

# Human Resources Committee Agenda



**Date:** Thursday, 16 January 2020

**Time:** 10.00 am

**Venue:** City Hall, College Green, Bristol, BS1 5TR

## **Distribution:**

**Councillors:** Harriet Bradley, Richard Eddy, Gary Hopkins, Jeff Lovell, Paula O'Rourke, Ruth Pickersgill and Jon Wellington

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**Date:** Wednesday, 8 January 2020



# Agenda

**1. Welcome, Introductions and Safety Information**

**(Pages 4 - 5)**

**2. Apologies for Absence**

**3. Declarations of Interest**

**4. Minutes of the Previous Meeting**

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

**(Pages 6 - 10)**

**5. Public Forum**

*NB. up to 30 minutes is allowed for this item*

Any member of the public or councillor may participate in Public Forum. The detailed arrangements for so doing are set out in the **Public Information Sheet** at the back of this agenda. Please note that the following deadlines will apply in relation to this meeting:-

**Questions** - Written questions must be received 3 clear working days prior to the meeting. For this meeting, this means that your question(s) must be received in this office at the latest by 5 pm on 10 January 2020.

**Petitions and Statements** - Petitions and statements must be received on the working day prior to the meeting. For this meeting this means that your submission must be received in this office at the latest by 12.00 noon on 15 January 2020.

**6. Work Programme**

To note the work programme.

**(Page 11)**

**7. Pay Policy Statement**

**(Pages 12 - 20)**

**8. Contingent Workforce**

**(Pages 21 - 27)**



## **9. Exclusion of the Press and Public**

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) 4 (respectively) of Part 1 of schedule 12A of the Act.

## **10. Staff Led Groups - Update & Workplan**

**(Pages 28 - 33)**



# Public Information Sheet

Inspection of Papers - Local Government  
(Access to Information) Act 1985

You can find papers for all our meetings on our website at [www.bristol.gov.uk](http://www.bristol.gov.uk).

You can also inspect papers at the City Hall Reception, College Green, Bristol, BS1 5TR.

Other formats and languages and assistance  
For those with hearing impairment

You can get committee papers in other formats (e.g. large print, audio tape, braille etc) or in community languages by contacting the Democratic Services Officer. Please give as much notice as possible. We cannot guarantee re-formatting or translation of papers before the date of a particular meeting.

Committee rooms are fitted with induction loops to assist people with hearing impairment. If you require any assistance with this please speak to the Democratic Services Officer.

## Public Forum

Members of the public may make a written statement ask a question or present a petition to most meetings. Your statement or question will be sent to the Committee and be available in the meeting room one hour before the meeting. Please submit it to [democratic.services@bristol.gov.uk](mailto:democratic.services@bristol.gov.uk) or Democratic Services Section, City Hall, College Green, Bristol BS1 5UY. The following requirements apply:

- The statement is received no later than **12.00 noon on the working day before the meeting** and is about a matter which is the responsibility of the committee concerned.
- The question is received no later than **5pm three clear working days before the meeting**.

Any statement submitted should be no longer than one side of A4 paper. If the statement is longer than this, then for reasons of cost, only the first sheet will be copied and made available at the meeting. For copyright reasons, we are unable to reproduce or publish newspaper or magazine articles that may be attached to statements.

By participating in public forum business, we will assume that you have consented to your name and the details of your submission being recorded and circulated to the committee. This information will also be made available at the meeting to which it relates and placed in the official minute book as a public record (available from Democratic Services).



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

### Process during the meeting:

- Public Forum is normally one of the first items on the agenda, although statements and petitions that relate to specific items on the agenda may be taken just before the item concerned.
- There will be no debate on statements or petitions.
- The Chair will call each submission in turn. When you are invited to speak, please make sure that your presentation focuses on the key issues that you would like Members to consider. This will have the greatest impact.
- Your time allocation may have to be strictly limited if there are a lot of submissions. **This may be as short as one minute.**
- If there are a large number of submissions on one matter a representative may be requested to speak on the groups behalf.
- If you do not attend or speak at the meeting at which your public forum submission is being taken your statement will be noted by Members.

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

### Webcasting/ Recording of meetings

Members of the public attending meetings or taking part in Public forum are advised that all Full Council and Cabinet meetings and some other committee meetings are now filmed for live or subsequent broadcast via the council's [webcasting pages](#). The whole of the meeting is filmed (except where there are confidential or exempt items) and the footage will be available for two years. If you ask a question or make a representation, then you are likely to be filmed and will be deemed to have given your consent to this. If you do not wish to be filmed you need to make yourself known to the webcasting staff. However, the Openness of Local Government Bodies Regulations 2014 now means that persons attending meetings may take photographs, film and audio record the proceedings and report on the meeting (Oral commentary is not permitted during the meeting as it would be disruptive). Members of the public should therefore be aware that they may be filmed by others attending and that is not within the council's control.



## Public Document Pack

### Bristol City Council Minutes of the Human Resources Committee

19 December 2019 at 10 am



#### Members Present:-

**Councillors:** Harriet Bradley, Richard Eddy, Gary Hopkins, Ruth Pickersgill, Paula O'Rourke and Jon Wellington

#### Officers in Attendance:-

John Walsh (Director: Workforce & Change), Mark Williams (Head of Human Resources), Mark Jefferson (Analytics Adviser), Steph Griffin (Head of Internal Communications & Organisational Development), Elouise Wilson HR Talent and Resourcing, Steve Gregory (Democratic Services)

Also in attendance:

#### 1. Welcome, Introductions and Safety Information

The Chair welcomed all parties to the meeting and introductions were made.

#### 2. Apologies for Absence

Apologies were received from Councillor Jeff Lovell. In the absence of the Chair the Vice Chair, Councillor Paula O'Rourke, chaired the meeting.

#### 3. Declarations of Interest

There were no declarations of interest.

#### 4. Minutes of the previous meeting

**Resolved – that the Minutes of the previous meeting held on 26 September 2019 be agreed as a correct record and signed by the Chair.**

#### 5. Public Forum - Question

Name	Subject
Rob Butler Vice Chair, Corporate Safety Committee Corporate Safety Representative (Unite)	Employee engagement survey – update Agenda item 8 – additional documents

**Question** *'In page 32 of the survey progress update, one of the local action plan themes states that stress risk assessments will be undertaken for 'high-pressure roles'. Please can a more accurate definition be provided for what is considered to be a high-pressure role?'*

**Answer**

'All services were provided with a breakdown of the survey results to team level. Since then, they have all been developing local action plans to address any issues that have been identified for their area.

The report gives a summary of the main themes from across these action plans and provides some examples of the actions the teams are taking.

Some teams have identified a need to encourage staff who are feeling excessive work place pressure to undertake a stress risk assessment. This will help identify actions that can be taken to reduce the risk and sign-post to the support that is in place, such as the Employee Assistance Programme or resilience workshops.

The reference to high-pressure roles in the report just means where individuals or teams have identified that they are feeling excessive work place pressure and there is not a specific role definition.

Stress risk assessments form part of our overall health and wellbeing support for all staff, regardless of role. The HSE have highlighted that work in the public sector is an area of the economy where work related stress is more prevalent. <https://www.hse.gov.uk/statistics/causdis/stress.pdf>

Steph Griffin - Head of Internal Communications & Organisational Development'

**Supplementary question**

Q1 - Why is it only some teams are being encouraged to undertake stress risk assessments?

A1 – All teams are actively encouraged to undertake stress risk assessments and there is plenty of support and training available. This report pulled out the main themes from the employee survey local action plans, and some teams had referenced stress risk assessments in their action plans, it's not to say that the others are not doing it.

**6. Work Programme**

The Work Programme for 2019/20, as amended by the Head of Human Resources, was noted. Members considered including the Dashboard report on the Work Programme, after discussion it was agreed that the Dashboard be circulated to members prior to the next meeting and if members had any specific questions or points to raise they could be considered at the next HR Committee meeting.

At this point of the meeting Councillor Eddy asked about the status of Councillor Harriet Bradley sitting as a member of the HR Committee following her recent suspension by the Labour Party. The Proper Officer representative confirmed that Councillor Bradley remained a councillor and was therefore able to discharge her duties as an elected member of council and as a member of the Human Resources Committee.

**7. Employer Brand and Recruitment**

The Committee received a report outlining the Council's ambition to become an employer that people would be proud to work for and which delivered its priorities to high standards. The Council's Organisational Improvement Plan set out actions that were already underway and further actions that support the progress of other objectives including the Council's 'Our Brand and Recruitment' Action Plan, which was one of the six workforce themes within the Organisational Improvement Plan.

Comments made by members–

1. Important to have checks and balances when appointing/employing people;
2. Important not to reward poor performance;
3. Encourage greater inclusion for example working class areas in both south and north Bristol;
4. Avoid a punitive approach for poor performance and rely more on robust performance management to resolve issues;
5. Diverse interview panels were essential to ensure fairness and equal opportunity;
6. Salary levels were sometimes below market rates leading too difficult to recruit 'hot spots';
7. Lower paid roles needed more help regarding flexible working hours and to be made aware of this as early as the selection and interview stage;
8. Query if traditional reference checks were necessary given that more 'fluid' career paths were now more common;
9. An audit on how both psychometric and practical tests were successful at recruiting the right people would be useful;

The HR Talent and Resourcing officer confirmed that all the points raised were being addressed. Recruitment in particular accessed various means including social media and improved advertising via 'selling points'. Diverse panels were now the mainstream and it was very rare for this not to be the case, noted that the diversity of some panels might not be obviously visible.

Difficult recruitment areas relating to pay were being specifically worked on emphasising the Council's many advantages as an employer, including flexible working hours/arrangements, excellent pension scheme, work life balance, agile working and job security.

Standard employment references were still required for external applicants however there was greater flexibility built in eg, if a previous line manager could not give a reference someone else in the organisation would be acceptable. There was greater flexibility for internal applicants;

A report would be made to a future HR Committee about the success status of both psychometric and practical tests regarding the recruitment of the right people, noted that psychometric tests were only done at the top tier level;

Members were reminded of the Council's six month probation period which was a robust mechanism to identify and resolve any early problem areas.

During the above discussion Councillor Pickersgill said she felt that some members might think people in the south Bristol were stupid. Councillor Eddy then made reference to the Shadow Foreign Secretary's recent alleged comment about 'stupid' people. Councillor Pickersgill felt strongly that this comment was not relevant to the discussion at this meeting and asked that her view be formally recorded.

**Resolved - that the report be noted and the Action Plan endorsed.**

## **8. Progress report - response to 2019 staff survey findings**

The Committee received a progress update regarding the Council's Employee Engagement Survey 2019 which took place during March 2019 and had a 51% response rate. Detailed analysis of the results had taken place

and Focus groups had looked at council wide themes of wellbeing, recognition, physical workplace and senior leadership visibility.

Employees had been kept regularly updated on actions taken and another survey was planned for March 2020 which would continue to measure ongoing progress.

Comments by members and responses made –

1. Noting only 28% of staff who had responded felt that senior managers listened to them, a member asked if communication was part of the issue. Head of Internal Communications & Organisational Development acknowledged this point citing that this area had been identified and that measures were in place to mitigate such as improved leadership visibility especially at off site locations;
2. A member asked if there was evidence that senior managers generally were doing more to improve communication with staff. Head of Internal Communications & Organisational Development stated that further breakdown was necessary to achieve this and emphasised that this was the first survey of its type that had been done for some time and that information of this type would take some time to reach clarity;
3. Members were informed that a number of Key Performance Indicators (KPI's) were embedded in the process and updates would be reported to the HR Committee in due course;
4. Members were assured that the findings of the survey were being taken very seriously and that there was a continuing two way dialogue with managers and staff to ensure that real improvements would be made;
5. Managers had been given positive feedback in respect of a steer for action plans regarding disabled members of staff and diversity issues;
6. Noting concerns raised by members about some aspects of agile working the Head of Internal Communications & Organisational Development emphasised that staff focus groups were being fully engaged in the process of resolving problem areas such as disabled staff accessing chairs and desks and for older staff carrying electronic equipment around the workplace;
7. Some concern was expressed about middle managers not having enough authority to make decisions without senior management involvement regarding Councillor's local ward business. Members were assured that this was being looked into.

**Resolved – that progress made too date be noted.**

## **11. Exclusion of the Press and Public**

That under s.100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it (they) involve(s) the likely disclosure of exempt information as defined in paragraph(s) 1 (respectively) of Part 1 of schedule 12A of the Act.

## **12. Appointment of Executive Director: Growth and Regeneration - Induction and hand over of arrangements update - verbal report of Director of Workforce and Change**

The Director of Workforce and Change advised members of the current situation in respect of the arrangements

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relating to the recent appointment of the Executive Director: Growth and Regeneration and confirmed that the handover process was now complete.

The meeting ended at 11.20 am

**CHAIR**

**HR Committee  
Work programme 2019/20**

Forthcoming meetings	Agenda items (subject to confirmation)
4 July (AGM)	<ul style="list-style-type: none"> <li>• Work Plan</li> <li>• Salary of Executive Director Post</li> </ul>
26 September	<ul style="list-style-type: none"> <li>• Pay &amp; Reward – Inc. Apprentice Pay</li> <li>• HR and Payroll Implementation - iTrent</li> <li>• Employee Health and Wellbeing</li> <li>• Workforce Dashboard – presentation to committee at the meeting.</li> <li>• Salary of Director Post/s - exempt</li> </ul>
19 December	<ul style="list-style-type: none"> <li>• Recruitment offer and employer brand</li> <li>• Progress report - response to 2019 staff survey findings</li> <li>• Exempt Item – Handover of Executive Director Growth &amp; Regeneration</li> </ul>
16 January	<ul style="list-style-type: none"> <li>• Pay Policy Statement</li> <li>• Contingent Workforce</li> <li>• Exempt Item - Staff Led Groups - Update &amp; Workplan</li> </ul>
5 March	<ul style="list-style-type: none"> <li>• Avon Pension Fund annual report</li> <li>• Refreshed HR Policies – Inc. Recruitment of Executive Directors and Directors</li> <li>• Organisational Improvement Plan – Year review</li> <li>• Report on Exit Payments</li> <li>• Review of HRC Terms of Reference</li> <li>• Salary of Director Post/s - exempt</li> </ul>
30 April	<ul style="list-style-type: none"> <li>• Gender, Ethnicity &amp; Disability - Pay Gap</li> <li>• Staff Survey – Initial findings</li> </ul>



# HR Committee

16<sup>th</sup> January 2020

**Report of:** Director Workforce & Change

**Title:** The Council's Pay Policy Statement for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021

**Ward:** N/A

**Officer Presenting Report:** Mark Williams (Head of HR)

**Contact Telephone Number:** (0117) 92 22000

## Recommendation

That the Committee recommends the Pay Policy Statement 2020/21 be approved by the Full Council.

## Summary

The purpose of the report is to consider the Pay Policy Statement for 2020/21. The Localism Act 2011 requires local authorities to agree and publish a pay policy statement annually before the start of the financial year to which the statement relates.

## The significant issues in the report are:

- The pay ranges for Executive Directors and Directors are proposed to remain at the 2019/20 levels. The Human Resources Committee will be asked to consider the implications of any national pay settlements affecting the workgroup when it is known.
- The Council has worked to further reform its pay structure during 2019/20. From 1st April 2020 apprentice pay will be increased to the UK Living Wage (as set by the Living Wage Foundation) for apprentices over 18 years old and over, 80% of the UK Living Wage for apprentices under 18 years old.
- Pay on the commencement of employment for Executive Directors and Directors Pay will now be set by the Selection Committee where it is over 10% above of the minimum of the range. - Requests for increases in pay for Directors and Executive Directors during their employment will continue to be considered by the Human Resources Committee and the pay policy now makes it clear that any proposals brought to the committee will include the advice and recommendations of both the Head of Paid Service and Director: Workforce and Change.

## Policy

1. The Localism Act 2011 requires local authorities (the Full Council) to agree and publish a pay policy statement annually before the start of the financial year to which the statement relates. It is recommended to full Council by the HR Committee.
2. The current policy of the Council in respect of Executive Director and Director pay is set out in the Council's Pay Policy Statement which states:

*"The salary for Executive Director and Director roles will be reviewed each year through this Pay Policy Statement. The Council will be mindful of pay awards agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities and the Joint Negotiating Committee for Chief Officers of Local Authorities."*

3. Full Council has delegated to the Human Resources Committee the discretion to determine whether national pay settlements should be awarded to Executive Directors and Directors.

## Consultation

4. **Internal**  
Deputy Mayor, Finance, Governance and Performance and the Head of Paid Service have been consulted on these proposals.
5. **External**  
None required.

## Context

6. The Pay Policy Statement explains the Council pay policies for its highest and lowest-paid employees. It is written and published in accordance with the Localism Act 2011 and guidance issued by the Secretary of State.
7. We have reviewed the pay of our Executive Directors and Directors against the current market rate amongst Core Cities.

Post	Lower Quartile	Median	Upper Quartile	BCC Bands
Chief Executive	£180,000	£185,000	£203,000	N/A
Executive Director	£135,000	£138,000	£159,000	£135,000 to £165,000
Director	£88,000	£110,000	£123,000	D2 £94,000 to £120,000 D1 £85,000 to £105,000

8. The pay of the Council's Executive Directors and Directors is graded using the Hay methodology and the salaries are informed by market data. The above information highlights that the current the pay ranges for Executive Directors and Directors continue to be competitive and it is proposed that they to remain at the 2019/20 levels. However, there is a requirement to take into account any national pay settlements agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities and the Joint Negotiating Committee for Chief Officers of Local Authorities. The outcome of the 2020/21 negotiations is not yet known. This committee will be asked to consider the implications of any national pay settlement when it is known.
9. The Council has worked to further reform its pay structure during 2019/20. From 1st April 2020 apprentice pay will be increased to the UK Living Wage (as set by the Living Wage Foundation) for apprentices over 18 years old and over, 80% of the UK Living Wage for apprentices under 18 years old. Increasing the rate will improve the attractiveness of the Council to younger people seeking apprenticeship roles. The number of young people working in the organisation is likely to increase. Currently only 3.72% of the workforce are aged 24 or under. Using apprenticeships will help to ensure that we are developing the skills we need for the future, to grow our economy in ways that also support our city.
10. The starting salary of new Executive Directors and Directors will now be agreed by the Selection Committee and request for increases in pay during employment will require agreement from the HR Committee following a recommendation from the Head of Paid Service and Director: Workforce and Change.

### **Proposal**

11. That the Committee recommends the Pay Policy Statement 2020/21 be approved by the Full Council.

### **Other Options Considered**

12. None.

### **Risk Assessment**

16. Failure to pay in line with market rates is likely to hamper the Council's ability to recruit and retain effective leaders and managers.

### **Public Sector Equality Duties**

- 17a) 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.

17b) An Equality Impact Assessment has not been completed as no major change to policy is proposed by this report.

## **Legal and Resource Implications**

### **Legal**

The Pay Policy Statement 2020/21 fulfils the legal requirement placed on the Council by s.38(1) of the Localism Act 2011 to produce an annual pay policy statement.

Husinara Jones, Solicitor/Team Leader, 3rd January 2020

### **Financial**

#### **(a) Revenue**

No impact on Revenue is planned.

It is proposed that the pay ranges for Executive Directors and Directors are maintained at 2019/20 levels. Consequently this will have no impact on Revenue.

It is proposed that from 1st April 2020 apprentice pay is increased to the UK Living Wage (as set by the Living Wage Foundation) for apprentices of 18 years old and over, and to 80% of the UK Living Wage for apprentices under 18 years old. This increase is not expected to impact Revenue since it is to be contained within existing budgets (for example by reviewing vacant roles within the services and identifying those which might be appropriately filled by apprentices).

The implications of any national pay settlement affecting the workgroup as a whole will be assessed when the pay settlement is known.

Jemma Prince, Finance Business Partner, 3rd January 2020

**(b) Capital**

**Land**

Not applicable.

**Personnel**

The proposed Pay Policy is largely unchanged from 2019/20. Market data indicates that the existing salary ranges for JNC Chief Officers remain competitive. The Council will continue to pay no less than the real Living Wage to all of its staff.

Mark Williams, Head of HR, 3rd January 2020

**Appendices:**

A – Draft Pay Policy Statement

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

# Bristol City Council

## Pay Policy Statement for the period 1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021

### 1. Introduction

- a. It is essential that the Council attracts and keeps people with the right talents and commitment to lead and deliver great services to Bristol's citizens. At the same time the Council has to get the best value for the taxpayer.
- b. This Statement explains the Council pay policies for its highest and lowest-paid employees. It is written and published in line with the Localism Act 2011 (the Act) and guidance issued by the Secretary of State (the Guidance).
- c. The Guidance is clear that decisions on pay policies should be made by councillors. The Council is committed to making sure that all councillors have a say on how pay decisions are made, especially about its highest-paid employees. To achieve this, the Statement is reviewed every year. The Mayor is consulted, and any proposals made are taken into account. The draft statement is considered by the Human Resources Committee and approved by full Council. Both meetings are open to the public.
- d. In line with the law (the Local Authorities (Elected Mayor and Mayor's Assistant) (England) Regulations 2002), the pay of the Mayor's Assistant is set as the Mayor thinks fit, within the financial resources available to the Council. The Mayor's Assistant is currently paid at Director (Level 1).
- e. As recommended by the Guidance, this Statement sets out clearly and separately its policies on each of the requirements listed in the relevant sections of the Act. The Guidance says that this is to help enable taxpayers to decide whether they are getting value for money in the way that public money is spent on local authority pay and reward.
- f. The Council is committed to equal pay for all its employees and to removing any bias in its pay systems related to age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. Equal pay applies to all contractual terms and conditions as well as pay.
- g. The Council became an accredited Living Wage Employer with effect from 5<sup>th</sup> November 2018. The Council has paid its own employees no less than the Foundation Living Wage since 1<sup>st</sup> October 2014.
- h. The Council has worked to further reform its pay structure during 2019/20. From 1<sup>st</sup> April 2020 apprentice pay will be increased to the UK Living Wage (as set by the Living Wage Foundation) for apprentices over 18 years old and over, 80% of the UK Living Wage for apprentices under 18 years old.

## **2. Development priority for 2020/21**

- a. The Council will review all 'hard to recruit' roles and will consider options including; job design, talent management and succession planning. We will also support further work on tackling the gender, disability and ethnicity pay gap – looking at progression, pay, recruitment and flexible working. All proposals will be subject to equality impact assessment and will be subject of consultation with trade unions.

## **3. Pay of the Council's highest-paid employees**

- a. The Council's highest-paid employees are Executive Directors and Directors. These roles are graded using the Hay methodology and the salaries are informed by market data. For the period covered by this Statement the salary for Executive Director roles will range from £135,000 to £165,000 with a mid-point of £150,000. The salary for Director (Level 2) roles will range from £94,000 to £120,000 with a mid-point of £107,000. The salary for Director (Level 1) roles will range from £85,000 to £105,000 with a mid-point of £95,000.

## **4. Pay of the Council's lowest-paid employees**

- a. The Council's lowest-paid employees are those who are paid the Foundation Living Wage. The Council has adopted this definition because it has decided that none of its employees should be paid less than the Foundation Living Wage. The Foundation Living Wage is £9.30 per hour with effect from 1<sup>st</sup> April 2020, which equates to a minimum salary of £17,942 (based on a full-time week of 37 hours). The rate of the Foundation Living Wage is refreshed each November, and the Council applies the new rate from the following 1<sup>st</sup> April.
- b. From 1st April 2020 apprentice pay levels will increase to the foundation Living Wage rate for apprentices 18 years old and over and 80% of the foundation Living Wage for apprentices under 18 years old. An additional allowance of £25 per week is paid to apprentices who have left local authority care, and this is paid throughout their apprenticeship for as long as they live in independent accommodation.
- c. Interns, student placements and trainees are normally paid the Foundation Living Wage.

## **5. Relationship between the pay of the Council's highest and lowest-paid employees**

- a. Will Hutton's 2011 Review of Fair Pay in the Public Sector recommended that all public service organisations publish their top to median pay ratio to allow the public to hold them to account. The Government's terms of reference for the Hutton review suggested that no public sector manager should earn more than 20 times the lowest paid person in the organisation.

- b. The change in these ratios at the Council over recent years is shown in the following table:

<b>Date</b>	<b>Top to median pay ratio</b>	<b>Top to lowest salary ratio</b>
31 <sup>st</sup> March 2012	-	15.6:1
31 <sup>st</sup> March 2013	-	12.35:1
31 <sup>st</sup> March 2014	6.68:1	12.87:1
31 <sup>st</sup> March 2015	6.29:1	11.85:1
31 <sup>st</sup> December 2015	6.75:1	11.33:1
31 <sup>st</sup> December 2016	6.23:1	10.05:1
31 <sup>st</sup> December 2017	5.24:1	8.34:1
31 <sup>st</sup> December 2018	6.03:1	9.77:1
31 <sup>st</sup> December 2019	5.89:1	9.50:1

- c. At the time of compiling this Statement the Council's top earner will be on a salary of up to £165,000 and the lowest-paid person will be on a salary of at least £17,364. This means that the Council's top to lowest salary ratio is 9.50:1.

## **6. Pay of Executive Directors and Directors when they start**

- a. Pay on commencement of employment will be within 10% of the minimum of the range unless otherwise agreed by the Selection Committee. Payment above the mid-point is reserved for roles where there is clear evidence that the market rate is significantly higher than the mid-point.
- b. The Guidance says that full Council or a meeting of Members should have the opportunity to vote before salary packages totaling £100,000 or more are offered for new appointments. Through its Constitution full Council delegates this to the Selection Committee.

## **7. Increases and additions to pay for Executive Directors and Directors**

- a. The salary for Executive Director and Director roles will be reviewed each year through this Pay Policy Statement. The Council will be mindful of pay awards agreed by the Joint Negotiating Committee for Chief Executives of Local Authorities and the Joint Negotiating Committee for Chief Officers of Local Authorities. There will be no change to the ranges quoted in paragraph 3b above before 1<sup>st</sup> April 2020.
- b. Requests for increases in pay for Directors and Executive Directors during employment will be subject to the agreement of the Human Resources Committee following a recommendation from the Head of Paid Service and Director: Workforce and Change.

## **8. Performance-related pay for Executive Directors and Directors**

- a. There is no performance-related pay for Executive Directors and Directors.

## **9. Bonuses for Executive Directors and Directors**

- a. There are no bonuses for Executive Directors and Directors.

## **10. Pay of Executive Directors and Directors when they leave**

- a. When an Executive Director or Director leaves they will be paid in line with what they are entitled to under their contract of employment (their notice period is three months) and the Council's policies.
- b. The Guidance says that full Council should have the opportunity to vote before severance compensation packages costing £100,000 or more are paid to employees leaving the Council. The dismissal and/or compensation for loss of office of Executive Directors and Directors is determined by the Human Resources Committee (except for the Head of Paid Service, Chief Finance Officer and Monitoring Officer, where this is a matter for full Council).
- c. Employees who leave due to voluntary severance will not be re-employed by the Council in a paid job or engaged directly or through a company on an "off-payroll" basis for 12 months after they leave. (Off-payroll means a person who is paid via a company rather than through the payroll as an employee). Employees who leave due to compulsory redundancy are free to apply for re-employment with the Council at any point after they've left.

## **11. Paying Executive Directors and Directors "off-payroll"**

- a. Any Executive Director or Director appointed on an interim basis and supplied by a third party are regarded as employees for tax purposes.

## **12. Returning Officer fees**

- a. The Council's Returning Officer for elections and referenda is appointed by full Council. Fees are paid for these duties. They vary depending on the type of poll and are published prior to each election. Fees for most polls (including national elections and referenda) are set and paid by the Government (rather than the Council).

## **13. More information about the pay of Executive Director and Directors**

- a. The Council is committed to being open about its policies on pay. Approved pay policy statements are published on the Council's website at [www.bristol.gov.uk/council-spending-performance/senior-officers-pay](http://www.bristol.gov.uk/council-spending-performance/senior-officers-pay). Other information that the Council has to publish under the Local Government Transparency Code 2015 is available via that webpage.

## **14. More information about Pay Gap Reporting**

- a. We publish our gender pay gap every 12 months on the Council's website at <https://www.bristol.gov.uk/documents/20182/32815/Bristol+City+Council+gender+pay+gap+data+2019> the gender pay gap report shows the pay gap between female and male Bristol City Council employees for the year ending 31 March 2019.



# HR Committee

16<sup>th</sup> January 2020

**Report of:** Director: Workforce & Change

**Title:** Contingent Workforce Report - update

**Ward:** N/A

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

**Contact Telephone Number:** 07795 446270

## Recommendation

That the Committee notes the report.

## Summary

The purpose of this report is to update the Committee on the Council's use of agency staff.

## The significant issues in the report are:

- Spend on agency staff and the number of agency staff employed is forecast to reduce. The trend in expenditure since 2016 when a managed service supplier for agency staff for agency staff has seen a reduction in spend on agency workers from £13.7m in 2015/16 to a forecast of £11.8m for 2019/20.
- The main reason given for the use of agency staff during the financial year 2019/20 was to cover vacancies.
- Expenditure on agency staff relates to 4.98% of the pay bill (which is £238m per annum).



## Policy

1. The Council currently has a contract with Guidant in respect of the supply of agency staff.

## Consultation

2. **Internal**  
Not required because this report is for information only.
3. **External**  
Not required because this report is for information only.

## Context

4. During 2018/19 the Council spent £12.6m on agency staff including interim managers and consultants via Guidant who are our managed service provider for agency staff. Forecast spend for 2019/20 is £11.8m, which would mean a 6% reduction in spend. Spend for the period 1<sup>st</sup> April to 30<sup>th</sup> November 2019 was £7.1m. Expenditure on agency staff relates to 4.98% of the pay bill (which is £238m per annum).

Directorate	2017/18	2018/19	2019/20 (Forecast)
Growth & Regeneration	£2,344,215	£3,557,867	£3,803,705
People	£1,836,471	£2,164,445	£1,250,912
Resources	£7,204,815	£6,888,643	£6,820,279
<b>Grand Total</b>	<b>£11,385,502</b>	<b>£12,610,954</b>	<b>£11,874,896</b>

A detailed breakdown of the forecasted spend for 2019/20 including all agency workers from Bristol Grade 1 (£17,364) to Technical Professional level 1 (£57,919) can be seen in Appendix A.

5. The main reason given for the use of agency staff during the financial year 2019/20 was to cover vacancies. The Resources directorate also cited project work as a major reason for using agency staff.
6. The average tenure for a placement in 2019/20 is 18 weeks. 74% of all agency placements last less than 20 weeks. HR actively reviews all placements within each directorate to prevent placements extending longer than necessary; Q4 2018/19 saw a reduction in long placements.
7. During 2018/19 the Council spent £6.5m commissioning interim managers and consultants via Guidant and Limited Companies. Forecasted spend for 2019/20 is £6.3m, which will yield a 3% reduction in spend.

Interim Managers/Consultants	Qtr1	Qtr2	Qtr3	Qtr4 *forecast
Expenditure 2019/20	£2,234,006	£1,614,434	£1,881,701	£745,655*
Expenditure 2018/19	£536,375	£1,211,194	£1,422,629	£1,628,544

8. Numbers of interim managers and consultants (full-time equivalents) currently engaged by directorates are as follows:

Directorate	FTE November 2019
Growth & Regeneration	2.7
People	4.4
Resources	23.7
<b>Grand Total</b>	<b>30.8</b>

## Proposal

9. That the Committee notes this report.

## Other Options Considered

10. None.

## Risk Assessment

11. Not required because this report is for information only.

## Public Sector Equality Duties

16a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:

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

16b) Not required because this report is for information only.

**Legal and Resource Implications**

**Legal**

Not required because this report is for information only.

**Financial**

**(a) Revenue**

**(b) Capital**

Not required because this report is for information only.

**Land**

Not applicable.

**Personnel**

Not required because this report is for information only.

**Appendices:**

Appendix A – Breakdown of Forecast Agency Spend by Service

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None.

## Breakdown of Forecast Agency Spend by Service - 2019/20 (Forecast)

## Growth &amp; Regeneration

Subtotal Level	Description	Current Forecast £
Total Service	Housing Options	61,562
Total Service	Private Housing & Accessible Homes	30,000
Total Service	Estate Management	852,064
Total Division	Housing & Landlord Services	943,626
Total Service	City Design	300,000
Total Service	Development Management	148,198
Total Service	Housing Delivery	640,436
Total Division	Development of Place	1,088,634
Total Service	Library Services	177,164
Total Service	Culture Services	35,499
Total Service	Economic Development	122,890
Total Service	Major Projects	525,412
Total Division	Economy of Place	860,965
Total Service	Bristol Operations Centre	50,000
Total Service	Regulatory Services	73,390
Total Service	Parks and Green Spaces	173,844
Total Service	Local & Sustainable Transport	42,000
Total Service	Energy Programme Manager (Corporate)	14,779
Total Service	Responsive Repairs	420,066
Total Service	Planned Programmes	136,401
Total Division	Management of Place	910,480
Total Directorate	Growth & Regeneration	3,803,705

## People

Subtotal Level	Description	Current Forecast £
Total Service	Maximising Independence and Specialist Teams	27,536
Total Service	Hospitals and Front Door	56,223
Total Service	Reablement, Intermediate Care & Regulated Services	230,777
Total Service	Head of Service – Senior Professional Lead	276,366
Total Service	Contracts & Quality Assurance	2,318
Total Service	Early Intervention – Adults	20,599
Total Division	Adult Social Care	613,819
Total Service	Targeted Support	98,552
Total Service	Quality Assurance, BSCB	20,650
Total Service	Area Social Work (North)	87,000

Total Service	Area Social Work (East/Central)	49,608
Total Service	Area Social Work (South)	136,770
Total Service	Children & Aftercare teams	162,436
Total Service	Internal & External Placements	3,073
Total Service	Safeguarding and Area Services	1,430
Total Service	Specialist Services	18,843
Total Division	Children and Families Services	578,362
Total Service	DSG Central Block - Mgt	3,149
Total Service	School Partnerships	37,682
Total Division	Education & Skills	40,831
Total Service	Safer Bristol	17,900
Total Division	Public Health	17,900
Total Directorate	People	1,250,912

## Resources

Subtotal Level	Description	Current Forecast £
Total Service	ICT Delivery	599,612
Total Service	Digital Transformation	140,000
Total Service	ICT Transformation	735,043
Total Division	Digital Transformation	1,474,655
Total Service	Legal Services	698,291
Total Service	Statutory Registration	20,000
Total Service	Information Governance Service	170,015
Total Service	Electoral Services	315,000
Total Division	Legal and Democratic Services	1,203,306
Total Service	Corporate Finance	600,000
Total Service	Chief Internal Auditor	234,000
Total Service	Procurement & Sourcing	563,590
Total Service	Revenue – (Local Tax)	6,173
Total Division	Finance	1,403,763
Total Service	People Operations	46,804
Total Service	Change & Performance	58,547
Total Service	Admin Business Support	243,392
Total Service	Change Services	196,830
Total Service	Executive Office	8,916
Total Service	Senior Leadership Team	241,000
Total Division	HR, Workplace & Organisational Design	795,489
Total Service	External Communications and Consultation	58,357
Total Service	Policy and Public Affairs	198,850
Total Division	Policy, Strategy & Partnerships	257,207
Total Service	Trading with Schools	79,074
Total Service	Citizen Services	220,281

<b>Total Service</b>	<b>Companies Lead</b>	<b>565,672</b>
<b>Total Service</b>	<b>Commercialisation</b>	<b>168,000</b>
<b>Total Service</b>	<b>Facilities Management</b>	<b>652,832</b>
<b>Total Division</b>	<b>Commercialisation &amp; Citizens</b>	<b>1,685,859</b>
<b>Total Directorate</b>	<b>Resources</b>	<b>6,820,279</b>

By virtue of paragraph(s) 4 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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