



CHIEF OFFICER PAY POLICY

APRIL 2016



1.0 INTRODUCTION

- 1.1 The Council's success relies on the talent and contribution of its workforce, enabling and ensuring it meets its objectives. The Chief Officer Pay Policy seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Chief Officer Pay Policy pulls together all the elements that make up the Council's extrinsic reward practices. Thus it provides assurances of our consistency, fairness and transparency and gives clarity to all our stakeholders about how and what our people are rewarded for. It defines the level and elements of remuneration for Chief Officers and all senior staff in accordance with the requirements of section 38(1) of the Localism Act 2011.
- 1.3 The Localism Act 2011 requires the Council to publish its position in relation to specific areas of Chief Officer pay as follows: remuneration levels, all other payments, incremental progression, performance related pay, bonus payments, redundancy, severance/compensation, retirement payments, and the council's policy on re-engagement of Chief Officers. This policy sets out the Council's position in these areas.
- 1.4 The Council currently employs 336 officers, representing a full time equivalent based on a 37 hour week of 305.18 employees.
- 1.5 The total gross expenditure for the Council for the financial year 2016/ 2017 is projected to be £12,873,780.
- 1.6 Best practice recommends the Council consults a remuneration committee on all proposals relating to pay and reward for senior managers, thus ensuring openness and accountability. The Council has a Policy and Resources panel for this purpose.
- 1.7 All Chief Officer appointments are subject to approval by Appointments Committee. The Council's policy for the recruitment of all other officers is laid out in the Council Constitution.
- 1.8 The Chief Officer Pay Policy is reviewed and approved annually by Full Council, and may be accessed via the Council's external web site.

2.0 SCOPE OF THE POLICY

- 2.1 The policy applies to all Chief Officers.
- 2.2 The definition of Chief Officers (as set out in section (43(2)) of the Localism Act 2011 is not restricted to the Head of Paid Service (Chief Executive) and Directors. It also includes all other senior managers (statutory and non statutory officers) who report directly to them and to *their* direct reports.
- 2.3 The structure chart in Appendix 1 details all officers within the scope of this policy.

3.0 TERMS AND CONDITIONS OF SERVICE

- 3.1 The Council's Chief Officers are engaged on national terms and conditions of service as determined by the Joint National Committee (JNC).
- 3.2 All other senior managers in the scope of this policy are engaged on national terms and conditions of service as determined by the National Joint Council (NJC).
- 3.3 It should be noted that different national negotiating machinery applies across the senior management team
- 3.4 Chief Executive and Director job descriptions and person specifications are shown in Appendix 2

4.0 PRINCIPLES

- 4.1 The Chief Officer Pay Policy reflects the aspirations of the Council's strategic objectives and defines the Council's approach to managing reward that is guided by the following principles.
- 4.2 Chief Officer pay is determined upon direct comparison with the local and wider South East employment market and is reviewed regularly. Pay rates published by JNC sourced from the LGE salaries and numbers survey for councils cover the whole country and do not reflect the 'London and South East' factor.
- 4.2 All other senior manager pay is determined as a result of job evaluation. All jobs are job evaluated using an analytical job evaluation scheme to allocate points to posts and establish their relativity in the organisation.
- 4.3 The Council reviews appropriate external pay market information to ensure remuneration levels are consistent with Local Government, provide value for money for the tax payer, and support the Council to remain competitive as an employer in areas of skills shortage.
- 4.4 If appropriate, market factors are applied to 'difficult to fill' posts. Where applied, these supplements are reviewed annually in accordance with the Council's 'Market Factor Supplement' policy.
- 4.5 Senior manager posts are remunerated within a graded pay spine with incremental spinal column points. Progression within a grade is based on a combination of anniversary of service and meeting pre-specified performance, attitude and behaviour standards. If appropriate, increments are awarded annually on 1 April until the top increment of the grade is attained.
- 4.6 Senior managers are remunerated by one of the following salary schemes.
- | | |
|----------------------------------------------------|------------|
| Chief Officer salary scheme | Appendix 3 |
| Head of Service (Shared Services) salary scheme | Appendix 4 |
| Officer (Shared Services) salary scheme | Appendix 4 |
| Senior manager (non Shared Services) salary scheme | Appendix 5 |
| Officer (non Shared Services) Salary Scheme | Appendix 6 |

- 4.7 The Council shares a Director of Finance / Section 151 post with Watford Borough Council.
- 4.8 The Council is committed to the principle of fairness; is clear about what people are being paid for, and is consistent, systematic and transparent when applying reward practices. Pay models have been developed based upon appropriate pay market information and ensure that the ratio of pay levels between the highest paid officer and the median/ mean average/ low paid earnings in the council remains consistent and is not distorted as a result of pay awards.

5.0 EQUALITIES

- 5.1 The Council is committed to equality of opportunity. All members of staff are treated fairly based on ability, performance and contribution irrespective of their employment or contractual status and personal circumstances. The Council monitors equalities data and this policy shall be applied fairly, consistently and equitably for all employees irrespective of race, gender, disability, age, offending past, caring or dependency status, religion or belief, sexual orientation, or gender reassignment, marriage or civil partnership, pregnancy or maternity.

6.0 GRADING

6.1 CHIEF OFFICER POSTS - CHIEF EXECUTIVE AND DIRECTORS

6.1.1 **Job evaluation** - posts are remunerated in accordance with the JNC guidance for equivalent local authorities.

6.1.2 **Pay** - the Chief Officer Salary scheme is detailed in Appendix 3.

6.1.3 **Labour market information** - the remuneration levels within the above salary scheme are based upon direct comparison with the local and wider south east employment market. There are no Local Weighting payments, market supplements, unsocial hours or overtime payments, honoraria or bonus payments awarded to Chief Officers.

6.2 HEAD OF SERVICE (SHARED SERVICES) POSTS

6.2.1 **Job evaluation** - posts are evaluated using the LGE/ HAY Senior Manager Job Evaluation scheme.

6.2.2 **Pay** – the Heads of Service (Shared Services) salary scheme is detailed in Appendix 4. Levels of remuneration reflect the complexity for a Head of Service having to provide a service across multiple councils. Salaries reflect the full range of duties within the role including any requirement for out of hours working, unsocial hours.

6.2.3 **Labour market information** - the remuneration levels are based upon those defined in the LGE Salaries and Numbers survey for equivalent roles in similar local authorities. There are no market supplements awarded to Head of Service posts.

6.3 HEAD OF SERVICE (NON SHARED SERVICES) POSTS

6.3.1 **Job evaluation** – all posts are job evaluated using the GLEA manual scheme (Greater London equalities model). The Council's 'Job Evaluation' policy provides further information on the process.

6.3.2 **Pay** - the Senior Manager Salary Scheme is detailed in Appendix 5. Salary levels are inclusive of Local Weighting, Market Factor payments, overtime payments and premium rates for unsocial hours working.

6.4 SHARED SERVICES POSTS

6.4.1 **Job Evaluation** - all manager (and officer) posts are job evaluated using the Local Government Job Evaluation Scheme (LGJES) to ensure consistency across the shared services.

6.4.2 **Pay** - the applicable salary scheme applicable is shown in Appendix 4.

6.4.3 **Labour market information** - The Croner Reward Job Evaluation system and the Croner Market Pay analysis for Public Services provides the source of comparative pay information for all posts that are hard to fill or are in areas of skills shortages within the council.

6.4.4 Market factor supplements currently apply to the following shared services manager post within the scope of this policy:

- Finance Manager

6.5 ALL OTHER POSTS IN THE COUNCIL

6.5.1 All other officer posts are job evaluated using the GLEA Job Evaluation Scheme (with the exception of Environmental Maintenance staff whose terms and conditions are protected under TUPE). Posts are graded within the salary scheme outlined in Appendix 6 and where appropriate a market factor supplement will apply. The Council's 'Market Factor Supplement' policy provides further information.

6.5.2 Market Factor supplements currently apply to the following other posts in the council

- Principal Planner
- Environmental Health practitioner
- Senior Building Control Surveyor
- Finance Manager

7.0 INCREMENTS

7.1 Posts will normally attract an annual increment effective on 1 April until remuneration reaches the top of the grade.

7.2 On appointment, all posts will normally be remunerated at the lowest incremental spinal column point within the grade.

7.4 The Council will apply the annual cost of living percentage increment as negotiated by the JNC/ NJC national agreement to the values of incremental spinal column points as appropriate.

7.5 The Council's 'Increments Policy' provides further information.

8.0 ADDITIONAL PAYMENTS

8.1 London Weighting (LW) is the inner fringe London Weighting Allowance and is negotiated as part of the national framework. LW is an additional payment that is made to all officers in the council with the exception of Chief Officers and officers on the Senior Manager Salary Scheme. The rate is negotiated nationally by the NJC.

8.2 The Head of Paid Service receives additional fee payment for Returning Officer duties during elections (as and when appropriate).

8.3 An additional fee for duties as Treasurer of West Hertfordshire Crematorium Joint Committee is paid to the Shared Director of Finance.

9.0 PERFORMANCE RELATED PAYMENTS AND BONUSSES

9.1 All officers undergo Performance Development Review as part of the annual performance management cycle. Progress against objectives, attitude and behaviour is formally assessed.

9.2 Where an officer demonstrates outstanding performance an honorarium payment may be applied in accordance with the Council's 'Honoraria Payments' policy.

10.0 LOCAL GOVERNMENT PENSION SCHEME

10.1 All officers are eligible to join and contribute to the Local Government Pension Scheme. Officer contribution rates are a percentage of their earnings. Levels of contribution are stated by the scheme, and are based on the whole time equivalent value of all contractual pay excluding any travel allowance payments. The employer's contribution to the scheme is currently 19%. The table below shows member contribution rates effective at 31 March 2016.

Pay Bands	Contribution Rates
Up to £13,500	5.5%
£13,501 - £21,000	5.8%
£21,001 - £34,000	6.5%
£34,001 - £43,000	6.8%
£43,001 - £60,000	8.5%
£60,001 - £85,000	9.9%
£85,001 - £100,000	10.5%
£100,001 - £150,000	11.4%

Over £150,000	12.5%
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10.2 The normal Local Government Pension scheme retirement age is the normal state pension age (SPA) or age 65 whichever is the higher.

10.3 With the exception of early retirement for the reason of permanent ill health (to which no age restrictions apply), the earliest age an officer can retire and receive pension benefits is 55.

10.4 Early retirement may be granted in some circumstances using specific criteria:

- Request to retire early
- Early termination of employment in the interests of efficiency to the service
- Early termination of employment for the reason of redundancy
- On ill health grounds
- On compassionate grounds
- By taking flexible retirement (part pension/ part employment)

10.5 The Council's 'Early Retirement and Early Termination Compensation' policy provides further details.

11.0 SEVERANCE PAYMENTS – EARLY TERMINATION OF EMPLOYMENT IN THE INTEREST OF EFFICIENCY TO THE SERVICE.

11.1 There may be situations that are initiated by management to facilitate organisational change where a post to be vacated would be replaced. The 'Early Retirement and Early Termination Compensation' policy provides further information.

11.2 If the criteria are satisfied, the Council will make a compensation payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

11.3 Officers aged 55 and above will be eligible to retire in this circumstance and will have access to their accrued pension benefit.

11.4 The Council does not augment additional pension membership.

12.0 REDUNDANCY PAYMENTS – EARLY TERMINATION OF EMPLOYMENT FOR THE REASON OF REDUNDANCY

12.1 In the event of redundancy, i.e. where a post to be vacated would not be replaced, the Council pays a redundancy payment by applying a 2.2 multiplier to each week's redundancy pay, thus providing up to a maximum of 66 weeks' pay based on contractual pay.

12.2 Officers aged 55 and above will be eligible to retire in this circumstance and will have access to their accrued pension benefit.

12.3 The Council does not augment additional pension membership.

12.4 The Council's Redundancy policy provides further information.

13.0 EARLY RETIREMENT FOR THE REASON OF ILL HEALTH

13.1 To qualify, an officer must be confirmed by the Council's medical adviser as being permanently unable of discharging the duties of their employment because of ill health or infirmity and have a reduced likelihood of obtaining gainful employment before age 65.

14.0 EARLY RETIREMENT ON COMPASSIONATE GROUNDS

14.1 To qualify, an officer must have a compelling hardship or difficulty that would most usually be due to permanent caring responsibilities.

15.0 FLEXIBLE RETIREMENT

15.1 This is subject to agreement by the Council, providing an option for an officer to continue in employment post age 55 and to take some or all their Local Government pension that is due to them whilst continuing to work on reduced hours or reduced pay. The benefit for the Council is the ability to retain skills, knowledge and experience.

16.0 RE-EMPLOYMENT POST SEVERANCE OR REDUNDANCY

16.1 The re-employment of officers who have been granted early retirement, are receiving their Local Government pension, or have received a compensation or redundancy payment is discouraged. The following criteria need to be considered. The Council's 'Early Retirement and Early Termination Compensation' policy provides further information.

- What is the nature of the work to be undertaken?
- How similar is the work to that formerly undertaken by the individual?
- Is it work that the individual could have been redeployed to?
- The work should be a specific project or task where the skills/ knowledge set required is unique to that individual.
- The work should be such that it could not be undertaken by anyone else currently employed in the Council.

17 OFFICERS WHO HAVE RETIRED AND ARE IN RECEIPT OF PENSION

17.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council, an abatement of their pension will apply if the salary for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. The pension scheme administrators (London Pension Fund Association, LPFA) can provide further advice.

18 PAY RELATIVITY AND LOWER PAID EMPLOYEES

18.1 The Council is committed to the principle of fairness when setting pay levels for all officers. All jobs are graded and linked to a defined pay model. All posts are job evaluated, meaning each has an analytical score providing the relative value of that role in the organisation.

18.2 The Council defines its lowest paid as those employees whose posts are graded on the lowest grade in the pay model (see 18.4). Pay rates are based on whole time equivalent salaries.

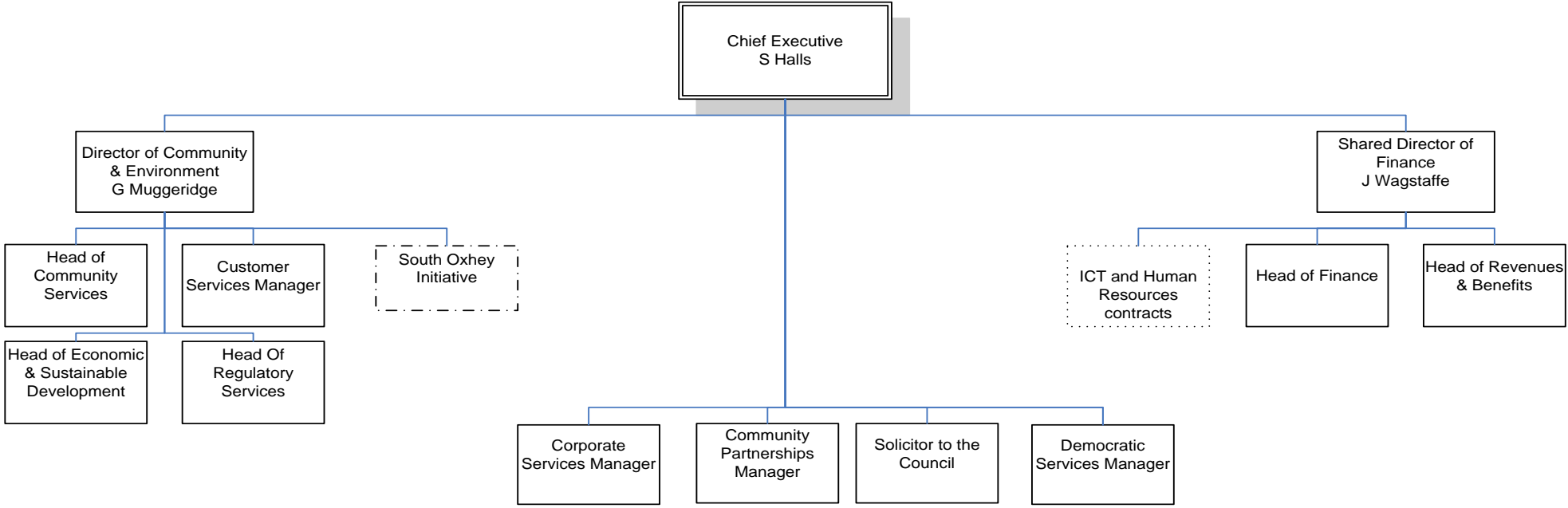
18.3 The average salary in the Council is £25,085.42. The ratio against the highest paid officer is 1:47. The median earnings in the Council are £21,684.00, giving a ratio with the highest paid officer of 1:5.5. The lowest earnings in the council are £15,938.00 giving a ratio with the highest paid officer of 1:7.5.

18.4 The lowest pay band on the pay model is not in use at the Council. The lowest graded job in the council is £15,938 per annum or £8.26 per hour. This is remunerated above national minimum wage level (NMW) - see Appendix 7 - and above the Living Wage threshold of £8.25 per hour. The lowest remunerated spinal column point gives a ratio with NMW of 1:1.

18.5 Pay increases at the Council are awarded in conjunction with those negotiated nationally by JNC/ NJC. An analysis of pay awards for the previous 5 years is provided at Appendix 7.

Appendix 1

TRDC Structure



Appendix 3 **Chief Officer Salary Scheme**

Position Held	<u>Salary Range</u> As at 31.3.16 (£)	
Chief Executive	107,976 – 119,690	
	Increments	107,976 111,903 115,796 119,690
Director of Community & Environmental Services	77,623 – 94,562	
	Increments	77,623 80,367 82,978 85,658 88,584 91,562
Director of Finance	77,623 – 94,582	
	Increments	77,623 80,367 82,978 85,658 88,584 91,562

Rates are inclusive of local weighting allowance (LW)

An essential car user allowance applies to the CEO and Director of Community and Environmental Services in accordance with the rates negotiated nationally by NJC/ JNC

Chief Executive

ROLE AND RESPONSIBILITIES

1. Work with Members to think and plan ahead to ensure that the strategic aims of the organisation are clear and reflect the Council's vision.
2. Ensure that the Council provides, directly or otherwise, the best possible levels of service to the people of Three Rivers and that both successes and difficulties are openly and effectively communicated.
3. Relate to the Council's political leadership, all political groups and to individual Members and provide them with advice and assistance to optimise their capacity.
4. Represent the Council as necessary: establish and maintain effective communication and personal relations with key influential people in the local community, partnerships, local and central government and other public bodies.
5. Lead an effective corporate management team of chief officers who focus on strategic cross-departmental issues. Communicate with and motivate staff at all levels of the Council.
6. Account for the strategic management and focus of the Authority: address strategic issues through assessing risks and resources, taking tough decisions as necessary to ensure the implementation and sustainability of key policies and initiatives.
7. Act as trouble-shooter, problem solver and crisis handler.

PERSON SPECIFICATION

1. Politically sensitive, with a strong commitment to working with Members to serve the community.
2. Drive and determination to deliver efficient and cost-effective services to the community.
3. Skills in negotiation, advocacy and communication, both written and verbal, together with effective presentation skills – to Members, staff, the public and to actual and potential partners.
4. A strategic thinker who is innovative, creative and achievement orientated.
5. Ability to inspire and motivate others with a sense of vision.
6. Appreciation of major legislative and other issues facing local government.
7. Pro-active and able to direct and manage change.
8. Financially aware and with an understanding of the importance of sustainability.
9. Ability to handle sensitive policy areas combined with significant and demonstrable experience in a complex organisation at an appropriately senior level.
10. A track record of high performance and positive achievement including evidence of strong and effective leadership and team building skills.

Director of Community and Environmental Services

ROLE AND RESPONSIBILITIES:

1. Ensure that the Department provides, directly or otherwise, the best possible levels of service to the people of Three Rivers, building on the successes of a high achieving council.
2. Assisting the Chief Executive to think and plan ahead to ensure that the strategic aims of the organisation are clear and reflect the Council's vision.
3. Being accountable for the performance management of the departmental services and contribution to the Council's Strategic Plan.
4. Relate to the Council's political leadership, all political groups and to individual Members and provide them with advice and assistance to optimise their capacity.
5. Represent the Council as necessary, and establish and maintain effective communication and personal relations with key influential people in the local community, partnerships, local and central government and other public bodies.
6. Work within an effective corporate management team who focus on strategic cross-departmental issues, addressing strategic issues through assessing risks and resources, taking tough decisions as necessary to ensure the implementation and sustainability of key policies and initiatives.
7. Account for the strategic management and focus of the department whilst communicating with and motivating staff at all levels of the Department:

PERSONAL SPECIFICATION:

1. Politically sensitive, with a strong commitment to working with Members to serve the community.
2. Drive and determination to deliver efficient and cost-effective services to the community.
3. Skills in negotiation, advocacy and communication, both written and verbal, together with effective presentation skills – to Members, staff, the public and to actual and potential partners.
4. A strategic thinker who is innovative, creative and achievement orientated.
5. Ability to inspire and motivate others with a sense of vision.
6. Appreciation of major legislative and other issues facing local government.
7. Pro-active and able to direct and manage change.
8. Financially aware and with an understanding of the importance of sustainability.
9. Ability to handle sensitive policy areas combined with significant and demonstrable experience in a complex organisation at an appropriately senior level.
10. A track record of high performance and positive achievement including evidence of strong and effective leadership and team building skills.

Shared Director of Finance

Job Title: Post Number:	Director of Finance – shared with Watford Borough Council		Post Reference No: RG0101
Service/ Department:	Corporate Resources and Governance	Section:	Finance
Grade:	Chief Officer		
Location:	You will normally be based at Three Rivers House, Rickmansworth and Watford Town Hall, Watford or any such other place of employment within the remit of the Shared Service as may be required.		
Hours per week:	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
Driver's licence requirements:	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
Responsible to:	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
Responsible for:	Shared Services. Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
Purpose of Role:			
<ul style="list-style-type: none"> • To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: Financial Planning Financial Control Financial reporting • To lead and manage the Shared Services Finance and Revenue and Benefits Service 			
Important Notes Relating to Duties:			
<p>In dealing with any form of contract or tendering procedures on behalf of the councils, the holder of this post is personally responsible for ensuring that she/he:-</p> <p>Is familiar with the relevant requirements of the councils' constitutions, Contracts procedures, Rules and Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;</p> <p>Complies with these formal requirements and related procedures; and</p> <p>Seeks advice from a more Senior Officer if in any doubt about the proper course of action.</p>			

KEY ACCOUNTABILITIES

- To act as the joint statutory section 151, Officer to both Councils, ensuring an even spread of time is available to each Authority. In this role you will provide key strategic and financial advice to both authorities whilst recognising that they are separate and independent bodies and may well have different aims and priorities.
- To play a key role in the successful achievement of major regeneration projects at both authorities.
- To provide accurate medium term financial strategies to both authorities to enable future service delivery to be planned in a controlled environment.
- To identify opportunities to realise efficiency savings over the short and medium term which could include in house re-structuring or potential outsourced, partnership arrangements.
- To play an active role in guiding and advising the Senior Management Teams and key elected Members in achieving the vision of best performing authorities.
- To chair and coordinate the Shared Services Management Team meetings
- To oversee the operation of Revenues and Benefits and Financial Services to both authorities. This role will necessitate a continuous review of both services to ensure that they remain fit for purpose, provide value for money and strive to be 'best in class' service providers. Every opportunity should be taken to harmonise processes within the overall constraint that the two authorities may wish to apply different policies.
- To be a lead client officer for the Internal Audit Service provided by Herts County Council and the provision of an ICT outsourced service (Capita);
- To provide impartial advice to elected members at all key decision taking and scrutiny committees.
- To represent both councils at countywide and national forums.
- To undertake any other duties, commensurate with the grade and seniority of the post, as may reasonably be required.

KEY PERFORMANCE INDICATORS:

- The budget process, including account closing, budget setting, Council tax levy and external audit is completed on time and within specified procedures;
- Accurate, timely and detailed budget information is provided for members and senior management
- Achievement of sustainable budgets for both Councils
- On going review of cost base for both Councils, achieving increased value for money

Appendix 5 **Senior Manager (non Shared Services) Salary Scheme**

Evaluated Grade	Assessed Performance Level	Pay as at 31/3/16
Mgmt Grade 1	1	£33,186
	2	£35,745
	3	£38,306
	4	£40,877
Mgmt Grade 2	1	£40,877
	2	£43,436
	3	£46,000
	4	£48,562
Mgmt Grade 3	1	£48,562
	2	£51,126
	3	£53,694
	4	£56,256
Mgmt Grade 4	1	£56,256
	2	£58,817
	3	£61,382
	4	£63,946
Mgmt Grade 5	1	£64,856
	2	£66,951
	3	£69,511
	4	£72,071

Pay is inclusive of Local weighting allowance (LW), overtime payments and premium rates for unsocial hours working.

Appendix 6 **Salary scheme for posts at PO1 – PO4**

	Spinal Column point	per hour exclusive of LW	per week exclusive of LW	per month exclusive of LW	per annum inclusive of LW	Basic	
SO.1	29	13.19	487.89	2120.00	26,264	25,440	
	30	13.63	504.25	2191.08	27,117	26,293	
	31	14.06	520.17	2260.25	27,947	27,123	
SO.2	32	14.47	535.53	2327.00	28,748	27,924	
	33	14.90	551.29	2395.50	29,570	28,746	
	34	15.32	566.87	2463.17	30,382	29,558	
PO	1	33	14.90	551.29	2395.50	29,570	28,746
	2	34	15.32	566.87	2463.17	30,382	29,558
	3	35	15.64	578.76	2514.83	31,002	30,178
	4	36	16.06	594.10	2581.50	31,802	30,978
	5	37	16.51	610.75	2653.83	32,670	31,846
	6	38	16.99	628.62	2731.50	33,602	32,778
	7	39	17.55	649.31	2821.42	34,681	33,857
	8	40	18.01	666.36	2895.50	35,570	34,746
	9	41	18.48	683.93	2971.83	36,486	35,662
	10	42	18.96	701.36	3047.58	37,395	36,571
	11	43	19.43	718.85	3123.58	38,307	37,483
	12	44	19.91	736.54	3200.42	39,229	38,405
	13	45	20.35	753.07	3272.25	40,091	39,267
	14	46	20.85	771.29	3351.42	41,041	40,217
	15	47	21.32	788.99	3428.33	41,964	41,140
	16	48	21.80	806.50	3504.42	42,877	42,053
	17	49	22.27	823.83	3579.75	43,781	42,957

Local weighting allowance (LW), currently £824 per annum is applied to all posts graded within this structure.

Appendix 4 **Heads of Service (Shared Services) Salary Scheme**

Band	Spinal Column Point	New Basic Salary	New Salary plus travel and fringe
Shared Services Heads	1	63,998	65,122
	2	65,392	66,516
	3	66,790	67,914
	4	68,182	69,306

Officers (Shared Services) Salary Scheme

Band	SCP	Per hour ex LW	Per week ex LW	Per mth ex LW	p.a. ex LW	Basic (ex LW)
Band 1	5	7.00	258.90	1125.00	13,500	13,500
	6	7.06	261.09	1134.50	13,614	13,614
	7	7.11	263.03	1142.92	13,715	13,715
	8	7.19	266.02	1155.92	13,871	13,871
	9	7.30	269.93	1172.92	14,075	14,075
Band 2	10	7.43	274.98	1194.83	14,338	14,338
	11	7.88	291.64	1267.25	15,207	15,207
	12	8.05	297.70	1293.58	15,523	15,523
	13	8.26	305.72	1328.42	15,941	15,941
	14	8.41	311.28	1352.58	16,231	16,231
Band 3	15	8.59	317.82	1381.00	16,572	16,572
	16	8.80	325.43	1414.08	16,969	16,969
	17	9.00	333.16	1447.67	17,372	17,372
	18	9.18	339.72	1476.17	17,714	17,714
	19	9.52	352.42	1531.33	18,376	18,376
Band 4	20	9.87	365.30	1587.33	19,048	19,048
	21	10.23	378.61	1645.17	19,742	19,742
	22	10.50	388.41	1687.75	20,253	20,253
	23	10.81	399.84	1737.42	20,849	20,849
	24	11.16	412.90	1794.17	21,530	21,530
Band 5	25	11.51	425.98	1851.00	22,212	22,212
	26	11.89	439.89	1911.42	22,937	22,937
	27	12.28	454.48	1974.83	23,698	23,698
	28	12.68	469.33	2039.33	24,472	24,472

	29	13.19	487.89	2120.00	25,440	25,440
Band 6	30	13.63	504.25	2191.08	26,293	26,293
	31	14.06	520.17	2260.25	27,123	27,123
	32	14.47	535.53	2327.00	27,924	27,924
	33	14.90	551.29	2395.50	28,746	28,746
	34	15.32	566.87	2463.17	29,558	29,558
Band 7	35	15.64	578.76	2514.83	30,178	30,178
	36	16.06	594.10	2581.50	30,978	30,978
	37	16.51	610.75	2653.83	31,846	31,846
	38	16.99	628.62	2731.50	32,778	32,778
	39	17.55	649.31	2821.42	33,857	33,857
Band 8	40	18.01	666.36	2895.50	34,746	34,746
	41	18.48	683.93	2971.83	35,662	35,662
	42	18.96	701.36	3047.58	36,571	36,571
	43	19.43	718.85	3123.58	37,483	37,483
	44	19.91	736.54	3200.42	38,405	38,405
Band 9	45	20.35	753.07	3272.25	39,267	39,267
	46	20.85	771.29	3351.42	40,217	40,217
	47	21.32	788.99	3428.33	41,140	41,140
	48	21.80	806.50	3504.42	42,053	42,053
	49	22.27	823.83	3579.75	42,957	42,957
Band 10	50	22.74	841.54	3656.67	43,880	43,880
	51	23.22	859.26	3733.67	44,804	44,804
	52	23.70	877.01	3810.83	45,730	45,730
	53	24.19	894.91	3888.58	46,663	46,663
	54	24.67	912.97	3967.08	47,605	47,605
Band 11	55	25.16	930.96	4045.25	48,543	48,543
	56	25.67	949.81	4127.17	49,526	49,526
	57	26.17	968.11	4206.67	50,480	50,480
	58	26.65	986.18	4285.17	51,422	51,422
	59	27.15	1004.61	4365.25	52,383	52,383

Appendix 6 **Salary scheme PO1 and below**

	Spinal Column point	per hour exclusive of LW	per week exclusive of LW	per month exclusive of LW	per annum inclusive of LW	Basic	
Scale 1	5	7.00	258.90	1125.00	14,324	13,500	
	M3	6	7.06	261.09	1134.50	14,438	13,614
	M4	7	7.11	263.03	1142.92	14,539	13,715
	M5	8	7.19	266.02	1155.92	14,695	13,871
	M6	9	7.30	269.93	1172.92	14,899	14,075

	10	7.43	274.98	1194.83	15,162	14,338
	11	7.88	291.64	1267.25	16,031	15,207
Scale 1/2	5	7.00	258.90	1125.00	14,324	13,500
	6	7.06	261.09	1134.50	14,438	13,614
	7	7.11	263.03	1142.92	14,539	13,715
	8	7.19	266.02	1155.92	14,695	13,871
	9	7.30	269.93	1172.92	14,899	14,075
	10	7.43	274.98	1194.83	15,162	14,338
	11	7.88	291.64	1267.25	16,031	15,207
	12	8.05	297.70	1293.58	16,347	15,523
	13	8.26	305.72	1328.42	16,765	15,941
Scale 2	10	7.43	274.98	1194.83	15,162	14,338
	11	7.88	291.64	1267.25	16,031	15,207
	12	8.05	297.70	1293.58	16,347	15,523
	13	8.26	305.72	1328.42	16,765	15,941
Scale 3	14	8.41	311.28	1352.58	17,055	16,231
	15	8.59	317.82	1381.00	17,396	16,572
	16	8.80	325.43	1414.08	17,793	16,969
	17	9.00	333.16	1447.67	18,196	17,372
Scale 4	18	9.18	339.72	1476.17	18,538	17,714
	19	9.52	352.42	1531.33	19,200	18,376
	20	9.87	365.30	1587.33	19,872	19,048
	21	10.23	378.61	1645.17	20,566	19,742
Scale 5	22	10.50	388.41	1687.75	21,077	20,253
	23	10.81	399.84	1737.42	21,673	20,849
	24	11.16	412.90	1794.17	22,354	21,530
	25	11.51	425.98	1851.00	23,036	22,212
Scale 6	26	11.89	439.89	1911.42	23,761	22,937
	27	12.28	454.48	1974.83	24,522	23,698
	28	12.68	469.33	2039.33	25,296	24,472

SALARY SCALES AS AT 31 March 2016
plus Local Weighting allowance of £824 p.a.

	Spinal Column point	per hour exclusive of LW	per week exclusive of LW	per month exclusive of LW	per annum inclusive of LW	Basic
SO.1	29	13.19	487.89	2120.00	26,264	25,440
	30	13.63	504.25	2191.08	27,117	26,293
	31	14.06	520.17	2260.25	27,947	27,123

SO.2		32	14.47	535.53	2327.00	28,748	27,924
		33	14.90	551.29	2395.50	29,570	28,746
		34	15.32	566.87	2463.17	30,382	29,558
PO	1	33	14.90	551.29	2395.50	29,570	28,746
	2	34	15.32	566.87	2463.17	30,382	29,558
	3	35	15.64	578.76	2514.83	31,002	30,178
	4	36	16.06	594.10	2581.50	31,802	30,978
	5	37	16.51	610.75	2653.83	32,670	31,846
	6	38	16.99	628.62	2731.50	33,602	32,778
	7	39	17.55	649.31	2821.42	34,681	33,857
	8	40	18.01	666.36	2895.50	35,570	34,746
	9	41	18.48	683.93	2971.83	36,486	35,662
	10	42	18.96	701.36	3047.58	37,395	36,571
	11	43	19.43	718.85	3123.58	38,307	37,483
	12	44	19.91	736.54	3200.42	39,229	38,405
	13	45	20.35	753.07	3272.25	40,091	39,267
	14	46	20.85	771.29	3351.42	41,041	40,217
	15	47	21.32	788.99	3428.33	41,964	41,140
	16	48	21.80	806.50	3504.42	42,877	42,053
	17	49	22.27	823.83	3579.75	43,781	42,957

Appendix 7

JNC/ NJC national pay awards last 5 years

2009 1.0% - increase of 1.25% to spinal column points 4, 5, 6, 7, 8, 9, 10*.

2010 No national or local pay award

2011 No national or local pay award

2012 No national or local pay award

2013 1% pay award

2014 No national or local pay award

2015 2.0% pay award

*note that there are no Council posts that are remunerated below spinal column point 9 , i.e. £7.04 per hour plus LW.

Current Living wage rates:

Living wage £8.25

Current National Minimum Wage rates:

Adult rate	£6.70
18 – 20 yrs	£5.30
16 – 17 yrs	£3.87
Apprentice*	£3.30

*applies to under 19, or in the first full year of apprenticeship. If aged over 19, or past the first year the rate applicable to age applies.