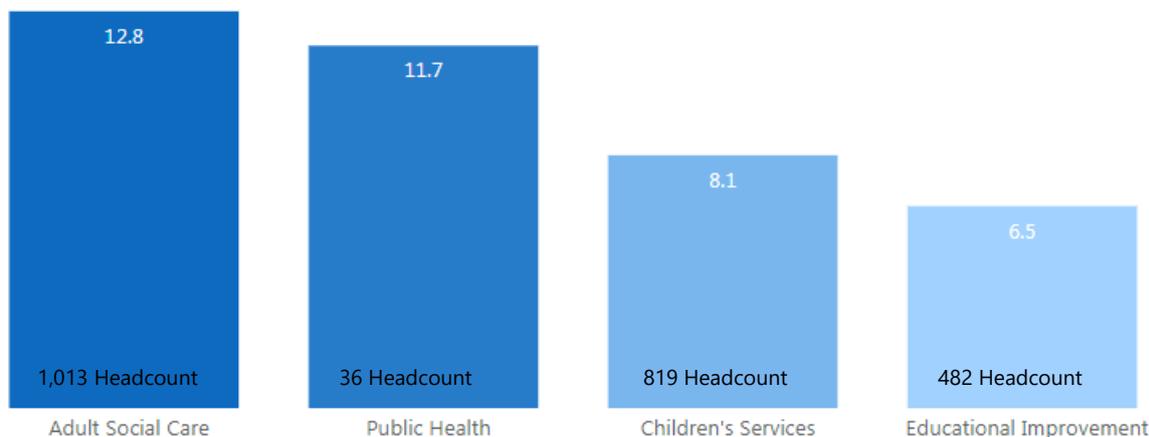
Fig1: Sickness Absence Reasons



## 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



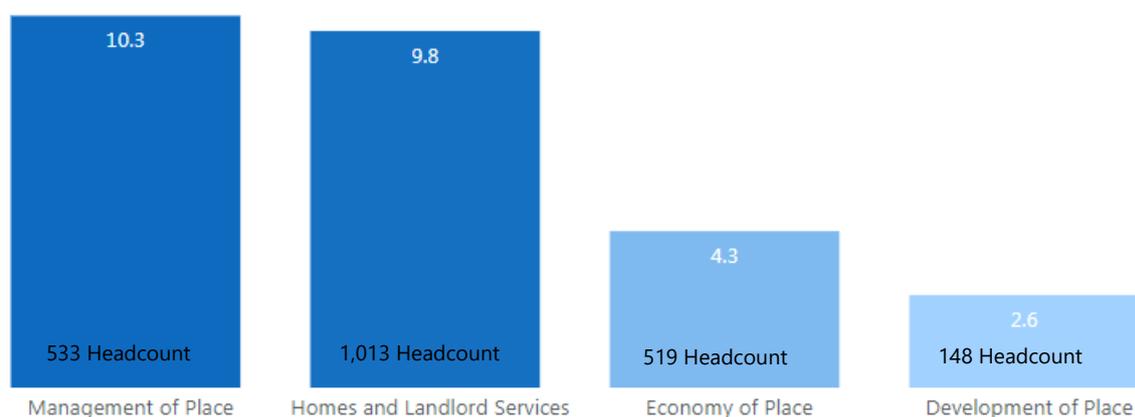
The top three absence reasons for People are:

- 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



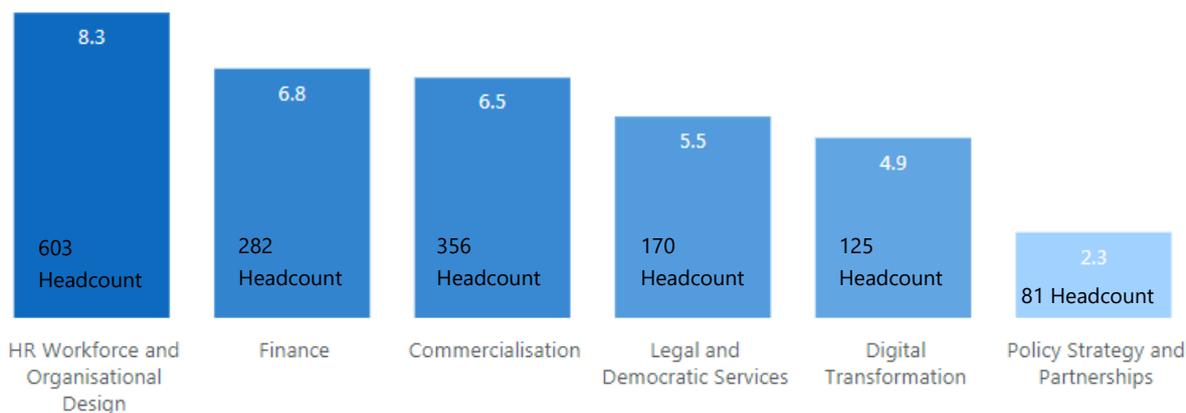
The top three absence reasons for Growth and Regeneration are:

- 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.

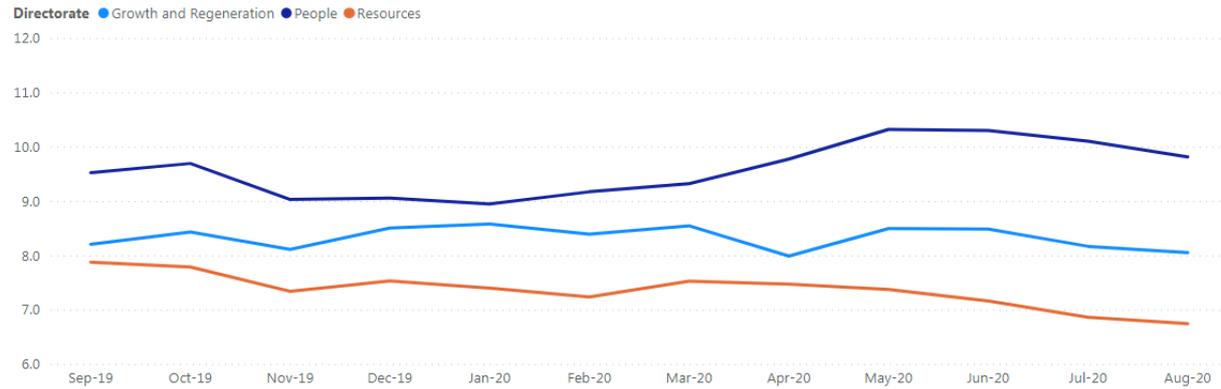
### Growth and Regeneration

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.

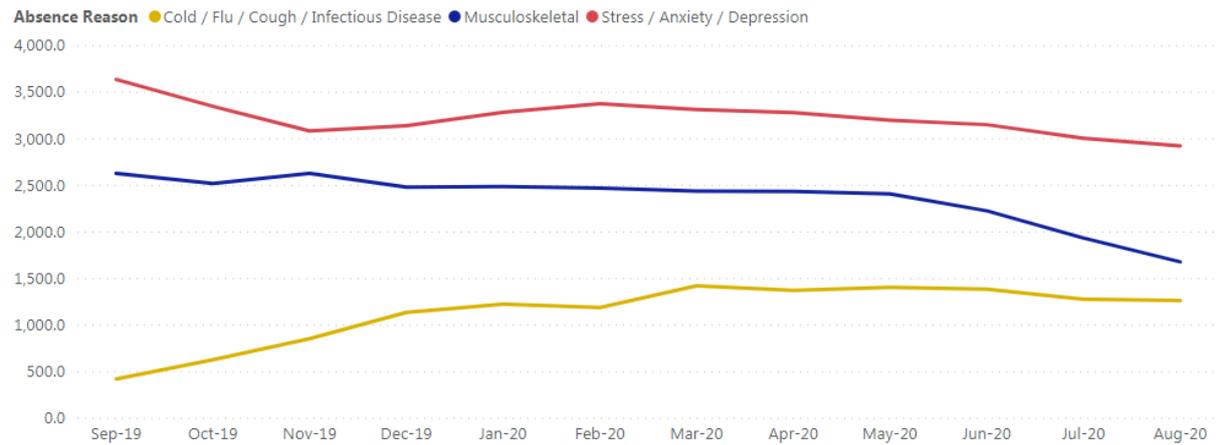
**Fig6: Directorates average working days lost trend (last 12 months)**



**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%

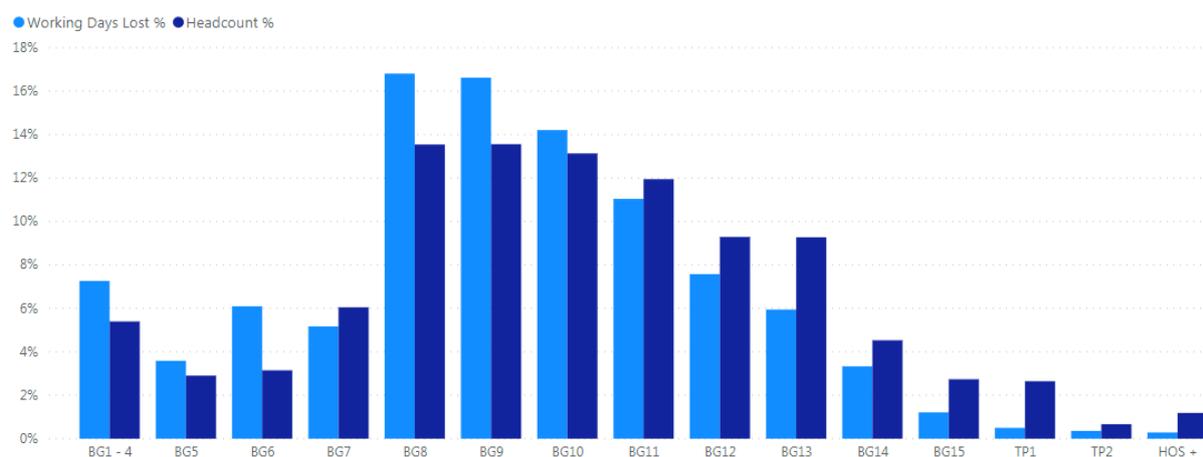
This table tells us that across the organisation our older employees are having proportionately more working days off than the workforce percentage. Sickness absence rates are higher among older workers than younger workers as they are more likely to develop health problems. The average age for the Councils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

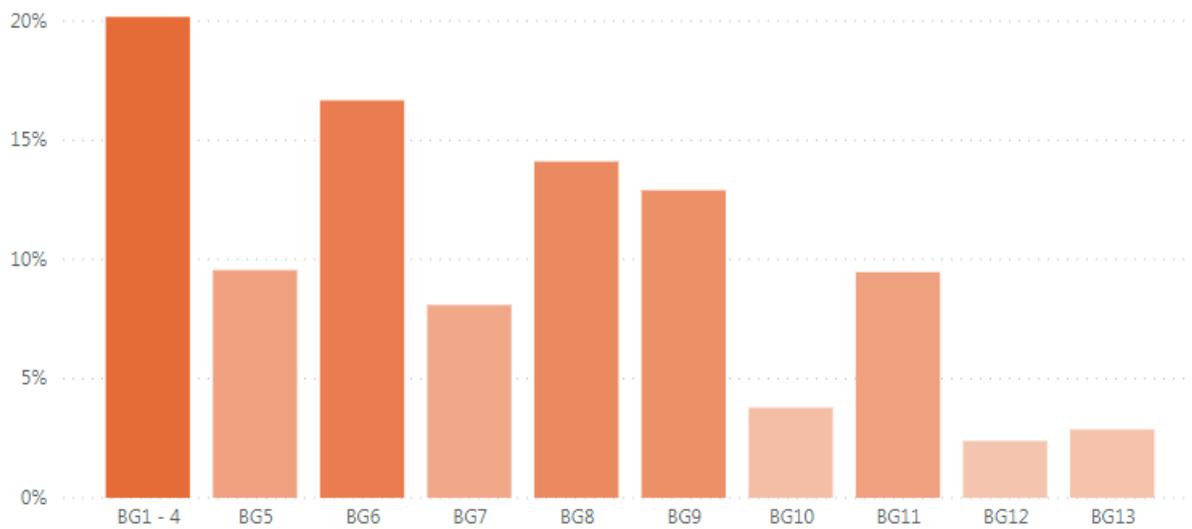


### Sickness by Deprivation

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.

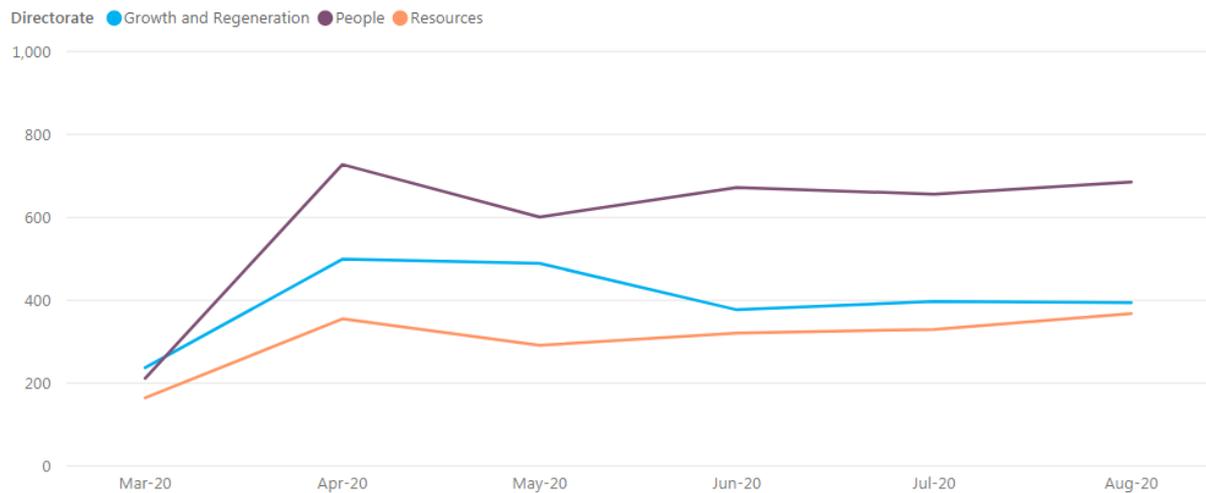
## Growth and Regeneration

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

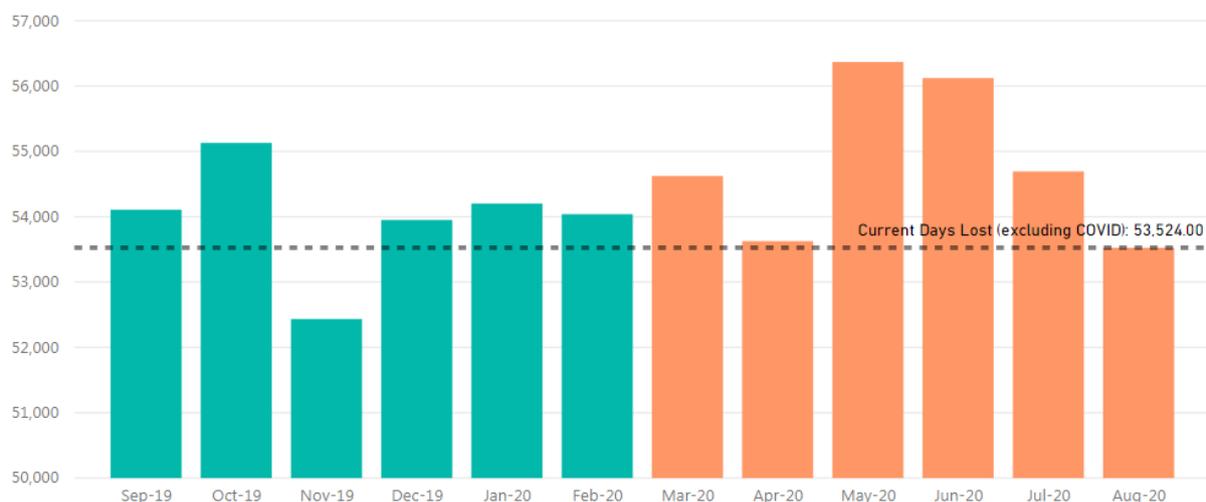


## Sickness excluding COVID-19 related

### 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.

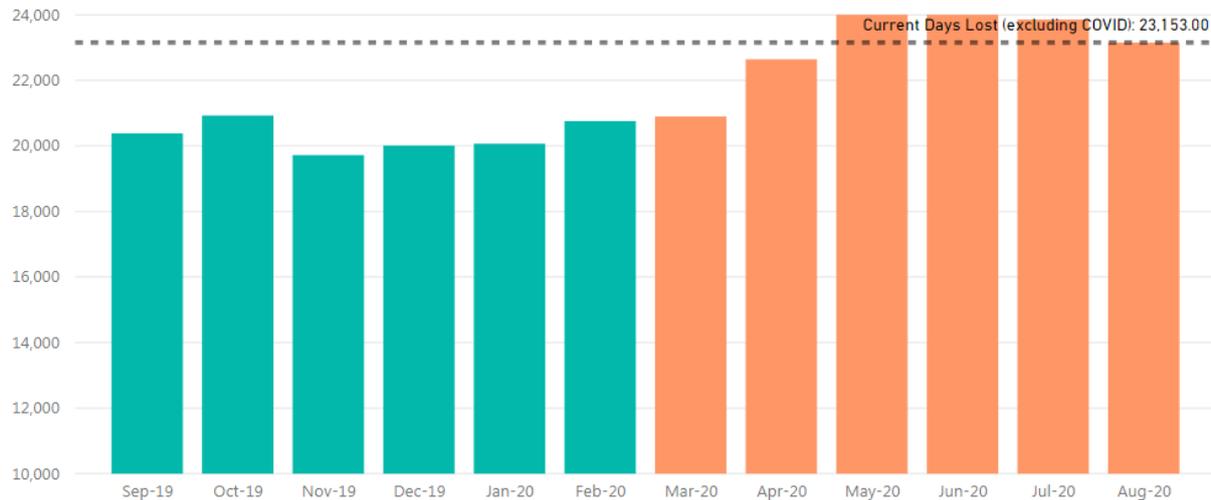
Fig12: Bristol City Council working days lost trend excluding COVID-19



## 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.

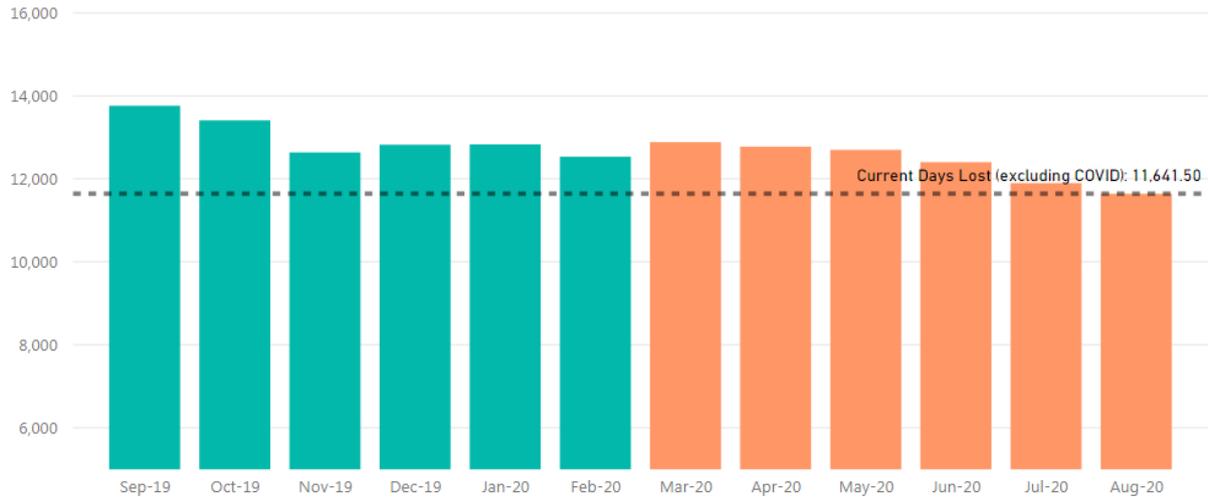
Fig14: Growth and Regeneration working days lost trend excluding COVID-19



## 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

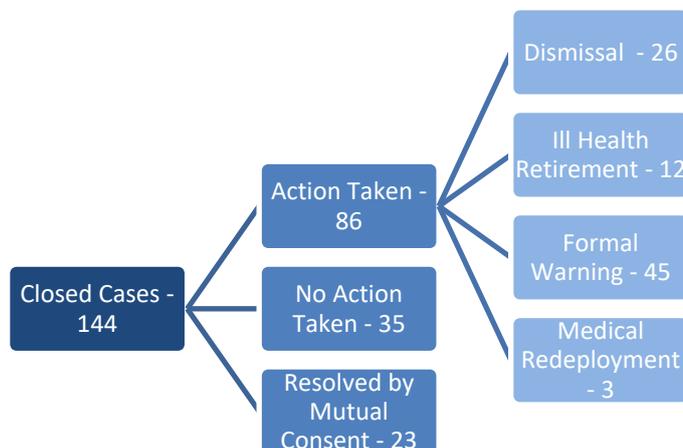
In July 2020 the council have introduced a new case management system that is integrated with our HR and Payroll system.

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

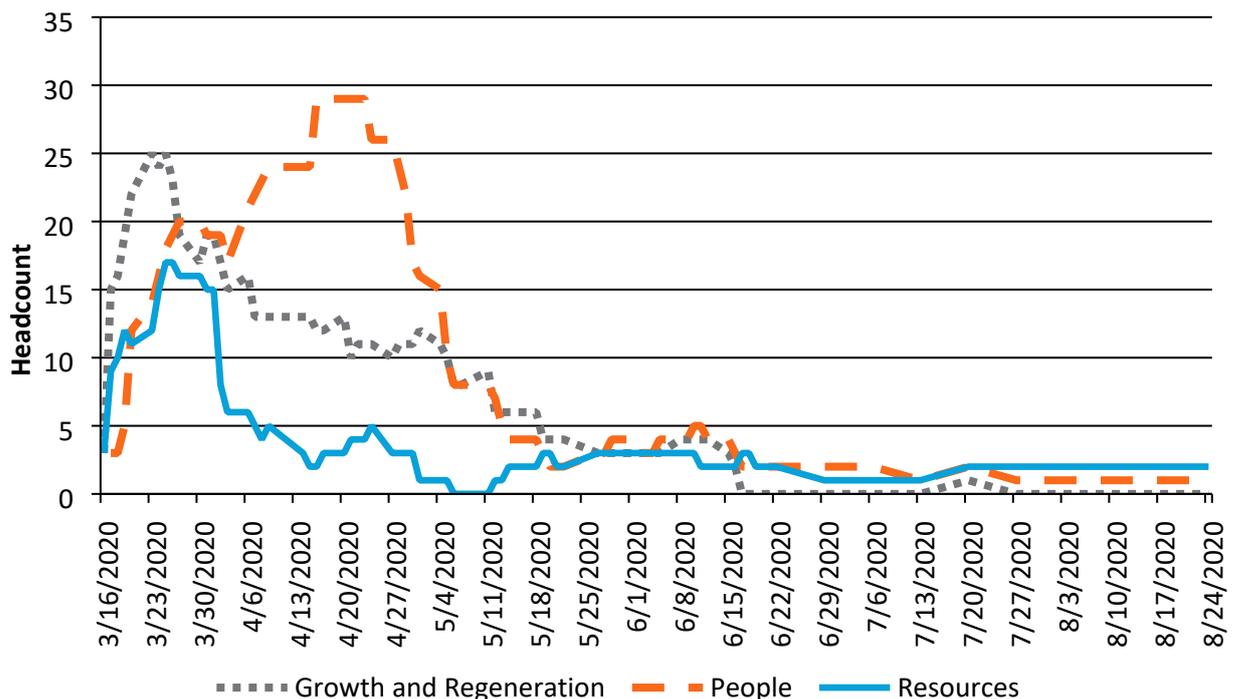
2. **Internal**  
Corporate Leadership Board.
3. **External**  
Not applicable.

## 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.