

Swindon Borough Council

Pay Policy Statement: April 2017

This statement sets out the Council's policies in relation to the pay of its workforce (excluding schools), particularly its Chief Officers, in line with Section 38 of the Localism Act 2011. The statement is approved by Full Council each year and published on the Council's website demonstrating an open and transparent approach to pay policy.

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Introduction

This statement draws together the Council's policies relating to the payment of the workforce particularly

- Chief Officers;
- Its lowest paid employees; and
- The relationship between the pay of Chief Officers and the pay of other employees.

This statement sets out the Council's key policy principles in relation to pay evidencing a transparent and open process. It does not supersede the responsibilities and duties placed on the Council in its role as an employer and under employment law. These responsibilities and duties have been considered when formulating the statement.

This statement aims to ensure the Council's approach to pay attracts and retains a high performing workforce whilst ensuring value for money. The Council's aims are to ensure that remuneration policies are fair to staff, across all posts, and that they comply with all legal obligations, such as the Equality Act 2010. It sits alongside the information on pay that the Council already publishes as part of its responsibilities under the Code of Practice for Local Authorities on Data Transparency. Further details on this information can be found on the Council's website under [Senior Council Officers](#).

Transparency and Autonomy

The Council recognises and welcomes the aim behind this pay policy statement to ensure that its approach to pay is accessible for all and to enable local people to take an informed view of whether local decisions on all aspects of remuneration are fair and make the best use of public funds.

It also welcomes the Government's recognition that each local authority remains an individual employer in its own right and, as such, has the autonomy to make decisions on pay that are appropriate to local circumstances and deliver value for money for local taxpayers.

The Council is under statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation e.g. The Equalities Act. The Council will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post. The Council will therefore consider all applications to try to ensure the best available candidate is appointed.

If a candidate is a former employee in receipt of a Local Government Pension Scheme pension or a redundancy payment this will not rule them out from being re-employed by the Council. Clearly where a former employee left the Council on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist. The Council will apply the provisions of the Redundancy Payments Modification Order

regarding the recovery of redundancy payment if this is relevant. Pensions Regulations also have provisions to reduce pension payment in certain circumstances to those who return to work within the local government service.

Amendments to the Pay Policy Statement

This pay policy statement relates to the financial year 2017/18. Information on the Council's workforce will be published after 1st April 2017 for the financial year.

The statement will be updated annually but may be amended during the year, with agreement by Full Council, if the need arises.

Publication of and Access to Information

The Council will publish this pay policy statement on its website at http://www.swindon.gov.uk/info/20028/open_data_and_transparency/401/senior_council_officers as soon as is reasonably practicable after it has been approved by Full Council. Any subsequent amendments to this pay policy statement made during the financial year to which it relates will also be similarly published.

For further information about this pay policy statement please contact the Council's Head of People, Performance & Engagement at smowbray@swindon.gov.uk.

Structure Overview

As of 1st October the Council employs **2883** employees (excluding schools) and provides a wide range of functions.

With effect from 1st October 2016, **397** employees from Seqol were transferred to the Council under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE). These employees were integrated into (area / or) various areas of the Council according to their roles and responsibilities.

On 1st November 2016, **40** employees from The Rec, Highworth will be transferred to Halo Leisure Services Limited under the Transfer of Undertakings (Protection of Employment) Regulations (TUPE).

The service areas are gathered together in the following groupings:

Chief Executive

The Chief Executive is the lead policy advisor to the Council and supports Councillors to make decisions on behalf of the community, and to develop plans for the future of Swindon. The Chief Executive has the overall responsibility for directing the Council so that it is focussed on our Vision for Swindon and delivering the priorities set for us by the Leader of the Council and elected members. Further information about the [Chief Executive](#) can be found on the Council's website.

A new Chief Executive was appointed on 25th February 2016.

As of 1st October 2016, the Internal Audit team report directly to the Chief Executive:

Communities & Place

Service Delivery is accountable for joined-up delivery across all service areas, partners and providers leading to effective delivery of statutory, support and commercial services to agreed outcomes.

The service areas that support Communities & Place, as of 1st October 2016, include StreetSmart, Delivery Assets, Localities, Community Involvement and Volunteering and Housing Management & Community Safety.

The Board Director for Service Delivery is also the Managing Director for Public Power Solutions Ltd which is the wholly owned Council Company, which focuses on waste to energy and renewable energy.

Resources and Transformation

Resources and Transformation are the enabling function of the Council with overall responsibility for the Council's support services functions including customer services.

The service areas that support Resources, as of 1st October 2016, include Finance & Change, Law & Democratic Services, Information & Technology, Customer & Business Services, People, Performance & Engagement and Transformation.

Economy, Regeneration and Skills

Focussing on the delivery of the Council's ambition to be one of the UK's most successful economies, Economy, Regeneration and Skills are responsible for translating that ambition into defined and measurable outcomes and procuring services from internal and external providers to realise the vision across the borough.

Adult Services

One of Swindon Borough Council's four strategic priorities is to help people to help themselves while protecting our most vulnerable children and adults. Adult Services are responsible for implementing the wide programme of services, commissioning and quality assurance which sit underneath this priority whilst meeting statutory obligations.

The Director of Adult Services holds the statutory obligation for the Director for Adult Social Services (DASS).

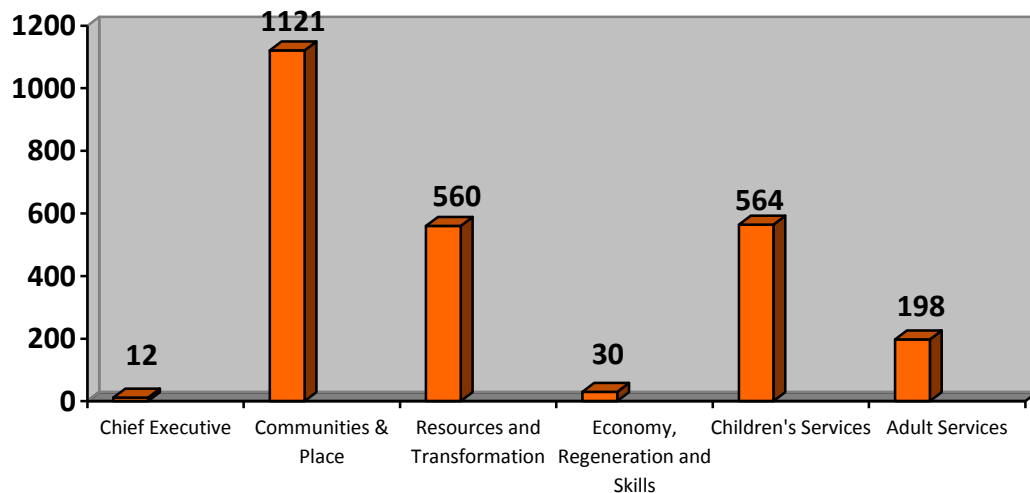
Children's Services

One of Council's four strategic priorities is to help people to help themselves while protecting our most vulnerable children and adults. Children's Services are responsible for implementing the wide programme of services, commissioning and quality assurance which sit underneath this priority whilst meeting statutory obligations.

The Director of Children's Services holds the statutory obligation for the Director of Children's Services (DCS).

The Council's [organisation chart](#) can be found on the Council's website.

As of 1st October 2016*



*this excludes the employees who transferred from Seqol as no employee information was available at the time.

As a team member of Corporate Management Team, the Directors have a shared responsibility for delivering the organisational strategic direction, agreeing priorities and driving their successful achievement.

Senior Officers

This section provides information on the Council's Senior Officers.

- Definition
- New Appointments and Pay
- Terms and Conditions

Definition

Senior Officers have been defined as the posts of:

- Chief Executive – Head of Paid Service
- Statutory and non-statutory Chief Officers (a person for whom the Head of Paid Service has direct responsibility), i.e.:
 - Corporate Director – Communities & Place
 - Corporate Director – Resources and Transformation and Chief Financial Officer (S151 Officer)
 - Corporate Director – Economy, Regeneration and Skills

- Director of Children's Services (DCS)
- Director of Adult Services (DASS)
- All Deputy Chief Officers (a person who reports directly to or is directly accountable to one or more of the statutory or non-statutory Chief Officers), i.e.:
 - All Tier 2 posts at Head of Service Level

Identified Senior Officer roles and salaries can be found on the Council's website under [Open Data and Transparency](#).

New Appointments and Pay

In relation to Senior Officers, legislation requires the Full Council or a meeting of Members to be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. For this purpose, salary packages should include salary, any bonuses, fees or allowances routinely payable to the appointee to which the officer is entitled as a result of their employment. The Secretary of State considers that £100,000 is the right level for that threshold to be set.

In Swindon, this approach will be applied for all roles graded at Director 5 and above.

There are 5 levels in Swindon's Executive pay structure as detailed below (as October 2016):

Level	Salary Range	
	From	To
CEO	£148,874	£185,537
Board Director	£116,352	£139,380
Director 5	£97,972	£115,039
Director 4	£80,871	£96,839
Director 3	£66,860	£80,047

This applies to the Chief Executive and all Board Directors for new appointments made after 1st April 2012.

The Council's Special Committee has delegated powers to make decisions on behalf of the Full Council, on the advice of the Chief Executive, on any policy or particular matters that are urgent and considered necessary in the best interests of the Council.

Process for Setting Pay

As agreed by Full Council in June 2005 and updated by the Special Committee in November 2013, pay for Senior Officers is set in line with the [Executive Pay Strategy](#). A copy of the can be found on the Council's website.

In addition, any new appointments at Level Director 5 and above, from 1st April 2012, will have their salaries agreed by Members.

Exit Payments Cap

The framework to limit public-sector exit payments is being introduced alongside a £95,000 individual cap on public-sector exit pay and a requirement that employees with annual earnings above £80,000 repay exit payments if they return to work in the public sector within one year.

Both the individual cap and the repayment requirement are currently found in draft Regulations that have not yet been finalised. The Government expects that departments will complete negotiations to apply the exit-payment framework within nine months.

Pay Relationships

This section provides information on the following:

- [Gender Ratio](#)
- [Salary band by Ethnic group](#)
- [Lowest Paid Employees](#)
- [Highest to Lowest Paid Employees](#)
- [Pay Increases and Pay Progression](#)
- [Terms and Conditions](#)
- [Job Evaluation](#)

Gender Ratio (as of 1st October 2016)

The table below reflects the Council's male / female ratio per salary band. Please note that this does not reflect our grading structure as we have employees who are not yet harmonised on our grading structure.

Salary (FTE)	Male	Female	Total	Total % of workforce
£0 - £10,000	3	1	4	0.16
£10,001 - £15,000	17	32	49	1.98
£15,001 - £20,000	268	460	728	29.3
£20,001 - £25,000	204	289	493	19.84
£25,001 - £30,000	217	256	473	19.03
£30,001 - £40,000	143	308	451	18.14
£40,001 - £50,000	68	128	196	7.89
£50,001 - £60,000	26	25	51	2.05
£60,001 - £70,000	12	10	22	0.89
£70,001 - £80,000	1	2	3	0.12
£80,001 - £90,000	4	1	5	0.2
£90,001 - £100,000	0	4	4	0.16
£100,001 - £120,000	1	2	3	0.12
Over £120,000	3	0	3	0.12
Total	967	1518	2485*	100%

*this excludes the employees who transferred from Seqol as no employee information was available at the time.

Salary Band by Ethnic Group (as of 1st October 2016)

The table below reflects the Council's ethnic ratio per salary band. Please note that this does not reflect our grading structure as we have employees who are not yet harmonised on our grading structure.

Salary (FTE)	BME	White British	Not Stated	Total
£0 - £10,000	0	3	1	4
£10,001 - £15,000	5	39	5	49
£15,001 - £20,000	74	530	124	728
£20,001 - £25,000	48	376	69	493
£25,001 - £30,000	51	340	82	473
£30,001 - £40,000	42	360	49	451
£40,001 - £50,000	19	160	17	196
£50,001 - £60,000	4	45	2	51
£60,001 - £70,000	2	15	5	22
£70,001 - £80,000	0	2	1	3
£80,001 - £90,000	0	4	1	5
£90,001 - £100,000	0	4	0	4
£100,001 - £120,000	1	1	1	3
Over £120,000	0	3	0	3
Total	246	1882	357	2485

Lowest Paid Employees

For the purpose of this pay policy statement, the definition of the lowest-paid employees adopted by the Council for the purposes of this statement is as follows:

"The lowest paid employees with the Council are those substantive employees who are paid on the minimum salary of the Council's substantive pay structure equating to J2, £14,609 pa (£7.57 per hour) based on a 37 hour standard working week".

The Council considers this to be the most appropriate definition as this is the lowest pay point and pay level on its substantive pay structure and which normally applies to new entrants to the lowest graded jobs within the organisation. The exception is employees who are employed on a Government sponsored apprenticeship programme that allows for them to be paid at nationally agreed apprenticeship rates.

A copy of the Council's pay scales can be found at the end of this statement.

National Living Wage

As of 1st April 2016 the Council has adopted the National Living Wage for all employees, regardless of age, excluding those who are on apprenticeship contracts of employment.

Apprentices

An apprentice's rate of pay is applied by age. The Council will no longer pay the minimum statutory rate of pay for most new apprentices. Apprentices will be paid according to their age when they start employment with the Council.

Age	Hourly rate of pay (as of 1 st October 2016)
16 – 18 *	£3.40 per hour
19 – 24	£6.95 per hour
Over 25	£7.20 per hour

*Once these apprentices have completed their first year, they will be moved to the rate of pay for 19 – 24 year olds.

Apprentices over the age of 25 will receive the current National Living Wage rate of pay.

Highest to Lowest Paid Employees

The tables below indicate the relationship between the highest and lowest paid employees.

Highest Pay	£162,613.00
Mean Pay	£27,146.11
Median Pay	£24,940.00
Lowest Pay	£14,609.00
Ratio of Mean to Highest	1: 6
Ratio of Median to Highest	1: 6.5
Ratio of Lowest to Highest	1 : 11.1

Definitions:

Mean	Total pay for substantive employees divided by the number of substantive employees.
Median	The middle amount of pay of Swindon Borough Council (between the highest and lowest amounts).

The above rates of pay do not include any pension contributions. Information about the [pension schemes](#) and contribution rates can be found on pages 13 -16.

The recommendation of the Hutton Report into “Fair Pay in the Public Sector”, as recognised by the Government in the Code of Recommended Practice for Local Authorities on Data Transparency, was that a pay ratio of the salary of the Chief Executive compared to the median average salary in the organisation should be published.

The ratio between the highest paid salary and median average salary, the ‘pay multiple’ is 1:6.5. The Council does not have a policy on maintaining or reaching a specific ‘pay multiple’. However, the Council is conscious of the need to ensure that the salary of the highest paid employee is not excessive but is consistent with the needs of the Council as expressed in this policy statement.

The Hutton Review raised concerns about multiples in the order of 1:20 or higher, between the lowest and the highest paid employees in local authorities. The Council's current ratio of lowest to highest is 1:11.1 and so is well below that level.

Pay Increases and Pay Progression

Where it has been recognised that a role has changed due to responsibilities, job content, redesign of the post, for example, a revised role profile will be submitted for re-evaluation in accordance with the Council's approved job evaluation schemes. Further information about the Council's approved [job evaluation](#) schemes can be found on pages 10 - 11.

National Pay

The Council will apply any annual pay increases that are agreed by relevant national negotiating bodies.

Local Pay

Due to financial constraints, the Council is mindful not to offer any additional pay increases for the 2017 / 2018 financial year.

Executive Contracts

Pay progression for those on Executive Contracts is outlined in the [Executive Pay Strategy](#).

Terms and Conditions

The Council reviewed its employees' pay, grading and terms and conditions when it implemented a new pay structure in 2010. The Council wanted to ensure that the new pay structure and terms and conditions were modern, fair and compliant with equal pay legislation. It was applied to all groups of employees, with the exception of:

- Chief Executive, Board Directors and Directors
- Staff employed on Soulbury Evaluation Scheme terms and conditions
- Youth workers on Joint Negotiating Committee (JNC) for Youth and Community Workers terms and conditions
- Teachers

All other groups of employees are covered by separate national terms and conditions of employment.

Job Evaluation

The Council's approach to pay is that pay related to a job grade which will be determined using a recognised job evaluation scheme. Jobs evaluated using either the Hay Evaluation Scheme or the National Joint Council (NJC) job evaluation scheme.

In the sections below, it indicates the differences between these two schemes and in what circumstances they are used.

Hay

The Hay Job Evaluation Scheme is widely used in both public and private sectors, primarily for managerial, administrative and clerical roles, but in some cases for all jobs within user organisations.

Jobs have been evaluated by trained assessors. A trained evaluation panel evaluates jobs against each of the elements within the scheme using detailed role profiles. The outcome of the evaluation assigns a profile and points score that shows the total size of the job.

All jobs from Q Grade and above, including Chief Officers, are graded using the Hay Job Evaluation scheme.

National Joint Council (NJC) Evaluation Scheme

The NJC scheme comprises thirteen factors of various weightings. The scheme was jointly developed and agreed between the local authority employers and the trade unions. A trained evaluation panel evaluates jobs against each of the elements of the scheme using detailed job descriptions. The outcome of the evaluation assigns a points score that shows the total size of the job. The points score enables jobs to be placed in a rank order with other jobs in the organisation. All jobs from grade N and below are graded using the NJC Evaluation Scheme.

All roles are evaluated using either scheme; however the Council sets its own pay line. A copy of the Council's pay scales can be found at the end of this statement.

Pay Policies and Processes

The following section provides information on the pay policies and procedures that the council have in place. This includes the following:

- [Allowances.](#)
- [Reimbursement of Subsistence or other Expenses.](#)
- [Flexible Retirement, Early Retirement and Redundancy Payments Policy.](#)
- [Termination Payments.](#)
- [Relocation Expenses.](#)
- [Honorariums and Acting-up Pay.](#)
- [Election Payments.](#)
- [Market Factor Supplements.](#)

Allowances

An allowance is a payment made to staff by the Council that is not part of the basic contracted salary. Allowances are subject to taxation rules provided by the Inland Revenue and some are pensionable.

As part of the new pay and grading structure that was implemented in April 2010, allowances paid to employees were also reviewed and a new allowance structure was put into place.

A copy of the [Allowances Guidance](#) can be found on the Council's website.

Reimbursement of Subsistence or Other Expenses

In accordance with the requirements of the National Conditions of Service, the Council makes provision for the reimbursement of approved expenses. The Council has produced guidance for employees on travel and subsistence and this applies equally to all staff, irrespective of grade.

A copy of the [Travel and Subsistence Policy](#) can be found on the Council's website.

Flexible Retirement, Early Retirement and Redundancy Payments Policy

On termination, redundancy payments and any discretion exercised in relation to retirement or redundancy will be paid in line with the Council's Policy on [Flexible Retirement, Early Retirement and Redundancy Payments Policy](#). A copy of which can be found on the Council's website.

The Council may, in certain circumstances, also apply its discretionary powers in relation to premature retirements and redundancies for Chief Officers. This approach is in line with Part 4 paragraph 85 of the Chief Officers of Local Authorities, Constitution Conditions of Service Salaries which states that "Authorities should bear in mind the possible application of discretionary powers of premature retirement and permissible enhancements of benefits or redundancy payments".

Termination Payments

The Council does not provide any further payment to employees leaving the Council's employment other than in respect of payment for accrued leave, if agreed that it is not possible to take this leave before the date of leaving. Any other payments that are agreed or negotiated will be done so in line with current employment law practices.

Relocation Expenses

The aim of the scheme is to provide financial recompense to employees who need to move their main residence to take up an appointment with the Council. This scheme does not cover the purchase of a second property. Eligibility criteria will also apply, including the decision to offer relocation will be made prior to the post being advertised. Relocation expenses can be claimed up to £8,000. The Council's policy requires repayment in part or in full if the employee leaves within 3 years of appointment.

A copy of the [Relocation Policy](#) can be found on the Council's website.

Honorariums and Acting-up Pay

Employees on any grade may be awarded an honorarium payment or a higher duty allowance if they meet the criteria for either payment. The Council has a policy covering [Honorariums and Acting-up Pay](#). This does not apply to Chief Officers.

A copy of this policy can be found on the Council's website.

Election Payments

Payments made to employees (including the Returning Officer and the Deputy Returning Officer) working during local, parliamentary or European elections or referenda are made in line with either the statutory fees or a local scale of fees agreed in consultation with Wiltshire Council. This could apply to Chief Officers.

Market Factor Supplements

All employees are appointed to posts, which have been evaluated and graded through either the NJC or Hay job evaluation schemes. Salaries are linked to the grading structure.

External labour market conditions can produce a situation in which staff with scarce skills and expertise can command higher salaries than the maximum provided under the current grading mechanism for that post. In these circumstances, based on evidence from the relevant labour market, it may be deemed appropriate to pay an additional Market Factor Supplement in addition to basic pay.

The relevant labour market may include another local authority or elsewhere in the public or private sectors. Market factor supplements are not linked to an individual's actual or anticipated performance within the role. They are linked to the difficulty in recruiting to certain posts requiring specific skills or qualifications. The Council has produced guidance for employees on [Market Factor](#) Supplements which can be found on the Council's website. The policy is not applicable to Chief Officers.

Pensions

This section includes information the following:

- [Auto-Enrolment](#)
- [Local Government Pension Scheme](#)
- [Changes to the Local Government Pension Scheme](#)
- [National Health Service \(NHS\) Pension Scheme.](#)

Auto Enrolment

Due to recent legislation ([The Pensions Act 2011](#)) there is a requirement for all employers in the UK to automatically enrol their workers into a qualifying pension scheme where they are not currently a member. Employees, who meet the criteria below (as of 1st April 2016) and are currently not in a workplace pension, will automatically be enrolled into the [Local Government Pension Scheme \(LGPS\)](#) or [Teacher's Pension Scheme \(TPS\)](#):

- Earn over £10,00 per year (or pro-rata pay period) (April 2016);
- Are age 22 or over; and
- Are under State Pension Age.

The aim of the legislation is to encourage people to save towards their retirement and have enough income to enjoy it. Swindon Borough Council will be implementing auto-enrolment in September 2017. However, employees can still opt to join the relevant pension scheme at any time. This has been clearly communicated to employees.

Pension Schemes

Local Government Pension Scheme (LGPS)

The Council offers all its employees access to the [Local Government Pension Scheme \(LGPS\)](#), in accordance with the statutory provisions of the scheme.

Any pension payments made on termination of employment either on grounds of redundancy, in the interests of the efficiency of the service or on grounds of ill health will be made within the statutory terms of the LGPS.

The discretions which the Council is able to apply under the scheme upon termination of employment are the same for senior employees as for all other employees who are LGPS members.

Changes to the Local Government Pension Scheme (LGPS)

With effect from 1st April 2014 the Local Government Pension Scheme changed. The table below shows the main provisions of the new 2014 scheme compared with the 2008 scheme.

	LGPS 2008	LGPS 2014		
Basis of pension	Final salary	Career Average Revalued Earnings (CARE)		
Accrual rate	1/60 th	1/49 th		
Pensionable pay	Pay excluding non-contractual overtime and non-pensionable additional hours.	Pay including non-contractual overtime and additional hours for part time staff.		
Contribution flexibility	No	Yes, members can pay 50% contributions for 50% of the pension benefit.		
Normal pension age	65	Equal to the individual member’s State Pension Age.		
Qualifying period for benefits	3 months	2 years		
Contribution rates Please note: 2008 contribution rates are based on whole-time equivalent pay whereas the 2014 contribution pay bands will be based on actual salary. The employee contribution pay bands have been updated for 2015 / 2016.			Pay Bands 2016 / 2017	Contribution Rates
			Up to £13,600	5.5%
			£13,601 - £21,200	5.8%
			£21,201 - £34,400	6.5%
			£34,401 - £43,500	6.8%
			£43,501 - £60,700	8.5%
			£60,701 - £86,000	9.9%
			£86,001 - £101,200	10.5%
			£101,201 - £151,800	11.4%
			More than £151,801	12.5%
Lump sum option	Trade £1 of pension for £12 tax-free lump sum	Trade £1 of pension for £12 tax-free lump sum		
Death in service lump sum	3 x pensionable pay	3 x pensionable pay		
Death in service survivor benefits	1/160 th accrual based on Tier 1 health pension enhancement	1/160 th accrual based on Tier 1 ill health provision enhancement.		
Ill health provision	Immediate access to benefits depending on severity of the condition.	Immediate access to benefits depending on severity of the condition.		

These changes only apply to England and Wales. All Local Government Pension Scheme pensions built up before 1st April 2014 will be protected. Further information about the changes can be found on the [Local Government Pension Scheme website](#).

NHS Pension Scheme

The Council also have employees who were transferred from the NHS. As part of the transfer agreement (TUPE), these employees were able to keep their NHS pension scheme and continue to contribute into that scheme.

The NHS Pension Scheme has undergone significant changes that became effective on 1 April 2008. [Members Guide \(PDF\)](#) provides further information on this.

Further information about the [NHS Pension Scheme](#) can be found on their website.

Pay Scales 2016 / 2017

NJC Pay Grades			New Rate	Hourly Rate
Grade	Point	Payroll Point		
J	1	1	£14,609	£7.57
	2	2	£14,852	£7.70
	3	3	£15,266	£7.91
K	1	4	£15,617	£8.09
	2	5	£15,950	£8.27
	3	6	£16,358	£8.48
	4	7	£16,616	£8.61
	5	8	£17,011	£8.82
	6	9	£17,280	£8.96
	7	10	£17,690	£9.17
L	1	11	£18,111	£9.39
	2	12	£18,401	£9.54
	3	13	£18,962	£9.83
	4	14	£19,265	£9.99
	5	15	£19,811	£10.27
	6	16	£20,128	£10.43
	7	17	£20,992	£10.88
	8	18	£21,511	£11.15
M	1	19	£21,902	£11.35
	2	20	£22,252	£11.53
	3	21	£22,785	£11.81
	4	22	£23,149	£12.00
	5	23	£23,665	£12.27
	6	24	£24,044	£12.46
	7	25	£24,547	£12.72
	8	26	£24,940	£12.93
	9	27	£25,430	£13.18
N	1	28	£25,902	£13.43
	2	29	£26,317	£13.64
	3	30	£26,798	£13.89
	4	31	£27,228	£14.11
	5	32	£27,693	£14.35
	6	33	£28,137	£14.58
	7	34	£28,588	£14.82
	8	35	£29,046	£15.06

Hay Pay Grades		New Rate	Hourly Rate
Grade			
Q	Q1	£29,852	£15.47
	Mid-Point	£34,670	£17.97
		£39,487	£20.47
R	R1	£33,724	£17.48
	Mid-Point	£39,387	£20.42
		£45,049	£23.35
S	S1	£38,328	£19.87
	Mid-Point	£44,825	£23.23
		£51,321	£26.60
T	T1	£44,769	£23.20
	Mid-Point	£51,351	£26.62
		£57,932	£30.03
U	U1	£50,394	£26.12
	Mid-Point	£58,611	£30.38
		£66,827	£34.64

	9	36	£29,483	£15.28
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Executive Pay Scales – 2016 / 2017

Level	Salary Range	
	From	To
CEO	£148,874	£185,537
Board Director	£116,352	£139,380
Director 5	£97,972	£115,039
Director 4	£80,871	£96,839
Director 3	£66,860	£80,047