

Equality and Inclusion

Annual Progress Report 2020-21



Introduction

Our Equality and Inclusion Policy and Strategy 2018-23 sets out our commitment to equality and diversity, and how we will:

- tackle equality issues
- aim to eliminate discrimination
- create good relationships between communities in Bristol
- ensure those from different backgrounds have similar life opportunities

In recent years the Council has been on a substantial journey of improvement around equality and inclusion practice, investing time, money and effort to better live up to our high aspirations for inclusivity in our workplaces and our City. This annual report shows what we have done in the period April 2020 to March 2021 to achieve the objectives of our Equality and Inclusion Policy and Strategy and, more broadly, to make progress in relation to equality and inclusion work across the Council¹.

Making fair decisions

Equality Objective E01 – “Our handling of equality and inclusion will reach the high standards we expect of ourselves and others will look to us as a source of good practice.”

This objective is about what we will do to support the quality of decision making.

Refreshed Equality and Inclusion Policy

As a public body we are committed to regularly reviewing our approach to Equality and Inclusion - and in December 2020 Full Council unanimously approved an updated version of our Equality and Inclusion Policy and Strategy 2018-23. This update was a 'refresh' to bring it up to date rather than a complete rewrite.

What we have changed

¹ The Equality Duty is supported by specific duties, set out in regulations which came into force on 10 September 2011. These specific duties require public bodies to publish relevant, proportionate information demonstrating their compliance with the Equality Duty; to prepare and publish one or more specific, measurable objectives at least every four years and to report progress annually; and publish relevant equality information which will make public bodies transparent about their decision making processes, and accountable to their service users. This information needs to be published in a way that is accessible to the public.

We provided a new introduction setting the policy and strategy in the context of recent global and local events e.g.

- COVID-19
- Black Lives Matter movement
- Brexit

We adopted the APPG working definition of Islamophobia². This is in addition to the council's existing adoption of the IHRA working definition of Antisemitism³, and victim-centred approach to defining hate-crime, to ensure as broad as possible public access to advice and support services relating to hate-crime.

We refined the actions and measures used to support our equality objectives to:

- reflect emerging priorities and subsequent updates to other council plans and strategies
- include recommendations highlighted in the Transforming Race and Equality at Bristol City Council report and the associated actions in the Advancing Equality and Inclusion action plan
- provide clearer metrics and targets for our objectives

We also updated the 'Terminology' section to reflect current thinking and evolving language – including:

- amended definitions e.g. for 'Disability' to promote the social model of disability
- new terms such as 'Afrophobia'⁴ to promote awareness and understanding
- disambiguation e.g. definition of 'Trans'
- clarity on when it is appropriate and inappropriate to use the term 'BAME', moving away from general usage

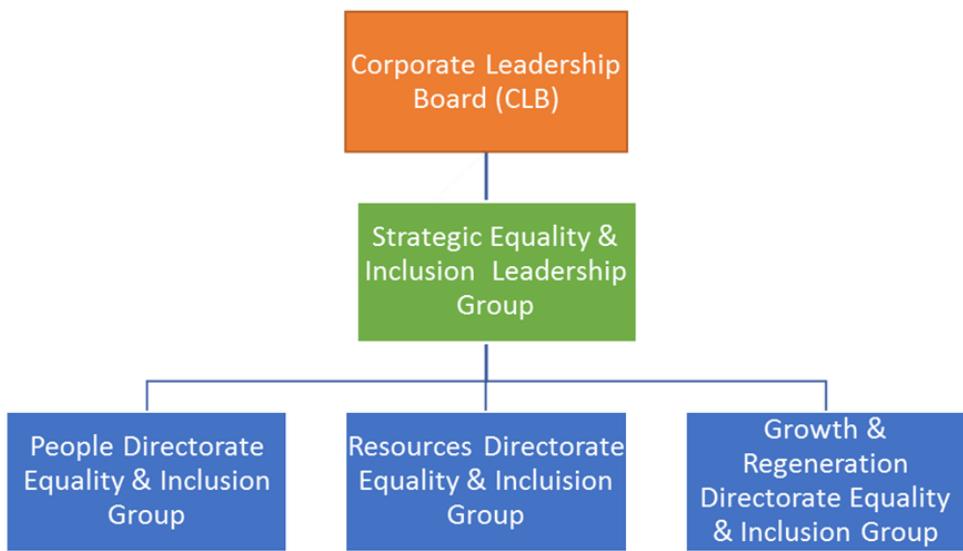
Equality and Inclusion Governance Structure

During the past year we established a new corporate equality governance structure to help strengthen our governance and create formal opportunities for senior leaders and staff representatives to collaborate on equality and inclusion (E&I) work. As part of this structure, the Chief Executive is our senior equality and inclusion champion and Chairs the Strategic Equality and Inclusion Group.

² Islamophobia definition: "Islamophobia is rooted in racism and is a type of racism that targets expressions of muslimness or perceived muslimness." <https://appgbritishmuslims.org/>.

³ Working Definition of Antisemitism | IHRA (holocaustremembrance.com)

⁴ <https://www.blackhistorymonth.org.uk/article/section/african-history/confronting-afrophobia/>



Strategic Equality and Inclusion Leadership Group

The aims of the Strategic Equality and Inclusion Leadership Group are:

- to give assurance to the Corporate Leadership Board that the council is fulfilling its legal obligations under the Equality Act 2010 and the Public Sector Equality Duty
- to ensure that 'due regard' is considered in all key decision-making processes including the Human Rights Act 1998
- to provide strategic leadership and direction on the implementation of the Council's Equality and Inclusion (E&I) Policy and Strategy, to monitor and review performance against the strategic equality and inclusion objectives, and supporting Equality Action Plans to ensure meaningful change is taking place as an employer and in service delivery

Members champion inspire and role-model behaviours that are aligned with the values of the council.

The group commissions, receives and considers reports from Council Directorates, Service Areas, staff-led groups, the Equality and Inclusion team, HR and Organisational Development teams to identify key strategic and operational issues relevant to equality and inclusion, and make recommendations as appropriate.

Directorate Equality and Inclusion Groups

The aims of the Directorate Equality and Inclusion Groups are:

- to create a positive and supportive working environment that enables everyone to thrive and realise their maximum career potential and work-life balance, enabling directorate staff to deliver high quality services to the diverse citizens of Bristol
- to provide a formal reporting mechanism to discuss and manage all equality and inclusion issues that relates to employment and service delivery across the Directorate and agree actions for improvement and mainstreaming
- to strategically oversee the work necessary to ensure that 'due regard' is considered in all key decision-making processes
- to support the implementation of the Equality and Inclusion (E&I) Policy and Strategy actions and the Advancing Equality and Inclusion Action Plan 2020-21, ensuring key actions are incorporated into individual E&I Service Action Plans (formally known as Equality Action Plans)

- to manage and provide updates on the progress of E&I Service Action Plans, workforce metrics, Learning and Development programmes and Equality Impact Assessments/Equality Analysis; identify trends, hotspots, areas of concerns, improvements and share best practice
- to champion, inspire and role model behaviours that are aligned with the values of the council
- to work with the Equality and Inclusion team, to ensure compliance with any legal requirements, standards, frameworks and implementation of best practice measures, e.g. Annual E&I Report, Pay Gap Report, Equality Framework for Local Government (EFLG) and Workforce Stonewall Index, Disability Confident and other related areas
- to communicate and disseminate equality and inclusion information where relevant within their respective Directorate/ Service Areas, for example, promoting activities, learning and development programmes and raising awareness of the work of the staff-led groups (SLGs)
- to ensure that appropriate mechanisms are in place to empower staff from all protected groups within the Directorate to achieve their full potential
- to work with SLGs to raise their profile across the Directorate and Service Areas and work together on any joint initiatives or events relating to the Directorate/Service Areas
- to be creative, innovative and identify best practice initiatives which will be presented and introduced into the BCC, where appropriate external individuals or organisations will be invited to share best practice and learning

Directorate Equality and Inclusion Champions

We now have 12 Directorate Equality and Inclusion Champions. The purpose of this role is to:

- encourage a comfortable and safe environment
- raise awareness of relevant E&I initiatives
- demonstrate positive behaviours to colleagues, partners and service users
- constructively challenge those who discriminate, harass, speak or behave inappropriately
- attend quarterly Directorate E&I Group meetings
- promote the Staff Led Groups' Work plan across the Directorate
- provide regular updates through team and Directorate meetings
- improve career and personal development

Service Equality and Inclusion Champions:

We now have 42 Service Equality and Inclusion Champions. The purpose of this role is to:

- foster a comfortable and safe environment
- raise awareness of relevant E&I initiatives
- demonstrate positive behaviours to colleagues, partners and service users
- constructively challenge those who discriminate, harass, speak or behave inappropriately
- signpost to new initiatives and events
- promote the Staff Led Groups' Work plan across the Service Area
- respect confidentiality and adhere to the Council's values

- provide regular updates through team meetings highlighting best practice
- improve career and personal development
- read and share the documents/outputs that the Directorate Champions send to you from the E&I Directorate meetings that they attend

Equality and Inclusion Director Sponsors

We have established equality and inclusion sponsors at a senior leadership level. They will provide visible leadership and help raise awareness by being a visible member or ally of particular equality groups.

Name	Title	Equality groups
Alison Hurley	Director of Education and Skills	Race
Ann James	Director of Children and Families	LGBTQ+
Hugh Evans	Director of Adult Social	Disabled people
Christina Gray	Service Director Public Health	Race
Anne Colquhoun	Principal Public Health Specialist	Religion or belief
Simon Oliver	Director of Digital Transformation	Age Gender
Tim Borrett	Director of Policy, Strategy and Partnerships	LGBTQ+
Tim O'Gara	Director of Legal and Democratic Services	Disabled people

Staff Led Groups

embRACE Staff Network <ul style="list-style-type: none">• we aim to support Bristol City Council to develop and maintain a safe and positive working environment for Black, Asian and minority staff and the elimination of racial discrimination for employees and citizens• we work in collaboration with and on behalf of our embRACE members in partnership with council teams on our top priorities: HR Operating Model; Leaving a Legacy; The Black Pound; Communication, Marketing & Events; Workforce Development; Equality and Inclusion; Learning and Development• a platform for Black, Asian and minority staff to ensure their voices are heard and to help shape and develop a leadership approach that is more inclusive• be part of a wider community through the Members channel on Teams• ongoing events throughout the year covering the following themes: social, cultural, wellbeing, learning & development	Disabled Colleagues Network <ul style="list-style-type: none">• work with the council to improve the recruitment, retention, training and career developmental opportunities for colleagues with disabilities• ensure that disabled colleagues have a voice and are fully involved in helping shape and improve how Bristol City Council operates• maintain a network for Bristol City Council colleagues who have disabilities• provide a safe space in which issues can be raised with other Staff Led Groups to promote and champion diversity and equality issues
LGBT+ Employees Group <ul style="list-style-type: none">• support and advise Bristol City Council in raising awareness on equality and diversity issues within the workplace• maintain a network for Bristol City Council employees from a Lesbian, Gay, Bisexual and Transgender (including Genderqueer, Non-Binary, Questioning, Intersex and Asexual) background to support one another on work related issues• continue to develop a working relationship with other Staff-Led Groups (SLGs) including the Promoting Diversity in the Workforce Group• ensure that SLG staff have a voice and are fully involved in helping shape and improve how Bristol City Council operates	Young Professionals Network <ul style="list-style-type: none">• support young staff working for the council with their development and wellbeing• promote a more diverse and younger workforce• provide training opportunities to staff: both to young people for their personal development, and to non-young people on how to support and encourage the young people they work with• provide a space for young employees to network and socialise with colleagues their own age• work with senior leaders on policies and programmes that support and promote young staff in the council and get more young people working with us

Our staff-led groups (SLGs) act as ambassadors for the council and help to make sure that decisions are properly informed by diverse and representative

points of view. The groups are run by a committee of members who are employees that share a particular characteristic. SLGs work together to inform our policies, processes and training, and help all of us celebrate our diversity with events throughout the year. Members elect a chair, or co-chairs, for the group, along with several other roles. This core team takes responsibility for leading the SLGs' agenda and delivery. Our SLGs have regular meetings with Equality and Inclusion, HR and Learning & Development teams to discuss work programmes.

In 2020 we relaunched the Council's staff-led groups and agreed new Terms of Reference to improve the interface between SLGs and the wider Council and leadership, and to make sure important issues were being addressed.

Our 2020 Staff Survey shows an increased awareness of the groups in our workforce (72% compared to 65% in 2019).

Equality and Inclusion events

Our Equality and Inclusion Strategy says that we will host an annual event to discuss the council's progress against our objectives, identify upcoming issues and celebrate successes.

COVID-19 restrictions stopped us from being able to host a live event at City Hall during 2020-21 however we have hosted large scale online events to promote equality and inclusion such as Bristol's Race Equality Gathering in late 2020 (see below for details).

We hope to hold our next annual Equality and Inclusion event during 2021-22.

Equality Impact Assessments

The council uses Equality Impact Assessments (EqIAs) to examine the potential impact of our proposals on equality communities and make sure we meet our legal duties as defined by the Public Sector Equality Duty.

During 2020-21 we carried out 106 full equality impact assessments and 98 equality relevance checks⁵. Of these, 22 were for proposals specifically related to implementing COVID-19 measures.

In 2020-21 we reviewed and updated our equality impact assessment process, based on feedback from council teams and external partners, to improve the quality and timeliness of assessments, and help officers understand what is required (see Appendix A1 – Template Equality Impact Assessment).

Our new equality impact assessment process has been well received by Council staff with positive feedback from EqIA authors and managers. It brings together the previous relevance check and full form into a single document. There are new sections to ensure that deprivation alongside protected and other relevant characteristics (e.g. being a carer) are considered systematically, with an action plan to promote SMART goal setting. There is also a new summary section which can be used in decision pathways reports and briefings papers.

⁵ For more information including where to find published Equality Impact Assessments see <https://www.bristol.gov.uk/people-communities/equalities-impact-assessments>

The new form has in-line guidance on what to include, with links to useful resources. We have also produced a new suite of detailed guidance documents including a step-by-step guide, how to identify potential issues, and advice on completing EqIAs for commissioning projects and workforce changes.

To support these changes our Equality and Inclusion Team are providing monthly face-to-face training for officers. Feedback from this training has been positive with participants reporting a significant increase in their confidence in carrying out EqIAs; understanding of equalities groups in Bristol; knowledge of where to find equalities evidence and data; and insight into how proposals can affect different groups.

In addition to providing face-to-face training we have updated our e-learning module on Equality Impact Assessments with a new step-by-step video guide. This e-learning is mandatory for all managers and was completed by 315 employees in 2020-21.

Transforming race and equality at Bristol City Council

In July 2020 Bristol City Council noted the findings of the [Transforming Race and Equality Report](#) from DWC Consulting Services Ltd who during 2020-21 provided consultancy in a number of additional areas, including a refresh of our staff-led group governance; leadership support and HR and organisational development advice.

In response to these findings the Council has committed to 68 new actions to improve equality, diversity and inclusion as part of our drive to dismantle structural racism, prioritise race equality and become a national exemplar for inclusive practice.

These actions include using positive action principles to increase diversity in the Council's workforce and creating opportunities for under-represented groups to move into more senior roles. They also seek to address the current context of COVID-19 and the Black Lives Matter movement and their implications for working practices within the Council. An internal audit undertaken in March 2021 (with a final report in May 2021) found that progress has been made in a number of key areas such as: an agreed Workforce Strategy and increased relevant training opportunities for various groups. There have also been increased communications and engagement in all Directorates and across services to drive forward the EDI agenda and senior leadership briefings are taking place on a regular basis. Out of a total of 68 planned actions and sub-actions 45 are complete, and the remainder are in-flight and will be continued through the normal business of the Council departments which are responsible.

For more information please see [Advancing Equality and Inclusion at BCC – New Actions for 2020-21](#). A summary of progress against the actions is included in Appendix H.

LGA Equality Framework for Local Government

We undertook a Local Government Association Equality Framework for Local Government Peer Review, which took place on 22nd and 24th March 2021.

A key learning is that because the council has undertaken so many new activities to promote equality and inclusion in different areas – there is now a need for a more coordinated approach to monitor progress and avoid duplication or gaps – effectively managing ‘council’ and ‘city’ focused initiatives, projects and groups as one larger programme.

During 2021-22 we will facilitate a mapping exercise of all our equality and inclusion initiatives.

Please see Appendix B report and Appendix C for our response to the recommendations.

Stonewall Workplace Equality Index

As a public body we welcome ongoing peer review and scrutiny from a range of external organisations who provide unique perspectives and expertise. Our Equality and Inclusion Policy and Strategy 2018-2023 includes a commitment to work towards year on year improvement in the [Stonewall UK Workplace Equality Index](#) ranking.

However due to COVID-19, Stonewall changed the normal annual submission and benchmarking index and replaced it with a comprehensive series of Workplace Equality Index Support sessions, which the council has engaged with during 2020/21.

The Council received invaluable feedback and support together with a comprehensive introduction to the newly launched Workplace Equality Index during this period. Advice and support on how the council can develop and work in different areas of employment policy and practice was also provided.

Our workforce

Equality Objective E02 – “To build 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”.

This objective is about the council’s role as an employer.

Workforce diversity reporting

We produce a Workforce Diversity Dashboard on our intranet which is available to all managers so they can see differences in representation and outcomes for our staff based on their protected characteristics, which can be used to inform positive action activities. This is updated monthly and provides statistics for Headcount, Sickness, Starters and Leavers etc. from our HR records. It excludes data for Locally Managed Schools/Nurseries, Councillors, Casual, Seasonal and External Agency employees.

This workplace diversity report is based on the sensitive information that staff add to their employee profile on our HR Self-Service system, which we ask staff to add and update to make sure our report is as complete, current and accurate as possible. It is anonymised and granular reporting is not available for small services, to avoid any risks of personal identification.

Please see [Workforce Diversity Data – Summary Analysis](#) below for more information about what this data shows us.

Addressing gaps in diversity reporting

This year we have included a section on Trans colleagues (which includes the protected characteristic of 'gender reassignment'), and Marital Status in workforce diversity monitoring, which was not previously reported.

We have also increased the level of detail in our diversity reporting for ethnicity, and for religion / belief, as these had historically been aggregated into broader categories.

Workforce Race Equality Standard

We have been working with Health and Social Care teams to adopt the Workforce race equality standard⁶ for our health and social care workforce (adults and children and families). During 2021-22 we will consider extending this across the whole organisation.

Workforce Strategy

In 2020 we updated our [Workforce Strategy](#) (previously called our 'Organisational Improvement Plan') which provides the framework for our transformation journey. This will help us proactively meet the future challenges and requirements of the organisation by ensuring we have the right skills in the right places when we need them, and will move us closer to our vision to create an inclusive, high-performing, healthy and motivated work place and become an employer of choice.

Since we first published our Organisational Improvement Plan in early 2019, we have made significant progress with the changes we want to make, with 39 of the 45 actions in our plan achieved within the first year.

Our action plan builds on our significant progress. It is shaped by the Council's core priorities: COVID-19 recovery and embedding equality and inclusion in our everyday practice. Guided by our Business Plan, we will need to match our resources to meet new and emerging priorities, ensuring we can work flexibly to support the organisation in the response to COVID-19 and empowering colleagues to take on new and different responsibilities.

This will be alongside ensuring our colleagues are supported to adapt to new ways of working by making the most of new tools from our IT transformation programme, whilst looking after their physical, mental and emotional health and wellbeing, acknowledging many have been impacted by prolonged periods of home working and by other impacts of the pandemic.

The Workforce Strategy is divided into six themes: An empowering organisation; equality and inclusion; performance and talent development; health and wellbeing; structure, pay and policy; brand and recruitment.

⁶ [Workforce-Race-Equality-Standard-2020-report.pdf \(england.nhs.uk\)](#)

We measure our workplace culture and employee engagement through an annual employee survey. Our 2020 survey showed improvement against all indicators from 2019⁷.

Other activity and next steps

In 2020-21 we drafted and consulted on a new Grievance Resolution Policy which was launched with effect from 1 April 2021. The new policy includes a survey to be completed by the employee when their grievance is concluded. This will provide a greater insight into how well grievances are being resolved. This information will be incorporated into our reporting moving forward.

We published a new recruitment assessment toolkit in January 2021 which provides detailed advice of effective recruitment practice.

In 2020 we introduced workforce planning as part of the annual service planning cycle. This includes a requirement to review the HR diversity dashboard and identify actions to address any diversity gaps within the team.

Next Steps

From 1 April 2021 all job adverts require hiring managers to target their advertising to improve representation at under-represented groups in their services areas. This is focussed on race, disability and young people.

We are developing a new Investigations Policy to set out requirements when there are cases concerning discrimination, harassment, victimisation or bullying.

We are developing a revised Recruitment and Selection policy to consolidate all key information and policy requirements into a single document.

Learning and Development

See Summary of our Equality and Inclusion Training Offer section below.

The COVID-19 pandemic meant we had to respond quickly to ensure colleagues still had full access to the learning and development programme and put in place new products to support them adapt to new ways of working. Our face to face induction was replaced with an online induction programme including e-learning in the form of Your Rights Your Responsibilities. This has been completed by new starters as well as current employees: 2,729 in total during 2020-21.

We have continued emphasising equality and inclusion in leadership development. 231 managers completed Managing Diversity e-learning in 2020-21 bringing the total to 1,112. The roll out of Cultural Intelligence workshops for managers (following the Directors' workshops in the previous year) was delayed due to COVID-19 restrictions but 73 third tier managers and a Staff-Led Group Chair participated in online workshops, and more are being scheduled for 2021-22.

A range of equality and inclusion related e-learning is available and accessible to the wider workforce covering subjects such as Trans Awareness, Hate Crime,

⁷ Staff Survey 2020 Results and Next Steps (SharePoint) Internal Link

and Autism Awareness. 146 council officers have accessed this during 2020-21. Additionally, 315 council officers completed Equality Impact Assessment e-learning in 2020-21.

Leadership and Management Development

As part of our work on talent development, we have produced a leadership pipeline⁸ which helps colleagues with their career development planning. It shows the expected leadership behaviours at each level, and the learning and development opportunities to support their personal development plans⁹.

As part of this offer, we have developed a set of leadership modules to support managers develop their skills. The four modules are:

- **Working Smarter** – tools and techniques to prioritise and manage workloads to make time for leadership work
- **Getting the best out of me and others** – working to individuals' strengths, reviewing how and why people do things e.g. how people communicate and make decisions and valuing difference in others
- **Inclusive leadership** - acknowledging how bias/prejudices impact the workplace, preparing managers for difficult conversations, exploring approaches to challenge using Non-Violent Communication
- **Talent development** - empowering managers to have good career development conversations, exploring how you unleash people's potential and reviewing career development

We also offer leadership development for new and aspiring managers, and have produced a manager toolkit 'key information for managers' which includes guidance on promoting equality and inclusion. 77 existing and aspiring managers have attended leadership development sessions since April 2020, and

⁸ [Leadership Pipeline](#) (SharePoint) Internal Link

⁹ 18 managers are taking part in the pilot and we aim for a wider roll-out in summer 2021. This will complement the range of other leadership development already in place such as the Team Leader development programme (for new or aspiring leaders), key information for managers toolkit, and a range of apprenticeships.

participant feedback has showed a significant increase in confidence for those completing all modules.

Our 'talking about racism' toolkit is available for managers to have constructive and sensitive conversations with their teams. In 2020-21 our Equality and Inclusion Team received positive feedback after facilitating 15+ sessions with various service areas and leadership forums using the toolkit as a basis to discuss what colleagues could do to recognise and challenge racism in their roles.

Workforce diversity initiatives

Diverse Voices – talent development

We have now launched the pilot Diverse Voices scheme. This pilot aims to tackle the lack of under-represented groups in senior leadership positions. There are 11 people in cohort one with another 13 in cohort two, and a waiting list. The scheme involves a package of coaching and development for existing managers as well as the opportunity for participants to take part in leadership forums such as Corporate Leadership Board each week for one month. This helps provide diverse perspectives in Council decision making, whilst offering a development opportunity for the participants.

Planning is underway for extending the scheme throughout the organisation, and a stakeholder group, involving SLGs and trade union representatives has met to discuss ideas for this next phase.

Talent Development Steering Group

This group is now established with terms of reference and a governance structure in place. Its purpose is to help shape a talent development programme for the Council that provides opportunities for colleagues to develop their careers, develop positive action initiatives, and create a 'talent pipeline'. The group took part in a workshop to identify the top three priorities for their work programme. These were: 'development plans/Identifying talent'; 'apprenticeships'; and 'diverse voices and mentoring'. Focus groups have been set up to help shape the work in these priority areas. The apprenticeship team are now formally reporting their progress through the talent development steering group.

CASE STUDY - embRACE Staff Network key activities in 2020-21:

- ✓ Provided feedback on refreshed E&I Policy and Strategy, Grievance Policy, Positive Action Toolkit, new EqIA process etc.
- ✓ Supported Health and Social Care teams to adopt the Workforce Race Equality Standard
- ✓ Contributed to internal HR recruitment advice and training for managers, including increased bias awareness, fair selection and positive action in recruitment
- ✓ Diverse voices - talent development steering group
- ✓ Held listening events for over 60 Black and Asian staff to inform risk assessment as part of COVID-19 outbreak management, and understand BLM within the context of our organisation
- ✓ Black Pound working group focus on diversification of the supply chain; access to benefits and hardship grants; and financial policy and decision making
- ✓ Weekly COVID-19 support drop-in for staff during lockdown
- ✓ embRACE men's support group to address the over-representation of Black and Asian men in disciplinaries and absence due to stress
- ✓ Hosted two racialised trauma and self-care workshops for Black and Asian staff
- ✓ Co-designed an inclusive employment programme for young Black men with Bristol Works

Reverse Mentoring

The Reverse Mentoring programme is open to all staff. It is an opportunity for our managers to learn from a diverse range of staff. This is through developing an understanding of viewpoints from under-represented groups within the Council.

For example, a manager may have little or no engagement with members of the LGBTQ+ community and seeks to expand on their understanding of issues and requests a mentor. It provides managers with the lived experiences of staff from diverse groups. Reverse Mentors will have an opportunity to mentor senior leaders to develop their equality and inclusion skills, and receive advice or learn new skills in return.

Diverse Recruiters

The Diverse Recruiters scheme is designed and managed by the Equalities and Inclusion Team to help us recruit the best talent for roles within the Council. The objective is to help managers and candidates get the best possible outcome from a job interview. Diverse Recruiters also help to ensure interview panels are aware of potential bias and have sufficient diversity of thought and experience. Our Diverse Recruiters scheme has 70 participants to ensure recruitment panels include members from under-represented groups in our workplace.

Project Bristol Internship

Our Project Bristol Internship has 10 young people aged 18-24 years with learning disabilities on programme with a 65% success rate in obtaining permanent roles or apprenticeships. The programme was reviewed to ensure that interns develop the skills required to match job opportunities within the council. The programme has been running successfully for eight years.

CASE STUDY - Young Professional Network key activities in 2020-21:

- ✓ Running a six-month pilot mentoring scheme with 16 young people paired with third tier or above managers -this has received positive feedback from both mentors and mentees
- ✓ Organised a shadowing scheme whereby young employees can shadow another team for an hour a week for 4-6 weeks, getting experience of a team that they would normally not be able to get, and feeding into multiple policies to ensure that indirect discrimination against younger staff members was not happening
- ✓ Reviewing job descriptions to make the language more accessible of roles under BG12 in areas where young people were underrepresented - this has led to at least one of these roles being filled by a young person
- ✓ Organised SLGs getting a regular slot in the internal comms bulletins, to increase awareness of the groups and of the events or activities they are taking part in

Stepping Up Programme

The Stepping Up programme was launched in January 2018 as a city-wide accelerated Black, Asian and minority ethnic leadership experience and development opportunity - to create a diverse talent pool in Bristol, and supply a ready flow of individuals with aspiration and skills to reach the more senior roles. The design of the talent pipeline and pool has been co-created with employers, and the programme has since been expanded to include women, and disabled participants (whether they are also of Black, Asian or minority ethnicity).

Stepping Up had another successful year in 2020-21 winning two national awards from the prestigious Chartered Institute of Personnel Development (CIPD) for best Diversity and Inclusion Initiative and Overall Winner.

Despite COVID-19 restrictions Cohort Three of Stepping Up achieved 85% attendance, with 91% of participants developing tools to write a convincing CV, and 40% reporting promotion or positive career movement – contributing to the overall objective of increasing the diversity of the leadership landscape. Stepping Up continues to work with more partners regionally and has seen an increase in applications to the programme for 2021-22, with over 150 new participants¹⁰.

Horumar

As a spin-off from the main Stepping Up programme, Horumar is a community-based project for Somali women. The programme provides Somali women with the right tools to increase their skills and knowledge to obtain meaningful, professional, well-paid self- employment or employment. Last September Horumar recruited another 30 Somali women.

The digital divide was acutely evident in the delivery of Horumar cohort two. Virtual evaluation polls indicated most participants had not previously used video conferencing. There was a need, not previously identified, for extensive IT training, to address the issue of digital devices for those without a device, and to offer one-to-one support to access the e-learning platform. 21 Participants were provided with low-cost digital tablets to enable participation in the online programme delivery.

Reasonable adjustments for disabled colleagues

Throughout the period of COVID-19 lockdown measures and remote working in 2020-21 we have continued to work toward a number of activities to meet the needs of disabled colleagues including:

- providing day-to-day Disability Advisor Casework and reasonable adjustments support to Council staff and teams regarding disability and long-term condition related requirements.
- working collaboratively with the Disabled Colleagues Network staff-led group to develop a Reasonable Adjustments training package
- establishing a display screen equipment (DSE) assessment and loan library, and continuing to provide support to our Health and Safety Technician with complex cases and processes
- updating and refreshing information on our staff intranet The Source to reflect continued home working including an updated DSE Guide, advice on healthy home-working, and remote workstation assessments and advice
- developing staff guidance on The Source with signposting links for Access to Work information, and working with Learning & Development and Recruitment teams to embed information in relevant documents and processes

¹⁰ Stepping Up will use a blended learning approach in 2021-22 with a mixture of face to face and online engagement to reach candidates.

- setting out disability and health condition adjustment resource links on The Source via our Disabled Colleagues Network staff led group intranet pages

We are aware of the disproportionately negative impacts of COVID-19 restrictions for disabled people, and we are in continual consultation in relation to our plans for safely returning to the workplace with disabled colleagues via our Disability Wellbeing Advice service, and Disabled Colleagues Network.

Staff engagement

Annual Employee Survey

We run an annual employee survey to understand the organisation's culture. Our 2020 staff survey tells us that:

- There was an overall improvement in positive responses since the 2019 survey
- A significant increase in colleagues feeling they are listened to and their opinions count – 65% positive response (56% in 2019)
- 78% agreed 'I am treated with dignity and respect' (73% in 2019)
- 77% agreed 'I feel able to be myself in the workplace' (73% in 2019)
- Responses on organisation's approach to challenging unfair or poor behaviour are improved but remain lower relative to the positive response rates for other questions in the survey:
 - 56% of colleagues agreed 'I feel confident that I can raise issues about poor behaviour or practices, and it will be responded to effectively'
 - 49% agreed 'I feel confident that I can use our whistleblowing procedures, without risk of detrimental treatment, if I suspect wrongdoing within the council' (new question for 2020)
 - 57% agreed 'I feel this is a workplace which supports good mental health and wellbeing'

This survey includes a set of questions related to working environment and fairness with respect to specific protected characteristics. 2020 results show that overall, there has been an improvement in positive responses and that there is no increase in negative responses for any group.

	2019		2020	
	Total positive	Total negative	Total positive	Total negative
I am aware of staff led employee groups and their purpose	65%	15%	72%	12%
I am not treated inappropriately or unfairly because of my age	84%	5%	85%	4%
I am not treated inappropriately or unfairly because of my disability	64%	8%	69%	8%
I am not treated inappropriately or unfairly because of my ethnicity	82%	4%	84%	3%
I am not treated inappropriately or unfairly because of my gender reassignment	65%	2%	65%	2%

I am not treated inappropriately or unfairly because of my marriage or civil partnership	79%	2%	81%	1%
I am not treated inappropriately or unfairly because of my pregnancy and maternity	59%	4%	64%	3%
I am not treated inappropriately or unfairly because of my religion or beliefs	80%	3%	82%	2%
I am not treated inappropriately or unfairly because of my sex	84%	5%	86%	3%
I am not treated inappropriately or unfairly because of my sexual orientation	84%	2%	85%	2%
I believe the council is committed to creating a diverse and inclusive environment	72%	7%	79%	5%
Overall, I feel I am treated fairly as an employee of Bristol City Council	76%	9%	81%	7%

Other staff engagement

We ran ‘Ways of Working’ surveys in May and October 2020¹¹ to ask staff about the benefits, challenges and opportunities of our new ways of working during coronavirus.

- 80% of colleagues had asked for and received the equipment they needed to be able to work remotely / from home
- 21% of colleagues reported an increase in their opinion of leadership, with 69% remaining unchanged, and 7% reporting a deterioration in their opinion of leadership during lockdown
- 53% of colleagues said they were having 1:1s with line managers at least weekly, and 83% said their manager understood their current work from home situation
- 18% said their team relationships had improved during lockdown, and 14% said it had deteriorated
- 36% of colleagues reported a deterioration in their mental health during lockdown
- 84% of colleagues felt well-informed by corporate communications during lockdown

In June and July 2020, colleagues were invited to webinars to hear from senior leaders, the Mayor and Deputy Mayor Asher Craig on issues of equality in the workplace.

Next steps: In 2021-22 we will be running a series of regular pulse surveys to capture colleagues’ views on topical themes as we emerge from lockdown. This will enable us to respond quickly to implement any new measures to help colleagues adapt to a new way of working.

¹¹ [Ways of Working survey results \(sharepoint.com\)](#) Internal link

Equality Objective 2 - measures and outcomes

Measure	2019-20	Target	2020-21	Rating	Trend	Comment on Progress
Reduction in the gender, race and disability pay gaps:						
Gender pay gap (mean)	4.08%	3.85%	4.26%	Below target	↑	
Race pay gap (mean)	12.06%	12.26%	9.78%	Above target	↓	
Disability pay gap	1.97% (mean) 3.25% (median)	-	1.37% (mean) 5.09% (median)	-	↑	
Increase the percentage of employment offers made to people living in the 10% most deprived areas.	5.5%	6.5%	4.7%	Below target	↓	See pay gap reports Measuring equalities success - bristol.gov.uk and Workforce Diversity Data – Summary Analysis section below for more details
Difference between progression rate of Black, Asian and minority ethnic employees, and non-Black, Asian and minority ethnic employees.	1.09%	0.00%	0.55%	Above target	↓	see Workforce Diversity Data – Summary Analysis section below for details
Difference between progression rate of female and male employees.	0.68%	0.0%	-0.50%	Below target	↓	
Percentage of top earners who are women.	56.3%	55.0%	54.0%	Below target	↓	
Year on year increases in the proportion of colleagues who self-declare their diversity characteristics.	Comparing end March 2021 diversity reports to the previous year our proportion of 'Unknown' diversity data has reduced for Ethnicity 7.1% (was 9.1%); Religion/Belief 8.3% (was 31.9%); and Sexual Orientation 7.3% (was 29.2%). However, the proportion of 'Unknown' for Disability status has increased slightly to 11.7% (from 9.1%). Where we have recently included diversity monitoring for Marital Status and Trans Colleagues the proportion of unknowns is still high, and we will aim to improve this in future reporting.					
Year on year improvement in the Stonewall Workplace Equality Index ranking.	Last year, due to the challenges many employers faced in immediate response to the COVID-19 pandemic, Stonewall decided not to run the 2021 Workplace Equality Index ¹² .					
Bristol City Council's workforce is broadly reflective of the demographics of the working age population in the communities we serve.				see Workforce Diversity Date – Summary Analysis section below for details		
Reduction in disproportionately high number numbers of grievances from Black, Asian and minority ethnic colleagues and disabled colleagues.	33%	-	20.3%	-	↓	see Workforce Diversity Data – Summary Analysis section below for details
Reduction in disproportionately high number	17.65%	-	17.1%	-	↓	see Workforce Diversity Data – Summary Analysis section below for details

¹² UK Workplace Equality Index | Stonewall

Measure	2019-20	Target	2020-21	Rating	Trend	Comment on Progress
of disciplinaries involving Black, Asian and minority ethnic colleagues and disabled colleagues.						
Positive feedback from staff-led equality groups indicates members are empowered to contribute effectively and help make a difference.					Measure tbc	

Providing inclusive services

Equality Objective E03 – “To provide inclusive services which actively address inequality and exclusion and enable all of Bristol’s citizens to realise their potential and live safely”

This objective is about the council’s role as a deliverer and commissioner of services.

Equality Action Plans

As part of the annual business planning cycle all Council service areas carry out review of their functions to produce an updated Equality Action Plan¹³. These plans prioritise relevant equality issues for their area of work, including addressing any under-representation and identifying ways to address them with measurable targets to track progress.

The actions in these plans link to the five objectives in the BCC Equality and Inclusion Policy and Strategy 2018-2023. Updated plans for 2021-22 (which were drafted in December 2020) are required to include specific actions and targets in relation to race equality, as part of our organisational response to the findings of DWC Consulting.

The Council has a key performance indicator (KPI) to “increase % of all Equality Action Plan actions reporting expected progress (or better)”, which acts as an aggregate to help us understand overall progress. Our target for this KPI is 75% and in 2020-21 the overall percentage of equality actions with expected or better progress was 76%.

Progress reports on our service area action plans show the council is progressing as expected overall in equality actions relating to organisational and workforce development, and community and partnership work.

Most actions rated as 'less progress than expected' were due to COVID-19 measures delaying projects and services from being delivered as planned. In some cases, positive action to increase workforce diversity has been implemented, but this has not yet led to a measurable improvement in team diversity due to slow staff turnover.

¹³ also known as an E&I Service Action Plan

COVID-19 outbreak management and equality

During 2020-21 the Equality and Inclusion Team played an active role in identifying and addressing the differing needs of vulnerable citizens during the COVID-19 outbreak, and continues to play vital a role in the recovery work so that good practice is at the heart of it. This includes facilitating citywide discussions about inclusive recovery, contributing to equality focused task and finish groups, and providing a regularly updated equality impact assessment summarising known equality issues and potential mitigations, for use by council teams.

For further information about what the council and other groups and organisations have done to help communities, businesses and individuals affected by coronavirus in Bristol see <https://www.bristol.gov.uk/council-and-mayor/bristols-response-to-coronavirus-covid-19>.

Race Equality COVID-19 Steering Group

In April 2020 the Council commissioned a rapid review on the impact of COVID-19 on people from Black, Asian and minority ethnic backgrounds. This review came back with eight policy recommendations¹⁴.

The Race Equality COVID-19 Steering Group was set up with representation from a wide range of organisations to address these policy recommendations, along with recommendations in the Public Health England 'Understanding the impacts on BAME communities' report¹⁵. We continue to support the steering group to meet monthly and ensure the policy recommendations are adopted and implemented across Bristol¹⁶.

Some of the outcomes of the group have been:

- Working with the Race Equality Strategic Leaders Group & HR Leaders group to develop work around representation in leadership
- Working across the health system to increase the data that is available to us
- Working with the community and partners to offer mobile community vaccination centres
- Developing culturally appropriate public health communications for communities about the vaccines.
- Held a very well-attended vaccine event with expert leaders to help answers questions and concerns and to dispel myths around the COVID-19 Vaccine aimed at Black, Asian and minority ethnic people (attended by over 500

¹⁴ [ARCWest rapid review on the disproportionate impact of COVID-19 on BAME communities](#)

¹⁵ [Public Health England report: COVID-19: understanding the impact on BAME communities](#)

¹⁶ [Bristol Race Equality COVID-19 Steering Group Terms of Reference](#)

people of which 40% were from Black, Asian and minority ethnic backgrounds)

Commissioning and procurement

Our Equality and Inclusion Team has produced new guidance for council officers to ensure that equality impacts are considered at all stages in the commissioning cycle.

Our Strategic Procurement and Supplier Relations team have agreed in their updated Equality Action Plan:

- to review existing Council approach to evaluating equality in procurement and redesigning the Service to standardise processes (as required)
- to ensure the inclusion of Equality Impact Assessments as part of the authorisation process for procurement requests
- to review aligned policies and embed relevant policies (e.g. Modern Slavery, Social Value)
- guidance and templates (tender documents, terms and conditions, and contract management frameworks) to be reviewed, revised and agreed / standardised to reflect E&I considerations
- templates will include the agreed form of words to be inserted (not to be removed) unless indicated by the supporting guidance
- Social Value Policy review will be concluded with formal sign off around changes agreed with Members and a clear communications plan that supports embedding of the principles
- the council will also have a reviewed and adopted position around modern slavery which is clearly in line with Regulatory considerations plus engaged within our communities / supply chain

Communications support

The council's External Communications and Consultation team and Internal Communications team have developed new guidance for employees on accessible communication which includes:

- Using plain English and keeping content simple
- Good practice for web pages and social media
- Making Word documents and PDFs more accessible
- Creating accessible tables
- Adding alt text to images
- Advice on the council's 'House Style' to increase accessibility and consistency in our written communications

A 'Communications Basics' has been incorporated into mandatory corporate induction to make sure everyone knows our corporate narrative (the story of who we are, what we're all about and what our top priorities are), what is expected of them and how they contribute to good, accessible communication.

Our Translation and Interpreting Service provides written translation in most languages and interpreters in over 40 languages including the languages most requested in Bristol: Arabic, Bengali, British Sign Language, Cantonese and Mandarin, Czech, Farsi, Kurdish, Polish, Portuguese, Punjabi, Romanian, Somali, Turkish, Urdu, and Vietnamese. Where appropriate, telephone or video interpreting (for BSL only) will be offered as an alternative to face to face interpreting.

Equality Objective 3 - measures and outcomes

Measure	2019	Target	2020	Rating	Trend	Comment on Progress
Increase % of all Equality Action Plan actions reporting expected progress (or better)	n/a	75%	76%	Above target	n/a	Progress reports on service area action plans show the council is progressing as expected overall in equality actions relating to organisational and workforce development, and community and partnership work. Many actions rated as 'less progress than expected' were due to COVID-19 measures delaying projects and services from being delivered as planned. In some cases, positive action to increase workforce diversity has been implemented, but this has not yet led to a measurable improvement in team diversity due to slow staff turnover.

Our Role as a Leading Agency

Equality Objective E04 – “To achieve a measurable increase in the extent to which communities facing inequality can share in and contribute to the city’s success”.

This objective is about the council's role as a leading agency in the city.

Supporting the Mayoral Commissions

Bristol Women's Commission

Bristol Women's Commission was formed in 2013 as a partnership of key agencies across the city to meet Bristol's obligations as a signatory to the European Charter for Equality between Women and Men in Public Life.

The Women's Commission has established multi-agency task groups to address Women's Safety; Women's Representation in Public Life (not currently active); Women and Girls' Education; Women's Health; Women and Economy; and Women in Business.

We have created a Memorandum of Understanding between Bristol City Council and the Women's Commission for the next three years.

In the light of the evidence that women have been disproportionately affected by COVID-19, particularly women who are already at a disadvantage in society, and concern that the plans to rebuild the economy did not address this effectively, the Economy Task Group of the Bristol Women's Commission produced evidence-based recommendations for employers and decision

makers on actions to support women and to ensure that all women are included in rebuilding a society that is better for everyone – [Delivering an Inclusive Economy Post COVID-19 \(bristol.gov.uk\)](#)

In November 2020 the Chair of Bristol Women's Commission presented an annual report to Full Council summarising the work undertaken by the commission during the previous year in the priority areas of; Safety, Health, Education, Economy and Business - [Womens Commission - Full Council Report.pdf \(bristol.gov.uk\)](#)

For more information please see <https://www.bristol.gov.uk/mayor/womens-commission>

Commission on Race Equality

The Commission on Race Equality (CORE) was formed in 2018 and works in partnership with cross-sector networks to advance and prioritise race equality, influence local leaders, and increase the power and influence of Black, Asian and minoritized people in Bristol.

CORE has recruited a new chair Professor Olivette Otele, Professor of History at University of Bristol, along with the recruitment of 14 new commissioners. Black South West Network (BSWN) have joined the team to provide the secretariat function.

After several community consultations in summer 2020 the commission will work with partners in the city to address: Health & Wellbeing, Education, Employment and Enterprise, and Engagement with communities. The commissioners will work strategically with partners across the city to help deliver better outcomes for Black, Asian and minoritized communities.

In November 2020, the Director of Black South West Network presented a progress report to Full Council detailing the contribution of the commission to policy locally and nationally, and the activities undertaken in the past year to tackle systemic racial inequality - [Commission on Race Equality - Full Council Report 2020.pdf \(bristol.gov.uk\)](#)

For more information please see bristolcore.co.uk

We Are Bristol History Commission

The We Are Bristol History Commission was set up in September 2020 as an independent group with a wide membership of historians and academics by Marvin Rees, Mayor of Bristol, after the pulling down of the statue of Edward Colston in the summer.

The Commission aims to:

- Help Bristol better understand its history and how it became the city it is today
- Work with citizens and community groups to make sure that everyone in the city can share their views on Bristol's history
- Build an improved, shared understanding of Bristol's story for future generations

For more information please see [We Are Bristol History Commission - bristol.gov.uk](#)

Mayoral Commission on Domestic Abuse

The Mayoral Commission on Domestic Abuse first formed in 2020. Twenty-eight local and national organisations took part in five themed workshops. These workshops produced the series of principles in a report to help prevent domestic abuse.

For more information please see [Mayoral Commission on Domestic Abuse Report - bristol.gov.uk](#)

Bristol Equality Charter and Bristol Equality Network

In November 2018 we launched the [Bristol Equality Charter](#) - a city-wide initiative co-produced by 20+ private, public and voluntary sector organisations in conjunction with Bristol City Council. The charter sets out several commitments to help with the aim of making Bristol a fairer, safer, accessible and inclusive city where everyone feels they belong, has a voice and an equal opportunity to succeed and thrive.

Throughout 2020-21 the Bristol Equality Charter continued to have a growing number of signatories (now 180+) and our Equality and Inclusion Team provides ongoing support to the Bristol Equality Network, which is open to representatives of organisations who have signed the Bristol Equality Charter.

The purpose of the Bristol Equality Network is to support network members to achieve the aims and commitments of the Bristol Equality Charter, Develop excellent equality practice through cross-sector partnership working and knowledge sharing, and encourage more organisations to sign the Bristol Equality Charter and participate in the network. The network is chaired on a rotating basis and has four main meetings a year where members come together to promote partnership working and to share information and good practice.

The Bristol Equality Network continued to meet digitally throughout 2020-21. As well as working collaboratively on priority actions such as collaborating to provide meaningful work, apprenticeships and volunteering opportunities; promoting positive action activities; and improving city wide data on diversity to support the case for making changes, the Network held member sessions focusing on:

- Community engagement with Bristol Future Parks
- Increasing Census 2021 responses from under-represented communities
- Promoting awareness of the European Union Settlement Scheme
- Next steps for accessible and inclusive COVID-19 recovery
- Progress and challenges after ten years of the Equality Act 2010

Bristol's Race Equality Strategic Leaders Group

The city-wide [Race Equality Strategic Leaders Group](#) was first established in August 2015, in response to [the Manifesto for Race Equality](#), to bring together all public sector organisations in the city to work collaboratively to tackle the endemic issues that the Manifesto raised and to make a difference to our

communities. The aim of the group is to ensure we collectively tackle race inequality across Bristol by identifying opportunities and tackling issues through transparent approaches.

The group is a city-wide forum (currently Chaired by Bristol City Council) which now has full attendance and representation from 16 major public sector agencies in the City (all Health trusts, Universities, Criminal Justice agencies and the City Council), as well as excellent support and scrutiny from wider strategic partners such as SARI, Commission on Race Equality, VOSCUR & Black South West Network. To help deliver the strategies set by the group there is also support from the Bristol H.R. Leaders Group.

The group meets on a bi-monthly basis to discuss how all public sector city partners can work together to improve the opportunities and experiences of Black, Asian and minority ethnic individuals and take an action-centred approach to making a difference for Bristol communities.

Over the past three years the momentum behind the group has grown significantly with ever increasing group membership and attendance at strategic levels. This has enabled the group to formally agree strategic and collaborative annual work plans and projects for delivery to produce tangible outputs to share through networks and with wider city stakeholders.

Some of the projects delivered by the group recently have included:

Bristol's city-wide race equality data products

Race Equality Data Product Update 2020

This key strategic project transparently presents how all major public sector agencies (and now other sector partners) in the City are performing in terms of race equality data, including detail on key H.R. indicators such as representation, pay, grievance, disciplinary and sickness data for over 40,000 employees within Bristol.

This detailed work goes way beyond statutory guidelines for race data reporting with the aim of ensuring we achieve greater diversity and equality within our organisations.

Lord Woolley and the Cabinet Office commended this work highlighting Bristol as leading the way nationally. This project also won 'The Transparency Award' at the Global Equality and Diversity Awards for being a first of its kind on a city-wide level in the country.

This data report is produced bi-annually¹⁷ to openly present performance and monitor trends and challenges in relation to disparities of pay, sickness and other key metrics between ethnic groups. This is a key part of a performance-driven improvement journey which has evidenced progress and improvements against the above key measures between versions 1 and 2 due to the supporting action plans in place to tackle these matters arising.

¹⁷ Production of Version 3 of the report is now underway and will be published during 2021.

Bristol's Race Equality Gathering

The Race Equality Gathering held in late 2020 was a first for Bristol on a city-wide level, taking a significant step forward in connecting the city on tackling race inequality.

Over 70 key race equality leaders attended with the focus on connecting the work of many of the city's key race equality groups with the outcomes being:

- Delivering a series of race equality events on a wide range of key themes
- Delivering a wider annual event to engage the whole city and our communities
- Committing to working collectively and collaboratively to tackle race inequality across our partnerships and groups

Feedback from attendees has been extremely positive with lots of enthusiasm shared about working collectively in future to maximise impact.

To find out more on the work of group and its membership and projects please visit <https://www.bristolonecity.com/race-equality-strategic-leaders-group/>.

Voice and Influence

We commission The Voice and Influence Partnership to ask Bristol citizens from several equality groups for their views on our proposals and policies. The partnership is represented by The Care Forum, Bristol Older People's Forum, Centre for Deaf and Hard of Hearing People, OTR Freedom and WECIL as delivery partners, with SARI and VOSCUR as advisory partners, to bring about positive change in local communities. In October 2020 The Ammerdown Centre joined the partnership as a new multi-faith Delivery Partner¹⁸.

We also commission Bristol Women's Voice (BWV) to make sure that when key decisions are taken women's voices have been listened to and their ideas and concerns acted on. BWV enables women to come together to decide what are the most important issues facing women and girls in the city and work together to tackle them.

Bristol Muslim Strategic Leadership Group

The purpose of the Bristol Muslim Strategic Leadership Group (BMSLG) is to develop and strengthen Muslim communities in Bristol.

During 2020-21 we worked closely with the BMSLG as strategic partners to support several projects led by them including:

- Sharing key messages via video in a range of community languages on key messages, such as those needed during the coronavirus pandemic, Ramadan and other important occasions
- Producing a Muslims in Bristol and Britain guidance document

¹⁸ Current commissioning arrangements for The Voice and Influence Partnership are coming to an end in 2021-22 and in-scope participation work with equalities communities will be commissioned under the second round of the Bristol Impact Fund¹⁸.

- Establishing a multi-faith prayer space in The Galleries city centre shopping centre

Equality Objective 4 - Measures and Outcomes

Measure	2019	Target ¹⁹	2020	Rating	Trend	Comment on Progress
Ratio of consultation response rate for the most and least deprived 20% of Bristol citizens.	2.32	1.8%	1.91%	Below target	⬇️	The year-end ratio is slightly behind our stretching target, but shows improvement on last year, while also continuing the year-on-year improvement in responses from deprived communities since 2017/18
Increase the percentage of people who feel they can influence local decisions.	18.10%	21.10%	21.10%	On target	⬆️	This percentage has been steadily improving. The trend is likely to have been influenced by a wide range of factors, but the improvement this year may reflect the council's work with communities in its response to the COVID-19 pandemic plus the 'Your City Our Future' programme leading to Bristol's first citizens' assembly.
Reduction in the gap between children in the 30% most deprived 'Super Output Areas' achieving a good level of development at Early Years Foundation stage compared to those not in the most deprived areas.	13.1%	-	12.0%	-	⬇️	Although this is being measured, this key performance indicator has been suspended for a year owing to COVID-19 restrictions.
An increase in the proportion of Children in Care who meet and exceed their educational achievement outcomes.	Various measures					Bristol City Council has updated its Corporate Parenting Strategy and Pledge to our young people in care and care leavers . Education, training and employment all feature in the documents
Reduce the number of people sleeping rough on a single night (BCC Quarterly Count)	93	75	43	Above target	⬇️	The number of people rough sleeping as measured on our bi-monthly street count in March was 43. The number of Statutory Homelessness Acceptances has increased in 2020. During the COVID-19 lockdown period there was an increase in the proportion of people accessing rough sleeping services who identify as Black or Black British, African, or where their ethnicity is unknown. During 'Everyone in' the government suspended legislation around people who had no recourse to public funding which is likely to have had an impact in comparison to previous years.
A reduction in the difference between high performing and poorly performing areas in the	7.5%	-	0%	-	⬇️	For people in full time work (QoL) the deprivation gap has reduced from 7.5% in 2019 to 0% in 2020. However, the actual percentage of people living in deprived areas in full time work has decreased slightly from

¹⁹ In some cases, the targets for 2019-20 have been deliberately reduced to allow for the known impacts of COVID-19 measures on service delivery.

Measure	2019	Target ¹⁹	2020	Rating	Trend	Comment on Progress
number of unemployed people.						67.4% to 66.78%. In terms of relative deprivation Bristol has seen its relative ranking improve (on 6 measures) and stay the same overall in income and employment scale ²⁰ .
A reduction in the proportion of young people who are not in education, employment, or training (including destination unknown)	30%	15.00%	13.9%	Above target	⬇️	This positive decrease is partly because of improved tracking and recording, including where young people have transferred from Bristol to neighbouring local authorities.
An increase in the proportion of residents in deprived areas who have access to the internet at home via home broadband, mobile phone, or mobile broadband.	88%	92%	92%	On target	⬆️	There has been an overall increase in those with access to the internet at home, however there are differences in extent to which different equality groups are comfortable using digital services. Access to the internet at home has been recognised as being increasingly important during the last year because of COVID-19 with the extended periods of home-schooling which were needed as well as the wider issues around social isolation.
A reduction in the gap in life expectancy for men and women between the most deprived and least deprived areas.	9.8 years (M) 7.7 years (F)	9.8 years (M) 7.7 years (F)	9.6 years (M) 7.2 years (F)	Above target	⬇️	Progress against the life expectancy gap and inequalities in healthy life expectancy will continue to be challenged this year by the ongoing COVID-19 pandemic. Addressing health inequalities has renewed focus as a high priority across the local health and care system. A Population Health, Prevention and Inequalities programme has been developed as part of the Healthier Together Partnership to strengthen strategic leadership for this work. An inequalities profile across Healthier Together has been completed to inform prioritisation of actions.

Our role in the community

Equality Objective E05 – “Progressive building of good relationships between different communities in Bristol so everyone is able to participate and contribute”

This objective is about the council's role in the community.

Fostering good relations

Part of our Public Sector Equality Duty is to foster good relations between people who share a relevant protected characteristic and people who do not share it. This includes community activities to tackle prejudice (a stereotypical opinion or feeling about individuals who share a particular protected characteristic) and promote understanding (a proper knowledge of the real nature and circumstances of individuals who share a particular protected characteristic).

²⁰ English Indices of Deprivation 2019: research report (publishing.service.gov.uk)

Examples of what we are doing now and will be doing in future

COVID-19 has dominated our work with citizens and communities during 2020-21. Working in partnership with community and voluntary sector partners we established a network of over 26 community hubs and organisations to get practical help and support to Bristolians wherever they live.

A freephone helpline 'We Are Bristol' provided a single point of access to anyone who needed help. They were matched with a volunteer from one of the community hubs who was able to give them practical help e.g. with shopping or dog-walking, but also social connection and contact over the phone.

Through a Mayoral call-to-action over 2,000 people signed up as a COVID-19 volunteer. We have established a network of Community Champions. Champions are well-connected and trusted by their communities. They act as a bridge, taking information into their communities in ways that are accessible and relaying information back. These roles have proved invaluable in building trust - reducing COVID-19 transmission and increasing vaccine take up.

We will learn from and build on what we have been able to achieve together in the way we work with communities. We will continue working with partners in ten neighbourhoods across Bristol to build communities – facilitating connections between neighbours and communities who may not otherwise come together to take action on shared interests including:

- one to one conversations with focus on residents who are not involved in their neighbourhood
- facilitating residents to take action in their neighbourhood
- connecting residents into opportunities within their neighbourhood and the city such as learning, education employment and wellbeing activities
- place based social action to foster good relations and promote understanding where there are high levels of hate crime and anti-social behaviour

We are developing an 'inclusive communities' approach in the way Bristol City Council and partners work in and with place-based communities to build more welcoming and inclusive places to live.

We have established the 'Growing the Power of Communities' initiative with learning sites where Council, police and health services work together using a community development ethos.

We are facilitating the co-design and co-development of Frome Gate and Victoria Gardens regeneration work using the principle of place-making to engage residents and equalities communities in the process of planning and design.

Future Parks - we are working alongside five voluntary sector organisations who work with equality groups to make sure everyone has an opportunity to take action in their local park.

We will continue to collaborate with others to create spaces for sharing knowledge, insight and experience between place-based communities and communities of interest to build alliances and understanding such as:

- community conversations and play events, linking residents of different areas of Bristol e.g. Hartcliffe with St Pauls and Easton areas

- working alongside residents to host people power events where community activists and communities of interest across the city meet to share knowledge and expertise
- delivering training workshops on the tools and principles of asset-based community development
- community conversations focussing on children and young people leading to re-opening of a youth centre and youth provision with local people leading the change

We will promote and celebrate Bristol's diversity and cultural heritage by supporting community-led initiatives, e.g. Black History Month, Pride, and the International Day of Disabled People.

Equality Objective 5 - measures and outcomes

Measure	2019	Target ²¹	2020	Rating	Trend	Comment on Progress
Reduce % living in the most deprived areas who say they lack information to get involved in the community.	28.8%	28%	34.3%	Below target	⬇️	This under-target performance reflects the inequality experienced by those people living in the most 'deprived' communities and how this has been amplified by COVID-19, especially in terms of digital exclusion and the disconnection and real isolation this has caused. One of the impacts of systemic discrimination is lack of trust or desire to engage with authorities such as the Council, or mainstream media. For some people, communication through these main communication routes during the pandemic have not always been accessible. There is a reliance on trusted informal community networks and social spaces, which were not always available due to lockdown. We have worked with external communications, neighbourhood teams and external partners to address these issues – leading to relative success of vaccine uptake. This needs to continue to build.
An increase in the proportion of residents who report they see friends and family as often as they like.	82.10%	70.00%	73.20%	Above target	⬇️	Whilst clearly lockdown measures in 2020 led to increased social isolation, this may have been mitigated because people were more home-based and needed to help out friends and family more, as well as the ease of online connection for those who had access to it.
Reduce % living in the most deprived areas who feel 'fear of crime affects my day to day life'.	35.5%	-	33.2%	-	⬇️	This slight improvement may be related to COVID-19 lockdown measures leading to a significant overall reduction in crime and antisocial behaviour.
Increase in the proportion of residents in the most deprived areas who report that people in their area from	54.4%	-	51.6%	-	⬇️	In 2019 the average proportion of residents who agreed people from different backgrounds got on well in their neighbourhood was 71% leading to a 16.5% gap for those living in the most deprived areas. In 2020 the average was 70.9% so the

²¹ In some cases, the targets for 2019-20 have been deliberately reduced to allow for the known impacts of COVID-19 measures on service delivery.

Measure	2019	Target ²¹	2020	Rating	Trend	Comment on Progress
different backgrounds get on well.						deprivation gap was somewhat higher at 19.3%.
Increase % satisfied (in deprived areas) with the range and quality of outdoor events.	67%	25%	40.3%	Above target	▼	Satisfaction with the range and quality of outdoor events overall was severely impacted by COVID-19 and this is reflected in the reported result. target for 2020. The vast majority of outdoor events were cancelled and where there were activities, these were for a limited period and with much reduced numbers. However, it is worth noting that this impact was disproportionately negative for people living in deprived areas as the deprivation gap increased from 7.4% in 2019 to 16.9% in 2020.
Reduction in proportion of residents who report experiencing discrimination or harassment in the past year:						
% pregnant women or women who have given birth in past 6 months, who have suffered discrimination or harassment	13.3%	-	21.2%	-	↑	The Quality of Life in Bristol Survey shows that overall there has not been a reduction in the proportion of Bristol residents who report experiencing discrimination or harassment in the past year, although hate crime reporting to police and Bristol Hate Crime and Discrimination Service has been lessened possibly due to COVID-19 restrictions. Although around 1 in 10 people said they were a victim of sex or gender discrimination or harassment in the last year, this was higher for young people aged 16-24, people living in rented accommodation, and people from Black, Asian and ethnic minority backgrounds.
% victim of age discrimination or harassment in last year	5.8%	-	7%	-	↑	
% victim of disability discrimination or harassment in last year	2.8%	-	3.2%	-	↑	
% victim of discrimination or harassment in last year due to sexual orientation	1.9%	-	2.6%	-	↑	
% victim of racial discrimination or harassment in last year	6.5%	-	6.8%	-	↑	
% victim of religious discrimination or harassment in last year	1.9%	-	2.3%	-	↑	
% victim of sex or gender discrimination or harassment in last year	10.8%	-	9.9%	-	▼	
Increase the % of people in the most deprived areas who are satisfied with their local area	49.7%	49.7%	49.1%	Below target		The gap between the average (79.8%) and the most deprived areas (49.1%) is a stark reflection of the very different experience Bristol residents have had of COVID-19 depending on where they live. COVID-19 has shone a spotlight on the inequality of the city – and this reflects inequality of place. 'Deprived' communities are those people living with the greatest inequality caused by poverty and other systemic inequality. All evidence shows they have been disproportionately impacted by the pandemic in terms of crowded

Measure	2019	Target ²¹	2020	Rating	Trend	Comment on Progress
						accommodation, high-rise flats, close proximity to others, less satisfaction with parks and general environment, poverty, and limited access to local amenities and essentials. There are a number of initiatives across the council seeking to make improvements. To make faster progress we need to bring these into a focused place-based approach working alongside communities.

Summary of our Equality and Inclusion training offer

Bias Awareness Training
We have refreshed our training offer to include more time for bias awareness in our Recruitment and Fair Selection training, which is mandatory for staff taking part in a recruitment process. Bias awareness is also included in our Diverse Recruiter training and has been incorporated into our internal HR recruitment advice and training for managers.
Cultural Intelligence
We began roll-out of 'cultural intelligence' inclusive leadership workshops in 2020-21 with 84 third tier managers, plus HR and Learning and Development colleagues taking part in Day One during March 2021 (and Day Two in May 2021) ²² .
Diverse Recruiters
Diverse Recruiters is both a programme and a course (see section above) A two-hour training programme has been designed and facilitated for staff wishing to become Diverse Recruiters. The course is part of a selection process that involves the completion of the relevant Recruitment and Fair Selection training. The course content covers:
<ul style="list-style-type: none"> • the role and responsibility of Diverse Recruiters • overview of the Public Sector Duty of the Equality Act 2010 • understanding <u>our</u> unconscious biases • identifying potential bias in the recruitment and selection processes • constructive challenge as an approach to challenging biases in the selection process <p>We are now extending the initiative by working with Bristol University on a joint programme whereby the Council will be offering Diverse Recruiters from Bristol University to broaden the diversity lens and to increase the numbers of Diverse Recruiters available for panels.</p>
Reverse Mentoring
Reverse Mentoring is both a programme and a training course (see section above). The course content covers:
<ul style="list-style-type: none"> • the role and responsibilities of Reverse Mentoring • communicating and agreeing the 6-month programme • managing confidentiality and timescales • challenging behaviours for the mentor or mentee

²² Subsequent Days planned for 2021-22 are designed to give managers practical support on becoming more culturally aware in their leadership style. We have also identified colleagues who will take part in facilitator training in May 2021, which will enable us to run our own in-house programme and roll out to the wider organisation.

The matching, management and evaluation is managed by our Equality and Inclusion Team.

Women in Leadership

This programme is aimed at those who identify as women. It seeks to address the under-representation of women in management roles within the Council through a women's only programme which builds confidence, informal networks and develops an understanding of women as future leaders. This inspiring and engaging programme is for existing female managers who wish to progress in their careers.

Stepping Up Programme

Stepping Up is a senior leadership Positive Action Programme aimed at improving the representation of Black, Asian and minority ethnic people, disabled people and women in senior leadership roles within Bristol and the wider region ([see section above](#)). The duration is 12 months.

Rights and Responsibilities Training

This is a two-hour course delivered by the Equality and Inclusion Team mainly in 'hot spot' areas or where a specific request has been made by a Service Manager or Director.

The course covers the rights model for embedding effective equality, diversity and inclusion at work, whilst understanding the legal requirements under the Equality Act 2010 and the specific duty. It helps to demonstrate to participants how to challenge inappropriate/ unacceptable language and behaviours in the workplace and beyond. It seeks to embed diversity and inclusion through behavioural change.

Project Bristol

This is a nine month internship programme based within the council for young people aged 18-25 with learning disabilities ([see section above](#)). It works on a three-month rotation, rotating into various roles and seeks to help young people into permanent roles or apprenticeships.

Equalities Impact Assessment Training

This course is delivered to managers and those who need to understand how to carry out an equality impact assessment. It is delivered monthly by the Equality and Inclusion Team.

E-learning

- Equality and Diversity – Your Rights and Responsibilities
- Equality Impact Assessments – Mandatory for all managers
- Managing Diversity - Mandatory for all managers
- Managing Mental Health at Work
- Recruitment and Selection Refresher

Next steps: We are taking the opportunity of a change in our Learning Management System to review existing e-learning in the following areas and refreshed versions will be available in Autumn 2021:

- Agile Working
- Basic Autism Awareness
- Drug and Alcohol Awareness
- Emotional Intelligence
- Giving and Receiving Constructive Feedback, (effective conversations)
- Implementing Reasonable Adjustments
- Managing Stress
- Mental Health Awareness
- People Management – Supporting Attendance
- Resilience
- Supporting You Through Change
- Trans Awareness

Trainer Facilitated Courses

- Autism Spectrum Conditions
- Corporate Induction which includes an equality and inclusion session
- Cultural Intelligence
- Fair Selection and Recruitment
- Implementing Reasonable Adjustments
- Inclusive Leadership
- Mental Health First Aid
- Restorative Approaches
- Rights and Responsibilities

Workforce Diversity Data – summary analysis

Data in this section is a snapshot of workforce diversity at 31st March 2021 – the end of the 2020-21 time period for this report.

Overall workforce representation by characteristic

Characteristic	Headcount	Bristol City Council Headcount %	Bristol Economically Active Population
Age 16-24	237	3.5%	14%
Age 25-34	1236	18.3%	31.0%
Age 35-49	2360	35.0%	31.0%
Age 50-64	2677	39.7%	22.0%
Age 65+	229	3.4%	2.0%
Disabled people	593	8.8%	7.0%
Asian or Asian British	167	2.5%	8.0%
Black or Black British	389	5.8%	3.0%
Mixed Ethnicity	215	3.2%	2.0%
Other Ethnic Groups	27	0.4%	1.0%
White	5348	79.3%	86.0%
Female	4041	59.9%	47%
Male	2680	39.8%	53%
I Use Another Term (Gender)	4	0.1%	-
Christian	1793	26.6%	48.0%
Other Religion or Belief	525	7.8%	7.0%
No Religion or Belief	2439	36.2%	45.0%
LGB	342	5.1%	-
Heterosexual	4567	67.6%	-

Age

Recruitment and representation

The numbers of employees aged 16 to 24 as a proportion of the entire workforce had been slowly increasing over the last five years, however in the past year this has slightly reduced from 3.7% in 2019-20 to 3.5% in 2020-21. The proportion of

council starters who are aged 16-24 is 11.2% compared to 14% for the Bristol economically active population.

Younger employees also more likely to be employed on fixed term contracts and go on a secondment than older employees. A large proportion of under 35's are leaving after the end of a fixed term contract.

Numbers of employees aged 65 plus as a proportion of the entire workforce has been slowly increasing over the last five years. Both younger and older employees are leaving proportionally more compared to Employees in Post. The 45 to 54 age group are staying on in proportionally greater numbers.

Pay

The proportion of employees aged 16-24 in the “£20k to £29k” pay bracket has increased from 3.6% last year to 4.9% this year, and the proportion in the “Less than £20k” pay bracket has decreased from 11.7% last year to 10.1% this year.

Grievance and disciplinary

Employees in the 50-64 years age range are more likely to submit a grievance or be subject to a disciplinary than other age groups.

Disabled people

Recruitment and representation

Over the previous five years the overall proportion of disabled employees has been stable and slowly increasing, however there is some variance between the directorates in the proportion of disabled employees. At end of March 2021 there were 593 (8.8%) employees who said they were disabled. 3.9% of new BCC starters were disabled compared to 7.0% for the Bristol Economically Active Population.

Pay

In 2019-20 disabled employees were over-represented in the salary band earning £25k-29k (12.8%), though not in the lowest salary bands. They were also somewhat under-represented in top earners £80k+ (4.3%). The council's disability pay gap indicates that mean pay for non-disabled staff is 1.37% higher than that of disabled staff and the median pay for non-disabled staff is 5.09% higher than that of 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.

Grievance and disciplinary

Disabled employees were over-represented in those submitting grievances (15.6%), and subject to disciplinaries (13.2%).

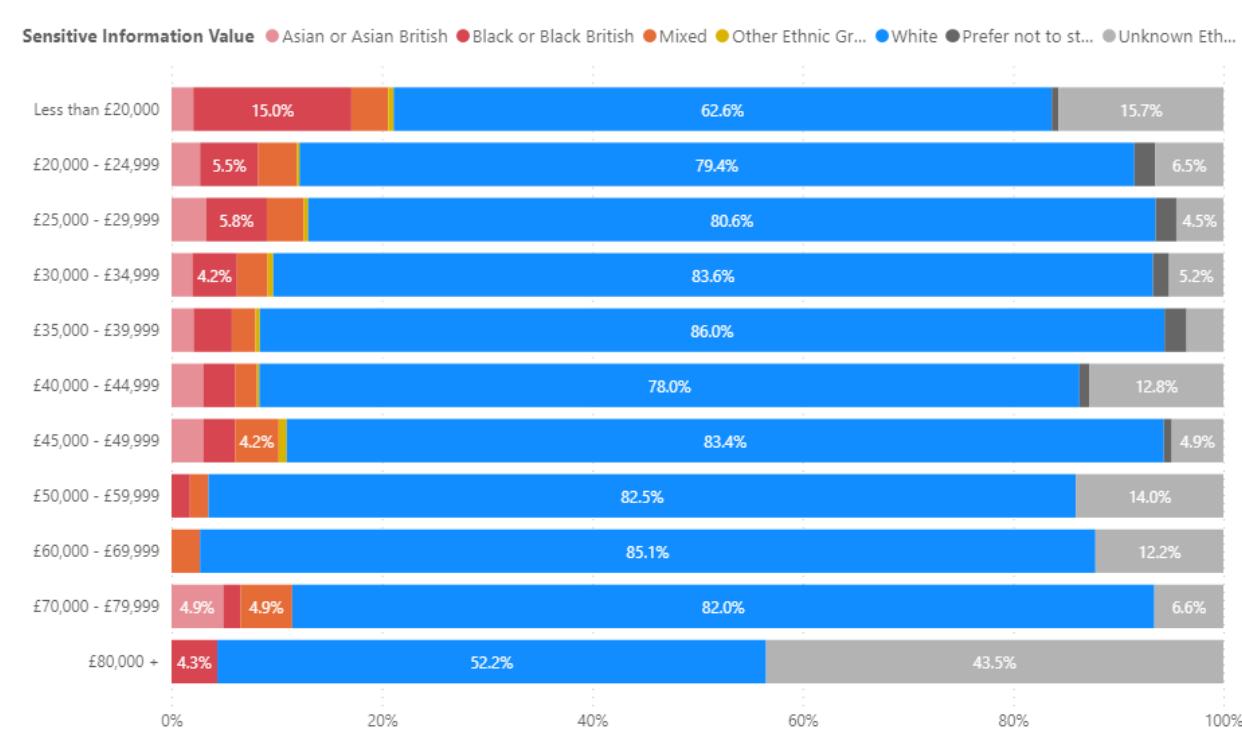
Ethnicity

Recruitment and representation

Characteristic	Headcount	Bristol City Council Headcount %	Bristol Economically Active Population
Asian or Asian British	167	2.50%	8.00%
Black or Black British	389	5.80%	3.00%
Mixed Ethnicity	215	3.20%	2.00%
Other Ethnic Groups	27	0.40%	1.00%

The overall percentage of the council's Black, Asian and minority ethnic workforce has increased slightly to 12.98% which is broadly representative of the official working age population of Bristol at 13% (based on 2011 Census figures which are likely higher now). However, there is an underrepresentation of Asian or Asian British employees compared to the Bristol working age population.

Pay and progression



In 2019-20 Black, Asian and minority ethnic employees were proportionally under-represented on higher salary bands. The councils race pay gap analysis indicates that mean pay for White British employees is 9.78% higher than that of Black, Asian and minority ethnic staff (was 15.38% in 2017), and the median pay for White British employees is 16.0% higher than that of Black, Asian and minority ethnic staff.

We continue to see improvements in the progression rates (promotions) of Black, Asian and minority ethnic employees, despite a reduction in overall job offers.

Grievance and disciplinary

	Subject to Disciplinary #	Subject to Disciplinary %	Raised a Grievance #	Raised a Grievance %	Proportion of Workforce %
Asian or Asian British	3	3.9%	0	0.0%	2.5%

Black or Black British	6	7.9%	7	10.9%	5.8%
Mixed	4	5.3%	6	9.4%	3.2%
Other Ethnic Groups	0	0.0%	0	0.0%	0.4%
White	56	73.7%	48	75.0%	79.4%
Prefer not to say	3	3.9%	0	0.0%	1.6%
Unknown	4	5.3%	3	4.7%	7.2%
Total	76	100%	64	100%	100%

Black, Asian and minority ethnic employees are statistically more likely to raise formal grievances (20.3% of all grievances) and be subject to disciplinaries (17.1%).

Sex

Recruitment and representation

Men are somewhat under-represented in our workforce (40.1%) however there is wide variance between the directorates in the proportion of female and male employees, and in some service areas women are under-represented.

There is a disparity between male and female employees working full time and part time. The full-time working ratio split is 53:47 in favour of males, whereas part time workers are 79% female. 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. The council has a Flexible Working Policy²³ and is committed to helping all its employees achieve a balance between their working life and other priorities such as parental and caring responsibilities etc.

Pay

We publish our gender pay gap every 12 months. The [gender pay gap](#) report shows the pay gap between female and male Bristol City Council employees. This report shows that we have been making progress to closing the gender pay gap. In March 2021 mean average pay for men was 4.26% higher than that of women, and the median average for men was 8.53% higher than that of women. The difference between the mean and median figures is due to the high proportion of women in the top quartiles of employees, whilst female employees are still over-represented on the lowest salary bands. The median gender pay gap is also significantly lower than the national average of 15.5%.

Bristol City Council will continue to address the ongoing difference in both mean and median percentages through further analysis of the reasons for disparity at a service level. Some of these are for historic and cultural reasons (national and local), which will take time to find a resolution. These include encouraging female applicants into traditional male occupations (e.g. engineering and traffic management).

Grievance and disciplinary

Men are over-represented in those raising grievances (51.6%) and subject to disciplinary measures (47.7%) compared to their overall representation in the council workforce).

²³ [BCC Flexible Working Policy for Employees](#)

Religion and Belief

Recruitment and representation

Although the proportion of employees from Other (non-Christian) faith groups is broadly representative of the Bristol working age population overall, the number of employees declaring themselves as having no religion or belief has been increasing rapidly over the last five years (36.2% compared to 45% of the Bristol working age population²⁴).

Pay

The category "Other religion or belief" is disproportionately represented at the lowest salary bracket (13.7% of employees earning less than £20,000 per year).

Grievance and disciplinary

No statistically significant disparity identified.

Sexual Orientation

Recruitment and representation

The overall proportion of council employees who have told us in confidential diversity monitoring they are lesbian, gay or bisexual (LGB) is 5.1%. The proportion of LGB starters is 9.2%, and the proportion of leavers is 6.3% however, as with Religion and Belief there is a high proportion of employees who prefer not to declare this information.

Pay

No statistically significant disparity identified.

Grievance and disciplinary

LGB employees are somewhat less likely to be subject to disciplinary or raise grievance processes in the council, and Heterosexual employees are slightly over-represented in those raising grievances (75% compared to being 67.8% of overall workforce).

Trans

In 2020-21 we began including reporting of Bristol City Council employees who have answered the question "Do you consider yourself to be Trans?" on confidential HR records. At end of March 2021 80.5% of staff had not yet responded this question and only three employees had answered 'yes'.

There is no local economically active comparison to benchmark the number of Trans employees, and we do not have an accurate picture of how many trans people there are in the UK or locally. The best estimate currently is that around one per cent of the UK population might identify as Trans, including people who

²⁴ 2011 Census information

identify as non-binary. That would mean about 600,000 Trans and Non-Binary people in Britain, out of a population of over 60 million²⁵.

On the same basis there may be over 4,600 Trans and Non-Binary people living in Bristol²⁶. The numbers of people in Britain who have obtained a gender recognition certificate are much smaller (less than 5,000 people in 2018²⁷).

²⁵ [The truth about trans \(stonewall.org.uk\)](https://www.stonewall.org.uk)

²⁶ <https://www.bristol.gov.uk/statistics-census-information/the-population-of-bristol>

²⁷ [Trans people in the UK \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)