

# Human Resources Committee (AGM) Agenda



**Date:** Thursday, 21 July 2022

**Time:** 5.00 pm

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

## **Distribution:**

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

**Copies to:** Relevant HR Officers and senior managers

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**Date:** Wednesday, 13 July 2022



# Agenda

## 1. Confirmation of Chair for 2022/23 and Welcome

To note that at its meeting on 24 May 2022, Full Annual Council appointed Councillor Lorraine Francis as Chair of the Human Resources Committee for the 2022/23 Municipal Year.

## 2. Confirmation of Vice Chair for 2022/23

To note the appointment of Councillor Farah Hussain as Vice-Chair of the Human Resources Committee for the 2022/23 Municipal Year.

## 3. Welcome, Introductions and Safety Information

(Pages 5 - 7)

## 4. Apologies for Absence

## 5. Membership of Human Resources Committee

To note the membership of the Human Resources Committee for 2022/23, as set out below.

Councillors Lesley Alexander, Kerry Bailes, Sarah Classick, Amirah Cole, Richard Eddy, Lorraine Francis, Farah Hussain, Mohamad Makawi, Tim Wye.

## 6. Dates and times of meetings for 2022/23

The Committee agreed that all future meetings for 2022/23 would be held on the following dates and all commencing at 5pm:

22 September 2022  
15 December 2022  
16 February 2023  
27 April 2023

## 7. Declarations of Interest

## 8. Minutes of the Previous Meeting



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

**(Pages 8 - 17)**

## **9. Public Forum**

*NB. up to 30 minutes is allowed for this item*

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

**Questions** - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on 15 July 2022.

**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 20 July 2022.

## **10. Trade Union Forum**

To receive any comments from trade union representatives.

## **11. Work Programme 2022/23**

To note the work programme.

**(Page 18)**

## **12. HR Committee Annual Report for the Civic Year 2021/22**

**(Pages 19 - 26)**

## **13. Staff Led Groups Annual Work programme**

**(Pages 27 - 29)**

## **14. Annual Pay Gap Report**

**(Pages 30 - 76)**

## **15. Exclusion of the Press and Public**

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in



paragraph(s) 1 and 4 (respectively) of Part 1 of schedule 12A of the Act.



# 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](http://www.bristol.gov.uk).

## Public meetings

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

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

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

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

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

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

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

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

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

## Other formats and languages and assistance for those with hearing impairment

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

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



## Public Forum

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

The following requirements apply:

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

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

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

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

### During the meeting:

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



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

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

### Webcasting/ Recording of meetings

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

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



## Bristol City Council Minutes of the Human Resources Committee

28 April 2022 at 5.00 pm



### **Members Present:**

**Councillors:** Lesley Alexander, Kerry Bailes, Sarah Classick, Richard Eddy, Lorraine Francis, Steve Pearce, Tim Wye (Chair)

### **Officers in Attendance:**

Mark Williams (Head of Human Resources), James Brereton (Human Resources Business Partner), Stephanie Griffin (Head of Internal Communications and Organisational Development), Steve Gregory (Democratic Services).

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

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

The Chair advised members that agenda items 5 & 6 would be swapped round to enable the business to flow more smoothly.

### **2. Apologies for Absence**

Apologies received from Councillor Paula O'Rourke.

Noted Councillor Farah Hussain was not present.

### **3. Declarations of Interest**

Councillors Tim Wye, Sarah Classick and Steve Pearce declared an interest in agenda item 7 as being members of the Avon Pension Fund. Councillor Steve Pearce declared a further interest as a Member of the Avon Pension Fund Board.

### **4. Minutes of the Previous Meeting**

**Resolved – That the Minutes of the previous meeting held on 17 February 2022 be agreed as a correct record.**



## **5. Trade Union Forum**

UNISON representative Tom Merchant made a statement regarding proposed changes to trade union facilities agreements. It was stated that the TU side could not relinquish or compromise on any of the changes as currently proposed, rather that the TU side were looking to extend wider arrangements having regard to the increased workload anticipated by the City Leap programme and ongoing staff issues in housing services. This would entail more work and quality TU representation would be needed to ensure that employee rights were upheld and protected.

The TU side was seeking a Memorandum of Understanding to update existing facilities rather than create a new policy. The Head of HR advised members that the Cabinet had considered the implications of the City Leap on its employees and had agreed to work closely with the TU side to ensure that appropriate consultation and negotiations would take place, this was anticipated to commence in the autumn of this year.

## **6. Public Forum**

Two statements had been received from Councillor Heather Mack and Councillor Katy Grant regarding the Avon Pension Fund item and its investment strategy regarding fossil fuels. The issues raised were discussed during consideration of the Avon Pension Fund information report at agenda item 7.

## **7. Work Programme**

The Committee received and noted the updated Work Programme for 2021/22. The Work Programme would be updated again for the Human Resources Committee's AGM in July.

## **8. Avon Pension Fund annual report 2020/21**

The Committee received an information report from the Avon Pension Fund (APF) for the financial year 2020/21 and took account of the comments made during the public forum process and separate input from an investment officer of the Avon Pension Fund resulting from questions raised by the Chair of the HR Committee. It was also noted that investment officers were invited to attend today's meeting, but the invitation had been declined due to resource issues. The chair noted his disappointment as BCC was the largest employer in the APF.

The questions and answers raised between the Chair and the investment officer are as set out below –

1. Please could you confirm that Avon Pension fund no longer has investments in companies directly promoting the use of fossil fuels (shell, BP etc). If we still do, please give details



*The Fund does not have a policy to divest from the oil and gas sector. However, through our asset allocation and the portfolio construction process (undertaken by Brunel), our exposure is very small. The Fund analyses its fossil fuel exposure by identifying companies that derive some proportion of revenues from either fossil fuel extraction and/or power generated from fossil fuel consumption. This ensures we capture our fossil fuel exposure to the fullest extent possible. The value of holdings, per this definition, equates to 3.4% of the Funds listed equity portfolio and 1.4% of total Fund assets (as at Dec 2021). The majority of the companies contributing to this fossil fuel exposure are in the “solutions camp”. The renewable energy company Orsted, for example, still derive 2% of revenues from legacy FF assets. As such removing companies with revenues attached to fossil fuels in the Fund’s case would mean withdrawing support for companies that are critical to the transition.*

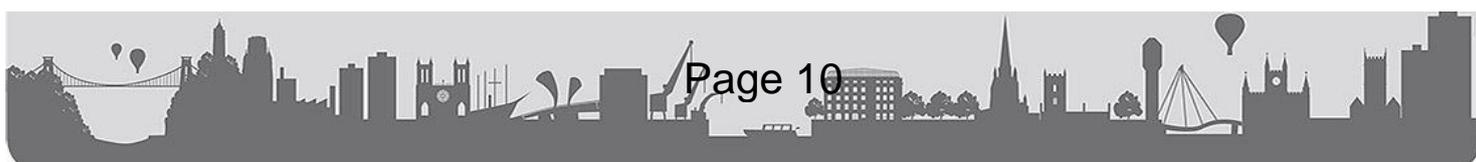
*We have also sought to respond to your question directly by quantifying Fund exposure to the top 5 developed market oil & gas companies (Total, Chevron, BP, Shell and Exxon). The value of holdings across these 5 companies is £4.1m (as at Dec 2021) which equates to 0.2% of the Funds listed equity portfolio and 0.07% of total assets. These companies are held as part of a passive index tracker fund which is used for collateral purposes and is designed to support our wider risk management strategies in the event collateral is required. At present, the suite of products available to use for collateral purposes is limited and selectively divesting from individual stocks in passive products remains challenging. Alongside Brunel, the Fund is actively exploring sustainable alternatives to use in place of this passive index tracker as well as analysing the effectiveness of the engagement activity undertaken over the last 2-3 years, where it has failed and which companies will become candidates for selective divestment.*

2. Similarly, can you give the same details for investments in companies that indirectly promote the use of fossil fuels (eg car manufacturers).

*This is far harder to quantify as fossil fuels are embedded, to varying degrees, in the supply chains of most sectors. The challenge with singling out a single industry such as auto manufacturers is that it captures companies that have allocated significant capital to transition technology (in this case the manufacture of electric vehicles and EV infrastructure) as well as companies which proactively seek to reduce the reliance on fossil fuels, such as Tesla. This supports the view that engagement on a case-by-case basis is more effective than wholesale divestment. The Fund’s overarching climate change objectives mean the Fund has a natural tilt toward low carbon sectors such as technology and is underweight in carbon intensive sectors such as energy, utilities, and industrials.*

3. Steve Pearce reported at full council that the pension fund had either completed or was in the process of divesting from Russian investment. Can we get an update on this please?

*The situation is unchanged. Our holdings in Russian assets were very limited at £135k or 0.002% of total assets and were either sold down (where possible due to the sanctions) or have been written down to zero.*



4. In these uncertain economic times, what is the current risk analysis of the pension fund that might affect members future pensions or expose authorities to risk of the fund not being able to support members pensions?

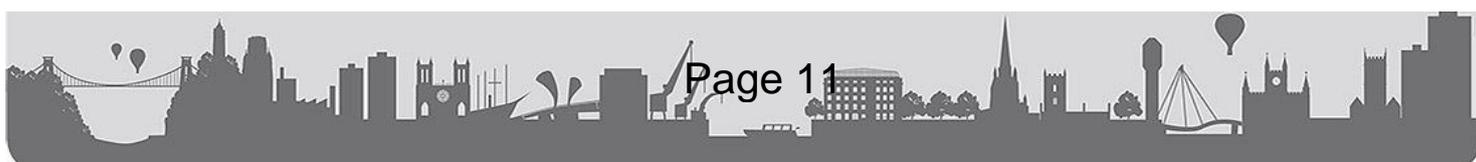
*The Fund has governance arrangements in place to monitor the investment strategy and identify emerging risks. The Committee reviews the strategy formally at least every 3 years in line with the valuation cycle, with a review taking place this financial year. The objective of the valuation is to ensure the Fund can pay the benefits and to keep the cost affordable for employers. The main risk we currently face is that of rising inflation as the benefits are indexed to inflation and the investment review will analyse how best this risk can be mitigated through our investment strategy. The Fund already has comprehensive risk management strategies in place which partially protects against rising inflation and protects against significant falls in equity markets. In addition, we meet the UAs as part of our valuation process to understand their affordability and funding pressures and build this into the funding plan.*

5. In our trade union pre meeting a recently retired member reported it took several months for them to get paid. He was fine but others may not be. Could you address how this can be speeded up?

*All retirements are treated as critical processing cases. The Fund administration operates together with individual employers under a joint Service Level Agreement with agreed timescales for delivery. APF task processing and performance is reported to the Local Pension Board and Pensions Committee on a quarterly basis for review. The latest report indicates that 90.2% of 317 cases measured were processed and paid within the agreed KPI benchmark of 15 working days of the Fund having received all the necessary information to proceed. Regular performance review meetings are held with individual employers to identify any issues where cases have been delayed. Members with an active In-House AVC arrangement may be unavoidably delayed due to the timeframe to disinvest the AVC arrangement following the member retirement.*

Key points raised during the subsequent debate were –

1. A suggestion made during public forum was that BCC employees could be consulted about whether they wished to see the APF disinvest in Carbon producing companies. Trade Union representative made the point that there was a risk that a comprehensive employee poll regarding investment in fossil fuel companies might not result in support for divestment.
2. An alternative option that could be considered to progress this was to involve the HR Directorate liaising with the TU side via the Trade Union Consultative Committee to initiate a poll with its members.
3. Whilst some members were supportive of divestment an alternative view put forward was that divestment was not a binary issue, and that pursuance of this policy could result in unintended outcomes. This was largely due to fossil fuel companies making significant investment in renewable sources of energy and withdrawal of pension fund investments with



these companies could result in a negative impact on future growth of the renewable energy sector. A further reason to not divest was to ensure that the pension fund obtained the best financial returns for its members which was its primary purpose.

4. It was Noted that investment strategy in the pension fund was not part of the HR Committee's remit.
5. Support for a poll of BCC employees was discussed considered but it was acknowledged that that the employers were members of the pension fund too and would have their view own on any changes to the pension fund's investment strategy.
6. Members noted that the amount of investment made by the pension fund in Russian companies was very small and welcomed that procedures were already in place to divest from further Russian investment.

#### Resolved -

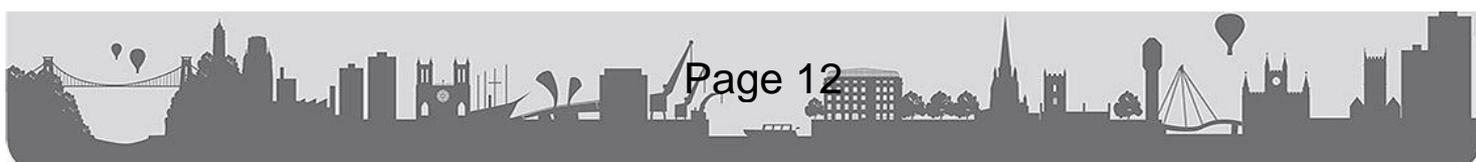
1. **That the report be noted.**
2. **That the comments made during public forum, from pension fund investment officers and the subsequent debate be taken forward by the Chair to discuss with the mayor's office with a request to Cabinet to consider consulting staff on their views on disinvestment with equal weight given to the different viewpoints of total disinvestment versus keeping investments in some companies to encourage them to develop sustainable energy.**

#### 9 Recruitment update report

The Committee received a report of the Head of Human Resources updating the committee on the work of the HR recruitment team on recruitment since the last report in December 2020. A presentation was also given at the meeting. This would be circulated to members after the meeting.

Key facts emphasised in the report were –

1. Improvements in the diversity of the organisation had been achieved through attracting, promoting, and retaining diverse talent as a key priority in the Workforce Strategy.
2. Since the last report to the committee in December 2020, there had been an increase in the number of people joining the council who were Disabled, from Black, Asian, and Minority Ethnic communities and LGBTQ groups. There had also been a significant improvement in the number of Young People joining the council.
3. Over the period April 2021 to March 2022, 38% more roles had been advertised compared to the reporting period in 2020/21. Despite more jobs being advertised, there had been a significant reduction in the overall numbers of job applications received. There had also been an increase in turnover rate 14.2% (6.8% 31 March 2021). This was due to the labour market returning to pre pandemic levels with higher levels of vacancies in the wider economy.
4. Despite the overall trend of job applications falling, more applications had been received from disabled people and more disabled people were securing employment with the Council.



5. Sampling of recruitment practice in the organisation had highlighted that there was good practice in relation to shortlisting candidates. However, there was some limited evidence to show that practice in relation to interview and selection methods could be further improved.
6. The recruitment advertising contract was recommissioned in July 2021 to deliver social value, expert diversity knowledge and cost efficiencies.

Following discussion and in response to Members questions the following points were raised/clarified:

1. The Council had established an exit survey to understand why employees had decided to leave the council, in addition information was also collected vis the regular staff survey.
2. More information was awaited to see the full effects of the pandemic on recruitment and retention in the Council.
3. Poor recruitment and retention performance could be broken down on a directorate basis for future reports.
4. Recruitment and turnover could be displayed as a percentage as well as by actual numbers for future reports.

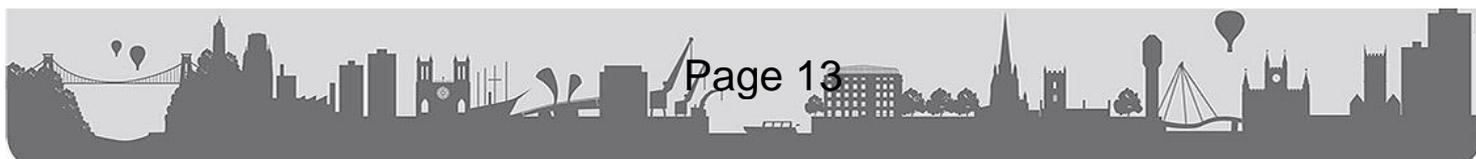
**Resolved – That the report be noted.**

## **10 Workforce Strategy refresh**

The Committee received a report from the Head of Internal Communications and Organisational Development regarding the emerging priorities for the next refresh of the Workforce Strategy.

Key facts emphasised in the report were –

1. The Workforce Strategy sets out actions that would help achieve the Council’s vision to create an inclusive, high-performing, healthy and motivated workplace and become an employer of choice.
2. The plan was reviewed and refreshed annually, and this was now getting underway for 22/23. The strategy and associated action plan were set against significant progress in the Council’s transformation journey and would be shaped by core priorities of developing talent, health, and wellbeing, living with Covid, and embedding equality and inclusion in everyday practice.
3. There were six workforce strategy themes:
  - An empowering organisation – Creating a shared purpose and a positive environment where people are confident and enabled to do their best every day.
  - Equality and inclusion – Building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work.
  - Performance and talent development – Developing careers and managing performance in a meaningful way.
  - Workforce health and wellbeing – Keeping our workforce safe and healthy, and our workforce engaged and resilient



- Structure, pay and policy – A clear framework to help redesign our council and improve employee relations.
  - Brand and recruitment – Becoming an employer of choice; attracting, developing, and retaining the best talent.
4. The strategy would be aligned with the priorities in the new Corporate Strategy 2022-27, the equality and inclusion programme and the results from this year's employee survey, which closes on 10 May 2022.
  5. The strategy would involve consultation with a range of stakeholders, including staff led groups and trade union learning reps. The strategy would involve consultation with a range of stakeholders, including staff led groups and trade union learning reps.

Following discussion and in response to Members questions the following points were raised/clarified:

1. The Council was proactively pursuing its goal of being an empowering organisation, creating a shared purpose and a positive environment where people are confident and enabled to do their best every day. This would ultimately embed itself throughout the organisation and be kept under continuous review to ensure that standards remained high.
2. Performance and Development was being given particular emphasis with focus on internal talent and development of careers via coaching, leadership development and self-help facilities such as the 'Career Check-in and personal development plan' and the recently launched 'Grow your career' hub to support colleagues to identify their strengths and aspirations, signpost to development opportunities and provide advice for applications and interviews.
3. It was essential to work with a range of stakeholders to refine priorities and actions. Feedback from stakeholder sources included staff led groups, trade union learning reps, Mayor, Cabinet members, HR Committee, and the senior leadership team.
4. Important to include 'green skills' in the development of talents regarding current and emerging climate change issues.
5. Workforce health and wellbeing were even more important regarding the pandemic and the increasingly identified mental health issues arising from lengthy lockdowns.
6. Celebration of success was considered an essential component. One of the mechanisms for this was the Council's 'Extra Mile' initiative, however there were many other ways of doing this such as through team meetings and one to one meeting's where simply saying thanks to employees was actively encouraged. In addition to this, members were informed of informal 'thankyou' cards based on organisational values.

Following discussion and in response to Members questions the following points were raised/clarified:

7. The Council was proactively pursuing its goal of being an empowering organisation, creating a shared purpose and a positive environment where people are confident and enabled to do their best every day. This would ultimately embed itself throughout the organisation and be kept under continuous review to ensure that standards remained high.
8. Performance and Development was being given particular emphasis with focus on internal talent and development of careers via coaching, leadership development and self-help facilities such as



the 'Career Check-in and personal development plan' and the recently launched 'Grow your career' hub to support colleagues to identify their strengths and aspirations, signpost to development opportunities and provide advice for applications and interviews.

9. It was essential to work with a range of stakeholders to refine priorities and actions. Feedback from stakeholder sources included staff led groups, trade union learning reps, Mayor, Cabinet members, HR Committee, and the senior leadership team.
10. Important to include 'green skills' in the development of talents regarding current and emerging climate change issues.
11. Workforce health and wellbeing were even more important regarding the pandemic and the increasingly identified mental health issues arising from lengthy lockdowns.
12. Celebration of success was considered an essential component. One of the mechanisms for this was the Council's 'Extra Mile' initiative, however there were many other ways of doing this such as through team meetings and one to one meetings where simply saying thanks to employees was actively encouraged. In addition to this, members were informed of informal 'thankyou' cards based on the organisational values.

**Resolved – That the emerging priorities for the next refresh of the Workforce Strategy be noted.**

## **11. Trade union facilities agreement**

The Committee received a report from the Head of Human Resources on work that had recently started to update the Council's approach to facilities for trade union representatives.

Key facts emphasised in the report were –

1. The Council had legal duties in relation to trade unions, however its approach had exceeded statutory limits for time off and the arrangements had not been reviewed for many years.
2. The review was separate to the recent proposal to reduce the budget for corporate trade union duties but might lead to a reduction in 2023/24.
3. From the employer's perspective, the aim of the work was to properly account for the time off for trade union representatives between duties (paid) and activities (unpaid) and between service-based and council-wide activities. The update proposals would also be seeking to agree minimum and maximum levels of representation across the organisation.
4. A first draft of an agreement had been proposed as a starting point for discussions with Single Status trade union representatives.
5. It was envisaged that any changes to current arrangements would be in place by the start of the 2023/24 financial year.

Following discussion and in response to Members questions the following points were raised/clarified:

1. The Chair noted the advantage of having approximately up to a year to make progress on this matter regarding the envisaged start date of the next financial year.



2. The employer representative clarified that this was not a budget issue but improving best practice for industrial relations in the 21<sup>st</sup> century. As there was common ground between the parties it was considered possible to reach agreement in the coming weeks. To facilitate this, it was planned to have two weekly meetings until the end of June this year to reach an agreement.
3. The trade union representative felt however that there were several fundamental issues that remained to be resolved however if the emphasis was on strong social values and key core areas were retained then current arrangements could be amended rather than produce a new agreement.
4. Current arrangements had evolved over time without written agreement, so it was the intention now to formalise arrangements in a written agreement notwithstanding the basic requirement of trade union representatives having some time off work for their duties.

#### **Resolved –**

1. **That the report be noted.**
2. **That an update report be brought to the HR Committee at its AGM in July 2022.**

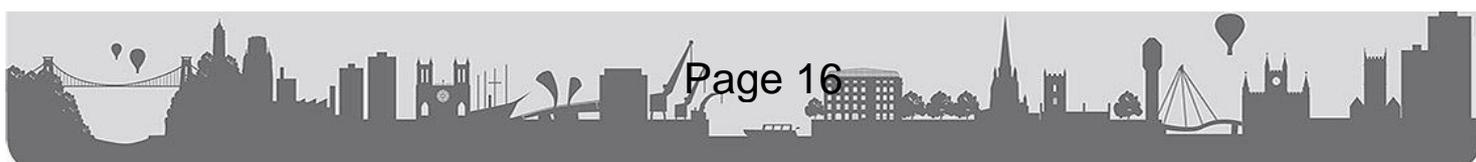
#### **12. HR Update**

The Head of Human Resources gave a brief verbal update on current HR issues. These were:

1. The employee Travel Policy completion had been delayed until 1 July 2022.
2. Employees accessing the Tusker Salary Sacrifice Scheme would need to comply with the Clean Air Zone (CAZ) regulations.
3. Access to the Council's 'car club' would be encouraged to help reduce travel.
4. The National Pay settlement had been agreed at the end of March this year.
5. The staff survey would be closed on 10 May 2022.
6. Mileage claims from staff showed that 75% of vehicles complied with CAZ requirements with approximately 130 to 150 vehicles (c25%) needing to change to comply with the CAZ.
7. Under the Tusker salary sacrifice scheme employees sacrificed a fixed amount of their salary each month in exchange for a brand-new car. The amount was taken before income tax and National Insurance, so both employees and employers could save on the contributions they pay. There was no set target for take up of this scheme and there was no extra cost to the Council.
8. An update report on employee mileage claims, Tusker and the CAZ would be brought to the HR Committee in approximately six months' time.

Meeting ended at 7 pm

#### **CHAIR**





**HR Committee  
Work programme 2022/23**

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



# HR Committee

21<sup>st</sup> July 2022

**Report of:** Chair of the HR Committee

**Title:** HR Committee Annual Report for the Civic Year 2021/22

**Ward:** N/A

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

**Contact Telephone Number:** 01179222000

## Recommendation

That the Committee considers and approves this Annual Report for consideration at Full Council on Tuesday 13<sup>th</sup> September 2022.

## Summary

The report sets out the work of the committee in the last civic year.

### The significant issues in the report are:

- This is the Committee's first Annual Report.
- The report summarises the work of the Committee in the last civic year and the key issues that the Committee considered.



## **Policy**

1. The terms of reference for the Committee require the production of an Annual Report, which will be considered by Full Council.

## **Consultation**

### **2. Internal**

The draft report has been prepared in conjunction with the Party Leads on the Committee.

### **3. External**

None.

## **Context**

4. The Committee is required to produce an Annual Report for presentation at Full Council. The report is provided at Appendix A. Members are invited to comment on the report and approve it for consideration at Full Council at its September meeting.

## **Proposal**

5. That the Committee considers and approves the Annual Report for consideration at Full Council on Tuesday 13<sup>th</sup> September 2022.

## **Other Options Considered**

6. None.

## **Risk Assessment**

7. Not required because this report is a summary of the work of the committee in the previous civic year.

## **Public Sector Equality Duties**

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
  - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

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

8b) Not required because the report is a report on the work of the Committee.

**Legal and Resource Implications**

**Legal**

Not sought because this report is a summary of the work of the Committee.

**Financial**

**(a) Revenue**

Not applicable.

**(b) Capital**

Not applicable.

**Land**

Not applicable.

**Personnel**

Not applicable because this report is a summary of the work of the Committee.

**Appendices:**

Human Resources Committee – Annual Report – 2021/22

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

**Background Papers:** None.



# **BRISTOL CITY COUNCIL**

## **HUMAN RESOURCES COMMITTEE**

**ANNUAL REPORT  
2021-22**

DRAFT

## **1. Introduction:**

- 1.1 The Human Resources Committee is a non-executive committee of the Council. The committee is the primary means by which Full Council obtains assurance in relation to workforce management in the Council. The committee also has a number of non-executive powers which are set out in its terms of reference. The Human Resources Committee's primary responsibilities relate to the Chief Executive, Executive Directors and Directors. The Chief Executive is responsible for all other staffing matters and the day-to-day management of the organisation as the Head of Paid Service.

## **2. Terms of Reference:**

- 2.1 The Committee's approved Terms of Reference for 2021/22, which are published on the Bristol City Council website, can be summarised as
- The employment and remuneration of the Chief Executive (Head of Paid Service), Executive Directors and Directors.
  - Full Council has delegated to the Committee the power to determine the terms and conditions on which employees hold office including procedures for their dismissal (s.112 Local Government Act 1972) and functions relating to local government pensions (regulations under s.7, 12 and 24 Superannuation Act 1972).
  - The oversight and scrutiny of the wellbeing, performance and employment practices of the council and its workforce, and the implementation of its equality policies relating to employees.

## **3. Membership and Meetings of the Committee:**

- 3.1 The Committee was chaired during 2021/22 by Councillor Tim Wye. The Committee comprised of nine members as indicated in the table below. Councillor Pearce was the Vice Chair.
- 3.2 The Committee met formally on five occasions during 2021/22. All meetings were quorate and held at City Hall.
- 3.3 In addition to the Committee Members, the Head of Human Resources and the Head of Organisational Development and Internal Communications supported the work of the Committee. Other officers, as appropriate, attended Committee meetings.
- 3.4 A range of reports were considered during the year, the details of which are provided in Appendix 1. Additionally, at each meeting, the Committee's work programme was reviewed for continued relevance and progress against actions required by the Committee was monitored. Public forum was also received at some meetings.

## **4. The Work and Activity of the Human Resources Committee in 2021/22:**

- 4.1 The specific objectives of the Committee relate to overseeing arrangements in the following areas.
- Terms and conditions of employment including remuneration of the Chief Executive, Executive Directors and Directors
  - Oversees and scrutinises the wellbeing, performance and employment practices of the Council, and the implementation of its equality policies relating to the workforce

### **Key Messages from the Work of the Committee**

- 4.2 This annual report captures key messages from the work of the Committee during the full year.

#### A new committee and terms of reference

- 4.3 The Human Resources Committee was re-constituted for the civic year 2021/22 and started its work with a revised set of terms of reference, which were developed by the previous Committee. The committee started its work with seven councillors who were new to the work of the Committee. Officers provided induction to new members of the Committee on its role and responsibilities. A feature of the new terms of reference was the reporting annually on the work of the Committee to Full Council. Previous members of the committee felt it was important that the work of the Committee should be reported to Full Council in the same manner as the other committees' report.

#### Trade Unions

- 4.4 The Chair and Vice Chair of the Committee met with the trade union branch secretaries informally before each meeting to discuss the agenda. This was a new arrangement introduced by the Chair of the Committee. Trade unions were also offered the opportunity to speak to the committee at each meeting.

#### Covid 19 and Return to Workplaces

- 4.5 The pandemic has had a significant impact on all areas of the Council's work with redeployment of staff and policy and procedure updates to enable service delivery under emergency conditions. The Committee received regular reports on the organisational response and the return to the workplace and including the introduction of the zones to the Council's headquarters buildings.

#### Equalities and Inclusion

- 4.6 The Committee received reports from officers on the work taking place in the organisation. The Committee received reports on the work of the Staff Led Groups, a pay gap report in relation to Gender, Race, Disability and LGB. This highlighted the action that is being taken to close pay gaps. The Committee also received an annual report on recruitment and the impact on improving workforce diversity. The Committee were satisfied that the organisation is taking robust action to improve workforce diversity and address the areas for improvement are being addressed. Some members of the committee also met with two Chairs of the Staff Led Group, which provided members with a level of independent assurance.

## Health, Safety and Well-Being

- 4.7 As part of the new terms of reference, the Committee received an annual report from the Head of Health, Safety and Well-being. This was welcomed by all members of the Committee as a positive addition to its work. The Committee also received an annual report on sickness absence trends and issues. This highlighted the impact of sickness absence on workforce wellbeing.

## Pay for senior officers

- 4.8 The Committee approved the local application of national pay settlements for the Chief Executive, Executive Directors and Directors. The 2022/23 Pay Policy Statement was considered and recommended to Full Council in March 2022. Members of the Committee have divergent views on the Pay Policy Statement. The Committee also noted the Senior Coroner's pay award and received regular updates on other national pay negotiations.

## Travel Policy reform

- 4.9 The Committee were invited by officers to contribute their views on the proposed reforms to the Travel Policy. The views contributed to the development and direction of the policy. The Committee were pleased to see the commitment to reduce car mileage and promote alternative and active travel but recognised the importance of supporting essential workers as well. The Committee welcomed the introduction of an employee salary sacrifice scheme for ultra-low emission motor vehicles.

## Workforce Strategy

- 4.10 A key element of the Committee's work is overseeing and monitoring the implementation of the Council's Workforce Strategy. The Workforce Strategy is being refreshed and the Committee contributed its views on areas for development. The strategy will be a key feature of the 2022/23 work programme.

## Annual Pensions report

- 4.11 The Committee received their annual report on the work of the Avon Pension Fund. Councillor Pearce presented his report to the Committee. Concerns were expressed by the Committee in relation to the Fund's ethical investment strategy, follow-up from which will feed into the work of the Committee in 2022/23.

## **7. CONCLUSION**

- 7.1 The Committee's has discharged its obligations under its terms of reference.
- 7.2 The Committee believes the organisation is making progress in the areas that fall within its purview.
- 7.3 The Committee would like to record its thanks to former Head of Human Resources Mark Williams and to Reward and Analytics Manager Mark Jefferson for their support in its work.
- 7.4 The Committee welcomed the appointment of Steph Griffin as Director of HR and Organisational Development from 1<sup>st</sup> October 2022 and James Brereton as Head of Human Resources from 1<sup>st</sup> July 2022.

## **Appendices:**

Appendix 1 – Reports considered by the Human Resources Committee in 2021/22

Meetings	Agenda items
22 <sup>nd</sup> July (AGM)	<ul style="list-style-type: none"> <li>• Work Programme</li> <li>• Workforce Strategy - overview</li> <li>• Selection Committee – Size &amp; Composition</li> <li>• Return to the Workplace</li> <li>• COVID Recovery and Update</li> <li>• Gender/Race/Disability/LGB Pay Gap</li> </ul>
23 <sup>rd</sup> September	<ul style="list-style-type: none"> <li>• Sickness – thematic review</li> <li>• COVID Recovery and Update</li> <li>• Proposals for Employee Travel Policy</li> <li>• Information report on HR policy consultations, national pay negotiations and Coroners Pay settlement.</li> </ul>
16 <sup>th</sup> December	<ul style="list-style-type: none"> <li>• Staff Pulse Survey Findings</li> <li>• Apprentice Annual Report</li> <li>• Health Safety &amp; Wellbeing Annual Report</li> <li>• Staff Led Groups Annual Report</li> <li>• COVID Recovery and Update</li> </ul>
17 <sup>th</sup> February	<ul style="list-style-type: none"> <li>• Pay Settlements for Chief Executives and Chief Officers</li> <li>• Pay Policy Statement</li> <li>• COVID Recovery and Update</li> <li>• Update on Council Wide Change Programmes (Common Activities, Management and Capacity Review, Succession Planning)</li> </ul>
28 <sup>th</sup> April	<ul style="list-style-type: none"> <li>• Avon Pension Fund annual report</li> <li>• Recruitment - thematic review</li> <li>• Refresh of Workforce Strategy</li> <li>• Proposals and timescales for New Trade Union Facilities Time Agreement</li> </ul>

# HR Committee

21<sup>st</sup> July 2022



**Report of:** Head of Equality & Inclusion

**Title:** Update on Staff Led Group (SLG) Work Programmes

**Ward:** N/A

**Officer Presenting Report:** Laura Martin

**Contact Telephone Number:**

## **Recommendation**

To note the work plans provided by Staff Led Groups.

## **Summary**

The purpose of this report is to update the Committee on the activities of staff led group.

## **The significant issues in the report are:**

The Staff Led Groups have outlined their work programmes for the year. New Chairs have been appointed in April 2022 (election still pending for embRACE) so they have spent their first quarter understanding their new roles and made an excellent start on new and ongoing initiatives.

## **Policy**

1. Diversity and Inclusion is a key theme of the Organisational Improvement Plan. This includes enabling staff led groups to be more effective across the organisation. There is also an Equality and Inclusion Strategy for the council, and it is a building block theme of the new Corporate Strategy. The Staff Led Groups have outlined their work programmes for the year. New Chairs have been appointed in April this year (election still pending for embRACE) so they have spent their first quarter understanding their new roles and made an excellent start on new and ongoing initiatives.

## **Consultation**

### **2. Internal**

Staff Led Groups consult with their steering groups and membership to set their annual workplans.

### **3. External**

Not required because this report is for information only.

## **Context**

4. There are four staff led groups. The embRACE network for Black, Asian and Minoritised employees, the Young Professionals Network for employees under the age of 31, the Disabled Colleagues Network and the LGBT+ Employee Group.

5. Staff led groups have played a key role in supporting corporate processes such as:

- Equality and Inclusion Strategic Leadership Group and Directorate meetings
- Talent Development Steering Group
- Equality and Inclusion learning and development working group
- Equality visibility in the workplace working group
- Diverse Voices feedback group
- Corporate Strategy feedback group
- Equality and Inclusion calendar
- Sharing job opportunities/surveys/information/events with their membership
- Key events such as Pride and Black History Month
- The Disability Confident Scheme
- Mentoring schemes

## **Proposal**

6. That the Committee notes the workplans for each SLG.

## **Other Options Considered**

7. None.

## **Risk Assessment**

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

## **Public Sector Equality Duties**

- 17a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion

or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

- i) Eliminate discrimination, harassment, victimisation, and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to -
  - 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, reasonable adjustments for disabled persons' impairments);
  - 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.

## **Legal and Resource Implications**

### **Legal**

Not required because this report is for information only.

### **Financial**

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

Not required because this report is for information only.

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

Not required because this report is for information only.

### **Land**

Not required because this report is for information only.

### **Personnel**

Not required because this report is for information only.

**Appendices: to be tabled at meeting.**

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

**Background Papers:** None.

# HR Committee

21<sup>st</sup> July 2022



**Report of:** Director of HR and Organisational Development

**Title:** Annual Pay Gap Report

**Ward:** N/A

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

**Contact Telephone Number:** 0744 300 9680

## Recommendation

That the Committee notes the report and the work that is being undertaken to close the pay gaps.

## Summary

This annual report provides information on the gender, race, disability and LGB pay gaps for the City Council at the report date of 31 March 2021 and work the Council is doing to address the pay gaps.

## The significant issues in the report are:

- The mean gender pay gap is 4.55% and has increased from 4.26%. The median gender pay gap has also increase by 0.8% to 9.33%.
- The City Council is one of a small number of employers in the UK to publish the race pay gap. Few employers have been identified who publish their disability and LGB pay gaps.
- Other than gender, our pay gap reporting is reliant on employee disclosure. 92% of the workforce have disclosed their ethnicity. 86.8% of the workforce have disclosed whether or not they have a disability. 76.1% have disclosed their sexual orientation.
- The mean race pay gap is 8.74%. The pay gap is closing and has reduced from 15.06% in 2016.
- The mean disability pay gap is 2.82% and has increase from 1.37% in 2020. The median pay gap has also increased due to an increase in the number of disabled employees in the lower and lower middle quartile.
- The LGB pay gap is 2.94% and the median pay gap is 6.05%.
- In order to help the organisation better under its pay gaps we have sought to develop a dynamic report which allows users to tracks progress against our pay gaps on a monthly rather than annual basis.
- Clear plans and targets are in place to reduce the pay gaps in future years.

## Policy

1. Publication of the Gender Pay Gap satisfies the Council's legal obligation under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Due to COVID-19, the government has relaxed the requirement for employers to publish their gender pay gap in 2020. There is no requirement upon employers to publish their race, disability or LGB pay gaps. The Council's policy is to publish this information as part of our drive to become an inclusive employer with a workforce that reflects the communities we serve.

## 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. Background

- 4.1. From 2017 onwards, any UK organisation employing 250 or more employees must report publicly on its gender pay gap. The gender pay gap is a measurement of the difference between men and women's average salaries.
- 4.2. The Equalities Act Regulations require public authorities, to publish the data in six different ways: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands.
- 4.3. There is currently no legal obligation for employers to report upon anything other than the gender pay gap. As part of our Workforce Strategy the Council has further committed to report upon and support work to tackle the race, disability and LGB pay gaps. These pay gaps rely on employee disclosure, employees are not obliged to disclose this information. Currently, 8% of the workforce have not disclosed their ethnicity and 13.2% of the workforce have not disclosed whether or not they have a disability. 23.9% of the workforce have not disclosed their sexual orientation.
- 4.4. The calculation used for calculating the race pay gap has changed this year following research into how other companies including CIPD, Law Society, Deloitte and Brent Council calculate the race pay gap. We now calculate the hourly rate of White Employees against the hourly rate of Black, Asian and Minority Ethnic employees. This has changed from calculating against White British employees.
- 4.5. The disability pay gap compares the average hourly pay of disclosed disabled and non-disabled employees. There is no obligation upon employers to report upon this information. All roles are examined to find out if non-disabled employees are on average occupying higher paying roles than disabled employees.
- 4.6. The Lesbian, Gay, Bisexual (LGB) pay gap compares the average hourly pay of LGB and

Heterosexual employees. There is no obligation upon employers to report upon this information. All roles are examined to find out if Heterosexual employees are on average occupying higher paying roles than those LGB employees.

## **5. Findings from our pay gap data**

### **5.1. Gender Pay Gap**

- 5.2.1 The Councils gender pay gap analysis indicates that mean pay for men is 4.55% higher than that of women and the median pay for men is 9.33% higher than that of women. The difference between the median and the mean figures is due to the high proportion of women in the top quartile of employees. The mean gender pay gap is significantly lower than that of the national average, which is currently 15.4%.
- 5.2.2 Our new monthly reporting on the gender pay gap allows us to track the gender pay gap and shows a fall in both the mean 3.87% and median pay gap 8.99%.
- 5.2.3 We have the 5th lowest gender pay gap amongst Core City comparators and the lowest pay gap amongst local Public Sector employers.
- 5.2.4 Our findings show higher levels of female representation in lower graded part time roles with women forming the majority of staff in the two lower earnings quartiles.
- 5.2.5 The greatest disparity between men and women is in the Lower Quartile, whilst attracting less pay, have traditionally offered more flexible working arrangements e.g. part time or term time hours which have proven to be an attraction for women for a number of work life balance reasons. The number of care, cleaning and administrative roles in the lower quartile has therefore had an impact on the overall gender pay gap figure.

### **5.2. Race Pay Gap**

- 5.3.1 The Councils Black, Asian and Minority Ethnic pay gap has reduced from a mean of 15.38% in 2017 to a mean of 8.74% in 2021. The median has reduced from 17.48% in 2019 to 14.65% in 2021.
- 5.3.2 Since the race pay gap was reported for 2020 the HR Analytics team have been able to further refine the report used to calculate the pay gap, the figure for March 2020 is now lower than the pay gap reported at the time at 8.10%. The new report enables the pay gap to be automatically calculated monthly. The chart above shows the monthly race pay gap since March 2020. The latest mean race pay gap is 7.39% and the latest median race pay gap is 10.10% as of 28 February 2022.
- 5.3.3 Our new monthly reporting on the gender pay gap allows us to track the race pay gap and shows a fall in both the mean 7.39% and median pay gap 10.10%.
- 5.3.4 The difference between the median and the mean figures is due to a lower proportion of Black, Asian and Minority Ethnic staff in the higher pay quartiles 3 & 4, against a high

proportion of Black, Asian and Minority Ethnic staff in quartile 1 & 2, the lowest pay quartiles.

#### **5.4 Disability Pay Gap**

- 5.4.1 The Councils disability pay gap analysis indicates that mean pay for non-disabled staff is 2.82% higher than that of disabled staff and the median pay for non-disabled staff is 8.24% higher than that of disabled staff.
- 5.4.2 Disabled staff are more likely to occupy roles found in the lower middle quartile. The Office for National Statistics estimate the disability pay gap to be 13.8% across the UK and 13% in the South West.
- 5.4.3 Our new monthly reporting on the gender pay gap allows us to track the race pay gap and shows a fall in both the mean 2.76% and median pay gap 5.64%.
- 5.4.4 When the mean pay gap is compared, we see the full time mean pay gap is 3.56% and the part time mean pay gap is 2.55%.

#### **5.5 LBG Pay Gap**

- 5.5.1 The Councils LBG pay gap analysis indicates that mean pay for LGB staff is 2.94% higher than that of Heterosexual staff and the median pay for LGB staff is 6.05% higher than that of Heterosexual staff.
- 5.5.2 The lower pay quartiles have a slightly higher proportion of LGB employees than the upper quartiles. We have not found any published information from other organisations to compare our performance.
- 5.5.3 Our new monthly reporting on the gender pay gap allows us to track the race pay gap and shows an increase in the mean 3.41% and a decrease in the median pay gap 5.84%.
- 5.5.4 When the mean pay gap is compared, we see the full time mean pay gap is 2.72% and the part time mean pay gap is 5.25%.

### **6. Closing the gap**

- 6.1 Our Equality and Inclusion Policy and Strategy 2018-23 sets out our commitment to equality, diversity and inclusion, and how we will tackle equalities issues; aim to eliminate discrimination; create good relationships between communities in Bristol; and ensure those from different backgrounds have similar life opportunities. We publish annual progress reports presented at Cabinet showing what we have done to achieve the aims of our policy and strategy, and how well we are meeting our equality objectives. Our equality objectives relate directly to our internal governance and commitment to promoting equity in the workplace, as well as to providing inclusive services and our role as a leading agency in the community.

- 6.2 We have begun a refresh of our existing Workforce Strategy and action plan which provides the framework for our transformational journey to become a council that people are proud to work for. This includes activities that support narrowing the pay gaps identified in this report and which help us to proactively meet the future challenges and requirements of the organisation. This refresh is informed by our new Corporate Strategy priorities, findings and from our staff surveys and emerging workforce needs, as well as our new programme approach to equality and inclusion. We have set stretching diversity targets - in particular to increase the number of Black and minoritised ethnic, disabled and women colleagues in senior management positions by using positive action initiatives etc. Specific actions that are being taken address our pay gaps are set out below.
- 6.3 As part of our commitment to building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work we created local and corporate action plans with the results from the annual employee survey. We have also implemented recommendations from an LGA Equality Framework for Local Government peer review and delivered “Leading with Cultural Intelligence” workshops to 200 managers to raise self-awareness about how culture influences our interactions with others and helps create open and inclusive leadership.
- 6.4 To ensure there is a clear framework to support structure, pay and policy and support good employee relations we have implemented a range of changes to recruitment and selection processes including new secondment policy increase opportunities for career progression and improve the diversity of the workforce at higher pay grades. Changes include ensuring all opportunities are widely promoted across the organisation rather than to specific teams/groups and to remove the option of direct appointments to short term roles. We have also established a new Grievance Resolution Policy including a survey to provide greater insight into how well grievances are being resolved. We have reviewed our senior leadership structure and launched a new succession planning policy to support internal talent development. Our next steps will be to finalise the refresh of HR policies - including disciplinary, managing change, improving performance, supporting attendance, learning and development.
- 6.5 As part of the annual business planning cycle all Council service areas carry out review of their functions to produce an updated workforce, and equality action plan. These plans prioritise relevant equality issues for their area of work, including addressing any under-representation and identifying ways to address them with measurable targets to track progress. Managers have access to the HR diversity dashboard and succession planning tools and are asked to identify and address diversity and pay gaps.
- 6.6 We have a new monthly Pay Gap Report dashboard for managers which provides real time information about the council’s pay gaps and enables us to compare our statutory reporting figure against a current pay gap. The dashboard shows disparities by gender, ethnicity, disability and sexual orientation. It allows for ‘drilling’ down to view differences by council directorate and division, by full/part time employees, and by salary range etc. We have also improved workforce diversity monitoring, with clearer representation targets.

6.7 We have set the following relevant organisational targets for 2022/23:

- Increase the percentage of employment offers made to people living in the 10% most deprived areas – Target 6.5%
- Reduce the gender pay gap – Target 3.8%
- Reduce the race pay gap – Target 7.5%

6.8 Bristol City Council has led the development and production of the Race Equality Data Product which is updated on a bi-annual basis and transparently presents how all major public sector agencies (and now other sector partners) in the City are performing in terms of race equality data, including detail on key H.R. indicators such as representation, pay, grievance, disciplinary and sickness data for over 50,000 employees within Bristol. This detailed work goes way beyond statutory guidelines for race data reporting with the aim of ensuring we achieve greater diversity and equality within our organisations. The Race Equality Strategic Leaders' Group utilise the report's key findings to drive an action plan and ensure there is a focussed collective effort on addressing key priorities.

6.9 To become an employer of choice attracting, developing and retaining the best talent, we are continuing to develop our employer brand to reach a diverse range of talented employees in a competitive labour market, well as continuing work to recruit and retain apprenticeships for a career with the council.

6.10. We have an established talent development steering group to shape a programme to nurture talent and help colleagues develop their careers. This includes:

- talent mapping and the leadership pipeline
- identifying talent and encouraging colleagues to seek development
- in-house leadership development module on talent development of team members, encouraging effective career conversations
- use apprenticeships systematically as pathways into professions where there is occupational segregation and poor representation e.g. women and Black and minoritised ethnic workers
- increased offer of structured development opportunities
- offer defined secondment and/or project opportunities for BCC Stepping Up graduates, and colleagues completing apprenticeships, in house leadership programmes and other learning programmes
- Increased mentoring and coaching
- Introduction of positive action initiatives such as Diverse Voices – which provides experience leadership forums and brings diverse voices to council decision making
- Developing initiatives such as career passports designed to improve the diversity of the workforce and contribute to closing pay gaps.

6.11 We have re-launched a number of our Equality and Inclusion initiatives across the Council including Reverse Mentoring and Positive Action Initiatives, as well as a review of the current Equality and Inclusion learning and development offer for Council Employees.

6.12 Stepping Up Bristol is a multi-award-winning program for excellence in diversity and mentoring. The programme aims to unlock potential and develop talent while ensuring a fair representation of Black, Asian and minoritised ethnic, disabled people and women in positions of leadership. In 2021-22 there were 80 participants of which 21 were Bristol City Council employees. For the next steps it will change its name to Stepping Up Learning Academy and offer more tailored support to host businesses, as well as targeting specific minoritized groups like Gypsy Roma Traveller people.

### **Proposal**

7. That the Committee notes the report and the work that is taking place to close pay gaps.

### **Other Options Considered**

8. None.

### **Risk Assessment**

9. 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:

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- 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 to the need to --
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  - 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 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:**

A – BCC Pay Gap Report - Data based as at March 2021

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

#### **Background Papers:**

# Pay Gap Report



Data based as at 31 March 2021

## Workforce & Change



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## 1. Introduction

- 1.1. Gender pay gap reporting is a requirement of the Equality Act 2010 (Specific Duties and Public Authorities) regulations 2017 for employers with 250 employees or more as at a 'snapshot date'. This report also provides the race, disability and LGB pay gaps in the council, currently, there is no statutory reporting requirement but it is Council policy to report these pay gaps.
- 1.2. Gender Pay is not the same as equal pay. Equal pay is about ensuring that both men and women are paid the same for doing the same or similar jobs. Gender pay looks to see how the balance of pay is distributed in an organisation irrespective of job roles.
- 1.3. Bristol City Council uses a job evaluation scheme to rank jobs and to ensure equal pay for work of equal value. These arrangements apply to the majority of all jobs, the remaining jobs are covered by national pay agreements, legal agreements (e.g. TUPE) or local pay agreements (Craft).
- 1.4. The Gender Pay Gap measures the overall difference in actual hourly rates of pay between men and women by both mean and median calculations. Mean being the comparison of the average pay of men and women. Median being the comparison of the mid-point value of the payments for men and women. A zero percentage indicates parity between men and women. This same method is also applied to the Race and Disability Pay Gap to show the difference between Black, Asian and Minority Ethnic employees and White employees and also Disabled employees against Non-Disabled employees.
- 1.5. Schools employees are excluded from this dataset as their reporting is the responsibility of the governing body and they will be reported separately only where their individual school or a group of schools e.g. in a Multi Academy Trust (MAT) has over 250 employees.
- 1.6. All pay calculations have been based on the same formula used in the Gender Pay Gap Reporting legislation and covers all full pay relevant employees. Full pay relevant employees are those that are employed on the snapshot date of 31 March and have been paid in the period that the snapshot date falls without any reductions in pay.
- 1.7. Based on the criteria of a full pay relevant employee 233 employees were excluded from the pay gap calculation.
- 1.8. The ethnic groups that make up Black, Asian and Minority Ethnic are; Black/African/Caribbean/Black British, Asian/Asian British, mixed/multiple ethnic groups and other ethnic groups. The ethnic groups that make up White are; White British, Gypsy/Roma/Traveller/Irish Traveller, Irish, Other European and Other White background.

## 2. Calculating the Pay Gap

### 2.1. The Mean Pay Gap

The mean figure is derived by adding the hourly pay rate for all employees then dividing by the number of employees.

**Gender** - The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

**Race** - The mean race pay gap is the difference between the mean hourly rate of pay of White full-pay relevant employees and that of Black, Asian and Minority Ethnic employees.

**Disability** - The mean disability pay gap is the difference between the mean hourly rate of pay of non-disabled full-pay relevant employees and that of disabled full-pay relevant employees.

**LGB** - The mean LGB pay gap is the difference between the mean hourly rate of pay of heterosexual full-pay relevant employees and that of LGB (Lesbian, Gay and Bisexual) full-pay relevant employees.

Any employees that do not meet the criteria of full pay relevant employee for the snapshot period or that we do not know the gender, race, disability status or sexual orientation for are excluded from the mean pay gap calculation.

### 2.2. The Median Pay Gap

The median figure is the middle value of pay rates. Half our employees will earn more than the median and half will earn less.

**Gender** - The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

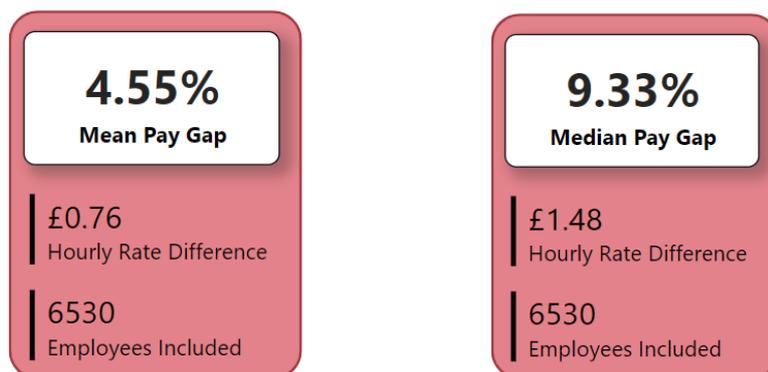
**Race** - The median race pay gap is the difference between the median hourly rate of pay of White British full-pay relevant employees and that of Black, Asian and Minority Ethnic or White Minority Ethnic full-pay relevant employees.

**Disability** - The median disability pay gap is the difference between the median hourly rate of pay of non-disabled full-pay relevant employees and that of disabled full-pay relevant employees.

**LGB** - The median LGB pay gap is the difference between the median hourly rate of pay of heterosexual full-pay relevant employees and that of LGB full-pay relevant employees.

Any employees that do not meet the criteria of full pay relevant employee for the snapshot period or that we do not know the gender, race, disability status or sexual orientation for are excluded from the mean pay gap calculation.

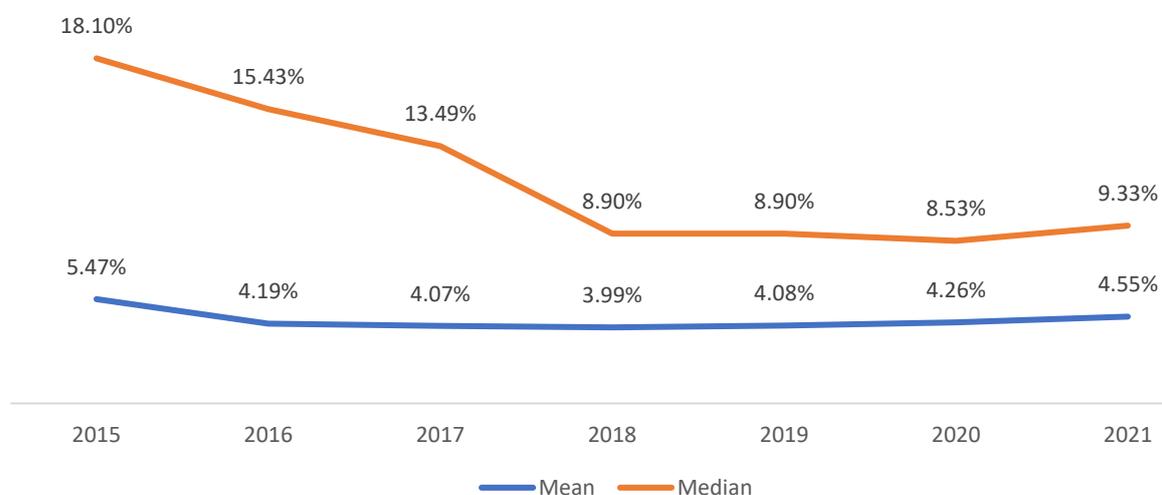
### 3. Gender Pay Gap



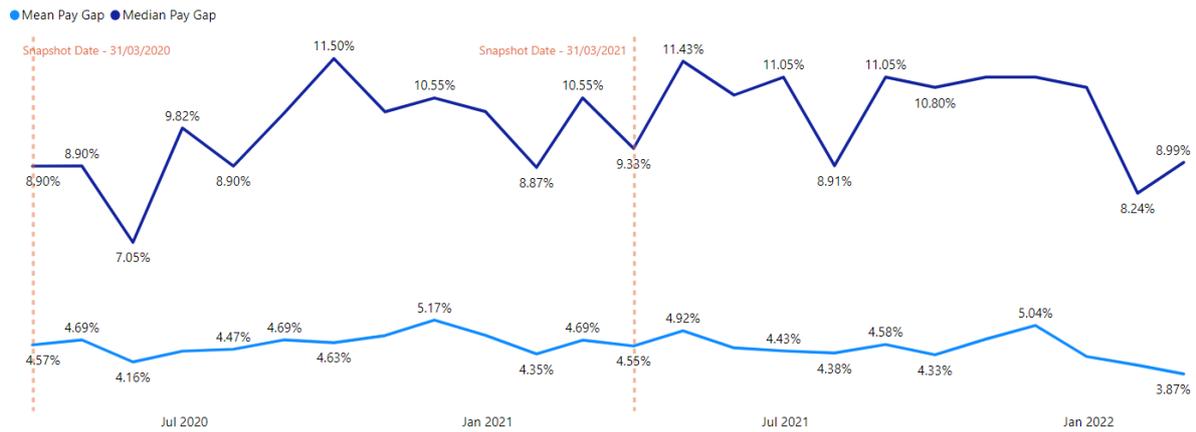
The Council's gender pay gap analysis indicates that mean pay for men is 4.55% higher than that of women, with men having a mean hourly rate of £16.71 and women having a mean hourly rate of £15.96. The median pay for men is 9.33% higher than that of women, with men having a median hourly rate of £15.88 and women having a median hourly rate of £14.40. The difference between the mean and median figures is due to the high proportion of women in the bottom quartiles of employees.

#### 3.1. Gender Pay Gap Trend

This is a trendline of the council's reported gender pay gap as at each snapshot date since 2015.



The Council's gender pay gap has reduced from a mean of 5.47% and a median of 18.1% in 2015, to a mean of 4.55% and a median of 9.33% in 2021. It is important to note that the employees categorised as full pay relevant employees on the snapshot date can vary at each reporting period, for example in this reporting period 233 employees were excluded from the calculation.

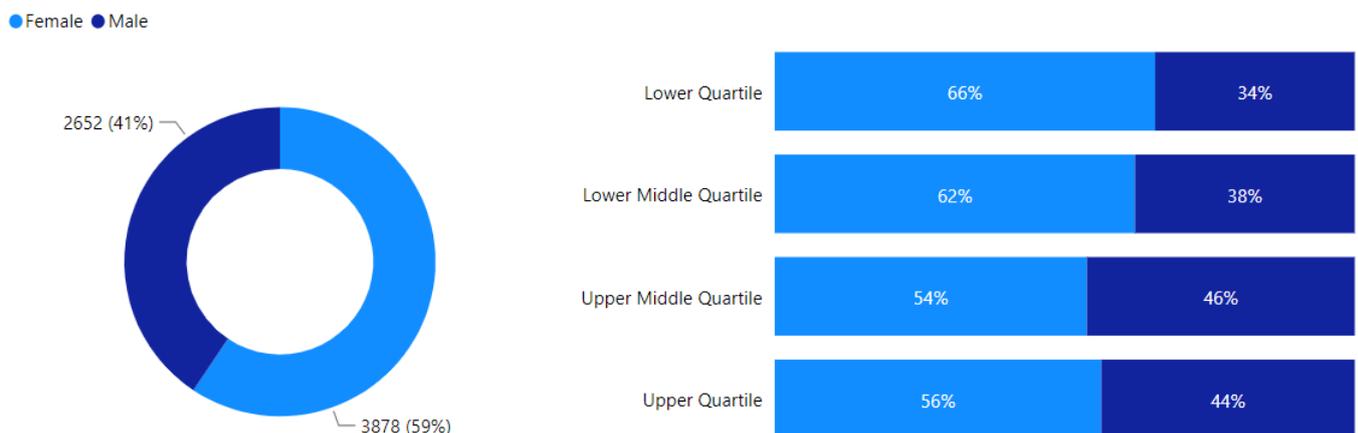


Since the gender pay gap was reported for 2020 the HR Analytics team have been able to further refine the report used to calculate the pay gap, the figure for March 2020 is now slightly higher than the pay gap reported at the time at 4.55%. The new report enables the pay gap to be automatically calculated monthly. The chart above shows the monthly gender pay gap since March 2020. The latest mean gender pay gap is 3.87% and the latest median gender pay gap is 8.99% as of 28 February 2022.

Further analysis of the Gender Pay Gap are provided below:

### 3.2. Quartiles

- Lower Quartile (£7.44 - £12.20)
- Lower Middle Quartile (£12.21 - £15.33)
- Upper Middle Quartile (£15.34 - £18.53)
- Upper Quartile (£18.54 - £87.88)



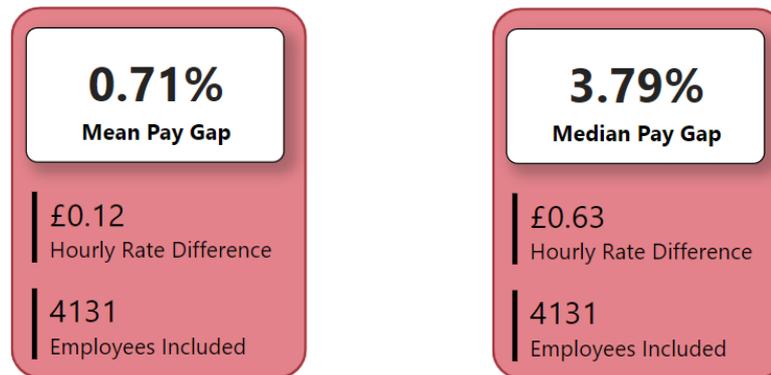
Women make up 59% of the overall workforce however you can see that in the lower quartiles there are a higher than average percentage of women and in the upper quartiles there is a lower than average percentage of women. The greatest disparity between men and women is in the lowest 25 percent (Lower Quartile) of jobs where a significant number of jobs, whilst attracting less pay, have traditionally offered more flexible working arrangements e.g. part time or term time hours which have proven to be an attraction for women for a number of work life balance reasons. The number of care, cleaning and administrative roles

in the lower quartile has therefore had an impact on the overall gender pay gap figure.

### 3.3. Full Time v Part Time

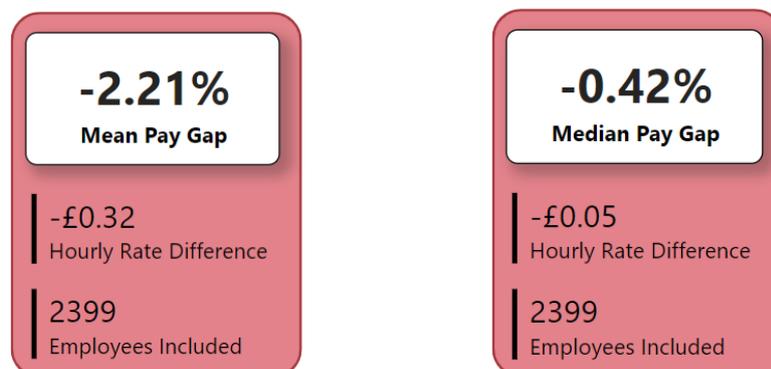
Whilst it is only necessary to report all full pay relevant employees together, when the gender pay is analysed in more detail by considering the proportion of full and part time employees impacts on the gender pay gap as the table below illustrates.

#### Full Time Employees



When the mean pay gap is compared we see the mean for full time employees is 0.71% and the median is 3.79%, this is considerably less than the council's overall mean and median gender pay gap. This means that mean pay for full time male employees is 0.71% more than their full time female colleagues and that median pay for full time male employees is 3.79% higher than their full time female colleagues.

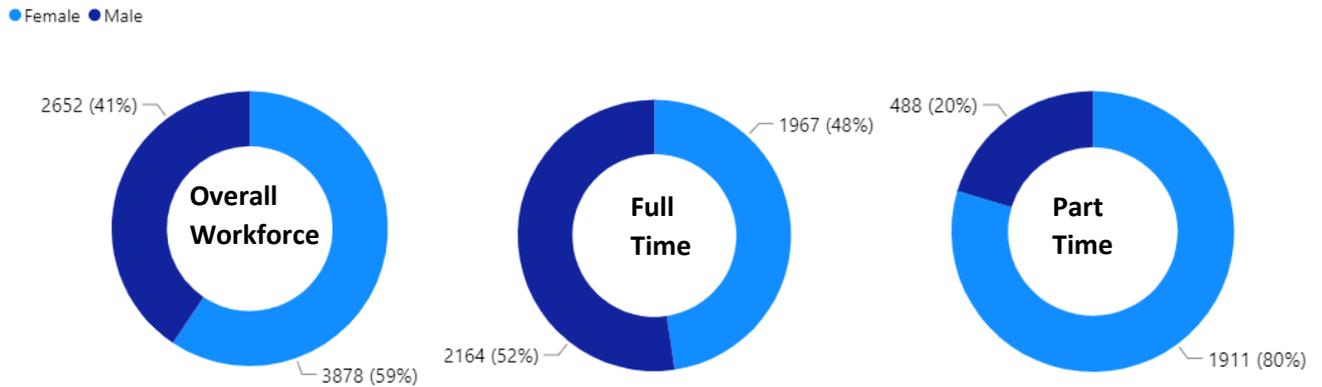
#### Part Time Employees



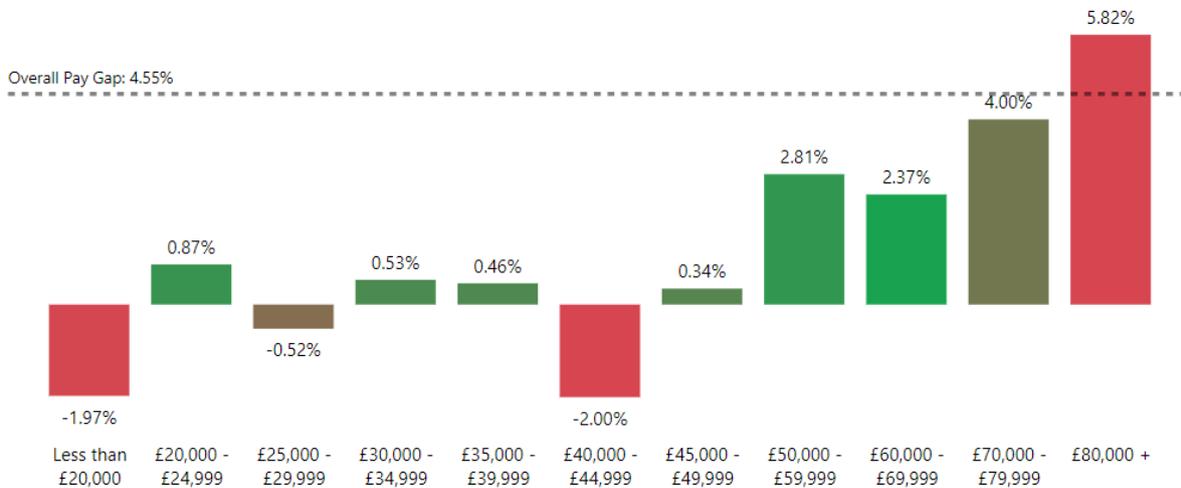
When the mean pay gap is compared we see the mean for part time employees is -2.21% and the median is -0.42%, this is considerably less than the council's overall mean and median gender pay gap. This means that mean pay for part time male employees is 2.21% less than their part time female colleagues and that median pay for part time male employees is 0.42% less than their part time female colleagues.

### Full Time vs Part Time Representation

There is a disparity between male and female employees working full time and part time. 80% of part time workers are female whereas only 20% of part time workers are male. This is influenced by the far higher proportion of women tending to seek a work life balance for family commitments compared to men. The council offers a wide and diverse range of job opportunities many of which are part time which attracts women to work for the organisation.



### 3.4. Mean Gender Pay Gap by Salary Range

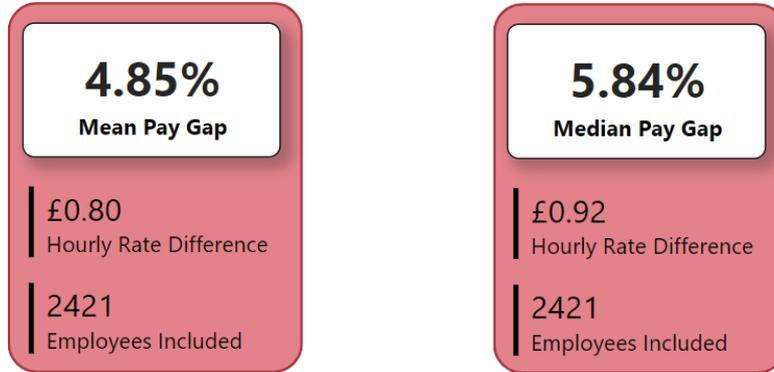


Only the £80,000+ salary range has a mean gender pay gap greater than the council’s overall pay gap and the next highest pay gap is in the £70,000 - £79,000 salary range, this correlates with the under representation of females in the upper quartile. The salary ranges with a negative pay gap indicate that the mean pay for female employees is higher than the mean pay of male employees.

### 3.5. Analysis by Directorate

Analysis of the gender pay gap by Directorate shows clear differences between male and female pay. When looking into more detail we can see that this is due to the distribution of employees by quartiles and job types typically found in each Directorate.

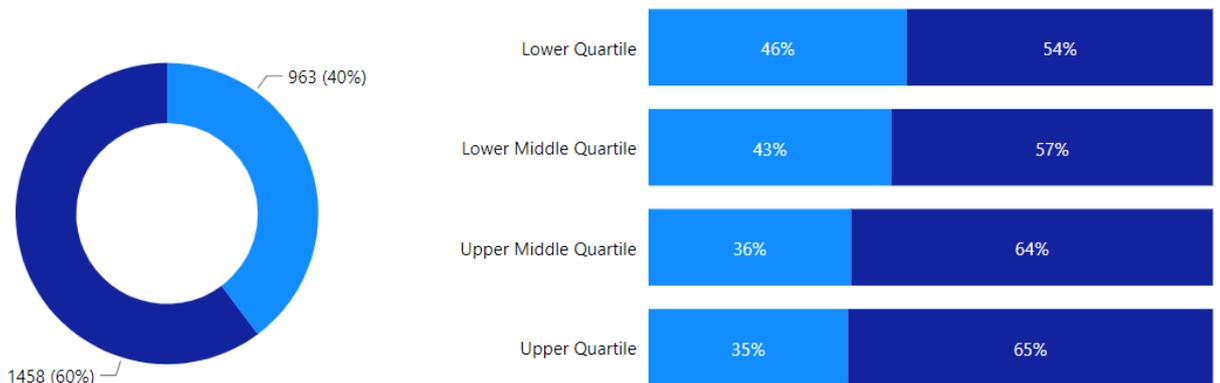
#### Growth and Regeneration



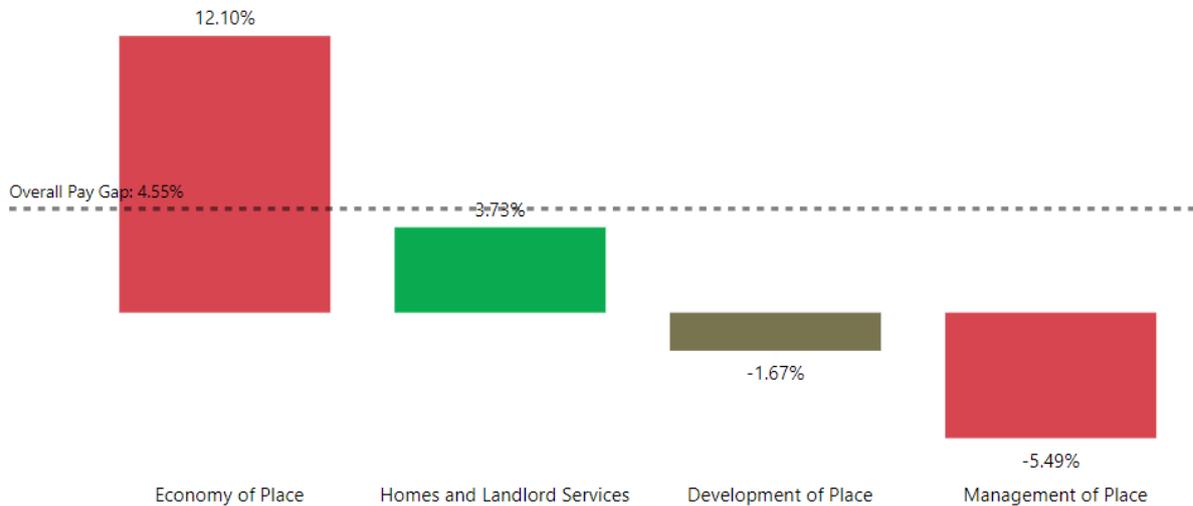
The Growth and Regeneration Directorate has a mean gender pay gap of 4.85%, this is slightly higher than the overall mean pay gap for Bristol City Council. It also has median gender pay gap of 5.84%, this is lower than the overall median pay gap.

This Directorate contains more male employees occupying upper quartile roles. Overall, the Directorate has a 60:40 ratio of employees in favour of males, this disparity is also true when looking at the upper quartiles (Upper Middle Quartile – M 64:36 F and Upper Quartile M 65:35 F). The lower quartiles are more evenly distributed (Lower Middle Quartile M 57:43 F and Lower Quartile M 54:46 F).

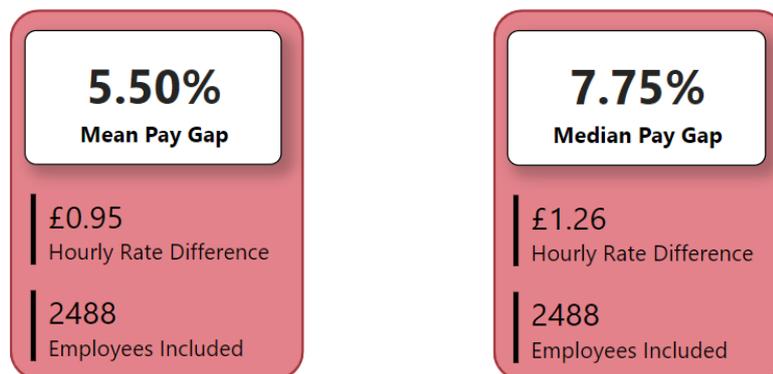
● Female ● Male



When looking at the mean pay gap by the divisions within Growth and Regeneration we can see that Economy of Place has a much larger mean gender pay gap of 12.10%, Homes and Landlords has a mean gender pay gap lower than the corporate overall gap and Development of Place and Management of Place have negative mean gender pay gaps.

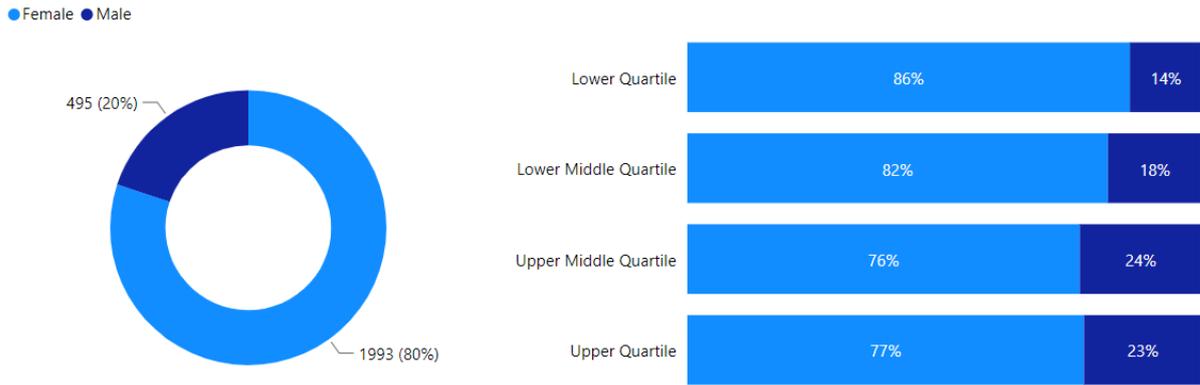


## People

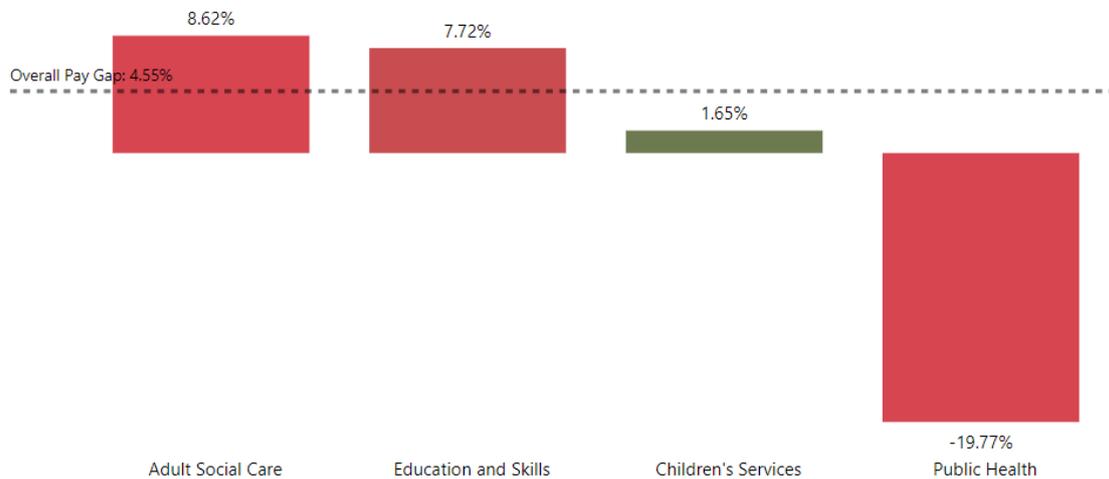


The People Directorate has a mean gender pay gap of 5.50%, this is higher than the overall mean pay gap for Bristol City Council. It also has median gender pay gap of 7.75%, this is lower than the overall median pay gap.

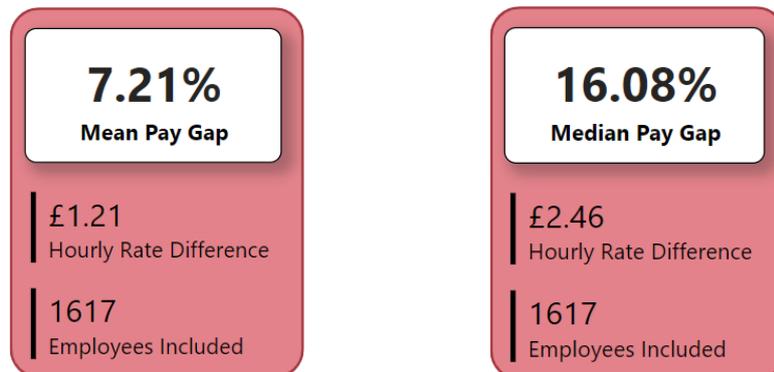
This Directorate has a ratio of employees 20:80 in favour of Females and the quartile breakdown follows a similar distribution. Due to there being fewer male employees in the People Directorate, a normal distribution cannot be achieved. Therefore, the distribution is more likely to be random or variable. There is also a much higher percentage of female employees working part time than any other part of the organisation.



When looking at the mean pay gap by the divisions within People we can see that Adult Social Care and Education and Skills have a larger mean gender pay gap of 8.62% and 7.72%, Children’s Services has a mean gender pay gap lower than the corporate overall gap and Public Health have a large negative mean gender pay gap.

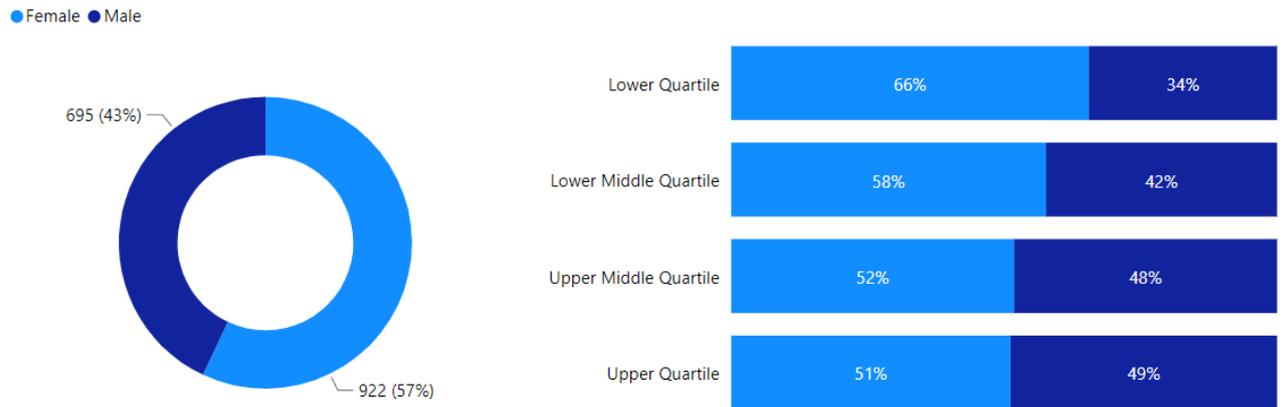


## Resources

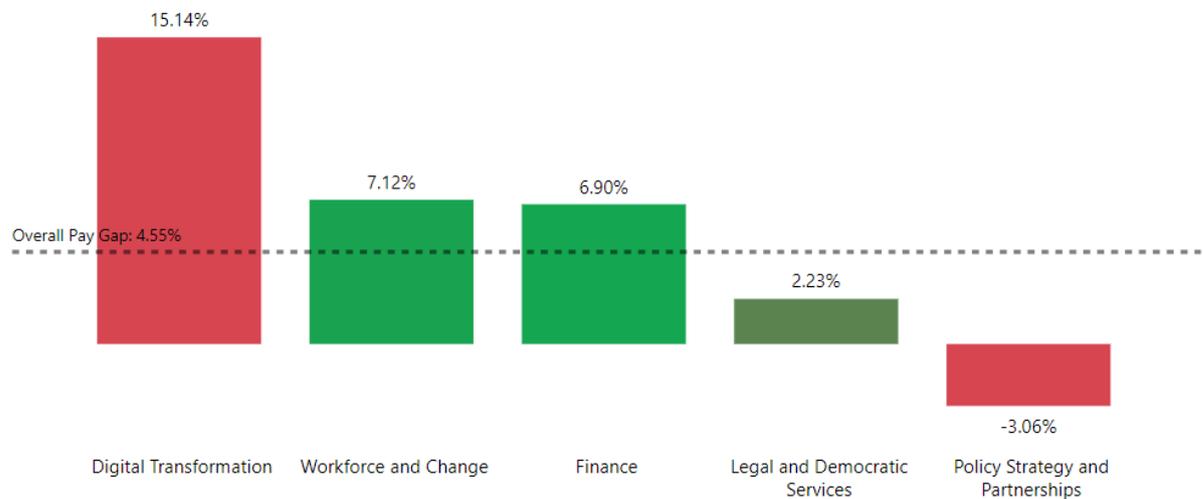


The Resources Directorate has a mean gender pay gap of 7.21%, this is higher than the overall mean pay gap for Bristol City Council. It also has median gender pay gap of 16.08%, this is higher than the overall median pay gap.

This Directorate has a more even distribution of male and female employees (M 43:57 F) compared to other Directorates. It has a high number of female employees working in the lower quartiles (Lower Middle Quartile – M 42:58 F and Lower Quartile M 34:66 F). These quartiles include services that are typically more flexible and offer better work life balance options for female employees such as Cleaning Services and Admin and Business Support. The upper quartiles in Resources are evenly distributed (Upper Middle Quartile – M 52:48 F and Upper Quartile M 49:51 F).



When looking at the mean pay gap by the divisions within Resources we can see that Digital Transformation has a much larger mean gender pay gap than the council overall. This is because 72% of employees in the upper quartile are male which is a significant over representation.



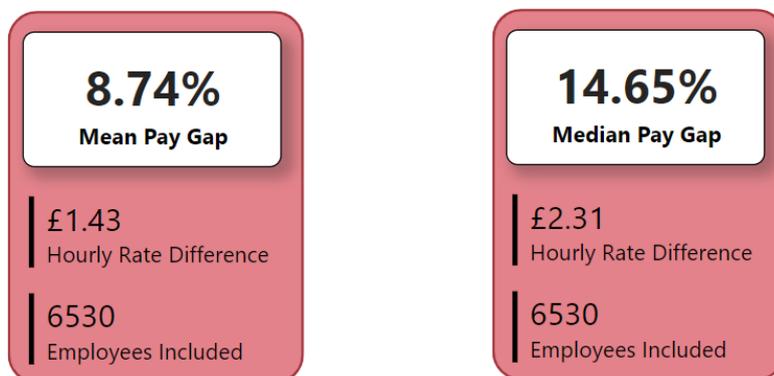
### 3.6. Core City and Local Public Sector Organisation Comparison

The below table shows the Gender Pay Gap statistics published by Core Cities and Local Public Sector Organisations for the HM Government Gender Pay Gap Service. At the time of writing not all of the below employees had published their data, they are marked as N/A.

31 <sup>st</sup> March 2021			
	Organisation	Mean Gender Pay Gap	Median Gender Pay Gap
Core Cities	Bristol	4.55%	9.33%
	Birmingham	4.8%	3.9%
	Cardiff	1.1%	0.8%
	Leeds	6.0%	10.4%
	Liverpool	5.9%	4.7%
	Manchester	8.0%	7.9%
	Newcastle	2.9%	5.8%
	Nottingham	2.9%	0.0%
	Sheffield	0.5%	5.6%
Public Sector Data	Avon & Somerset Police	9.4%	16.0%
	Avon & Wiltshire Mental Health Partnership NHS	14.5%	7.4%
	South West Ambulance Service	6.4%	14.5%
	Bristol University	18.3%	13.7%
	North Bristol NHS Trust	22.7%	5.9%
	University of the West of England	12.0%	11.0%
	Avon Fire & Rescue Service	0.7%	0.0%
	University Hospitals Bristol NHS	N/A	N/A

## 4. Race Pay Gap

The calculation used for calculating the race pay gap has changed this year following research into how other companies including CIPD, Law Society, Deloitte and Brent Council calculate the race pay gap. We now calculate the hourly rate of White Employees against the hourly rate of Black, Asian and Minority Ethnic employees. This has changed from calculating against White British employees.



The councils race pay gap analysis indicates that mean pay for White employees is 8.74% higher than that of Black, Asian and Minority Ethnic staff and the median pay for White employees is 14.65% higher than that of Black, Asian and Minority Ethnic staff.

Any employees that we do not know the ethnic origin of or prefer not to state their ethnic origin are excluded from the calculation. Improving the accuracy of our ethnic origin representation data is important to improve the calculation of our race pay gap.

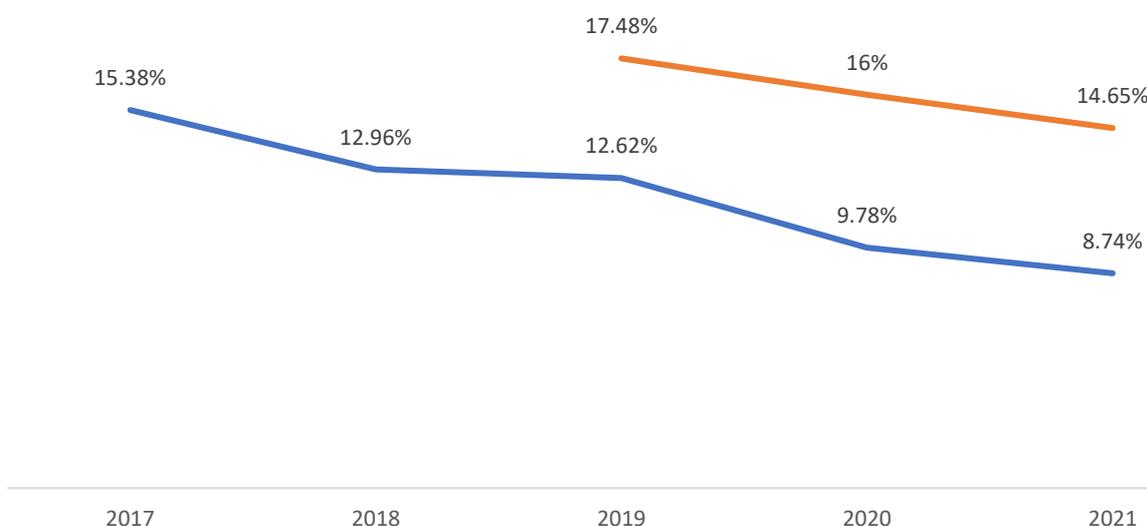
The table below shows the mean pay gap by ethnic origin against English/Welsh/Scottish/Northern Irish/British employees. Please note that the lower the headcount the more likelihood that this data may include a disproportionate number of outliers or anomalies. This could therefore skew the pay gap for those ethnic origins.

Ethnic Origin	Headcount	Mean	Mean Pay Gap
African background	72	£13.44	18.3%
Any other Black, Black British or Caribbean background	96	£15.35	6.7%
Arabic	2	£12.23	25.7%
Asian and White	39	£16.44	0.1%
Bangladeshi	10	£16.24	1.3%
Black African and White	27	£14.67	10.9%
Black Caribbean and White	72	£15.49	5.9%
Caribbean	173	£14.27	13.3%
Chinese	20	£17.44	-6.0%
Indian	54	£16.27	1.2%
Irish	65	£17.22	-4.6%
Other Asian background	37	£15.61	5.2%
Other ethnic group	26	£16.31	0.9%
Other European	44	£14.30	13.1%

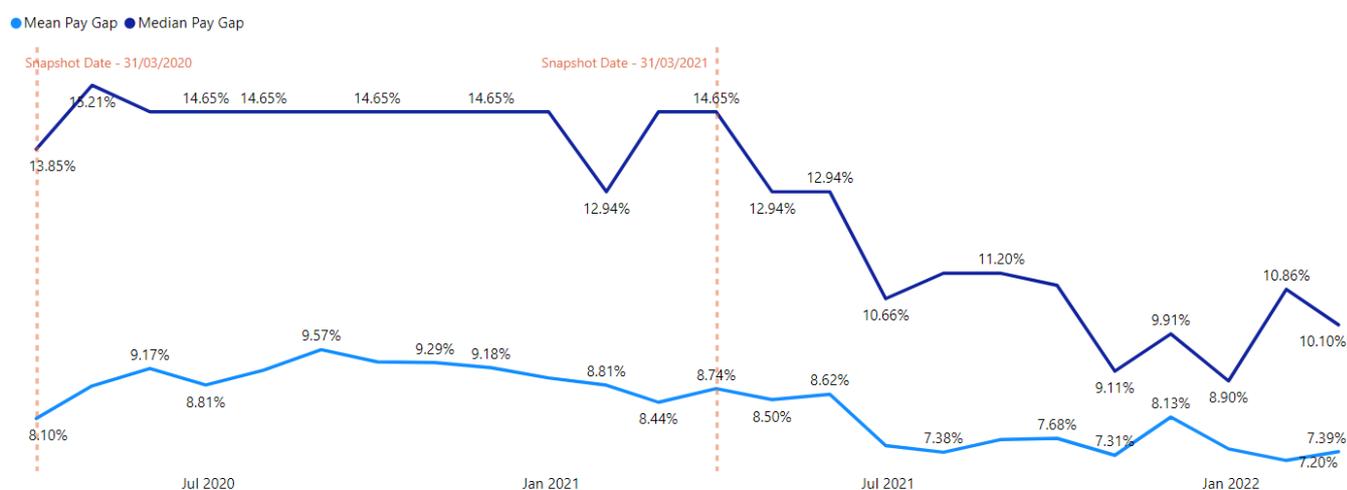
Other mixed ethnic background	70	£15.64	5.0%
Other White background	224	£15.50	5.8%
Pakistani	44	£15.05	8.6%
Roma, Gypsy or Irish Traveller	8	£15.78	4.1%
Somali	38	£11.77	28.5%
English/Welsh/Scottish/Northern Irish/British	4886		

### 4.1. Race Pay Gap Trend

This is a trendline of the council’s reported race pay gap as at each snapshot date since 2017. Please take note of the change in calculation for 2021.



The Councils Black, Asian and Minority Ethnic pay gap has reduced from a mean of 15.38% in 2017 to a mean of 8.74% in 2021. The median has reduced from 17.48% in 2019 to 14.65% in 2021.



Since the race pay gap was reported for 2020 the HR Analytics team have been able to further refine the report used to calculate the pay gap, the figure for March 2020 is now lower than the pay gap reported at the time at 8.10%. The new report enables the pay gap to

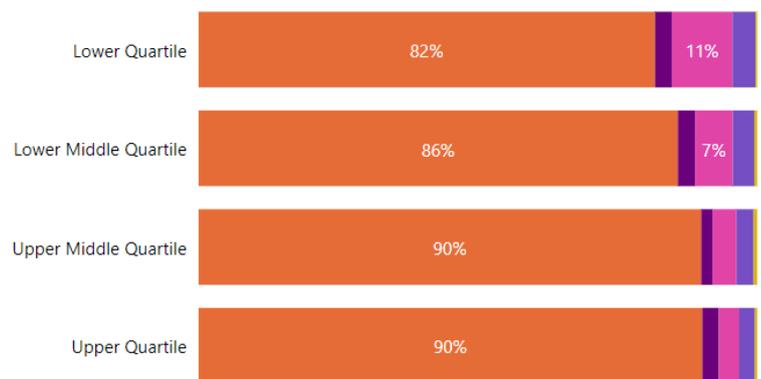
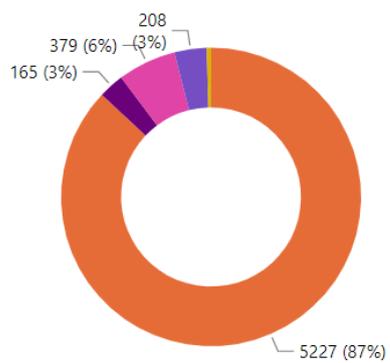
be automatically calculated monthly. The chart above shows the monthly race pay gap since March 2020. The latest mean race pay gap is 7.39% and the latest median race pay gap is 10.10% as of 28 February 2022.

Further analysis of the Race Pay Gap are provided below:

### 4.2. Quartiles

- Lower Quartile (£7.44 - £12.20)
- Lower Middle Quartile (£12.21 - £15.33)
- Upper Middle Quartile (£15.34 - £18.53)
- Upper Quartile (£18.54 - £87.88)

● White ● Asian or Asi... ● Black or Bl... ● Mixed ● Other Eth...

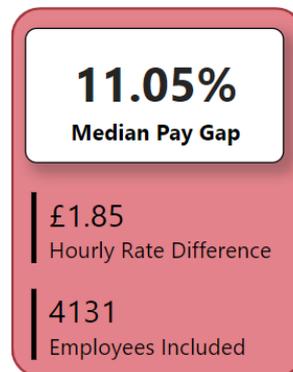
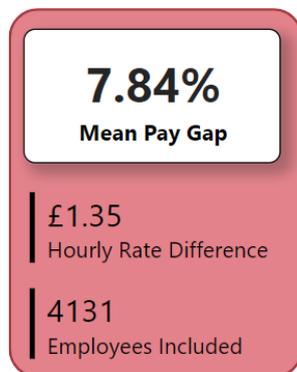


We tend to see a higher representation of Black, Asian and Minority Ethnic employees in the lower quartiles and a lower representation in the upper quartiles.

### 4.3. Full v Part Time

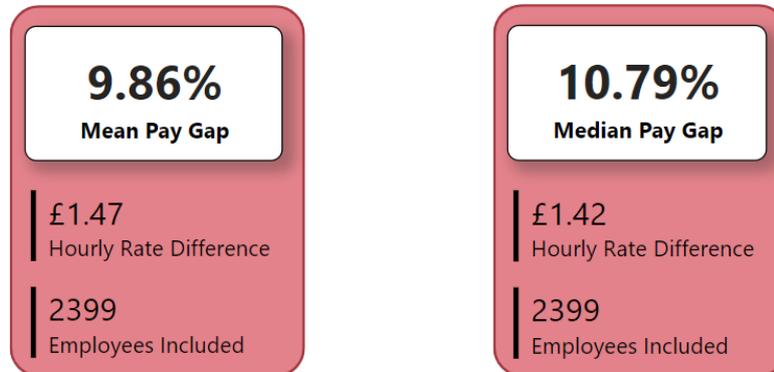
There is no difference between the number of Black, Asian and Minority Ethnic staff working full time and part time (13%).

#### Full Time Employees



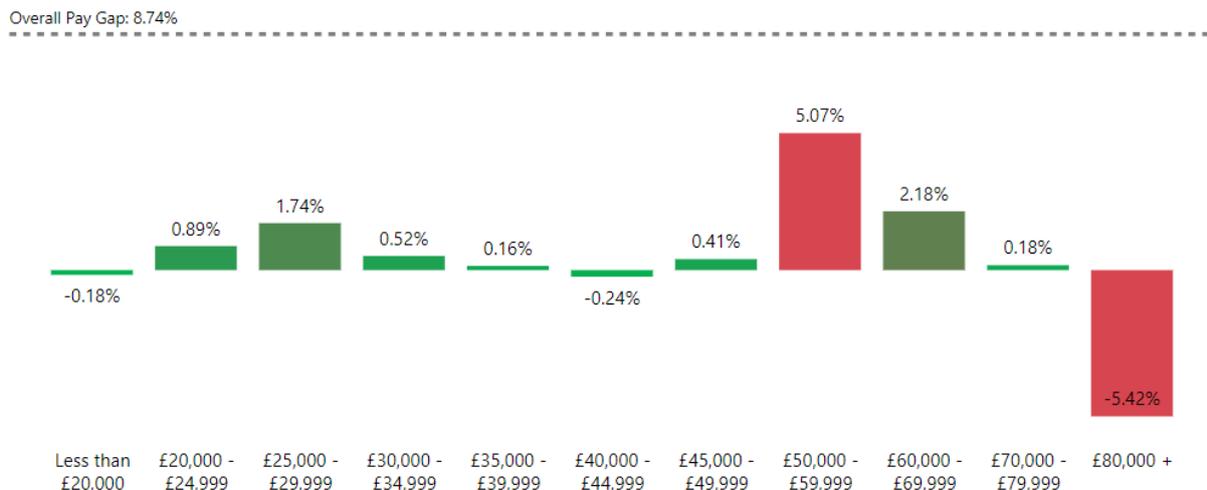
When the mean race pay gap is compared we see the mean for full time employees is 7.84% and the median is 11.05%, this is less than the council’s overall mean and median race pay gap.

### Part Time Employees



When the mean pay gap is compared we see the mean for part time employees is 9.86% and the median is 10.79%, this is more than the council’s overall mean and median race pay gap.

### 4.4. Mean Race Pay Gap by Salary Range

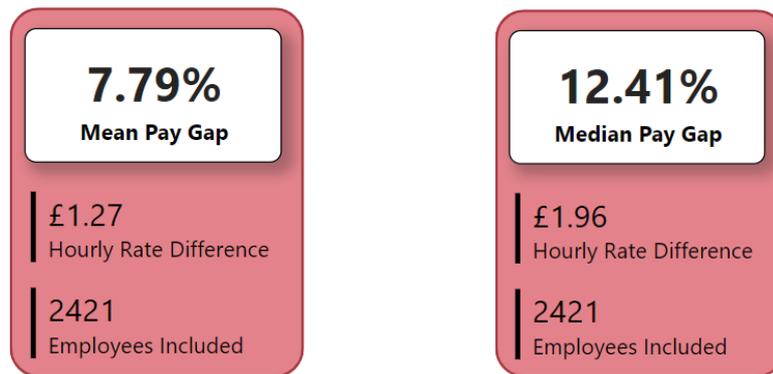


The £50,000 - £59,000 salary range has the highest mean race pay gap of 5.07% however the £80,000+ salary range has a negative mean pay gap of -5.42%. None of the mean pay gaps by salary range are higher than the overall Black, Asian and Minority Ethnic Mean Pay Gap.

### 4.5. Analysis by Directorate

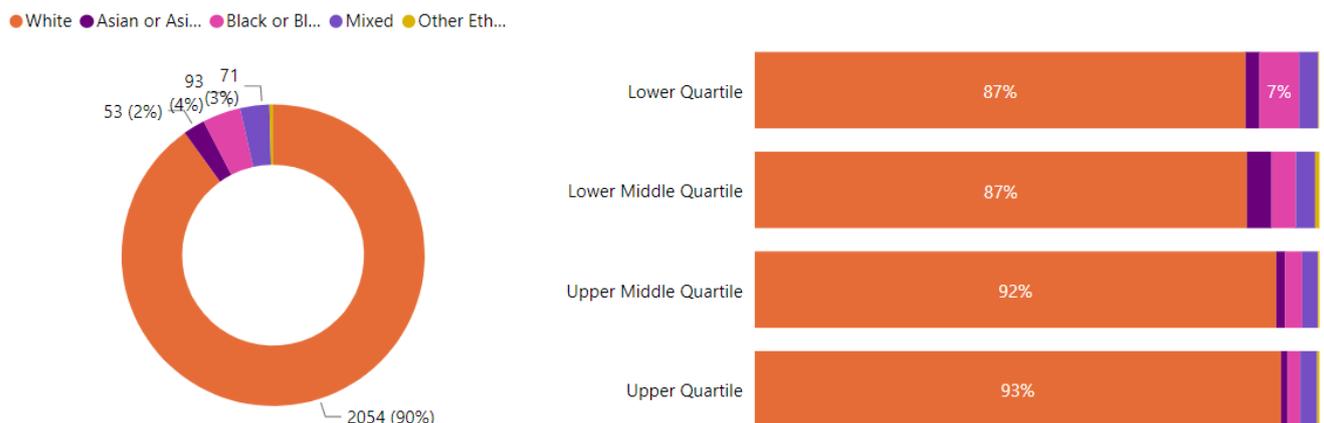
When analysing the race pay gap by Directorate we can clearly see large differences between White and Black, Asian and Minority Ethnic pay. When looking into more detail we can see that this is due to the distribution of employees by quartiles and job types typically found in each Directorate for example:

## Growth and Regeneration

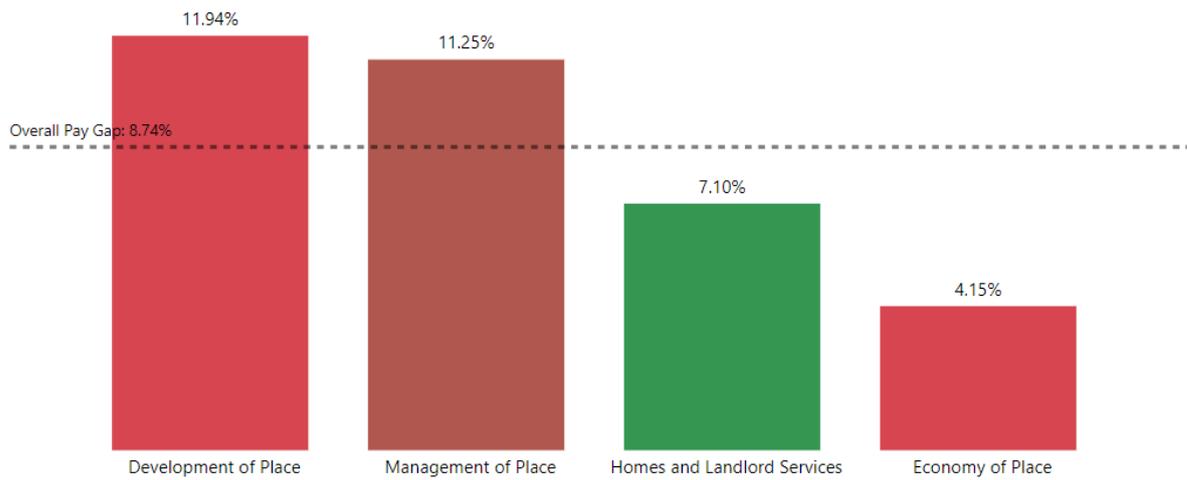


The Growth and Regeneration Directorate has a mean race pay gap of 7.79%, this is lower than the overall mean pay gap for Bristol City Council. It also has median race pay gap of 12.41%, this is lower than the overall median pay gap.

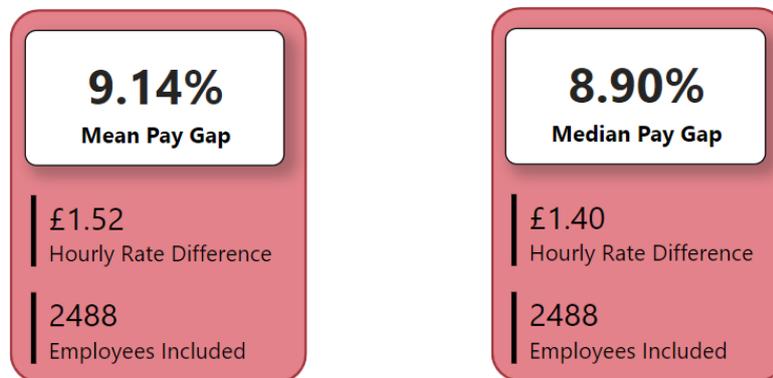
The upper quartiles have a greater population of White British staff (Upper Middle Quartile – 89% White British and Upper Quartile – 90% White British). This indicates that Black, Asian and Minority Ethnic employees are under-represented in the higher salary bands in the Growth and Regeneration Directorate.



When looking at the mean pay gap by the divisions within Growth and Regeneration we can see that Development of Place and Management of Place have a larger mean race pay gap of 11.94% and 11.25%, Homes and Landlord Services and Economy of Place both have lower mean pay gaps that overall council figure.

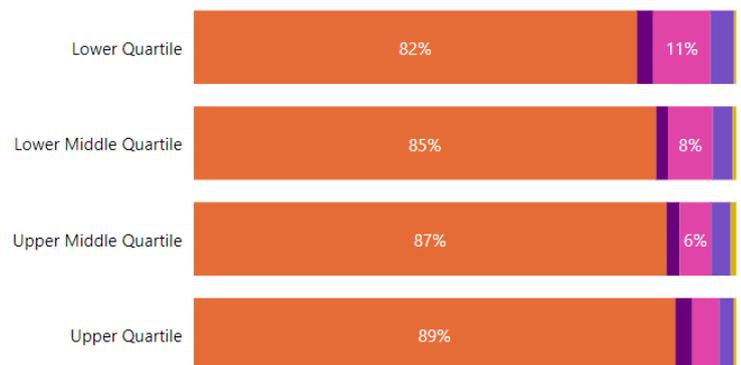
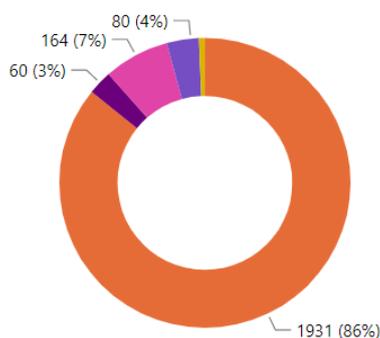


## People

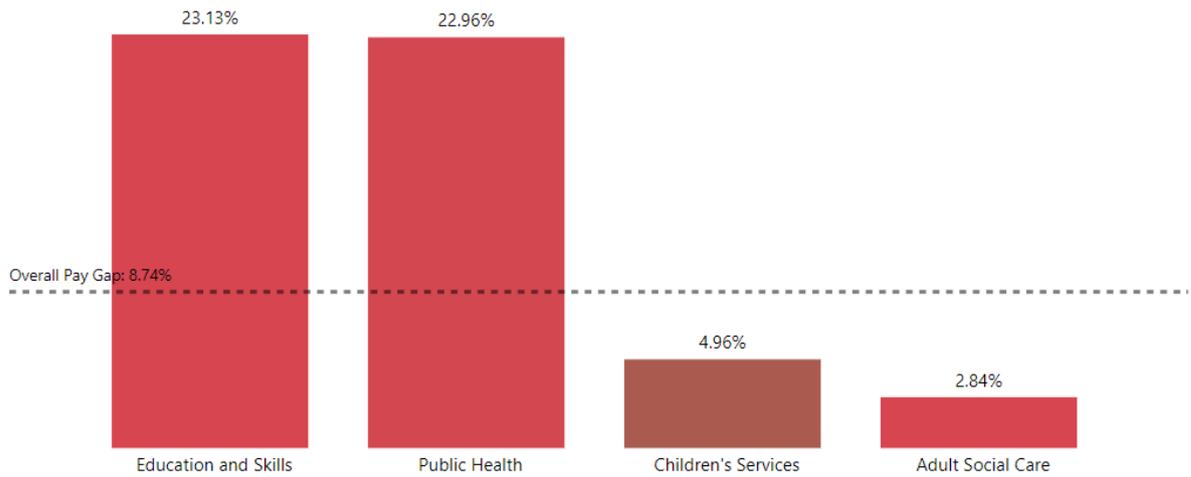


The People Directorate has a higher mean race pay gap and a lower median race pay gap than the councils overall figure and the analysis by quartiles and part time employees are more evenly distributed.

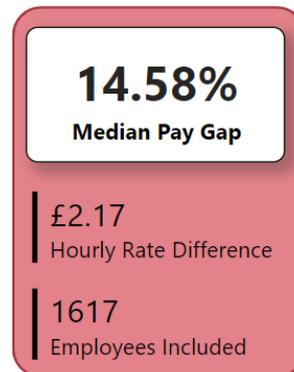
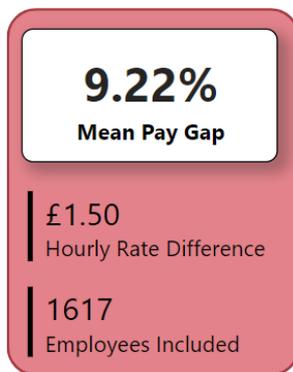
● White ● Asian or Asi... ● Black or BI... ● Mixed ● Other Eth...



When looking at the mean pay gap by the divisions within People we can see that Education and Skills and Public Health have significantly larger mean race pay gaps than the council overall. This is because there is under representation of Black, Asian and Minority Ethnic employees in the upper quartiles. Children's Services and Adult Social Care both have lower mean pay gaps that overall council figure.



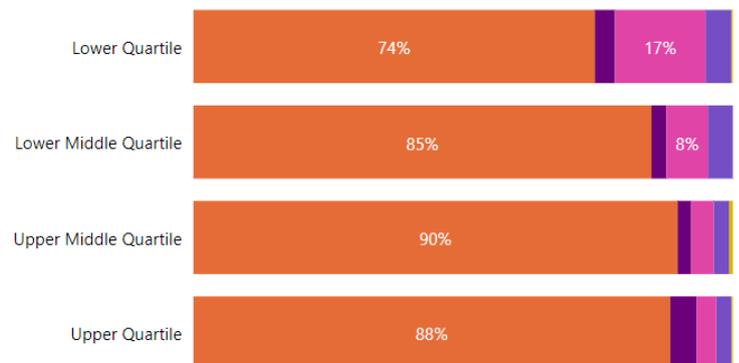
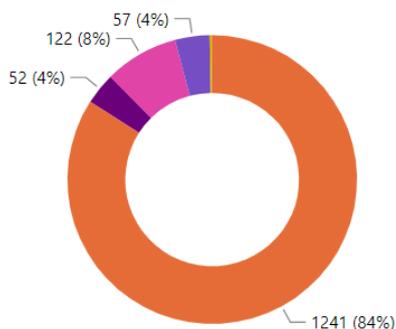
## Resources



The Resources Directorate has a higher mean race pay gap and a lower median race pay gap than the councils overall figure.

Within this Directorate we can see a higher representation of Black, Asian and Minority Ethnic (26%) employees in the lowest quartile and a lower representation of White employees (74%).

● White ● Asian or Asi... ● Black or Bl... ● Mixed ● Other Eth...



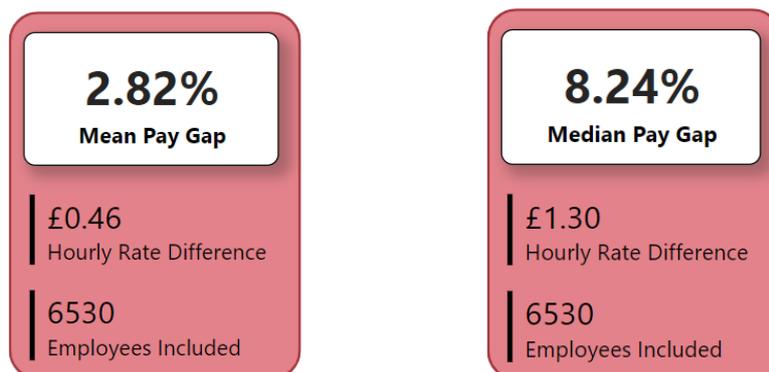
When looking at the mean pay gap by the divisions within Resources we can see that Workforce and Change has a significantly larger mean race pay gap than the council

overall. This is because there is significant under representation of Black, Asian and Minority Ethnic employees in the upper quartiles. All other divisions have a mean race pay gap lower than the council overall figure with a significant negative pay gap in Policy Strategy and Partnerships.

#### **4.6.Core City and Local Public Sector Organisation Comparison**

Birmingham City Council reported a mean race pay gap of 7.9% and a median of 5.79% in 2019/20. Nottingham City Council reported a mean race pay gap of 11.7% and a median of 8.2% in 2019/20. Currently there are no other comparison figures available. There are no comparison figures for 2020/21 available at the time of writing.

## 5. Disability Pay Gap

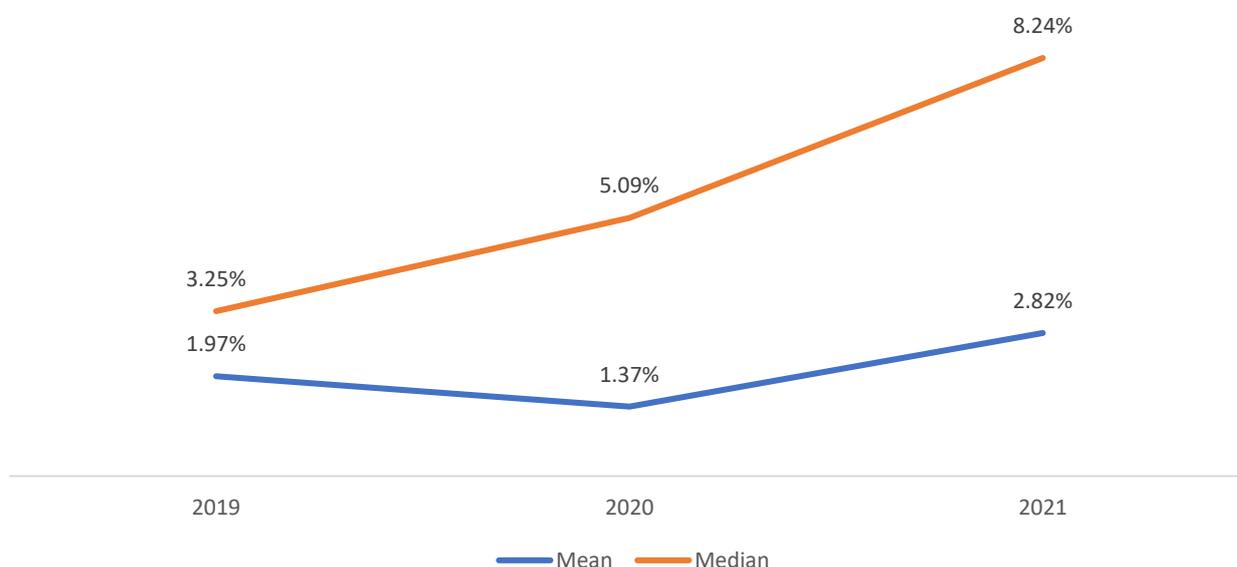


The council's disability pay gap analysis indicates that mean pay for non-disabled employees is 2.82% higher than that of disabled employees and the median pay for non-disabled employees is 8.24% higher than that of disabled employees.

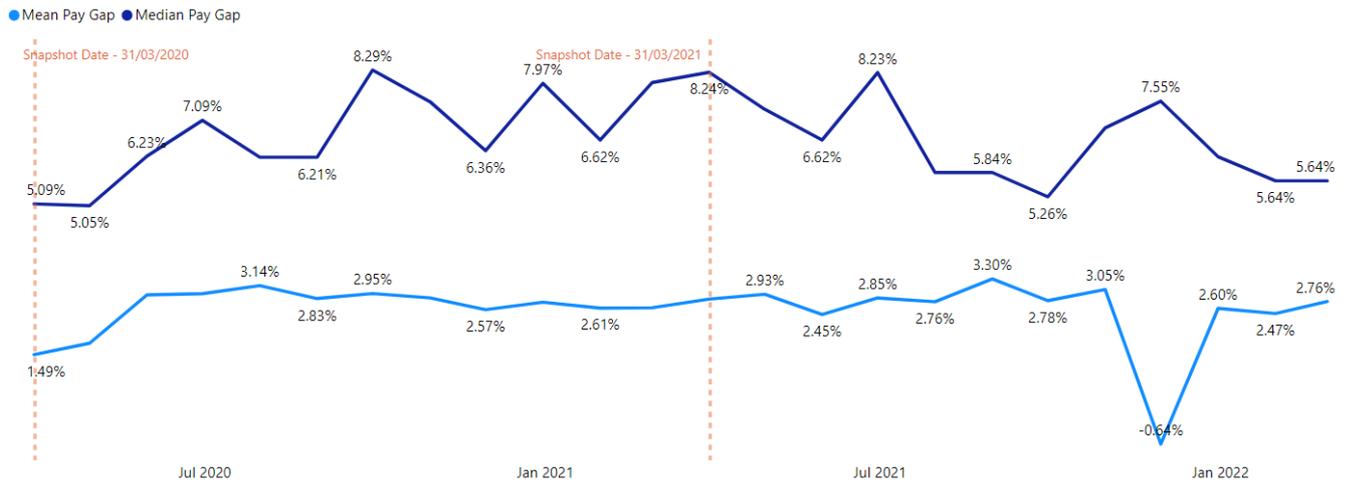
Any employees that we do not know have a disability or prefer not to state if they are disabled are excluded from the calculation. Improving the accuracy of our disability representation data is important to improve the calculation of our disability pay gap.

### 5.1. Disability Pay Gap Trend

This is a trendline of the council's reported disability pay gap as at each snapshot date since 2019. Please take note of the change in calculation for 2021.



The Council's disability pay gap has increased from a mean of 1.97% in 2019 to a mean of 2.82% in 2021. The median has increased from 3.25% in 2019 to 8.24% in 2021.

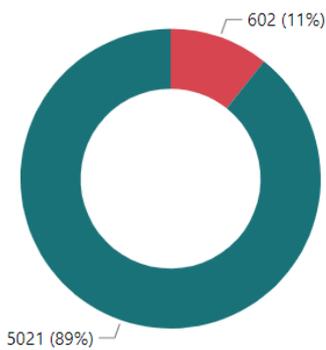


Since the disability pay gap was reported for 2020 the HR Analytics team have been able to further refine the report used to calculate the pay gap, the figure for March 2020 is now slightly higher than the pay gap reported at the time at 1.49%. The new report enables the pay gap to be automatically calculated monthly. The chart above shows the monthly disability pay gap since March 2020. The latest mean disability pay gap is 2.76% and the latest median gender pay gap is 5.64% as of 28 February 2022.

## 5.2. Quartiles

- Lower Quartile (£7.44 - £12.20)
- Lower Middle Quartile (£12.21 - £15.33)
- Upper Middle Quartile (£15.34 - £18.53)
- Upper Quartile (£18.54 - £87.88)

● Disabled ● Not Disabled

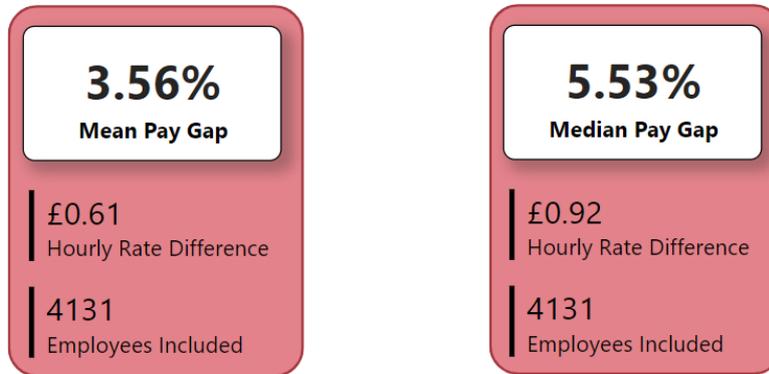


The lower middle quartile contains the highest proportion of Disabled employees compared to the other quartiles that all have the same ratio of employees.

### 5.3. Full v Part Time

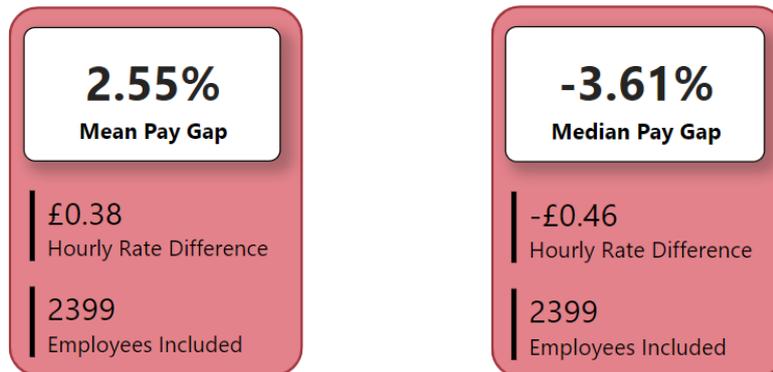
There is a very small difference between the number of disabled staff working full time (11%) and part time (10%).

#### Full Time Employees



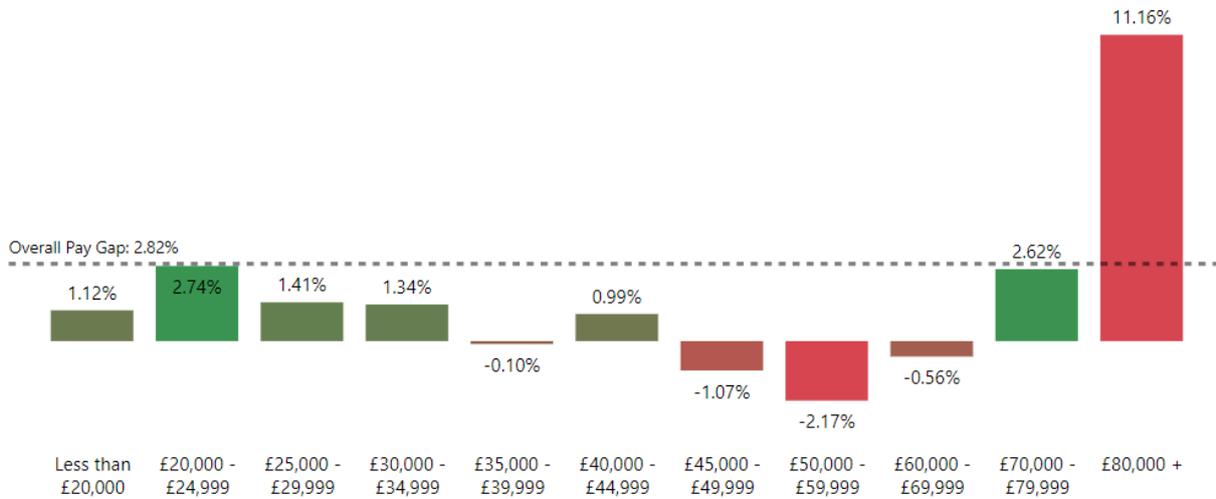
When the mean disability pay gap is compared we see the mean for disabled full time employees is 3.56% and the median is 5.53%, this is higher than the council's overall mean pay gap and less than median disabled pay gap.

#### Part Time Employees



When the mean pay gap is compared we see the mean for part time employees is 2.55% and the median is -3.61%, this is less than the council's overall mean and median disability pay gap.

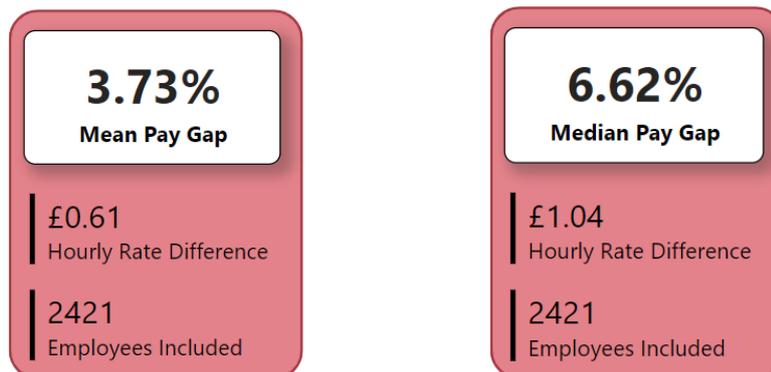
## 5.4. Mean Disability Pay Gap by Salary Range



The £80,000+ salary range has the highest mean disability pay gap of 11.16% however all other salary ranges have a mean pay gap less than the council overall mean disability pay gap.

## 5.5. Analysis by Directorate

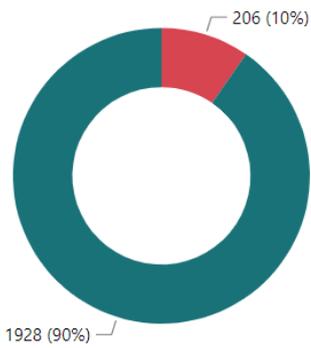
### Growth and Regeneration



The Growth and Regeneration Directorate has a mean disability pay gap of 3.73%, this is higher than the overall mean pay gap for Bristol City Council. It also has a median disability pay gap of 6.62%, this is lower than the overall median pay gap.

There is a slight under representation of disabled employees in the upper quartiles.

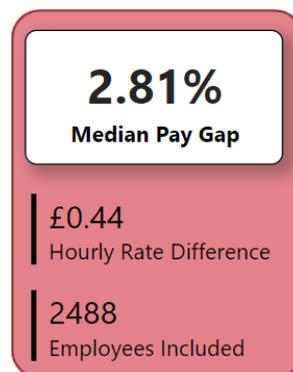
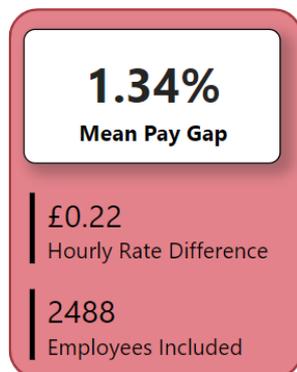
● Disabled ● Not Disabled



When looking at the mean pay gap by the divisions within Growth and Regeneration we can see that Economy of Place has a significantly larger mean disability pay gap than the council overall. This is because there is over representation of disabled employees in the lower quartile.



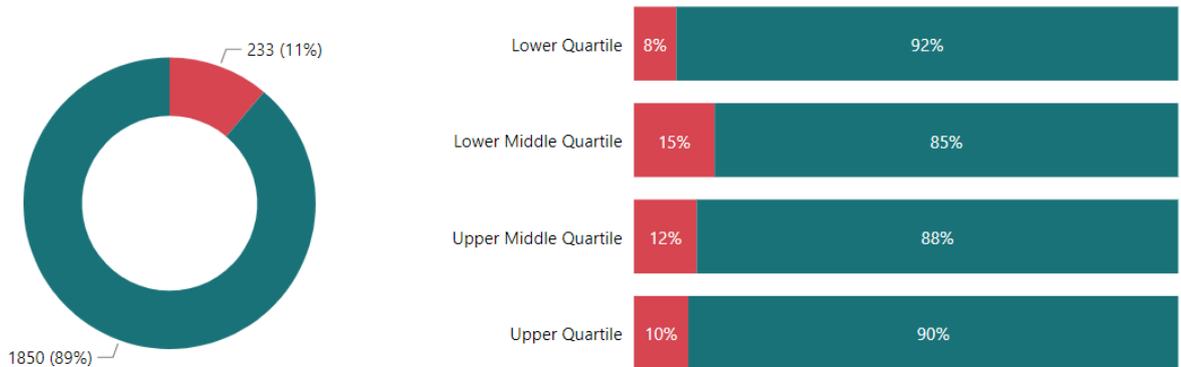
## People



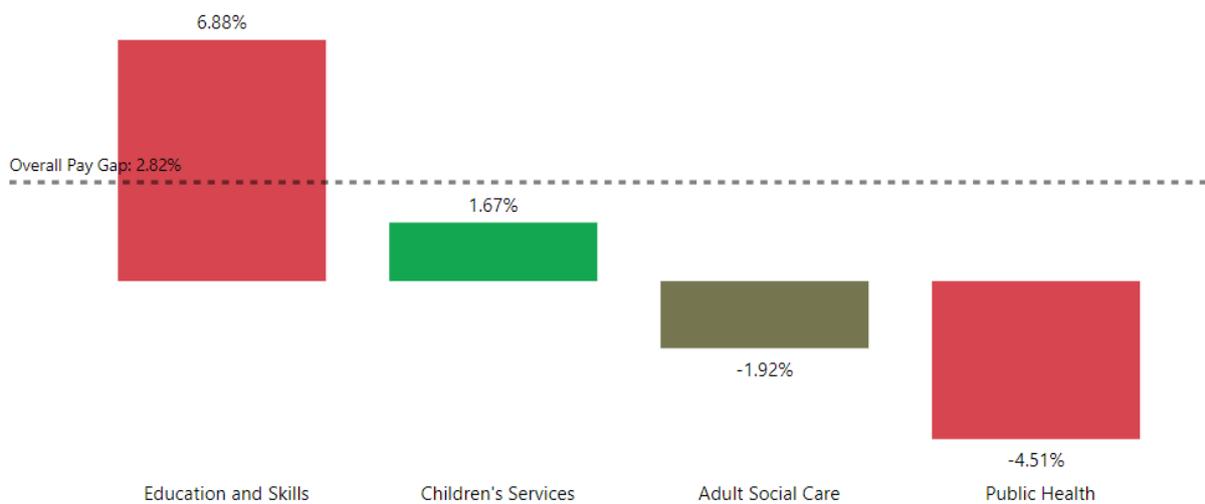
The People Directorate has a mean disability pay gap of 1.34% and a median disability pay gap of 2.82%, this is lower than the overall mean and median pay gaps.

There is a lower ratio of Disabled employees in the lower quartile (8%) and higher ratios of Disabled employees in the lower middle quartile (15%) and the upper middle quartile (12%) while the ratio in the upper quartile is the same as the council overall (10%)

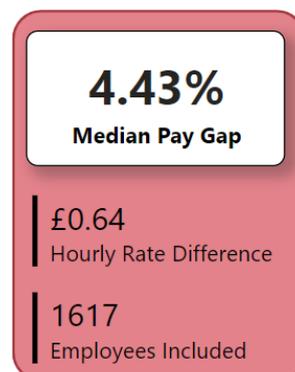
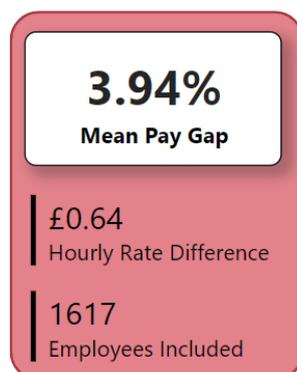
● Disabled ● Not Disabled



When looking at the mean pay gap by the divisions within People we can see that Education and Skills has a larger mean disability pay gap than the council overall. Children’s Services, Adult Social Care and Public Health have lower mean pay gaps than the overall council figure.

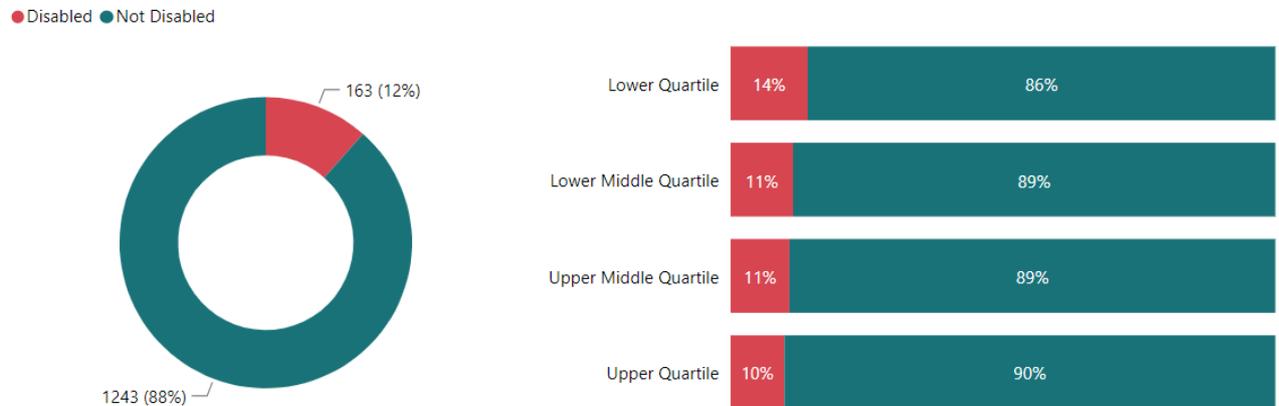


## Resources

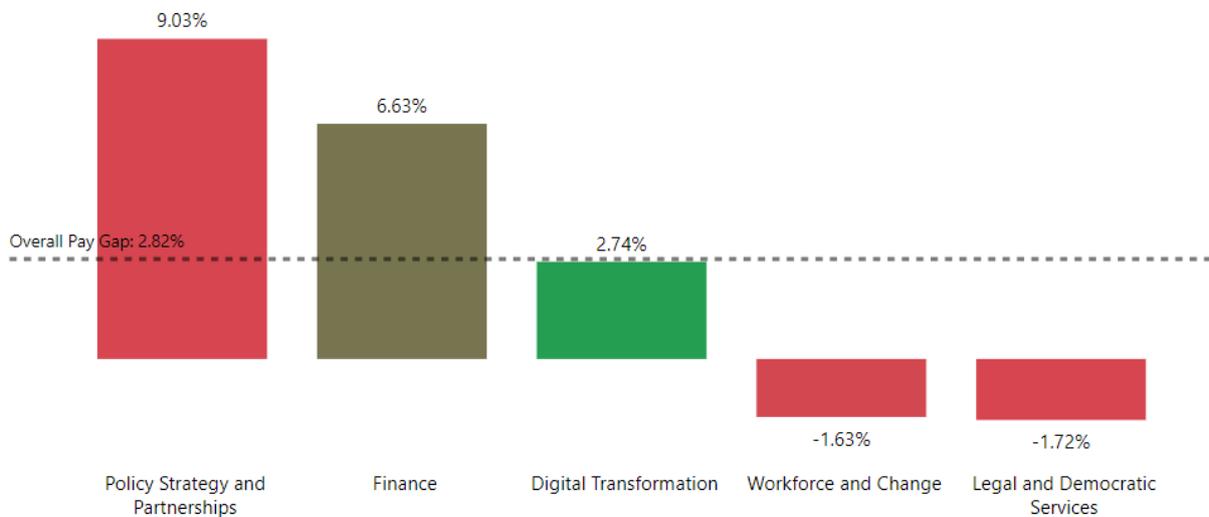


The Resources Directorate has a mean disability pay gap of 3.94%, this is higher than the overall mean pay gap for Bristol City Council. It also has a median race pay gap of 4.43%, this is lower than the overall median pay gap.

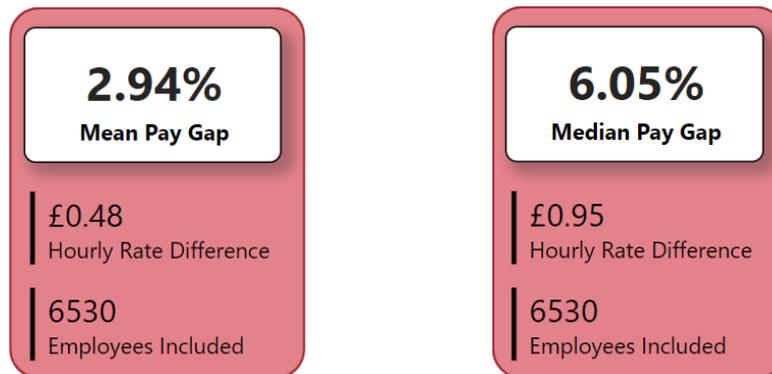
The lower quartile is over represented by disabled employees.



When looking at the mean pay gap by the divisions within Resources we can see that Policy Strategy and Partnerships and Finance have a larger mean disability pay gap than the council overall. Digital Transformation, Workforce and Change and Legal and Democratic Services have lower mean pay gaps than the overall council figure.



## 6. LGB Pay Gap

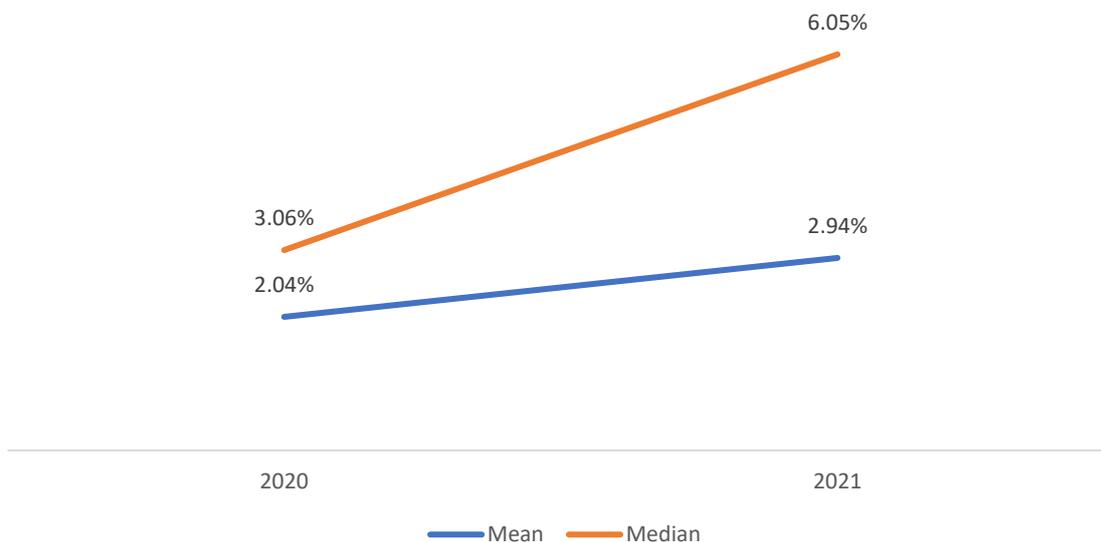


The council's LGB pay gap indicates that mean pay for Heterosexual staff is 2.94% higher than that of LGB staff and the median pay for Heterosexual staff is 6.05% higher than that of LGB staff.

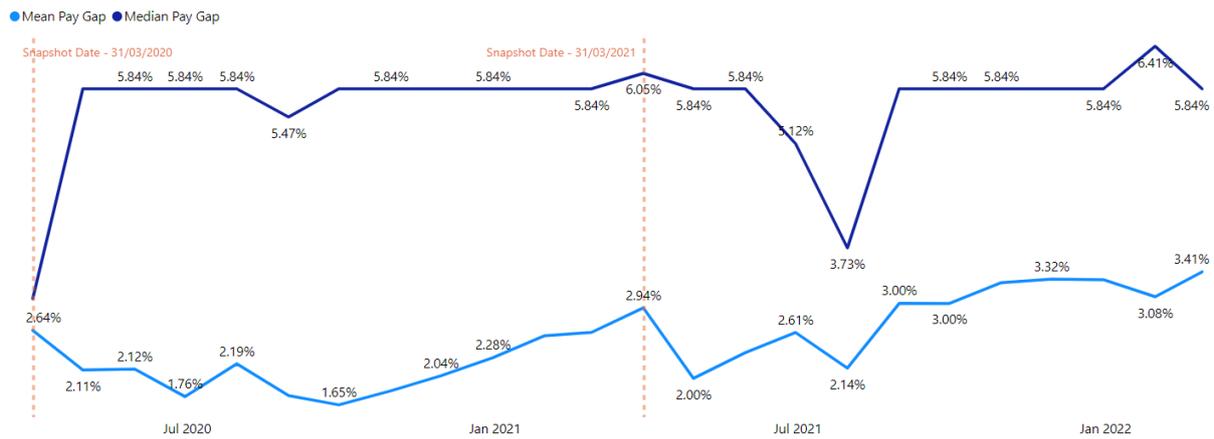
Any employees that we do not know the sexual orientation of or prefer not to state their sexual orientation are excluded from the calculation. Improving the accuracy of our sexual orientation representation data is important to improve the calculation of our LGB pay gap.

### 6.1.LGB Pay Gap Trend

This is a trendline of the council's reported LGB pay gap as at each snapshot date since 2020. Please take note of the change in calculation for 2021.



The Council's LGB pay gap has increased from a mean of 2.04% in 2020 to a mean of 2.94% in 2021. The median has increased from 3.06% in 2020 to 6.05% in 2021.

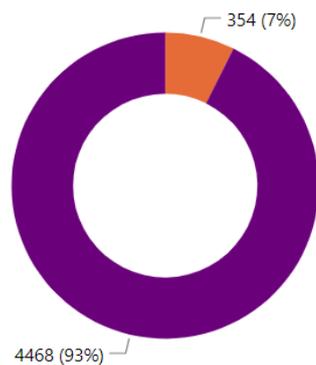


Since the LGB pay gap was reported for 2020 the HR Analytics team have been able to further refine the report used to calculate the pay gap, the figure for March 2020 is now slightly higher than the pay gap reported at the time at 2.64%. The new report enables the pay gap to be automatically calculated monthly. The chart above shows the monthly race pay gap since March 2020. The latest mean LGB pay gap is 3.41% and the latest median LGB pay gap is 5.84% as of 28 February 2022.

## 6.2. Quartiles

- Lower Quartile (£7.44 - £12.20)
- Lower Middle Quartile (£12.21 - £15.33)
- Upper Middle Quartile (£15.34 - £18.53)
- Upper Quartile (£18.54 - £87.88)

● LGB ● Heterosexual

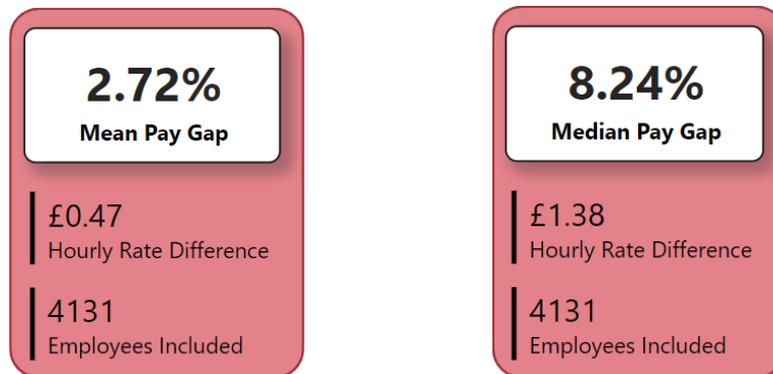


The lower quartiles have a slightly higher proportion of LGB employees than the upper quartiles.

### 6.3. Full v Part Time

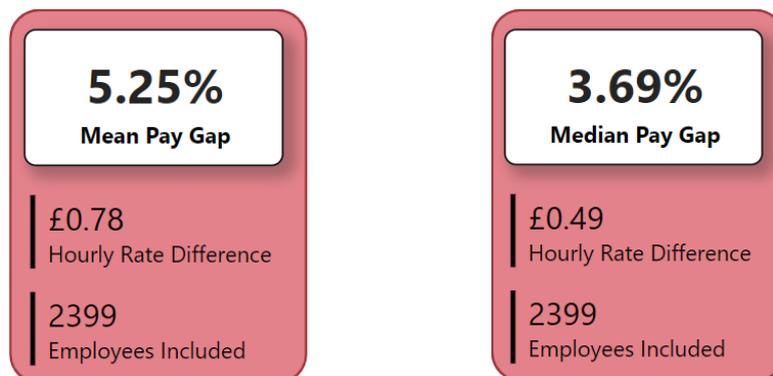
There is a very small difference between the number of LGB staff working full time (8%) and part time (7%).

#### Full Time Employees



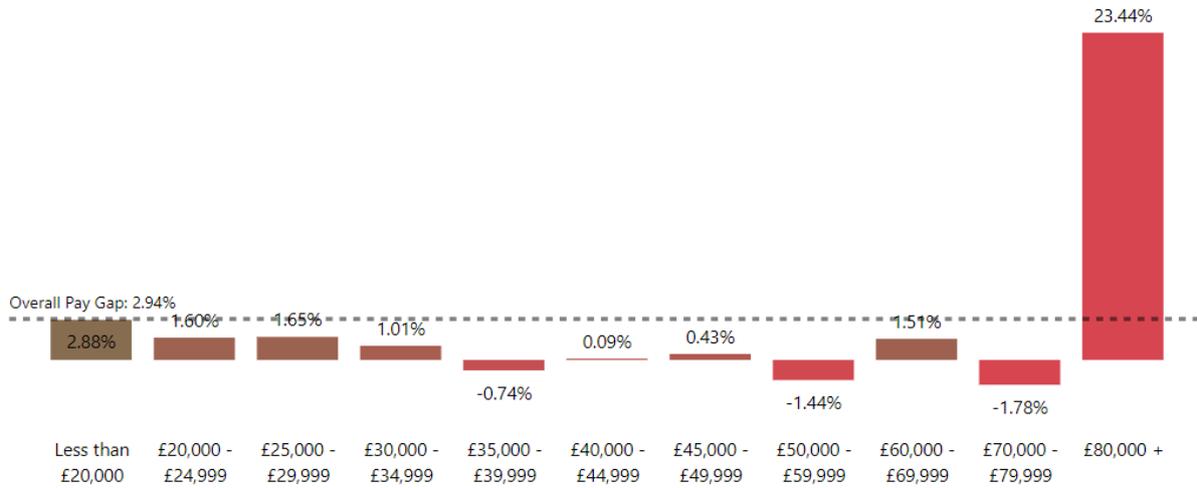
When the mean LGB pay gap is compared we see the mean for LGB full time employees is 2.72% and the median is 8.24%, this is less than the council's overall mean pay gap and higher than the median LGB pay gap.

#### Part Time Employees



When the mean pay gap is compared we see the mean for part time employees is 5.25% and the median is 3.69%, this is higher than the council's overall mean and less than the councils overall median LGB pay gap.

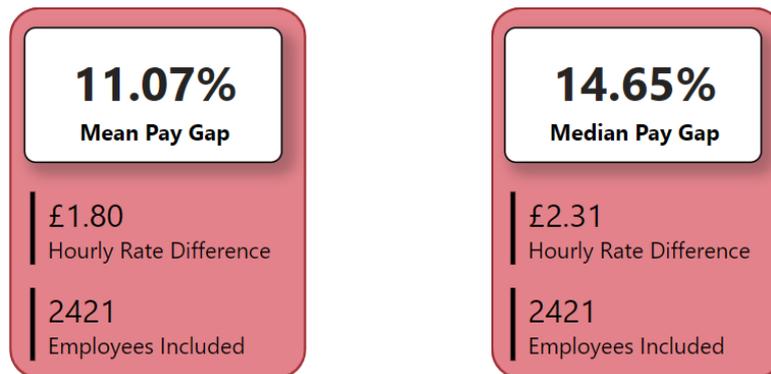
## 6.4. Mean LGB Pay Gap by Salary Range



The £80,000+ salary range is the only salary range to have a mean LGB pay gap larger than the councils overall mean LGB pay gap.

## 6.5. Analysis by Directorate

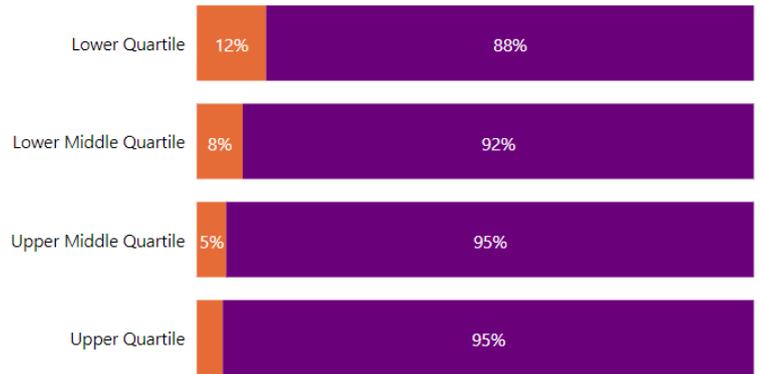
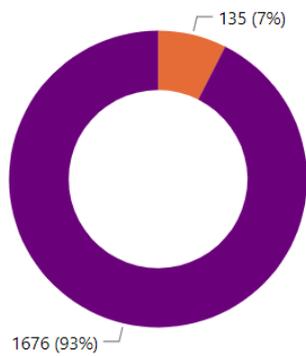
### Growth and Regeneration



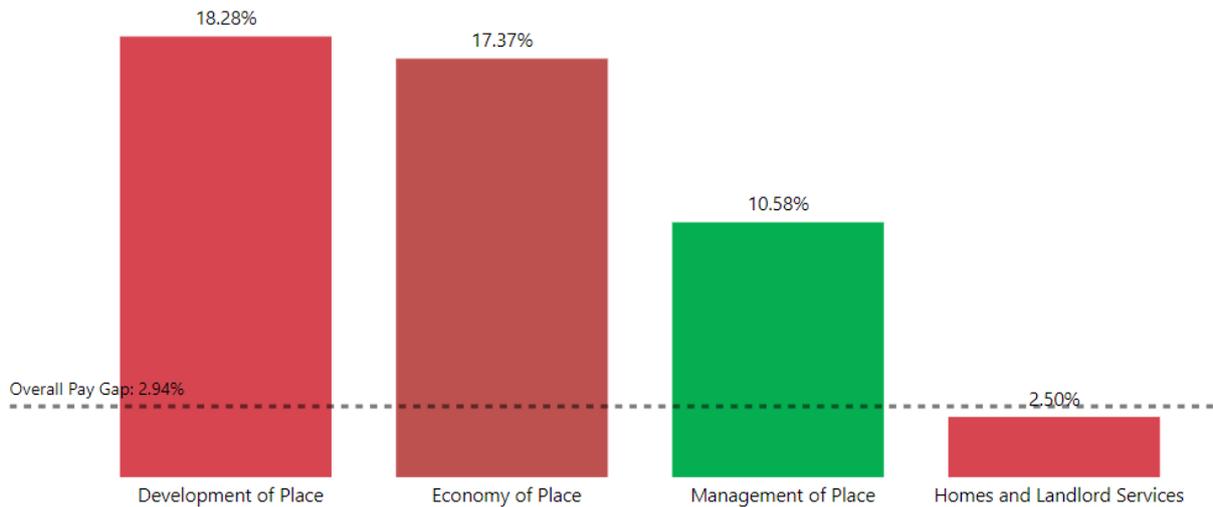
The Growth and Regeneration Directorate has a mean LGB pay gap of 11.07%, this is higher than the overall mean pay gap for Bristol City Council. It also has a median LGB pay gap of 14.65%, this is also higher than the overall median pay gap.

There is a slight under representation of LGB employees in the upper quartiles.

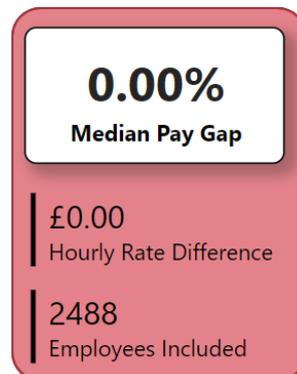
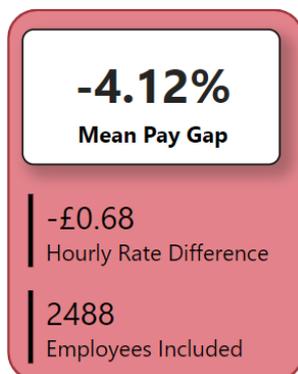
● LGB ● Heterosexual



When looking at the mean pay gap by the divisions within Growth and Regeneration we can see that Development of Place, Economy of Place and Management of Place have a significantly larger mean LGB pay gap than the council overall.



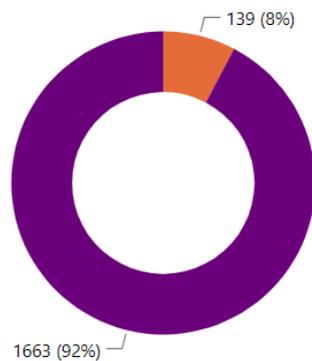
## People



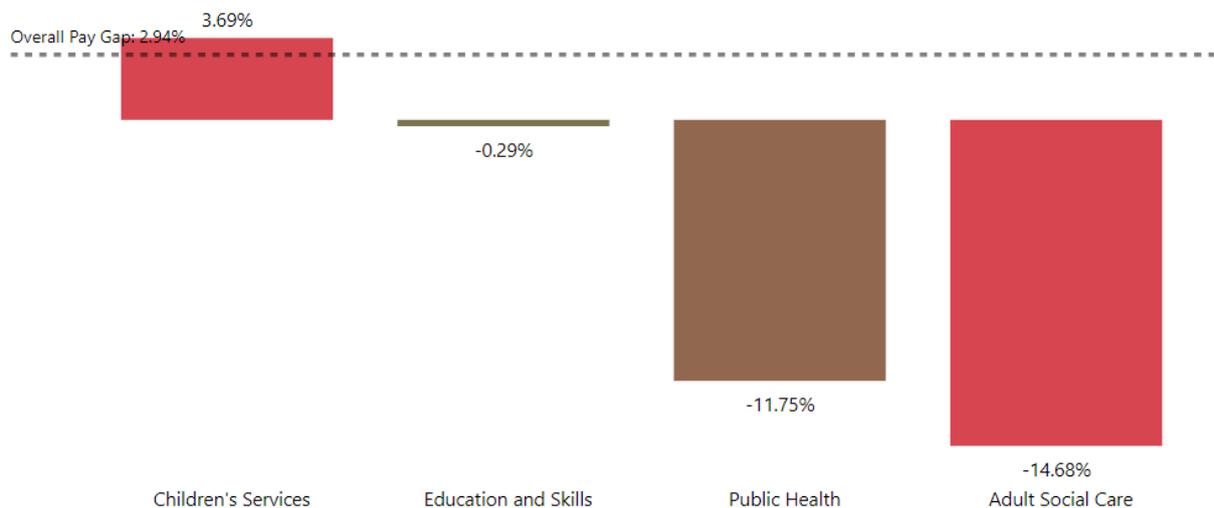
The People Directorate has a mean LGB pay gap of -4.12%, this is lower than the overall mean pay gap for Bristol City Council. It also has a median LGB pay gap of 0.0%, this is also lower than the overall median pay gap and means there is no difference in median pay between LGB and Heterosexual employees.

There is an equal representation of LGB employees in the upper quartiles, with over representation in the lower middle quartile and under representation in the lower quartile.

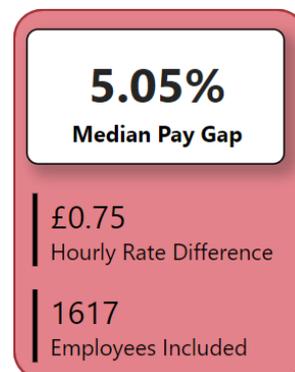
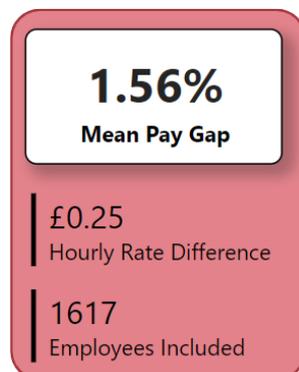
● LGB ● Heterosexual



When looking at the mean pay gap by the divisions within People we can see that only Children’s Services has a slightly larger mean LGB pay gap than the council overall.

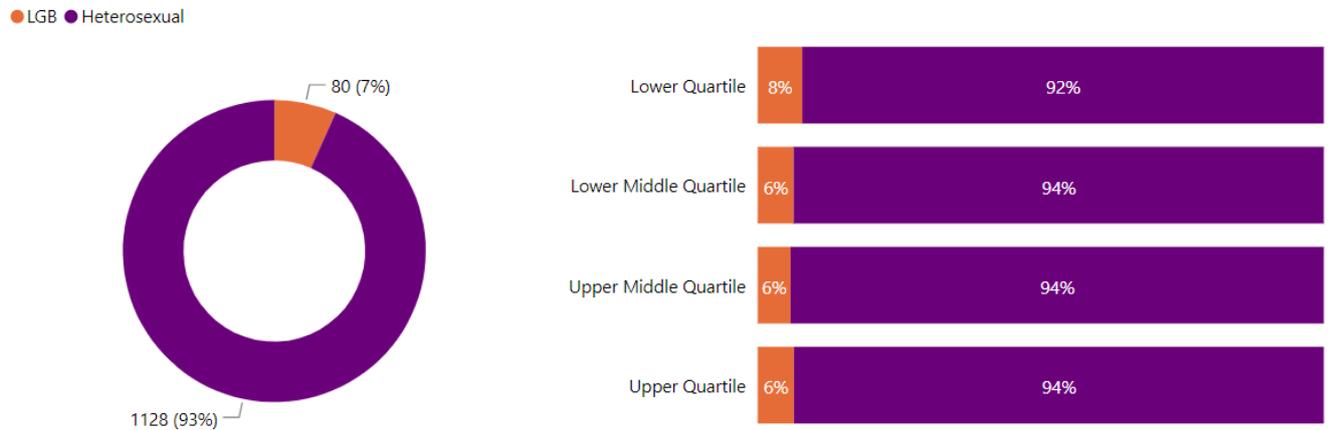


## Resources

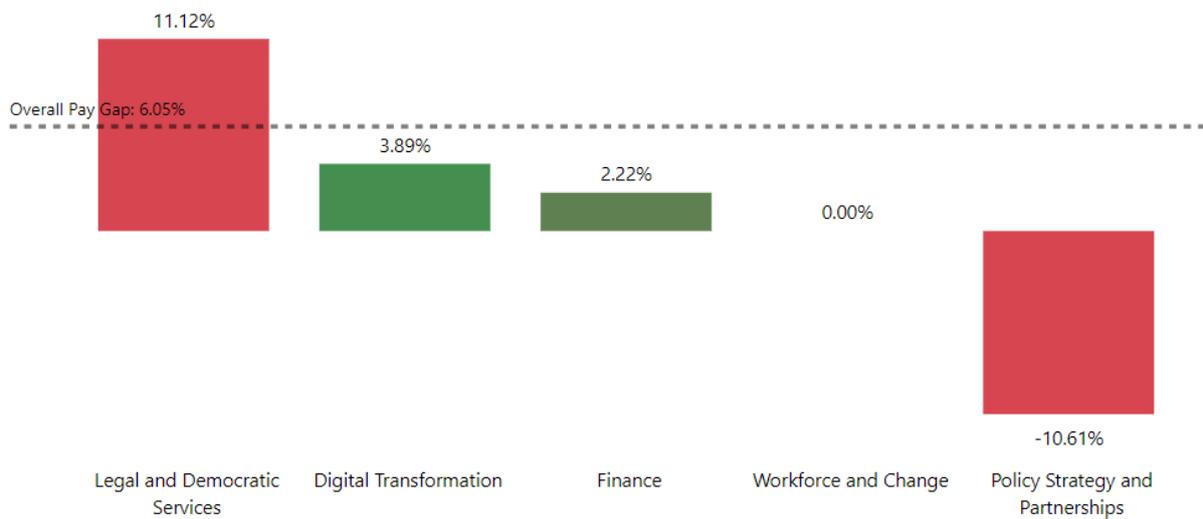


The Resources Directorate has a mean LGB pay gap of 1.56%, this is lower than the overall mean pay gap for Bristol City Council. It also has a median LGB pay gap of 5.05%, this is also lower than the overall median pay gap.

LGB employees are slightly under represented in all quartiles but the lower quartile which is slightly over represented.



When looking at the mean pay gap by the divisions within Resources we can see that only Legal and Democratic Services has a slightly larger mean LGB pay gap than the council overall.



## 7. Closing the gap

7.1. Our Equality and Inclusion Policy and Strategy 2018-23 sets out our commitment to equality, diversity and inclusion, and how we will tackle equalities issues; aim to eliminate discrimination; create good relationships between communities in Bristol; and ensure those from different backgrounds have similar life opportunities. We publish annual progress reports presented at Cabinet showing what we have done to achieve the aims of our policy and strategy, and how well we are meeting our equality objectives. Our equality objectives relate directly to our internal governance and commitment to promoting equity in the workplace, as well as to providing inclusive services and our role as a leading agency in the community.

7.2. We have begun a refresh of our existing Workforce Strategy and action plan which provides the framework for our transformational journey to become a council that people are proud to work for. This includes activities that support narrowing the pay gaps identified in this report and which help us to proactively meet the future challenges and requirements of the organisation. This refresh is informed by our new Corporate Strategy priorities, findings and from our staff surveys and emerging workforce needs, as well as our new programme approach to equality and inclusion. We have set stretching diversity targets - in particular to increase the number of Black and minoritised ethnic, disabled and women colleagues in senior management positions by using positive action initiatives etc. Specific actions that are being taken address our pay gaps are set out below.

7.3. As part of our commitment to building an inclusive organisation where the workforce reflects the city we serve and the needs of all citizens, and where colleagues feel confident about being themselves at work we created local and corporate action plans with the results from the annual employee survey. We have also implemented recommendations from an LGA Equality Framework for Local Government peer review and delivered “Leading with Cultural Intelligence” workshops to 200 managers to raise self-awareness about how culture influences our interactions with others and helps create open and inclusive leadership.

7.4. To ensure there is a clear framework to support structure, pay and policy and support good employee relations we have implemented a range of changes to recruitment and selection processes including new secondment policy increase opportunities for career progression and improve the diversity of the workforce at higher pay grades. Changes include ensuring all opportunities are widely promoted across the organisation rather than to specific teams/groups and to remove the option of direct appointments to short term roles. We have also established a new Grievance Resolution Policy including a survey to provide greater insight into how well grievances are being resolved. We have reviewed our senior leadership structure and launched a new succession planning policy to support internal talent development. Our next steps will be to finalise the refresh of HR policies - including disciplinary, managing change, improving performance, supporting attendance, learning and development.

7.5. As part of the annual business planning cycle all Council service areas carry out review of their functions to produce an updated workforce, and equality action plan. These plans prioritise relevant equality issues for their area of work, including addressing any under-representation and identifying ways to address them with measurable targets to track progress. Managers have access to the HR diversity dashboard and succession planning tools and are asked to identify and address diversity and pay gaps.

7.6. We have a new monthly Pay Gap Report dashboard for managers which provides real time information about the council's pay gaps and enables us to compare our statutory reporting figure against a current pay gap. The dashboard shows disparities by gender, ethnicity, disability and sexual orientation. It allows for 'drilling' down to view differences by council directorate and division, by full/part time employees, and by salary range etc. We have also improved workforce diversity monitoring, with clearer representation targets.

7.7. We have set the following relevant organisational targets for 2022/23:

- Increase the percentage of employment offers made to people living in the 10% most deprived areas – Target 6.5%
- Reduce the gender pay gap – Target 3.8%
- Reduce the race pay gap – Target 7.5%

7.8. Bristol City Council has led the development and production of the Race Equality Data Product which is updated on a bi-annual basis and transparently presents how all major public sector agencies (and now other sector partners) in the City are performing in terms of race equality data, including detail on key H.R. indicators such as representation, pay, grievance, disciplinary and sickness data for over 50,000 employees within Bristol. This detailed work goes way beyond statutory guidelines for race data reporting with the aim of ensuring we achieve greater diversity and equality within our organisations. The Race Equality Strategic Leaders' Group utilise the report's key findings to drive an action plan and ensure there is a focussed collective effort on addressing key priorities.

7.9. To become an employer of choice attracting, developing and retaining the best talent, we are continuing to develop our employer brand to reach a diverse range of talented employees in a competitive labour market, well as continuing work to recruit and retain apprenticeships for a career with the council.

7.10. We have an established talent development steering group to shape a programme to nurture talent and help colleagues develop their careers. This includes:

- talent mapping and the leadership pipeline
- identifying talent and encouraging colleagues to seek development
- in-house leadership development module on talent development of team members, encouraging effective career conversations
- use apprenticeships systematically as pathways into professions where there is occupational segregation and poor representation e.g. women and Black and minoritised ethnic workers
- increased offer of structured development opportunities
- offer defined secondment and/or project opportunities for BCC Stepping Up graduates, and colleagues completing apprenticeships, in house leadership programmes and other learning programmes
- Increased mentoring and coaching
- Introduction of positive action initiatives such as Diverse Voices – which provides experience leadership forums and brings diverse voices to council decision making
- Developing initiatives such as career passports designed to improve the diversity of the workforce and contribute to closing pay gaps.

7.11. We have re-launched a number of our Equality and Inclusion initiatives across the Council including Reverse Mentoring and Positive Action Initiatives, as well as a review of the current Equality and Inclusion learning and development offer for Council Employees.

7.12. Stepping Up Bristol is a multi-award-winning program for excellence in diversity and mentoring. The programme aims to unlock potential and develop talent while ensuring a fair representation of Black, Asian and minoritised ethnic, disabled people and women in positions of leadership. In 2021-22 there were 80 participant of which 21 were Bristol City Council employees. For the next steps it will change its name to Stepping Up Learning Academy and offer more tailored support to host businesses, as well as targeting specific minoritized groups like Gypsy Roma Traveller people.