



FULL COUNCIL

18th March 2014

Title: Bristol City Council's Pay Policy Statement

Ward: City-wide

Member presenting report: Councillor Geoff Gollop

RECOMMENDATION:

Council is asked to approve the 2014/15 Pay Policy Statement attached at Appendix 1.

Policy

The Localism Act 2011 requires the Council to publish a pay policy statement annually. The Act sets out at a high level what must be included. Detailed guidance underpins what should also be contained in the document, and the Pay Policy Statement will be published on the Council's website after it is approved by Full Council.

In addition to the requirements under The Localism Act 2011, full details of "Bristol City Council Senior Officers Salary Information" are published annually on the government website www.data.gov.uk. This brings public data together in one searchable website, making

the data more easily available in line with the government's transparency agenda.

Consultation

The Council's Human Resources Committee considered the Draft Pay Policy Statement at their meeting on 27th February 2014 and the minute states:

"The Committee considered a report of the Service Director, Human Resources (agenda item no. 7) outlining the draft pay policy statement for 2014/15 prior to Full Council considering the adoption of the policy on 18th March 2014.

Officers apologised that data was incomplete within the report and appendix as final figures would not be known until the last payroll process of the financial year on 6th March. The version that would be presented to Full Council on the 18th March would have the full information included.

The Chair requested that the data in Appendix C include the figures for Bristol in order to aid comparison, and that the detail of the maximum level redundancy cap should be included within the report. It was also requested that wording under 'Development Priorities' sub heading be altered to "which consolidates the "Living Wage" instead of "incorporates".

RESOLVED – that the Committee considered and noted the Pay Policy statement prior to presentation at Full Council".

External consultation:

One objective of the requirement to publish annual pay policy statements is to enable comparisons to be made between local authorities. The format of the Council's 2014/15 Pay Policy Statement (at Appendix 1) is in line with the format used by this authority for the past two years as well as the format proposed by

other local authorities within the region for their 2014/15 Pay Policy Statements.

Context

1. The Pay Policy Statement draws together details from a number of existing Council policies that have previously been approved by elected members and published. There is an existing requirement to publish details of Chief Officers' remuneration in our annual accounts, and decisions in relation to the terms and conditions of employment of Chief Officers are considered by the Council's HR Committee.
2. The Pay Policy Statement outlines the Council's policy in relation to the pay of Chief Officers and its relationship to the pay of all other employees. It is not intended to be a prescriptive statement covering every eventuality. Instead it is designed to provide additional transparency on the Council's approach to the pay, grading and conditions of employment of its highest paid employees. It also highlights where discretions exist and how those discretions are exercised.
3. The Council is required to consider amending the Pay Policy Statement and follow recent recommendations from the Secretary of State for Communities and Local Government. These were considered by the Human Resources Committee and it is not recommended that the Secretary of State's advice be followed. The proposed changes and the reasons why they are not being recommended are summarised below:

- **That all severance packages over £100k are approved by Full Council (or over an alternative limit set locally).**

It is not considered necessary to change the existing arrangements for the following reasons:

- Members already determine the Council's severance policy and approve individual severance packages for senior managers (ie, Service Directors and above).

- Reserving the power to Full Council may lead to legal challenges by an employee if a recommendation were to be rejected.
- There is no legal requirement for the Council to follow the advice of the Secretary of State.
- Severance package payments are published in the Council's Annual Accounts.
- It will increase bureaucracy and delay decision making at a time of significant organisational change and uncertainty for staff.

It is recommended that the existing constitutional arrangements continue, i.e.:

- A non-executive committee (currently the HR Committee) approves severance packages for the Head of Paid Service, Strategic Directors and Service Directors.
- For all other employees, the Head of Paid Service decides and approves severance packages in accordance with the HR policy framework decided by Members.
- **That for posts over £100k (or an alternative high salary determined locally) the appointment should be approved by Full Council.**

It is not considered necessary to change the arrangements for the following reasons:

- Each political party and the Mayor are represented on the selection committee for all senior posts at Service Director level and above.
- Each Cabinet Member is notified of all appointments and has the opportunity to make representations in respect of that appointment to the Monitoring Officer.
- There is already a legal requirement to seek Full Council approval for the Head of Paid Service

appointment and some other roles.

It is recommended that the existing constitutional arrangements continue, i.e.:

- Member Selection Committee appoints Service Directors and Strategic Directors other than where Full Council has reserved powers in respect of defined posts. In addition, there is a statutory requirement to notify Cabinet of the selection decision and provide an opportunity for each Cabinet Member to make representations on the decision to the Monitoring Officer.
 - Full Council approves the appointment of:-
 - Head of Paid Service
 - Chief Financial Officer
 - Monitoring Officer
 - Returning Officer
 - Electoral Registration Officer
4. The Pay Policy Statement does contain revised arrangements in respect of the appointment of interim managers. There are no specific national restrictions on this for local authorities, but the previous BCC pay policy statement limits options in relation to engaging interim managers in 1st or 2nd tier roles. The draft Pay Policy Statement for 2014/15 removes locally imposed restrictions and now states the following in relation to the engagement of interim managers:

“A Chief Officer post that is vacant may be covered by an interim manager. Interims are used primarily at a time of organisational change when the Council is in a phase of rapid transition or when there are specific legislative or national drivers for change which need to be implemented in a defined time period. Interims may be employed directly by the Council on a fixed term contract or via the procurement process under a contract for services.”

Public Sector Equality Duties

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

- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.

The policy statement reflects the existing pay policy of the Council which has already been the subject of Equality Impact assessments and also Equal Pay Audits. Therefore an Equalities Impact Assessment has not been completed.

Any changes to the existing pay policy will require comprehensive Equalities Impact Assessments to be completed.

Legal and Resource Implications

Legal Implications – legal comments to be confirmed

The purpose of this report is not to change existing policy but to set out the Council's current position on pay in accordance with our legal obligations under section 22 of the Localism Act 2011.

The approval and adoption of this Pay Policy Statement fits with our current pay policy which has already been assessed for any adverse impact on those with a 'protected characteristic' (as defined in the Equality Act 2010).

**(The above Legal advice was provided by Shahzia Daya,
Service Manager: Legal Services)**

Financial Implications

“Council has confirmed its intention to implement the Living Wage for its staff and made suitable provision in its budget planning to meet the cost of implementation subject to the outcome of formal negotiations with the relevant Trades Unions”.

**(Financial advice provided by Mark Taylor, Service
Director, Finance)**

Appendices.

Appendix 1 – Pay Policy Statement 2014/15

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 Background Papers

None



BRISTOL CITY COUNCIL

PAY POLICY STATEMENT 2014/15

CONTENTS

1. Executive Summary
2. Introduction
3. Background and context
4. Current overview
5. The remuneration of Chief Officers
6. The remuneration of the lowest – paid employees
7. The relationship between the highest and lowest paid
8. Future Development Priorities
9. Appendices

Executive Summary

As a result of the pay arrangements in 2013/14:

- The highest paid employee's salary was 12.87 times the lowest paid salary as at 31 March 2014. Taking into account the planned non-consolidated Living Wage payment, this ratio would reduce to 11.13.
- The ratio between the earnings of the highest paid employee and the median average earnings across the organisation was 6.68.
- 150.36 full-time equivalent (FTE) employees earned the lowest salary as at 28 February 2014.
- 28.22 FTE employees were Chief Officers as at 31 March 2014.
- Median pay for Chief Officers in post as at 28 February 2014 was £83,124.00 per annum.
- Mean pay for Chief Officers in post as at 28 February 2014 was £87,148.77 per annum.
- Median pay for employees other than Chief Officers was £23,945.00 per annum.
- Mean pay for employees other than Chief Officers was £25,151.39 per annum or £25,309.45 per annum taking into account the planned non-consolidated Living Wage payment.

Introduction

This statement sets out the remuneration and severance arrangements of the Chief Officers of the Council who are the City Director, Strategic Directors and Service Directors. This statement also sets out the relationship between Chief Officers and other employees in the council, including the lowest paid.

Bristol City Council is required to prepare a pay policy statement for the financial year 2014-2015 and each subsequent financial year, under the provisions of the Localism Act 2011. Amendments to the policy can also be made in year.

The Act does not apply to schools and therefore this pay policy statement does not cover those Bristol City Council employees who are employed in Schools.

Where employees have transferred over to Bristol City Council from other organizations their pay and conditions may be protected under the statutory provisions of the TUPE regulations. Bristol City Council is required to comply with its legal obligations and the provisions outlined in this pay policy statement do not override any other statutory obligations that apply to the local authority.

This policy will be published on the council's website and will include links to other relevant policies. Further information will also be made available in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency and by the Accounts and Audit (England) Regulations 2011.

Background and context

It is essential that we attract talented people to lead and deliver our services. However, this must be balanced with the prudent use of public funds. Given the level of responsibility it can be argued the council's chief officer roles are paid fairly modestly when compared to those in the private sector. Their salaries are also similar or less than those of comparable public sector organisations in the City of Bristol and the West of England.

Chief Officers' pay represented 1.49% of the total pay bill in 2013/14. Chief Officers are 0.45% of the workforce (ie, of the Council's 6,067.70 FTE employees, 27.30 FTE employees are Chief Officers).

In 2011, William Hutton was asked by the government to review pay in the public sector. He concluded that there are significant differences in salaries of Chief Executives and senior managers in councils, compared to private sector businesses.

“A comparison based on budget and turnover shows that executives in the private sector are consistently paid more, even where public sector executives are responsible for very large organisations. CEOs of companies with a turnover of between £101 and £300 million earn more than twice their public sector counterparts, and the gap rises as turnover rises..... Unpublished PwC analysis found that total remuneration (again including pensions) for local authority chief executives was just 51 per cent of that for comparable private sector roles.”

There are of course counter arguments to the conclusion reached by William Hutton.

Current Overview

The council employs staff on a wide range of pay agreements which are:

- Joint Negotiating Committee for Chief Executives (Chief Executive)
- Joint Negotiating Committee for Chief Officers (Strategic and Service Directors)
- Single Status Agreement
- Joint Negotiating Committee for Youth and Community Workers
- Craft Workers National Agreement
- Soulbury Agreement
- School Teachers' Pay and Conditions Document
- Agenda for Change – Public Health employees and Occupational Health Nursing staff
- NHS Consultant Contracts – Public Health Consultants

A contractual working week is 37 hours for employees, except teachers who have a separate statutory arrangement.

Although all employees are appointed under one of these national agreements, there is a significant degree of local discretion in respect of determining the pay and grading of employees.

92% of the council's workforce is covered by the Single Status Agreement, including the lowest paid employees.

This policy statement sets out the pay relationship between the highest paid employees (Chief Officers) and all other employees. However, the council has no set policy regarding pay multiples.

The following tables shows comparative employment costs of Chief Officers and all other employees at the time this statement was prepared in March 2014. Also shown separately are the costs of contractual allowances paid in addition to some but not all employees.

Table 1.
Chief Officers - Chief Executive, Strategic and Service Directors

FTE Chief Officers	Median pay for a Chief Officer in 2013/14	Mean pay for a Chief Officer in 2013/14	Total actual pay for Chief Officers in 2013/14
27.30	£83,124.00	£87,148.77	£2.53m

Table 2.
All other employees

Typical post types	Salaries typically fall within the following range	FTE employees	Headcount	Median pay (£)	Mean pay (£)	Total actual salaries 2013/14 (£m)
Service Managers and senior education/public health professionals	£45,695 - £60,072	169.68	192	£50,863.00	£53,158.66	£8.99m
Team Managers and senior professionals	£35,784 - £44,755	593.82	683	£38,422.00	£39,172.99	£23.57m
All other employees - technical and operational roles	£12,435 - £34,894	5,276.90	6,690	£21,734.00	£22,916.10	£125.70m
TOTALS	£12,435 - £60,072	6,040.40	7,565	£23,945.00	£25,151.39	£158.26m

Table 3**Employees in receipt of contractual allowances in addition to basic pay**

NB: Chief Officers do not receive any contractual allowances in addition to their basic pay.

Typical post types	Salaries typically fall within the following range	FTE employees	Headcount	Median payment (£)	Mean payment (£)	Total estimated contractual allowances 2013/14 (£m)
Service Managers and senior education/public health professionals	£45,695 - £60,072	30.86	38	£1,279.64	£2,972.36	£0.11m
Team Managers and senior professionals	£35,784 - £44,755	165.43	202	£2,378.62	£3,032.07	£0.61m
All other employees - technical and operational roles	£12,435 - £34,894	2,591.61	3,322	£1,305.00	£2,571.40	£8.54m
TOTALS	£12,435 - £60,072	2,787.90	3,562	£1,344.31	£2,601.81	£9.27m

Remuneration of Chief OfficersCity Director

The salary paid to the City Director is £160,000 and she is the Council's Head of Paid Service.

Strategic Directors and Service Directors

The grade that a post holder is assigned is decided by evaluating the job using the HAY job evaluation scheme. This job evaluation scheme is used by many organisations to determine which jobs should be recognised as equivalent levels for the purposes of salary grading. Job evaluation ranks a job using a point scoring methodology based on the accountabilities i.e. budget, reporting relationship, complexity and scope for impact of the job role. The ranking of each job has been determined by an independent job evaluator from the Local Government Employers Organisation. The grades are:

Table 4
Hay Grades for 2013/14

Hay grade	Salary range
O	£64,929 to £71,479
P	£73,221 to £80,396
Q	£81,098 to £89,205
R	£89,727 to £98,197
S	£102,686 to £112,597
T	£120,620 to £130,909

The Service Director Finance is the Council's Chief Financial Officer.

The Service Director Legal is the Council's Monitoring Officer.

The Council's Returning Officer is not a Chief Officer.

The Council's Electoral Registration Officer is not a Chief Officer

The actual salaries of each Strategic Director and Service Director in post as at 1st April 2014 are set out in Appendix A.

Remuneration of newly appointed Chief Officers

Where a vacancy arises and an existing post is going to be replaced i.e. at the same salary range and grade, the City Director or their representative will decide the starting salary in consultation with the Chair of the Selection Committee. In case of the Head of Paid Service, the Chair of the Selection Committee will decide the starting salary in consultation with the rest of the committee.

Where a job is redesigned or new job created at Strategic and Service Director level, the job will be evaluated in accordance and the grade will then be approved by the Human Resources Committee.

If a Chief Officer is downgraded following Job Evaluation, through a change in duties or they are redeployed to a job on a lower grade they will be entitled to receive pay protection of 2 years in accordance with the Council's Policy.

Increases and additions to remuneration for each Chief Officer

There will be no additions to the remuneration of any Chief Officer in 2014/15, other than where an employee meets or exceeds performance expectations and qualifies for incremental pay progression in accordance with their terms and conditions of employment (this assumes no contractual requirement to implement a national cost of living pay increase in 2014).

Performance-related pay for Chief Officers

Chief Officers do not receive performance-related pay in this authority. However, pay progression through the salary range is conditional upon the employee's performance meeting or exceeding performance expectations (decided 1 April annually). Where performance expectations are not met, there will be no pay progression and their pay will reduce by one salary point within the salary range for the job unless they are already at the bottom of the grade.

Professional Fees

No Chief Officer is reimbursed for professional fees.

Overtime

Chief Officers are not able to claim overtime payments.

The use of bonuses for Chief Officers

No bonuses are paid in any circumstances.

Market Supplements

A market supplement will only be awarded in exceptional circumstances. This would be only made on appointment and would be for a fixed term period of no more than 3 years. The Selection Committee will make the decision to award a market supplement after receiving advice from the City Director or their representative. The extension of a market supplement will be decided by the Human Resources Committee.

Pensions, Severance and early retirement

Redundancy

Where a chief officer ceases to hold office for reasons of redundancy, they shall receive a redundancy payment in accordance with the council's policy. This policy applies to all employees and caps the weekly pay that can be used in redundancy pay calculations at £707 per week (equivalent to an annual salary of £36,865.10). Therefore, a chief officer's redundancy payment shall be calculated at weekly earnings of £707 per week unless they are part time and their weekly earnings are below this level. The maximum redundancy payment that can be made is £42,420. In addition, a chief officer who is aged 55 or over and a member of the Local Government Pension Scheme on the date of their dismissal (on redundancy grounds) has a statutory right to receive their pension.

Where a Chief Officer is redundant, a meeting of the Human Resources Committee will approve their dismissal and authorise the severance package.

Early Retirement on the grounds of the efficiency of the service and on Compassionate Grounds.

The policy of the council is that in exceptional circumstances, employees aged 55 or above who are unable to adapt to changes in the work environment, and whose performance is adversely affected to the detriment of the Council, may be considered for early retirement on the grounds of the efficiency of the service. Employees also have the right to request early retirement on compassionate grounds in exceptional circumstances.

Flexible retirement

A Chief Officer may request flexible retirement in accordance with the Council's Policy. The Human Resources Committee will consider any request

Chief Officers ceasing to hold office for any other reason

A severance payment may be made in exceptional circumstances subject to the following rules:

- there is legal advice which confirms the proposed payment is lawful given the circumstances of the specific case and our fiduciary duty to the tax payer;
- The severance payment sum will be published in the council's annual accounts (this includes payments made to settle any claim that may have been made to a court or tribunal).

The Human Resources Committee must approve any request to make a severance payment to a Chief Officer.

Interim managers covering Chief Officers' posts on a temporary basis

A Chief Officer post that is vacant may be covered by an interim manager. Interims are used primarily at a time of organisational change when the Council is in a phase of rapid transition or when there are specific legislative or national drivers for change which need to be implemented in a defined time period. Interims may be employed directly by the Council on a fixed term contract or via the procurement process under a contract for services.

The remuneration of the lowest-paid employees

For the purpose of this pay policy statement our lowest paid employees are defined as those employed on Bristol Grade 1, which is part of the Single Status grading structure. There are 18 Bristol Grades, and the Single Status grading structure was implemented across the workforce with effect from 1st January 2004. The lowest annual salary on the grading structure is £12,435 and the highest is £60,072. All jobs are ranked using a job evaluation scheme which was agreed with the council and trade unions in 2001. A job is assigned a score and then placed with a grade. **Please note that Bristol Grade 1 was effectively abolished with effect from 01 October 2013 as a result of the pay award agreed by the NJC for Local Government Services, which deleted all Spinal Column Points below SCP 5. This has had the effect of increasing the number of the Council's lowest-paid employees because SCP 5 now includes all employees previously on Bristol Grade 1 (SCPs 4, 4.25 and 4.5) as well as new starters on Bristol Grade 2 (SCP 5).**

Bristol City Council operates an apprenticeship programme that is designed to give young people the opportunity to gain a relevant qualification through study and on the job training. The training opportunities afforded to individuals through the apprenticeship programme are not directly comparable to other positions filled by employees within the authority. Therefore Bristol City Council has adopted the definition of "lowest-paid employees" stated in the preceding paragraph, in line with the recommendations outlined in the national guidance from the Local Government Association.

Table 5

Bristol Grade 1 (Job Evaluation Points Score of 182 - 216) Spinal Column Point 5	FTE employees	Headcount
£12,435	150.36	480

The following job roles are included in the above:

- Canteen/Catering/General Assistant
- Chargehand
- Cleaner/Cleaning Operative
- Cook
- Domestic
- EH Sponsored Student
- Kitchen/Laundry Assistant
- Library Stock Assistant
- Operations Assistant
- School Crossing Patrol

The relationship between the highest and lowest paid

The FTE salary of the City Director was £160,000 in 2013/14 and they were the local authority's highest paid employee as at March 2014. As a consequence of the current pay arrangements within the council this equates to 12.87 times the salary of Bristol City Council's lowest paid employees. (The ratio between the salary of the City Director and the council's lowest paid employees is calculated as follows: City Director's FTE salary / FTE salary of the council's lowest paid employees [BG1], i.e. £160,000 / £12,435 = 12.87). Taking into account the planned non-consolidated Living Wage payment, no employee still in post as at 31 March 2014 will have been paid less than an FTE salary (including contractual allowances) of £14,373 in 2013/14, which would reduce the ratio to 11.13.

Mean FTE salary for Chief Officers = £87,148.77 per annum

Mean FTE salary for employees other than Chief Officers = £25,151.39 per annum or £25,309.45 per annum taking into account the planned non-consolidated Living Wage payment.

Mean Ratio = 3.46 to 1 or 3.44 to 1 respectively

Median FTE salary for Chief Officers = £83,124.00 per annum

Median FTE salary for employees other than Chief Officers is £23,945.00 per annum with or without taking into account the planned non-consolidated Living Wage payment.

Median Ratio = 3.47 to 1

Development Priorities

Through negotiations with the trade unions, introducing a new pay and reward structure that consolidates the “Living Wage” and reflects the requirement that the public expects us to provide services seven days a week.

The principles that will underpin the pay and reward structure are that it will:

- Be affordable;
- Be sustainable;
- Be transparent;
- Enable the council to recruit and retain the right local (where possible) talent in the right jobs needed to drive organisational performance;
- Strengthen the link between pay levels and consistent contribution;
- Simplify payments for employees who work non-standard working hours;
- Provide incentives to employees to continually meet or exceed performance expectations; and
- Be underpinned by pay equality.

Appendix A

Pay grades of senior officer posts and full details of the pay of senior officers.

Appendix B

Terms of Reference for Human Resources Committee and Selection Committee.

Appendix C

A breakdown of Senior Officer pay across core cities as well as local/comparable city councils.

Appendix D

Glossary of terms used in this pay policy statement.

Appendix E:

Statement of BCC policies against each of the requirements listed in the relevant sections of the Localism Act 2011.

Appendix A - Pay of Chief Officers as at 01 April 2014											
Directorate	Post Title	Grade	Pay range of post	Forename	Surname	FTE %	Actual annual salary	Additional Allowances	Total FTE pay	Gender	Notes
	Head of Paid Service (City Director)										
City Director	City Director	NHW	CHIEF EXECUTIVE SCP 160	Nicola	Yates	100	£160,000		£160,000	Female	
	First Tier Managers (Strategic Directors)										
Place	Strategic Director Place	NHT	CHIEF OFFICER SCP 110 - 114	Barra	Mac Ruirí	100	£130,909		£130,909	Male	
Business Change	Strategic Director Business Change	NHT	CHIEF OFFICER SCP 110 - 114	Max	Wide	100	£130,909		£130,909	Male	
People	Strategic Director People	NHT	CHIEF OFFICER SCP 110 - 114	John	Readman	100	£130,909		£130,909	Male	
Neighbourhoods	Strategic Director Neighbourhoods	NHT	CHIEF OFFICER SCP 110 - 114	Alison	Comley	100	£125,762		£125,762	Female	
	Second Tier Managers (Service Directors)										
	Service Director: Resource Planning and Performance	NHQ	CHIEF OFFICER SCP 91-95	Craig	Bolt	100	£87,180		£87,180	Male	1
Place	Service Director: Property	NHQ	CHIEF OFFICER SCP 91-95	Robert	Orrett	100	£83,124		£83,124	Male	
Place	Service Director: Planning & Place Strategy	NHQ	CHIEF OFFICER SCP 91-95	Zoe	Willcox	100	£81,098		£81,098	Female	
Place	Service Director: Highways & Transport Management	NHQ	CHIEF OFFICER SCP 91-95	Peter	Mann	100	£89,205		£89,205	Male	
Place	Service Director: Regeneration	NHQ	CHIEF OFFICER SCP 91-95								2
Business Change	Service Director: Business Change & ICT	NHQ	CHIEF OFFICER SCP 91-95	Paul	Arrigoni	100	£81,098		£81,098	Male	
Business Change	Service Director: Legal	NHQ	CHIEF OFFICER SCP 91-95	Liam	Nevin	100	£81,098		£81,098	Male	
Business Change	Service Director: Integrated Customer Services	NHQ	CHIEF OFFICER SCP 91-95	Julia	James	100	£81,098		£81,098	Female	
Business Change	Service Director: Finance	NHQ	CHIEF OFFICER SCP 91-95								3
Business Change	Service Director: HR	NHQ	CHIEF OFFICER SCP 91-95	Richard	Billingham	100	£81,098		£81,098	Male	
People	Service Director: Strategic Commissioning	NHQ	CHIEF OFFICER SCP 91-95	Netta	Meadows	100	£81,098		£81,098	Female	
People	Service Director: Care Provision	NHQ	CHIEF OFFICER SCP 91-95	Vareta	Bryan	100	£85,154		£85,154	Female	
People	Service Director: Housing Solutions	NHQ	CHIEF OFFICER SCP 91-95	Nick	Hooper	100	£81,098		£81,098	Male	
People	Service Director: Social Care Adults	NHQ	CHIEF OFFICER SCP 91-95	Mike	Hennessey	100	£87,180		£87,180	Male	
People	Service Director: Child & Family Support	NHQ	CHIEF OFFICER SCP 91-95	Jean	Pollard	100	£89,205		£89,205	Female	
People	Service Director: Education & Skills	NHQ	CHIEF OFFICER SCP 91-95	Paul	Jacobs	100	£85,154		£85,154	Male	
Neighbourhoods	Service Director: Environment & Leisure	NHQ	CHIEF OFFICER SCP 91-95	Tracey	Morgan	100	£89,205		£89,205	Female	
Neighbourhoods	Service Director: Housing Delivery	NHQ	CHIEF OFFICER SCP 91-95	Mary	Ryan	60.81	£54,246		£89,205	Female	
Neighbourhoods	Service Director: Housing Delivery	NHQ	CHIEF OFFICER SCP 91-95	Steve	Barrett	60.81	£54,246		£89,205	Male	
Neighbourhoods	Service Director: Neighbourhoods	NHQ	CHIEF OFFICER SCP 91-95	Di	Robinson	100	£81,098		£81,098	Female	
Neighbourhoods	Service Director: Public Health	NHQ	CHIEF OFFICER SCP 91-95								4
City Director	Service Director: Policy, Strategy & Communications	NHO	CHIEF OFFICER SCP 81-85	Michele	Farmer	100	£69,788		£69,788	Female	
City Director	Service Director: Bristol Futures	NHO	CHIEF OFFICER SCP 81-85	Stephen	Hilton	100	£68,134		£68,134	Male	
City Director	Service Director: Energy	NHO	CHIEF OFFICER SCP 81-85	Bill	Edrich	100	£71,479	£13,521 (market supplement)	£85,000	Male	
	Notes										
1	Deleted post - postholder leaving 31 May 2014.										
2	Vacant post covered by Alistair Reed (interim manager) at £687.50 per day (paid via an agency) until recruitment of permanent postholder.										
3	Vacant post covered by Mark Taylor (interim manager) at £890 per day (paid via an agency) plus £500 per calendar month (paid via payroll) until recruitment of permanent postholder.										
4	Vacant post with effect from 01 April 2014.										

Appendix B: Authority to make & approve decisions under the policy

The Council's Constitution approved by Full Council sets out which powers are delegated to the Head of Paid Service or other officers within the Council each year. Full council also delegates the powers outlined below to the Human Resources Committee, and the Appointments Committee.

HUMAN RESOURCES COMMITTEE

Terms of Reference

Overview

- To discharge functions relating to the terms and conditions of staff, including procedures for the dismissal of staff and determining the pay and grading, other terms and conditions, disciplinary action, dismissal and early retirement of 1st and 2nd tier posts and post holders except for matters relating to staff selection, appeals, or complaints or any other matters that fall within the remit of the Appeals Committee or Selection Committee¹.

Functions

Full Council has delegated the following functions to the Human Resources Committee to the extent specified above:

- Power to appoint staff and to determine the terms and conditions on which they hold office (including procedures for their dismissal) (section 112 Local Government Act 1972).
- Functions relating to local government pensions etc. (Regulations under section 7, 12 or 24 of the Superannuation Act 1972).

The dismissal of Strategic and Service Directors is subject to the Officer Employment Rules. Any disciplinary action of the Head of Paid Service, Monitoring Officer or Chief Finance Officer must be in accordance with OER6.

SELECTION COMMITTEE

Terms of Reference

Overview

In accordance with the Officer Employment Rules (OER) –

- (a) Interviewing applicants for Chief Officer Posts within the local authority;
- (b) In the case of appointments, recommendation to full Council in accordance with OER4.

Functions

Full Council has delegated the following functions to the Select Committee to the extent specified above:

1. Duty to designate officer as the monitoring officer (s.5 (1) Local Government and Housing Act 1989);
2. Duty to appoint an electoral registration officer (s.8 (2) Representation of the People Act 1983);
3. Duty to appoint a returning officer for local government elections (s.35 Representation of the People Act 1983);
4. Duty to designate officer as the head of the authority's paid service (s.4 (1) Local Government and Housing Act 1989);
5. Duty to appoint a Coroner for the Avon Coroner's District pursuant to The Coroners Act 1988 and The Avon (Coroners) Order 1996;
6. The power to appoint staff, and to determine the terms and conditions on which they hold office (Section 112 of the Local Government Act 1972).

Appendix C

The following information gives a breakdown of Senior Officer pay across core cities as well as local and regionally comparable city councils.

Name of Authority	Lead Officer Title	Salary * (as stated in the relevant pay policy statement for 2012/13)	Approximate population covered **
Core cities			
Bristol	City Director	£160,000	432,500
Birmingham	Chief Executive	£205,000	1,073,000
Leeds	Chief Executive	£176,544	751,500
Liverpool	Chief Executive	£199,500	466,415
Manchester	Chief Executive	£203,934	503,100
Newcastle	Chief Executive	£160,500 - £175,383	280,200
Nottingham	Chief Executive	£184,410	266,988
Sheffield	Chief Executive	£184,588	552,700
Neighbouring / Comparable City Councils			
Bath and North East Somerset	Chief Executive	£150,000	176,015
South Gloucestershire	Chief Executive	£156,058	262,800
North Somerset	Chief Executive	£144,817	202,566
Plymouth	Chief Executive	£179,816	256,384
Southampton	Chief Executive	£150,228	236,900

Notes

* All figures are taken from the 2012/13 annual accounts for the relevant organisation, and are exclusive of pension contributions. Except the figure for Newcastle council where there were several post holders during this period. Therefore the pay band for this role at Newcastle is listed instead.

**Based upon Census 2011 data

A number of other Authorities other than core-cities operate a Mayoral model of governance. The following table indicates the unitary Authorities which operate with a Mayor and Chief Executive/Chief Operating Officer. Details of salaries (taken from the annual accounts published members' allowances for 2012/13 unless otherwise stated) are also included.

Name of Authority	Mayors Total allowances	Chief Executive/Chief Operating Officer	Head of Paid Service Salary
Bristol City Council	£66,395.38	City Director	£160,000
London Borough of Tower Hamlets	£65,000	Chief Executive	£145,645 (Total salary paid to post holders in 2012/13)
London Borough of Hackney	£76,338.14 (2012/13 notice of members allowances)	Chief Executive	£177,956
Hartlepool	£63,902 (2011/12 scheme of allowances)	Chief Executive	£150,500
Leicester	£55,909 (2013/14 scheme of allowances)	Chief Operating Officer	£153,818
London Borough of Lewisham	£77,721.96	Chief Executive (part time)	£115,432 (Part-time salary)
Middlesbrough	£61,300	Chief Executive	£150,213***
London Borough of Newham	£81,029	Chief Executive	£195,000

***** Figures for 2012/13 shown as these are the most recent salary figures available in the annual accounts for an individual in post for the entire year.**

Appendix D: Further background information & glossary of terms

Glossary of terms used in Bristol City Council's pay policy statement

- Full-Time Equivalents (FTE): The number of full time posts which are equivalent to the actual number of posts. For example if there were 4 half time posts and one full-time post this would be equivalent to 3 FTE posts (i.e. 4×0.5 part time posts + 1 full time post = 3 FTE posts).
- ***The lowest paid employee:***

For the purpose of this pay policy statement our lowest paid employees are defined as those employed at Bristol Grade 1, which is part of the Single Status grading structure. The full-time equivalent annual salary for someone employed on Bristol Grade 1 (BG1) is £12,435 and this defined as the salary of Bristol City Council's lowest paid employees.

Those working part-time may have a lower actual salary than £12,435 however full-time equivalent salary figures are stated, in accordance with national guidance, so that meaningful comparisons can be made between the pay of the highest and lowest paid.

Bristol City Council operates an apprenticeship programme that is designed to give young people the opportunity to gain a relevant qualification through study and on the job training. The training opportunities afforded to individuals through the apprenticeship programme are not directly comparable to other positions filled by employees within the authority. Therefore Bristol City Council has adopted the definition of "lowest-paid employees" stated in the preceding paragraph, in line with the recommendations outlined in the national guidance from the Local Government Association.

Apprentices earn between £4,953.59 & £11,515.78 per annum depending upon which apprenticeship programme they are enrolled in and which stage of the programme that they have reached. [This equates to an hourly rate of £2.71 to £6.31 per hour.]

- ***Mean:***

Where the term "mean" is used in this pay policy statement it refers to the "arithmetic mean". This is a widely used mathematical term which is used to calculate the average of a set of numbers. The arithmetic mean is calculated by adding up all of the numbers within the relevant category and dividing this total by the total number of terms within this category.

For example: If there are 3 employees earning £20,000 per annum and 2 earning £40,000 per annum there total earnings are £140,000. The mean pay of these 5 employees is therefore £28,000 (i.e. $£140,000 / 5 = £28,000$)

- **Median:**

This is another widely used mathematical term used to determine the average of a set of numbers. The median is calculated by 'lining up' all of the numbers within the relevant category according to their size and identifying the value which is half way between the highest and the lowest figure.

For example: If there are 3 employees earning £20,000 per annum and 2 earning £40,000 per annum the 5 employees salaries can be arranged in order from the highest to the lowest salary. The list of the employees' salaries in order of size is: £40,000; £40,000; £20,000; £20,000; £20,000. There are 5 employees, so the figure half way between the highest and the lowest salary is the 3rd figure along and the median salary is £20,000. [If there was an even number of employees salaries in the list the median figure would be calculated by adding up the two middle values and dividing this figure by 2].

- **The number of posts:** This is the number of separate posts. Some individuals may be employed in more than one part-time post with Bristol City Council.
- **Payroll costs:** The total of all pay and allowances received by Bristol City Council employees, as recorded on the BCC payroll system. This figure does not include employer costs, such as National Insurance contributions made by the employer. Instead the payroll costs figure stated in this report only refers to the pay and allowances employees receive. As stated above the Localism Act 2011 does not apply to schools, and therefore the figures outlined in this pay policy statement do not include Bristol City Council employees who are employed to work in schools.

Further Background Information

Current National Minimum Wage (NMW) rates

There are different levels of NMW, depending on the employee's age and whether or not they are an apprentice. The current rates (from 1 October 2013) are:

- £6.31 - the main rate for workers aged 21 and over
- £5.03 - the 18-20 rate
- £3.72 - the 16-17 rate for workers above school leaving age but under 18
- £2.68 - the apprentice rate, for apprentices under 19 or 19 or over and in the first year of their apprenticeship

Appendix E: Statement of BCC policies against each of the requirements listed in the relevant sections of the Localism Act 2011.

Chapter 8

38 Pay policy statements

- (1) A relevant authority must prepare a pay policy statement for the financial year 2012-2013 and each subsequent financial year.
- (2) A pay policy statement for a financial year must set out the authority's policies for the financial year relating to:
 - (a) the remuneration of its chief officers,
 - (b) the remuneration of its lowest-paid employees, and
 - (c) the relationship between—
 - (i) the remuneration of its chief officers, and
 - (ii) the remuneration of its employees who are not chief officers.
- (3) The statement must state:
 - (a) the definition of "lowest-paid employees" adopted by the authority for the purposes of the statement, and
 - (b) the authority's reasons for adopting that definition.
- (4) The statement must include the authority's policies relating to:
 - (a) the level and elements of remuneration for each chief officer,
 - (b) remuneration of chief officers on recruitment,
 - (c) increases and additions to remuneration for each chief officer,
 - (d) the use of performance-related pay for chief officers,
 - (e) the use of bonuses for chief officers,
 - (f) the approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority, and
 - (g) the publication of and access to information relating to remuneration of chief officers.
- (5) A pay policy statement for a financial year may also set out the authority's policies for the financial year relating to the other terms and conditions applying to the authority's chief officers.

39 Supplementary provisions relating to statements

- (1) A relevant authority's pay policy statement must be approved by a resolution of the authority before it comes into force.
- (2) The first statement must be prepared and approved before the end of 31 March 2012.
- (3) Each subsequent statement must be prepared and approved before the end of the 31 March immediately preceding the financial year to which it relates.

(4) A relevant authority may by resolution amend its pay policy statement (including after the beginning of the financial year to which it relates).

(5) As soon as is reasonably practicable after approving or amending a pay policy statement, the authority must publish the statement or the amended statement in such manner as it thinks fit (which must include publication on the authority's website).

40 Guidance

(1) A relevant authority in England must, in performing its functions under section 38 or 39, have regard to any guidance issued or approved by the Secretary of State.

(2) A relevant authority in Wales must, in performing its functions under section 38 or 39, have regard to any guidance issued or approved by the Welsh Ministers.

41 Determinations relating to remuneration etc.

(1) This section applies to a determination that:

(a) is made by a relevant authority in a financial year beginning on or after 1 April 2012 and

(b) relates to the remuneration of or other terms and conditions applying to a chief officer of the authority.

(2) The relevant authority must comply with its pay policy statement for the financial year in making the determination.

(3) Any power of a fire and rescue authority within section 43(1) (i) to appoint officers and employees is subject to the requirement in subsection (2).

(4) In section 112 of the Local Government Act 1972 (appointment of staff) after

Localism Act 2011 (c. 20)

Part 1 — Local Government

Chapter 8 — Pay accountability

50

Subsection (2) inserts—

“(2A) A local authority's power to appoint officers on such reasonable terms and conditions as the authority thinks fit is subject to section 41 of the Localism Act 2011 (requirement for determinations relating to terms and conditions of chief officers to comply with pay policy statement).”

42 Exercise of functions

(1) The functions conferred on a relevant authority by this Chapter are not to be the responsibility of an executive of the authority under executive arrangements.

(2) Section 101 of the Local Government Act 1972 (arrangements for discharge of functions by local authorities) does not apply to the function of passing a resolution under this Chapter.

(3) The function of a fire and rescue authority within section 43(1) (i) of passing a resolution under this Chapter may not be delegated by the authority.

43 Interpretation

(1) In this Chapter “relevant authority” means:

- (a) a county council,
- (b) a county borough council,
- (c) a district council,
- (d) a London borough council,
- (e) the Common Council of the City of London in its capacity as a local authority,
- (f) the Council of the Isles of Scilly,
- (g) the London Fire and Emergency Planning Authority,
- (h) a metropolitan county fire and rescue authority, or
- (i) a fire and rescue authority constituted by a scheme under section 2 of the Fire and Rescue Services Act 2004 or a scheme to which section 4 of that Act applies.

(2) In this Chapter “chief officer”, in relation to a relevant authority, means each of the following:

- (a) the head of its paid service designated under section 4(1) of the Local Government and Housing Act 1989;
- (b) its monitoring officer designated under section 5(1) of that Act;
- (c) a statutory chief officer mentioned in section 2(6) of that Act;
- (d) a non-statutory chief officer mentioned in section 2(7) of that Act;
- (e) a deputy chief officer mentioned in section 2(8) of that Act.

(3) In this Chapter “remuneration”, in relation to a chief officer and a relevant authority, means:

- (a) the chief officer’s salary or, in the case of a chief officer engaged by the authority under a contract for services, payments made by the authority to the chief officer for those services,
- (b) any bonuses payable by the authority to the chief officer,
- (c) any charges, fees or allowances payable by the authority to the chief officer,

Localism Act 2011 (c. 20)

Part 1 — Local Government

Chapter 8 — Pay accountability

51

- (d) any benefits in kind to which the chief officer is entitled as a result of the chief officer’s office or employment,
- (e) any increase in or enhancement of the chief officer’s pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- (f) any amounts payable by the authority to the chief officer on the chief officer ceasing to

hold office under or be employed by the authority, other than amounts that may be payable by virtue of any enactment.

(4) In this Chapter “terms and conditions”, in relation to a chief officer and a relevant authority, means the terms and conditions on which the chief officer holds office under or is employed by the authority.

(5) References in this Chapter to the remuneration of, or the other terms and conditions applying to, a chief officer include—

- (a) the remuneration that may be provided to, or the terms and conditions that may apply to, that chief officer in the future, and
- (b) the remuneration that is to be provided to, or the terms and conditions that are to apply to, chief officers of that kind that the authority may appoint in the future.

(6) In this Chapter “remuneration”, in relation to a relevant authority and an employee of its who is not a chief officer, means:

- (a) the employee’s salary,
- (b) any bonuses payable by the authority to the employee,
- (c) any allowances payable by the authority to the employee,
- (d) any benefits in kind to which the employee is entitled as a result of the employee’s employment,
- (e) any increase in or enhancement of the employee’s pension entitlement where the increase or enhancement is as a result of a resolution of the authority, and
- (f) any amounts payable by the authority to the employee on the employee ceasing to be employed by the authority, other than any amounts that may be payable by virtue of any enactment.

(7) References in this Chapter to the remuneration of an employee who is not a chief officer include:

- (a) the remuneration that may be provided to that employee in the future, and
- (b) the remuneration that is to be provided to employees of the same kind that the authority may employ in the future.

(8) In this Chapter:

“enactment” includes an enactment comprised in subordinate legislation (within the meaning of the Interpretation Act 1978);

“financial year” means the period of 12 months ending with 31 March in any year.