

CAMBRIDGE CITY COUNCIL

REPORT OF: Head of Human Resources

TO: Civic Affairs Committee
Council

17/2/2016
25/2/2016

WARDS: All

DRAFT PAY POLICY STATEMENT 2016/17

1 INTRODUCTION

- 1.1 This report sets out a draft pay policy statement as required under the Localism Act. The Localism Act requires the Council to have considered, approved and published a pay policy statement for each financial year. This must be approved by Full Council and be in place by 31st March each year.
- 1.2 The pay policy statement covers posts designated 'chief officer'. For Cambridge City Council this includes the chief executive, directors and heads of service. The areas to be covered in the statement are: salary, expenses, bonuses, performance-related pay, severance payments, how election fees are paid and the pay policy on re-engagement of ex-employees. The Localism Act also requires the statement to define the lowest paid employees and the ratio to the highest earning employee.
- 1.3 The Civic Affairs Committee are asked to note that the Pay Policy Statement 2016/17 contains reference to the 2015 pay review of senior officer salaries: chief executive, director and heads of service at JNC1 and JNC 2 and the proposed introduction of a new pay grade, to be called Band 10.
- 1.4 The National Employers have recently made a pay offer to chief officers. There is no pay offer for Chief Executives.

This is a pay offer and has not been accepted, but if implemented on 1 April 2016 it would raise the pay levels of heads of service on JNC1, JNC 2 and directors at Cambridge City Council by

- One per cent on basic salary1 with effect from 1 April 2016
- One per cent on basic salary1 with effect from 1 April 2017

There will be a verbal update to the Civic Affairs Committee on any further information about this pay offer.

2. RECOMMENDATIONS

The Civic Affairs Committee is asked to:

- 2.1 Consider and recommend to Council the draft Pay Policy Statement 2016/17 attached as Appendix 1.
- 2.2 Note that a review of senior officer salaries has been undertaken in 2015 and that no change to the pay levels of the Chief Executive, Directors and Heads of Service on JNC1 and JNC2 is recommended as a result of that review.
- 2.3 To recommend to Council to delegate authority to the Head of Human Resources to implement the new Band 10.
- 2.4 To note the position on the chief officer pay award and receive an update at the meeting.
- 2.5 To recommend to Council to delegate authority to the Head of Human Resources to update the Pay Policy Statement 2016/17 should a chief officer pay award be agreed.

3. 2015 PAY REVIEW

- 3.1 The Council has an agreement that senior officer pay scales will be reviewed every three years. The last review was undertaken in 2012.
- 3.2 The three year pay review has been undertaken for 2015 by the Head of Human Resources, using a range of pay benchmarking data including:
 - Hay Group market comparison data
 - Local Government Association report 'Epay check data report'. Senior Pay in local Government.
 - benchmarking data for all Councils in the East of England region
 - benchmarking data for Districts and Boroughs in the East of England
 - benchmarking data for shire districts/boroughs with approximately 1000 staff

- 3.3 The current benchmarking of senior salaries suggests the pay levels for our chief executive, director and heads of service grades are broadly in line with our comparator authorities.
- 3.4 As a result of analysing the benchmarking pay comparison data there is no recommended increase or reduction in the pay ranges for these posts at a locally negotiated level. There is no recommendation to reduce or increase the number of points in the pay grades for these posts, currently four.
- 3.5 The outcome of this review is the recommendation that the pay levels for the posts of Chief Executive, Director and Heads of Service on JNC 1 and JNC 2 grades remain unchanged (please note the reference in 1.4 above to a separate potential national pay award) as follows:
- Chief Executive £108,639 to £122,503
 - Directors £83,804 to £93,729
 - Head of Service (JNC1) £65,054 to £71,668
 - Head of Service (JNC2) £56,222 to £62,837
- 3.6 The next three year review will be in 2018.

4. **PROPOSED CHANGE TO PAY SCALES – INTRODUCTION OF NEW GRADE, BAND 10**

- 4.1 During 2015 the City Council entered into a number of shared service partnerships with South Cambridgeshire District Council and Huntingdonshire District Council. For Legal Services and Building Control, Cambridge City is the ‘employing authority’ and staff from other councils have transferred to Cambridge City Council. One of the early pieces of work we are undertaking in order to fully establish the new services is to review the senior management structures; at the levels of head of service, senior manager and managers reporting to the lead officer. This has highlighted the need to review Cambridge City Councils pay and grading structure in terms of how these new senior posts fit within the current City Council pay structures and how we evaluate the grade of these new posts.
- 4.2 The City Council currently has two separate pay structures, one for the majority of staff covering nine Bands (Band 1-9), on National Joint Council terms and conditions (NJC) and the senior officer pay structures for heads of service, directors and the chief executive ranging from JNC2 to Chief Executive on Joint Negotiating Committee (JNC) terms and conditions of employment.

- 4.3 Attached as Appendix 2 is a chart showing the current pay ranges.
- 4.4 Through the work we have been doing on the potential management structures of the new shared services, awareness gained during the 2015 pay review of other council's pay structures below head of service, and taking into account the Management Structure being proposed by the Chief Executive, which envisages a potentially larger role for managers in some services, not at head of service level, we have concluded that we need a new grade.
- 4.5 Posts on Band 9 are generally heads of section or specialist professionals who report to a head of service. There is one head of service post on Band 9, the Head of Internal Audit. Posts on JNC 2 are heads of service and it is currently a condition of JNC 1 and 2 grading that these posts are at head of service level.
- 4.6 There is a gap in the current the pay structure between the two sets of terms and conditions and pay scales between £47,864 and £56,222. It is proposed to introduce a new pay grade into the Council's existing pay and grading structure, to be called Band 10 with a salary range of £50,000 to £54,500.
- 4.7 There will be four pay points within Band 10; £50,000, £51,500, £53,000, and £54,500. Progress through the grade will be subject to performance in accordance with our performance review (appraisal) scheme.
- 4.8 It is proposed to extend the current NJC pay scale above £47,864 (top of Band 9) with a new grade, Band 10.
Posts within Band 10 will be on the same terms and conditions of employment as posts within the range Band 1 to Band 9.
- 4.9 For the purposes of job evaluation the HAY job evaluation scheme will be used to determine whether a post should be within Band 10. The HAY job evaluation scheme is used to determine senior management posts on the head of service, Director or Chief Executive pay grades.
- 4.10 It is anticipated that there will be relatively few posts within Band 10 and that these will be specific management posts, mainly in shared services. At present it is anticipated there will be two such roles.
- 4.11 We will undertake a review of the largest roles currently within Band 9 to assess whether any of these, having evolved since the last grading review, should be reconsidered as potential Band 10 roles. The costs of any change will be met by the service concerned, there will be no central provision for any regrading.

5. CONCLUSIONS

- 5.1 If we do not implement a new grade between Band 9 and JNC 2 we will find it increasingly difficult to recruit and retain people in new shared service management posts. It will lead to increased use of market supplements, which are temporary in nature. It is expected that posts with a temporary element to pay will be difficult to fill and this will have an impact on the senior management structure and the service.
- 5.1 Our current pay structure of Bands1-9 and heads of service on JNC2 and JNC1 has served us well since 2003/4 and was still appropriate at the time of the major review of pay, terms and conditions in 2012. However, we are now in a different environment of shared service and changed expectations of senior managers, where there are fewer heads of service, and as such need a revised pay structure.
- 5.3 We do not need to fundamentally change our pay structure but we do need an additional grade below head of service level.

6. CONSULTATIONS

- 6.1 The Chief Executive, Director of Business Transformation, Head of Legal Services, Strategic Procurement Officer, Head of Finance, Support Services Manager and Democratic Services Manager have been consulted on this report and the attached draft Pay Policy Statement.
- 6.2 The outcomes of the review have been considered by the Leader of the Council, Executive Councillor for Finance and Resources, Group Leader Liberal Democrat Group and Chair of Civic Affairs. Briefings are being arranged for the Group Leader Minorities Group and Opposition Spokesperson of Civic Affairs.
- 6.3 The trade unions have been consulted on the introduction of the proposed Band 10 and the 2015 pay review.
- 6.4 The Chief Executive included reference to the outcome of the 2015 (three year review) benchmarking of senior management pay for chief executive, director and heads of service level posts in her Management Structure Consultation paper.

7. IMPLICATIONS

(a) Financial Implications

Any costs associated with the introduction of the proposed Band 10 posts will be met from within existing budgets. There are no other financial implications arising from this the report.

Provision for a pay award at 1% has been accounted for in the 2016/17 budget.

(b) **Staffing Implications**

This report relates to the pay, terms and conditions of staff.

(c) **Equality and Poverty Implications**

EQIA's were undertaken for the pay, terms and conditions review in 2012 and for the introduction and review of the Living Wage Policy. A separate EQIA has not been prepared for this report.

We will monitor the implementation of the proposed Band 10 role.

Equality information by grade is reported annually to the Equalities Panel and is available on the Council's website.

(d) **Environmental Implications**

The proposal has no climate change impact.

(e) **Procurement**

The Living Wage Policy as it relates to contractors is included in the Pay Policy Statement.

(f) **Consultation and communication**

This pay policy statement once approved by Full Council will be published on the Councils website.

Approval of the introduction of the new Band 10 grade will be communicated to all staff and the pay scales will be updated.

(g) **Community Safety**

This report relates to the pay, terms and conditions of staff and does not impact directly on community safety matters.

BACKGROUND PAPERS: The following are the background papers that were used in the preparation of this report:

- Pay Policy Statement 2015/16
- Provisions of the Localism Act relating to chief officer pay statements
- Communities and Local Government Openness and accountability in local pay: Guidance under section 40 of the Localism Act February 2012 and Supplementary Guidance February 2013.
- Local Government Association Localism Act: Pay Policy Statements Guidance (November 2011) and Supplementary Notes 1 and 2.
- City Council Pay scales
- Letter from the LGA relating to chief officer pay offer dated 13 January 2016.

To inspect these documents contact Deborah Simpson, Head of Human Resources on extension 8101.

The author and contact officer for queries on the report is Deborah Simpson, Head of Human Resources on 01223 458101.

Report file:

Date originated: 09 February 2016

Date of last revision: 09 February 2016



Pay Policy Statement 2016/17

Scope

This pay policy statement covers the posts of the chief executive, all directors and all heads of service within the JNC 1 and JNC 2 grades.

The Council is an accredited Living Wage Employer and this statement incorporates the Council's policy on the UK Living Wage.

The Council has a number of apprenticeship opportunities and there is a statement relating to apprenticeships.

Salary

The current salary scales for the chief executive, directors and heads of service are shown below.

Progression through the pay band (a four point scale) is subject to a range of criteria that are currently assessed via the annual performance review.

Chief Executive	108639	113252	117859	122503
Director	83804	87114	90419	93729
Head of service				
JNC1	65054	67270	69452	71668
JNC2	56222	58439	60655	62837

2015 Review of Salary levels

The pay scales were revised in 2012 as part of the Council's review of pay, terms and conditions.

With effect from 1 January 2015 there was a nationally negotiated pay award of 2% for Directors and Heads of Service on JNC1 and JNC 2 in accordance with the Joint Negotiating Committee (JNC) for Chief Officers terms and conditions of employment. There was no national pay award affecting Cambridge City Councils Chief Executive's pay level. The pay award covered the period to 31 March 2016.

There has been a recent pay offer at the nationally negotiated pay level of 1% for April 2016 and April 2017.

The Council has an agreement that senior officer pay scales will be reviewed every three years in line with current median level pay. The last review was in 2012.

The three year pay review has been undertaken for 2015. The outcome of this review is the recommendation of no change at a locally negotiated level to the pay ranges for the posts of Chief Executive, Director and Heads of Service on JNC 1 and JNC 2 grades.

New Pay Grade – Band 10

It is proposed to introduce a new pay grade into the Council's existing pay and grading structure, to be called Band 10.

It is proposed to extend the current NJC pay scale above £47,864 (top of Band 9) with a new grade, Band 10, with a salary range of £50,000 to £54,500, with four separate pay points of £50,000, £51,500, £53,000, and £54,500.

Posts within Band 10 will be on the same terms and conditions of employment as posts within the range Band 1 to Band 9.

For the purposes of job evaluation the HAY job evaluation scheme will be used to determine whether a post should be within Band 10. The HAY job evaluation scheme is used to determine senior management posts on the head of service, Director or Chief Executive pay grades.

Pay Awards

Pay awards are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Executives and the Joint Negotiating Committee (JNC) for Chief Officers.

Terms and Conditions of Employment

The terms and conditions of employment for the chief executive, directors and heads of service within the scope of this pay policy statement are determined in accordance with collective agreements, negotiated from time to time, by the JNC for Chief Executives and the JNC for Chief Officers, as set out in the Scheme of Conditions of Service. These are supplemented by local collective agreements reached with trade unions recognized by the Council and by the rules of the Council.

Remuneration on Recruitment

Recruitment to the posts of chief executive and director is undertaken by a committee of councillors appointed by Council, but in the case of the chief executive, the appointment is made by Full Council, following a recommendation from the Employment (Senior Officer) Committee. The salary on recruitment will be within the current salary range for these posts at that time.

Recruitment to posts of head of service is undertaken by the chief executive or a director and is subject to notification to Executive Councillors before a job offer can be made. The salary on recruitment will be within the current salary range for these posts at that time.

There are occasions when the salary determined by the grading for a post results in an inability to successfully recruit to or retain staff in particular posts or specific occupational areas, due to fluctuations in the labour market supply. These recruitment and retention problems can affect ability to deliver services. In such cases it may be appropriate to pay a market supplement in addition to the salary where there is evidence to justify that market factors are the “material reason” for the post attracting a higher rate of pay than other posts graded similarly. Any additional market supplement will be made in accordance with the Market Pay Policy.

Rules governing the recruitment of the chief executive, directors and heads of service are set out in the councils constitution in section; Part 41, Officer Employment Procedure Rules

Bonuses

There are no bonus arrangements payable to the chief executive, directors or heads of service.

Performance Related Pay

Performance and progression through the pay band is assessed annually in line with the Council’s performance review schemes. For the chief executive and directors, performance is assessed by a panel of councillors, the Chief Officer Performance Review Working Party. For heads of service, performance is assessed by their director.

There is no performance related pay scheme outside of the performance review scheme, which determines the salary point of an officer, within the salary scale set out above.

Salaries over £100,000

The post of chief executive is the sole post which carries a salary range of over £100,000.

Publication of salary data

Salary data for the chief executive, directors and heads of service is published on the council’s website, in the Open Data, Transparency in local government, senior salaries or Senior Council Officers sections.

For the chief executive and directors this includes name, job description and actual salary, and for the chief executive, expenses and any election fees paid. For the heads of service this includes salary by post title.

This pay policy statement once approved by Full Council will be published on the Councils website.

Expenses

The expenses which may be payable to the chief executive, a director or head of service include:

- car/bicycle/motorcycle allowances at HMRC rates
- re-imbursment of travel and subsistence

- one professional subscription per annum
- payments under the eye sight tests scheme
- relocation assistance in accordance with the Relocation Scheme

Severance Payments

Severance payments are made in accordance with the council's employment policies and are the same for all staff.

Employees with more than two years service will be entitled to redundancy pay in line with local government guidelines and statutory provisions. Redundant employees may receive the following elements in their final pay:

- Normal pay up to the agreed leaving date
- Where applicable, payment in lieu of outstanding notice
- Severance payment (where entitled).

Under the council's redundancy scheme a weeks pay will be calculated on the basis of actual contractual pay. Additional benefits are not included. Cambridge City Council will not apply the statutory weeks pay definition.

Employees in the pension scheme and who are over age 55 are entitled to immediate onset of pension benefits based on actual reckonable service if:

- They are over 55 at the termination date
- They meet the two years vesting period in the Local Government Pension Scheme (LGPS)

Once an employee is in receipt of early payment of pension benefits, if their total pay and pension benefits together (if reemployed by another employer covered by the Local Government Modification order) exceeds their salary as at the leaving date, the difference may be claimed back from pension payments.

An employee will lose their entitlement to redundancy pay if they take up a post with another body covered by the Redundancy Payments (Local Government) (Modification) (Amendment) Orders within 4 weeks of the date of the redundancy and the offer of the new job has been made before the end of the original contract.

The chief executive, monitoring officer and chief finance officer can only be dismissed by the full council. All other directors and heads of service can only be dismissed in accordance with the Councils constitution, Part 41, Officer Employment Procedure Rules.

Any proposals with a salary or severance package with a total value over £100k will be reported by the Employment (Senior Officer) Committee to Full Council for decision.

Pension and Pension Enhancements

The employees within the scope of this pay policy are entitled to and receive pension contributions from the Local Government Pension Scheme (LGPS). This is a contributory scheme and they currently contribute between 8.5% and 11.4% of their pensionable pay to the scheme.

The employer contribution rate is currently 17.4% i.e. the council contributes 17.4% of pensionable pay to the pension of a member of staff within the pension scheme. The rate of 17.4% is the same for all staff. The rate is reviewed every 3 years following a valuation of the fund by the appointed actuaries.

In addition to the employers contributions on pensionable pay Cambridge City Council like most employers in the Pension Fund is paying a 'Deficit Repayment' which is expressed in monetary terms, not percentage of payroll. This protects the Fund if Cambridge City Council's pensionable payroll flattens or drops, and ensures the Fund is receiving sufficient money to help pay the deficit. The deficit payment amount for 2014/2015 was £769,000. The contribution rates and deficit repayments for the next two years are: 2015/16 – 17.4%, £1,303,000 and for 2016/17 -17.4%, £1,881,000.

The Council's discretions on enhancement of pension are set out in the Pensions Discretion Statement 2014. This policy was approved by the Civic Affairs Committee on the 25 June 2014. The policy was reviewed in line with the requirement that Council officers review the statement every 3 years and / or in line with changes to the Local Government Pension Scheme (LGPS) as advised by the Local Government Pensions Committee (LGPC) and the Administering Authority (Cambridgeshire County Council), and any recommended changes will go before Civic Affairs for approval.

Pay Ratios

Relationship to lowest paid and Chief Executive and median average of employees

The lowest paid staff within the Council's pay structure are on Band 1. For this reason we have chosen staff employed on Band 1 as our definition of the 'lowest paid' for the purposes of this policy. Band 1 currently ranges from £14,075 to £16,231 per annum.

The terms and conditions of employment for Band 1 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as the Green Book). These are supplemented by local collective agreements reached with trade unions recognised by the Council and by the rules of the Council.

Pay policies which apply to Band 1 employees include:

- car/bicycle/motorcycle mileage at HMRC rates
- re-imbusement for travel and subsistence
- overtime/enhanced rates
- standby and callout arrangements
- one professional subscription per annum
- payments under the eye sight tests scheme
- Travel scheme (where applicable)

The highest paid officer of the council is the chief executive, with a current salary of £122,503. The chief executive's current salary scale runs from £108,639 to £122,503.

The ratio between the highest and lowest pay points on each scale is - 1:8.7

The ratio of the chief executive's current salary and the lowest pay point is - 1:8.7

The median average salary of all Cambridge City Council staff is £27,123.

The ratio of the chief executive's current salary to the median average salary is - 1:4.5.

The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

Living Wage

The Council has adopted a Living Wage policy for staff, agency workers and contractors engaged through the Council's Procurement processes.

The Council will pay the UK Living Wage rate for Cambridge City Council staff, by way of a supplement to pay rates.

The Council will pay the minimum of the UK Living Wage rate to agency workers after 4 weeks of their engagement with the City Council.

The Council will require contractors engaged through the Council's procurement processes to deliver services on Council premises to pay their employees/sub-contractor employees who work on the premises for 2 or more hours on any day in a week for 8 or more consecutive weeks in a year at least the UK Living Wage rate. The only contracts that will be excluded from the requirement to pay the Living Wage are:

- contracts where it would be unlawful to require the payment of the UK Living Wage
- contracts where, following evaluation, it is considered inappropriate to impose the requirement.

The UK Living Wage is £8.25 per hour (£15,916 per annum).

Pay Ratios and the Living Wage

The pay ratios based on the UK Living Wage of £8.25 are as follows:

The ratio between the highest and lowest pay points is – 1:7.7

The ratio of the chief executive's current salary and the lowest pay point is - 1:7.7

The median average salary of all Cambridge City Council staff (including the living wage supplement) is £27,123.

The ratio of the chief executive's current salary to the median average salary is – 1:4.5

Apprentices

The Council has engaged a number of apprentices and set a target of 20 apprenticeships by 2018. The apprentice roles have been created by services as development opportunities, to support the apprenticeship programme. These roles do not replace existing posts and are outside of the Living Wage policy.

The national apprentice rates are currently £3.30 for the first year, and for the second year they are age related: £3.87 (at age 16-17), £5.30 (at age 18-20) and £6.70 (at age 21 and over).

Cambridge City Council pay the age related national apprentice wage for the duration of the apprenticeship.

Pay Ratios and Apprenticeships

The pay ratios based on the lowest pay rate for an apprentice at Cambridge City Council of £3.87 (for the first year) are as follows:

The ratio between the highest pay point and the apprenticeship rate is – 1:16.4

The ratio of the chief executive's current salary and the apprentice rate is - 1:16.4

The median average salary of all Cambridge City Council staff, including apprentices is £27,123.

The ratio of the chief executive's current salary to the median average salary, including apprentices is – 1:4.5

In the second year of an apprenticeship the salary rate increases in accordance with the persons age at that time.

Election Fees

The Returning Officer is the person who has the overall responsibility for the conduct of elections. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Although appointed by the Council the role of the Returning Officer is one of a personal nature and distinct and separate from their duties as an employee of the Council. Elections fees are paid for these additional duties and they are paid separately to salary.

The Chief Executive is the council's Returning Officer.

The fees for Parliamentary, Police Commissioner and Euro Elections are set by the Government. The fees for County Council elections are set by the County Council. The fees for Parliamentary and European Elections are pensionable.

Fees for district elections are set locally and current fees were agreed by the Civic Affairs Committee in April 2010 as £373 per contested ward and £55 per uncontested ward. Fees for district elections are pensionable.

Other officers, including senior officers within the scope of this policy, may receive additional payment for specific election duties.

Tax Avoidance

The Council takes tax avoidance seriously and will seek to appoint individuals to vacant positions using the recruitment procedures on the basis of contracts of employment and

apply direct tax and National Insurance deductions from pay through the operation of PAYE.

Where consultants are recruited the Council will seek to avoid contractual arrangements which could be perceived as being primarily designed to reduce significantly the rate of tax paid by that person, such as paying the individual through a company effectively, controlled by him or her.

These principles will be embedded in contract clauses and guidance for managers when employing consultants.

Re-engagement of ex City Council staff within the scope of this policy

All permanent or fixed term posts are advertised in accordance with the council's recruitment policies and appointment is made on merit.

Interim management appointments are made in accordance with the council's procurement policies and the provisions for contract for services.

The council will not engage an ex city council member of staff within the scope of this policy outside of these arrangements.

February 2016

**Existing Paybands as at
01.01.15**

9	£14,075	Band 1
10	£14,338	
11	£15,207	
12	£15,523	
13	£15,941	
14	£16,231	Band 2
15	£16,572	
16	£16,969	
17	£17,372	
18	£17,714	
19	£18,376	Band 3
20	£19,048	
21	£19,742	
22	£20,253	
23	£20,849	
24	£21,530	Band 4
25	£22,112	
26	£22,937	
27	£23,698	
28	£24,472	
29	£25,440	Band 5
30	£26,293	
31	£27,123	
32	£27,924	
33	£28,746	
34	£29,558	Band 6
35	£30,178	
36	£30,978	
37	£31,846	
38	£32,778	
39	£33,857	Band 7
40	£34,746	
41	£35,662	
42	£36,571	
43	£37,483	
44	£38,405	Band 8
45	£39,267	
46	£40,217	
47	£41,140	
48	£42,053	
49	£42,957	Band 9
50	£43,869	
51	£44,836	
52	£45,822	
53	£46,832	
54	£47,864	
101	£56,222	JNC 2
102	£58,439	
103	£60,655	
104	£62,837	
105	£65,054	JNC 1
106	£67,270	
107	£69,452	
108	£71,668	
109	£83,804	DIRECTOR
110	£87,114	
111	£90,419	
112	£93,729	
113	£108,639	CEX
114	£113,252	
115	£117,859	
116	£122,503	

Proposed new Pay Points

9	£14,075	Band 1
10	£14,338	
11	£15,207	
12	£15,523	
13	£15,941	
14	£16,231	Band 2
15	£16,572	
16	£16,969	
17	£17,372	
18	£17,714	
19	£18,376	Band 3
20	£19,048	
21	£19,742	
22	£20,253	
23	£20,849	
24	£21,530	Band 4
25	£22,212	
26	£22,937	
27	£23,698	
28	£24,472	
29	£25,440	Band 5
30	£26,293	
31	£27,123	
32	£27,924	
33	£28,746	
34	£29,558	Band 6
35	£30,178	
36	£30,978	
37	£31,846	
38	£32,778	
39	£33,857	Band 7
40	£34,746	
41	£35,662	
42	£36,571	
43	£37,483	
44	£38,405	Band 8
45	£39,267	
46	£40,217	
47	£41,140	
48	£42,053	
49	£42,957	Band 9
50	£43,869	
51	£44,836	
52	£45,822	
53	£46,832	
54	£47,864	
55	£50,000	New Pay Band 10
56	£51,500	
57	£53,000	
58	£54,500	
101	£56,222	JNC 2
102	£58,439	
103	£60,655	
104	£62,837	
105	£65,054	JNC 1
106	£67,270	
107	£69,452	
108	£71,668	
109	£83,804	DIRECTOR
110	£87,114	
111	£90,419	
112	£93,729	
113	£108,639	CEX
114	£113,252	
115	£117,859	
116	£122,503	