

# Human Resources Committee

## Agenda



**Date:** Thursday, 9 May 2019

**Time:** 10.00 am

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

### **Distribution:**

**Councillors:** Harriet Bradley, Richard Eddy, Gary Hopkins, Paula O'Rourke, Ruth Pickersgill, Jo Sergeant and Jon Wellington

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**Date:** Tuesday, 30 April 2019

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# Agenda

## 1. Welcome, Introductions and Safety Information

(Pages 4 - 5)

## 2. Apologies for Absence

## 3. Declarations of Interest

## 4. Minutes of the Previous Meeting

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

(Pages 6 - 10)

## 5. Public Forum

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

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

**Questions** - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on 2 May, 2019.

**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 8 May, 2019.

## 6. Diversity and inclusion work programme

10.10 am

(Pages 11 - 34)

## 7. Gender Pay Gap

10.40 am

(Pages 35 - 51)

## 8. 2019 Employee Engagement Survey

11.00 am

Please note that the detailed results of the Employee Survey will be available as a presentation at the meeting as the analysis is still ongoing.

(Pages 52 - 56)



**9. Senior executive remuneration review**

**11.40 am**

**(Pages 57 - 62)**

**10. 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 (respectively) of Part 1 of schedule 12A of the Act.



# Public Information Sheet

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(Access to Information) Act 1985

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## 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 and be available in the meeting room one hour before the meeting. Please submit it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. 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 **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, 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. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).

We will try to remove personal information such as contact details. However, because of time constraints we cannot guarantee this, and you may therefore wish to consider if your statement

contains information that you would prefer not to be in the public domain. Public Forum statements will not be posted on the council's website. Other committee papers may be placed on the council's website and information in them may be searchable on the internet.

### Process 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.

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## Public Document Pack

### Bristol City Council Minutes of the Human Resources Committee

7 March 2019 at 10 am



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

**Councillors:** Jon Wellington (Chair), Richard Eddy, Gary Hopkins, Ruth Pickersgill, Jo Sergeant, Clive Stevens

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

Mark Williams (Head of Human Resources), John Walsh (Director: Workforce & Change), Mark Jefferson (Analytics Adviser), Steph Griffin Head of Internal Communications and Organisational Development, Jane Taylor (Head of Service: Employment, Skills & Learning), Darren Perkins, Apprenticeship Manager, Steve Gregory (Democratic Services)

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

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

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

Apologies were received from Councillors Harriett Bradley and Paula O'Rourke. Councillor Clive Stevens substituted for Councillor Paula O'Rourke.

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

None declared.

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

**Resolved – That the Minutes of the previous meeting held on 17 January 2019 be agreed as a correct record and signed by the Chair subject to the inclusion of 'It was noted that the Mayor was responsible for the appraisal of the post of Executive Director of Resources and Head of Paid Services', in Minute No. 8, point 6 of discussion/question session.**

**Matter arising – Minute No.12 Appointment of Executive Director – Growth & Regeneration**

The Chair confirmed that he and the Director Legal and Democratic Services had written to the Head of Paid Service requesting that the post of Executive Director – Growth & Regeneration be advertised for recruitment and that a letter had been received in response which set out proposed actions, namely –

Over the next few weeks the Council would be engaging with specialist recruitment consultants to take some market soundings before moving forward again with a permanent recruitment process. It was anticipated that recruitment would take place in June/first part of July.

A report detailing progress would be submitted to the HR Committee on 9 May 2019. A copy of the letter would be circulated to HR members.

The Chair also confirmed that this matter was raised with the Chair, Vice-Chair and Independent Member of the Audit Committee and it was agreed that it would be considered in the coming months. A member emphasised the need for clear definition and defined pathways regarding the types of employment/procurement processes and how the Council would manage this eg, employees, interims (including temporary workers, experts, managerial) and consultants.

## **5. Public Forum**

None received.

## **6. Work Programme.**

The Work Programme was noted.

## **7. Apprenticeships and Levy report**

The Committee received and considered a report about the latest Apprenticeship Team progress to date in relation to apprenticeship expansion in line with public sector duty and through use of the Levy fund. It was emphasised that to fully spend the BCC Levy it was essential to increase the monthly spend from £34K to circa £80K.

A presentation was also given to Members, arising from this the key points emphasised were –

1. Since May 2017 a Levy fund of 0.5% of the Council's salary bill had been transferred to a £1.9M digital account, after two years any unspent funds would be returned to HM Treasury;
2. By 2020 it was anticipated that 2.3% of BCC staff would be on apprenticeship programmes;
3. Nationally uptake had shifted from level 2 to levels 4-7 which had meant a 2% fall in the 16-19 age groups. It was not entirely clear why this had happened but it was likely that organisational challenges had a role to play;
4. Of the 185 apprentices recruited 66% were existing staff members and 34% were new recruits;
5. At current rates of apprenticeship recruitment the Council would be at risk of an 8.4% (£160K) retention in 2020;
6. There was a disproportionate take up amongst locally managed schools and nurseries which in itself was not good for the Levy fund;
7. The possibility of apprentice to head teacher route could be explored further;
8. Important that children in care, specifically those with special needs, were actively encouraged to participate in the apprenticeship process. Information on uptake to be shared with Corporate Parenting Panel;
9. People with transferable skills were being specifically targeted to participate;
10. All efforts would be made to ensure that 'clawback' of Levy funding would be avoided.

**Resolved –**

- 1. That the progress to date be welcomed and that the Top 10 Actions to achieve maximum Apprenticeship Levy spend be endorsed;**
- 2. That the Chair write to Councillor Cheney on behalf of the HR Committee urging him to implement the Top 10 Actions as soon as possible.**

**8. Performance Management**

The Committee received a report and a presentation updating the Committee on the work underway to build a strong performance culture in the organisation.

Key points clarified/emphasised were –

1. Responsibility for the setting up of the process lay with line managers however it was a two way process and staff had a significant input also as it was important not to be seen as a tick box exercise;
2. Data would be available regarding take up and compliance although the content of the performance review itself would be confidential.
3. It was anticipated that non take up would be avoided as the system was easy to use online. Regular monitoring would indicate areas with low take up and where extra support could be targeted.
4. Effective performance management was through regular monthly one to ones, however only the six month and yearly session would need to be formally signed off;
5. If staff felt that they had been unfairly treated in their performance review, they would be encouraged to escalate this and to raise this through the staff feedback survey process;
6. All employee data would be strictly confidential and managers would not be able to edit the employees comments on the performance review form.

**Resolved – that progress to date be noted.**

**9. Time to Change Employer Pledge and Action Plan**

The Committee received a report setting out a challenging and ambitious plan of action to become a council that people were proud to work for and which delivered its priorities. The Council had signed the 'Time to Change Pledge' on 6 February, 2019. The Committee was informed that one of the six workforce themes within the Organisational Improvement Plan was health and wellbeing and 'Time to Change' would support the first set of actions to progress this theme.

Key points clarified/emphasised were –

1. A Health & Wellbeing Manager had recently been recruited to drive the Action Plan forward;
2. Cultural change was vital to the Plan's success which included political will at all levels in the organisation;
3. Customer Care was an essential part of the Plan as that was the fundamental role of all staff within the Council;
4. The Council's Employee Access Programme had an important role to play in this process including stress risk assessments as part of the overall 'journey';
5. Acknowledged that this would be a big task as the Council was a large organisation and had endured years of austerity contributing to workforce stress and mental health issues;

6. School teachers would remain under the auspices of their respective governing bodies;
7. Setting up of 'Champions' was being looked at for those employees looking for alternative ways of accessing the process.

**Resolved – that the Action Plan be endorsed and the report be noted.**

## **10. Employee Relations issues**

The Committee received a verbal report regarding an ongoing employee relation issue that had been reported in local media.

Significant points highlighted were –

1. The Council had not known what was going to be published in the BEP regarding allegations made. Information was received at the end of November 2019;
2. The incident had made it really difficult for all people involved or associated with it as well as the wider council staff;
3. Serious issues had been raised and these were being actively addressed;
4. There was a serious focus on the quality of leadership and our Organisational Improvement Plan also highlights the priorities in relation to Diversity and Inclusion;
5. The report did not include any information about what the Council was doing or the positive steps being taken to address long standing issues;
6. Steps being taken included relaunched Staff Led Groups (SLGs);
7. A list of complaints had been received from the BMEG Staff Led Group. Attempts had been made to contact all complainants (some had left the Council), some people had not responded to the Council's attempts to contact them;
8. To date 20 of the cases had been resolved;
9. Council policies were under review although it was acknowledged that the implementation and operation of policies by managers was equally important;
10. Allegations of institutional racism had been made and were being thoroughly investigated;
11. Cultural issues would be tackled and solutions sought;
12. It was firmly acknowledged that this was an issue that was long term and would need to be addressed accordingly.

*At 12.00 the Chair had to leave the meeting. A nomination for Councillor Jo Sergeant to chair the remainder of the meeting was made and agreed by members.*

The Committee was advised that an update report would be put to the 9 May 2019, Human Resources Committee meeting.

At the end of the debate members suggested reading of two books regarding institutional racism. They were 'Natives : race and class in the ruins of empire - Akala' and 'Why I'm no longer talking to white people about race - Reni Eddo-Lodge'.

Meeting ended at 12.05



# HR Committee

9 May 2019



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

**Title:** Diversity and inclusion work programme

**Ward:** N/A

**Officer Presenting Report:** **Helen Sinclair-Ross** (Diversity, Inclusion and Employee Initiatives Manager)

**Contact Telephone Number:** (0117) 35 24877

## Recommendation

The Committee notes the report.

## Summary

The purpose of this report is to update Committee on the equalities and inclusion work programme and the work of the Staff Led Groups.

## The significant issues in the report are:

A detailed diversity and inclusion work programme is underway to help build an inclusive organisation. The actions are aligned to the commitments in the Organisational Improvement Plan and Equality and Inclusion Strategy.

The work programme is sponsored by the senior leadership team and includes our action plans around structure; governance; policy and strategy; learning and development; employment opportunities; communication and engagement.

The staff-led groups were re-launched in 2018 to help BAME, LGBT+, disabled and young employees to have a more influential voice in the organisation. They have a work programme with dedicated budget.

## Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Organisational Improvement Plan outlines 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.
3. The Equality and Inclusion Strategy includes a workforce objective for our handling of equality and inclusion to reach the high standards we expect of ourselves and others will look to us as a source of good practice.

## Consultation

### 4. Internal

Not required because this report is for information only.

### 5. External

Not required because this report is for information only.

## Context

### 6. Work programme

(a) The diversity and inclusion work programme (see Appendix I) sets out the actions we are taking to meet the commitments of the Organisational Improvement Plan and Equalities and Inclusion Strategy. The actions underway include:

#### (b) Senior sponsorship

The senior leadership team are sponsors for our equalities work with the Head of Paid Service the council's diversity champion. We are also establishing equality and inclusion champions at service level, who will help improve the robustness of equality impact assessments.

#### (c) Structure

The existing equalities functions are being realigned into a single, central team. Additional investment was approved at Full Council for a new post of Head of Equalities and Inclusion and additional equalities and community cohesion posts.

#### (d) Learning and Development

A refresh of the learning and development offer for diversity and inclusion is underway. This is designed to equip colleagues with the essential skills and knowledge to ensure handling of equality and inclusion is at the high standards we expect of ourselves.

Over 3,000 colleagues have already attended workshops on the organisational values, exploring how we work best with each other and uphold expected standards of behaviour.

The award-winning Stepping Up programme is now in its second year. It is a leadership development programme for equalities groups and is designed to improve the diversity of senior leadership across the city.

#### **(e) Policy and strategy work**

All services are required to prepare an equality action plan which will feed in to a corporate action plan. This will be reviewed on an annual basis. Equalities will be woven into individual performance objectives to ensure ownership for actions.

Workforce profile data is being used to analyse diversity gaps and identify target areas for our recruitment strategy. This is complemented with an action plan for addressing the gender and race pay gap. Work is also underway to assess if there is a disability pay gap.

Reverse mentoring and diverse recruiter schemes have been re-launched with a pool of ten mentors recruited and 20 diverse recruiters so far.

Staff Led Groups, trade unions and managers are taking part in a refresh of key HR policies, including a systematic review for the presence of unconscious bias.

#### **(f) Communication and engagement**

Colleagues are kept informed of our equalities work programme with regular updates. This is designed to raise awareness of equalities issues and the actions we are taking to address them.

The communication plan will highlight and promote events and training courses, ensuring that any activity is aligned to our objectives and that we keep colleagues updated on our progress towards them.

Our annual employee engagement survey collects feedback on the experience of the workforce. It includes questions on fairness and respect at work, and measures confidence levels around reporting unacceptable behaviour. Focus groups will be invited to review the survey results and help shape the action plans.

### **7. Staff led groups**

- (a)** Another action in the Organisational Improvement Plan is to support the staff led groups to have a more influential voice in the organisation.
- (b)** We currently have four staff led groups, representing BAME, LGBT+, disabled and young employees
- (c)** The groups were refreshed and relaunched in 2018. They have an agreed terms of reference and work programme with an associated budget.
- (d)** The work programme in Appendix II details the staff led group priority actions.

- (e) An annual review is due in June to review the progress and refresh the work programme for the year ahead.

## **Proposal**

8. That Committee notes the report

## **Other Options Considered**

9. None.

## **Risk Assessment**

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

## **Public Sector Equality Duties**

- 11a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 11b) 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**

Not required because this report is for information only.

**Land**

Not applicable.

**Personnel**

Not required because this report is for information only.

**Appendices:**

I – Organisational Improvement Plan – diversity work programme

II – Staff Led Group work programme

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985****Background Papers:**

None.



# Appendix I

## Equalities and Inclusion work programme

### Progress update



# Structure and governance

Action	Timeline	Status
Establish core staff structure and resources	June 2019	<ul style="list-style-type: none"> <li>• Realignment of existing teams into central team</li> <li>• Recruitment for Head of Equalities and Inclusion underway – interviews in May</li> <li>• Additional equality and community cohesion posts, taking total team resource to 5 FTE plus 1 apprentice</li> </ul>
Establish equality and inclusion champions	Sep 2019	<ul style="list-style-type: none"> <li>• Head of Paid Service is Chair of Bristol Race Equality Strategic Leaders Group</li> <li>• Head of Paid Service has become senior equality and inclusion champion</li> <li>• Each directorate to identify equality and inclusion champions to help implement the strategy</li> <li>• Service level champions will help improve quality of Equality Impact Assessments (EQIA)</li> <li>• Steering group of champions to be established - will set terms of reference</li> <li>• SLGs have regular meetings with senior leaders</li> </ul>

# Policy and Strategy

Action	Timeline	Status
Equality action plans – corporate and service-level plans	Jan – Dec 2019	<ul style="list-style-type: none"> <li>• Equality action plans prepared by each service by end 2019</li> <li>• Actions incorporated into service plans as part of annual business planning</li> <li>• Equality objectives to be included in individual performance reviews</li> <li>• Regular progress reports to Corporate Leadership Board</li> <li>• Review and refresh arrangements for publishing statutory equality progress report</li> </ul>
Use our workforce data to address any diversity gaps in our profile.	Jan – Dec 19	<ul style="list-style-type: none"> <li>• leadership programme offered to address representation levels in managerial roles</li> <li>• Recruitment strategy is actively seeking to recruit council staff in wards with disproportionately high levels of unemployment</li> <li>• 10 new reverse mentors in place</li> <li>• 20 new diverse recruiters in place</li> </ul>

# Policy and Strategy

Action	Timeline	Status
Improve the quality of Equality Impact Assessment (EQIA)	Commence in May 2019	<ul style="list-style-type: none"> <li>Working with diversity champions and steering group to establish standard</li> <li>Work underway to set methodology and policy, including for cumulative assessments</li> <li>Roll out of training</li> </ul>
Review of HR policies to identify potential for unconscious bias and make good practice improvements	Sep 2019	<ul style="list-style-type: none"> <li>Consultation workshops underway with managers, TU and staff led groups</li> <li>More time committed to unconscious bias in recruitment training</li> <li>Used in Diverse Recruiter training</li> <li>Incorporated into recruitment guidance notes for Managers</li> </ul>
Support 'Staff Led Groups' (SLG) to have a more influential voice in the organisation.	<ul style="list-style-type: none"> <li>Re-launch June 2018</li> <li>Review May 2019</li> </ul>	<ul style="list-style-type: none"> <li>Re-launch complete and work programme in place (in appendix II)</li> <li>Membership increased by 20%</li> <li>Awareness levels of SLG is increasing - measured through employee survey</li> </ul>

# Learning and Development

Action	Timeline	Status
Review the provision of learning on equalities and inclusion – to build workforce knowledge and skills.	Jan - Sep 2019	<ul style="list-style-type: none"> <li>• Review complete - consultation on refreshed offer underway ready for Sep 2019 launch</li> <li>• Programme of essential training includes unconscious bias awareness</li> <li>• Additional EQIA training in place</li> <li>• Mediation training in place to grow a pool of in-house mediators</li> </ul>
Expand 'Stepping Up' leadership development programme for under-represented groups	Jan – Dec 2019	<ul style="list-style-type: none"> <li>• Cohort 2 launched for BAME, disabled and women</li> <li>• Positive impact: 60% achieved promotion, 1 become a magistrate, 100% expressed increased confidence</li> <li>• Stepping Up: South West Mentoring Award. Short listed for PPMA and Bristol Diversity Awards</li> </ul>
Embed organisational values and behaviours	March 2019	<ul style="list-style-type: none"> <li>• Over 3,000 attended workshops</li> <li>• Regular celebration of values in action</li> <li>• Employee survey indicates high level of awareness and relevance of values</li> </ul>

# Employment opportunities

Action	Timeline	Status
Provide supported internships for young people with disabilities.	Ongoing	10 placements this year
Promote take-up of the West of England 'Future Bright' scheme for staff eligible for in-work benefits	Ongoing	Take up has increased from an average of 14 people a month to over 50 people per month
Promote Bristol City Leadership Programme for high ability and aspiration sixth form students from disadvantage backgrounds.	Ongoing	BCC supports this scheme with publicity and through external city links.

# Employment opportunities

Action	Timeline	Status
Tackling pay gaps – looking at progression, pay, recruitment and flexible working.	Ongoing	<ul style="list-style-type: none"><li>• Incremental reduction in gender pay gap has been achieved</li><li>• The race pay gap is being tackled through positive action initiatives and through tracking workforce data</li><li>• Currently establishing if there is a disability pay gap</li><li>• Success measured by progression statistics</li><li>• L&amp;D programmes in place to help progression and mobility eg: women into leadership, first steps into leadership, Bristol Leads, Stepping Up, literacy skills</li></ul>

# Communication and engagement

Action	Timeline	Status
<p>Cascade information about the council's equality objectives and progress towards them</p> <p>Develop a clear narrative about how the council's values can be applied to support equality and inclusion and incorporate this into future training on the values</p>	Ongoing	<ul style="list-style-type: none"><li>• Highlight equalities issues (such as recent media story) and actions taken</li><li>• Reminder of equality duties and training available</li><li>• Refresh online support and guidance, including e-learning</li><li>• Mayor's Hot Coffee, Hot Topic events – to discuss equality issues</li><li>• Commission for Race Equality offering staff drop-in sessions</li></ul>

# Communication and engagement

Action	Timeline	Status
Measure awareness and confidence of council's commitment to equalities and inclusion	March 2019	<ul style="list-style-type: none"><li>• Annual employee survey - dedicated sections for wellbeing and diversity and inclusion</li><li>• Focus groups will be invited to collaboratively shape the action plan</li></ul>
Internal communication campaign to encourage inclusivity in the workplace	May/June 2019	<ul style="list-style-type: none"><li>• Promote video on inclusivity</li><li>• Celebrate values in action</li><li>• Promote and celebrate work of SLGs</li></ul>



# Appendix II

## Staff Led Groups

### Work Programme



# Staff Led Groups – Launch activities

Action	Detail
<p>April 2018 - Re-launch of the 4 Staff Led Groups:</p> <ul style="list-style-type: none"><li>• BMEG – Black and Minority Ethnic Group</li><li>• LGBT+ - Lesbian, Gay , Bi-sexual and Trans +</li><li>• DEG – Disabled Employees Group,</li><li>• YEV – Young Employees’ Voice</li></ul>	<ul style="list-style-type: none"><li>• New Terms of Reference</li><li>• New structure agreed</li><li>• SLG Chairs’ roles are fully funded for one day per week with backfill in place.</li><li>• Admin support in place</li><li>• Diversity champions appointed to support the SLGs</li><li>• Costed work plan with agreed priorities</li><li>• Head of Paid Service appointed as Diversity Champion and meets SLGs regularly</li><li>• Allocated budget for SLG events</li><li>• June 2019 – Review of progress due to Corporate Leadership Board</li></ul>

# Staff Led Groups – Promotion and engagement

Action	Detail
Communication campaign	<ul style="list-style-type: none"><li>• Online guidance and support</li><li>• Promotion campaign to encourage membership to SLGs – 20% increase so far</li><li>• Encourage sign up as SLG allies - 70 so far</li><li>• Regular briefings and updates, including press release</li><li>• Series of events – Hot Coffee, Hot Topic sessions, lunch-time learn sessions</li><li>• Visual promotion on digital screens</li><li>• Discussion at Leadership Forum</li><li>• Roadshows at City Hall/ Temple Street and hard to reach areas such as Sandy Park</li><li>• Support for managers to raise awareness and encourage colleagues to get involved</li></ul>

# Staff Led Groups – Update on Current Work Programme

Top Priorities	Status
<ul style="list-style-type: none"> <li>• Review a number of HR Policies</li> <li>• Review Equality &amp; Community Cohesion Policy</li> <li>• Ensure job application forms are accessible, and that there is a method for people to apply without computers, electronically /visually impaired</li> <li>• Explore what support could be put in place to help members of the public who have a disability apply for a job with the council</li> </ul>	<ul style="list-style-type: none"> <li>• Underway, due for completion end of 2019</li> <li>• Achieved and will review Action Plan when available</li> <li>• On going – liaising with other authorities for benchmark</li> <li>• Hosted RIDI (Recruitment Industry Disability Initiative) event for local employers. Resulted in 2 award nominations</li> </ul>

# Staff Led Groups – Update on Current Work Programme

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Work Plan	Status
<ul style="list-style-type: none"> <li>• Ensure managers are aware of what reasonable adjustments are and how to put them in place</li> <li>• Ensure that all council buildings are fully accessible for staff and members of the public by reviewing and if necessary carrying out accessibility audits</li> <li>• Review what data is being collected and how this can be better used to help support, train and shape the employee life cycle.</li> <li>• Introduce Diversity Champions for each Directorate and Service</li> </ul>	<ul style="list-style-type: none"> <li>• On going</li> <li>• On going</li> <li>• Completed and recommendation for Women’s Group to help close Gender Pay Gap</li> <li>• LGBT+ started and on-going</li> </ul>

# Staff Led Groups – Update on Current Work Programme

Top Priorities	Status
<ul style="list-style-type: none"> <li>Organise, prepare, chair and attend SLG meetings and promote the work of the Staff Led Groups, what they offer and how staff can join</li> <li>Sign post equalities issues to the appropriate place</li> <li>Review how ICT engages with disabled staff when they are considering rolling out new or making changes to existing software/hardware</li> <li>Raise awareness of what managers and employees should do if a colleague has a mental health or with neuro-diversity</li> </ul>	<ul style="list-style-type: none"> <li>On going and key aspect of the role</li> <li>On going</li> <li>Achieved generally and on-going for i-Trent Dec 2019</li> <li>Programme of mental health training underway. Introduced guidance within appropriate policies for supporting colleagues with mental health or neuro-diversity</li> </ul>

# Staff Led Groups – Update on Current Work Programme

Work Plan	Status
<ul style="list-style-type: none"> <li>• Introduce LGBT+ awareness training for all staff</li> <li>• Introduce mental health awareness training for all staff</li> <li>• Review recruitment and selection training to ensure there is a section on unconscious bias in more depth than is currently offered</li> <li>• Review “Stepping Up” and offer positive action training to all staff</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved</li> <li>• Achieved</li> <li>• Achieved</li> <li>• 45 BCC participants over the two years.</li> </ul>

# Staff Led Groups – Update on Current Work Programme

Top Priorities	Status
<ul style="list-style-type: none"> <li>• Produce a video with staff speaking about equal opportunities and highlighting positive experiences for use in Corporate Induction/The Source</li> <li>• Introduce and promote a calendar of specific awareness days that are recognised by BCC</li> <li>• Improve information on what internal/external support is available on the Source for staff with protected characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• Done – due for launch in June 2019</li> <li>• Done and on-going</li> <li>• Achieved August 2018 for Young Employee Voice. On going for other SLGs</li> </ul>

# Staff Led Groups – Update on Current Work Programme

Work Plan	Status
<ul style="list-style-type: none"><li>On-going training plan in place for SLG Chairs and members</li></ul>	<p>Achieved the following:</p> <ul style="list-style-type: none"><li>1 day coaching course (sponsored by YEV) – up to 100 SLG attendees</li><li>2 days mediation training – sponsored by DEG for 4 chairs and 4 champions</li><li>Diversity and Inclusion train the trainer – BMEEG core committee and members</li><li>Thinking Into Results Leadership Programme over 100 members taken part</li></ul>

# Staff Led Groups – Longer-term work programme

## Priorities

- Review how Occupational Health engages with staff referred for assessment
- Further work on exit questionnaires
- Review how we communicate with staff that do not have access to the Source
- Explore what additional support could be offered to staff who have mental health or neuro-diversity issues
- Introduce a mentoring programme
- Review how Staff Led Groups can be better supported to ensure their voice is heard – with better use of newsletters, allies and other support
- Introduce SMART diversity targets for each Directorate which will be part of the Equality and Strategy Action Plan
- Raise awareness that domestic violence can take on many forms and ensure all staff know what to do if they suspect a colleague or member of the public is at risk

# HR Committee

9<sup>th</sup> May 2019



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

**Title:** Gender Pay Gap Report

**Ward:** N/A

**Officer Presenting Report:** Mark Williams (Head of HR)

**Contact Telephone Number:** 0117 92 24838

## Recommendation

That the Committee notes the report and the recommended actions.

## Summary

The purpose of this report is to update the Committee on the latest gender pay gap analysis, the work the Council is doing to address the ongoing difference and close the gender pay gap.

## The significant issues in the report are:

- This report deals with the council's requirement to publish its gender pay gap as at 31<sup>st</sup> March 2018.
- It recommends the agreement of an action plan to address the pay gap which has been identified.
- These recommendations are being made with the aim of reducing the gender pay gap 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.

## 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 has to report publicly on its gender pay gap.
- 4.2. The gender pay gap is a measurement of the difference between men and women's average salaries. The UK's gender pay gap has fallen over time: the overall UK gender pay gap was 25% ten years ago and stood at 17.9% according to statistics published in October 2018 by the Office for National Statistics (ONS).
- 4.3. 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.

### 5. Calculating the Gender Pay Gap

- 5.1. The gender pay gap is a high-level snapshot of pay within an organisation and shows the difference in the average earnings between all men and women in an organisation (please see appendix 1). The snapshot date is 31st March for public Authorities.
- 5.2. The mean figure is derived by adding the hourly pay rate for all employees then dividing by the number of employees. 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.
- 5.3. The median figure is the middle value of pay rates. Half our employees will earn more than the median and half will earn less. 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.
- 5.4. The mean and median figures aim to give public authorities a better understanding of their gender pay gap, whilst facilitating comparison with national figures.
- 5.5. The definition of 'ordinary pay' and the methodology is intended to mirror as closely as

possible that used by ONS in its Annual Survey of Hours and Earnings, to enable meaningful comparison of the data. Ordinary pay is defined in regulation 3. It includes basic pay, allowances, pay for leave and shift premium pay. Ordinary pay does not include pay related to overtime, redundancy or termination of employment, pay in lieu of annual leave.

5.6. The Equality Act 2010 definition of an employee includes individuals who have a contract personally to do work. An agency worker or contractor who does not have a contract with the employer should not be included in the calculation. Agency workers would be included in the calculation of the agency's gender pay gap if they have a contract with the agency, either a contract of employment, or a contract personally to do work.

## **6. Causes of a gender pay gap**

6.1. A key driver of the gender pay gap is that fewer women than men are employed in senior and higher paid positions. Public authorities are required to report on the number of men and women in each quartile of their pay distribution. This is to help authorities consider where women are concentrated in terms of their remuneration and whether there are any blockages to their progression.

6.2. Across the UK, the causes of the gender pay gap are complex and overlapping:

- Women are more likely than men to have had breaks from work that have affected their career progression.
- A higher proportion of women enter occupations that offer less financial reward (e.g. administration). Many high paying sectors are disproportionately made up of male workers (e.g. engineering, traffic management and information and communications technology).
- A much higher proportion of women work part-time, and part-time workers earn less than their full-time counterparts on average.
- Women are still less likely to progress up the career ladder into high paying senior roles.

6.3. A recent survey by the Office for National Statistics found that occupational crowding has the largest effect, 23.0% on the differences between men's and women's log hourly pay. Whilst 9.1% of the difference was attributed to difference in working patterns. Men are more likely to work fulltime, and full-time employees on average earn more.

## **7. Findings from our gender pay gap data**

7.1. The Council in working with the Women's Commission have developed the attached report, as it recognised the organisation needs to ensure it realises the benefits of pay parity between men and women.

7.2. The Councils gender pay gap analysis indicates that mean pay for men is 3.99% higher than that of women and the median pay for men is 8.9% 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 17.4%. The median gender pay gap is also significantly lower than the national average of 18.4% (please see appendix 1)

- 7.3. We report an improved overall gender pay gap, male mean earnings are 3.99% higher than those of female. Female median earnings have seen an increase in the last year, by 10.56%. Male median earnings have increased by 5.02%.
- 7.4. We have the 4th lowest gender pay gap amongst Core City comparators and the 2nd lowest pay gap amongst local Public Sector employers.
- 7.5. 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.
- 7.6. Our largest gap can be seen in our highest paid grades and is in favour of women, due to the majority of these employees being paid significantly higher than the average for the grade.
- 7.7. Gender pay gaps were identified within certain grades, stemming predominantly from men having longer lengths of service, which have enabled them to progress further through the respective pay ranges.

## **8. Closing the gap**

- 8.1. Bristol City Council will continue to address the ongoing difference in both mean and median percentages through further analysis of the reasons for disparity. By signing the Women in Business Charter the Council are committing to driving change, encouraging and supporting Women to progress through the organisation and work towards closing the gender pay gap.
- 8.2. In response to these findings our Organisational Improvement Plan and Equality Policy and Strategy set out the actions to continue to support our staff to develop and progress in the Council.

## **Proposal**

9. That the Committee notes the report and the recommended actions.

## **Other Options Considered**

10. None.

## **Risk Assessment**

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

## **Public Sector Equality Duties**

- 16a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
  - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under

the Equality Act 2010.

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

16b) Not required because this report is for information only.

### **Legal and Resource Implications**

#### **Legal**

Not required because this report is for information only.

#### **Financial**

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

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

Not required because this report is for information only.

#### **Land**

Not applicable.

#### **Personnel**

Not required because this report is for information only.

### **Appendices:**

A – BCC Gender Pay Gap Report - Data based as at March 2018

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

#### **Background Papers:**

None.

# Gender Pay Gap Report



Data based as at March 2018

## Workforce & Change

March 2019



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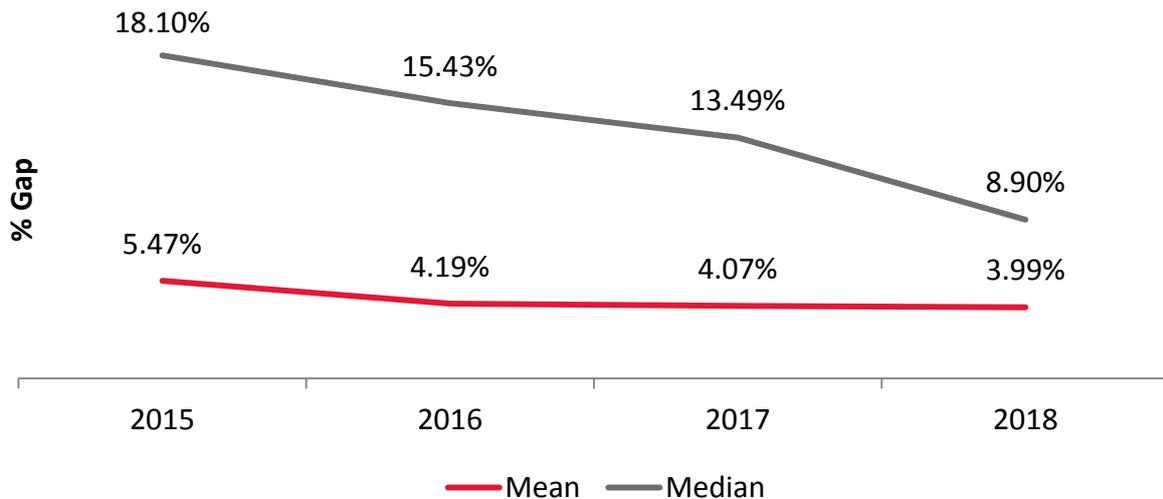
# 1. Introduction

- 1.1 The Council in working with the Women's Commission have developed this report, as it recognised the organisation needs to ensure it realises the benefits of pay parity between men and women.
- 1.2 The new gender pay gap reporting obligations have been introduced alongside the existing requirements for specified public bodies. For the public sector 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'.
- 1.3 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.
- 1.4 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).
- 1.5 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.
- 1.6 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 in a Multi Academy Trust (MAT) has over 250 employees.
- 1.7 As at March 2018 the headcount was 6,282 employees, of which 3,792 (60%) were women, whereas across the city it is only 48% (Bristol using 2017 Office for National Statistics published data).
- 1.8 All pay calculations have been based on the formula as outlined 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.

## 2. Gender Pay Gap

	Mean	Median
<b>Women</b>	£14.39 per hour	£13.20 per hour
<b>Men</b>	£15.00 per hour	£15.06 per hour
<b>Pay Gap</b>	3.99%	8.90%

1.9 The Council's gender pay gap analysis indicates that mean pay for men is 3.99% higher than that of women and the median pay for men is 8.9% 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 17.4%. The median gender pay gap is also significantly lower than the national average of 18.4%.



1.10 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 3.99% and a median of 8.9% in 2018. This report aims to look in more detail into the reasons behind our pay gap with a view to identifying areas to address the pay gap.

1.11 To put this into context 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.

31st March 2018			
	Organisation	Mean gender pay gap	Median gender pay gap
Core Cities	Bristol	4.0%	8.9%
	Birmingham	9.3%	9.0%
	Cardiff	3.2%	4.7%
	Leeds	6.3%	10.8%
	Liverpool	7.3%	9.4%
	Manchester	9.0%	9.8%
	Newcastle	4.6%	6.0%
	Nottingham	3.1%	0.0%
	Sheffield	2.6%	8.4%
Public Sector Data	Avon & Somerset Police	11.7%	14.4%
	Avon & Wiltshire Mental Health Partnership NHS	16.0%	11.5%
	South West Ambulance Service	4.1%	11.9%
	Bristol University	19.6%	13.6%
	North Bristol NHS Trust	20.4%	5.7%
	University of the West of England	12.4%	12.6%
	Avon Fire & Rescue Service	2.6%	0.0%
	University Hospitals Bristol NHS	20.1%	1.0%

1.12 Whilst the mean figure is fairly positive it is the median figure that requires some attention as it indicates that either women are under represented at the higher pay levels, or women are over represented at the lower pay levels. To illustrate this we can divide the pay into four equal quartiles.

	Employees			Ratio Men:Women
Quartile (Hourly rate range)	Men	Women	Total	BCC = 41:59
Quartile 1 (£5.00 - £11.23)	543	975	1518	36:64
Quartile 2 (£11.24 - £13.99)	544	974	1518	36:64
Quartile 3 (£14.00 - £17.17)	751	891	1642	46:54
Quartile 4 (£17.18 - £76.71)	625	771	1396	45:55

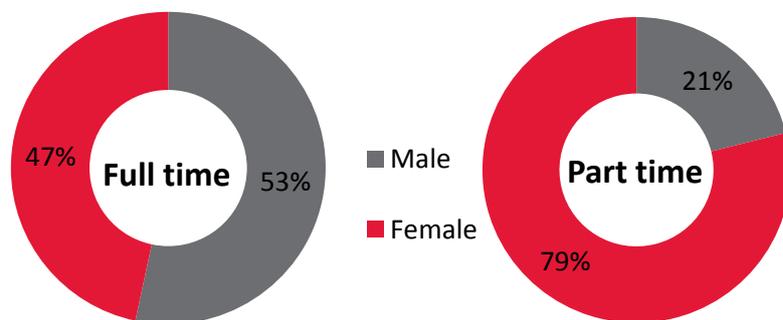
1.13 A higher proportion of the top 25 per cent (Quartile 4) of jobs are occupied by women (55%). The greatest disparity between men and women is in the lowest 25 percent (Quartile 1) of jobs where a significant number of jobs, whilst attracting less pay, have traditionally offered more flexible working arrangements (e.g. term time hours) or part time hours, which have proven to be an attraction for women for a number of worklife 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. Full time v Part time

	Full time	Part time
<b>Women</b>	£15.98 per hour	£13.59 per hour
<b>Men</b>	£16.00 per hour	£12.77 per hour
<b>Pay Gap</b>	0.10%	-6.39%

3.1 Whilst it is only necessary to report all full pay relevant employees together, this report further breaks the gender group down into part and full time employees to help explain the broader influences that can exacerbate a gender pay gap.

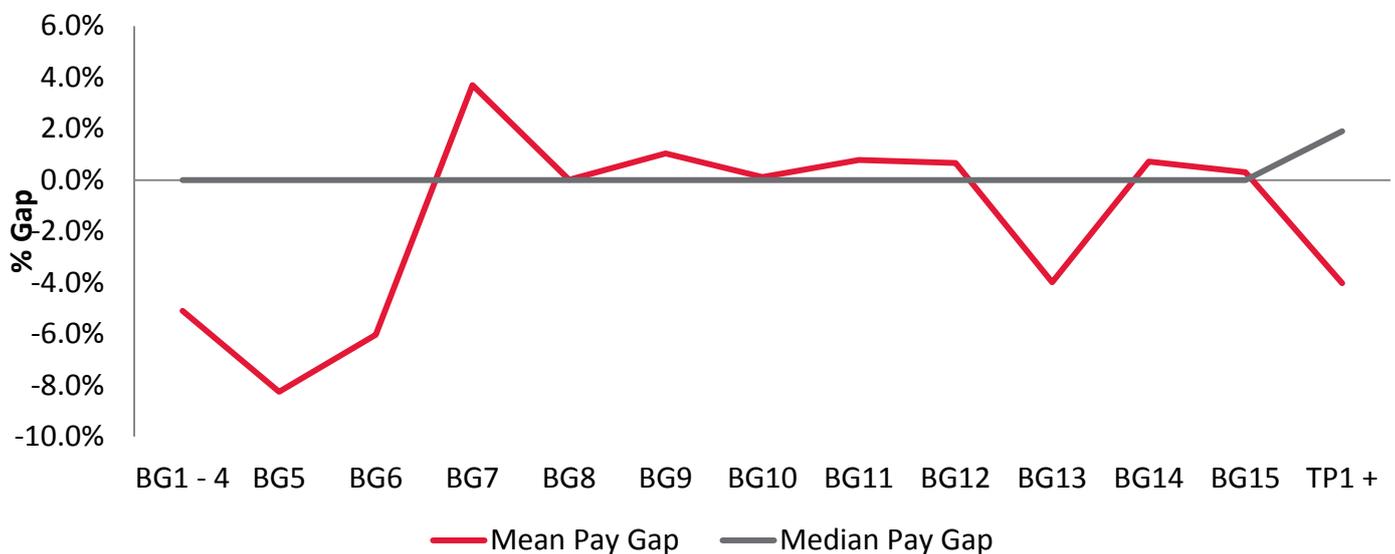
3.2 There is a disparity between male and female working full time and part time. The full time working ratio is split 53:47 in favour of males, whereas part time working is 79% female. When the mean pay gap is compared we see the full time mean is 0.10% and the part time mean is -6.39%.



3.3 You will note from the above that the gender split for full time employees is more even and for part time employees is more greatly populated by females. This is influenced by the far higher proportion of women tending to seek a home life balance for family commitments compared to men and therefore tend to be attracted to part-time roles that can fit around childcare provision. This pattern can also be seen nationally when looking at figures from the Office for National Statistics.

## 4. Analysis by Grade

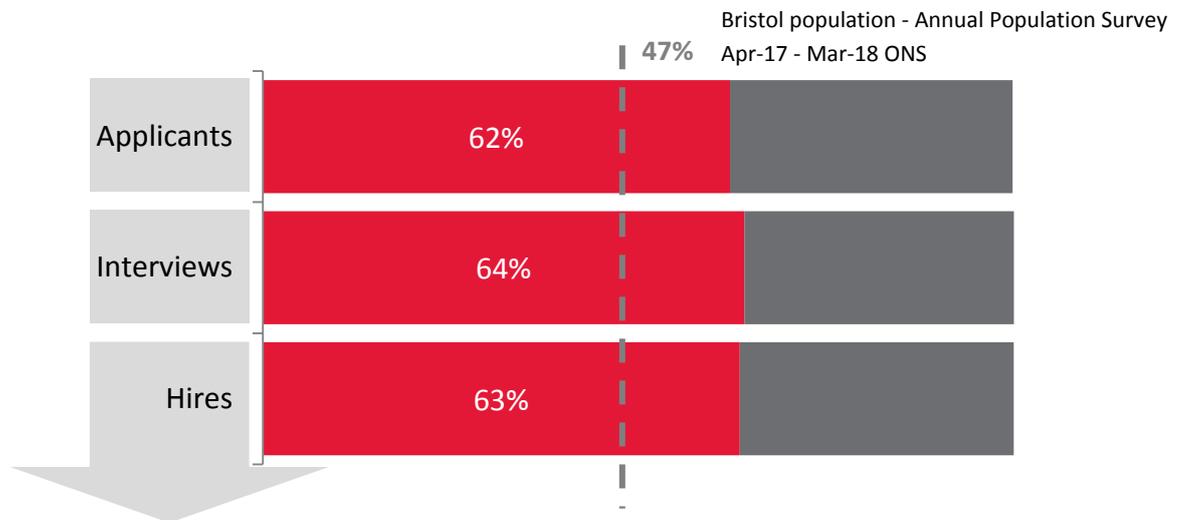
4.1 The largest gap is in the TP1+, and is in favour of women, which partly arises because the majority of top paid employees are women and their pay is significantly higher than the average for the grade.



4.2 However distribution between pay grades is uneven for example, the median (50%) pay for women lies in grade BG9, whereas for men it lies in grade BG10. The lower quartile (25%/Quartile 1) level for women is close to the top of grade BG6, whereas for men it is the top of grade BG7.

4.3 Bristol City Council job evaluation scheme ensures that jobs are valued correctly at all of the relevant pay grades. The values for the mean gender pay gap correlate with the male to female ratio in the four quartiles. As we have identified there are many more female staff than male at the lower paid levels this is the reason for the negative pay gap at the lower levels.

## 5. Recruitment



- 5.1 The above chart shows that the overall proportion of women applying for jobs, being shortlisted and ultimately offered a job is significantly higher than the proportion of women in the Bristol population; 62% of all applicants were women, 64% of shortlisted applicants were women and 63% of job offered were made to women. Women therefore have marginally greater success as they progress through the stages of recruitment.

## 6. Analysis by Department

Department	Mean gender pay gap	Median gender pay gap
Communities	0.79%	12.36%
Adults, Children and Education	1.94%	2.86%
Growth and Regeneration	21.05%	36.93%
Resources	3.45%	12.73%

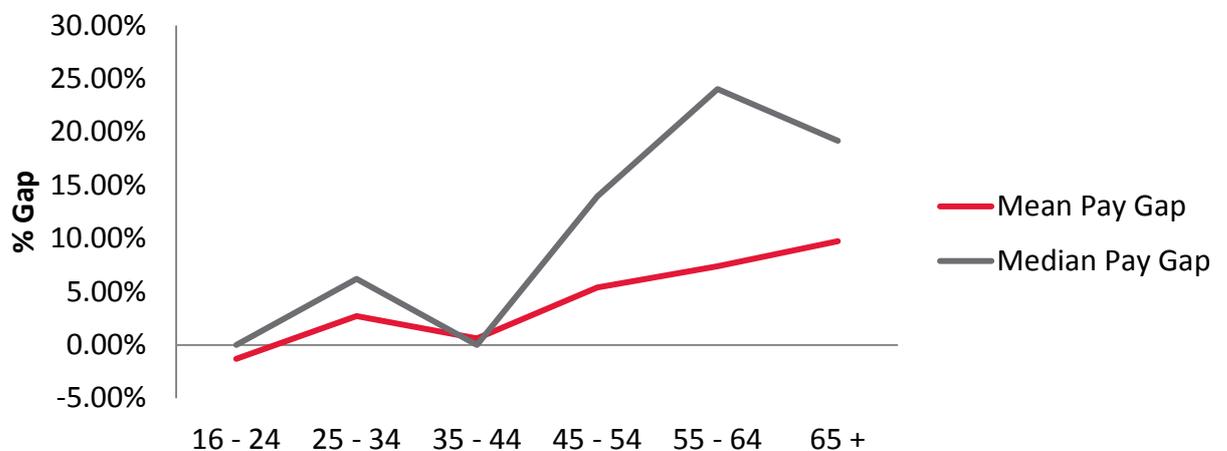
- 6.1 When analysing the mean gender pay gap by department we can clearly see large differences between male and female pay in some of the departments and the median pay gap indicates either under representation of females in the higher paid jobs or over representation of females in the lower paid jobs. For example in the Growth and Regeneration department the proportion of male and female employees are even, but there are several high paid roles that are dominated by male employees such as Engineers, Surveyors and Transport Officers.

## 7. Analysis by Age

Age	Mean gender pay gap	Median gender pay gap
16 – 24	-1.31%	0%
25 – 34	2.72%	6.20%
35 – 44	0.62%	0%
45 – 54	5.40%	13.94%
55 – 64	7.39%	24.03%
65 +	9.75%	19.17%

7.1 Our pay gap analysis shows that the gap increases from the age of 45 onwards. The average age of the male workforce is 46 and the average age of a female worker is 47. Whilst female workers dominate all age bands, we can see a higher concentration of women aged 45-64. This has meant that higher proportions of men have progressed up their respective pay ranges than women.

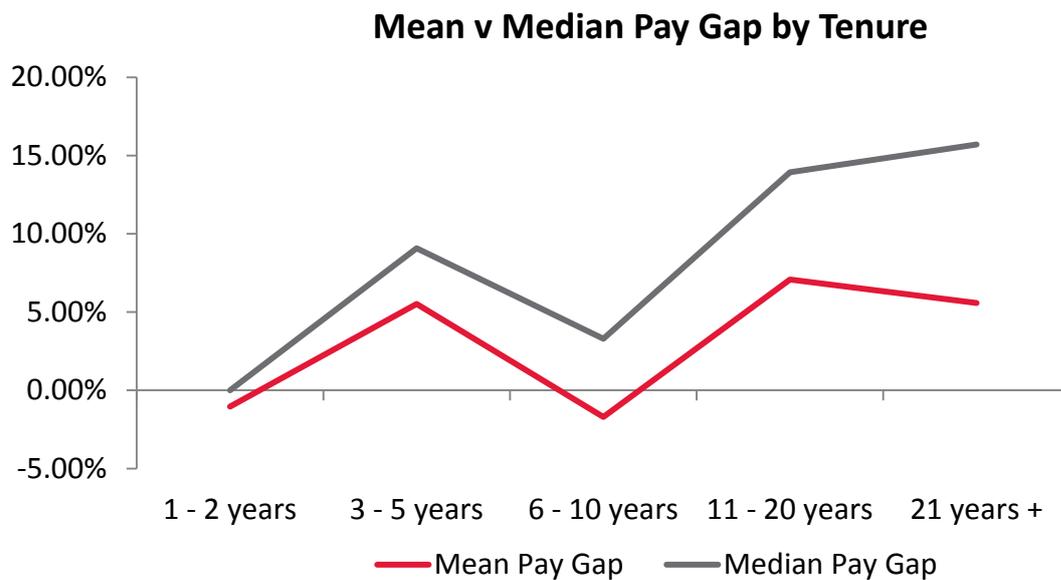
**Mean v Median Pay Gap by Age**



## 8. Analysis by Tenure

Tenure	Mean gender pay gap	Median gender pay gap
1 – 2 years	-1.05%	0%
3 – 5 years	5.52%	9.08%
6 – 10 years	-1.71%	3.29%
11 – 20 years	7.08%	13.94%
21 years +	5.58%	15.70%

8.1 Our pay gap analysis shows that the gap varies based on length of service. The average length of service of a male workforce is 13.37 years and the average length of service of a female worker is 12.99. The biggest gap can be seen amongst workers with 11 year or more service; typically these staff tend to fall in the upper pay quartile. The roles at this level are varied and market forces can inform levels of pay and in turn impact gender pay differentials.



## 9. Closing the gap

- 9.1 Bristol City Council will continue to address the ongoing difference in both mean and median percentages through further analysis of the reasons for disparity. By signing the Women in Business Charter the Council are committing to driving change, encouraging and supporting Women to progress through the organisation and work towards closing the gender pay gap.
- 9.2 Our Organisational Improvement Plan sets out our core programme of HR and learning and development support we have identified a series of key initiatives – set against six employee focused themes – which form the basis of this organisational improvement plan.
- 9.3 We recognise that organisations work better when they are diverse and inclusive – our decisions become properly informed by diverse and representative points of view, there are more opportunities for all, and colleagues feel proud to work here.
- 9.4 Our equality policy and strategy published in 2018 sets out our commitment to equality and diversity, 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.
- 9.5 To ensure that the jobs employees undertake are of equal value, in setting the pay levels the Council undertakes job evaluation to determine the size of a job by following the nationally recognised Greater London Provincial Council (GLPC) Job Evaluation Scheme job evaluation scheme for Joint National Council employees. Evaluations are undertaken regularly for new jobs and also as part of restructures where a job significantly changes.
- 9.6 Exit monitoring is also carried out that can also be used to identify issues that may affect the gender pay gap. Pay gap monitoring forms part of the annual pay progression cycle to ensure that any decisions on pay do not adversely affect a protected characteristic group.
- 9.7 Our recruitment and selection processes look to support our commitment to offer internal promotion opportunities and help develop long term careers for employees through creating a mobile, flexible and agile workforce. Monitoring takes place throughout the process and looks at the protected characteristics to ensure they are treated fairly and where necessary, positive action will be undertaken to attract candidates from particularly under-represented groups. Our recruitment and selection process is currently under review and the Council will be ensuring that the reduction of the gender pay gap is taken into account for any changes to the policy.

- 9.8 The council is committed to helping all its employees achieve a balance between their working life and other priorities such as parental and caring responsibilities, leisure activities, charity work and other interests.
- 9.9 All employees have a statutory right to ask for flexible working which includes career breaks, part-time working, term-time working and job-sharing, and for their request to be considered.
- 9.10 There is additional support offered to women returners to work following maternity/adoption leave in order to enable them to return to work and fit around their work life balance. All employees have a right to take Shared Parental Leave, our policy that encourages the both parents to consider more time off for work life balance.
- 9.11 We will continue to develop new ways of working that offers flexibility that enables employees to continue to develop within the organisation whilst still enabling them to get the best out of their home life.
- 9.12 We want a workforce that – at all levels – is representative of the city we serve. We want diversity and inclusion embedded within our organisational culture, so that our employees feel confident about being themselves at work and consider the needs of the citizens they serve, in all that they do.

# HR Committee

9 May 2019



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

**Title:** 2019 employee engagement survey

**Ward:** N/A

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

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

## Recommendation

The Committee notes the report.

## Summary

The purpose of this report is to update Committee on the results of the 2019 employee survey and the action planning process.

At the Committee meeting there will be a detailed presentation on the survey results.

## The significant issues in the report are:

The Organisational Improvement Plan sets out the actions to create a working environment which helps employees perform at their best. To measure the impact of these actions and guide the future work programme, an annual employee survey has been introduced.

The survey took place during March 2019 and generated a response rate of 51%. This was due to a comprehensive programme of communication and engagement to encourage participation.

The approach to action planning will be inclusive and collaborative. Services will be encouraged to undertake their own local action planning and colleagues will be invited to participate in focus groups to help shape the action plan for cross-cutting themes.

## Policy

1. The Corporate Strategy describes the aspirations for the future organisation, one where we innovate and improve where we need to, ensuring the council is one that people are proud of and which delivers its priorities to high standards.
2. The Organisational Improvement Plan outlines our commitment to engaging regularly with the workforce to measure the impact of our actions and help shape the future plans. Our employee survey focuses on measuring engagement which will drive performance across the organisation.

## Consultation

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

## Context

### 5. Survey design

The objective of the 2019 employee survey is to gauge a clear understanding of:

- The current level of engagement within the employee population.
- The barriers and opportunities to enhance engagement.
- Employee's awareness and understanding of key council priorities and values.
- The potential impact on council performance due to engagement levels.

This will enable us to clearly track progress against KPIs in various strategies, including the Organisational Improvement Plan, equalities and inclusion strategy and the corporate communication strategy.

The 2019 survey was developed using the last survey in 2016 as the foundation. It was then cross referenced with known, established engagement surveys such as Gallup and 'Great Place to Work'. This ensured it linked to the validated four drivers of engagement; strengths, clarity, recognition and genuine concern.

Consultation on the draft design was undertaken with a number of employee groups – including staff led groups, Trade Union Learning Reps, and values champions.

The survey was split into seven sections, each looking at specific elements of an employee's 'work world':

- Me and my role
- Me and my manager
- Me and my team
- My working environment and wellbeing
- My working environment and fairness
- Leadership
- Me and the organisation

The survey is made up of a series of statements that the employee rates according to their level of agreement. Plus two free text sections to gather more open ended commentary.

The survey was available online with hard copy and alternative formats available for those who needed them.

## **6. Encouraging participation**

To ensure maximum participation a comprehensive programme of communication and engagement was undertaken. This included:

- Survey briefings at team meetings
- Staff led groups and trade unions learning reps encouraging participation with their groups
- A series of communication messages in the run up to and then through the survey period through numerous channels
- Posters, banners and survey deposit boxes in key locations
- Walkabouts and briefing sessions with senior leadership team
- Survey surgeries at locations with high levels of 'offline' employees – with access to laptops to complete a survey online.

## **7. Results and emerging themes**

The analysis of the results is still underway. The detailed results, conclusions and recommendations will be presented at the Committee meeting.

## **8. Sharing results and action planning**

Once the survey closed, colleagues were advised of the response levels and the next steps.

The results will be published to all employees along with an invitation to take part in the action planning. We want this to be inclusive and as collaborative as possible.

There will inevitably be some quick wins which we will put in place straight away. From the analysis of the results, a few cross-cutting themes will be identified, and colleagues will be invited to participate in focus groups to help shape action plans.

Services will also be provided with their local results and encouraged to develop local plans based on the key needs highlighted in their results. Support will be available with the provision of communication and action planning toolkits.

Regular updates on progress will be made, and the recommendations and agreed actions will inform the next refresh of the Organisational Improvement Plan.

## **Proposal**

8. That Committee notes the report

## **Other Options Considered**

9. None.

### **Risk Assessment**

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

### **Public Sector Equality Duties**

- 11a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
    - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
    - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
    - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
  - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
    - tackle prejudice; and
    - promote understanding.
- 11b) 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**

Not required because this report is for information only.

**Land**

Not applicable.

**Personnel**

Not required because this report is for information only.

**Appendices:**

A – 2019 employee survey results (to be presented at the Committee meeting)

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

**Background Papers:**

None.

# HR Committee

9<sup>th</sup> May 2019



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

**Title:** Senior executive remuneration review

**Ward:** N/A

**Officer Presenting Report:** John Walsh (Director: Workforce and Change)

**Contact Telephone Number:** (0117) 922 2000

## Recommendation

That the Committee recommends to the full Council an addendum to the Council's Pay Policy Statement and amendments to the terms of reference of the Human Resources Committee, which includes delegation to the Committee of the power to approve severance payments in respect of the Head of Paid Service.

## Summary

This report sets out a proposed protocol for considering severance arrangements (including mutually-agreed terminations of employment) in relation to the Head of Paid Service and JNC Chief Officers.

## The significant issues in the report are:

- This report responds to statutory recommendations arising from a Senior Executive Remuneration Review, which was conducted as part of the audit of the Council's accounts for the year ended 31<sup>st</sup> March 2018.



## Policy

1. The Council's policy in respect of contractual payments to the Head of Paid Service and JNC Chief Officers is set out in its Pay Policy Statement, in the Council's HR policies and in contracts of employment with those officers.

## Consultation

2. **Internal**  
None.
3. **External**  
None.

## Context

4. A Senior Executive Remuneration Review conducted as part of the audit of the Council's accounts for the year ended 31st March 2018 has made statutory recommendations, which have been accepted by the Council.

## Proposal

5. It is proposed that the following paragraph be adopted as an addendum to the Council's Pay Policy Statement:
  - 5.1. *Where a situation arises that may lead to a proposal to make a severance payment to the Head of Paid Service or a JNC Chief Officer, a meeting of the Human Resources Committee will be called in exempt session in order to brief members on:*
    - a) *The facts and circumstances relating to the matter*
    - b) *Identifying potential risk and liabilities including legal costs*
    - c) *Presenting potential options to resolve; and*
    - d) *Seeking the Committee's decision on the preferred option(s), including the parameters of any negotiation.*

*The Mayor (or his nominee) may attend this meeting.*

*The options provided to the Committee will include a costed options appraisal clearly identifying any discretionary elements of the proposed severance payment and will be approved by the Council's s.151 officer (or deputy) and the Monitoring Officer before being presented to the Committee.*

6. It is proposed that the following amendments be made to the terms of reference of the Human Resources Committee, as set out at Appendix A:

6.1. The following paragraph to be added:

*Determine the preferred option(s) for resolution and parameters of any negotiation that may lead to a severance payment to the Head of Paid Service or a JNC Chief Officer.*

6.2. The final bullet point of paragraph 5 (“Approving compensation for loss of office...”) be deleted.

6.3. References to “Director: HR, Workforce & Inclusion” be replaced with “*Director: Workforce & Change*”.

6.4. Reference to “Workforce Plan” be replaced with “*Organisational Improvement Plan*”.

### **Other Options Considered**

7. None.

### **Risk Assessment**

8. The Council is required to respond to the statutory recommendations of its auditors.

### **Public Sector Equality Duties**

- 9a) 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.

9b) An equality impact assessment has not been completed because this proposal concerns less than 20 individuals.

## **Legal and Resource Implications**

### **Legal**

*“This report reflects the recommendations agreed by Full Council at its meeting on 19<sup>th</sup> March 2019.”*

Advice provided by Husinara Jones (Team Leader), 24<sup>th</sup> April 2019

### **Financial**

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

*“To follow.”*

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

Not applicable.

Advice provided by name (job title), date

### **Land**

Not applicable.

### **Personnel**

*“The proposals sets out the arrangements that will apply in the event of a Severance Package being considered for the Head of Paid Service or JNC Chief Officer. These will need to be followed in all cases where a severance package is being considered. These arrangements will apply to a cohort of 17 employees.”*

Advice provided by Mark Williams (Head of HR), 26<sup>th</sup> April 2019

### **Appendices:**

A – Proposed updated Human Resources Committee terms of reference

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

### **Background Papers:**

None.

## **HUMAN RESOURCES COMMITTEE**

### **Terms of Reference**

#### **Membership**

7 members of the authority, politically-balanced in line with usual proportionality rules. In addition the relevant member of the Executive will be invited to attend meetings ex officio in a non-voting capacity (they will count towards the quorum). When the Committee is discharging functions relating to discipline and dismissals one or more voting members of the Committee will be substituted with a member(s) of the Executive.

#### **Overview**

The role of the committee primarily relates to the employment and remuneration of chief officers and deputy chief officers. 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 relevant member of the Executive will be an ex officio (non-voting) member of the Committee.

#### **Functions**

Full Council has delegated the following functions to the Human Resources Committee to be discharged in accordance with the Officer Employment Procedure Rules:

##### **1. Conduct and capability**

- Consider any allegations/complaints regarding conduct or cases of capability (performance or health) in relation to chief officers and deputy chief officers, having regard to the model procedures and associated guidance of the Joint Negotiating Committee for Local Authority Chief Executives/Joint Negotiating Committee for Chief Officers of Local Authorities as appropriate. Where necessary to take action up to and including dismissal, except in relation to the Head of Paid Service, Monitoring Officer and Chief Finance Officer, where the Committee may recommend dismissal to full Council.
- The suspension of the Head of Paid Service, Monitoring Officer and Chief Finance Officer is delegated to the Chair of the Committee; the suspension of other chief officers and deputy chief officers is delegated to the Head of Paid Service.

##### **2. Dismissals**

- Determine any proposal to dismiss a chief officer or deputy chief officer on grounds of redundancy or some other substantial reason or the expiry of a fixed

term contract where the authority has committed to renew it, except in relation to the Head of Paid Service, Monitoring Officer and Chief Finance Officer where the Committee may recommend dismissal to full Council.

- Determine the preferred option(s) for resolution and parameters of any negotiation that may lead to a severance payment to the Head of Paid Service or a JNC Chief Officer.

### 3. Grievances

- Hear and determine any grievance submitted by the Head of Paid Service provided that it has been referred by the Monitoring Officer.
- Hear and determine any grievance submitted by an employee against the Head of Paid Service where referred by the Monitoring Officer or Director Workforce and Change.

### 4. Terms and conditions of employment including remuneration

- Set the terms and conditions of employment including remuneration for chief officers and deputy chief officers.
- Consider and make recommendations to full Council in relation to the Pay Policy Statement. (The Mayor should be involved and due regard given to any proposals he may have before the statement is considered and approved by full Council).
- Agree with the senior coroner the amount of their salary.

### 5. Other matters

- Consider proposals for major organisational change affecting chief officers or deputy chief officers.
- Monitor the development and implementation of the Council's Organisational Improvement Plan.
- Hear and determine any collective dispute where referred by the Director Workforce and Change.
-