

Human Resources Committee Agenda



Date: Thursday, 23 September 2021

Time: 5.00 pm

Venue: City Hall, College Green, Bristol, BS1 5TR

Distribution:

Councillors: Lesley Alexander, Kerry Bailes, Sarah Classick, Richard Eddy, Lorraine Francis, Farah Hussain, Paula O'Rourke, Steve Pearce and Tim Wye

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Date: Wednesday, 15 September 2021



Agenda

1. Welcome, Introductions and Safety Information

(Pages 4 - 6)

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 7 - 13)

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 4.30 pm on 17 September 2021.

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 22 September 2021.

6. Work Programme

To note the work programme.

5.10 pm

(Page 14)

7. Proposals for Employee Travel Policy

5.15 pm

(Pages 15 - 22)

8. Sickness Absence Update Report

5.45 pm



- | | |
|--|------------------------|
| | (Pages 23 - 43) |
| 9. Contingent Workforce Report - update | 6.05 pm |
| | (Pages 44 - 50) |
| 10. COVID Recovery and Update | 6.25 pm |
| | (Pages 51 - 54) |
| 11. Update on key HR matters | 6.35 pm |
| | (Pages 55 - 65) |



Public Information Sheet

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

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

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Following changes to government rules, public meetings including Cabinet, Full Council, regulatory meetings (where planning and licensing decisions are made) and scrutiny will now be held at City Hall.

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When attending a meeting at City Hall, COVID-19 precautions will be taken, and where possible we will:

- Have clear signage inviting you to check in to the venue using the NHS COVID-19 app or record your contact details for track and trace purposes.
- Provide public access that enables social distancing of one metre to be maintained
- Promote and encourage wearing of face coverings when walking to and from the meeting
- Promote good hand hygiene: washing and disinfecting hands frequently
- Maintain an enhanced cleaning regime and continue with good ventilation

COVID-19 Safety Measures for Attendance at Council Meetings (from July 2021)

To manage the risk of catching or passing on COVID-19, it is strongly recommended that any person age 16 or over attending a council meeting should follow the above guidance but also include the following:

- Show certification of a negative NHS COVID-19 lateral flow (rapid) test result: taken in the 48 hours prior to attending. This can be demonstrated via a text message or email from NHS Test and Trace.
- An NHS COVID-19 Pass which confirms double COVID-19 vaccination received at least 2 weeks prior to attending the event via the NHS App. A vaccination card is not sufficient.
- Proof of COVID-19 status through demonstrating natural immunity (a positive NHS PCR test in the last 180 days) via their NHS COVID-19 pass on the NHS App.
- Visitors from outside the UK will need to provide proof of a negative lateral flow (rapid) test taken 48 hours prior to attendance, demonstrated via a text message or email.

Reception staff may ask to see this on the day of the meeting.

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- are required to self-isolate from another country
- are suffering from symptoms of COVID-19
- have tested positive for COVID-19 and are requested to self-isolate



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

Public Forum

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

The following requirements apply:

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

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

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

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



During the meeting:

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

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



Bristol City Council
Minutes of the Human Resources Committee

22 July 2021 at 10.00 am



Members Present:-

Councillors: Tim Wye, Paula O'Rourke, Steve Pearce, Sarah Classick, Richard Eddy, Lesley Alexander, Farah Hussain and Kerry Bailes

Officers in Attendance:-

Mark Williams (Head of Human Resources), Steph Griffin (Head of Internal Communications and Organisational Development) and Mark Jefferson (Workforce Analytics Manager)

1 Confirmation of Chair for 2021/22

The Committee noted that at its meeting on 25 May 2021, Full Annual Council appointed Councillor Tim Wye as Chair of the Human Resources Committee for the 2021/22 Municipal Year.

2 Confirmation of Vice Chair for 2021/22

The Committee noted the appointment of Councillor Steve Pearce as Vice-Chair of the Human Resources Committee for the 2021/22 Municipal Year.

3 Welcome, Introductions and Safety Information

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

4 Apologies for Absence

Apologies received from Councillor Lorraine Francis.

5 Membership of the Human Resources Committee 2021/22

The Membership of the Human Resources Committee for 2021/22, as set out below, was noted.

Councillors Lesley Alexander, Kerry Bailes, Sarah Classick, Richard Eddy, Lorraine Francis, Farah Hussain,



Steve Pearce, Paula O'Rourke, Tim Wye.

6 Terms of Reference

The Terms of Reference as approved at Full Council on 25 May 2021 were noted.

7 Dates and times of meetings for 2021/22

The Committee agreed that all future meetings for 2021/22 would be held on the following dates:

23 September 2021
16 December 2021
17 February 2022
28 April 2022

The time of the meetings to be confirmed pending consultation with members.

8 Declarations of Interest

Councillor Pearce declared that he was a Board Member of the Avon Pension Fund.

9 Minutes of the Previous Meeting

Resolved – that the Minutes of the previous meeting held on 18 February 2021 be agreed as a correct record.

10 Public Forum

The Committee received two questions and answers as set out below.

Name	Subject
Suzanne Audrey	Appointment and/or procurement of staff

Question 1

Please can you confirm whether the author of the 9 March 2021 report to Cabinet has now been appointed, on a permanent or interim basis or as a consultant, to any of the posts funded by the 'Change Request' within that report?

Colin Molton is employed by the West of England Combined Authority (WECA) as an Interim Project Director. Any questions regarding his employment should be raised with WECA.

Question 2



Are members of the Human Resources committee satisfied that the appointment and/or procurement of staff and consultants to the Temple Quarter Joint Delivery Team has followed, and will follow, open and fair processes?

The appointment and / or procurement of staff as consultants to the Temple Quarter Joint Delivery Team is exclusively a matter for WECA as they are the employer so the Human Resources Committee is not in a position to comment or consider the matter.

Members noted the information contained in the question and answer.

Replying to a member's question the Head of Human Resources (HR) clarified that the employee (CM) had ceased employment with the Council in January 2021 and, as far as aware, was no longer in receipt of any income from the Council.

11 Work Programme

The Committee received and noted the Work Programme for 2021/22.

Arising from discussion members requested the following additions –

- Report on the level of capacity within the Council's workforce including information on vacancies, recruitment & retention issues, spend on interim and fixed term contracts.
- How flexible working and redeployment during the pandemic might inform future ways of working.
- Have an oversight of the Apprenticeship scheme, possible report in September or December.
- Report/updates on any of the Council's major policy changes.

12 Workforce Strategy - Overview

The Committee received a detailed presentation by the Head of Internal Communications and Organisational Development in respect of the Council's Workforce Strategy.

Members were informed of the main objectives of the Strategy which were -

1. To set a clear direction and priorities for the work of the Council and to ensure that the workforce was clear about the objectives and their role in achieving them.
2. To advance equality and inclusion practice and continue to tackle institutional racism.
3. Help build and embed confidence, skills, and talent in the workforce.



4. Have honest and open dialogue about the challenges faced by the Council, whilst recognising and celebrating success.
5. To work according to the Council's values which underpin how we work with each other.

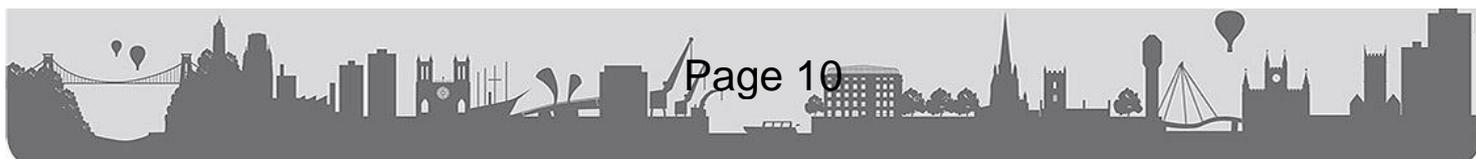
Complementing the core programme of Human Resources and learning and development support, a series of key initiatives had been identified and set against six employee-focused themes and which formed the basis of the plan, these were -

1. An empowering organisation - Creating a shared purpose and a positive environment where people were confident and enabled to do their best every day.
2. Equality and inclusion - Building an inclusive organisation where the workforce reflects the city that we serve and the needs of all citizens, and where colleagues felt confident about being themselves at work.
3. Performance and talent development - Developing careers and managing performance in a meaningful way.
4. Workforce health and wellbeing - Keeping the workplace safe and healthy, and the workforce engaged and resilient
5. Structure pay and policy - A clear framework to help redesign the council and support good employee relations.
6. Branding and recruitment - Becoming an employer of choice; attracting, developing, and retaining the best talent.

Key points highlighted during discussion were –

1. The report was welcomed and the work that had gone into producing it was recognised.
2. The strategy needed to focus more on recruiting future employees from deprived areas of the city.
3. More emphasis needed on the problems sometimes faced by teams in achieving work objectives/targets and the associated management component as part of the process.
4. Empowering of the workforce to achieve objectives/targets should be given greater priority.
5. Management of teams was more than a once-a-year review, more an ongoing part of the daily routine.
6. The work of teams was sometimes down to actual capacity to do their work and the tools to do the job.

Resolved – That the aims and objectives of the Workforce Strategy be endorsed and noted.



13 Annual Report Pay Gap report

The Committee received a report of the Head of Human Resources providing information on gender, race, disability and LGB pay gaps for the City Council at the report date of 31 March 2021 and the work the Council was doing to address the pay gaps.

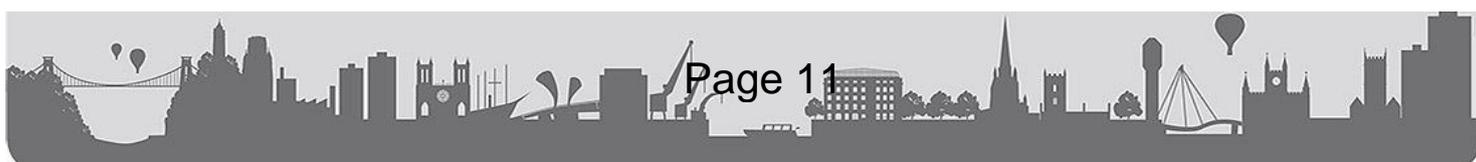
Members noted in particular –

1. The mean gender pay gap was 4.26% and had increased from 4.08%. However, the median gender pay gap had fallen by 0.4%.
2. The City Council was one of a small number of employers in the UK to publish the race pay gap. Few employers had been identified who published disability and LGB pay gaps.
3. Other than gender, the pay gap reporting was reliant on employee disclosure. 93% of the workforce had disclosed their ethnicity and 88% of the workforce had disclosed whether they had a disability or not. 73% had disclosed their sexual orientation.
4. The mean race pay gap was 9.78%. The pay gap was closing and had reduced from 15.06% in 2016.
5. The mean disability pay gap was 1.37% and had fallen from 1.97%.
6. The median pay has increased due to an increase in the number of disabled employees in the second pay quartile.
7. The LGB pay gap was reported for the first time and the mean pay gap was 2.04% and the median pay gap was 3.06%.
8. Clear plans and targets were in place to reduce the pay gaps in future years.

Members discussed the report and key points highlighted were –

1. A higher pay gap in some directorates would be redressed by several factors including learning & development schemes and succession planning with a positive emphasis on internal recruitment and would need to show an improvement in the pay gap figures. It was recognised that this could be impeded by low turnover of the workforce.
2. Recognised more focus was needed to improve the pay gap in certain key areas e.g. trans people and Somali work force.
3. All Council roles undergo a job evaluation process to determine the pay grade for everyone doing that work. The Council's 'real living wage' was paid for all its lowest paid employees which was above the UK statutory national and minimum wage set by central government.

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



14 Selection Committee - Size & Composition

The Committee received a report from the Head of Human Resources seeking to recommend to Full Council that the Selection Committee was reduced in size from 9 to 6 members.

1. As currently constituted, the Selection Committee had 9 members and it was considered that this was too large a committee to undertake the effective recruitment and selection of senior leaders.
2. A reduction to 6 members would mean that the committee remained politically balanced.

Resolved – That the Human Resources Committee recommend to Full Council that the Selection Committee be reduced in size from 9 to 6 members.

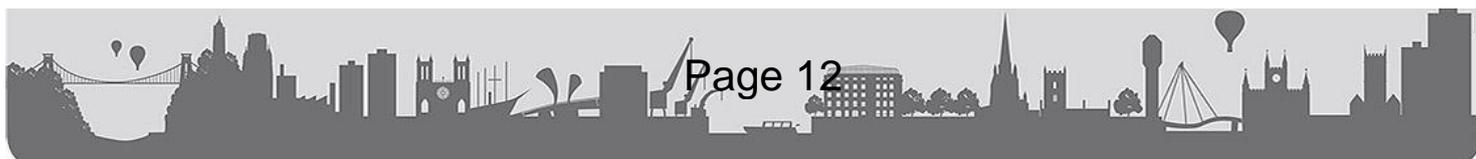
15 COVID-19 - workforce update and return to workplaces

Members received a report from the Head of Human Resources providing an update on the recovery plans for workplaces going forward including future of workspaces principles.

Members noted in particular –

1. The Council was taking a risk-based approach to opening workplaces which took full account of the current rate of COVID-19 case rates in the city; the advice of the city's Director of Public Health and the obligations to all employees under the Health and Safety at Work Act.
2. The Council was taking account of the latest Government advice which stated that employers could start to plan for a return to workplaces.
3. The Council had introduced changes to the way office spaces were managed at the council's main offices at City Hall and Temple Street, through the introduction of zoned and socially distanced work desks for services on a trial basis. The zoning arrangements were based on the reduced requirement for desks as many staff located in these services had been continuing to work from home effectively.
4. The risk of exposure to COVID-19 remained high in workplaces and the Council would continue to manage the risks in accordance with the COVID secure workplace guidance even though this would no longer be a legal requirement from the 19th July 2021.

Members discussed the report and key points highlighted were –



1. Feedback from staff was that many preferred to continue to work from home or a blend of workplace and home working. Where there was a demand to work in the office the Council ensured both access and full support.
2. There was an ongoing dialogue about a flexible approach combining working in the office and working from home as appropriate. Key to this was support from line managers and members noted that work on this was ongoing.
3. Important for the workforce to be allowed to find a balance of working that best suited their needs incorporating increased use of digital facilities and hybrid working where required and use of other council buildings and external locations.
4. Important for newly recruited employees to have an opportunity to join colleagues in the workplace to help them learn the role and ways of working, noted that this would be included as part of the employee induction process.

Meeting ended at 12.05 pm

CHAIR _____



**HR Committee
Work programme 2021/22**

Forthcoming meetings	Agenda items (subject to confirmation)
22 nd July (AGM)	<ul style="list-style-type: none"> • Work Programme • Workforce Strategy - overview • Selection Committee – Size & Composition • Return to the Workplace • COVID Recovery and Update • Gender/Race/Disability/LGB Pay Gap
23 rd September	<ul style="list-style-type: none"> • Proposals for Employee Travel Policy • Sickness – thematic review • Contingent Workforce Spend • COVID Recovery and Update • Information report on HR policy consultations, national pay negotiations and Coroners Pay settlement.
16 th December	<ul style="list-style-type: none"> • Recruitment - thematic review • Workforce Diversity Report • Staff Pulse Survey Findings • Apprentice Annual Report • Health Safety & Wellbeing Annual Report • Staff Led Groups Annual Report • Pay Settlements for Chief Executives and Chief Officers.
17 th February	<ul style="list-style-type: none"> • Pay Policy Statement • Update on Workforce Strategy
28 th April	<ul style="list-style-type: none"> • Avon Pension Fund annual report • Learning and Talent Development



HR Committee

23rd September 2021

Report of: Director of Workforce and Change

Title: Travel Policy

Ward: N/A

Officer Presenting Report: James Brereton, HR Business Partner

Contact Telephone Number: 0117 922 2000

Recommendation

That the Committee is invited to provide its views and observations on options to reform the Council's Travel Policy which supports the Corporate Strategy.

Summary

Members views and observations are invited on options to reform our Travel Policy.

The significant issues in the report are:

- The Council's Travel Policy needs to be ambitious and reflect the requirements of the Corporate Strategy and One City Climate Strategy.
- There will need to be changes to the Council's travel policy from 2022, to reflect the impact of the Clean Air Zone on travel for work.
- Consultation has taken place with trade unions and council employees over the Summer on proposals for reform which will be presented to the Committee for discussion.
- Members of the committee will receive a presentation on the options being considered.



Policy

1. The Employee Expenses and Benefits Policy sets out the arrangements for re-imbursing employees for work-related travel. The Chief Executive has delegated powers to approve HR policies.

Consultation

3. Internal

Chief Executive
Trade Unions
Employees and Managers

4. External

None.

Context

5. The Council relies on in work travel to deliver services. For example, employees using their vehicles for work purposes cost £506,561 in 2020/21. The Council also provides fleet vehicles for some workers to enable service delivery e.g. in Homes and Landlord Services. To ensure the Council delivers its climate change ambitions, there is a need to significantly reform the Council's approach to employee travel to meet the requirements of our Corporate Strategy and our obligations under the One City Climate Strategy by 2030. The Intergovernmental Panel on Climate Change on 9th August 2021 also highlighted the need for strong, rapid and sustained reductions in greenhouse gas emissions.

6. Consultation on proposals for change related to car travel began in July 2021 in preparation for the implementation of the Clean Air Zone. Options under consideration include limiting the circumstances in which car mileage can be claimed and phasing out eligibility to claim car mileage for vehicles that are not Euro 4 and above (Petrol) or Euro 6 and above (Diesel). Some exemptions are also proposed for employees with disabled tax class vehicles. Given the challenges facing the City, there is a strong argument that the current reforms are not radical enough and we need to put in place clear policy objectives to deliver rapid change by no later than 2030.

7. It will be essential with any changes to put in place package of support e.g. access to grants for low paid workers. These are currently included in the package of change to support the Clean Air Zone implementation.

8. Members are be invited to comment on the proposals and options which will be presented at the committee for discussion.

Proposal

9. That the committee is invited to provide its views and observations on options to reform the Council's Travel Policy which supports the Corporate Strategy.

Other Options Considered

10. None

Risk Assessment

11. There are risks associated with service delivery arising from any change in policy and these will need to be carefully managed. It is likely that the risks will be mitigated by phasing in changes to the current policy.

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) At this stage Equality Impact Assessment has not been developed. This consultation is being used to shape the Equalities Impact Assessment. It has already been identified that some specific provision for disabled employees will need to be put in place.

Legal and Resource Implications

Legal

Not required because this report is for comments and observations.

Financial

(a) Revenue

(b) Capital

Not required because this report is for comments and observations.

Land

Not applicable.

Personnel

Personnel

Not required because this report is for comments and observations.

Appendices:

A Extract from Once City Climate Strategy – Transport Delivery Theme Objectives.

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

One City Climate Strategy. [one-city-climate-strategy.pdf \(bristolonecity.com\)](#)



Delivery theme 1 Transport

The challenge

The transport challenge refers to all movements of goods and people within Bristol. By its nature, transport is a cross-boundary issue and as such a solution for Bristol will affect, and be affected by, actors, organisations and infrastructure outside Bristol's administrative boundary. Transport accounts for 34% of the average Bristol resident's carbon footprint. Driving is the largest single element - approximately 17% from the use of diesel or petrol cars and 2% from the making of the car. Other transport services, such as buses and trains accounts for 7% and aviation accounts for about 7% of the average resident's footprint. Freight and business travel is also a substantial part of the city's footprint, constituting 17% of the

economy's footprint, both within the city and beyond. So how we organise transport within the city, where we source goods from, and how we work with others to organise transport to and from the city are all critical in reducing our carbon emissions.

We also know that our transport system is vulnerable to future climate change; with some major nodes, such as Temple Meads, at risk from future flood events, and the potential impacts of high temperatures, through melting tarmac, or contorted railway tracks. We know the devastating impact loss of access to transport can have on our lives and livelihoods.

Our strategy

We know that we will significantly enhance benefits for the city through a blend of measures to achieve and deliver the carbon neutral strategy for Bristol, minimising cost, and maximising positive outcomes, including health, well-being and social usefulness for people and for businesses. Ensuring our transport system is climate resilient will enable our citizens to have usable and efficient access across the city, and outside with city, no matter what the city's future climate looks like.

Personal travel and freight must be tackled at a local, regional, national and international level, working with regional and national government as well as the private sector. For travel

within the city our analysis shows we need to firstly reduce the amount of vehicles on the roads, with more people using buses, walking and cycling instead of private cars. This would positively impact peoples' health due to reduced air pollution and an increase in exercise, as well as improved transport systems benefiting lower income households. We also need to phase out petrol and diesel powered vehicles, converting to electric for most vehicles and biogas or hydrogen for some larger vehicles like buses or lorries. Without the change in travel patterns, a sudden swap to these clean vehicles would require a significant amount of charging infrastructure and would also omit the possible health, congestion and social benefits.



Delivery theme 1
Transport

2030 goal: Bristol will have a sustainable carbon neutral transport system with modal shift to significantly more citizens walking, cycling and using low carbon public transport

2030 goal: Everyone will have access to a transport system that is resilient to a changing climate

2030 Objective (i)

Significant reduction in car mileage achieved through mode shift towards public transport, walking and cycling; commercial vehicle mileage reduced through freight consolidation; aiming for a total 40% reduction in vehicle miles.

2030 Objective (ii)

All of Bristol's cars primarily consist of ultra-low emission vehicles (ULEVs) and 90% of other vehicles to be ULEV.

2030 Objective (iii)

Reduce total carbon emissions from international and domestic air travel associated with residents and businesses.

2030 Objective (iv)

Significant improvements made to accessibility and service of sustainable travel infrastructure to ensure it can support carbon neutral, climate resilient transport systems.

2030 Objective (v)

Existing transport infrastructure enhanced to withstand future climate projections with the effect that the transport network continues to function well during severe climate events.

 **Delivery theme 1**
Transport

Our journey to 2030

We know that we need to make fundamental changes to reach our 2030 goals. Based on the evidence that we have in 2020, we anticipate this will include actions such as:

 **Engagement, culture and inclusion**

People are key to changing our transport system. Therefore we will need to undertake extensive engagement with the public and businesses to achieve our goals across the city. This could involve programmes such as extensive electric vehicle car club/share schemes and personalised travel planning programmes.

 **Funding and finance**

We know we will need to update how transport is financed through actions such as subsidised public transport, road user charging and business rate incentives for sustainable transport use and low aviation mileage.

 **National and regional action and city leadership**

We know that we will need support from local and national government to achieve these objectives. These actions may include:

- The creation of a regional collaborative transport strategy organisation (akin to Transport for London, with buy-in from major public transport providers) with the powers and funding to enable rapid modal shift; and
- Information campaigns, policies and incentives to reduce air mileage of residents and businesses in the city.

 **Skills and capacity**

We know we need to have the skills and capacity in the city to maintain and operate our updated infrastructure.

 **Data and knowledge**

We know that we need further knowledge of how our transport infrastructure is projected to be impacted by future climate hazards. This will enable us to focus action, such as schemes to mitigate risk and enhance resilience for areas most at risk of climate and weather events. We will also aim to harness innovation from the private sector, such as mobility as a service (MAAS) business models to encourage modal shift away from car ownership.

 **Infrastructure**

We will need to implement some new infrastructure to make this transformational change happen. This will need to be through actions like:

- Enhancing walking and cycling experience and infrastructure through reallocation of road space away from the motor vehicle;

- Using transport corridors to enhance blue and green infrastructure;
- Improving public transport services through major expansion of infrastructure and services to create an integrated, segregated, high quality, rapid and reliable service and ultra low emissions vehicles ;
- Delivering a comprehensive freight consolidation scheme, including effective first and last mile solutions, that drastically reduce delivery trips;
- Installing and smart management of electrical vehicle charging and hydrogen infrastructure across the city; and
- Reduction in parking capacity for non ultra low emission vehicles, increased car parking charges and workplace car parking levy.



Delivery theme 1
Transport

Key challenges to delivery:

- Identifying, securing and justifying funding
- Time needed for regulatory and planning processes and for construction of new infrastructure
- The higher capital cost of ultra low emission vehicles, both for private owners and commercial operators
- The input needed from national and international bodies and businesses to change the market, incentives for businesses and individuals, and policy and regulation.

Opportunities:

- Improved public transport, public realm and air quality. It has been identified that this will particularly benefit lower income households and young people.
- Release of land for other uses – e.g. housing, green space, and use of transport corridors to support green infrastructure
- Mode shift to more space efficient options will allow the city to grow effectively while easing the traffic congestion that currently costs the city's businesses
- Improved health outcomes, through both active travel and air quality improvements
- Removing unnecessary journeys by car should free up road space and save time for people whose mobility needs are more acute, such as disabled drivers.





HR Committee

23rd September 2021

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 8.1 per employee.
- When excluding COVID-19 from sickness calculations average working days lost (7.3) has dropped below than pre-COVID-19 levels and is the lowest it has been in the last 12 months.
- Absence levels remain within the median of Core Cities reporting average working days lost per FTE.
- From April 2021 we commissioned a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our requirements.
- Continuing to reduce sickness absence remains a priority.
- 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)
- Benchmarking with other local authorities
- Sickness trend
- 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
- Sickness Absence Casework

7. This report provides an update on absence trends for the Council and its Directorates over the last two years (1st July 2019 to 31st August 2021). 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 8.1 per employee. Stress, Anxiety and Depression (31.6%), Musculoskeletal (11.6%) and COVID-19 (9.8%) account for over 53% of the total days lost in the council.

- Average working days lost have dropped are consistent with 12 months ago (8.2).
- Asian/Asian British 2.7% WDL (2.6% Workforce), Black/Black British 6.4% WDL (5.2% Workforce) or Mixed Heritage 3.4% WDL (3.3% Workforce) employees are having a higher percentage of working days lost than the percentage of employees in the workforce.

- Disabled employees account for 16.4% of all working days lost above the workforce representation of 9.1%.
- Female employees account for 66.8% of all working days lost which is above the workforce representation of 60.3%.
- Employees aged 16 – 24 account for 1.7% of all working days lost below the workforce representation of 3.8%.

9. When excluding COVID-19 from sickness calculations average working days lost (7.3) 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 rise in absence over the last 12 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 are working pro-actively with managers to support them in managing all absence cases as well as where staff are self-isolating, clinically extremely vulnerable or require a Covid vaccination to work.

12. Absence levels remain within the median of Core Cities reporting average working days lost per FTE.

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. From April 2021 we commissioned a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our requirements.

15. 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.

16. As part of a new Health and Wellbeing strategy, we maintain a rigorous and proactive approach to protecting the health, safety and wellbeing of our workforce for those who return to the workplace and those who continue to home-work.

Proposal

17. That the Committee notes this report

Other Options Considered

18. None

Risk Assessment

19. 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

23rd September 2021



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Draft

Current Sickness

*Data period: 1st September 2020 – 31st August 2021

Average Working Days Lost = Total Working Days Lost / Headcount

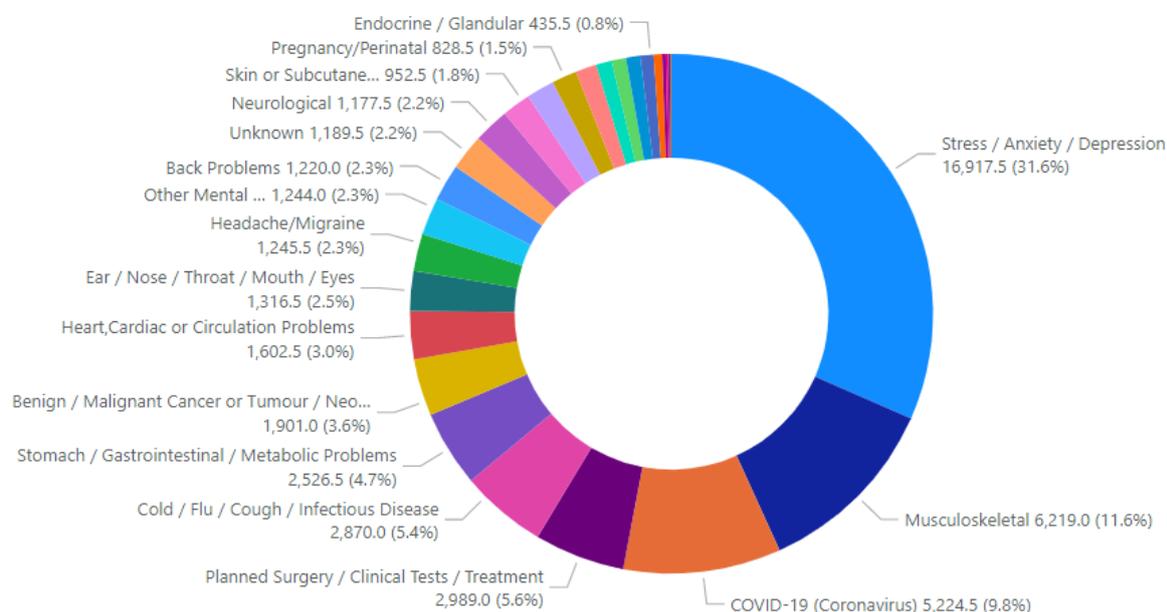
Bristol City Council

Average working days lost during the period 1st September 2020 – 31st August 2021 in the council was 8.1. This was 0.1 days more than the council target of 8. During this period 3022 employees had sickness absence this is 45.9% of the workforce, that means 54.1% 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). 8.9% (585 employees) have had long term sickness absence in the last 12 months.

Stress, Anxiety and Depression, Musculoskeletal and COVID-19 accounts for 53% of the total days lost in the council. 9% of the workforce (590 employees) has had sickness absence relating to Stress, Anxiety and Depression that accounts for 31.6% of all working days lost. 5.5% of the workforce (362 employees) has had Musculoskeletal sickness absence that accounts for 11.6% of all days lost. 6.7% (440) of the workforce has had COVID-19 sickness absence that accounts for 9.8% of the total working days lost.

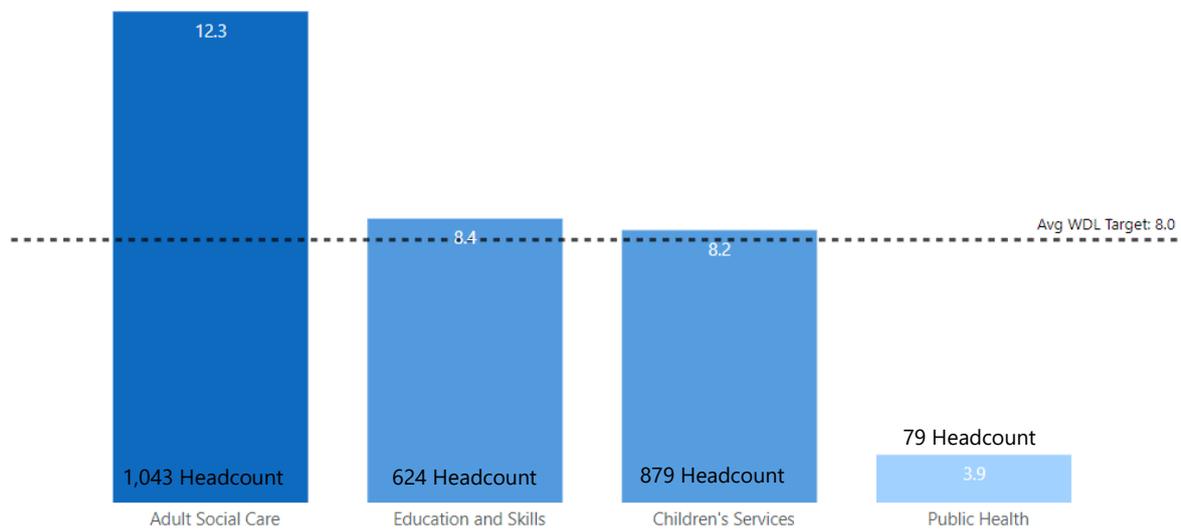
Fig1: Sickness Absence Reasons



People

Average working days lost in People Directorate was 9.7. This was 1.7 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



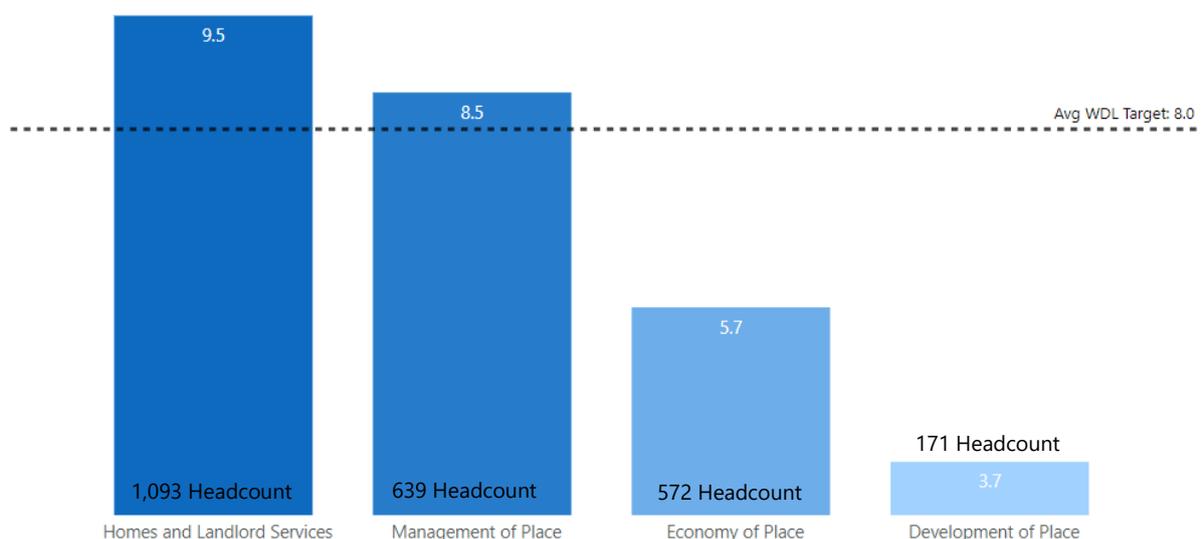
The top three absence reasons for People are:

- Stress, Anxiety and Depression – 34.1% (above the overall council percentage)
- Musculoskeletal – 11.5% (in-line with the overall council percentage)
- COVID-19 – 10.5% (above the overall council percentage)

Growth and Regeneration

Average working days lost in the Growth and Regeneration Directorate was 7.9. This is just 0.1 less than 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



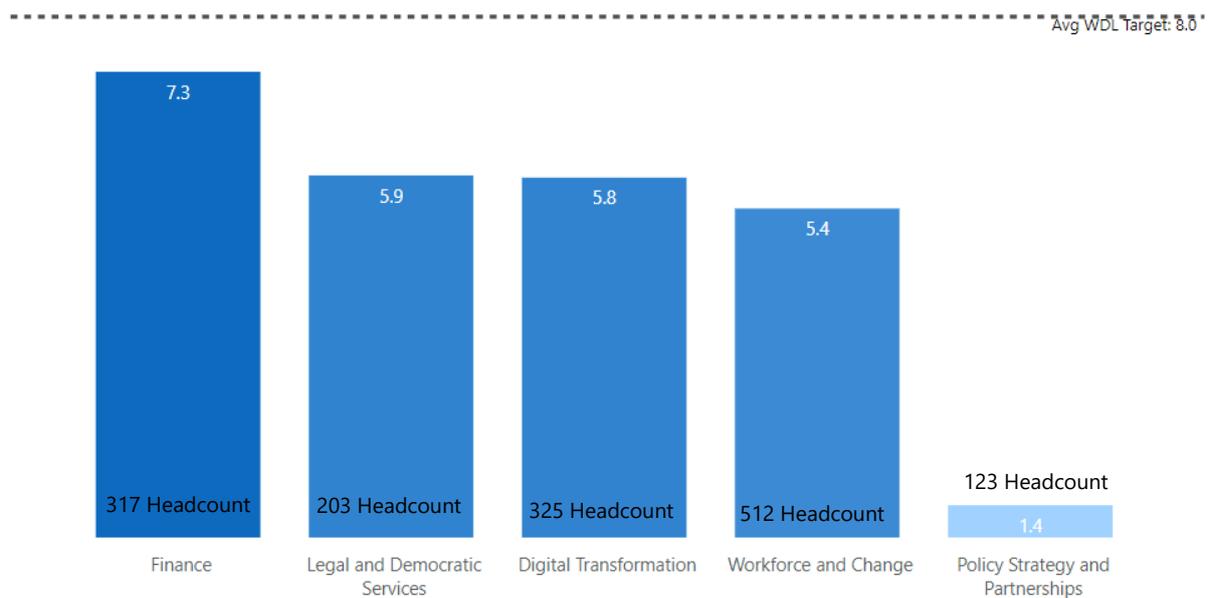
The top three absence reasons for Growth and Regeneration are:

- Stress, Anxiety and Depression – 27.8% (less than the overall council percentage)
- Musculoskeletal – 14.9% (above the overall council percentage)
- COVID-19 – 9.7% (in line with the overall council percentage)

Resources

Average working days lost in the Resources Directorate was 5.6. This is 2.4 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 – 32.8% (above the overall council percentage)
- COVID-19 – 7.6% (below the overall council percentage)
- Cancer / Tumour – 6.5% (above the overall council percentage)

Benchmarking with other local authorities

The method we use to calculate sickness absence is 'Average Working Days Lost per Employee' this is 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 table below are the latest sickness absence rates for 2020/21 for the Core Cities.

Local Authority	Average Working Days Lost per FTE
Bristol	9.60
Cardiff	8.60
Leeds	9.03
Nottingham	9.20
Newcastle	9.86
Sheffield	11.7

The Overall Average Working Days Lost per employee in the Civil Service as at 31st March 202 was 7.4, the BCC figure was 8.55. The current figure for BCC is 8.1.

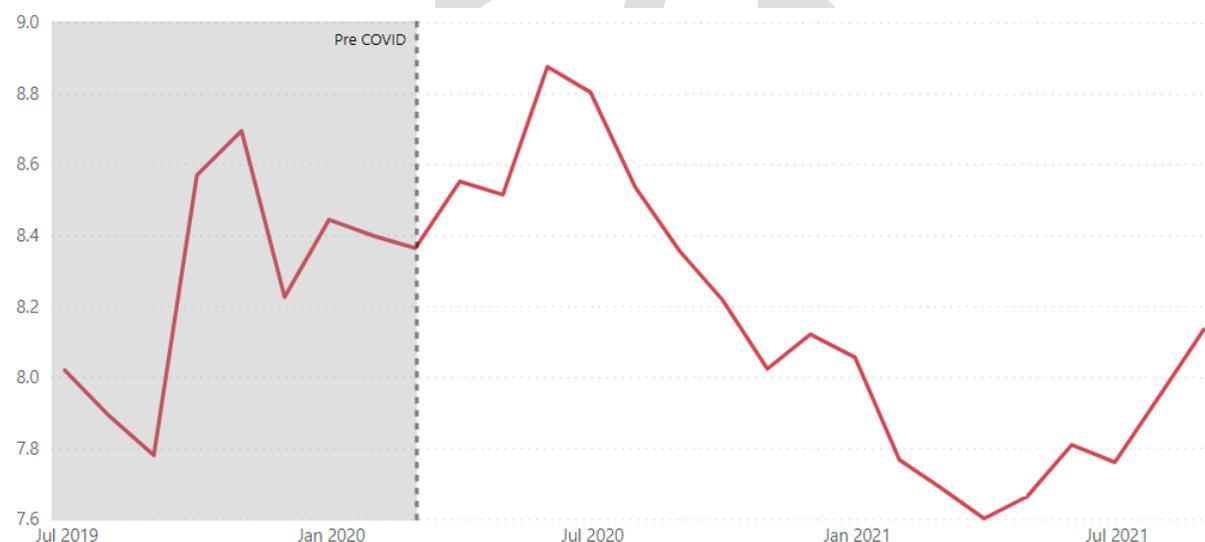
Sickness Trend

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

Bristol City Council

Average working days lost is currently 0.09 less than it was 12 months ago. To give this some context the headcount from 12 months ago is 0.5% less (33 employees) whereas working days lost have decreased by 1.5% (54,355 to 52,270).

Fig5: BCC average working days lost trend



People

Average working days lost in the People Directorate have seen an increase of 0.1 from 12 months ago. Over the reporting period the headcount of People directorate has increased by 6.4% from 2467 in September 2020 to 2626 in August 2021. We have also seen an increase in the working days lost from 23,777.5 in September 2020 to 25,588.5 in August 2021.

Growth and Regeneration

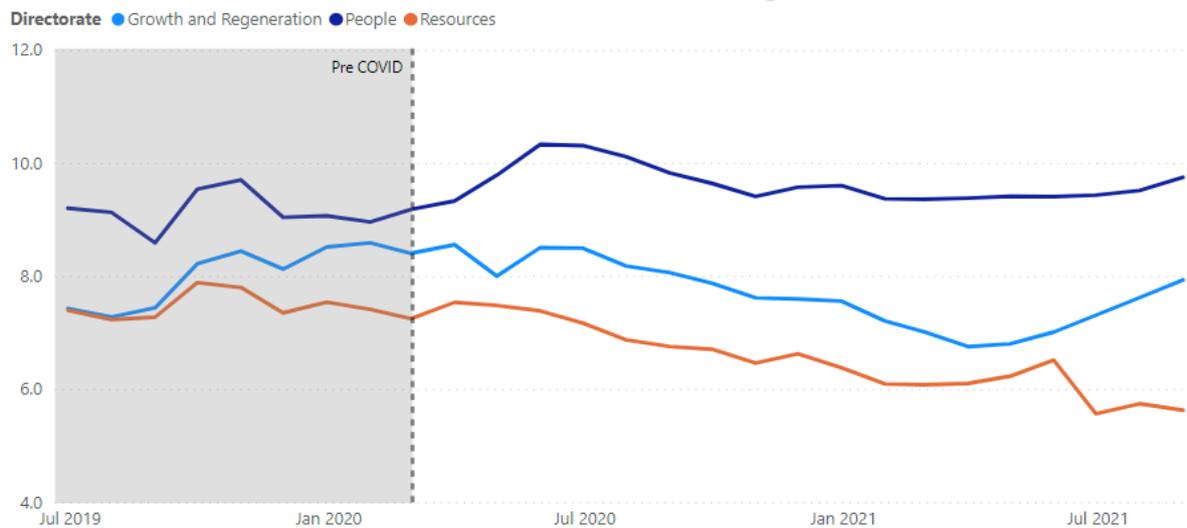
Average working days lost in the Growth and Regeneration Directorate has increased by 0.06 from

12 months ago. Over the reporting period we have seen an increase in headcount of 4.1% from 2378 in September 2020 to 2476 in August 2021. We have also seen an increase in the working days lost from 18,714 in September 2020 to 19,630.5 in August 2021.

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 reduced by 16.4%, 1770 in September 2020 and 1480 in August 2021. There has also been a decrease in the working days lost from 11,864 in September 2020 to 8,321.5 in August 2021. This is largely due to the TUPE transfer of Cleaning and Security employees to Bristol Waste in May 2021.

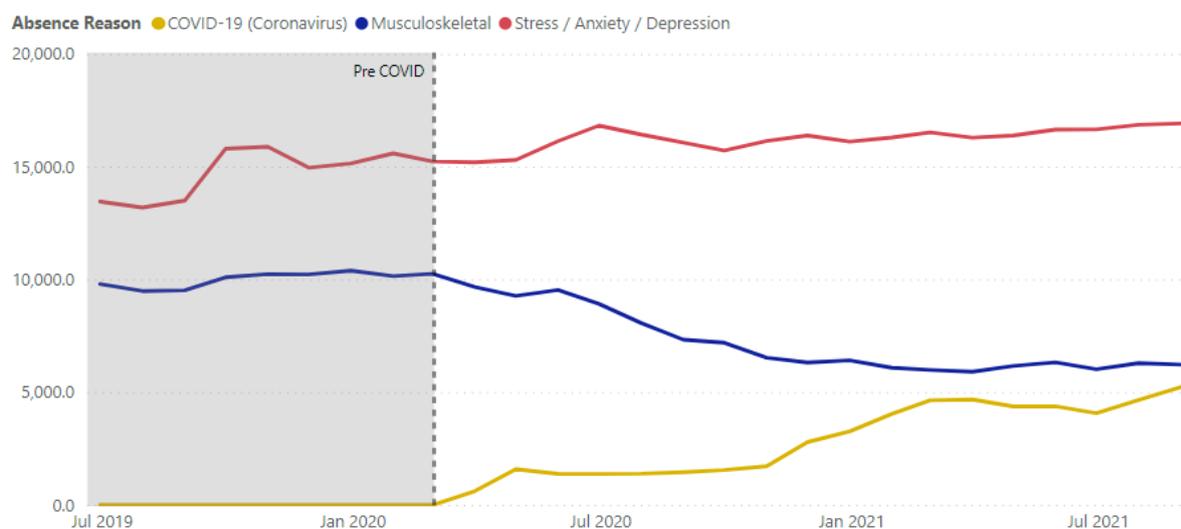
Fig6: Directorates average working days lost trend



Absence Reasons

The trend of the top three absence reasons show that working days lost for Stress, Anxiety and Depression have increased by 7.7% from 12 months ago (15,714 to 16,917.5 days lost) and has been increasing since the start of the COVID-19 pandemic. However Musculoskeletal related sickness has decreased by 13.5% from 12 months ago (7,192.5 to 6,219) and has been decreasing since the start of the COVID-19 pandemic. COVID-19 related sickness has continued to increase over the last 12 months.

Fig7: Working days lost by absence reason trend



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 Workforce %

Ethnicity

Category	BCC		People		Growth and Regeneration		Resources	
	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Asian or Asian British	2.7%	2.6%	2.4%	2.4%	3.5%	2.2%	1.7%	3.5%
Black or Black British	6.4%	5.2%	7.3%	6.8%	5.7%	4.0%	5.4%	4.5%
Mixed	3.4%	3.3%	3.9%	3.4%	2.2%	3.0%	4.9%	3.6%
Other Ethnic Groups	0.2%	0.4%	0.3%	0.6%	0.1%	0.4%	0.0%	0.3%
Prefer not to state	1.1%	1.5%	1.6%	1.3%	0.9%	1.6%	0.4%	1.8%
White	79.2%	80.4%	75.5%	77.2%	82.0%	84.8%	83.7%	78.9%
Unknown	7.0%	6.6%	9.0%	8.5%	5.8%	4.1%	3.9%	7.6%

At a more granular level from Ethnic Grouping, this table shows that overall Asian/Asian British, Black/Black British or Mixed Heritage employees are having a higher percentage of working days lost than the percentage of employees in the workforce. Across all three Directorates Black/Black British employees are having proportionally more working days lost than the percentage of Black/Black British employees in the workforce.

Disability

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Disabled	16.4%	9.1%	14.6%	9.1%	16.4%	8.4%	21.8%	10.6%
Not Disabled	70.3%	75.4%	68.4%	73.3%	72.5%	77.9%	70.8%	75.2%
Prefer not to state	4.6%	3.4%	4.6%	3.4%	5.0%	3.4%	3.6%	3.5%
Unknown	8.8%	12.0%	12.4%	14.2%	6.1%	10.4%	3.8%	10.7%

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.

Gender

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
Female	66.8%	60.3%	86.2%	80.5%	44.5%	40.6%	60.2%	57.4%
Male	32.9%	39.4%	13.7%	19.2%	54.9%	58.9%	39.8%	42.4%
I use another term	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.0%
Prefer not to say	0.3%	0.2%	0.1%	0.1%	0.6%	0.4%	0.0%	0.2%

The table above shows that across the organisation female employees are having a higher percentage of working days lost than the percentage of employees in the workforce.

Age

	BCC		People		Growth and Regeneration		Resources	
Category	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %	WDL %	Workforce %
16 – 24	1.7%	3.8%	1.5%	2.7%	2.0%	4.4%	1.8%	4.8%
25 – 34	13.3%	18.7%	11.8%	18.8%	13.5%	19.2%	17.6%	17.7%
35 – 49	28.8%	34.8%	28.3%	34.8%	30.1%	34.9%	27.7%	34.6%
50 – 64	50.8%	39.4%	51.5%	39.9%	49.5%	38.4%	51.6%	40.3%
65 +	5.4%	3.2%	6.9%	3.7%	5.0%	3.0%	1.3%	2.6%

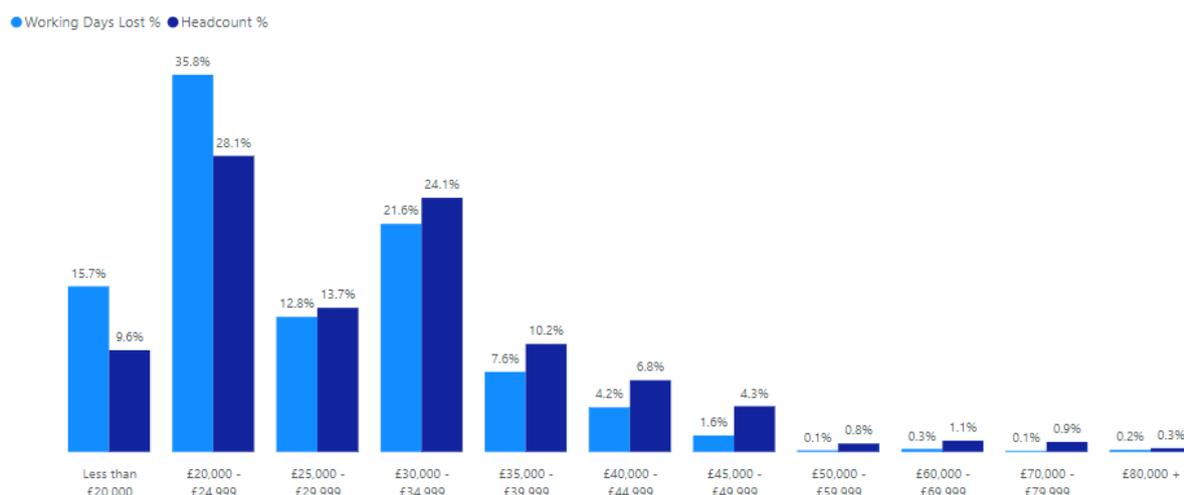
This table tells us that across the organisation our older employees are having proportionately more working days off than the workforce percentage. Sickness absence rates are higher among older workers than younger workers as they are more likely to develop health problems. The average age for the Councils is 45.

Sickness breakdown by salary range and deprivation

Sickness by Salary Range

There are significantly more days lost from employees with a salary of £24,999 or less. There are proportionally more working days lost (15.7%) from employees in the Less than £20,000 salary range compared to the headcount % (9.6%) in that range, for Musculoskeletal related sickness the working days lost % increases to 29.3% in the Less than £20,000 salary range. Fig7 below looks at the proportions of absence across all salary ranges.

Fig8: Working days lost percentages against workforce percentage by Salary Range

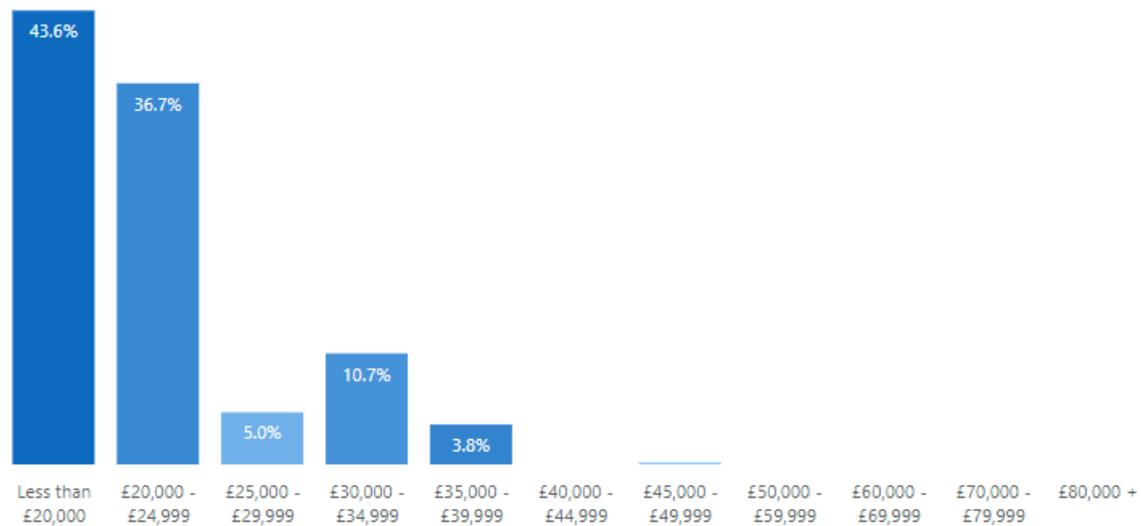


Sickness by Deprivation

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.

5.2% of Bristol City Council staff live in the most deprived areas of Bristol and these staff account for 7.6% of all working days lost. This percentage decreases to 7.3% for Stress, Anxiety and Depression related sickness and decreases to 5.1% for Musculoskeletal related sickness. However it increases to 17.4% for sickness related to Planned Surgery or Treatment. Of those employees who live in the most deprived communities, 80.3% of absence relates to those who earn less than £24,999 per annum.

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 5,224.5 working days lost due to COVID-19 sickness in the last 12 months. After an initial peak in April 2020 (first started recording in March 2020) the absence figures due to COVID-19 have continued to rise. Currently Black and Minority Ethnic employees account for 14.8% of the working days lost for COVID-19 sickness. Disabled employees account for 17.2% of the working days lost for COVID-19 sickness. Employees aged 50 and over account for 52.2% 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 51.5% of all days lost (2,691 days lost).

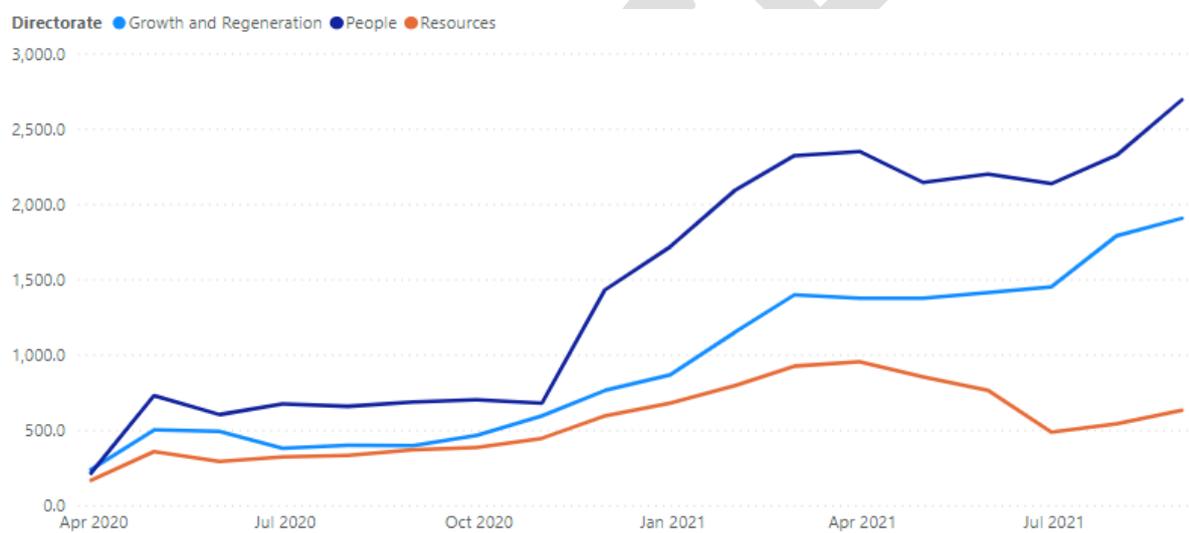
Growth and Regeneration

Growth and Regeneration currently has the most working days lost due to COVID-19 with 36.5% of all days lost (1,904.5 days lost).

Resources

The Resources Directorate currently has the most working days lost due to COVID-19 with 12% of all days lost (629 days lost).

Fig11: COVID-19 sickness working days lost by Directorate

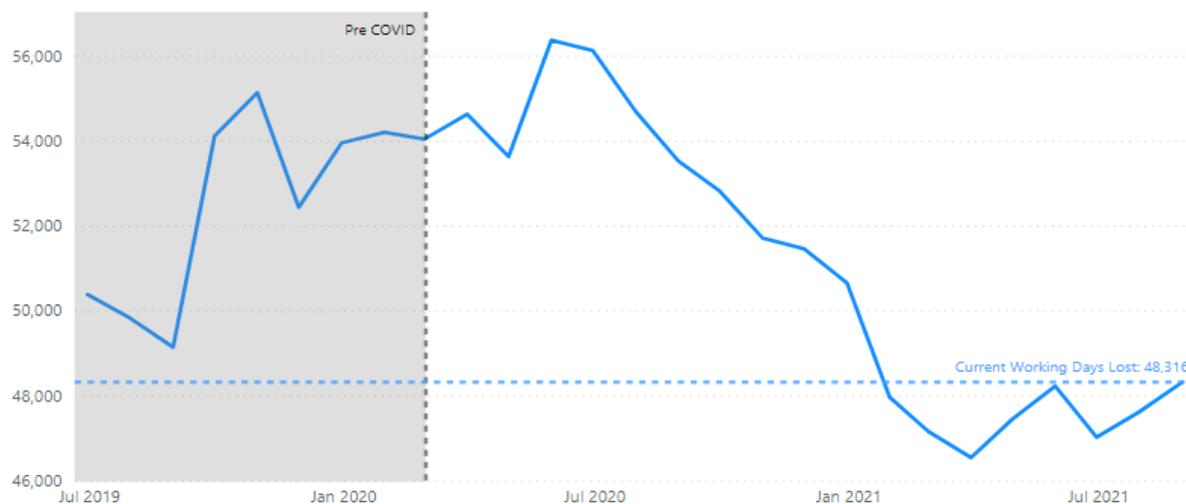


Sickness excluding COVID-19 related

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 more than two years. Total working days lost excluding COVID-19 are currently 48,316 with a current average working days lost of 7.3. 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.

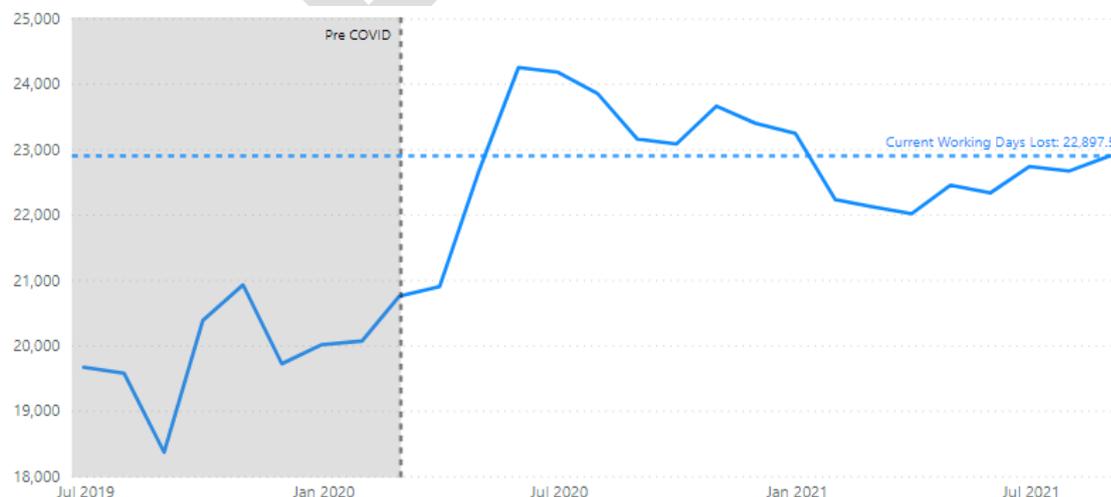
Fig12: Bristol City Council working days lost trend excluding COVID-19



People

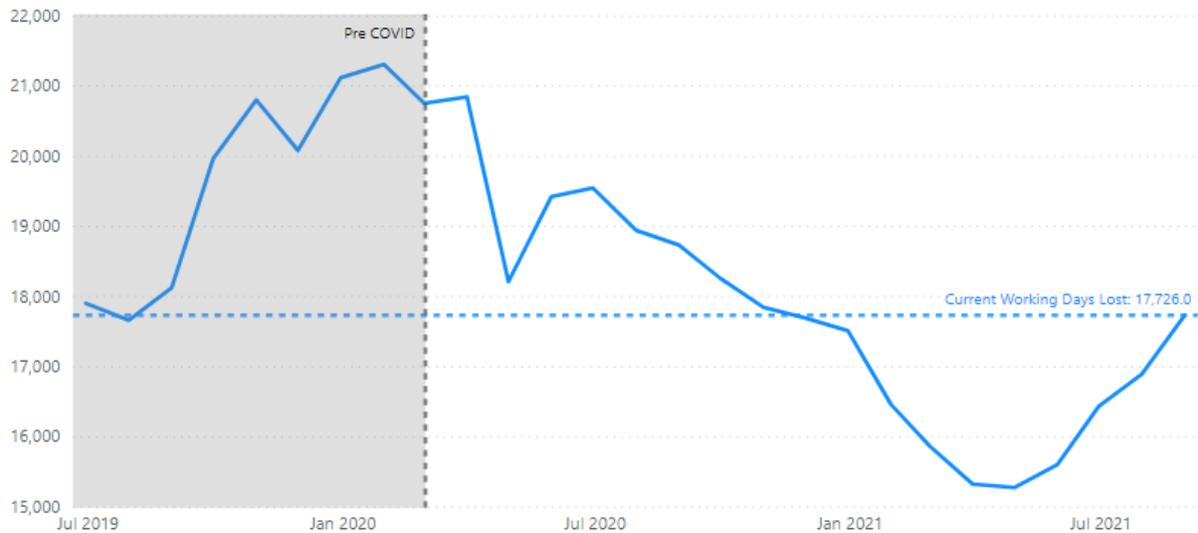
Working days lost excluding COVID-19 related sickness is currently 22,897.5 with an average days lost of 8.7. This figure is higher than any sickness rates pre-COVID although it was higher during the earlier months of the pandemic. The Education and Skills division has seen a month on month increase in working days lost. 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

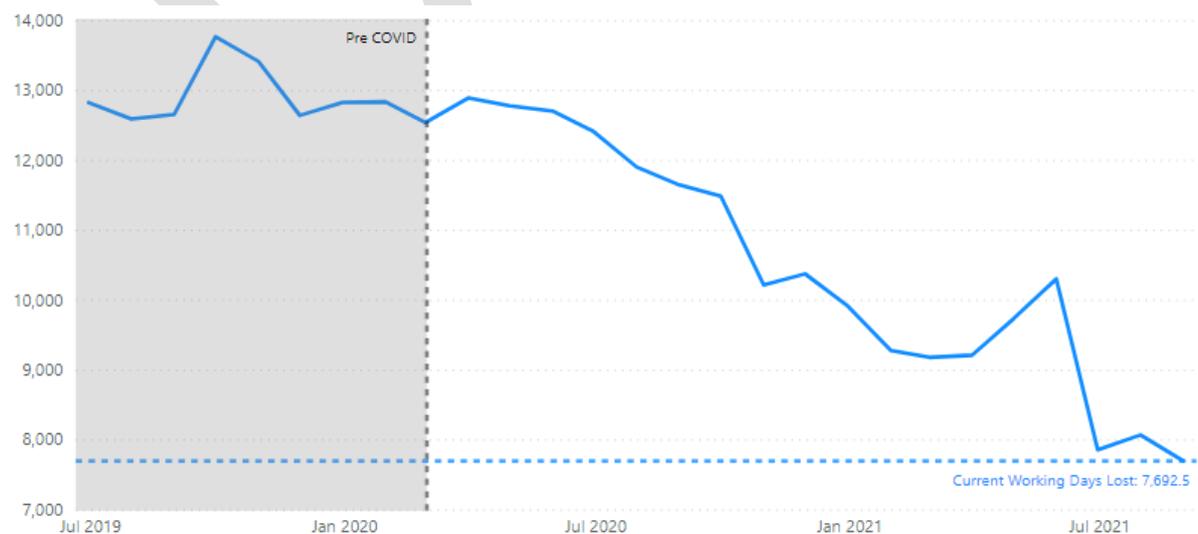
In Growth and Regeneration working days lost excluding COVID-19 related sickness is currently 17,726 with an average days lost of 7.2. This sickness rate for Growth and Regeneration is as low as it was more than two years, it was at its lowest in April 2021 however the number of working days lost have been increasing month on month since then, this increasing trend is consistent across Development of Place, Economy of Place and Homes and Landlord Services whilst Management of Place is still at it's lowest rate for over two years. *Fig14: Growth and Regeneration working days lost trend excluding COVID-19*



Resources

Working days lost excluding COVID-19 related sickness in Resources is currently 7,692.5 with an average days lost of 5.2. This sickness rate for Resources is at its lowest for more than two years however some of this decrease in days lost is due to the TUPE transfer of Cleaning and Security Services employees to Bristol Waste.

Fig15: Resources working days lost trend excluding COVID-19



Sickness Absence Casework

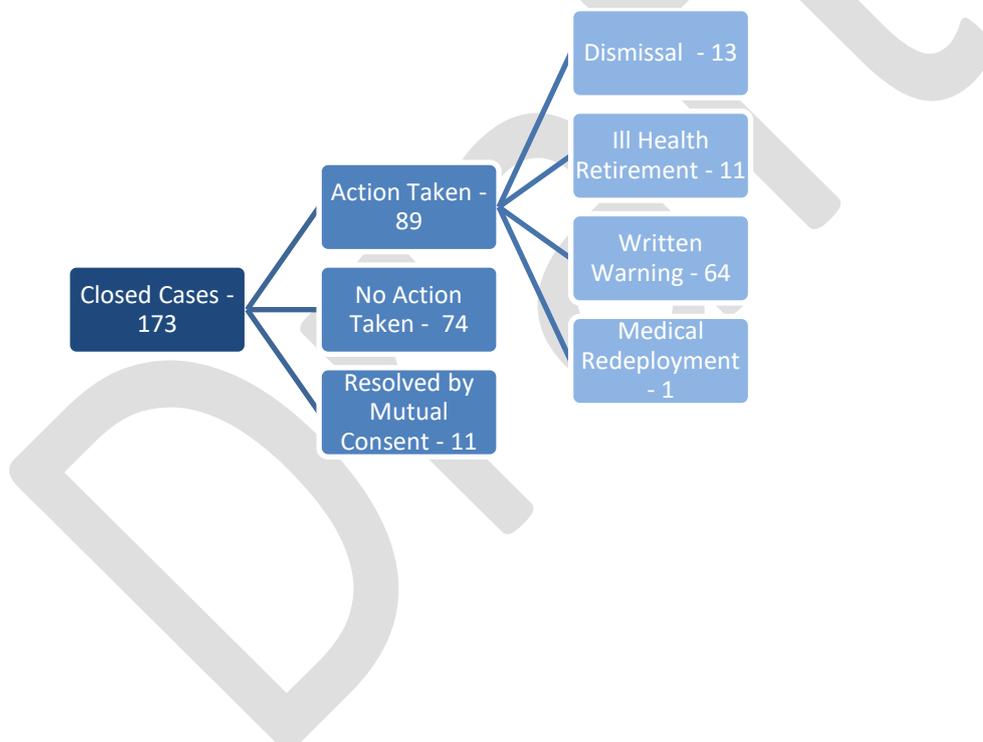
Bristol City Council

In the last 12 months there have been 173 cases closed relating to absence. Of these 51.4% have had action taken, 42.8% have had no action taken and 5.8% have been resolved informally by mutual consent. See Fig17 for a detailed breakdown of case outcomes.

There are currently 58 open absence related cases recorded in the iTrent HR System. Of these 47 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 continued rise in absence over the last 12 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 are working pro-actively with managers to support them in managing all absence cases as well as where staff are self-isolating, clinically extremely vulnerable or require a Covid vaccination to work.
- 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.
- From April 2021 we commissioned a new service provider to supply integrated occupational health, employee assistance and physiotherapy provision to support our requirements.
- 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.
 - Adapt mental health training for colleagues and utilise Mental Health First Aiders to spot the signs and offer support for those working remotely for a prolonged period of time. Introduce listening events and toolkits on how to have conversations.
 - Equip managers to support their teams whilst working remotely – with resilience and mental health support, linked to the five pillars of resilience model.
 - Raise awareness and increase take-up of mental health support mechanisms for colleagues, and adapt 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.
- As part of a new Health and Wellbeing strategy, we maintain a rigorous and proactive approach to protecting the health, safety and wellbeing of our workforce for those who return to the workplace and those who continue to home-work.



HR Committee

23rd September 2021

Report of: Director: Workforce & Change

Title: Contingent Workforce Report - update

Ward: N/A

Officer Presenting Report: Mark Williams (Head of Human Resources)

Contact Telephone Number: 07795 446270

Recommendation

That the Committee notes the report.

Summary

The purpose of this report is to update the Committee on the Council's use of agency staff, interim managers and contractors.

The significant issues in the report are:

- Spend on agency staff has continued to reduce.
- The trend in expenditure since 2016 when a managed service supplier for agency staff for agency staff has seen an 18% reduction in spend on agency workers from 6.23% of the pay bill in 2015/16 to 5.11% of the pay bill in 2020/21.
- The main reason given for the use of agency staff during the financial year 2020/21 was to cover vacancies.



Policy

1. The Council currently has a contract with Guidant in respect of the supply of agency staff.

Consultation

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

Context

4. Guidant - Managed Service Provider to manage the supply of contingent worker recruitment for the Council.
5. Agency staffing (interim, consultants, and agency workers) form a necessary contingent part of our workforce where specialist skills or short-term front-line cover for our services are required. Agency staff are also used to cover vacancies when we are conducting organisational change reviews and this protects those staff with permanent employment rights.

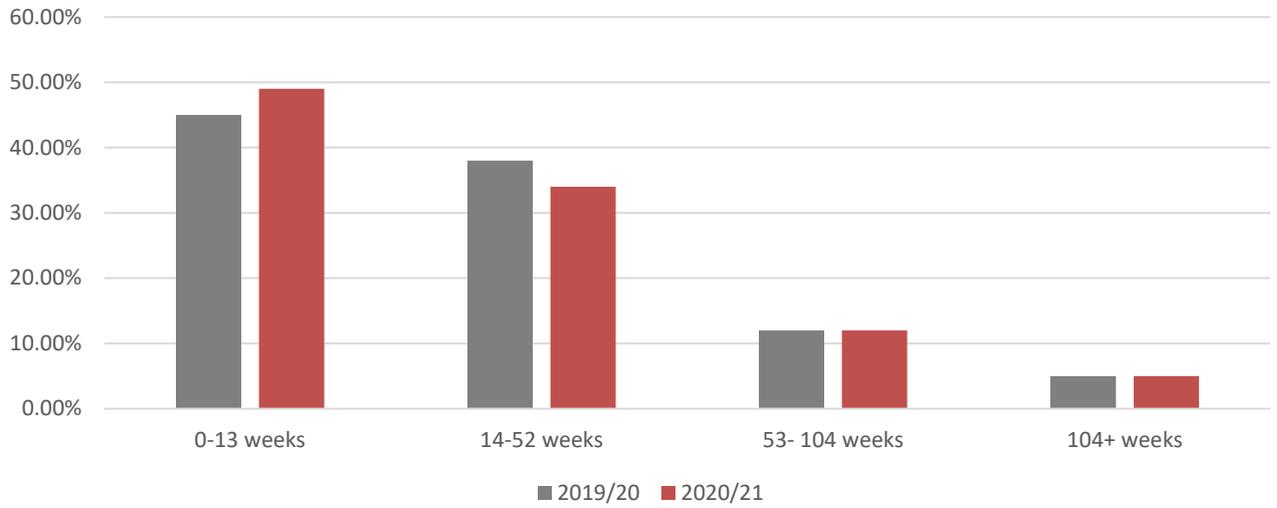
Agency Placements

6. During 2020/21 the Council spent £12.6m on agency staff including interim managers and consultants via Guidant who are our managed service provider for agency staff. We have seen a 3% reduction in spend since 2018/19 and 1% since 2019/20. Spend for the period 1st April to 31st August 2021 was £4.4m. The Councils pay bill for 2020/21 was £246m. Agency spend was 5.11% of the pay bill.

Directorate	2018/19	2019/20	2020/21
Growth & Regeneration	2,445,417	2,644,985	3,290,167
People	2,040,925	2,567,985	2,127,907
Resources	8,464,386	7,522,234	7,175,507
Grand Total	12,950,728	12,735,204	12,593,581

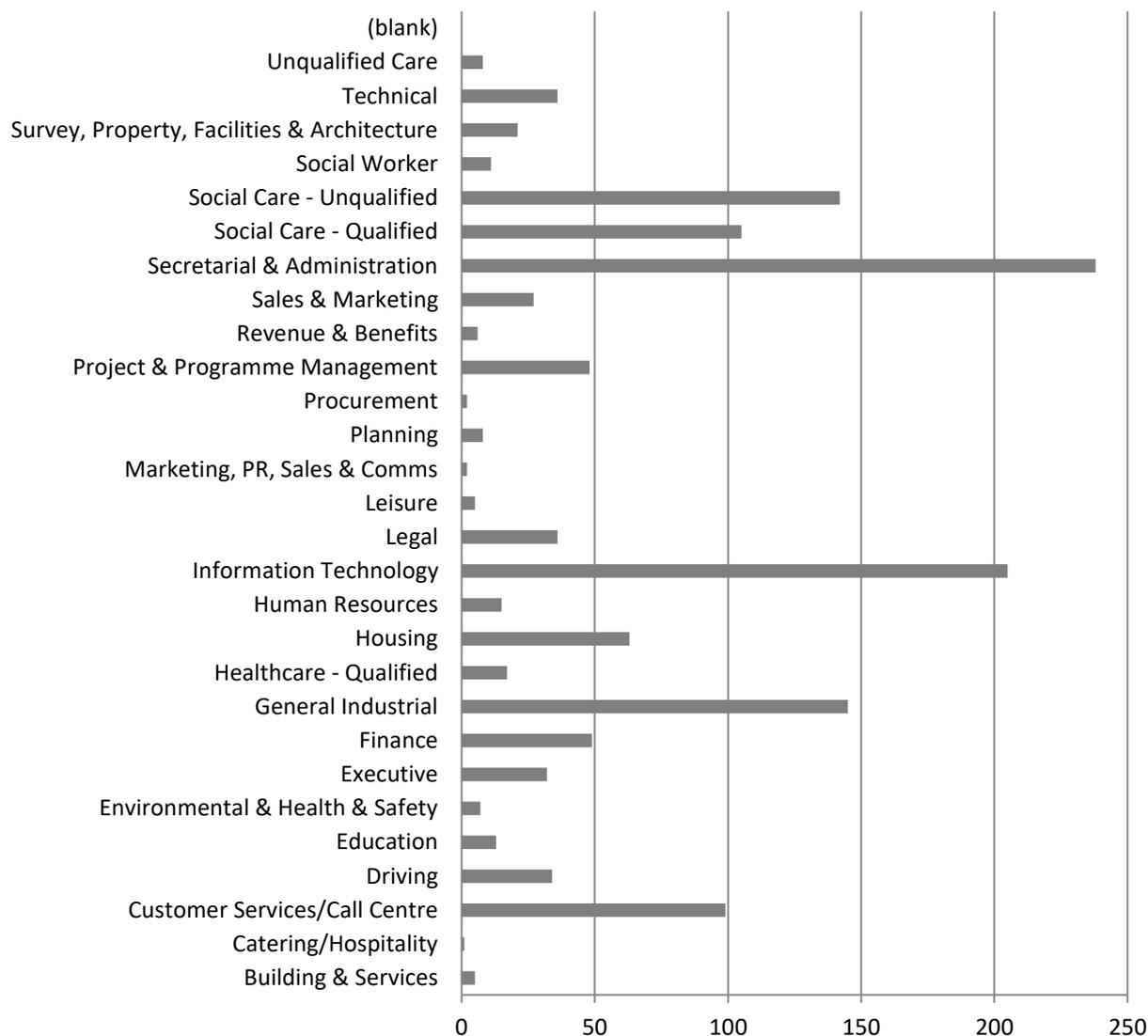
7. On average 64% of all recruitment activity happens at BG10 and below, the vast majority of this spend is captured at a reduced charge as Guidant are able to utilise agencies associated to their group brand Impellam.
8. The main reason given for the use of agency staff during the financial year 2020/21 was to cover vacancies. The Resources directorate also cited project work as a major reason for using agency staff. The three most given reasons across the entirety of the council for the creation of an assignment is vacancy (54%), capacity (23%) and project work (20%).
9. The average tenure for a placement in 2020/21 was 18 weeks. 83% of all agency placements lasted 20 weeks or less. HR actively review all placements within each directorate to prevent placements extending longer than necessary; 2020/21 saw a reduction in long term placements.

10. Fig 1 - Chart Average Weeks Tenure – 2019/20 to 2020/21



11. The chart demonstrates the total amount of workers assignments throughout 2020/21 by the type of role they are in.

12. Fig 2 – Chart Total no. Assignments by Role Type



13. Frequency of assignment is dominated by two categories: Secretarial & Administration and Information Technology. For Secretarial and Administration, the high usage rate is attributed to the number of extensions following a short assignment. The initial assignment for any temporary worker in this field would typically be no longer than 12 weeks. Of all assignments in this area 75% of them are within Resources and the total spend across the council is £993,175. Typically, these assignments are attributed to our Admin & Business Support (ABS) function, which operates as a centralised service within Resources offering service specific support.

Whilst normally a high area of spend, contract activity, and spend increased for Information Technology due to the IT Transformation Programme. An increase in from £2,197,000 in 2019/20 to £2,653,000 in 20/21 happened; this is an increase of £456,000.

14. Diversity

Gender

Female	55%
Male	45%

Ethnicity

White minority ethnic	10%
White British	65%
Black, Asian, and Minority Ethnic	25%

Sexual Orientation

Heterosexual	94%
LGB	6%

Age

16-24	7%
25-49	57%
50-64	32%
65+	4%

Religion

Christian	44%
Other	13%
No Religion/Belief	43%

Disability

Disabled	4%
Not Disabled	96%

Interim Managers and Consultants

15. Numbers of interim managers and consultants (full-time equivalents) currently engaged by directorates are as follows:

Directorate	2017/18	2018/19	2019/20	2020/21
Growth & Regeneration	9	10	5	7
People	17	18	23	24
Resources	34	32	29	12
Grand Total	60	60	57	43

16. Spend in 2020/21 on Interim Manager and Consultants totalled £1,694,604 as set out below.

Directorate	Consultant	Interim Managers	Total
Growth & Regeneration	£110,756.28	£221,356.80	332,113.08
People	£405,826.43	£0	£405,826.43
Resources	117,020.34	£839,644.24	£956,664.58
Grand Total	£633,603.05	£1,061,001.04	£1,694,604.09

Contingent Workforce Strategy

17. The engagement of contingent workers follows the below approval process to allow for appropriate analysis and management of contingency workforce spend

Approval from director if

- The post is longer than 6 months and the daily charge is £499 or less
- The post is extended past longer than six months and the daily charge is £499 or less
- The cost of the post exceed manager approved budget for the position

Approval from Chief Executive if

- The post is longer than six months and daily charge exceeds £500
- The post is extended past longer than six months and the daily charge is £500 or more

18. 85 of 512 assignments in 20/21 moved from a temporary assignment to a permanent contract this represents 16.6%. All of these happened outside of an initial 14 week stay which meant that no fee was payable on conversion. 29 of these were in Growth & Regeneration, 10 in People and 46 within Resources. A maximum total of £378,880 would have been charged in permanent recruitment fees if these same people were recruited by Guidant on a permanent basis.

19. Workforce Planning – Guidant access alongside HR Business Partners to create sustainable workforce planning models within directorates that will provide a greater thought process to how/why/when contingent workers can be relied upon and promote promotion/secondment of current internal staff.

Proposal

20. That the Committee notes this report.

Other Options Considered

21. None.

Risk Assessment

22. 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

23rd September 2021

Report of: Director: Workforce & Change

Title: COVID-19 - workforce update and return to workplaces

Ward: N/A

Officer Presenting Report: Mark Williams (Head of Human Resources)

Contact Telephone Number: 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. Further national restrictions were introduced on 5th January 2021 and all the national restrictions were lifted on the 19th July 2021. This report provides an update on our work since the last meeting of the Committee on 22nd July 2021.

The significant issues in the report are:

- We are taking a risk-based approach to opening workplaces which takes account of the current rate of COVID-19 case rates in the city; the advice of the city's Director of Public Health and our obligations to our employees under the Health and Safety at Work Act.
- Hybrid meeting technology is now in place at City Hall and is being trialled.
- We have increased the number of desks that are available in our managed office spaces, whilst continuing to maintain social distancing requirements.
- The risk of exposure to COVID-19 remains high in workplaces and we will continue to manage the risks in accordance with current best practice guidance from the Health and Safety Executive (HSE).

Policy

1. The Council's HR policies have been modified where appropriate to reflect the current circumstances. For example, sickness absence related to COVID-19 is discounted under the Supporting Attendance Policy.

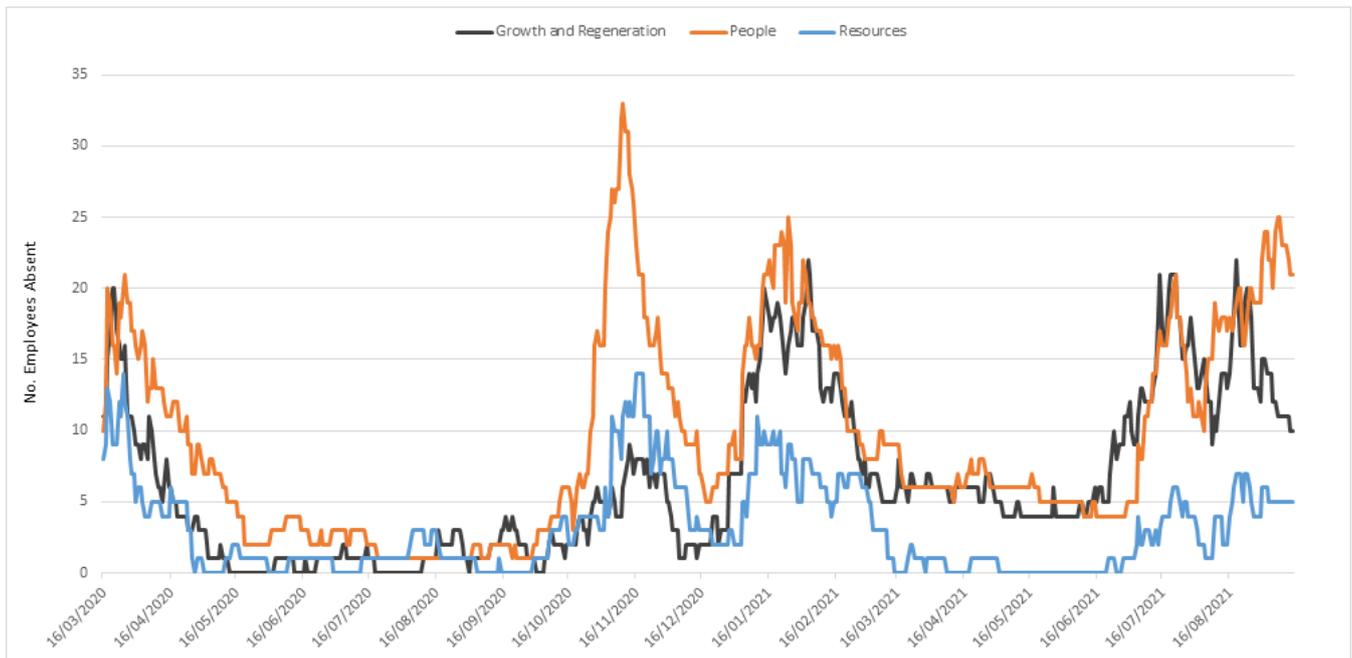
Consultation

2. **Internal**
Regular meetings are held with the trade unions who support the approach that is being taken regarding the management of workplaces. Managers are kept regularly apprised of the plans and have a chance to discuss at the monthly Leadership Forum.
3. **External**
None.

Context

4. The organisation responded swiftly to COVID-19. Frontline services have maintained the full range of services by adapting the way they are delivered throughout the pandemic. From 31st August 2021, we increased the availability of desks in our core buildings whilst retaining social distancing measures. Heads of Service are now responsible for managing their allocated zones in accordance with our future workplace principles. There are also no restrictions on employees being permitted to work in offices but they are required to undertake an online induction course and book allocated desks before coming to work.
5. We are continuing to take a measured approach to opening workplaces which takes account of the current rate of COVID-19 case rate in the city; the advice of the city's Director of Public Health and our obligations to our employees under the Health and Safety at Work Act. We will be reviewing our arrangements and protocols in early October. This will take into account the infection rates in the city.
6. We continue to require staff to wear face coverings when moving about in workplaces. We continue to maintain social distancing measures in offices (including desk spacing), maintaining good ventilation and promoting good hygiene measures. We have also increased the number of desks taking into account HSE best practice advice. As part of our work to reduce COVID cases we are continuing to encourage all staff to get both vaccine doses and take a lateral flow test twice a week if they are attending the workplace
7. Three hybrid meeting rooms are now in place at City Hall and we will be trialling their effectiveness. User feedback will be used to determine whether it should be extended further in our offices. Meeting rooms can also be used now at all offices.
8. We continue to have lunchtime-learning sessions to address concerns about returning to the workplace.
9. Daily monitoring of absence due to COVID-19 continues. Absence rates due to COVID have been risen in line with the rate of infection increasing. The chart below shows the sickness absence

rate by directorate since March 2020:



10. Employees at all levels in the organisation – including those within the HR, Internal Communications and OD teams - have responded and adapted to COVID-19 very positively through their work in supporting the Council’s response to the pandemic.

Proposal

11. That the Committee notes this report.

Other Options Considered

12. None as this report is for information only.

Risk Assessment

13. Not required because this report is for information only. However, the return to workplace project has a detailed project plan and risks are managed appropriately as part of the project.

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) Not required because this report is for information only. However, the return to the workplace project has a comprehensive Equalities Impact Assessment in place.

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

23rd September 2021

Report of:	Director of Workforce and Change
Title:	Update on key HR matters
Ward:	N/A
Officer Presenting Report:	Mark Williams, Head of Human Resources
Contact Telephone Number:	07795 446270

Recommendation

That the Committee notes the report.

Summary

Members have requested a regular update report on key HR matters that affect the workforce. The report provides an update on current HR policy consultations, national pay negotiations and the Senior Coroners Pay Settlement.

The significant issues in the report are:

- Consultation is currently taking place on a COVID-19 Vaccination Policy to comply with new legal requirements for those working in Registered Care Homes to be fully vaccinated with effect from 11 November 2021.
- The National Employers have made a final pay offer of 1.75% from 1 April 2021. This offer relates to the vast majority of the Council's workforce. The trade unions are currently consulting their members on the pay offer and the outcome of the consultation will be known at the end of the month.
- The National Employers have made a final pay offer of 1.5% to the JNC for Chief Executives and JNC for Chief Officers. This pay offer affects the Chief Executive, Executive Directors and Directors. This committee will need to consider whether to apply those pay settlements locally when the outcome of the negotiations is known.
- The JNC for Coroners has agreed a pay uplift of 1.5%, which has been implemented and backdated to 1st April 2021.



Policy

1. The Chief Executive as Head of Paid Service has the delegated authority to approve all the Council's HR policies. The Human Resources Committee determines whether to apply national pay settlements to the Chief Executive and Chief Officers.

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. Members have requested a regular update report on key HR matters that affect the workforce. The report provides an update on current HR policy consultations, national pay negotiations and the Senior Coroners Pay Settlement.

HR Policy consultations

6. The most significant consultations taking place now relate to reforms to our Travel Policy which is the subject of a separate agenda item at this meeting and a new COVID-19 Vaccination Policy for workers in Registered Care Homes. The new legislation which was passed on 22nd July 2021 requires all employees who work in Registered Care Homes to be fully vaccinated from 11 November 2021, as well as anyone who enters a residential care home for professional purposes. The new Vaccination Policy sets out the arrangements for existing staff as well as new joiners. We are continuing to encourage all employees to take up the offer of the vaccine through continued support from Public Health and our NHS colleagues. The Trade Unions are supportive of our approach. Employees who do not wish to be vaccinated will have the opportunity of redeployment into current vacancies where there is not a need for a vaccine. If this is not successful, their contracts of employment will be terminated but we will also offer further access to our redeployment pool during their contractual notice period. The government has recently commenced consultation on extending the scope of the regulations to include all other health and social settings and making Flu vaccination compulsory.
7. We have also recently consulted on modifications to our Probationary Policy and Code of Practice on Investigations. These policies will be finalised by the end of the year and published.

National Pay Negotiations

8. Circulars to employers on the status of national pay offers from 1 April 2021 are attached at Appendix A. The trade unions are consulting their members on the offers and the outcome of the pay negotiations is likely to be known at the beginning of October. The circulars set out the status of the negotiations and the reasons for the National Employer's offer. The offers and numbers of employees affected is summarised below:

- Single Status - 1.75% from 1 April 2021 (6,645 employees)
- Craft Worker - 1.75% from 1 April 2021 (302 employees)
- Chief Executives - 1.5% from 1 April 2021 (1 employee)
- Chief Officers - 1.5% from 1 April 2021 (14 employees)

9. The Council has paid the Living Wage Foundation rate of £9.50 per hour to all employees on Bristol Grades 1 to 4 inclusive – as well as apprentices – since 1 April 2021. This is a higher rate than the pay offer made nationally for the lowest earners covered by the national agreement.
10. Currently, through the Pay Policy Statement agreed at Council annually, the power to apply national pay settlements to the Chief Executive, Executives Directors and Directors is delegated to the HR Committee. When these national pay negotiations are concluded, the Committee will be asked to consider the matter.
11. The JNC for Coroners agreed a 1.5% increase in pay backdated to 1st April 2021, which has been implemented for the Senior Coroner (as required in her terms of office), the Area Coroner and the Assistant Coroners.

Proposal

12. That the Committee notes this report

Other Options Considered

13. None.

Risk Assessment

14. 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) Not required because this report is for information only.

Legal and Resource Implications

Legal

The uplift in the pay of the senior coroner is in accordance with the terms and conditions of employment.

Once the outcome of negotiations is known, it is within the Terms of Reference of the Human Resources Committee to determine whether to apply the JNC Chief Executives and Chief Officers pay awards for 2021/22.

Husinara Jones, Team Leader/Solicitor 13 September 2021

Financial

(a) Revenue

(b) Capital

The Council's budget for 2021/22 assumed funding of £0.5M for pay settlements in accordance with the government's pay policy for 2021/22. The pay offer of 1.75% for employees covers the vast majority of Council workers and will cost an additional £2.9M in 2021/22. Funding will need to be identified to meet these costs if the pay offer is agreed nationally

Michael Pilcher, Chief Accountant 15 September 2021

Land

Not applicable.

Personnel

Not required because this report is for information only.

Appendices:

A Employers Pay Offer – 27 July 2021

B JNC for Coroners – Pay Settlement 2021 – 2 August 2021

Background Papers: None.

National Employers for local government services

To: Chief Executives in England, Wales and N Ireland
(additional copies for HR Director and Finance Director)
Members of the National Employers' Side
Regional Directors

27 July 2021

Dear Chief Executive,

LOCAL GOVERNMENT PAY 2021

I am writing to update you on the local government national pay negotiations for 2021.

The National Employers have today made an improved, final pay offer to the unions representing the main local government NJC workforce.

The political deliberations over the past few months have been difficult given the financial context local government is in, and while there was consensus among the National Employers that there should be a pay award this year, this was not a consensus on the level of that award. This meant that in the end the only way to make a decision was to hold a vote in today's meeting of the Employers' Side of the National Joint Council, which is the body that is ultimately responsible for these decisions.

A copy of the letter sent to the NJC trade unions setting out the improved offer is attached at **Annex A**, along with a copy of the employers' press release at **Annex B**.

You will recall that in February the NJC unions lodged their pay claim for:

- *A substantial increase with a minimum of 10% on all spinal column points*
- *Introduction of a homeworking allowance for all staff who are working from home*
- *A national minimum agreement on homeworking policies for all councils*
- *A reduction of the working week to 35 hours with no loss of pay, and a reduction to 34 hours a week in London. Part-time staff to be given a choice of a pro rata reduction, or retaining the same hours and being paid a higher percentage of FTE*
- *A minimum of 25 days annual leave, plus public holidays and statutory days, for all starting employees, plus an extra day holiday on all other holiday rates that depend on service*
- *An agreement on a best practice national programme of mental health support for all local authorities and school staff*
- *A joint review of job descriptions, routes for career developments and pay banding for school support staff, and completion of the outstanding work of the joint term-time only review group*
- *A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave*

On 14 May, the National Employers tabled a pay offer of 1.50 per cent on all pay points with effect from 1 April 2021, along with proposals that the NJC begins immediate exploratory discussions on three other elements of the unions' claim, as follows:

- *A national minimum agreement on homeworking policies for all councils*
- *An agreement on a best practice national programme of mental health support for all local authorities and school staff*
- *A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave*

After considering the offer, the unions informed us on 21 May that it was not acceptable and asked that the National Employers give urgent consideration to making an improved offer. The unions did though subsequently set out their proposals on the non-pay elements of the offer, to which the employers have today responded.

The employers also today discussed an issue that I have highlighted many times over recent years. Namely, the huge challenge we face in maintaining headroom between the NJC's bottom pay point and the National Living Wage (NLW). Primarily, this stems from the government policy to increase the NLW from 60 per cent of average earnings to 66 per cent by 1 April 2024. Clearly this increase in percentage is higher than conventional pay awards and in addition, 'average earnings' is not a known figure ahead of time so all planning must rely on increasingly erratic forecasts.

The volatility of the forecasts of what the NLW rate will be over the coming years makes it almost impossible for us to accurately predict the necessary increases required year on year to maintain the current level of headroom between the NLW and the NJC bottom rate.

The National Employers, who are all senior elected members drawn from councils across England, Wales and Northern Ireland, are acutely aware of the added impact that the pandemic is having on councils' budgets and future financial stability. This is why their improved offer is final; it represents the limit of affordability for most councils.

I shall continue to keep you informed of developments.

Yours sincerely,

Naomi Cooke

Naomi Cooke
Employers' Secretary

Mike Short, Rehana Azam, Jim Kennedy
Trade Union Side Secretaries
NJC for Local Government Services
c/o UNISON Centre
130 Euston Road
London NW1 2AY

27 July 2021

Dear Mike, Rehana and Jim

LOCAL GOVERNMENT PAY 2021

The National Employers met today to consider a further response to the trade unions' correspondence of 25 June and now wish to make a final offer as follows:

- **With effect from 1 April 2021, an increase of 2.75 per cent on NJC pay point 1**
- **With effect from 1 April 2021, an increase of 1.75 per cent on all NJC pay points 2 and above**
- **Completion of the outstanding work of the joint Term-Time Only review group**

The employers also considered your proposals on the three non-pay elements of their initial offer and hope joint discussions can begin on the basis of the following:

- **A national minimum agreement on homeworking policies for all councils**

The LGA's Workforce team has gathered a number of examples of local proposals and policies from councils that are moving to a hybrid working model. It is also providing advice and guidance on organisational development strategies and employment practices that support post-COVID workforce transformation. All of this work includes issues raised in your proposals, so the employers suggest that the NJC begins discussions on how they could be included in joint framework guidance.

The employers noted your repeated request for the introduction of a homeworking allowance for all staff who are working from home. This issue received no support from councils during the regional pay consultation process, so the employers reaffirm their previous rejection of this element of your claim.

- **An agreement on a best practice national programme of mental health support for all local authorities and school staff**

The LGA's Workforce team has collected large amounts of data and information relating to local policies which could be highlighted jointly as examples of good practice. Throughout the pandemic, the LGA's Workforce team has worked with a number of national partners to offer a wide range of emotional and physiological

wellbeing guidance and information for managers and staff across the different sectors of our workforce, with a particular focus on mental health.

A programme of work is planned that will provide more advice and guidance to local government employers to help support them to manage the transition of staff out of 'crisis' or 'react' mode and to develop employment practices that have wellbeing principles and competencies at their core. The employers propose that the NJC begins discussions on producing joint guidance.

- **A joint review of the provisions in the Green Book for maternity / paternity / shared parental / adoption leave**

The employers noted your proposal for a new '*family leave and pay*' section in Part 2 of the Green Book. The employers request that you provide more details so that they are able to properly consider this suggestion.

You will be aware that the Government will be issuing its response to its 2019 consultation on the potential reform of the statutory provisions for maternity, parental and family leave and pay before the end of the year. Therefore, the employers propose that the NJC waits to see what the government brings forward before it embarks on a review of its own.

However, the government will be introducing neo-natal leave and pay. The new statutory provisions will allow for an additional week's leave for each week a neonatal baby is in hospital, for up to 12 weeks, paid at the statutory rate of £151.97 per week (or 90% of earnings if less).

The National Employers propose that this new provision is incorporated into the National Agreement's Maternity Scheme.

The National Employers hope this final offer can quickly form the basis of an agreement between the two Sides so that employees, who continue to provide such critical support to their communities, can receive a pay rise as soon as practicable.

Yours sincerely,

Naomi Cooke

Naomi Cooke
Employers' Secretary

PRESS RELEASE: 27 JULY 2021

Council employees' improved pay offer announced

Council employees have been offered an improved pay increase. The majority of employees - those on salaries starting at £18,198 per annum - would receive an uplift of 1.75 per cent on 1 April 2021, with those on the lowest salary receiving 2.75 per cent.

The National Employers, who negotiate pay on behalf of 350 local authorities in England, Wales and Northern Ireland, made the offer to unions today. It will affect over 1.5 million employees.

Notes to editors

The increase to the national paybill resulting from this offer is £328m (covering the period to 31 March 2022).

This pay offer does not apply to council chief executives, senior officers, teachers or firefighters, who are covered by separate national pay arrangements.

The National Joint Council negotiates the pay, terms and conditions of staff in local authorities. It agrees an annual uplift to the national pay spine, on which each individual council decides where to place its employees. Each council takes into account a number of factors such as job size and local labour market conditions when deciding an employee's salary. There are no nationally determined jobs or pay grades in local government, unlike in other parts of the public sector.

-ENDS-

Management Side Secretary, Sarah Ward
Local Government Association
18 Smith Square,
London, SW1P 3HZ
coroners.queries@local.gov.uk

JOINT NEGOTIATING COMMITTEE FOR CORONERS

Officers' Side Secretary, Joanne Kearsley
Phoenix Centre
L/Cpl Stephen Shaw MC Way (formerly Church Street)
Heywood OL10 1LR
joanne.kearsley@rochdale.gov.uk

**To: Chief Executives (London Boroughs, Metropolitan Districts, County Councils and
Unitary Councils in England and Wales)**

10 August 2021

CORONERS' CIRCULAR No 66

Dear Sir/Madam

JNC for Coroners – Pay 2021/22

We write to confirm that agreement has now been reached. With effect from 1st April 2021, local salaries and day rates for individuals derived from the JNC arrangements below should be increased by 1.5%.

The new JNC figures are provided in the table below:

Senior coroner	1st April 2021
Range	£123,553 to £137,281
Part-time senior coroner	1st April 2021
Base salary	£21,120
Daily rate	£465 to £528
Area coroner	1st April 2021
Range	£91,873 to £105,601
Assistant coroner	1st April 2021
Daily rate	£397 to £479

Yours faithfully

SARAH WARD
JOANNE KEARSLEY
Joint Secretaries