

BRISTOL CITY COUNCIL

HUMAN RESOURCES COMMITTEE

28th February 2013

Title: **Pay Policy Statement – 2013/14**

Ward: N/A

Officer Presenting Report: Mark Williams, Service Manager: Corporate HR

Contact Telephone Number: 0117 92 24838

RECOMMENDATION

The committee are asked to provide their comments and observations on the draft pay policy statement so they can be included in the report to Full Council on 19th March 2013.

Summary

The Localism Act 2011 places a requirement on the Council to publish a pay policy statement. Full Council is required to approve the statement annually. This report seeks the views of this committee prior to Full Council.

The significant issues in the report are:

- The policy statement summarises the existing pay policy of the council.
- The policy statement shows the relationship between the highest and lowest paid employees as a result of this policy.
- The policy sets out some development priorities for 2013/14.

1. Policy

1.1 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 in the statement. Detailed guidance from the Government and Local Government Association underpins what needs to be contained in the document.

2. Consultation

2.1 Internal

The development priorities within the 2013/14 pay policy statement are based upon the principles set-out in the 2012/13 pay policy statement that was agreed by full council on 27th March 2012.

2.2 External

Not applicable

3. Context

- 3.1 The Pay Policy Statement draws together details from a number of existing Bristol City Council policies that have previously been approved by elected members and published. There is an existing requirement to publish details of some chief officer's 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.
- 3.2 The pay policy statement outlines the Council's policy in relation to pay of Chief Officers and the relationship with the pay of all other employees. It is not intended to be a prescriptive statement covering every eventuality. The new Policy Statement provides additional transparency on the council's approach to the pay, grading and conditions of employment of the highest paid employees. It also highlights where discretions exist, how those discretions are exercised.

4. Proposal

- 4.1 Committee are asked to provide their comments and observations on the draft pay policy statement so they can be included in the report that will be considered at Full Council on 19th March 2013.

5. Other Options Considered

Not applicable.

6. Risk Assessment

Not applicable.

7. Public Sector Equality Duties

- 7a) 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

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).

(Legal advice provided by Shahzia Daya, Senior Solicitor)

Financial

(a) Revenue

None sought as the pay policy is a statement of existing policy.

(b) Capital

Not applicable

Land

Not applicable

Personnel

Not applicable

Appendices:

a) Draft Pay Policy Statement

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

None

BRISTOL CITY COUNCIL

DRAFT PAY POLICY STATEMENT 2013/14

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Executive Summary

As a result of the pay arrangements in 2012/13:-

- The highest paid employee's salary was 12.35 times the lowest paid salary as at March 2013.
- 17.32 FTE employees earned the lowest salary
- 28.2 FTE employees were Chief Officers as at March 2013.
- Median Pay for Chief officers was £85,154 per annum.
- Mean Pay for Chief Officers was £89,776.41 per annum
- Median pay for employees other than Chief Officers was £23,724.26 per annum.
- Mean pay for employees other than Chief Officers was £24,995.21 per annum

During the financial year 2012/13 the following decisions were made in relation to chief officer posts:

- Deletion of the fixed term director post of Place Making Director
- Creation of the post of Service Director for Strategic Property
- Creation of the post of Commercial Director for Bristol Energy on a Fixed Term basis for 3 years. This post is to be funded from the EU grant for the Energy Investment Programme (ELENA), rather than the council budget revenue.
- The salary paid to the Chief Executive in post at the beginning of 2012-13 was £189,533. However, following the retirement of Jan Ormondroyd in July 2012, an interim chief executive was recruited on a salary of £150,000.

In addition to the above, the HR committee approved a non-consolidated pay award to all employees earning less than £7.30 an hour. This was paid in October 2012. Consequently, the earnings ratio of the highest paid employee's salary (£150,000) to the full time equivalent pay received by the lowest paid employees (£14,083.82) was reduced to 10.65 as a result of the non-consolidated pay award. Applying the earnings ratio of the former Chief Executive (£189,533) would have reduced the ratio from 15.61 to 13.45 as a result of the non-consolidated award.

The council intends to review its reward package for all employees in 2013/14 seeking to address issues of low pay, working arrangements and pay progression. In November 2012, full council debated whether Bristol should become a 'living wage city'. HR committee subsequently received a

report in January 2013, in accordance with the the recommendations agreed at this full council meeting. Officers & Trade Unions have now commenced discussions on introducing arrangements that address the issues associated with the living wage. It is planned to change the council's pay spine for the lowest paid employees from April 2014, subject to the costs being contained within the existing pay bill.

The approach to Apprentice recruitment and retention was reviewed in accordance with the development priorities outlined in the 2012-13 Pay Policy Statement.

Introduction

This statement sets out the remuneration and severance arrangements of the Chief Officers of the Council who are the Chief Executive, Strategic Directors and Service Directors. It is planned to replace the role of Chief Executive with a new role of City Director in 2013/14. 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 2012-2013 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.

Since 2008, the Council has also reduced the number of Chief Officers, re-investing the salary savings back into front line services. Chief Officer pay represented 1.48% of the total pay bill in 2012/13. 0.44 % of the workforce 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.

If we applied the November 2012 "Living Wage" rate* of £7.55 per hour for a 37 hour week, 243 FTE (721 employees) as at December 2012 would benefit.

**Calculated by the Centre for Research in Social Policy at Loughborough University*

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 - Occupational Health Nursing staff

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

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 are 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. The council has no set policy regarding pay multiples. Over time, trends in this relationship will be shown and analysis given.

There has been no cost of living increase applied to Chief Officers and council workers covered by the Single Status Agreement since 2009. However, Bristol City Council made a non-consolidated pay award to all employees earning less than £7.30 an hour in October 2012, as stated above.

The following tables shows comparative employment costs of Chief Officers and all other employees at the time this statement was prepared in February 2013. 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

Full Time Equivalents	Median Average Salary for a Chief Officer in 2012/13	Mean Average Salary for a Chief Officer in 2012/13	Payroll Costs for 2012/13
28.2	£85,154 per annum	£89,776.41 per annum	£2.51M

Table 2.
All other Employees -

Typical Post types	Salaries typically fall within the following range	No. of posts	Full Time Equivalents	Median Pay per FTE post	Mean Pay per FTE post	Payroll Costs for 2012/13
Service Managers	£45,243 - £59,477 per annum	tbc	tbc	tbc	tbc	tbc
Team Managers and senior professionals	£35,430 - £44,312 per annum	tbc	tbc	tbc	tbc	tbc
All other employees - technical and operational roles	£12,145 - £34,512 per annum	tbc	tbc	tbc	tbc	tbc
TOTALS		8156	6,382.08	£23,724.26	£24,995.21	£167.17M

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 Type	Salaries typically fall within the following range	No. of posts	Full Time Equivalents	Median Payment per FTE	Mean Payment per FTE	Total costs
Service Managers	£45,243 - £59,477 per annum	tbc	tbc	tbc	tbc	tbc
Team Managers and senior professionals	£35,430 - £44,312 per annum	tbc	tbc	tbc	tbc	tbc
All other employees - technical and operational roles	£12,145 - £34,512 per annum	tbc	tbc	tbc	tbc	tbc
TOTALS		tbc	tbc	tbc	tbc	tbc

Remuneration of Chief OfficersChief Executive

The Chief Executive is the Council's Head of Paid Service.

The salary paid to the Chief Executive in post at the beginning of 2012-13 was £189,533. However, following the retirement of Jan Ormondroyd in July 2012, an interim chief executive was recruited on a salary of £150,000. The interim chief executive will shortly be retiring from Bristol City Council and their employment with the local authority will end on the 7th of April 2013. This pay policy statement will be updated to reflect any changes made when the full council consider the management of the local authority and the senior

officer roles.

Strategic Directors and Service Directors

Bristol City Council intends to review the pay & grading of all officers during the financial year 2013/14, but any changes to chief officer pay & grading will be subject to approval at a full council meeting. Until such time as the pay & grading arrangements for senior officers is amended by full council, each Service Director or Strategic Director shall be paid on one of the following pay grades.

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 points 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 actual salaries of each Strategic Director and Service Director as at March 2013 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 Chief Executive 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 2013/14, 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 2013).

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 except the Service Director Legal Services who is reimbursed the costs of the solicitors practising certificate membership which is currently £388 per annum (to be confirmed). Solicitors are the only work group in the Council who have their professional fees paid.

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 be 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 Chief Executive 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 which was agreed in September 2010. This policy applies to all employees and caps the weekly pay that can be used in redundancy pay calculations at £700 per week (equivalent to an annual salary of £36,500). Therefore a chief officer's redundancy payment shall be calculated at weekly earnings of £700 per week unless they are part time and their weekly earnings are below this level. 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, the Human Resources Committee will approve their dismissal.

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 culture 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.

Former Chief Officers in receipt of a pension, severance or redundancy payment will not be re-employed as interim managers.

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 £12,145 and the highest is £59,477 . 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. The lowest grade is Bristol Grade 1.

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

Lowest paid employee grade including employee in receipt of additional contractual allowances.

Bristol Grade 1 (Job Evaluation Points Score of 182 - 216)	FTE Employees
£12,145	tbc
£12,216	tbc
£12,287	tbc
TOTAL	tbc

The following job roles are graded on Bristol Grade 1:-

- Cleaner
- General Attendant (parks)
- Catering Assistant
- General Kitchen Assistant
- Administrator (level 1)
- Domestic
- Assistant handy person & gardener

The relationship between the highest and lowest paid

The interim chief executives' salary was £150,000 in 2012/13. The interim Chief Executive is the highest paid employee as at March 2013. As a consequence of the current pay arrangements within the council this equates to 12.35 times the salary of Bristol City Council's lowest paid employees. (The ratio between the salary of the chief executive and the councils lowest paid employees is calculated as follows: Interim Chief Executive's salary / salary of the council's lowest paid employees [BG1], i.e. £150,000 / £12,145 = 12.35) In contrast, if the previous Chief Executive were in post, it would equate to 15.6 times the salary of the lowest paid employees (£189,533 / £12,145 = 15.6)

Mean Salary for Chief Officers = £89,776.41 per annum

Mean Salary for employees other than Chief Officers = £24,995.21 per annum

Mean Ratio = 3.59 to 1

Median Salary for Chief Officers = £85,154 per annum

Median pay for employees other than Chief Officers is £23,724.26 per annum.

Median Ratio = 3.59 to 1

Development Priorities

1. PROGRESS TO BE DISCUSSED AT HUMAN RESOURCES COMMITTEE AND THEN INSERTED FOR FULL COUNCIL.

2. Developing a reward strategy which will be put in place by April 2014 and will:-

- Addresses low pay in a sustainable, equitable and affordable way;
- strengthens the link between pay levels and consistent contribution;
- is underpinned by requirements to recruit and retain talent needed to drive organisational performance;

The principles that will underpin a Reward Strategy are that it will :-

- Be affordable;
- Be sustainable;
- Be transparent;
- Enable the council to recruit and retain the right local people (where possible) in the right jobs;
- Enable an agile workforce;
- Provide incentives to employees to continually meet or exceed performance expectations; and
- Be underpinned by pay equality.

3. The approach to Apprentice recruitment and retention was reviewed in 2012/13 in light of last years developmental priorities. The review examined:-

- pay arrangements
- how successful the apprenticeships scheme has been in helping young people secure a job with the council
- the scope for collaboration with partner organisations

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

Structure chart to Service Director Level

Appendix D

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

Appendix E

Glossary of terms used in this pay policy statement

Appendix A - Pay Grades of senior office posts and full details of the pay of senior officers as at March 2013

Dept	PostTitle	Grade	FTE %			
Second Tier Managers (Service Directors)						
CE	Bristol Futures	O	100			
CS	Strategic Property	O	100			
N&CD	Neighbourhoods & Communities inc Libraries	O	100			
N&CD	Strategic Housing	O	100			
CE	Communications and Marketing	P	100			
CYPS	Strategic Commissioning	P	100			
CS	Business Change & IM&T	P	100			
CS	Human Resources	P	100			
CS	Integrated Customer Services, inc Benefits	P	100			
H&SC	Adults Strategic Commissioning	P	100			
N&CD	Planning and Sustainable Development	P	100			
N&CD	Safer Bristol	P	100	(N.B. The employee is acting up into this role)		
CYPS	Children and Young People	Q	100			
CYPS	Education	Q	100			
CYPS	Resource Planning and Performance	Q	100			
CS	Finance	Q	100			
CS	Legal Services	Q	100			
H&SC	Care Services - Adult Provision	Q	100			
H&SC	Operations (Adult Care Management)	Q	100			
N&CD	Environmental and Leisure Services	Q	100			
N&CD	Landlord Services	Q	60.81			
N&CD	Landlord Services	Q	60.81			
N&CD	Major Projects	Q	100			
N&CD	Transport	Q	100			
Dept	PostTitle	Grade	Hours			
First Tier Managers (Strategic Directors)						
H&SC	Health & Social Care	S	100	(N.B. The employee is acting up into this role)		
N&CD	Neighbourhoods & City Development	S	100	(N.B. The employee is acting up into this role)		
CYPS	Children, Young People and Skills	T	100			
CS	Corporate Services	T	100			
Dept	PostTitle	Grade	Surname	Initials	Hours	ActualAnnSal
Head of Paid Service (Chief Executive)						
CE	Interim Chief Executive	Z	SIMS	GM	100	£150,000

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 (The Chief Executive) 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).

1. 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 Executive, Strategic and Service Director posts;
- (b) The appointment of Strategic and Service Directors, except those officers designated as follows:-
 - Head of Paid Service (Chief Executive)
 - Chief Finance Officer
 - Monitoring Officer
 - Returning Officer for local government elections
 - Electoral Registration Officer;
- (c) In the case of appointments designated in (b) above, 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 - Structure Chart. (To be completed - following HR committee meeting on 28th Feb 2013)

Appendix D

The following information gives a breakdown of Senior Officer pay across core cities as well as local/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			
Birmingham	Chief Executive	£182,500, rising to a maximum of £220,000	1,073,000
Leeds	Chief Executive	£182,147 rising to a maximum of £192,655	751,500
Liverpool	Chief Executive	£197,500 (spot salary)	466,415
Manchester	Chief Executive	£203,934	503,100
Newcastle	Chief Executive	£160,500 - £175,383	280,200
Nottingham	Chief Executive	£165,000 (spot salary)	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	£155,724 (spot salary)	262,800
North Somerset	Chief Executive	£172,477	202,566
Plymouth	Chief Executive	£198,181	256,384
Southampton	Chief Executive	£137,356 - £163,124	236,900

Please see notes on the following page.

Notes

*** All figures are exclusive of pension contributions**

****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 their salaries (taken from the pay policy statement for 2011/12) are also included.

Name of Authority	Mayors Total Salary	Chief Executive/Chief Operating Officer	Head of Paid Service Salary
London Borough of Tower Hamlets	£65,000	Chief Executive	£165,000- £194,000
London Borough of Hackney	£75,846	Chief Executive	£177, 956
Hartlepool	£63,902	Chief Executive	£158,000 -£168,000
Leicester	£65,738	Chief Operating Officer	£123,231-£127,485
London Borough of Lewisham	£77,722	Chief Executive	£192,387
Middlesborough	£67,430	Chief Executive	£127,962 -£150,213
London Borough of Newham	£81,029	Chief Executive	£190,000 -£195,000

Appendix E: 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 x 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 on the bottom of Bristol Grade 1, which is part of the Single Status grading structure. The full-time equivalent annual salary for someone employed on the bottom of BG1 is £12,145 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 £12,145 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 & £11,296.78 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 £6.19 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.

Further Background Information

Current National Minimum Wage (NMW) rates

There are different levels of NMW, depending on the employees age and whether or not they are an apprentice. The current rates (from 1 October 2012) are:

- £6.19 - the main rate for workers aged 21 and over
- £4.98 - the 18-20 rate
- £3.68 - the 16-17 rate for workers above school leaving age but under 18
- £2.65 - the apprentice rate, for apprentices under 19 or 19 or over and in the first year of their apprenticeship