



## **COUNCIL PAY POLICY STATEMENT**

**JANUARY 2018**



## **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 Council Pay Policy Statement seeks to ensure the Council is able to attract, recruit, retain and engage the right people in order to achieve this.
- 1.2 The Council Pay Policy Statement 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 322 officers, representing a full time equivalent based on a 37 hour week of 301.81 employees.
- 1.5 The total gross expenditure for the Council for the financial year 2017/2018 is projected to be £13,133,760.
- 1.6 Best practice recommends the Council consult 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 Committee 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 Council Pay Policy Statement 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 and all other senior managers (statutory and non-statutory officers) who report directly to the Chief Executive or a Director, regardless of whether they are on Chief Executive or Chief Officer terms and conditions, and to *their* direct reports.
- 2.2 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 Council Pay Policy Statement 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. 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 awarded annually on 1 July 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 separate Local Weighting payments, market supplements, unsocial hours or overtime payments, honoraria or bonus payments awarded to Chief Officers. Local weighting allowances were incorporated into the pay scales following the 98/99 Chief Officers' Pay Award.

## 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 posts within the scope of this policy:

- Finance Manager
- Section Head - Accountancy

## 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
- Senior Planner
- Environmental Health practitioner
- Surveyor/Project Manager

## **7.0 INCREMENTS**

7.1 Posts will normally attract an annual increment effective on 1 April (or 01 July for Senior Managers) 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 local weighting allowance for Chief Officers was incorporated into the pay scales following the 98/99 Chief Officers' Pay Award. The local weight allowance for staff employed on the Senior Managers Pay Scheme was also incorporated into the pay scales when the Senior Managers Pay Scheme was introduced in 2002. 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 BONUSES**

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 'Honorarium 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 2017.

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%

- 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 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 £26,849. The ratio against the highest paid officer is 1:4.5. The median earnings in the Council are £26,791 giving a ratio with the highest paid officer of 1:4.5. The

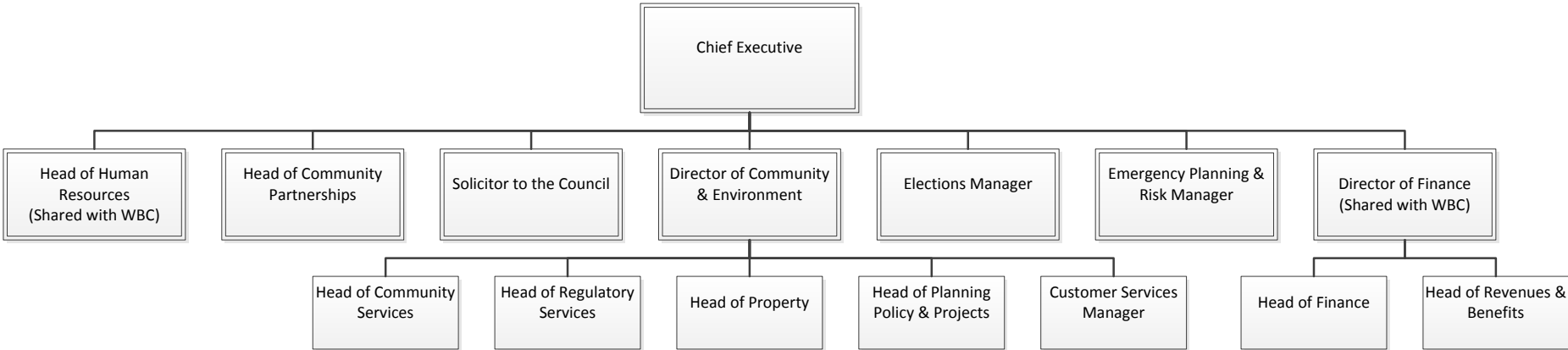
lowest earnings in the council are £17,621 giving a ratio with the highest paid officer of 1:6.9.

- 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 £16,215 per annum or £8.40 per hour. This is remunerated above national minimum wage level (NMW) - see Appendix 7 - and above the Living Wage threshold of £7.50 per hour (£7.83 from 01 April 2018).
- 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

# Three Rivers District Council



**Appendix 2 - CHIEF OFFICER JOB DESCRIPTIONS****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**

<b>Job Title:</b>	Director of Finance – shared with Watford		Post Reference No:
<b>Post Number:</b>	Borough Council		RG0101
<b>Service/ Department:</b>	Corporate Resources and Governance	<b>Section:</b>	Finance
<b>Grade:</b>	Chief Officer		
<b>Location:</b>	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.		
<b>Hours per week:</b>	37 hours per week. The post holder is expected to work the hours required to meet the demands of the role.		
<b>Driver's licence requirements:</b>	Casual. The post holder will be expected to travel as necessary to achieve the requirements of the role.		
<b>Responsible to:</b>	Joint reporting to Chief Executive Three Rivers District Council and Managing Director, Watford Borough Council		
<b>Responsible for:</b>	Shared Services. Direct management responsibility for Finance and Revenue and Benefits; relationship role for Human Resources and ICT (which are directly managed by Watford)		
<b>Purpose of Role:</b>			
<ul style="list-style-type: none"> <li>• To act as Three Rivers District Council and Watford Borough Council statutory, section 151, Officer providing advice to members and senior management on: <ul style="list-style-type: none"> <li>Financial Planning</li> <li>Financial Control</li> <li>Financial reporting</li> </ul> </li> <li>• To lead and manage the Shared Services Finance and Revenue and Benefits Service</li> </ul>			
<b>Important Notes Relating to Duties:</b>			
<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</p>			

Financial Procedure Rules, Code of Official Conduct and other management guidance that may be given from time to time;

Complies with these formal requirements and related procedures; and

Seeks advice from a more Senior Officer if in any doubt about the proper course of action.

#### **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 3 - Chief Officer Salary Scheme as at 01 April 2017**

Position Held	Salary Range	
Chief Executive	110,467 – 122,095	
	Increments	110,467 114,153 118,124 <b>122,095</b>
Director of Community & Environmental Services	77,631 – 91,572	
	Increments	77,631 80,375 82,987 85,664 88,592 <b>91,572</b>
Director of Finance	77,631 – 91,572	
	Increments	77,631 80,375 82,987 85,664 88,592 <b>91,572</b>

The local weighting allowance for Chief Officers was incorporated into the pay scales following the 98/99 Chief Officers' Pay Award.

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.

**Appendix 4 Heads of Service (Shared Services) Salary Scheme as at 01 April 2017**

	Spinal Column Point	New Basic Salary
Heads of Service	1	68,309
	2	69,415
	3	70,908
	4	72,513

**Officer (Shared Services) Salary Scheme as at 01 April 2017**

Band	SCP	Per hour inc LW	Per week inc LW	Per mth inc LW	p.a. inc LW	Basic (ex LW) - pa	Basic (ex LW) - ph
Band 1	6	£8.22	£304.05	£1,321.17	£15,854	£15,014	£7.782
	7	£8.27	£305.99	£1,329.58	£15,955	£15,115	£7.834
	8	£8.34	£308.50	£1,340.50	£16,086	£15,246	£7.902
	9	£8.40	£310.97	£1,351.25	£16,215	£15,375	£7.969
Band 2	10	£8.53	£315.54	£1,371.08	£16,453	£15,613	£8.093
	11	£8.63	£319.26	£1,387.25	£16,647	£15,807	£8.193
	12	£8.79	£325.32	£1,413.58	£16,963	£16,123	£8.357
	13	£8.98	£332.38	£1,444.25	£17,331	£16,491	£8.548
Band 3	14	£9.13	£337.94	£1,468.42	£17,621	£16,781	£8.698
	15	£9.28	£343.52	£1,492.67	£17,912	£17,072	£8.849
	16	£9.46	£350.17	£1,521.58	£18,259	£17,419	£9.029
	17	£9.65	£356.94	£1,551.00	£18,612	£17,772	£9.212
Band 4	18	£9.80	£362.66	£1,575.83	£18,910	£18,070	£9.366
	19	£10.15	£375.62	£1,632.17	£19,586	£18,746	£9.717
	20	£10.51	£388.74	£1,689.17	£20,270	£19,430	£10.071
	21	£10.87	£402.32	£1,748.17	£20,978	£20,138	£10.438
Band 5	22	£11.14	£412.35	£1,791.75	£21,501	£20,661	£10.709
	23	£11.46	£423.99	£1,842.33	£22,108	£21,268	£11.024
	24	£11.82	£437.30	£1,900.17	£22,802	£21,962	£11.383
	25	£12.18	£450.65	£1,958.17	£23,498	£22,658	£11.744
Band 5	26	£12.56	£464.84	£2,019.83	£24,238	£23,398	£12.128
	27	£12.97	£479.72	£2,084.50	£25,014	£24,174	£12.530
	28	£13.37	£494.87	£2,150.33	£25,804	£24,964	£12.939
	29	£13.89	£513.80	£2,232.58	£26,791	£25,951	£13.451
Band	30	£14.34	£530.50	£2,305.17	£27,662	£26,822	£13.903

<b>6</b>	31	£14.78	£546.73	£2,375.67	£28,508	£27,668	£14.341
	32	£15.20	£562.40	£2,443.75	£29,325	£28,485	£14.764
	33	£15.63	£578.47	£2,513.58	£30,163	£29,323	£15.199
	34	£16.06	£594.39	£2,582.75	£30,993	£30,153	£15.629
<b>Band 7</b>	35	£16.39	£606.51	£2,635.42	£31,625	£30,785	£15.957
	36	£16.82	£622.16	£2,703.42	£32,441	£31,601	£16.380
	37	£17.27	£639.13	£2,777.17	£33,326	£32,486	£16.838
	38	£17.77	£657.37	£2,856.42	£34,277	£33,437	£17.331
	39	£18.34	£678.48	£2,948.17	£35,378	£34,538	£17.902
<b>Band 8</b>	40	£18.81	£695.86	£3,023.67	£36,284	£35,444	£18.372
	41	£19.29	£713.79	£3,101.58	£37,219	£36,379	£18.856
	42	£19.77	£731.57	£3,178.83	£38,146	£37,306	£19.337
	43	£20.25	£749.42	£3,256.42	£39,077	£38,237	£19.819
	44	£20.74	£767.45	£3,334.75	£40,017	£39,177	£20.306
<b>Band 9</b>	45	£21.20	£784.33	£3,408.08	£40,897	£40,057	£20.763
	46	£21.70	£802.89	£3,488.75	£41,865	£41,025	£21.264
	47	£22.19	£820.96	£3,567.25	£42,807	£41,967	£21.753
	48	£22.67	£838.83	£3,644.92	£43,739	£42,899	£22.236
	49	£23.15	£856.51	£3,721.75	£44,661	£43,821	£22.714
<b>Band 10</b>	50	£23.64	£874.56	£3,800.17	£45,602	£44,762	£23.201
	51	£24.13	£892.64	£3,878.75	£46,545	£45,705	£23.690
	52	£24.61	£910.75	£3,957.42	£47,489	£46,649	£24.179
	53	£25.11	£929.01	£4,036.75	£48,441	£47,601	£24.673
	54	£25.61	£947.44	£4,116.83	£49,402	£48,562	£25.171
<b>Band 11</b>	55	£26.10	£965.77	£4,196.50	£50,358	£49,518	£25.666
	56	£26.62	£985.01	£4,280.08	£51,361	£50,521	£26.186
	57	£27.13	£1,003.69	£4,361.25	£52,335	£51,495	£26.691
	58	£27.62	£1,022.10	£4,441.25	£53,295	£52,455	£27.189
	59	£28.13	£1,040.91	£4,523.00	£54,276	£53,436	£27.697

#### Appendix 5 Senior Manager (Non Shared Services) Salary Scheme

Evaluated Grade	Level	Pay as at 1/4/17
<b>Mgmt Grade 1</b>	1	£33,853
	2	£36,464
	3	£39,076
	4	£41,699

<b>Mgmt Grade 2</b>	1	£41,699
	2	£44,309
	3	£46,925
	4	£49,538

<b>Mgmt Grade 3</b>	1	£49,538
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	2	£52,153
	3	£54,773
	4	£57,387

<b>Mgmt Grade 4</b>	1	£57,387
	2	£59,999
	3	£62,616
	4	£65,231

<b>Mgmt Grade 5</b>	1	£66,160
	2	£68,297
	3	£70,908
	4	£73,520

The local weight allowance for staff employed on the Senior Managers Pay Scheme was incorporated into the pay scales when the Senior Managers Pay Scheme was introduced in 2002. Pay is inclusive of Local weighting allowance (LW), overtime payments and premium rates for unsocial hours working.

**Appendix 6 –  
TRDC SALARY SCALES AS AT 1 APRIL 2017  
Inclusive of LWF at £840 p.a.**

	Spinal Column point	per hour inclusive of LW	per week inclusive of LW	per month inclusive of LW	per annum inclusive of LW	Basic
<b>Scale 1</b>	6	£8.22	£304.05	£1,321.17	£15,854.00	£15,014.00
	7	£8.27	£305.99	£1,329.58	£15,955.00	£15,115.00
	8	£8.34	£308.50	£1,340.50	£16,086.00	£15,246.00
	9	£8.40	£310.97	£1,351.25	£16,215.00	£15,375.00
<b>Scale 2</b>	10	£8.53	£315.54	£1,371.08	£16,453.00	£15,613.00
	11	£8.63	£319.26	£1,387.25	£16,647.00	£15,807.00
	12	£8.79	£325.32	£1,413.58	£16,963.00	£16,123.00
	13	£8.98	£332.38	£1,444.25	£17,331.00	£16,491.00
<b>Scale 3</b>	14	£9.13	£337.94	£1,468.42	£17,621.00	£16,781.00
	15	£9.28	£343.52	£1,492.67	£17,912.00	£17,072.00
	16	£9.46	£350.17	£1,521.58	£18,259.00	£17,419.00
	17	£9.65	£356.94	£1,551.00	£18,612.00	£17,772.00
<b>Scale 4</b>	18	£9.80	£362.66	£1,575.83	£18,910.00	£18,070.00
	19	£10.15	£375.62	£1,632.17	£19,586.00	£18,746.00
	20	£10.51	£388.74	£1,689.17	£20,270.00	£19,430.00

	21	£10.87	£402.32	£1,748.17	£20,978.00	£20,138.00	
<b>Scale 5</b>	22	£11.14	£412.35	£1,791.75	£21,501.00	£20,661.00	
	23	£11.46	£423.99	£1,842.33	£22,108.00	£21,268.00	
	24	£11.82	£437.30	£1,900.17	£22,802.00	£21,962.00	
	25	£12.18	£450.65	£1,958.17	£23,498.00	£22,658.00	
<b>Scale 6</b>	26	£12.56	£464.84	£2,019.83	£24,238.00	£23,398.00	
	27	£12.97	£479.72	£2,084.50	£25,014.00	£24,174.00	
	28	£13.37	£494.87	£2,150.33	£25,804.00	£24,964.00	
<b>SO.1</b>	29	£13.89	£513.80	£2,232.58	£26,791.00	£25,951.00	
	30	£14.34	£530.50	£2,305.17	£27,662.00	£26,822.00	
	31	£14.78	£546.73	£2,375.67	£28,508.00	£27,668.00	
<b>SO.2</b>	32	£15.20	£562.40	£2,443.75	£29,325.00	£28,485.00	
	33	£15.63	£578.47	£2,513.58	£30,163.00	£29,323.00	
	34	£16.06	£594.39	£2,582.75	£30,993.00	£30,153.00	
<b>PO 1</b>	33	£15.63	£578.47	£2,513.58	£30,163.00	£29,323.00	
	2	34	£16.06	£594.39	£2,582.75	£30,993.00	£30,153.00
	3	35	£16.39	£606.51	£2,635.42	£31,625.00	£30,785.00
	4	36	£16.82	£622.16	£2,703.42	£32,441.00	£31,601.00
	5	37	£17.27	£639.13	£2,777.17	£33,326.00	£32,486.00
	6	38	£17.77	£657.37	£2,856.42	£34,277.00	£33,437.00
	7	39	£18.34	£678.48	£2,948.17	£35,378.00	£34,538.00
	8	40	£18.81	£695.86	£3,023.67	£36,284.00	£35,444.00
	9	41	£19.29	£713.79	£3,101.58	£37,219.00	£36,379.00
	10	42	£19.77	£731.57	£3,178.83	£38,146.00	£37,306.00
	11	43	£20.25	£749.42	£3,256.42	£39,077.00	£38,237.00
	12	44	£20.74	£767.45	£3,334.75	£40,017.00	£39,177.00
	13	45	£21.20	£784.33	£3,408.08	£40,897.00	£40,057.00
	14	46	£21.70	£802.89	£3,488.75	£41,865.00	£41,025.00
	15	47	£22.19	£820.96	£3,567.25	£42,807.00	£41,967.00
	16	48	£22.67	£838.83	£3,644.92	£43,739.00	£42,899.00
	17	49	£23.15	£856.51	£3,721.75	£44,661.00	£43,821.00

## Appendix 7

### JNC/ NJC national pay awards last 5 years

2013 1% pay award

2014 No national or local pay award

2015 2.2% pay award

2016 1.0% pay award

2017 1.0% pay award

- Note that there are no Council posts that are remunerated below £8.40 per hour inclusive of the local weighting allowance.

**Current National Living wage rates:**

Living wage      £7.50 per hour (increasing to £7.83 in April 2018)

**Current National Minimum Wage Rates:**

25 years+	£7.50 per hour (increasing to £7.83 in April 2018)
21-24 years	£7.05 per hour (increasing to £7.38 in April 2018)
18 – 20 yrs	£5.60 per hour (increasing to £5.90 in April 2018)
16 – 17 yrs	£4.05 per hour (increasing to £4.20 in April 2018)
Apprentice*	£3.50 per hour (increasing to £3.70 in April 2018)

\*applies to under 19, or in the first full year of apprenticeship. Apprentices aged 19 or over in their second year of apprenticeship must receive the national minimum wage or national living wage rate their age entitles them to.