

# CAMBRIDGE CITY COUNCIL

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REPORT OF: Head of Human Resources

TO:	Civic Affairs Committee	15/2/2017
	Council	23/2/2017

WARDS: All

## **DRAFT PAY POLICY STATEMENT 2017/18**

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### **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 31<sup>st</sup> 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 2017/18 includes updates to salary scales following the nationally agreed two year pay award for the chief executive, directors and heads of service at JNC1 and JNC 2. This was implemented with effect from 1 April 2016 and was one per cent on basic salary with effect from 1 April 2016 and one per cent on basic salary with effect from 1 April 2017.
- 1.4 This report includes the proposal to change the designation of the JNC 2 pay grade to be called Band 11.

## 2. RECOMMENDATIONS

### The Civic Affairs Committee is asked to:

- 2.1 Consider and recommend to Council the draft Pay Policy Statement 2017/18 attached as Appendix 1.
- 2.2 To recommend to Council to delegate authority to the Head of Human Resources to implement the change of designation of the grade JNC 2 to Band 11.

### 3. PROPOSED CHANGE TO PAY SCALES – REDESIGNATION OF JNC 2 AS BAND 11

- 3.1 Following the introduction of the new senior Management Structure in 2016, which led to fewer head of service roles and the creation of new lead roles in shared services, where Cambridge City are the employing authority, we have established that we need more flexibility in the Council's grading structure for senior posts than is currently available. We believe we do not need to create a new grade, particularly as we introduced Band 10 in 2016 but we need more flexibility when posts are not heads of service but are senior roles.
- 3.2 It has previously been a condition of JNC 1 and JNC 2 posts that these are at head of service level. We therefore propose to re-designate the existing grade of JNC2 as Band 11, and to use this grade for posts which may not be heads of service.
- 3.3 The JNC 2 grade currently has four pay points and it is proposed that these remain unchanged when the grade is re-designated Band 11; £56,784, £59,023, £61,262, and £63,465.
- 3.4 We now have 13 head of service posts, 2 new posts on Band 10, and one new post recently assessed as being equivalent to a head of service role under the job evaluation scheme, the shared lead for building control.
- 3.5 The City Council has two main sets of terms and conditions, one for the majority of staff covering ten Bands (Band 1-10), on National Joint Council terms and conditions (NJC) and the second covering heads of service, directors and the chief executive, ranging from JNC2 to Chief Executive on Joint Negotiating Committee (JNC) terms and conditions of employment. It is proposed that new posts within Band 11 will be on the same terms and conditions of employment as

posts within the range Band 1 to Band 10, except in relation to incremental progression within the pay scale.

- 3.6 Progress through Band 11 will remain subject to performance in accordance with the senior management performance review (appraisal) scheme. The incremental progression on this grade has larger steps than within Bands 1 to 10, of approximately £2200 per increment. The normal progression under the senior management scheme is designed for incremental progression on a two yearly, not annual basis, as is the case with Bands 1-10. Progression can be accelerated to one year for exceptional performance.
- 3.7 As with other senior management posts, for the purposes of job evaluation, the HAY job evaluation scheme will be used.
- 3.8 Attached as Appendix 2 is a chart showing the current pay ranges for 2016 and 2017 and the proposed change of JNC2 to Band 11.

#### **4. CONCLUSIONS**

- 4.1 If we do not re-designate JNC 2 as Band 11, it would continue to exist as a head of service level grade with potentially no heads of service on it. We may in future be creating new shared service management posts which report to current heads of service or Directors, but the posts are not undertaking the same role as heads of service. Using Band 10 only could lead to recruitment difficulties and increased use of market supplements, which are temporary in nature.
- 4.2 Our current pay structure of heads of service on JNC2 and JNC1 has served us well since 2003/4, but with the introduction of more shared services and the changes to the senior management structure it now needs to change. In 2016 we introduced a new grade of Band 10, below the head of service level to assist with this. We are now in a different environment of shared services and where there are fewer heads of service but where we have a need for new levels of senior manager reporting to a head of service or Director.
- 4.3 We do not need to fundamentally change our pay structure but we do need the flexibility to be able to use an existing grade between Band 10 and JNC 1 in a different way.

#### **5. CONSULTATIONS**

- 5.1 The Chief Executive, Strategic Directors, Head of Legal Practice, Head of Finance, Support Services Manager and Democratic Services Manager have been consulted on this report and the attached draft Pay Policy Statement.

5.2 The trade unions have been consulted on the proposed re-designation of JNC2 to Band 11.

## 6. **IMPLICATIONS**

### (a) **Financial Implications**

There are no financial implications arising from this the report.

### (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 use of the proposed Band 11.

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 re-designation of JNC 2 to Band 11 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 2016/17
- 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

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: 03 February 2017

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## Pay Policy Statement 2017/18

### Scope

This pay policy statement covers the posts of the chief executive, all directors and all heads of service.

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, following nationally agreed pay awards in 2016, are shown below. They are shown with effect from 1 April 2016 and 1 April 2017.

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.

<b>Chief Executive</b>	(01.04.16)	<b>£109,725</b>	<b>114,385</b>	<b>119,038</b>	<b>123,728</b>
	(01.04.17)	<b>£110,822</b>	<b>115,529</b>	<b>120,228</b>	<b>124,965</b>
<b>Strategic Director</b>	(01.04.16)	<b>£84,642</b>	<b>87,985</b>	<b>91,323</b>	<b>94,666</b>
	(01.04.17)	<b>£85,488</b>	<b>88,865</b>	<b>92,236</b>	<b>95,613</b>
<b>Head of Service</b>					
<b>JNC1</b>	(01.04.16)	<b>£65,705</b>	<b>67,943</b>	<b>70,147</b>	<b>72,385</b>
	(01.04.17)	<b>£66,362</b>	<b>68,622</b>	<b>70,848</b>	<b>73,109</b>
<b>JNC2 Band 11</b>	(01.04.16)	<b>£56,784</b>	<b>59,023</b>	<b>61,262</b>	<b>63,465</b>
	(01.04.17)	<b>£57,352</b>	<b>59,613</b>	<b>61,875</b>	<b>64,100</b>

### 2015/16 Review of Salary levels

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

The pay scales were reviewed in 2015; the outcome of this review was a 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.

As part of this review, new grade of Band 10 was introduced in 2016.

### **Revised Pay Grade – Band 11**

It is proposed to re-designate the existing grade JNC 2 as Band 11 with effect from 1 April 2017.

The Band 11 will be as the existing JNC 2 salary range. With effect from 1 April 2017 will be £57,352 to £64,100, with four separate pay points of £57,352, £59,613, £61,875 and £64,100.

New posts within Band 11 will be on the same terms and conditions of employment as posts within the range Band 1 to Band 10, with the exception of the incremental performance and job evaluation, which will be as for other senior management roles.

### **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.

With effect from 1 April 2016 there was a nationally negotiated pay award of 1% for Directors and Heads of Service on JNC1 and JNC 2 in accordance with the Joint Negotiating Committee (JNC) for Chief Officers and the same level of pay award for Chief Executives in accordance with the Joint Negotiating Committee (JNC) for Chief Executives. The pay awards covered the period to 31 March 2018 and were for 1% on basic salary with effect from 1 April 2016 and 1% on basic salary with effect from 1 April 2017.

### **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 recognised 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. The next review will be in 2019, with the outcome effective for 2020/21.

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. The next review will be in 2017.

## **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 £14,975 to £16,481 per annum, with effect from 1 April 2017 it will be £15,375 to £16,781.

There was a nationally negotiated pay award for staff on NJC grades with effect from April 2016, for 2 years.

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-imburement 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 £123,728. The chief executive's current salary scale runs from £109,725 to £123,728, with effect from 1 April 2017 it will be £110,822 to £124,965.

The ratio between the current highest and lowest pay points is: - 1:8.3

With effect from 1 April 2017 the ratio between the highest and lowest pay points is: - 1:8.1

The ratio of the chief executive's current salary and current the lowest pay point is - 1:8.3

The current median average salary of all Cambridge City Council staff is - £27,394

The ratio of the chief executive's current salary to the current 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 £8.45 per hour (£16302 per annum).

## **Pay Ratios and the Living Wage**

The pay ratios based on the UK Living Wage of £8.45 are as follows:

The ratio between the highest pay point and the living wage is – 1:7.6

The ratio of the chief executive's current salary and the living wage is - 1:7.6

The median average salary of all Cambridge City Council staff (including the living wage supplement) is £27,394

The ratio of the chief executive's current salary to the median average salary, including the living wage supplement is -1:4.5

## **Apprentices**

The Council has engaged a number of apprentices. 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 £3.40 for the first year, and for the second year they are age related: £4.00 (at age 16-17), £5.55 (at age 18-20) and £6.95 (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 £5.55 (for the first year) are as follows:

The ratio between the highest pay point and the apprenticeship rate is - 1:11.6

The ratio of the chief executive's current salary and the apprentice rate is - 1:11.6

The median average salary of all Cambridge City Council staff, including apprentices is £27,394

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 & Crime Commissioner, Euro Elections and national referenda are set by the Government. The fees for County Council elections are set by the County Council. The fees for the Combined Authority Mayoral election are set by the combined authority. 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.

**Draft February 2017**

Current Cambridge City Paybands				Proposed Cambridge City Paybands							
01/04/2016				01/04/2017				01/04/2017			
SCP	£	Band	Hour Rate £	SCP	£	Band	Hour Rate £	SCP	£	Band	Hour Rate £
9	£14,975	Band 1	£7.76	9	£15,375	Band 1	£7.97	9	£15,375	Band 1	£7.97
10	£15,238		£7.90	10	£15,613		£8.09	10	£15,613		£8.09
11	£15,507		£8.04	11	£15,807		£8.19	11	£15,807		£8.19
12	£15,823		£8.20	12	£16,123		£8.36	12	£16,123		£8.36
13	£16,191		£8.39	13	£16,491		£8.55	13	£16,491		£8.55
14	£16,481		£8.54	14	£16,781		£8.70	14	£16,781		£8.70
15	£16,772	Band 2	£8.69	15	£17,072	Band 2	£8.85	15	£17,072	Band 2	£8.85
16	£17,169		£8.90	16	£17,419		£9.03	16	£17,419		£9.03
17	£17,547		£9.10	17	£17,772		£9.21	17	£17,772		£9.21
18	£17,891		£9.27	18	£18,070		£9.37	18	£18,070		£9.37
19	£18,560		£9.62	19	£18,746		£9.72	19	£18,746		£9.72
20	£19,238		£9.97	20	£19,430		£10.07	20	£19,430		£10.07
21	£19,939	Band 3	£10.34	21	£20,138	Band 3	£10.44	21	£20,138	Band 3	£10.44
21	£19,939		£10.34	21	£20,138		£10.44	21	£20,138		£10.44
22	£20,456		£10.60	22	£20,661		£10.71	22	£20,661		£10.71
23	£21,057		£10.91	23	£21,268		£11.02	23	£21,268		£11.02
24	£21,745		£11.27	24	£21,962		£11.38	24	£21,962		£11.38
25	£22,434		£11.63	25	£22,658		£11.74	25	£22,658		£11.74
26	£23,166	Band 4	£12.01	26	£23,398	Band 4	£12.13	26	£23,398	Band 4	£12.13
26	£23,166		£12.01	26	£23,398		£12.13	26	£23,398		£12.13
27	£23,935		£12.41	27	£24,174		£12.53	27	£24,174		£12.53
28	£24,717		£12.81	28	£24,964		£12.94	28	£24,964		£12.94
29	£25,694		£13.32	29	£25,951		£13.45	29	£25,951		£13.45
30	£26,556		£13.76	30	£26,822		£13.90	30	£26,822		£13.90
31	£27,394	Band 5	£14.20	31	£27,668	Band 5	£14.34	31	£27,668	Band 5	£14.34
32	£28,203		£14.62	32	£28,485		£14.76	32	£28,485		£14.76
33	£29,033		£15.05	33	£29,323		£15.20	33	£29,323		£15.20
34	£29,854		£15.47	34	£30,153		£15.63	34	£30,153		£15.63
35	£30,480		£15.80	35	£30,785		£15.96	35	£30,785		£15.96
36	£31,288		£16.22	36	£31,601		£16.38	36	£31,601		£16.38
37	£32,164	Band 6	£16.67	37	£32,486	Band 6	£16.84	37	£32,486	Band 6	£16.84
37	£32,164		£16.67	37	£32,486		£16.84	37	£32,486		£16.84
38	£33,106		£17.16	38	£33,437		£17.33	38	£33,437		£17.33
39	£34,196		£17.72	39	£34,538		£17.90	39	£34,538		£17.90
40	£35,093		£18.19	40	£35,444		£18.37	40	£35,444		£18.37
41	£36,019		£18.67	41	£36,379		£18.86	41	£36,379		£18.86
42	£36,937	Band 7	£19.15	42	£37,306	Band 7	£19.34	42	£37,306	Band 7	£19.34
43	£37,858		£19.62	43	£38,237		£19.82	43	£38,237		£19.82
44	£38,789		£20.11	44	£39,177		£20.31	44	£39,177		£20.31
45	£39,660		£20.56	45	£40,057		£20.76	45	£40,057		£20.76
46	£40,619		£21.05	46	£41,025		£21.26	46	£41,025		£21.26
47	£41,551		£21.54	47	£41,967		£21.75	47	£41,967		£21.75
47	£41,551	Band 8	£21.54	47	£41,967	Band 8	£21.75	47	£41,967	Band 8	£21.75
48	£42,474		£22.02	48	£42,899		£22.24	48	£42,899		£22.24
49	£43,387		£22.49	49	£43,821		£22.71	49	£43,821		£22.71
50	£44,308		£22.97	50	£44,751		£23.20	50	£44,751		£23.20
51	£45,284		£23.47	51	£45,737		£23.71	51	£45,737		£23.71
52	£46,280		£23.99	52	£46,743		£24.23	52	£46,743		£24.23
53	£47,300	Band 9	£24.52	53	£47,773	Band 9	£24.76	53	£47,773	Band 9	£24.76
54	£48,343		£25.06	54	£48,826		£25.31	54	£48,826		£25.31
55	£50,500		£26.18	55	£51,005		£26.44	55	£51,005		£26.44
56	£52,015		£26.96	56	£52,535		£27.23	56	£52,535		£27.23
57	£53,530		£27.75	57	£54,065		£28.02	57	£54,065		£28.02
58	£55,045		£28.53	58	£55,595		£28.82	58	£55,595		£28.82
101	£56,784	JNC 2	£29.43	101	£57,352	JNC 2	£29.73	101	£57,352	Pay band 11	£29.73
102	£59,023		£30.59	102	£59,613		£30.90	102	£59,613		£30.90
103	£61,262		£31.75	103	£61,875		£32.07	103	£61,875		£32.07
104	£63,465		£32.90	104	£64,100		£33.22	104	£64,100		£33.22
105	£65,705	JNC 1	£34.06	105	£66,362	JNC 1	£34.40	105	£66,362	JNC 1	£34.40
106	£67,943		£35.22	106	£68,622		£35.57	106	£68,622		£35.57
107	£70,147		£36.36	107	£70,848		£36.72	107	£70,848		£36.72
108	£72,385		£37.52	108	£73,109		£37.89	108	£73,109		£37.89
109	£84,642	DIRECTOR	£43.87	109	£85,488	DIRECTOR	£44.31	109	£85,488	DIRECTOR	£44.31
110	£87,985		£45.60	110	£88,865		£46.06	110	£88,865		£46.06
111	£91,323		£47.34	111	£92,236		£47.81	111	£92,236		£47.81
112	£94,666		£49.07	112	£95,613		£49.56	112	£95,613		£49.56
113	£109,725	CEX	£56.87	113	£110,822	CEX	£57.44	113	£110,822	CEX	£57.44
114	£114,385		£59.29	114	£115,529		£59.88	114	£115,529		£59.88
115	£119,038		£61.70	115	£120,228		£62.32	115	£120,228		£62.32
116	£123,728		£64.13	116	£124,965		£64.77	116	£124,965		£64.77

