



COUNCIL PAY POLICY STATEMENT

JANUARY 2020

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 321 officers, representing a full time equivalent based on a 37 hour week of 299.80 employees.
- 1.5 The total gross expenditure for the Council for the financial year 2020/21 is projected to be £14,473,540.
- 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 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.

4.9 The Council is committed to paying staff a fair wage for the work they undertake and is committed to paying at or above the Real Living Wage Foundation rates of pay which is £9.30 per hour for 2019/20.

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 E-Paycheck, 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
- Development Manager (Property Services)
 - Head of Property Services
 - Legal Officer (Legal Practice)
 - Principal Planner (Development Management)
 - Senior Planner (Development Management)
 - Surveyor/Project Manager (Property Services)

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

Pay Bands	Contribution Rates
Up to £14,100	5.5%
£14,101 - £22,000	5.8%
£22,001 - £35,700	6.5%
£35,701 - £45,200	6.8%
£45,201 - £63,100	8.5%
£63,101 - £89,400	9.9%
£89,401 - £105,200	10.5%
£105,201 - £157,800	11.4%
Over £157,801	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 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

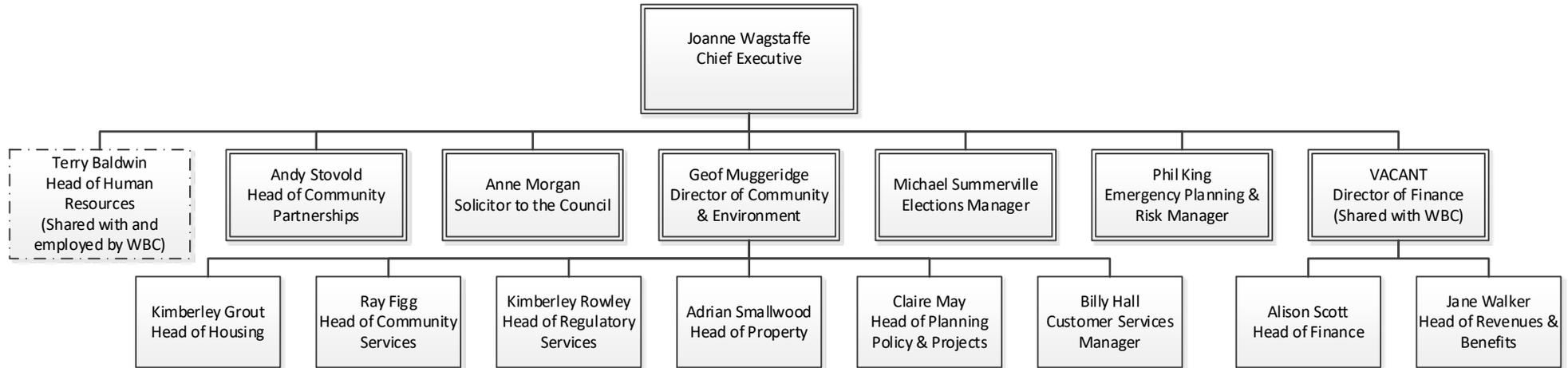
- 17.1 If an officer is in receipt of their Local Government Pension and returns to work for the Council, an abatement of their pension will apply if the salary for the new post plus the LGPS pension they receive exceeds the value of the salary for the post from which they retired. The pension scheme 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 £28,649. The ratio against the highest paid officer is 1:4.3. The median earnings in the Council are £25,801 giving a ratio with the highest paid officer of 1:4.8. The lowest earnings in the council are £18,795 giving a ratio with the highest paid officer of 1:6.65.
- 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 £18,795 per annum or £9.74 per hour. This is remunerated above the Real Living Wage (RLW) threshold of £9.30 per hour for 2019/20.
- 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 Officer Three Rivers District Council

Job Description / Person Specification

Job Title:	Chief Executive Officer
Service/ Department:	Chief Executive
Accountable to:	The Leader of the Council
Salary band:	Chief Executive Band - £125,000 to £130,000 plus Returning Officer fees
Date created:	September 2019
Purpose of Role:	
<ul style="list-style-type: none"> • Deliver strategic leadership, organisational vision and transformation to meet the priorities of the council. • Advise the Council in the development of its policies in line with its vision for the District, legislation and available resources. • Lead the Council's staff and influence its partners in the public, private and voluntary sectors in order to secure the outcomes set out in its policies. • Ensure the delivery of excellent levels of service for residents, businesses and visitors securing innovation, efficiency, value for money and robust management of risk. • Carry out the statutory responsibilities of the Head of Paid Service as set out in relevant legislation (Section 4 of the Local Government and Housing Act (1989)). 	
Key Accountabilities:	
<ul style="list-style-type: none"> • Work collaboratively with the Leader and elected members to define, develop and implement the Council's vision, corporate plan, budget, constitution and political processes. • Ensure elected members receive quality advice on strategy and policy issues. Manage the interface between elected members and officers to ensure the effective delivery of policies, plans and strategies. • Provide clear leadership to the council's Management Board in order to ensure a positive corporate culture and effective management of the Council; formulate corporate strategy, policy, plans and targets; communicate and deliver the Council's corporate vision and strategic objectives. • Lead, manage and develop all Directors and Head of Service direct reports to ensure they are fulfilling their required accountabilities and providing suitable leadership in accordance with the Council's values and objectives. • Provide clear direction for the Council on key corporate issues, including climate emergency, strategic planning, customer focus, equality, safeguarding, Health and Safety and performance compliance. • Effectively direct the Council's statutory functions (e.g. regulatory, community safety, emergency planning) to minimise the risk to the community. • Monitor and assess the organisation's performance against a range of national and local targets, ensuring appropriate action is taken to address areas of shortfall and manage risk. • Promote and represent the Council, the district and its communities at local, regional and 	

national level.

Key Relationships:

- The Leader
- Elected Members
- Directors
- Heads of Service
- External partners, Parish Councils and stakeholders in the public, private and voluntary sectors
- Peers in other Local Authorities within Hertfordshire, including Hertfordshire County Council and Herts CEO group and also other Local Authorities regionally and nationally

Important Notes Relating to Duties:

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 s/he:-

- Is familiar with the relevant requirements of the Council's constitution, Contracts procedures, Rules and Financial Procedure Rules, Officer Code of 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 Statutory Officers or other officers with a specialism in the subject area if in any doubt about the proper course of action.

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:	Director of Finance – shared with Watford		Post Reference No:
Post Number:	Borough Council		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:	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: <ul style="list-style-type: none"> 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 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
- Ongoing review of cost base for both Councils, achieving increased value for money

Appendix 3 - Chief Officer Salary Scheme as at 01 April 2019

Position Held	<u>Salary Range</u>	
Chief Executive	£125,000 – £130,000	
	Increments	£125,000 £126,750 £128,500 £130,000
Director of Community & Environmental Services	£80,768 – £95,271	
	Increments	£80,768 £83,623 £86,340 £89,125 £92,171 £95,271
Director of Finance	£80,768 – £95,271	
	Increments	£80,768 £83,623 £86,340 £89,125 £92,171 £95,271

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 these in accordance with the rates negotiated nationally by NJC/ JNC.

Appendix 4 Heads of Service (Shared Services) Salary Scheme as at 01 April 2019

New Band	Spinal Column Point	New Basic
Heads of Shared Services (Finance & Revs & Bens)	1	£67,922.00
	2	£69,400.00
	3	£70,886.00
	4	£72,363.00

Officer (Shared Services) Salary Scheme as at 01 April 2019

WBC Payscale as at 1 April 2019

Band	New SCP	Basic Salary (exc LWF)	Per hour (exc. LWF)	Per week (exc. LWF)	Per month (exc. LWF)
Band 1	1	£ 17,364	£ 9.00	£ 333.01	£ 1,447.00
	2	£ 17,711	£ 9.18	£ 339.66	£ 1,475.92
Band 2	3	£ 18,065	£ 9.36	£ 346.45	£ 1,505.42
	4	£ 18,426	£ 9.55	£ 353.38	£ 1,535.50
Band 3	5	£ 18,795	£ 9.74	£ 360.45	£ 1,566.25
	6	£ 19,171	£ 9.94	£ 367.66	£ 1,597.58
	7	£ 19,554	£ 10.14	£ 375.01	£ 1,629.50
	8	£ 19,945	£ 10.34	£ 382.51	£ 1,662.08
Band 4	9	£ 20,344	£ 10.54	£ 390.16	£ 1,695.33
	10	£ 20,751	£ 10.76	£ 397.96	£ 1,729.25
	11	£ 21,166	£ 10.97	£ 405.92	£ 1,763.83
	12	£ 21,589	£ 11.19	£ 414.04	£ 1,799.08
Band 4+	13	£ 22,021	£ 11.41	£ 422.32	£ 1,835.08
	14	£ 22,462	£ 11.64	£ 430.78	£ 1,871.83
	15	£ 22,911	£ 11.88	£ 439.39	£ 1,909.25
	16	£ 23,369	£ 12.11	£ 448.17	£ 1,947.42
Band 5	17	£ 23,836	£ 12.35	£ 457.13	£ 1,986.33
	18	£ 24,313	£ 12.60	£ 466.28	£ 2,026.08
	19	£ 24,799	£ 12.85	£ 475.60	£ 2,066.58
	20	£ 25,295	£ 13.11	£ 485.11	£ 2,107.92
Band 6	21	£ 25,801	£ 13.37	£ 494.81	£ 2,150.08
	22	£ 26,317	£ 13.64	£ 504.71	£ 2,193.08
	23	£ 26,999	£ 13.99	£ 517.79	£ 2,249.92
	24	£ 27,905	£ 14.46	£ 535.16	£ 2,325.42
Band 7	25	£ 28,785	£ 14.92	£ 552.04	£ 2,398.75
	26	£ 29,636	£ 15.36	£ 568.36	£ 2,469.67
	27	£ 30,507	£ 15.81	£ 585.07	£ 2,542.25
	28	£ 31,371	£ 16.26	£ 601.64	£ 2,614.25
Band 8	29	£ 32,029	£ 16.60	£ 614.26	£ 2,669.08
	30	£ 32,878	£ 17.04	£ 630.54	£ 2,739.83
	31	£ 33,799	£ 17.52	£ 648.20	£ 2,816.58
	32	£ 34,788	£ 18.03	£ 667.17	£ 2,899.00
Band 9	33	£ 35,934	£ 18.63	£ 689.15	£ 2,994.50
	34	£ 36,876	£ 19.11	£ 707.21	£ 3,073.00
	35	£ 37,849	£ 19.62	£ 725.87	£ 3,154.08
	36	£ 38,813	£ 20.12	£ 744.36	£ 3,234.42
Band 10	37	£ 39,782	£ 20.62	£ 762.94	£ 3,315.17
	38	£ 40,760	£ 21.13	£ 781.70	£ 3,396.67
	39	£ 41,675	£ 21.60	£ 799.25	£ 3,472.92
	40	£ 42,683	£ 22.12	£ 818.58	£ 3,556.92
Band 11	41	£ 43,662	£ 22.63	£ 837.35	£ 3,638.50
	42	£ 44,632	£ 23.13	£ 855.96	£ 3,719.33
	43	£ 45,591	£ 23.63	£ 874.35	£ 3,799.25
	44	£ 46,570	£ 24.14	£ 893.12	£ 3,880.83
Band 11+	45	£ 47,551	£ 24.65	£ 911.94	£ 3,962.58
	46	£ 48,534	£ 25.16	£ 930.79	£ 4,044.50
	47	£ 49,524	£ 25.67	£ 949.78	£ 4,127.00
	48	£ 50,524	£ 26.19	£ 968.95	£ 4,210.33
Band 11+	49	£ 51,518	£ 26.70	£ 988.02	£ 4,293.17
	50	£ 52,562	£ 27.24	£ 1,008.04	£ 4,380.17
	51	£ 53,576	£ 27.77	£ 1,027.49	£ 4,464.67
	52	£ 54,574	£ 28.29	£ 1,046.63	£ 4,547.83
Band 11+	53	£ 55,595	£ 28.82	£ 1,066.21	£ 4,632.92
	54	£ 57,442	£ 29.93	£ 1,107.38	£ 4,811.83
	55	£ 59,303	£ 30.74	£ 1,137.32	£ 4,941.92
	56	£ 60,863	£ 31.55	£ 1,167.24	£ 5,071.92
Band 11+	57	£ 62,424	£ 32.36	£ 1,197.17	£ 5,202.00

Appendix 5 Senior Manager (Non Shared Services) Salary Scheme 2019

Evaluated Grade	Assessed Performance Level	Pay as at 1/4/19 (inclusive of 2% pay award)
Mgmt Grade 1	1	35,221
	2	37,937
	3	40,655
	4	43,384
Mgmt Grade 2	1	43,384
	2	46,099
	3	48,821
	4	51,539
Mgmt Grade 3	1	51,539
	2	54,260
	3	56,986
	4	59,705
Mgmt Grade 4	1	59,705
	2	62,423
	3	65,146
	4	67,866
Mgmt Grade 5	1	68,833
	2	71,056
	3	73,773
	4	76,490

The local weighting 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 2019						
	New SCP	per hour (excluding LWF)	per week (excluding LWF)	per month (excluding LWF)	per annum (excluding LWF)	Basic (excluding LWF)
Not Used	1	£ 9.00	£ 333.01	£1,447.00	£17,364.00	£ 17,364
	2	£ 9.18	£ 339.66	£1,475.92	£17,711.00	£ 17,711
Scale 1	3	£ 9.36	£ 346.45	£1,505.42	£18,065.00	£ 18,065
	4	£ 9.55	£ 353.38	£1,535.50	£18,426.00	£ 18,426
Scale 2	5	£ 9.74	£ 360.45	£1,566.25	£18,795.00	£ 18,795
	6	£ 9.94	£ 367.66	£1,597.58	£19,171.00	£ 19,171
New Scale 3	7	£ 10.11	£ 375.01	£1,629.50	£19,551.00	£ 19,551
	8	£ 10.31	£ 382.51	£1,662.08	£19,915.00	£ 19,915
	9	£ 10.51	£ 390.16	£1,695.33	£20,311.00	£ 20,311
	10	£ 10.76	£ 397.96	£1,729.25	£20,751.00	£ 20,751
New Scale 4	11	£ 10.97	£ 405.92	£1,763.83	£21,166.00	£ 21,166
	12	£ 11.19	£ 414.04	£1,799.08	£21,589.00	£ 21,589
	13	£ 11.41	£ 422.32	£1,835.08	£22,021.00	£ 22,021
	14	£ 11.64	£ 430.78	£1,871.83	£22,462.00	£ 22,462
New Scale 5	15	£ 11.88	£ 439.39	£1,909.25	£22,911.00	£ 22,911
	16	£ 12.11	£ 448.17	£1,947.42	£23,369.00	£ 23,369
	17	£ 12.35	£ 457.13	£1,986.33	£23,836.00	£ 23,836
	18	£ 12.60	£ 466.28	£2,026.08	£24,313.00	£ 24,313
New Scale 6	19	£ 12.85	£ 475.60	£2,066.58	£24,799.00	£ 24,799
	20	£ 13.11	£ 485.11	£2,107.92	£25,295.00	£ 25,295
	21	£ 13.37	£ 494.81	£2,150.08	£25,801.00	£ 25,801
	22	£ 13.64	£ 504.71	£2,193.08	£26,317.00	£ 26,317
SO.1	23	£ 13.99	£ 517.79	£2,249.92	£26,999.00	£ 26,999
	24	£ 14.46	£ 535.16	£2,325.42	£27,905.00	£ 27,905
	25	£ 14.92	£ 552.04	£2,398.75	£28,785.00	£ 28,785
SO.2	26	£ 15.30	£ 568.30	£2,469.67	£29,630.00	£ 29,630
	27	£ 15.81	£ 585.07	£2,542.25	£30,507.00	£ 30,507
	28	£ 16.28	£ 601.64	£2,614.25	£31,371.00	£ 31,371
PO 1-4	27	£ 15.81	£ 585.07	£2,542.25	£30,507.00	£ 30,507
	28	£ 16.20	£ 601.04	£2,614.25	£31,371.00	£ 31,371
	29	£ 16.60	£ 614.26	£2,669.08	£32,029.00	£ 32,029
	30	£ 17.04	£ 630.54	£2,739.83	£32,878.00	£ 32,878
PO 3-6	29	£ 16.60	£ 614.26	£2,669.08	£32,029.00	£ 32,029
	30	£ 17.04	£ 630.54	£2,739.83	£32,878.00	£ 32,878
	31	£ 17.52	£ 648.20	£2,816.58	£33,799.00	£ 33,799
	32	£ 18.03	£ 667.17	£2,899.00	£34,788.00	£ 34,788
PO 6-9	32	£ 18.03	£ 667.17	£2,899.00	£34,788.00	£ 34,788
	33	£ 18.63	£ 689.15	£2,994.50	£35,934.00	£ 35,934
	34	£ 19.11	£ 707.21	£3,073.00	£36,876.00	£ 36,876
	35	£ 19.62	£ 725.87	£3,154.08	£37,849.00	£ 37,849
PO 9-12	35	£ 19.62	£ 725.87	£3,154.08	£37,849.00	£ 37,849
	36	£ 20.12	£ 744.36	£3,234.42	£38,813.00	£ 38,813
	37	£ 20.62	£ 762.94	£3,315.17	£39,782.00	£ 39,782
	38	£ 21.13	£ 781.70	£3,396.67	£40,760.00	£ 40,760
Not Used	39	£ 21.60	£ 799.25	£3,472.92	£41,675.00	£ 41,675
	40	£ 22.12	£ 818.58	£3,556.92	£42,683.00	£ 42,683
	41	£ 22.63	£ 837.35	£3,638.50	£43,662.00	£ 43,662
	42	£ 23.13	£ 855.96	£3,719.33	£44,632.00	£ 44,632
	43	£ 23.63	£ 874.35	£3,799.25	£45,591.00	£ 45,591

Appendix 7

Summary of JNC/ NJC national pay awards previous 5 years

2016	1.0% pay award
2017	1.0% pay award
2018	2.0% pay award
2019	2.0% pay award
2020	Pay award TBC

* note that there are no posts within the Council's establishment that are remunerated below spinal column point 5 – (£9.74 inc LW).

Current Real Living wage

Real Living wage £9.30 for 19/20