

Human Resources Committee Agenda



Date: Thursday, 2 July 2020

Time: 10.00 am

Venue: Zoom meeting

Distribution:

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

Issued by: Steve Gregory, Democratic Services

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Date: Wednesday, 24 June 2020



Agenda

1. Confirmation of Chair for 2020/21

At its meeting on Thursday 21st May 2020, Full Annual Council appointed Councillor Jon Wellington as Chair of the Human Resources Committee for the 2020/21 Municipal Year.

2. Confirmation of Vice Chair 2020/21

At its meeting on Thursday 21st May 2020, Full Annual Council appointed Councillor Paula O'Rourke as Vice Chair of the Human Resources Committee for the 2020/21 Municipal Year.

3. Welcome, Introductions and Safety Information

(Pages 4 - 5)

4. Apologies for Absence

5. Membership of Human Resources Committee

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

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

6. Terms of Reference 2020/21

The Committee is requested to note the Terms of Reference for both Development Control Committees as approved by Full Council at its meeting on 17 March 2020.

(Pages 6 - 7)

7. Dates and times of meetings for 2020/21

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

24 September 2020;
17 December 2020;
18 February 2021;



29 April 2021.

8. Declarations of Interest

9. Minutes of the Previous Meeting

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

(Pages 8 - 11)

10. 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 26 June 2020.

Petitions and Statements - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on 1 July 2020.

11. Work Programme

To note the work programme.

(Page 12)

12. Staff Led Groups

(Pages 13 - 24)

13. Gender/Ethnicity/Disability Pay Gap

(Pages 25 - 48)

14. Covid-19- verbal update



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.

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 and be available in the meeting room one hour before the meeting. Please submit it to democratic.services@bristol.gov.uk or hand in to Democratic Services Section, City Hall, College Green. 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 at the meeting to which it relates and may be provided upon request in response to Freedom of Information Act requests in the future.

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



During the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.
- If you are called on to use the microphone, please place it approx 5 cm in front of your mouth and move the microphone as you move your head.
- Under our security arrangements, please note that members of the public (and bags) may be searched. This may apply in the interests of helping to ensure a safe meeting environment for all attending.
- As part of the drive to reduce single-use plastics in council-owned buildings, please bring your own water bottle in order to fill up from the water dispenser.

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

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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.

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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 the 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 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 the conduct and any capability issues (performance or health) of the Head of Paid Service, Monitoring Officer, Chief Finance Officer, having regard to the model procedures and associated guidance of the Joint Negotiating Committee for Local Authority Chief Executives and Chief Officers. Where necessary, take action except in relation to dismissal, where the committee may recommend dismissal to full council.
- Consider any allegations / complaints of misconduct concerning Executive Directors and Directors (excluding the Head of Paid Service, Monitoring Officer and Chief Finance Officer) having regard to the model procedures and associated guidance of the Joint Committee. Negotiating Committee for Local Authority Chief Officers . Where necessary, take disciplinary action up to and including dismissal. , ,
- 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 Executive Directors and Directors is delegated to the Head of Paid Service.

2. Dismissals

- Consider and approve proposals from the Head of Paid Service or Director of Workforce and Change that may lead to the dismissal of another Executive Director or Director on the grounds of redundancy 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 (JNC Chief Executive) or another Executive Director or Director

(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

- Oversight of contracts of employment for the Head of Paid Service, Executive Directors and Directors employed in accordance with the Joint Negotiating Committee Chief Executives or the Joint Negotiating Committee Chief Officers of Local Authorities.
- Setting the terms and conditions of employment for for the Head of Paid Service, Executive Directors and Directors .
- Consideration of requests for increases in pay for Executive Directors and Directors, subject to a recommendation from the Head of Paid Service and Director: Workforce and Change.
- 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 they may have before the statement is considered and approved by full Council).
- Approve the senior coroners salary.

5. Other matters

- 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.
- Determining the annual work programme of the committee.

Public Document Pack

Bristol City Council Minutes of the Human Resources Committee

30 April 2020 at 10 am



Members Present:-

Councillors: Harriet Bradley, Margaret Hickman (sub. for Councillor Lovell), Gary Hopkins, Ruth Pickersgill, Paula O'Rourke and Jon Wellington

Officers in Attendance:-

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

Also in attendance: Executive Director of Resources & Head of Paid Services; Executive Director of Growth & Regeneration (for agenda item 10 only)

1. Election of Chair

The Committee noted that Councillor Jeff Lovell had resigned as Chair of the Human Resources Committee with immediate effect. Members of the Committee were therefore requested to give nominations, for the Chair, for the remainder of the 2019/20 municipal year.

Only one nomination was given -

Resolved – That Councillor Jon Wellington be elected as Chair of the Human Resources Committee for the remainder of the 2019/20 municipal year.

2. Welcome, Introductions and Safety Information

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

3. Apologies for Absence

Apologies were received from Councillor Jeff Lovell, who was substituted by Councillor Margaret Hickman, and Councillor Richard Eddy, no substitution.

4. Declarations of Interest

There were no declarations of interest.

5. Minutes of the previous meeting

Resolved – that the Minutes of the previous meeting held on 5 March 2020 be agreed as a correct record and signed by the Chair.

Matters arising –

1. The Committee was advised that responding to COVID-19 situation had significant implications for the workload of the HR Leadership team and this meant that some aspect of the work programme for the team had to be re-prioritised and that actions arising from the last meeting had not yet been completed, Members acknowledged this;
2. Progress regarding Disability Equality training would be communicated to members after this meeting.

6. Public Forum

None received.

7. Covid 19 - Workforce Implications

The Committee received an update on the workforce implications of the COVID-19 pandemic and the organisational response that had been made. Members were informed that COVID-19 had been the most significant incident the Council had to manage in living memory to which it had responded to quickly and effectively.

Members were advised that –

1. Council employees had experienced sickness absence due to COVID-19 and some had to self-isolate;
2. Some employees were shielding as they were in the high risk group;
3. Testing was available and being prioritised for key workers who were self-isolating or symptomatic with COVID-19;
4. Comprehensive advice to employees, volunteers and managers on how to manage the health and safety implications and risks of exposure to COVID-19 was in place and being updated regularly in line with national advice;
5. A number of employees had already been redeployed from their normal jobs to support the organisational response to the Pandemic;
6. A casual worker retention scheme had been proposed to support casual workers whose monthly pay had ceased or diminished as a consequence of some services being scaled back or closed and 387 of staff had been invited to join the scheme;
7. Large numbers of staff had been enabled to work from home very effectively at short notice and building on that experience other rapid changes were being made in the Council's organisational plans;
8. The Council's HR policies and procedures had in some instances been relaxed to support both colleagues and managers in response to the Pandemic;
9. The Council had been working closely and positively with the Trade Unions to ensure a collective approach to dealing with any problems.

The Committee thanked officers for their exemplary work and actions during what was an exceptionally difficult time. Members then commented and asked questions, arising from discussion the following points were made/clarified –

1. With regard to Personal Protective Equipment (PPE) the Committee was assured that the Council was working closely with care workers and other frontline teams to ensure that the supply of PPE was

maintained and that the quality was at as high a standard as possible and was fully in line with current national and international regulations;

2. The Council's HR policies and procedures had in some instances been relaxed to support both colleagues and managers in response to the Pandemic. This included greater flexibility for Agile Working and child care/home education requirements and relaxation of policy in relation to emergency carers leave and sickness absence related to COVID-19. Detailed FAQ'S were also available to give guidance to staff;
3. Testing for employees in key worker roles with COVID-19 symptoms and those that were self-isolating commenced with effect from 20 April 2020. Testing was being prioritised for colleagues in health and social care roles. Testing wherever possible was something that was also being considered in line with public health advice;
4. Currently, the national advice was that the Furloughing of employees was not an option open to local government so the Council's policy during the crisis had been to redeploy staff wherever it was possible and practical to do so;
5. COVID 19 was now reportable in defined incidents under the Health & Safety legislation Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR);
6. Concern was expressed with regard to PPE and whether the regulations as they currently stood were sufficient following the Governments downgrading of the risk classification. It was suggested that HR write to Trade Unions to ask their view about PPE and if it was fully adequate for their members. The Committee agreed to this; **Action: Chair/Head of HR**
7. Responding to COVID-19 had been very positive and had enabled services to adapt to changing circumstances rapidly and large numbers of staff had been able to work successfully from their homes using current technology work devices. Research would be undertaken to build on and develop best practice as the Council moved forward, with a commitment to new ways of working;
8. The predicted extra cost to the Council of £82m in respect of the COVID 19 crisis would not affect workers on the Job Retention scheme as it was anticipated that additional central government funding might become available. The actual costs of the Job Retention scheme would be better known after the first month of operation. As this shortfall in funding was an important concern work on this was ongoing with central government;
9. Staff on job retention had been informed that the scheme would continue until the service continues its normal activity as the Council was not constrained by a time limit, as was the case for Furloughed staff in the private sector. The scheme required staff to sign in regularly and be available for work/redeployment as required.

Resolved – That the report be noted.

8. 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) 2 (respectively) of Part 1 of schedule 12A of the Act.

9. Exempt Staffing Matter

The Committee was informed that following recent peer review challenges, at Bristol City Council, by the Local Government Association a proposal seeking to make some changes to the Council's senior officer structure had been drawn up and were as set out in the accompanying report.

Following consideration by Members it was -

Resolved – that the recommendations as set out in the report be approved.

10. Exempt Staffing Matter

The Committee was informed of the contractual arrangements that had been made and implemented in respect of a number of major projects and initiatives within the Council’s Growth and Regeneration portfolio and the required staffing arrangements to ensure continuity and consistency with ongoing project work.

The Committee was informed that, going forward, a decision had been made to procure a Strategic Partner to enhance the delivery capacity of the Council in its project work in the future.

Following further discussion Members requested to have further information on the Council’s strategic/major projects and initiatives within the Growth and Regeneration portfolio, this was agreed.

Action: Executive Director of Growth & Regeneration

Resolved – that the contents of the report be noted.

The meeting ended at 11.50 am

CHAIR

HR Committee
Work programme 2020/21

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

HR Committee

2nd July 2020



Report of: Director of Policy, Strategy and Partnerships

Title: Staff Led Groups

Ward: N/A

Officer Presenting Report: Hilda Bertie (Interim Head of Equalities and Inclusion)

Contact Telephone Number: 07721 120357

Recommendation

That the Committee notes the report.

Summary

The purpose of this report is to update the Committee on the refreshed arrangements for staff led groups which have been approved by the Corporate Leadership Board.

The significant issues in the report are:

- The role of staff led groups within the organisation has been reviewed and new terms of reference and work priorities have now been agreed. These are published with this report.
- The review of the staff led groups was undertaken by an independent consultancy as part of wider work on how the Council can improve Equalities and Inclusion throughout the organisation. This has included the effectiveness of staff led groups.
- The independent consultant who has been advising the Council will attend the committee meeting to brief members on the new arrangements.

Policy

1. Diversity and Inclusion is a key theme of the Organisational Improvement Plan. In particular, this includes enabling staff led groups to be more effective across the organisation.
2. **Internal**
The refreshed role of staff led groups has been developed following extensive consultation and engagement with both staff led group Chairs and the wider membership of the respective groups. Corporate Leadership Board have approved the new arrangements.
3. **External**
Not required because this report is for information only.

Context

4. Members of the committee received a report in January 2020 on the review of the staff led groups. That work has now been completed and the new governance arrangements for staff led groups can now be published.
5. There are four staff led groups. The Black and Minority Ethnic Employees Group (BMEG) for employees from a Black and Minority Ethnic background. The Disabled Employees Group for disabled employees. LGBT+ for lesbian, gay, bisexual and transgender employees and Young Employee Voice for employees aged between 16 and 27.
6. In the Summer of 2019, independent consultancy support was commissioned to advise the organisation on race equality and inclusion. Part of the brief included reviewing the effectiveness of staff led groups. This also included their work programmes and priorities. New terms of reference and governance arrangements for the staff led groups have now been agreed with the Chairs of the Staff Led Groups and approved by the Corporate Leadership Board. These together with the work priorities are appended to this report. The independent consultant who led this work will attend this meeting to brief the committee in more detail and answer any questions members have.

Proposal

7. That the Committee notes this report.

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:

- 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:

Appendix A - New Terms of Reference for Staff Led Groups including Governance arrangements.

Appendix B – Old Terms of Reference for Staff Led Groups

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None.

Bristol City Council

Staff Led Groups – Terms of Reference

1. What are staff led groups (SLGs)?

Staff led groups, (also known as staff networks) are employee-led groups that seek to foster a diverse, inclusive workplace aligned with organisational mission, values, goals, business practices and objectives.

2. Why Staff Led Groups within Bristol City Council?

The City's diversity is one of its most valued assets. However, to maximise on this in a manner that builds strong, thriving, and prosperous communities - individuals and groups within Bristol should be treated fairly and equitably, with respect to receiving high quality services that meet their specific needs. As stated by our mayor, Marvin Rees... *"We all want to feel included; we all need hope and we all aspire to something."*

Same is true for our staff. The diversity of our workforce is our greatest strength and we are clear that unless we enrich this diversity and tap into the potential that comes from this, we will not truly meet the needs of our diverse communities. Building an inclusive organisation where the workforce reflects the communities' we serve is therefore essential, alongside ensuring a working environment where all our staff feel confident about being their 'true selves' at work.

The Council cannot deliver its ambitious goals unless it is able to tap into the potential of all its diverse staff. Our 'Staff Led Groups' provide a unique insight into the issues based on their lived experience and commitment to change.

3. Bristol City Council's Staff Led Groups

The Council currently works in partnership with the following Staff Led Groups:

- Black and Minority Ethnic Employees Group
- Disabled Employees Group
- Lesbian, Gay, Bisexual, Transgender + Group
- Young Employees Voice Group

4. Purpose of the Staff Led Groups

To work in partnership with the Council on issues relating to equality, diversity and inclusion. In addition, to provide unique insights and perspectives to the Council from SLG members, staff, Citizens and their champions, who either have lived-experience of, or are committed to addressing issues particular to the SLGs work. Further, the SLGs aim to provide a safe space and welcoming environment for members of SLGs, staff and people of Bristol and their champions, who identify with the aims of the SLGs. All, in order to achieve a happy and contented workforce as well as deliver high quality services to the people of Bristol from all diverse backgrounds.

In all, the SLGs will support the council in fulfilling its obligation to the workforce and Bristol's diverse population. This obligation of the council is reflected in the Equality Framework for Local Government (EFLG), to which it is a signatory. The purpose of the EFLG *'remains to help organisations, in discussion with local partners including local people, review and improve their performance for people with characteristics protected by the Equality Act 2010'*.

The five performance areas of the EFLG are:

- Knowing your communities
- Leadership, partnership and organisational commitment
- Involving your communities
- Responsive services and customer care
- A skilled and committed workforce.

Details about the key outcomes within the EFLG Performance Areas are shown in appendix 1.

In pursuance of the above, the SLGs will:

- As with all staff and committees within the council, adhere to our organisational values and behaviours when carrying out their duties. This includes accepting personal accountability (ownership), treating each other with dignity and respect and being caring and gracious (respect), asking questions and exploring possibilities and believing that there is always opportunities to do things better (curious), striving to make a difference (dedicated) and coming together to reach shared goals, taking personal and collective responsibility for finding the answers, asking for others perspective and respecting different opinions (collaborative)
- Raise awareness of equality, diversity and inclusion issues viewed as key to SLG members, staff and people of Bristol and their champions on matters relating to both the workforce and the Council's service delivery
- Through consultation with SLG members, staff, and Citizens and their champions identify and agree key areas that the Council should address, as part of its aim of ensuring that staff and communities are dealt with in a non-discriminatory manner
- Work in partnership (including acting as a critical friend) with internal stakeholders (e.g. Equalities and Inclusion Team, Human Resources, Organisational Development, Learning and Development, Managers, Supervisors, Team Leaders, etc.) and external stakeholders (champions of Bristol's diverse population). This is in order to ensure that the unique perspectives of SLG members, staff and diverse population of Bristol and their champions are integral to discussions concerning employee relations, organisational improvement and delivery of high quality services
- Participate as well as facilitate champions of Bristol's diverse population to participate on corporate governance bodies, established by the Council, that focus on issues relating to equalities and organisational culture conducive to achieving a happy and contented workforce as well as delivering high quality services
- Seek to ensure that equality and diversity issues become centre-stage and mainstreamed within the policy development and decision-making processes of the Council
- Advise and provide 'challenge and support' to senior managers, as well as facilitate champions of Bristol's diverse population to do so, with guidance from the Equalities and Inclusion Team
- Collaborate and work closely as a group of SLGs to ensure a coherent and unified approach to addressing the issues, conducive to achieving a happy and contented workforce and delivering high quality services
- Develop and implement a realistic work programme that will benefit SLG members, staff and Bristol population and their champions (recognising the voluntary status of participants), based on priorities agreed by the Strategic Diversity Leadership Group and the Directorate Equality Groups

5. Governance Structure and Accountability

The SLG chairs will take it in turns to attend the newly created Strategic Diversity Leadership Board (SDLB) where they will be representing the views of all SLGs. Further information about the steering groups within each SLG is below. The Chairs will have a dotted-line accountability to the Head of Equality and Inclusion (or nominee if needed). This is an important positioning as it ensures that SLG operational / strategic issues are dealt with by an appropriate senior level (in the first instance) in the organisation.

6. Relaunch and transitional period

Following an extensive review, there has been unanimous agreement that the Council's framework for SLGs will be relaunched and that a 15-month transitional period will take place from the date of the launch, which will be during the financial year 2020/21. A review will take place at the 12-month stage and a decision made about the:

- Nature of the selection process for the Chairs of the SLGs
- Benefits of having more than one Chair for each SLG
- Interim provision if a Chair resigns or is no longer able to discharge their duties
- Role of SLG Steering Groups

7. Role of SLG Chairs

Nominations for SLG Chairs will be made by anyone in the Council and a shortlist produced. This will be followed by nominees being interviewed and appointed by joint panel made up of SLG members, staff and 'management', including the Equalities and Inclusion team.

The tenure for SLGs will be for a period of 15 months and all Chairs will be eligible to stand for re-election, if they wish. All Chairs are designated a standard 1 day per week time commitment. A variation of this this time period can only be agreed by the sponsoring directorate in consultation with the Head of Equality and Inclusion (or nominee when needed); and only on occasion that there is deemed to be additional demands or priorities.

The Chairs remain contractually aligned to their substantive posts and will report directly to their line managers or another nominated officer within their directorates. All requests for leave, sickness recording, and other such contractual matters remain the responsibility of the sponsoring directorates.

The Chair's responsibilities are:

- Overall coordination of their Group's activities, in line with the priorities agreed by the Strategic Diversity Leadership Group and the Directorate Equality Groups
- Focal point of reference for the Council on issues relating to their Group
- Chairing of meetings unless other arrangements are made e.g. rotation amongst steering group members
- Attendance (by rotation alongside other Chairs) at the Council's Strategic Diversity Leadership Group, Directorate Equality Groups and any other group considered appropriate by the Head of Equality and Inclusion (or nominee when needed)

Chairs are not responsible for dealing with potential grievances around discrimination, harassment, bullying and such matters brought to their attention. They will not be involved in casework themselves to resolve issues. Instead, they should signpost SLG members, staff or Citizens or their champions to the appropriate policy or manager / department that has formal responsibility for grievances etc within the Council. This is in order for the issue to be resolved speedily and satisfactorily. However, Chairs can (with permission from originator and HR) to liaise with the manager / department in question so that they can check the progress and inform the originator accordingly.

8. SLG Steering Groups

Each SLG will establish a steering group, which should meet on a bi-monthly basis. The role of the steering group is to work with the Chair and to encourage an environment of collective responsibility and accountability for all. In addition, to develop, implement and evaluate a work programme (with support from the Equality & Inclusion Team) that is aligned with Strategic priorities set by the Strategic Diversity Leadership Board and Operational priorities set by the Directorate Equality Groups.

The steering group will consist of SLG Chair and nominated members of the SLG or staff who have the specialist skills or interests. These individuals will have skills and knowledge to champion the rights and needs of Bristol's diverse population, enabling the SLGs to fulfil their mandate of supporting the Council to deliver high quality services.

The steering group will also influence the decision making process of the Strategic Diversity Leadership Board and the Directorate Equality Groups, so that strategic and operational priorities they set reflect the needs of SLG members, staff and people of Bristol and their champions from diverse backgrounds.

The steering groups will undertake specific areas of work as agreed with staff / managers from Directorates.

The steering group members will have a designated time allowance of 2.5 hours for the bi-monthly meetings; or otherwise by agreement with line managers, this time can be allotted for work tasks that arise from the group.

The dates of these meetings should be set well in advance. As a result there is a default position that steering group members have a 'right to attend' if proper notice is given and there are not deemed to be any 'exigency to the service' issues that arise as a result of their attendance. Separate guidance on 'right to attend' is available from the Head of Equality and Inclusion.

For this transition phase, selection of steering group members should be made from the wider membership and those who are eligible to be members. However, the Chair in consultation with Head of Equality and Inclusion (or nominee when needed) can also nominate individuals for this role, if it is viewed that specific expertise or skill sets are required. There should normally be a maximum of 15 people on the steering group. If additional numbers are required, reasons should be set out and presented to the Head of Equality and Inclusion (or their nominee when needed) for discussion and decision.

The Chairs will always send suitable substitutes to meetings which they cannot attend.

9. SLG Membership meetings

SLG Membership meetings are open to any member of staff that identify with the Group's protected characteristics. This should be agreed with the Head of Equality and Inclusion (or their nominee when needed).

Staff should be able to attend a maximum of six meetings per year and can choose between the groups. This is important where individuals identify with more than one group (intersectionality). Staff will be encouraged to register as members if they wish to attend membership meetings and SLGs will retain a list or register of members. Notwithstanding this, there may be circumstances where (for good reasons) staff do not wish to register.

The dates of SLG membership meetings should be set well in advance and published on the Source. As a result, there is a default position of a 'right to attend' if proper notice is given and there are not deemed to be any 'exigency to the service' issues that arise as a result of their attendance. Separate guidance on 'right to attend' is available from the Head of Equality and Inclusion (or their nominee when needed).

10. Joint Meeting of Chairs

The Chairs should meet on a three monthly basis to ensure that there is a coordinated and coherent strategic approach and that there is an awareness of key developments within each Group. The Equality and Inclusion Team will support these meetings. This is also an opportunity to ensure that issues around intersectionality themes and opportunities for joint working remain central to overall SLG thinking and these can be fed in to the Strategic Diversity Leadership Board by whichever Chair is in attendance.

11. SLG Support Group

SLGs should feel that they are supported by the Council in carrying out their mandate. The SLG Support Group is being set up to give additional expertise and skill as well as identify and address any capacity issues. In addition, to identify and resolve difficulties that may arise in SLGs discharging their function as well as carry out forward planning.

The SLG Support Group is made up of SLG Chairs, Heads of Equality and Inclusion Human Resources, Learning and Development, and Organisational Development (or their nominee when needed). The group will meet initially on a monthly basis to help relaunch the SLGs, including finalising the work plan. This will be followed by three monthly meetings.

12. Annual joint Celebration Event

This will involve all SLG members and staff. In addition, any other organisation that SLGs wish to include can be invited. It is envisaged that the annual event will be hosted by Mike Jackson, Mayor.

This should be a celebration of achievements alongside a highlighting of what needs to happen (key challenges and opportunities) going forward. It is also an opportunity to consider inviting external guest speakers.

13. Budget / financial protocols

Budget / financial protocols have been agreed and will be held by the Head of Equality and Inclusion (or their nominee). SLG Chairs will have access to this information as well as work with the Head of Equality and Inclusion (or their nominee) to agree the expenditure



Bristol City Council Staff Led Group Terms of Reference

1. Purpose of the Staff Led Group

To act as a critical friend to the Council and act as a forum for support, consultation and to inform and challenge existing policy and practices ensuring that equality, diversity and inclusion are embedded as core values within the Council are evident across the workforce.
To act as an advocate for the Council, promoting the Council and its workforce

- 1.1 Provide a voice for (*enter staff led group name*) and their supporters.
- 1.2 Provide a dedicated webpage for the Source to promote the activities of the group.
- 1.3 Organise at least one meeting quarterly with the members to discuss progress on agreed initiatives.
- 1.4 Contribute to interventions that focus on policy review, opportunities for training and development, peer support and information sharing.
- 1.5 Act as a signpost to HR or the relevant TU for staff seeking to resolve any work related concerns.
- 1.6 Agree a realistic costed work plan with a set of outcomes that are strategically aligned to the Councils vision and values within the allocation of funds to each group which is for the purpose of backfilling each Chair and an administrator as agreed.
- 1.7 To receive feedback from members of the group on an annual basis.
- 1.8 To contribute in supporting an annual community initiative/ event specific to the group.
- 1.9 Contribute to the promotion of the Council and its values across the workforce, City wide, Regionally and Nationally.
- 1.10 Acting as Ambassadors whilst promoting the Council's excellent reputation.

2. Membership of the SLG

- 2.1 Membership to (*staff led group name*) is open to any staff member that identifies with the groups protected characteristic.
- 2.2 Members will have an opportunity to elect the Chair via the groups AGM.
- 2.3 Members can attend group meetings with support and prior agreement of their line manager.

- 2.4 Members are encouraged to contribute to specific work plan areas or agree to lead on other areas of work and will be supported by the Council through the Volunteering Policy.
- 2.5 Members will be responsible for adherence to Council policies.
- 2.6 Members are permitted to attend a minimum of 4 (four) SLG meetings per year any additional time will need to be agreed with your line manager.

3. Chairperson

- 3.1 The Chair requires a set of specific skills and attributes and guidance for the Chair are available along with training from HR.
- 3.2 The Chair will serve a minimum of one (1) year to a maximum of three 3 years.
- 3.3 The Chair will be allocated specific protected time (1 day per week) pro-rata to undertake their role.
- 3.4 The Chair will agree the schedule of meetings for the group and coordinate the work plan.
- 3.5 The Chair has the opportunity to resign their post at any given time.
- 3.6 Should the Chair be indisposed then they will source an alternative representative.
- 3.7 The Chairperson is subject to the Council's Code of Conduct

4. Structure of the SLG

- 4.1 At least a quarterly meeting will be arranged and led by the Chair.
- 4.2 The Chair will act as a co-ordinator at all meetings and the members by vote will make the decisions; all decisions relating to the group are made based on a majority vote, which may include the Chair.
- 4.3 The secretarial and administrative duties will be delegated where necessary with the support of ABS.

5. SLG meetings

- 5.1 Meetings will be organised and led by the Chair.
- 5.2 Meetings will take place at City Hall unless otherwise advised.

6. Finance and resources

- 6.1 The SLG work plan will be supported with a budget provided by HR and will be made public.
- 6.2 Members will be encouraged to support the group as a resource in themselves.

7. Accountability

- 7.1 The SLG chair, champions, members and any members of committees set up by the SLG take responsibility for their individual conduct, outputs and actions which should not bring the group or Council into disrepute.
- 7.2 The SLG chair, champions, members and any members of committee set up by the SLG are subject to the Council's Code of Conduct.
- 7.3 Members are encouraged to feedback their thoughts/ opinions via the Chair.

8. Review

- 8.1 These Terms of Reference will be reviewed every 12 months from the agreed date of acceptance, or as requested by members



HR Committee

2nd July 2020

Report of: Director: Workforce & Change

Title: Pay Gap Report – Gender, Ethnicity and Disability

Ward: N/A

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

Contact Telephone Number: 07795 446270

Recommendation

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

Summary

The report provides information on the gender, race and disability pay gaps in the City Council for the reporting period to 31 March 2019 and work the Council is doing to address the pay gaps.

The significant issues in the report are:

- The mean gender pay gap is 4.08% and the median gender pay gap is 8.9%.
- The City Council is one of a small number of employers in the UK to publish the ethnicity pay gap. No employers haven been identified who publish the disability pay gap.
- The reported ethnicity and disability pay gaps relies on holding equalities information for all employees. 91% of the workforce have disclosed their ethnicity. 90% of the workforce have disclosed whether or not they have a disability.
- The mean ethnicity pay gap is 12.06% and the median pay gap is 17.56%.
- The mean disability pay gap is 1.97% and the median gender pay gap is 3.25%
- 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 ethnicity or disability 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**
Deputy Mayor (Finance, Governance and Performance) and Corporate Leadership Board.
3. **External**
Not required because this report is for information only.

Context

4. Background

- 1.1. From 2017 onwards, any UK organisation employing 250 or more employees has to report publicly on its gender pay gap. The gender pay gap is a measurement of the difference between men and women's average salaries.
- 1.2. 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.
- 1.3. There is currently no legal obligation to report upon anything other than the gender pay gap. As part of our Organisational Improvement Plan the Council has further committed to report upon and support work to tackle the ethnicity and disability pay gaps. The ethnicity and disability pay gaps relies on employee disclosure. Employees are not obliged to disclose this information. Currently, 9% of the workforce have not disclosed their ethnicity and 9.8% of the workforce have not disclosed whether or not they have a disability. We are working to reduce the number of unknown declarations.
- 1.4. The ethnicity pay gap compares the average hourly pay of disclosed Black, Asian and Minority Ethnic (BAME) workers and White British employees. The BAME pay gap looks at all roles and shows whether white employees are on average occupying higher paying roles than BAME employees, or vice versa.
- 1.5. Similarly, the disability pay gap compares the average hourly pay of disclosed disabled and non-disabled employees. Like the ethnicity pay gap, 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.

5. Findings from our pay gap data

1.6. This report builds upon its work with the Women's Commission and the Equalities and Inclusion team to provide detailed pay gap reporting and analysis.

1.7. Gender Pay Gap

- 5.2.1 The Councils gender pay gap analysis indicates that mean pay for men is 4.08% 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 17.2%. The median gender pay gap is also significantly lower than the national average of 17.3% (please see appendix 1).
- 5.2.2 We have the 4th lowest gender pay gap amongst Core City comparators and the lowest pay gap amongst local Public Sector employers.
- 5.2.3 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.
- 5.2.4 There is a negative gender pay gap for women in senior roles within the pay structure i.e. women are more likely to be paid more than men.
- 5.2.5 Gender pay gaps were identified within certain grades. This arises from the fact that men having longer tenure in their jobs, which enables them to progress further through the respective pay ranges.

1.8. Ethnicity Pay Gap

- 5.2.6 The Councils ethnicity pay gap analysis indicates that mean pay for White British staff is 12.06% higher than that of Black and Minority Ethnic (BAME) staff and the median pay for White British is 17.56% higher than that of BAME staff.
- 5.2.7 The Councils ethnicity pay gap (BAME) has reduced from a mean of 15.38% in 2016, to a mean of 12.06% in 2019. We have the 3rd lowest ethnicity pay gap amongst the small number comparators in the Public and Private Sector that also publish their ethnicity pay gap.
- 5.2.8 The difference between the median and the mean figures is due to a lower proportion of BAME staff in the higher pay quartiles 3 & 4, against a high proportion of BAME staff in quartile 1 which is the lower pay quartile.
- 5.2.9 When the mean pay gap is compared we see the full time mean is 8.87% and the part time mean is 16.09%. Part time BAME staff have the biggest race pay gap.
- 5.2.10 The largest gap is in BG6 and shows a pay gap of 6.27% for BAME staff against White British staff, a large number of these roles relate to administrative jobs.

5.4 Disability Pay Gap

- 5.2.11 The Council's disability pay gap analysis indicates that mean pay for non-disabled staff is 1.97% higher than that of disabled staff and the median pay for non-disabled staff is 3.25% higher than that of disabled staff.
- 5.2.12 The greatest disparity between disabled and non-disabled staff is in the top pay Quartile (4). We have not found any published information from other organisations so we can compare our performance, however the Trade Union Congress (TUC) estimate the disability pay gap to be 15.5% across the UK and 8.5% in the South West.
- 5.2.13 When the mean pay gap is compared we see the full time mean pay gap is 0.02% and the part time mean pay gap is -2.82%.
- 5.2.14 The largest gap is in BG6 and shows a pay gap of 7.82% for Disabled staff against Non-Disabled staff, a large number of these roles relate to administrative jobs. The second largest gap is at senior management grades with a pay gap of 6.14% for Disabled staff.

6. Closing the gap

- 6.1 Our equality policy and strategy sets out our commitment to equality and diversity, and how we will; tackle equalities issues, aim to eliminate discrimination, foster good relationships between communities in Bristol and ensure those from different backgrounds have similar life opportunities. The annual report will be considered at Full Council on 7th July 2020 and this will set out the Council's priorities for the next twelve months.
- 6.2 Our Organisational Improvement Plan sets out our workforce priorities. This plan is being refreshed at the moment and will include new targets and priorities that will support narrowing the pay gaps identified in this report. As part of this work we will analyse the impact of length of tenure on organisational performance and pay gaps. We will be setting new stretching diversity targets and in particular to increase the number of BAME, disabled and women colleagues in senior management positions using positive action initiatives. Specific action that is being taken that will contribute to closing pay gaps are set out below:-
- 5.2.15 A range of changes to recruitment and selection processes including new secondment (previously 'acting up') policy. Changes include ensuring all opportunities are widely promoted across the organisation rather than to specific teams/groups and will remove the option of direct appointments to short term roles. There will also be positive action guidance. These changes will be implemented from July 2020 and will increase opportunities for career progression and will improve the diversity of the workforce at higher pay grades.
- 5.2.16 6.2.2 Increasing the proportion of employees who have declared their ethnic origin and whether they have a disability to 95% by December 2020. **This will improve the accuracy of pay gap reporting.**

- 5.2.17 Talent management plans at service level to be introduced which will identify diversity and pay gaps. They will include positive action policies and initiatives and cover:-
- talent mapping and the leadership pipeline
 - identifying talent and encouraging colleagues to seek advancement
 - use apprenticeships systematically as pathways into professions where there is occupational segregation and poor representation e.g. women and BAME workers
 - increased offer of structured development opportunities
 - offer defined secondment and/or project opportunities for BCC Stepping Up graduates, and colleagues completing apprenticeships, Bristol Leads and other learning programmes
 - career passports

This intervention is designed to improve the diversity of the workforce and will contribute to closing pay gaps.

5.2.18 **We have set the following organisational targets for 2020/21:-**

- Increase the percentage of employment offers made to people living in the 10% most deprived areas – Target 6.5%
- Percentage of top earners who are women – Target 55%
- Reduce the mean gender pay gap – Target 3.85%
- Reduce the mean race pay gap – Current target is being reviewed
- Reduce the mean disability pay gap – Target 1.75%
- Difference between progression rate of BAME and non-BAME employee – Target 0% (no difference)
- Difference between progression rate of Women and Men – Target 0% (no difference)

7. City-wide action to reduce the ethnicity pay gap

- 7.1 Bristol City Council has led the development and production of the city's first ever Race Equality H.R. data product, which includes many of the major Public Sector organisations in the City, through Bristol's Race Equality Strategic Leaders Group.
- 7.2 The group has committed to producing this report on a bi-annual basis, to enable monitoring of trends in relation to race equality across partner organisations, with detailed actions plans set by partners in order to bring about improvements in race equality performance.
- 7.3 The driving force of this key initiative is to ensure that we produce fairer, more inclusive workplaces for our employees across the City as well as ensuring more representative workforces to serve the communities of Bristol. This project focuses on transparently presenting how all major public sector agencies in the City are performing in terms of their

race equality data, including detail on pay by race for key H.R. indicators such as by representation, pay, grievance, disciplinary and sickness data.

- 7.4 Late 2019 saw the launch of Bristol's second city-wide Race Equality H.R. data product, formally launched at the Race and the City Conference with the city-wide partnership approach being commended nationally by Government departments and at National Award events for its transparent approach. This report contains a sample size exceeding 40,000 employees across Bristol

Proposal

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

Other Options Considered

9. None.

Risk Assessment

10. 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 Pay Gap Report - Data based as at March 2019

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

Race Equality HR Data Product 2019

<https://www.bristolonecity.com/wp-content/uploads/2020/03/Race-Equality-Data-Product-UPDATE-2020.pdf>

Pay Gap Report



Data based as at March 2019

Workforce & Change

March 2020



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1. Introduction

- 1.1 The 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 at a 'snapshot date'. This report also considers both the ethnicity and disability pay gap at the Council. Unlike the gender pay gap there is currently no legal requirement for employers to report their race and disability 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 ensures equal pay for work of equal value. These arrangements apply to the vast majority of jobs. The remaining jobs are covered by national collective agreements and 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 Ethnicity and Disability Pay Gap to show the difference between Black and Minority Ethnic (BAME) employees and White British employees and also Disabled employees against Non-Disabled employees.
- 1.5 Local authority maintained schools are excluded from this dataset as reporting is the responsibility of the governing body but is only required if the school has over 250 employees.
- 1.6 As at March 2019 the headcount was 6,248 employees, of which 3,741 (60%) were women. The Female economically active population is 47%. 711 (13%) employee declared themselves as Black and Minority Ethnic (BAME), against an economically active population of 15%. 446 (8%) employees reported as being disabled, against a economically active population of (12%) (Office for National Statistics published data). At the time of writing this report the ethnicity of 511 employees and the disability status for 594 employees are unknown.

- 1.7 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. The same formula has been applied to cover both the race and disability pay gaps. Full pay relevant employees are those that are employed on the snapshot date of 31 March 2019 and have been paid in the period that the snapshot date falls without any reductions in pay.
- 1.8 The ethnic groups that make up BAME are; Black/African/Caribbean/Black British, Asian/Asian British, mixed/multiple ethnic groups and other ethnic groups. The ethnic groups that make up White Minority Ethnic are; Gypsy/Roma/Traveller/Irish Traveller, Irish, Other European and Other White background.

2. Calculating the Pay Gap

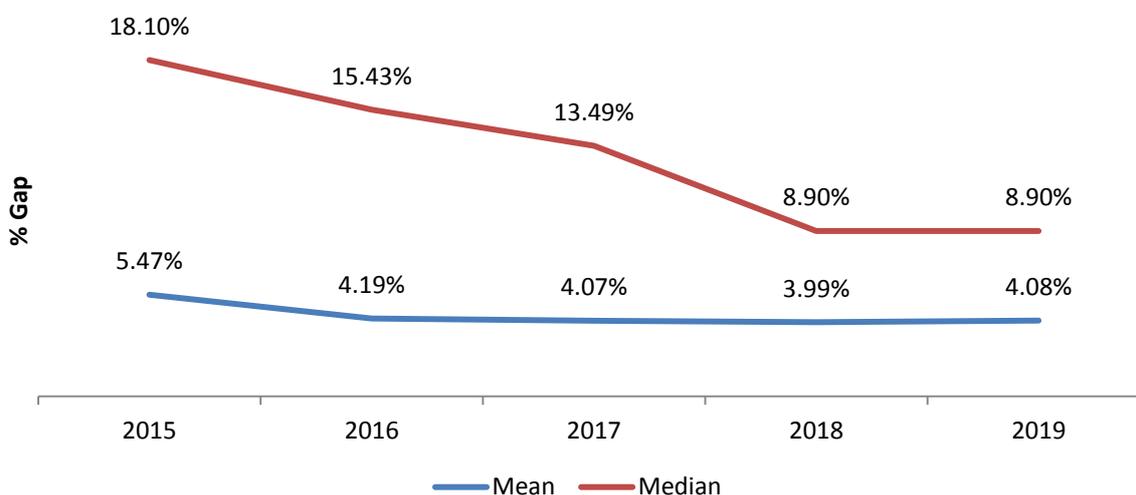
- 2.1. The mean figure is derived by adding the hourly pay rate for all employees then dividing by the number of employees. The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.
- 2.2. The median 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.
- 2.3. The mean figure is derived by adding the hourly pay rate for all employees then dividing by the number of employees. The mean race pay gap is the difference between the mean hourly rate of pay of White British full-pay relevant employees and that of BAME or White Minority Ethnic full-pay relevant employees.
- 2.4. 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 race pay gap is the difference between the median hourly rate of pay of White British full-pay relevant employees and that of BAME or White Minority Ethnic full-pay relevant employees.
- 2.5. The mean figure is derived by adding the hourly pay rate for all employees then dividing by the number of employees. 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.
- 2.6. 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 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.

3. Pay Gap

3.1 Gender Pay Gap

	Mean	Median	ONS Mean	ONS Median
Women	£14.77 per hour	£13.72 per hour		
Men	£15.39 per hour	£15.06 per hour		
Difference	£0.62 per hour	£1.34 per hour		
Pay Gap	4.08%	8.90%	17.2%	17.3%

3.1.1 The Councils gender pay gap analysis indicates that mean pay for men is 4.08% 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 17.2%. The median gender pay gap is also significantly lower than the national average of 17.3%.



3.1.2 The Councils gender pay gap has reduced from a mean of 5.47% and a median of 18.1% in 2015, to a mean of 4.08% and a median of 8.9% in 2019. This report aims look in more detail into the reasons behind our pay gap with a view to identifying areas to address the pay gap.

3.1.3 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 2019			
	Organisation	Mean gender pay gap	Median gender pay gap
Core Cities	Bristol	4.1	8.9
	Birmingham		
	Cardiff		
	Leeds	5.9	7.8
	Liverpool		
	Manchester	8.1	9.8
	Newcastle	3.6	6.0
	Nottingham	3.3	0.0
	Sheffield	1.4	5.6
Public Sector Data	Avon & Somerset Police	11.0	14.9
	Avon & Wiltshire Mental Health Partnership NHS	14.4	11.0
	South West Ambulance Service	4.6	16.0
	Bristol University	18.6	13.7
	North Bristol NHS Trust	23.5	6.5
	University of the West of England	11.2	11.7
	Avon Fire & Rescue Service		
	University Hospitals Bristol NHS	20.6	1.4

3.1.4 Whilst the mean pay gap is lower, 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 have divided the pay into four equal quartiles.

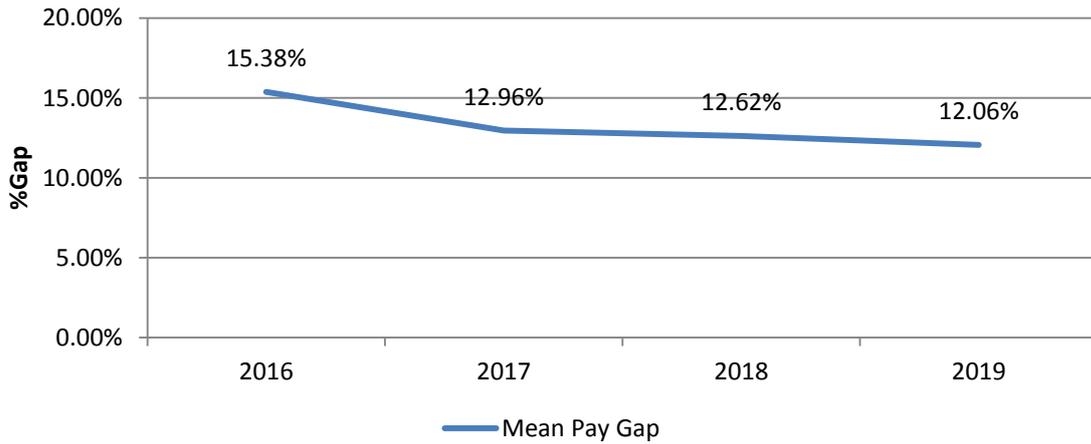
Quartile (Hourly rate range)	Employees			Ratio Men:Women
	Men	Women	Total	BCC = 41:59
Quartile 1 (£5.00 - £11.23)	553	961	1514	37:63
Quartile 2 (£11.24 - £14.18)	582	1010	1592	37:63
Quartile 3 (£14.20 - £17.18)	712	849	1561	46:54
Quartile 4 (£17.23 - £85.52)	635	775	1410	45:55

3.1.5 A higher proportion of the top 25 percent (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 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.

3.2 Ethnicity Pay Gap

	Mean	Median	Mean Pay Gap	Median Pay Gap
BAME	£13.43 per hour	£12.07 per hour	12.06%	17.56%
White Minority Ethnic	£15.08 per hour	£14.63 per hour	1.31%	0%
White British	£15.28 per hour	£14.63 per hour		

3.2.1 The Councils ethnicity pay gap analysis indicates that mean pay for BAME staff is 12.06% lower than that of White British staff and the median pay for BAME staff is 17.56% lower than that of White British staff.



3.2.2 The Councils ethnicity pay gap (BAME) has reduced significantly from a mean of 15.38% in 2016, to a mean of 12.06% in 2019.

3.2.3 To put this into context the below table shows the published Ethnicity Pay Gap Statistics published by some Local Authorities and other organisations. We have found few organisations that publish their race pay gap.

31st March 2019	
Organisation	Mean ethnicity pay gap (BAME)
Bristol City Council	12.06
Deloitte UK	14.5
London Borough of Hillingdon	17.03
Croydon Council	8.7
Royal Borough of Kensington and Chelsea	11.8

	Employees				Ratio BAME:WME:WB
Quartile (Hourly rate range)	BAME	WME	White British	Total	BCC = 13:5:82
Quartile 1 (£5.00 - £11.23)	263	70	1000	1333	20:5:75
Quartile 2 (£11.24 - £14.18)	185	70	1219	1474	13:5:83
Quartile 3 (£14.20 - £17.18)	142	69	1247	1458	10:5:85
Quartile 4 (£17.23 - £85.52)	112	76	1101	1289	9:6:85

3.2.4 The difference between the median and the mean figures is due to a lower proportion of BAME staff in the quartiles 3 & 4, against a high proportion of BAME staff in quartile 1. The greatest disparity between BAME and White British staff is in the top 25 percent (Quartile 4).

3.3 Disability Pay Gap

	Mean	Median
Disabled	£14.77 per hour	£13.72 per hour
Not Disabled	£15.06 per hour	£14.18 per hour
Pay Gap	1.97%	3.25%

3.3.1 The Councils disability pay gap analysis indicates that mean pay for disabled staff is 1.97% lower than that of non-disabled staff and the median pay for disabled staff is 3.25% lower than that of non-disabled staff. The difference between the median and the mean figures is due to a lower proportion of disabled staff in the top quartile of employees.

Quartile (Hourly rate range)	Employees			Ratio Disabled:Not Disabled
	Disabled	Not Disabled	Total	BCC = 8:92
Quartile 1 (£5.00 - £11.23)	102	1227	1329	8:92
Quartile 2 (£11.24 - £14.18)	134	1329	1463	9:91
Quartile 3 (£14.20 - £17.18)	113	1353	1466	8:92
Quartile 4 (£17.23 - £85.52)	94	1196	1290	7:93

3.3.2 The greatest disparity between disabled and non-disabled staff is in the top 25 percent (Quartile 4). We have not found any published information from other organisations so we can compare performance, however the Trades Union Congress (TUC) estimate the disability pay gap to be 15.5% across the UK and 8.5% in the South West.

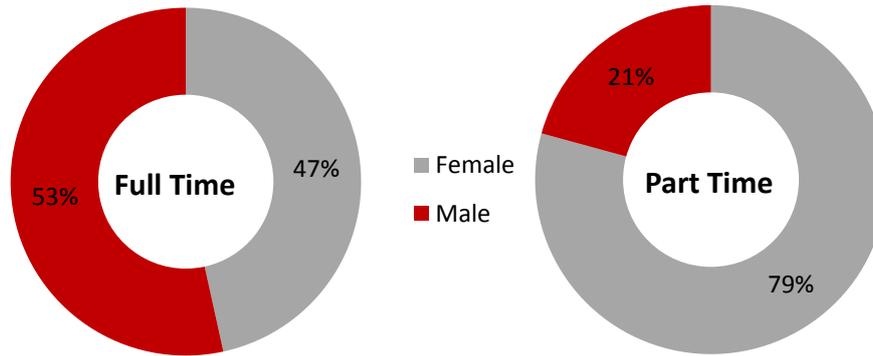
4. Full time v Part time

4.1 Gender

	Full time	Part time
Women	£15.86 per hour	£13.74 per hour
Men	£16.04 per hour	£12.75 per hour
Pay Gap	1.11%	-7.75%

4.1.1 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.

4.1.2 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 1.11% and the part time mean is -7.75%.



4.1.3 The gender split for full time employees is more even. In contrast nearly 80% of part-time workers are women. This is influenced by the far higher proportion of women tending to seek a work-life balance due to primary carer commitments. Consequently women tend to be attracted to part-time roles that can offer more flexibility. The gender distribution in full and part-time working is consistent with the wider economy – see [Office for National Statistics](#).

4.2 Ethnicity

	Full Time Mean	Full Time Mean Pay Gap	Part Time Mean	Part Time Mean Pay Gap
BAME	£14.64 per hour	8.87%	£11.71 per hour	16.09%
White Minority Ethnic	£15.52 per hour	3.37%	£14.35 per hour	-2.88%
White British	£16.07 per hour		£13.95 per hour	

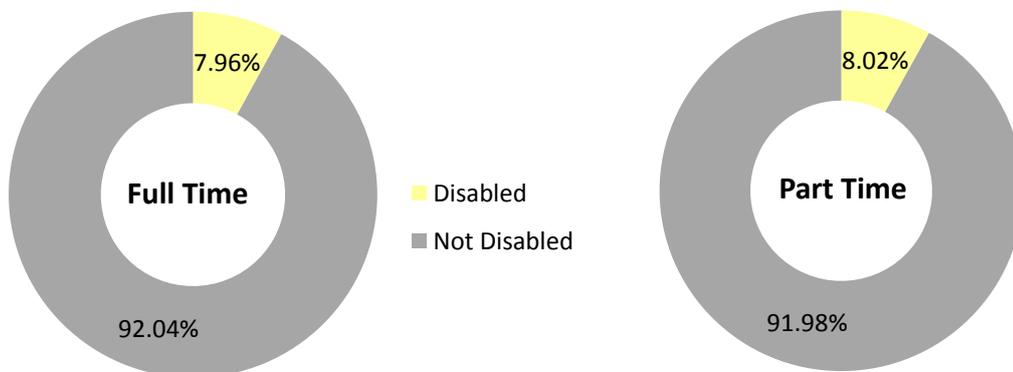
4.2.1 The profile of BAME staff and White British staff working full time and part time is very similar. 12% of BAME staff work full time and 83% White British and 5% White Minority Ethnic. 14% of BAME staff work part time and 81% White British and 5% White Minority Ethnic. When the mean pay gap is compared we see the full time mean is 8.87% and the part time mean is 16.09%. Part time BAME staff have the biggest race pay gap.



4.3 Disability

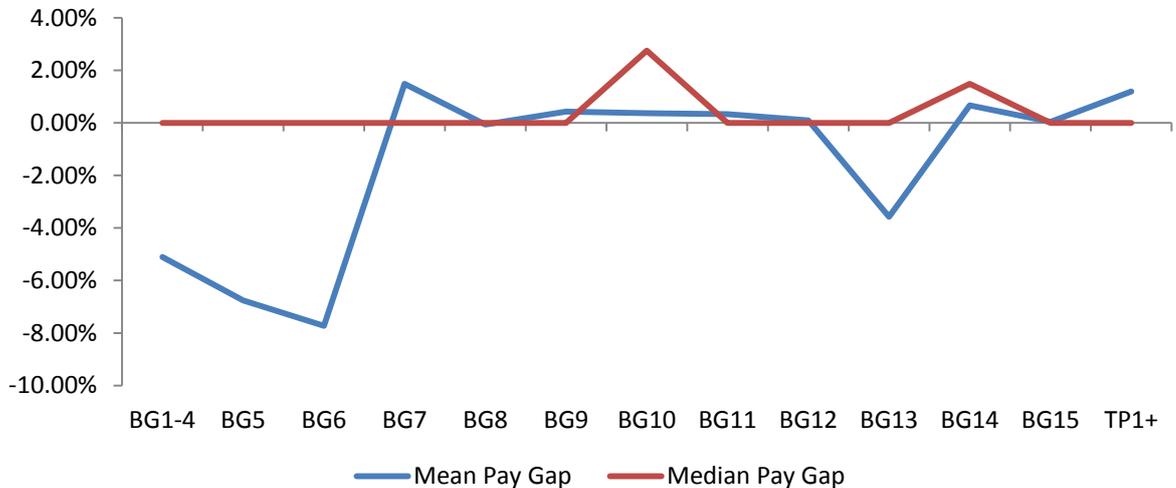
	Full time	Part time
Disabled	£15.26 per hour	£13.97 per hour
Non - Disabled	£15.97 per hour	£13.59 per hour
Pay Gap	0.02%	-2.82%

4.3.1. There is a small difference between number of Disabled staff and Non-Disabled staff working full time and part time. 7.96% of Disabled staff work full time compared to 92% Non-Disabled staff. 8.02% of Disabled staff work part time and 92% Non-Disabled staff. When the mean pay gap is compared we see the full time mean pay gap is 0.02% and the part time mean pay gap is -2.82%.



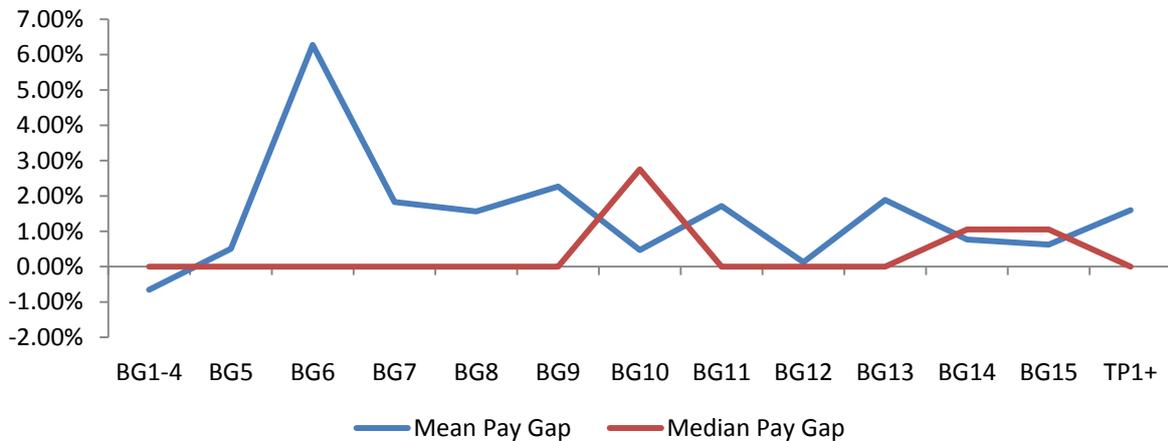
5. Analysis by Grade

5.1 Gender



- 5.1.1 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.
- 5.1.2 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.
- 5.1.3 Bristol City Council job evaluation scheme ensures that jobs are ranked correctly and the assigned a grade based on the job evaluation score. The job evaluation score is then assigned to a grade. Each grade has a range of job evaluation points. 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.

5.2 Ethnicity

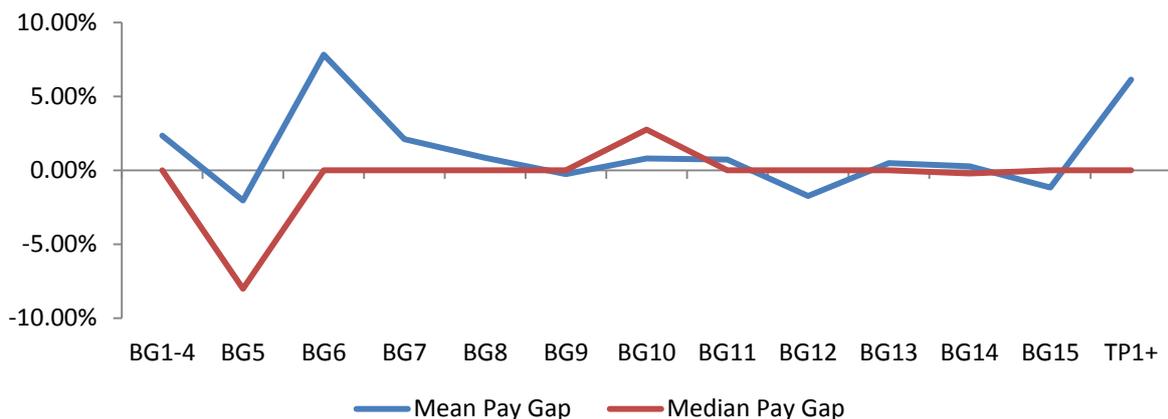


5.2.1 The largest gap is in BG6 and shows a pay gap of 6.27% for BAME staff against White British staff, a large number of these roles relate to administrative jobs.

5.2.2 Pay distribution amongst pay grades shows that the median (50%) pay for BAME staff lies in grade BG8, whereas for White British it lies in grade BG10.

5.2.3 The values for the mean ethnicity pay gap correlate with the BAME to White British ratio in the four quartiles. As we have identified there are many more BAME staff than White British staff at the lower paid levels this is the reason for the negative pay gap at the lower levels.

5.3 Disability



- 5.3.1 The largest gap is in BG6 and shows a pay gap of 7.82% for Disabled staff against Non-Disabled staff, a large number of these roles relate to administrative jobs. The second largest gap is at TP1+ with a pay gap of 6.14% for Disabled staff.
- 5.3.2 Pay distribution amongst pay grades shows that the median (50%) pay for Disabled staff lies towards the middle of grade BG9, whereas for Non-Disabled lies towards the top of grade BG9.
- 5.3.3 The values for the mean disability pay gap correlate with the pay ratio in the four quartiles. As we have identified the difference between the median and the mean figures is due to a lower proportion of disabled staff in the top quartile of employees.

6. Closing the gap

- 6.1 Bristol City Council will continue to address the ongoing difference in both mean and median percentages through further analysis of the reasons for disparity.
- 6.2 Our equality policy and strategy sets out our commitment to equality and diversity, and how we will; tackle equalities issues, aim to eliminate discrimination, foster good relationships between communities in Bristol and ensure those from different backgrounds have similar life opportunities. The annual report will be considered at Full Council on 7th July 2020 and this will set out the Council's priorities for the next twelve months.
- 6.3 Our Organisational Improvement Plan sets out our workforce priorities. This plan is being refreshed at the moment and will include new targets and priorities that will support narrowing the pay gaps identified in this report. In particular, we will be setting new stretching diversity targets and in particular to increase the number of BAME, disabled and women colleagues in senior management positions using positive action initiatives. Specific action that is being taken that will contribute to closing pay gaps are set out below:-

6.3.1 A range of changes to recruitment and selection processes including new secondment (previously 'acting up') policy. Changes include ensuring **all** opportunities are widely promoted across the organisation rather than to specific teams/groups and will remove the option of direct appointments to short term roles. There will also be positive action guidance. **These changes will be implemented from July 2020 and will increase opportunities for career progression and will improve the diversity of the workforce at higher pay grades.**

6.3.2 Increasing the proportion of employees who have declared their ethnic origin and whether they have a disability to 95% by December 2020. **This will improve the accuracy of pay gap reporting.**

6.3.3 Talent management plans to be introduced. To include positive action policy and initiatives:-

- talent mapping and leadership pipeline
- identifying talent and encouraging colleagues to seek advancement
- use apprenticeships systematically as pathways into professions where there is occupational segregation and poor representation e.g. women and BAME workers
- increased offer of structured development opportunities
- Offer defined secondment and/or project opportunities for BCC Stepping Up graduates, and colleagues completing apprenticeships, Bristol Leads and other learning programmes
- Career passports

This intervention is designed to improve the diversity of the workforce and will contribute to closing pay gaps.

6.3.4 **We have set the following organisational targets for 2020/21:-**

- Increase the percentage of employment offers made to people living in the 10% most deprived areas – Target 6.5%
- Percentage of top earners who are women – Target 55%
- Reduce the mean gender pay gap – Target 3.85%
- Reduce the mean race pay gap – Target 11.75%
- Reduce the mean disability pay gap – Target 1.75%
- Difference between progression rate of BAME and non-BAME employee – Target 0% (no difference)
- Difference between progression rate of Women and Men – Target 0% (no difference)

- 6.4 We are supporting 'Staff Led Groups' (SLG) representing BAME, LGBT+, disabled and young employees to have a more influential voice in the organisation. We continue to expand our 'Stepping Up' partnership programme for aspiring BAME leaders, and this has now been extended to other under-represented groups.
- 6.5 We will continue to develop new ways of working that offers flexibility that enables all employees to continue to develop their careers within the organisation whilst still achieving a good work-life balance.
- 6.6 We are striving to create a workforce which is representative of the city we serve at all levels of the organisations. We are placing equality and inclusion at the heart of our organisational plans and priorities.