



PAY POLICY 2016-2017

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1. INTRODUCTION AND PURPOSE

- 1.1 Under Section 112 of the Local Government Act 1972 the Council has ‘the power to appoint officers on such reasonable terms and conditions as the Authority thinks fit’. This Pay Policy statement sets out the Council’s approach to Pay Policy in accordance with the requirements of 38 (1) of the Localism Act 2011 which requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement for each financial year, detailing:
- a) The Authority’s Policies towards all aspects and elements of the remuneration of Chief Officers
 - b) Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers
 - c) The Authority’s Policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it)
 - d) The relationship between the remuneration of its Chief Officers and other employees.
- 1.2 Local Authorities are large complex organisations with multi-million pound budgets. They have a very wide range of functions and provide and/or commission a wide range of essential services. The general approach to remuneration levels may therefore differ from one group of employees to another to reflect specific circumstances at a local, Welsh or UK national level. It will also need to be flexible when required to address a variety of changing circumstances whether foreseeable or not.
- 1.3 The global economic crisis and the reduction in budgets during the current Comprehensive Spending Review (CSR) period has necessitated councils going through unprecedented and painful cuts in jobs and services in response. This process has avoided some of the potential financial difficulties for councils but has been essentially reactive, and will require ongoing strategic review going forward.
- 1.4 As required by legislation, full Council approved the Pay Policy in 2012 and this policy statement came into immediate effect. The Policy is subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time and this was last undertaken in March 2014.

2. LEGISLATIVE FRAMEWORK

- 2.1 In determining the pay and remuneration of all of its employees, the Council will comply with all relevant employment legislation. This includes the
- a) Equality Act 2010
 - b) Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000
 - c) Agency Workers Regulations 2010 and where relevant, the
 - d) Transfer of Undertakings (Protection of Earnings) Regulations

3. SCOPE OF THE PAY POLICY

- 3.1 The Localism Act 2011 required Authorities to develop and make public their Pay Policy on all aspects of Chief Officer Remuneration (including on ceasing to hold office), and that pertaining to the 'lowest paid' in the Authority, explaining their Policy on the relationship between remuneration for Chief Officers and other groups. However, in the interests of transparency and accountability the Council has chosen to take a broader approach and produce a Policy covering all employee groups with the exception of School Teachers (as the remuneration for this latter group is set by the Secretary of State and therefore not in Local Authority control).
- 3.2 Nothing within the provisions of the Localism Act 2011 detract from the Council's autonomy in making decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. However, this Policy will be complied with in setting remuneration levels for all groups within its scope.

4. BROAD PRINCIPLES OF OUR PAY STRATEGY

4.1 Transparency, accountability and value for money

- 4.1.1 The Council is committed to an open and transparent approach to pay policy which will enable the tax payer to access, understand and assess information on remuneration levels across all groups of council employees. To this end the following are provided as Appendices to this policy:-
- i) City & County of Swansea Employee Pay Scales, Local Government Services Employees (Annex A)
 - ii) City & County of Swansea Chief Officer Pay Scales (Annex B)
 - iii) National Pay Grades - Soulbury (Annex C)
 - iv) JNC Chief Officer Terms and Conditions (available upon request from Human Resources)
 - v) JNC Chief Officer Employment Rules (as per Council Constitution) (<http://www.swansea.gov.uk/index.cfm?articleid=1758?Lang=eng>)
 - iii) Policy on Redundancy and Severance Payments (including additional pension payments) <http://staffnet/index.cfm?articleid=36477>

4.2 Development of Pay and Reward Strategy

- 4.2.1 The primary aim of a reward strategy is to attract, retain and motivate suitably skilled staff so that the Authority can perform at its best. The biggest challenge for the Council in the current circumstances is to maximise productivity and efficiency within current resources. Pay Policy then is a matter of striking a sometimes difficult balance between setting remuneration levels at appropriate levels to facilitate a sufficient supply of appropriately skilled individuals to fill the Authority's very wide range of posts, and ensuring that the burden on the taxpayer does not become greater than can be fully and objectively justified.
- 4.2.2 In this context it does need to be recognised that at the more senior grades in particular remuneration levels need to enable the attraction of a suitably wide pool of talent (which will ideally include people from the private as well as public sector and from outside as well as within Wales), and the retention of suitably skilled and qualified individuals once in post. It must be recognised that the Council will often be seeking to recruit in competition with other good public and private sector employers.
- 4.2.3 In addition, the Council is the major employer in the area. As such we must have regard to our role in improving the economic well-being of the people of the City & County. The availability of good quality employment on reasonable terms and conditions and fair rates of pay has a beneficial impact on the quality of life in the community as well as on the local economy. The Council also has a role in setting a benchmark example on pay and conditions to other employers in the area for the same reasons.
- 4.2.4 In designing, developing and reviewing its Pay and Reward Strategy, the Council will seek to balance these factors appropriately to maximise outcomes for the organisation and the community it serves, while managing pay costs appropriately and maintaining sufficient flexibility to meet future needs. This Pay Policy will be reviewed on an annual basis in line with our strategy for pay and approved annually by the Full Council.

4.3 NJC Pay Structure

- 4.3.1 The Council uses the nationally negotiated pay spine as the basis for its grading structure. This determines the salaries of the larger majority of the non-teaching workforce, together with the use of other nationally defined rates where relevant.
- 4.4.2 The current pay rates for the period 1st January 2015 and until 31st March 2016 are attached at **Annex A**. The National Pay Award for 2016/17 is yet to be agreed.
- 4.3.3 Since the introduction of the Living Wage, see Paragraph 4.5, spinal column points 6 to 10 are only utilised to calculate pay for hours worked over 37 per week.

- 4.3.4 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.
- 4.3.5 New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary to secure the best candidate.
- 4.3.6 All future pay nationally negotiated pay increases for NJC staff will follow the same process as for Chief Officers; see Paragraph 5.5.1 below. The Authority will therefore pay future pay rises as and when determined in accordance with contractual requirements.

4.4 National Pay Grades - Soulbury Committee

- 4.4.1 The Soulbury Committee has its own pay scales and includes the following groups of staff:-
- Educational Inspectors and Advisers
 - Educational Psychologists
 - Youth and Community Service Officers
- 4.4.3 In addition to the annual pay increase, the Soulbury Committee determines the national salary framework. On other conditions of service issues, the Soulbury agreement ensures that Soulbury officers have conditions which are not less favourable than other local government staff employed in the authority they work in.
- 4.4.4 All future pay nationally negotiated pay increases for Soulbury staff will follow the same process as for Chief Officers; see Paragraph 5.5.1 below. The Authority will therefore pay future pay rises as and when determined in accordance with contractual requirements.
- 4.4.5 The current pay rates for this group of staff for the period 1st March 2015 and until 31st August 2016 are attached at **Annex C**. The National Pay Award for 2016/17 is yet to be agreed.

4.5 Job Evaluation

- 4.5.1 Job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs within an organisation. It aims to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure and pay equity between jobs.
- 4.5.2 The Council implemented Single Status for all staff in terms of Pay & Grading and Terms & Conditions on 1st April 2014. The concept of equality was central to this work and our Equality Impact Assessment (EIA) process has been utilised throughout. It has already informed the Council's negotiating position in relation to a number of Terms and Conditions. The Council engaged Northgate to assist us to carry out an EIA in respect of our new pay model.

4.6 Living Wage/National Living Wage

- 4.6.1 The Council implemented the Living Wage for employees in April 2013.
- 4.6.2 Whilst the Council is not an 'Accredited Living Wage Employer' a commitment was made to review this on an annual basis. As a result, the 2.2% Pay Award in January 2015 was applied to Swansea's Living Wage taking the annual salary to £14,689, i.e. £7.61 per hour.
- 4.6.3 It should be noted that Living Wage enhancements only apply to normal working hours (up to 37 hours) and are not applied to premium payments, such as overtime, weekend working. An example would be where an employee is on Grade 1 (Living Wage), they would receive £7.61 for all basic hours up to 37 hours per week. However, if they work overtime, they will be paid at the appropriate enhanced rate on spinal column point 6. An employee on Grade 2 would be paid at the appropriate enhanced rate on spinal column point 10.
- 4.6.4 From April 2016, the new National Living Wage (NLW) is being introduced and will only apply to those who are aged 25 and over. The NLW will be £7.20 per hour and therefore, this Authority's minimum hourly rate of £7.61 per hour is above this rate. In addition, the national pay award for 2016/17, when agreed, will be applied to this hourly rate.

4.7 Market Supplements

- 4.7.1 Job evaluation has enabled the Council to set appropriate remuneration levels based on internal job size relativities within the council. However, from time to time it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience, skills and capacity.
- 4.7.2 The Council has a Market Supplement Policy to ensure that the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources available from within and outside the local government sector. It is the Council's policy that any such additional payments be kept to a minimum and be reviewed on a regular basis so that they can be withdrawn where no longer considered necessary.

4.8 Honoraria Payments

- 4.8.1 There may be occasions when an employee is asked to carry out additional duties to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's policy on Payment of Honoraria.

4.9 Pay and Performance

- 4.9.1 The Council expects high levels of performance from all employees and has an Annual Appraisal Scheme in place to monitor, evaluate and manage performance on an ongoing basis.

4.9.2 For Chief Officers, the annual increment (if not already at top of scale) is only awarded once the Annual Appraisal has been deemed as satisfactory.

5. CHIEF OFFICER REMUNERATION

5.1 Definitions of Chief Officer & Pay Levels

5.1.1 For the purposes of this statement, 'Chief Officers' are as defined within S43 of the Localism Act. The posts falling within the statutory definition of S43 of the Localism Act are set out below: (details of the salary of each are included at Appendix C).

- a) Chief Executive
- b) Corporate Directors
- c) Chief Officers
- d) Heads of Service

5.1.2 No bonus or performance related pay mechanism is applicable to Chief Officers' pay; although the annual increment (if not already at top of scale) is only awarded once the Annual Appraisal has been deemed as satisfactory. The Chief Executive is on a spot salary, with no incremental progression.

5.1.3 In respect of the nationally agreed JNC Pay Award for the Chief Executive's salary, half is afforded automatically with the other half subject to the performance rating at the Annual Performance Appraisal. It should be noted that there has been no JNC national Pay Award since 2008 and that the current Chief Executive has been appointed on a spot salary of £140,000 p.a. with no incremental progression.

5.2 Chief Officer Job Evaluation

5.2.1 Director and Head of Service level posts were job evaluated in 2009 using the GLEA Job Evaluation Scheme for Chief Officers in Local Government (1993).

5.3 Recruitment of Chief Officers

5.3.1 The Council's Policy and Procedures with regard to recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in Part 4 of the Constitution. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.

5.3.2 There is a requirement under the Welsh Government Regulations that all vacant posts with a salary of over £100,000 are publicly advertised. The only exception to this new rule is where the appointment is for 12 months or less. It is also possible to divide up the duties from one deleted Chief Officer posts between other existing postholders.

5.3.3 Where the Council remains unable to recruit Chief Officers under a contract of service, or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider and utilise engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able

to demonstrate the maximum value for money benefits from competition in securing the relevant service. The Council does not currently have any Chief Officers engaged under such arrangements.

5.4 Additions to Salary of Chief Officers

- 5.4.1. The Council does not apply any bonuses or performance related pay to its Chief Officers. However, the annual increment (if not already at top of scale) is only awarded once the annual appraisal has been deemed as satisfactory.
- 5.4.2 The Council does pay all reasonable travel and subsistence expenses on production of receipts and in accordance with JNC conditions and other local conditions.
- 5.4.3. The cost of membership of one professional body is met by the Authority if it is deemed an essential requirement of the post.
- 5.4.4. The Chief Executive's salary and Job Description include his role as Returning Officer for Local Government Elections. All other Elections and referenda are not included and are covered by the JNC Terms and Conditions of Employment.

5.5 Pay Increases - Chief Officers

- 5.5.1 The Council employs Chief Officers under JNC terms and conditions which are incorporated in their contracts. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements.
- 5.5.2 The current Pay Scale for this group of staff is attached at **Annex D**.

5.6 Payments on Termination

- 5.6.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers (and all other employees), prior to reaching normal retirement age, is set out within its Early Retirement & Redundancy Policy in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. This is in respect of a redundancy payment being based on actual weekly earnings (Regulation 5) and when an enhanced redundancy payment of up to 45 weeks pay would be granted (Regulation 6). Regulations 12 and 13 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007 do not apply as the Authority does not increase the total membership of active members (Regulation 12) or award additional pension (Regulation 13).

- 5.6.2 Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Chief Executive and Leader of the Council or relevant Elected Members, Committee or Panel of Elected Members with delegated authority to approve such payments.
- 5.6.3 The Authority will comply with the Welsh Government's guidance that full Council should be given the opportunity to vote before large severance packages beyond a particular threshold are approved for staff leaving the organisation. The guidance states *that "as with salaries on appointment, the Welsh Ministers consider £100,000 is the right level for that threshold to be set. Members must be made aware of any statutory or contractual entitlements due to the employee and the consequences of a non-approval by Council, in which failure to fulfill the statutory or contractual obligations may enable the employee to claim damages for breach of contract"*.
- 5.6.4. When calculating the value of a severance package, the following payments should include the following items:-
- a) salary paid in lieu
 - b) lump sum redundancy/severance payment
 - c) cost to the Authority of the strain on the pension fund arising from providing early access to an unreduced pension

6. TEACHERS' PAY POLICY

- 6.1.1 The Teachers Pay Policy provides a framework for making decisions on Teachers' pay. It has been developed to comply with the requirements of the School Teachers' Pay and Conditions Document (STPCD) and has been the subject of consultation with ASCL, ATL, NAHT, NASUWT, NUT AND UCAC.
- 6.1.2 A Policy is provided to all schools each year within the Authority with a recommendation that the Governing Body adopt it.

7. PUBLICATION

- 7.1 Upon approval by the full Council, this statement will be published on the Council's Website. In addition, for posts where the full time equivalent salary is at least £60,000, as required under the Accounts and Audit (Wales) (Amendment) Regulations 2010, the Councils Annual Statement of Accounts will include a note setting out the total amount of:
- a) salary, fees or allowances paid to or receivable by the person in the current and previous year;
 - b) any bonuses so paid or receivable by the person in the current and previous year;
 - c) any sums payable by way of expenses allowance that are chargeable to UK income tax;
 - d) any compensation for loss of employment and any other payments connected with termination;
 - e) any benefits received that do not fall within the above

8. PAY RELATIVITIES WITHIN THE AUTHORITY

- 8.1 The lowest paid persons employed under a Contract of Employment with the Council are employed on full time [37 hours] equivalent salaries in accordance with the minimum spinal column point currently in use within the Council's grading structure. As at 1st January 2015, this is £14,689 per annum, i.e. Swansea's Living Wage rate. The Council employs Apprentices [and other such Trainees] who are not included within the definition of 'lowest paid employees' as they are not employed under Contracts of Employment.
- 8.2 The relationship between the rate of pay for the lowest paid and Chief Officers is determined by the processes used for determining pay and grading structures as set out earlier in this Policy Statement.
- 8.3 The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton Report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between highest paid salary and the median average salary of the whole of the Authority's workforce.
- 8.4 The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as 1.10 and between the lowest paid employee and average Chief Officer as 1:5.
- 8.5 The multiple between the median (average) full time equivalent earnings and the Chief Executive is 1:5 and between the median (average) full time equivalent earnings and average Chief Officer is 1:3.
- 8.6 As part of its overall and ongoing monitoring of alignment with external pay markets, both within and outside the sector, the Council will use available benchmark information as appropriate.

9 INDEPENDENT REMUNERATION PANEL

- 9.1 This is in respect of the salary of the Head of Paid Service/Chief Executive whereby Authorities will pay due regard to any recommendation received from the IRP when performing its functions under Section 38 or 30 of the Localism Act 2011.
- 9.2 To date, no referral has been made to the Independent Remuneration Panel.

10. ACCOUNTABILITY AND DECISION MAKING

- 10.1 In accordance with the Constitution of the Council, the Cabinet is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to employees of the Council.

11. RE-EMPLOYMENT

- 11.1 No Chief Officer who was previously made redundant or granted early retirement from the Council will be later re-employed or re-engaged either as an employee (Contract of Service), as a Consultant (Contract for Service) or through an external contractor commissioned to work on behalf of the Council.
- 11.2 The Authority will inform Chief Officers on appointment who are in receipt of a pension under the LGPS from a previous employer that they must inform their Pension Fund Provider of their re-employment in Local Government. The appropriate abatement rules can then be applied.

12. REVIEWING THE POLICY

- 1.21 This Policy outlines the current position in respect of pay and reward within the Council and it will be reviewed over the next year to ensure that it meets the principles of fairness, equality, accountability and value for money for citizens of Swansea. The Policy will be reviewed annually and reported to Council.

ANNEX A

NATIONAL JOINT COUNCIL PAY AWARD

PAY SCALES : 1ST JANUARY 2015

GRADE	SCP	SALARY	HOURLY RATE	GRADE	SCP	SALARY	HOURLY RATE
	6	£13,614	£7.06	8	32	£27,924	£14.47
	10	£14,338	£7.43	8	33	£28,746	£14.90
1	LW	£14,689	£7.61	8	34	£29,558	£15.32
2	11	£15,207	£7.88	8	35	£30,178	£15.64
3	12	£15,523	£8.05	9	36	£30,978	£16.06
3	13	£15,941	£8.26	9	37	£31,846	£16.51
4	13	£15,941	£8.26	9	38	£32,778	£16.99
4	14	£16,231	£8.41	9	39	£33,857	£17.55
4	15	£16,572	£8.59	9	40	£34,746	£18.01
4	16	£16,969	£8.80	10	41	£35,662	£18.48
5	17	£17,372	£9.00	10	42	£36,571	£18.96
5	18	£17,714	£9.18	10	43	£37,483	£19.43
5	19	£18,376	£9.52	10	44	£38,405	£19.91
5	20	£19,048	£9.87	10	45	£39,267	£20.35
6	21	£19,742	£10.23	11	46	£40,217	£20.85
6	22	£20,253	£10.50	11	47	£41,140	£21.32
6	23	£20,849	£10.81	11	48	£42,053	£21.80
6	24	£21,530	£11.16	11	49	£42,957	£22.27
6	25	£22,212	£11.51	11	50	£43,892	£22.75
7	26	£22,937	£11.89	12	51	£44,812	£23.23
7	27	£23,698	£12.28	12	52	£45,741	£23.71
7	28	£24,472	£12.68	12	53	£46,694	£24.20
7	29	£25,440	£13.19	12	54	£47,667	£24.71
7	30	£26,293	£13.63	12	55	£48,660	£25.22
8	31	£27,123	£14.06				

These spinal column points are used to calculate overtime payments for staff who are on Grade 1 (Living Wage) or Grade 2, i.e.

- Grade 1 (Living Wage) premium payments to be paid on scp 6
- Grade 2 premium payments to be paid on scp 10

NON-CONSOLIDATED PAYMENTS PAID IN DECEMBER 2014

SCP	Dec-14	Apr-15	TOTAL PAYMENT MADE IN DECEMBER 2014
11	£100	0	£100
12	£100	0	£100
13	£100	0	£100
14	£100	0	£100
15	£100	0	£100
16	£100	0	£100
17	£100	0	£100
18	£100	0	£100
19	£100	0	£100
20	£100	0	£100
21	£100	0	£100
22	£100	0	£100
23	£100	0	£100
24	£100	0	£100
25	£100	0	£100
26	£100	£3	£103
27	£100	£7	£107
28	£100	£10	£110
29	£100	£14	£114
30	£100	£18	£118
31	£100	£22	£122
32	£100	£26	£126
33	£100	£29	£129
34	£100	£33	£133
35	£100	£36	£136
36	£100	£39	£139
37	£100	£43	£143
38	£100	£47	£147
39	£100	£52	£152
40	£100	£56	£156
41	£100	£60	£160
42	£100	£65	£165
43	£100	£69	£169
44	£100	£73	£173
45	£100	£77	£177
46	£100	£81	£181
47	£100	£85	£185
48	£100	£89	£189
49	£100	£93	£193

NATIONAL PAY GRADES – SOULBURY**PAY AWARD PENDING**

EDUCATIONAL PSYCHOLOGISTS - SCALE A	
SPINE POINT	Pay – with effect from 01.03.2015
1.	£35,027
2.	£36,805
3.	£38,583
4.	£40,360
5.	£42,137
6.	£43,914
7.	£45,588
8.	£47,261
9.	£48,829
10.	£50,398
11.	£51,861

Notes:

1. Pay scales to consist of 6 consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.
2. Extension to scale to accommodate structured professional assessment points.

SENIOR & PRINCIPAL EDUCATIONAL PSYCHOLOGISTS - SCALE B	
SPINE POINT	Pay – with effect from 01.03.2015
1.	£43,914
2.	£45,588
3.	£47,261*
4.	£48,829
5.	£50,398
6.	£51,861
7.	£52,462
8.	£53,584
9.	£54,696
10.	£55,828
11.	£56,937
12.	£58,068
13.	£59,219
14.	£60,330**
15.	£61,495**
16.	£62,649**
17.	£63,810**
18.	£64,970**

Notes:

1. Pay scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.
2. * Normal minimum point for the Principal Educational Psychologist undertaking the full range of duties at this level.
3. ** Extension to range to accommodate discretionary scale points and structured professional assessments
4. Principals are paid on a 4 point scale 8 - 14 (this includes 3 spa points)

TRAINEE EDUCATIONAL PSYCHOLOGISTS	
SPINE POINT	Pay – with effect from 01.03.2015
1	£22,503
2	£24,151
3	£25,796
4	£27,444
5	£29,090
6	£30,737

ASSISTANT EDUCATIONAL PSYCHOLOGISTS	
SPINE POINT	Pay – with effect from 01.03.2015
1	£27,662
2	£28,792
3	£29,922
4	£31,045

YOUNG PEOPLE'S / COMMUNITY SERVICE MANAGERS	
SPINE POINT	Pay – with effect from 01.03.2015
1	£34,637
2	£35,770
3	£36,903
4	£38,059*
5	£39,234
6	£40,380
7	£41,553**
8	£42,885
9	£43,620
10	£44,754
11	£45,883
12	£47,013
13	£48,135
14	£49,269
15	£50,404
16	£51,542
17	£52,686
18	£53,822
19	£54,952
20	£56,107***
21	£57,284***
22	£58,487****
23	£59,715****
24	£60,969***

Notes:

The minimum Youth and Community Service Officers' scale is 4 points. Other salary scales to consist of not more than four consecutive points based on duties and responsibilities attaching to posts and the need to recruit retain and motivate staff.

* normal minimum point for senior youth and community officers undertaking the full range of duties at this level

** normal minimum point for principal youth and community service officer undertaking the full range of duties at this level

*** extension to range to accommodate discretionary scale points and structured professional assessments.

EDUCATIONAL IMPROVEMENT PROFESSIONALS (EIPs)	
SPINE POINT	Pay – with effect from 01.09.2009
1	£33,396
2	£34,592
3	£35,721
4	£36,865
5	£38,003
6	£39,142
7	£40,338
8	£41,487*
9	£42,828
10	£44,023
11	£45,203
12	£46,346
13	£47,640**
14	£48,792
15	£50,066
16	£51,219
17	£52,373
18	£53,507
19	£54,676
20	£55,280***
21	£56,441
22	£57,452
23	£58,566
24	£59,564
25	£60,633
26	£61,674
27	£62,740
28	£63,819
29	£64,902
30	£65,983
31	£67,054
32	£68,143
33	£69,232
34	£70,347
35	£71,458
36	£72,603
37	£73,728
38	£74,866
39	£75,988
40	£77,109
41	£78,237
42	£79,362
43	£80,488
44	£81,619
45	£82,747
46	£83,876
47	£85,010
48	£86,134****
49	£87,262****
50	£88,391

Notes:

Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

- * normal minimum point for EIP undertaking the full range of duties at this level
- ** normal minimum point for senior EIP undertaking the full range of duties at this level
- *** normal minimum point for leading EIP undertaking the full range of duties at this level
- **** extension to range to accommodate structured professional assessments.

EXECUTIVE MANAGEMENT TEAM**PAY SCALES - 1ST JANUARY 2015****CHIEF EXECUTIVE'S PAY SCALE**

£140,000 fixed point

DIRECTORS' PAY SCALES**£96,900 to £110,000**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£96,900	£99,450	£100,000	£102,500	£105,000	£107,500	£110,000

CHIEF OFFICERS**Chief Social Services Officer & Chief Education Officer- £91,800 to £100,000****Chief Operating Officer - £81,600 to £91,800**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7	Point 8	Point 9
£81,600	£84,150	£86,700	£89,250	£91,800	£94,350	£96,900	£99,450	£100,000

HEADS OF SERVICE**BAND 1 - £66,300 to £81,600**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£66,300	£68,850	£71,400	£73,950	£76,500	£79,050	£81,600

HEADS OF SERVICE**BAND 2 - £56,100 to £71,400**

Point 1	Point 2	Point 3	Point 4	Point 5	Point 6	Point 7
£56,100	£58,650	£61,200	£63,750	£66,300	£68,850	£71,400

HEADS OF SERVICE**BAND 3 - £51,00 to £61,200**

Point 1	Point 2	Point 3	Point 4	Point 5
£51,000	£53,550	£56,100	£58,650	£61,200