

Pay Gap Report



Data based as at 31 March 2020

Workforce & Change



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1. Introduction

- 1.1. Gender pay gap reporting is a requirement of the Equality Act 2010 (Specific Duties and Public Authorities) regulations 2017 for employers with 250 employees or more as at a 'snapshot date'. This report also provides the race, disability and LGB pay gaps in the Council, currently, there is no statutory reporting requirement, but it is Council policy to report these pay gaps.
- 1.2. Gender Pay is not the same as equal pay. Equal pay is about ensuring that both men and women are paid the same for doing the same or similar jobs. Gender pay looks to see how the balance of pay is distributed in an organisation irrespective of job roles.
- 1.3. Bristol City Council uses a job evaluation scheme to rank jobs and to ensure equal pay for work of equal value. These arrangements apply to the majority of all jobs, the remaining jobs are covered by national pay agreements, legal agreements (e.g. TUPE) or local pay agreements (Craft).
- 1.4. The Gender Pay Gap measures the overall difference in actual hourly rates of pay between men and women by both mean and median calculations. Mean being the comparison of the average pay of men and women. Median being the comparison of the mid-point value of the payments for men and women. A zero percentage indicates parity between men and women. This same method is also applied to the Race and Disability Pay Gap to show the difference between Black, Asian & Minority Ethnic employees, White British employees, and Disabled employees against Non-Disabled employees.
- 1.5. Schools employees are excluded from this dataset as their reporting is the responsibility of the governing body and they will be reported separately only where their individual school or a group of schools e.g. in a Multi Academy Trust (MAT) has over 250 employees.
- 1.6. As at March 2020 the headcount was 6,461 employees, of which 3,858 (60%) were women, whereas the Female economically active population is only 47%. 750 (13%) employee declared themselves as Black, Asian and Minority Ethnic, against an economically active population of 13%. 581 (10%) employees reported as being disabled, against a total population of (12%). 7% of disabled people declared themselves as economically active (Office for National Statistics published data). At the time of writing this report we do not know the ethnicity for 588 (9.1%) employees or the disability status for 635 (9.8%) employees. The council is committed to addressing gaps in workforce diversity reporting – see our Equality and Inclusion policy and strategy for more information [Equalities policy - bristol.gov.uk](https://www.bristol.gov.uk/equalities-policy)

1.7. All pay calculations have been based on the same formula used in the Gender Pay Gap Reporting legislation and covers all full pay relevant employees. Full pay relevant employees are those that are employed on the snapshot date of 31 March and have been paid in the period that the snapshot date falls without any reductions in pay.

1.8. The ethnic groups that make up Black, Asian and Minority Ethnic are; Black/African/Caribbean/Black British, Asian/Asian British, mixed/multiple ethnic groups and other ethnic groups. The ethnic groups that make up White Minority Ethnic are; Gypsy/Roma/Traveller/Irish Traveller, Irish, Other European, and Other White background.

2. Calculating the Pay Gap

2.1.The Mean Pay Gap

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

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

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

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

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

2.2.The Median Pay Gap

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

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

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

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

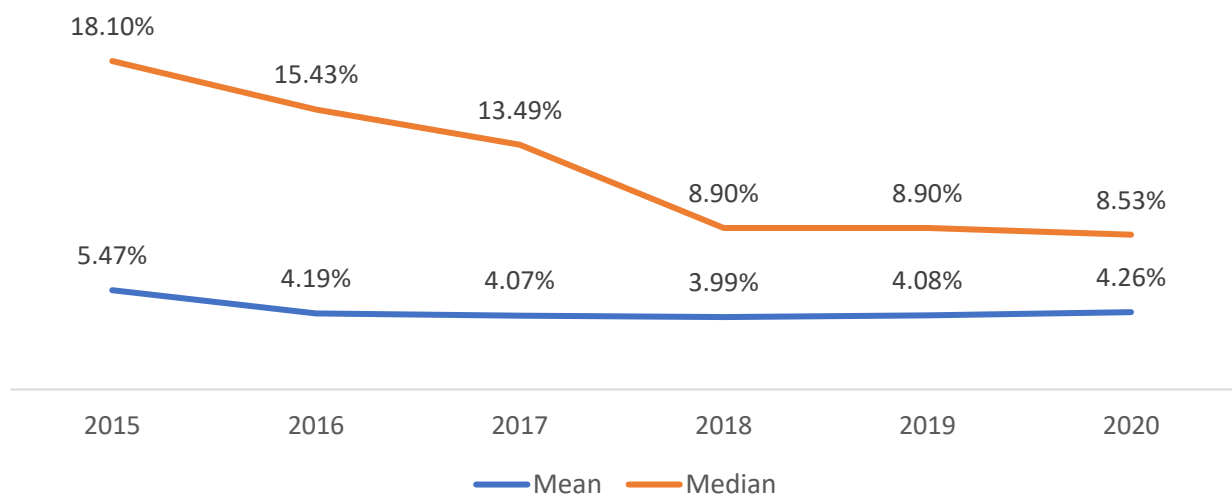
LGB - The median LGB pay gap is the difference between the median hourly rate of pay of heterosexual full-pay relevant employees and that of LGB full-pay relevant employees.

3. Gender Pay Gap

	Mean	Median	ONS Median
Women	£15.37	£14.05	
Men	£16.05	£15.36	
Difference	£0.68	£1.31	
Pay Gap	4.26%	8.53%	15.5%

The Councils gender pay gap analysis indicates that mean pay for men is 4.26% higher than that of women and the median pay for men is 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. The median gender pay gap is also significantly lower than the national average of 15.5%.

3.1. Gender Pay Gap Trend



The Councils gender pay gap has reduced from a mean of 5.47% and a median of 18.1% in 2015, to a mean of 4.26% and a median of 8.53% in 2020. It is important to note that the employees categorised as full pay relevant employees on the snapshot date can vary at each reporting period, for example in this reporting period 88 employees were not categorised as full pay relevant employees due to receiving reduced or nil payments due to maternity leave compared to just 11 employees in 2019.

Analysis of the reasons for the Gender Pay Gap are provided below.

3.2. Quartiles

Whilst the mean figure is positive it is the median figure that requires some analysis as it indicates that either women are under-represented at the higher pay levels, or women are over-represented at the lower pay levels. To illustrate this, we have divided the pay into four equal quartiles

Quartile	No. employees			Ratio
	Men	Women	Total	Men:Women BCC = 41:59
Quartile 1 (£5.00 - £11.90)	626	1071	1697	37:63
Quartile 2 (£11.91 - £14.79)	525	906	1431	37:63
Quartile 3 (£14.80 - £19.39)	841	1022	1863	45:55
Quartile 4 (£19.40 -£85.52)	559	701	1260	44:56

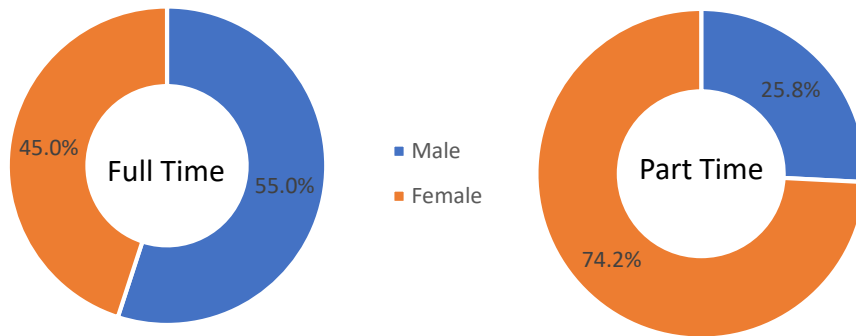
A higher proportion of women are in the top 25 percent (Quartile 4) of jobs. The greatest disparity between men and women is in the lowest 25 percent (Quartile 1) of jobs where a significant number of jobs, whilst attracting less pay, have traditionally offered more flexible working arrangements e.g. part time or term time hours which have proven to be an attraction for women for a number of work life balance reasons. The number of care, cleaning and administrative roles in the lower quartile has therefore had an impact on the overall gender pay gap figure.

3.3. Full Time v Part Time

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

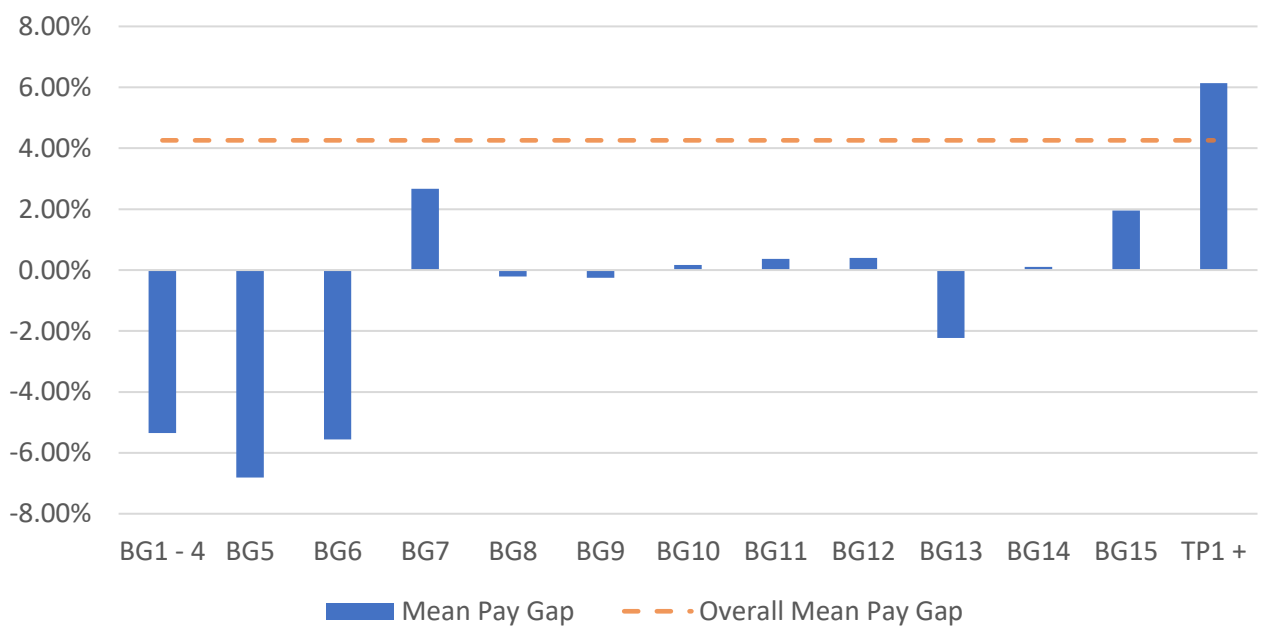
	Full Time	Part Time
Women	£16.49	£14.27
Men	£16.59	£13.82
Difference	£0.10	-£0.46
Mean Pay Gap	0.6%	-3.3%

There is a disparity between male and female employees working full time and part time. 74% of part time workers are female whereas only 26% of part time workers are male. This is influenced by the far higher proportion of women tending to seek a work life balance for family commitments compared to men. The council offers a wide and diverse range of job opportunities many of which are part time which attracts women to work for the organisation. This is common throughout the public sector.



When the mean pay gap is compared, we see the full-time mean is 0.6% and part time mean is -3.3%.

3.4. Grade



The lowest three grade ranges (BG1 – 6) all have the largest negative gender pay gap which indicates that the mean pay for female employees in these grades is higher than the mean pay of male employees. However, the highest grades (BG15 and above) have a gender pay gap. The TP1+ pay grade is the only grade where the gender pay gap is even greater than the overall gender pay gap.

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

3.5. Analysis by Directorate

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

	Mean	Median
Growth and Regeneration	6.09%	6.45%
People	3.62%	5.64%
Resources	7.02%	14.58%
BCC Overall	4.26%	8.53%

Growth and Regeneration

This Directorate contains more male employees occupying upper quartile roles. Overall, the Directorate has a 60:40 ratio of employees in favour of males, this disparity is also true when looking at the upper quartiles (Upper Middle Quartile – M 64:36 F and Upper Quartile M 66:34 F). The lower quartiles are evenly distributed (Lower Middle Quartile M 53:47 F and Lower Quartile M 56:44 F).

People

This Directorate has a ratio of employees 19:81 in favour of Females and the quartile breakdown follows a similar distribution. Due to there being fewer male employees in the People Directorate, a normal distribution cannot be achieved. Therefore, the distribution is more likely to be random or variable. There is also a much higher percentage of female employees working part time than any other part of the organisation.

Resources

This Directorate has a more even distribution of male and female employees (M 44:56 F) compared to other Directorates. It has a high number of female employees working in the lower quartiles (Lower Middle Quartile – M 42:58 F and Lower Quartile M 38:62 F). These quartiles include services that are typically more flexible and offer better work life balance options for female employees such as Cleaning Services and Admin and Business Support. The upper quartiles in Resources are evenly distributed (Upper Middle Quartile – M 51:49 F and Upper Quartile M 49:51 F).

3.6. Core City and Local Public Sector Organisation Comparison

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

31 st March 2020			
	Organisation	Mean Gender Pay Gap	Median Gender Pay Gap
Core Cities	Bristol	4.26%	8.53%
	Birmingham	N/A	N/A
	Cardiff	N/A	N/A
	Leeds	6.0%	10.4%
	Liverpool	6.6%	5.5%
	Manchester	8.0%	7.9%
	Newcastle	2.9%	5.8%
	Nottingham	2.9%	0%
	Sheffield	1.4%	5.6%
Public Sector Data	Avon & Somerset Police	9.4%	16.0%
	Avon & Wiltshire Mental Health Partnership NHS	14.5%	7.4%
	South West Ambulance Service	4.6%	16.0%
	Bristol University	18.3%	13.7%
	North Bristol NHS Trust	23.5%	6.5%
	University of the West of England	11.2%	11.7%
	Avon Fire & Rescue Service	N/A	N/A
	University Hospitals Bristol NHS	20.6%	1.4%

4. Race Pay Gap

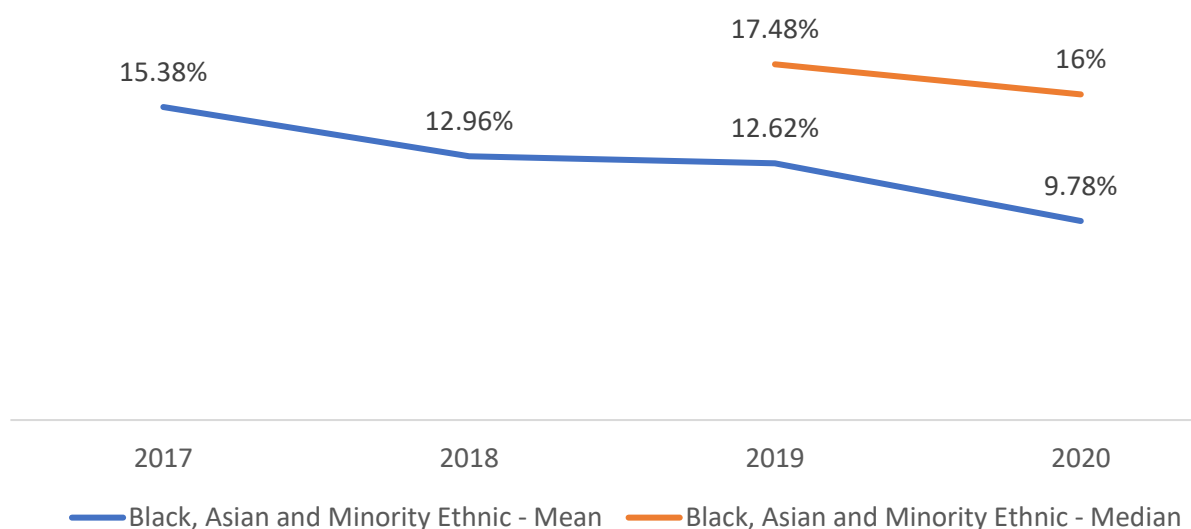
	Mean	Median	Mean Pay Gap	Median Pay Gap
Black, Asian, and Minority Ethnic	£14.30	£12.85	9.78%	16.0%
White Minority Ethnic	£15.17	£14.36	4.33%	5.48%
White British	£15.85	£15.30		

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 and the median pay for White British employees is 16.0% higher than that of Black, Asian and Minority Ethnic staff.

The table below shows the mean pay gap by ethnic origin against English/Welsh/Scottish/Northern Irish/British employees. It is important to highlight that the low headcount in some of the ethnic groups makes it difficult to make statistically valid comparisons.

Ethnic Origin	Headcount	Mean	Mean Pay Gap
African background	72	£13.25	16.4%
Any other Black, Black British or Caribbean background	103	£14.33	9.6%
Arabic	2	£12.04	24.0%
Asian and White	37	£15.16	4.3%
Bangladeshi	8	£15.22	4.0%
Black African and White	26	£15.38	3.0%
Black Caribbean and White	66	£14.49	8.6%
Caribbean	171	£13.83	12.8%
Chinese	18	£16.55	-4.4%
Indian	51	£15.92	-0.4%
Irish	68	£16.23	-2.4%
Other Asian background	28	£15.56	1.8%
Other ethnic group	26	£15.19	4.2%
Other European	24	£13.98	11.8%
Other mixed ethnic background	60	£14.65	7.6%
Other White background	220	£14.96	5.6%
Pakistani	42	£14.54	8.3%
Prefer not to say	102	£15.12	4.6%
Roma, Gypsy or Irish Traveller	8	£15.32	3.3%
Somali	43	£11.20	29.4%
English/Welsh/Scottish/Northern Irish/British	4665	£15.85	

4.1. Race Pay Gap Trend



The Council's Black, Asian and Minority Ethnic pay gap has reduced from a mean of 15.38% in 2017 to a mean of 9.78% in 2020. The median has reduced from 17.48% in 2019 to 16.0% in 2020.

4.2.Quartiles

Quartile	No. employees			Ratio
	Black, Asian, and Minority Ethnic	White British	White Minority Ethnic	BCC = 13:81:6
Quartile 1 (£5.00 - £11.90)	280	1140	93	19:75:6
Quartile 2 (£11.91 - £14.79)	184	1082	76	14:81:6
Quartile 3 (£14.80 - £19.39)	178	1472	90	10:85:5
Quartile 4 (£19.40 -£85.52)	111	971	61	10:85:5

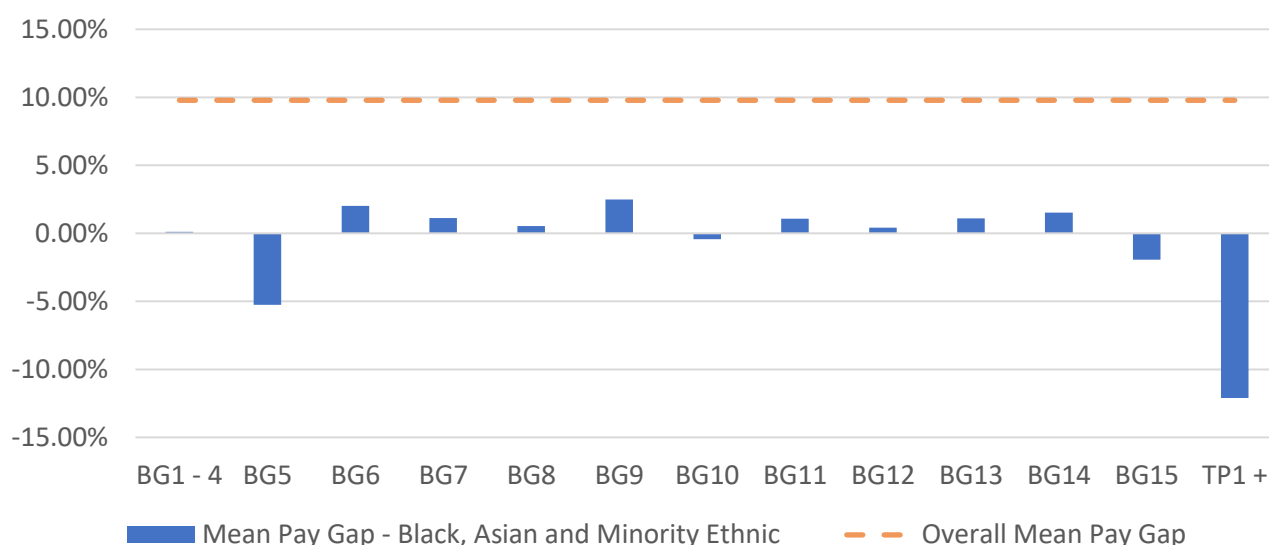
We tend to see a higher representation of Black, Asian, and Minority Ethnic employees in the lower quartiles and a lower representation in the upper quartiles.

4.3.Full v Part Time

	Full Time Mean	Full Time Mean Pay Gap	Part Time Mean	Part Time Mean Pay Gap
Black, Asian, and Minority Ethnic	£15.44	7.4%	£12.48	13.4%
White Minority Ethnic	£15.82	5.1%	£14.19	1.5%
White British	£16.68		£14.41	

There is a small difference between the number of Black, Asian, and Minority Ethnic staff working full time (12.8%) and part time (13.7%). When the mean pay gap is compared, we see that the full time Black, Asian and Minority Ethnic pay gap reduces to 7.4% while part time Black, Asian and Minority Ethnic pay gap increases to 13.4% which is above the overall Black, Asian and Minority Ethnic mean pay gap.

4.4. Grade



The values for the mean race pay gap correlate with the Black, Asian and Minority Ethnic to White British ratio in the four quartiles. As we have identified there are more Black, Asian, and Minority Ethnic employees than White British at the lower paid level and this is the reason for the negative pay gap. None of the mean pay gaps by grade are higher than the overall Black, Asian and Minority Ethnic Mean Pay Gap.

4.5. Analysis by Directorate

	Black, Asian and Minority Ethnic Mean Pay Gap	White Minority Ethnic Mean Pay Gap
Growth and Regeneration	10.41%	11.83%
People	7.45%	-3.56%
Resources	12.07%	7.03%
BCC Overall	9.78%	4.33%

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

Growth and Regeneration

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

People

The People Directorate has a lower Black, Asian and Minority Ethnic Pay Gap than the councils overall figure and the analysis by quartiles and part time employees are evenly distributed.

Resources

Within this Directorate we can see a higher representation of Black, Asian and Minority Ethnic employees (24%) in the lowest quartile and a low representation of White British employees (69%). There is also a higher proportion of part time Black, Asian, and Minority Ethnic employees (18.5%).

4.6.Core City and Local Public Sector Organisation Comparison

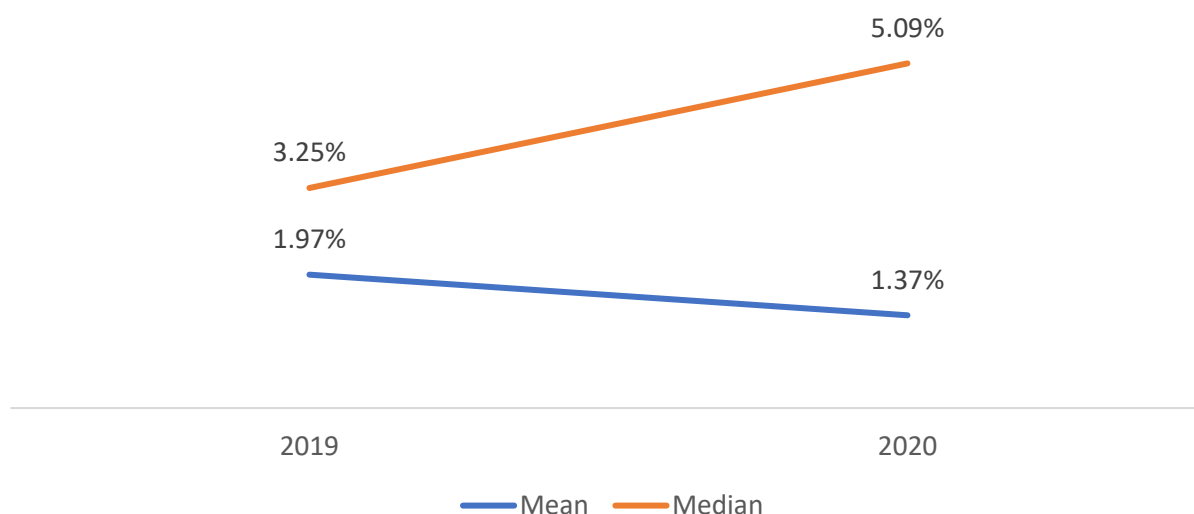
Birmingham City Council reported a mean race pay gap of 7.9% and a median of 5.79% in 2019/20. Nottingham City Council reported a mean race pay gap of 11.7% and a median of 8.2% in 2019/20. Currently there are no other comparison figures available.

5. Disability Pay Gap

	Mean	Median
Disabled	£15.40	£14.16
Non-Disabled	£15.61	£14.92
Difference	£0.21	£0.76
Pay Gap	1.37%	5.09%

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.

5.1. Disability Pay Gap Trend



The Councils disability pay gap has reduced from a mean of 1.97% in 2019 to a mean of 1.37% in 2020. The median has increased from 3.25% in 2019 to 5.09% in 2020. This is due to an increase in the number of disabled employees in Quartile 2, compared to the previous report.

5.2. Quartiles

Quartile	No. employees		Ratio
	Disabled	Non-Disabled	BCC = 10:90
Quartile 1 (£5.00 - £11.90)	152	1329	10:90
Quartile 2 (£11.91 - £14.79)	159	1156	12:88
Quartile 3 (£14.80 - £19.39)	170	1572	10:90
Quartile 4 (£19.40 - £85.52)	109	1001	10:90

Quartile 2 contains the highest proportion of Disabled employees compared to the other quartiles that all have the same ratio of employees.

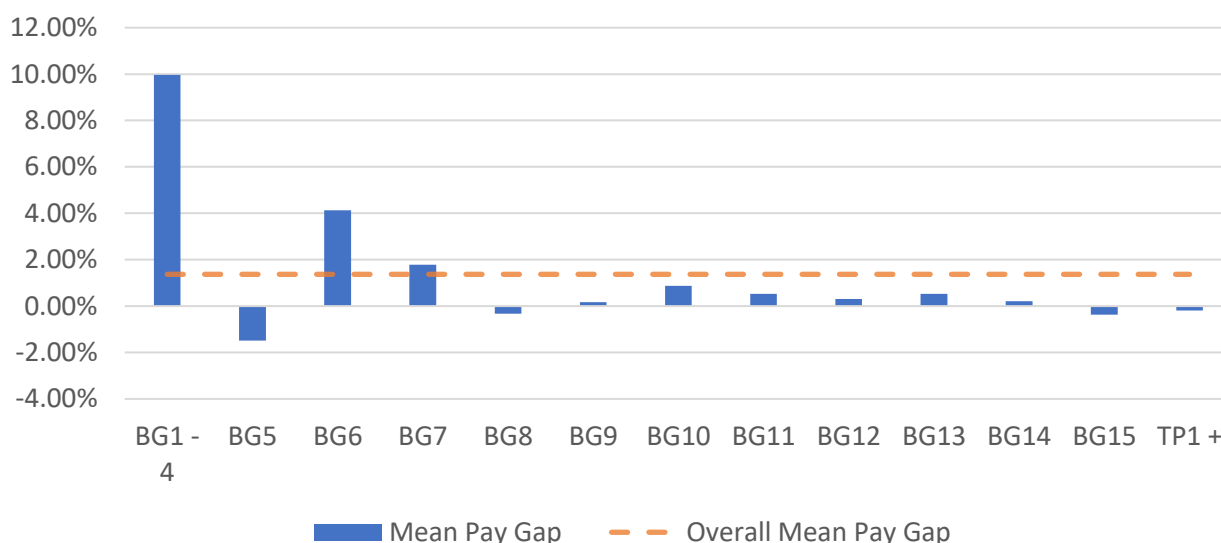
5.3. Full v Part Time

	Full Time Mean	Part Time Mean
Disabled	£16.09	£14.13
Non-Disabled	£16.52	£14.09
Pay Gap	2.6%	-0.3%

There is a small difference between the number of Disabled staff working full time (10.7%) and part time (10.0%). When the mean pay gap is compared, we see that the full time disability pay gap increases to 2.6% whereas the part time disability pay gap decreases to -

0.3% which tells us that mean pay for part time Disabled employees is 0.3% higher than part time Non-Disabled employees.

5.4. Grade



The highest mean disability pay gap is in the BG1 – 4 pay range. However due to the low proportion of disabled employees in this cohort (6.4%) the average hourly rate used to calculate the pay gap is less likely to see a normal distribution and the pay gap is much higher. Other grades that are higher than the Bristol City Council overall disability pay gap are BG6 and BG7.

5.5. Analysis by Directorate

	Disabled Mean Pay Gap
Growth and Regeneration	3.22%
People	-0.76%
Resources	2.10%
BCC Overall	1.37%

Growth and Regeneration

The lower middle quartile (Quartile 2) has a higher ratio of Disabled employees (Disabled, 12% and Non-Disabled, 88%). There are more Non-Disabled employees in the upper quartile with only 8% Disabled employees in Quartile 3 and 9% in Quartile 4. This indicates that Disabled employees are under-represented in the higher salary bands in the Growth and Regeneration Directorate.

People

The People Directorate has a negative disability Pay Gap which means that mean pay for Disabled employees 0.76% higher than their Non-Disabled counterparts. There is a lower ratio of Disabled employees in Quartile 1 (9%) and higher ratios of Disabled employees in

Quartile 2 (13%) and Quartile 3 (12%) while the ratio in Quartile 4 is the same as the council overall (10%)

Resources

The lowest quartiles have a higher ratio of Disabled employees (Quartile 1, 12%) and Quartile 2 (11%). However, the Quartile 3 and 4 have the same ratio as the council overall (10%)

6. LGB Pay Gap

	Mean	Median
LGB	£15.39	£14.46
Heterosexual	£15.71	£14.92
Difference	£0.32	£0.46
Pay Gap	2.04%	3.06%

The council's disability pay gap indicates that mean pay for Heterosexual staff is 2.04% higher than that of LGB staff and the median pay for Heterosexual staff is 3.06% higher than that of LGB staff.

6.1.LGB Pay Gap Trend

This is the first year we have reported the LGB Pay Gap and so there is no historical trend data.

6.2.Quartiles

	No. employees		Ratio
Quartile	LGB	Heterosexual	BCC = 6:94
Quartile 1 (£5.00 - £11.90)	81	1073	7:93
Quartile 2 (£11.91 - £14.79)	73	968	7:93
Quartile 3 (£14.80 - £19.39)	84	1333	6:94
Quartile 4 (£19.40 -£85.52)	54	841	6:94

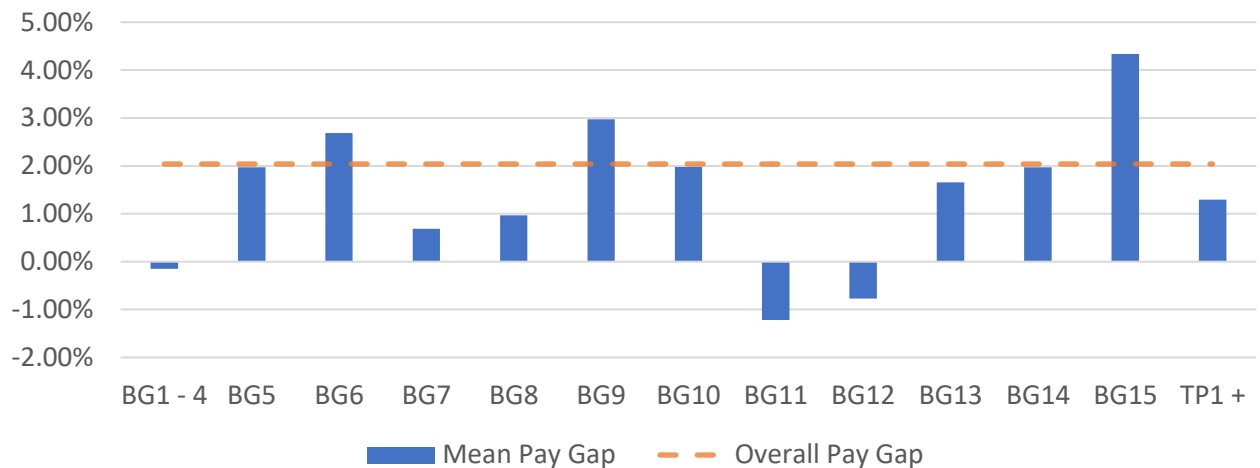
The lower quartiles have a slightly higher proportion of LGB employees than the upper quartiles.

6.3. Full v Part Time

	Full Time Mean	Part Time Mean
LGB	£16.15	£13.63
Heterosexual	£16.49	£14.25
Pay Gap	2.1%	4.4%

There is a higher percentage of LGB employees working full time (6.9%) and part time (5.6%). When the mean pay gap is compared, we see that the full time LGB pay gap increases slightly to 2.1% and the part time LGB pay gap increases to 4.4%.

6.4. Grade



There are three grades where the mean pay gap is higher than the overall pay gap: BG6, BG9 and BG15. However again it is important to understand the context of these figures as small numbers can affect the overall calculation.

6.5. Analysis by Directorate

	LGB Mean Pay Gap
Growth and Regeneration	12.17%
People	-7.75%
Resources	0.62%
BCC Overall	2.04%

Growth and Regeneration

The lower quartiles have a higher LGB representation (Quartile 1, 11% and Quartile 2, 8%) whilst the higher quartiles have less representation of LGB employees (Quartile 3, 5% and Quartile 4, 3%).

People

The People Directorate has a negative LGB Mean Pay Gap which means that the mean pay of LGB employees is 7.75% higher than that of Heterosexual employees. There is a lower ratio of LGB employees in Quartile 1 (4%) and Quartile 2 (6%) and higher ratios of LGB employees in Quartile 3 (8%) and Quartile 4 (8%).

Resources

The lowest and highest quartiles are in proportion with overall council ratio (Quartile 1, 6%

and Quartile 4, 6%). The lower middle quartile has a slightly higher ratio (Quartile 2, 7%) and the upper middle quartile has a slightly lower ratio (Quartile 3, 4%).

7. Closing the gap

- 7.1. Our equality policy and strategy set out our commitment to equality and diversity, and how we will; tackle equalities issues, aim to eliminate discrimination, foster good relationships between communities in Bristol and ensure those from different backgrounds have similar life opportunities. The annual report was considered at Full Council on 6th July 2021 and sets out the Council's priorities for the next twelve months.
- 7.2. Our Workforce Strategy sets out the framework for our transformation journey, and actions to help us meet the future challenges and requirements of the organisation. This includes activities that will support narrowing the pay gaps identified in this report, such as the launch of a diversity dashboard to assist managers with their workforce planning to address diversity gaps. We have set stretching diversity targets and to increase the number of BAME, disabled and women colleagues in senior management positions using positive action initiatives. Specific action that is being taken that will contribute to closing pay gaps are set out below.
- 7.3. A range of changes to recruitment and selection processes including new secondment (previously 'acting up') policy. Changes include ensuring all opportunities are widely promoted across the organisation rather than to specific teams/groups and will remove the option of direct appointments to short term roles. There will also be positive action guidance. These changes were implemented in September 2020 and have increased opportunities for career progression and will improve the diversity of the workforce at higher pay grades.
- 7.4. Service level workforce and succession have been introduced as part of the annual service planning cycle. Managers have access to the HR diversity dashboard and succession planning tools and are asked to identify and address diversity and pay gaps.
- 7.5. A new monthly Pay Gap Report is going to be created allowing us to have real time information about the councils pay gaps. This will enable us to compare our statutory reporting figure against a current pay gap.
- 7.6. A Talent development steering group has been established to shape a programme to nurture talent and help colleagues develop their careers. This includes:
 - talent mapping and the leadership pipeline
 - identifying talent and encouraging colleagues to seek development

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

7.7. We have set the following organisational targets for 2021/22: -

- Increase the percentage of employment offers made to people living in the 10% most deprived areas – Target 6.5%
- Percentage of top earners who are women – Target 56%
- Reduce the gender pay gap – Target 3.75%
- Reduce the race pay gap – Target 7.5%
- Difference between progression rate of BAME and non-BAME employee – Target 0% (no difference)
- Difference between progression rate of Women and Men – Target 0% (no difference)

7.8. City-wide action to reduce the race pay gap. Bristol City Council has led the development and production of the city's first ever Race Equality H.R. data product, which includes many of the major Public Sector organisations in the City, through Bristol's Race Equality Strategic Leaders Group. The latest data will include an evaluation of Race representation at Board level or equivalent.

7.9. The group has committed to producing this report on a bi-annual basis, to enable monitoring of trends in relation to race equality across partner organisations, with detailed actions plans set by partners in order to bring about improvements in race equality performance. The latest data will be published shortly.

7.10. The driving force of this key initiative is to ensure that we produce fairer, more inclusive workplaces for our employees across the City as well as ensuring more representative workforces to serve the communities of Bristol. This project focuses on transparently presenting how all major public sector agencies in the City are performing in terms of their race equality data, including detail on pay by race for key H.R. indicators such as by representation, pay, grievance, disciplinary and sickness data.

7.11. Stepping UP, the Council's flagship Diversity Leadership Programme and multi-award-winning initiative has launched its 4 cohort with 83 participants drawn from private and public sector employers across the City and Region.

7.12. A number of Equality and Inclusion initiatives are re-launching across the Council including Reverse Mentoring, Positive Action Initiatives and a review of the current Equality and Inclusion learning and development offer for Council Employees.

