

Item No. 8.1	Classification: Open	Date: 25 March 2015	Meeting Name: Council Assembly
Report title:		Pay Policy Statement	
Ward(s) or groups affected:		All	
From:		Chief Executive	

RECOMMENDATION

1. That the council's pay policy statement, as set out in Appendix 1, be agreed.

BACKGROUND INFORMATION

2. The Localism Act 2011 sets down requirements on authorities to prepare pay policy statements on an annual basis. These statements must describe an authority's policy for the pay of its workforce and be agreed annually in advance of the coming financial year. The Department of Communities and Local Government published initial guidance for local authorities on preparing their statements, which they further supplemented in February 2013, and has been taken into account in developing the pay policy statement given in Appendix 1.

KEY ISSUES FOR CONSIDERATION

3. Pay statements must be published and thus open to public scrutiny. Under the Localism Act, the statement must describe specific elements of remuneration paid to chief officers. The roles of chief officers are defined and accord with the descriptions used in the Local Government & Housing Act 1989, these being:
 - The head of the authority's paid service designated under section 4(1) of the Act
 - Its monitoring officer designated under section 5(1) of that Act
 - A statutory chief officer mentioned in section 2(6) of that Act
 - A non-statutory chief officer mentioned in section 2(7) of that Act
 - A deputy chief officer mentioned in section 2(8) of that Act.
4. Nothing in the Act supersedes existing responsibilities and duties placed on authorities in their role as employers. Each local authority is an individual employer in its own right and has the autonomy to make decisions on pay that are appropriate. Instead, the Act focuses on requiring authorities to be more open about their policies and how decisions are made.
5. The Act does not require authorities to publish specific salary data as part of the pay policy statement. Doing so risks data being out of date where any pay awards apply. The declaration of specific salary information is managed by the publication of the statement of accounts and other information under data transparency arrangements. Such specific information is published on the council's website.

6. Appendix 1 to this report sets out the proposed pay statement for agreement by council assembly. This reflects the scope of the posts to be captured and the range of information to be included; as defined in the Act. It should be noted that following publication of pay policies statements in 2012 there was a public debate on whether the statement should include the ratio of earnings between the highest paid employee and other employees. There is no requirement to do so in the Act. The Local Government Data Transparency Regulations 2014 have subsequently moved the issue on. These regulations require that councils publish the pay multiplier, defined as the ratio between the highest paid taxable earnings for the given year and the median taxable earnings figure of the whole of the authority's workforce. As per the regulations this to coincide with reporting at the end of the financial year and in Southwark will be published on the council's website. An initial assessment, using basic salary (January 2015), shows that the ratio between the top earner and median earnings to be 6.19 to 1; this is low compared to other public bodies which have reported such data.
7. Subject to council assembly's agreement it is proposed to again publish the pay policy statement on the Southwark website as part of open data. For the purpose of this report Appendix 3 gives the council's salary and grading structure for April 2015. This reflects the National Joint Council for Local Government Employees pay award which covers the period for 2014-16 and consolidates the London Living Wage rate as the minimum spinal column point. This grading structure delivers cabinet's decision of 30 July 2013 that those earning less than £21,000 (full time equivalent) should at minimum receive an annual increase in pay of £250.
8. From 1 April 2013 there was a statutory transfer of public health staff into the council. Under the transfer scheme, with TUPE like protection, existing employees retain their NHS salaries and core national, primarily pay related, terms and conditions of employment. There are different protected terms of employment, complicated by additional personal entitlements and supplementary payments. The role of Director of Public Health is defined as a chief officer. The actual earnings of this post holder will be published in the annual statement of accounts. When all allowances are taken into account, the earnings of the director of public health are equivalent to other chief officers. For the purpose of this statement; the salary range and key pay characteristics of this post and the assistant directors of public health are described as "other information" to the pay policy statement.

Top managers

9. The pay policy statement is primarily concerned with the salary arrangements of chief officers as defined in the Local Government & Housing Act 1989 (as above). In Southwark this cadre of posts forms the top management team of the council.
10. As part of the budget reductions for year 2015/16, the facility to award performance related pay has been removed as part of an efficiency saving. This was a contractual entitlement and replaced by a compensatory increase in basic pay (calculated as a proportion of the performance related pay entitlement). In future performance will only be rewarded through award of incremental progression based on clear achievement.

New employees

11. Members will note that the proposed pay policy statement (Appendix 1) also makes specific reference to the salary package for staff newly appointed to top manager posts. The Localism Act has the impact of amending the Local Government Act 1972 (appointment of staff) as follows:

“A local authority’s power to appoint officers on such reasonable terms and conditions as the authority thinks fit is subject to section 41 of the Localism Act 2011 (requirement for determinations relating to terms and conditions of chief officers to comply with pay policy statement”.

12. Elected members have a special role in the appointment of chief officers and deputy chief officers as defined, whereby they must be given the opportunity to raise any well founded and material objection to appointment prior to an offer being made. As in previous years it is proposed that to meet requirements under the Localism Act, notification of an appointment includes confirmation of the salary package which attaches to the post and whether this accords with the council’s pay policy statement. Were the proposed salary package to be outside the current statement, this to be deemed as an amendment to the pay policy which requires explicit members’ approval.

Lowest paid employees

13. The Act requires the council to describe the relationship between the remuneration of its chief officers, and other staff and to define the “lowest-paid employees” adopted by the authority for the purposes of the statement. The specific information to be included on pay actuals is limited.
14. As described in the statement, the use of job evaluation and the grading structure is the method used to determine the relativities of posts across the Southwark structure. The council’s decision to adopt the London Living Wage rate sets the minimum pay rate for staff across the council. Employers’ participation in the London Living Wage is voluntary. The council’s commitment to adopt, aims to stop working Londoners from falling into poverty; making sure that the unemployed in London are better off in work than living on benefits. London Living Wage has been set at £9.15per hour (2015) compared to the national minimum wage of £6.50 per hour.

Policy implications

15. The statement is used as a method to articulate the council’s existing policy on remuneration, with specific details on top manager posts in particular. As such it does not amend or introduce new policy. Were current arrangements to be amended as a result of the development of the statement; the policy implications and contractual implications of doing so, would require review by cabinet.

Community impact statement

16. Development and publication of the pay policy statement is a useful step in increasing accountability and transparency of council business to the local community. This continues the trend of openness. It allows elected members, those who are directly accountable to the local community, to have input into how decisions on pay are made, particularly senior pay.

17. The equality analysis provided in Appendix 2 to this report clarifies that there are no adverse implications for people of protected characteristics. Publication of the statement accords with good practice of openness in pay arrangements.

Resource implications

18. There are no specific implications arising from the development and publication of the pay statement so far as this represents existing policy. Were future statements seeking agreement to move away from established arrangements it would be necessary to consider financial resources and the employment implications. Changes to individual's terms and conditions are likely to reflect a contractual change requiring consultation and due process in order to be lawful.
19. Publication of the pay statement as presented in Appendix 1 does not create conflict with the Data Protection Act as it does not contain information relating to a particular individual.

Consultation

20. The trade unions have been advised of the need to publish the statement and have been provided with a copy. As the statement is a method to articulate existing policy rather than a change, it is not part of the formal consultation process.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Legal Services

21. Section 38 of the Localism Act ('the Act') requires a relevant authority to prepare a pay policy statement. Pursuant to section 43 of the Act a London borough is defined as a 'relevant authority'. The statement must set out an authority's policies towards a range of issues relating to the pay of its workforce including the remuneration of its chief officers; the remuneration of its lowest-paid employees; and the relationship between the pay of its chief officers and that of other employees. Chief officer is defined to include chief and deputy chief officers as defined in the Local Government and Housing Act 1989. The statement must state the definition of "lowest paid employees" adopted by the authority for the purposes of the statement and the authority's reasons for adopting that definition. Pay policy statements have to be prepared for each financial year; this began with year 2012/13.
22. The pay policy statement must also specifically cover the authority's policies relating to:
 - The level and elements of remuneration for each chief officer (including salary, bonuses and benefits in kind)
 - Remuneration of chief officers on recruitment
 - Increases and additions to remuneration for each chief officer
 - The use of performance-related pay for chief officers
 - The use of bonuses for chief officers
 - The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority
 - The publication of and access to information relating to remuneration of chief officers.

23. Section 39 of the Act states that an authority's pay policy statement must be approved by a resolution of the authority before it takes effect. This means that the resolution must be by full council before 31 March 2015. Following approval the statement must be published as soon as possible on the authority's website and in any other manner the authority thinks fit. An authority can amend its pay policy statement and any amendment must be made by a similar resolution.
24. In complying with its duties on the pay policy requirements relevant authorities in England must have regard to any guidance issued or approved by the Secretary of State. The Department of Communities and Local Government ('DCLG') has published guidance to help English authorities understand and comply with their new duties; this is entitled 'DCLG: Openness and accountability in local pay: Guidance under section 40 of the Localism Act'. The guidance sets out the key policy principles that underpin the pay accountability provisions.
25. Supplementary guidance was issued in February 2013. These were taken into account in preparing this statement.
26. The draft pay policy statement in Appendix 1 will enable the council to meet its obligations under sections 38 to 43 of the Act.
27. The Director of Legal Services notes that the change required under the Local Government Data Transparency Regulations on publication of the pay multiplier has been reflected in paragraph 6 of this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Communities & Local Government: Openness and accountability in local pay	Human resources Southwark Council 160 Tooley Street London SE1 2QH	Bernard Nawrat 020 7525 785
Localism Act – Sections 38 – 43	Human resources Southwark Council 160 Tooley Street London SE1 2QH	Bernard Nawrat 020 7525 7185

APPENDICES

No.	Title
Appendix 1	Southwark Council – Pay Policy Statement
Appendix 2	Equality Analysis
Appendix 3	Salary & Grading Structure

AUDIT TRAIL

Lead Officer	Eleanor Kelly, Chief Executive		
Report Author	Bernard Nawrat, Human Resources Director		
Version	Final		
Dated	12 March 2015		
Key Decision?	No		
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER			
Officer Title		Comments Sought	Comments included
Director of Legal Services		Yes	Yes
Strategic Director for Finance and Corporate Services.		Yes	Yes
Cabinet Member		Yes	Yes
Date final report sent to Constitutional Team			13 March 2015

APPENDIX 1

Southwark Council – Pay Policy Statement

The Localism Act 2011 requires the council to publish a pay policy statement for each financial year.

This statement relates to year 2015-16 and it is approved by Council Assembly.

Scope

The statement describes our policies towards the pay of top managers (referred to in the Act as “chief officers”) and our approach to the pay of our lowest paid employees.

Provisions in the Act do not apply to the staff of local authority schools.

Under the Act a “chief officer” is defined as:

- The head of the authority’s paid service designated under section 4(1) of the Local Government and Housing Act 1989
- Its monitoring officer designated under section 5(1) of that Act
- A statutory chief officer mentioned in section 2(6) of that Act
- A non-statutory chief officer mentioned in section 2(7) of that Act
- A deputy chief officer mentioned in section 2(8) of that Act.

In Southwark, this would apply to the Chief Executive, Strategic Directors and Divisional Heads. We refer to these as “top managers”. This includes the Director of Public Health and the Assistant Directors of Public Health who joined the council from NHS Public Health on 1st April 2013 under the transfer scheme, with TUPE like protection. As such, existing employees retain their NHS salaries and terms and conditions of employment. This approach is mandatory on the council. The characteristics of the pay packages of these postholders therefore differ from other top managers in the council. They are excluded from the description that follows; details on these postholders are noted in “Supplementary information – Public Health” below.

Remuneration

For existing top managers the term remuneration is used to describe salary, expenses and other monetary allowances or benefits.

The council does not employ top managers under a contract for services, (people who are self employed), and therefore remuneration for such arrangements is not described. All top manager employees are paid via the council's payroll with appropriate tax and National Insurance deductions made in accordance with HMRC regulations.

Salary

In Southwark posts, including top managers, are job evaluated using a single system (Hay) to determine the job size. All job evaluation results for top managers are scrutinized by independent experts at the Hay Group.

The job size determines a job’s placement against the pay spine, through a grading structure.

The pay spine is increased in accordance with pay award settlements determined by the National Joint Council for Local Authorities Services. The last pay award, agreed in 2014, covers the period 2014 to March 2016. In addition Southwark has introduced special arrangements for its lowest paid workers as described below. Were there any amendments, which are determined by the National Joint Council for Local Authorities Services, these will be applied to all relevant employees without further referral to council assembly.

Individual staff are paid within the grade. People may move through the grades by incremental progression; subject to how well they have performed.

Flexibility allows the payment of market factor supplements; subject to justification against external data and with annual review.

For posts grade 16 and above, specific benefits up to a financial cap may be taken in kind, (e.g. season ticket purchase, car leasing), or paid as an addition to salary. For top managers the annual financial value of such benefits in 2015/16 will be £3,468-£6,129; dependent on grade. The rates for car leasing have been frozen since 2006 and car leasing arrangements have been closed to top managers joining the organisation since 2007. Previous arrangements for Performance Related Pay have been replaced through proportionate enhancement of basic salaries; Because this is a contractual change requiring individual discussion there is a process of transition which runs into 2015/6 and may mean phased implementation. Pay rates in appendix 3 reflect the revised position.

Other Payments & Expenses

With the exception of standby payments made to a limited number of posts in social care, no additional allowances are paid to top managers.

Top managers are not eligible to receive overtime for excess hours worked. In line with all other (non teaching) staff their full time equivalent weekly hours are 36. However, for top managers the contract of employment states this as a minimum and individuals are required to do whatever hours are necessary to get the job done, with no additional payment. Where hours are worked outside "normal office hours"; top managers do not receive enhancements nor shift allowances which other staff on NJC conditions for Local Authorities Services may be entitled.

Top managers do not receive an expenses allowance. In line with all other staff, where essential expenses are incurred in the performance of their duties, costs can be reclaimed; where these are reasonable and public money is being used prudently.

Fees for election duties

Council staff can be employed on election duties of varying types. The fees paid to Council employees for undertaking these election duties varying according to the type of election they participate in, and the nature of the duties they undertake.

Returning Officer duties (and those of deputy returning officers) are contractual requirements and fees paid to them for national elections/referendums are paid in accordance with the appropriate Statutory Fees and Charges Order and are paid by the body responsible for the conduct of the election.

New Appointments

Top Managers joining the organisation:–

- Are paid on the grade for their post.
- Join at the bottom spinal column point of the grade; unless the person can demonstrate that payment above the minimum is essential to match current earnings, or to reflect the prevailing market, or to recognise experience and skills to secure engagement. No staff are paid above the grade maximum.
- Do not receive a lump sum payment on joining, sometimes referred to as “golden hellos”.
- May receive expenses relating to their home relocation where this is necessary to secure engagement.

Members have the opportunity to question all salary packages to be offered as part of the recruitment to top manager posts.

Leaving the Organisation & Pensioners

Staff leaving the council on a voluntary resignation basis do not receive a severance payment.

Top managers leaving the council on a voluntary resignation basis will receive no severance payment.

Where the council decides to terminate any employee's service on the basis of redundancy in employment law terms this is based on the facts of the case, (deletion or diminution of the post). Payment entitlements are enshrined in the council policy on redeployment redundancy and reorganisation and comprise contractual entitlements, (notice unworked, leave not taken), plus redundancy element, in accordance with the statutory table. Payments are made as a multiple of an actual week's pay. The council retains discretion to pay an additional compensation for loss of office with the aim of avoiding compulsory redundancies. Also for those aged 55 and over, under the pension regulations they become entitled to immediate pension as earned; any costs accruing to the Council for pension payments are capital costs based on an actuarial calculation linked to service and age. In total the cost of this entitlement may add up to more than £100k due to base salary, contract terms, age and length of service, although this would be rare. Entitlements are not discretionary to an individual once a redundancy situation arises.

Where the council decides to terminate any employee's service on the basis of mutual termination on efficiency of the service grounds, the council calculates entitlements relying on the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and the pension regulation where over 55 years old. Should the cost of the total package exceed £100k, agreement will be obtained via council assembly or another properly constituted Member body, prior to finalisation

For top managers, where redundancy or mutual termination occurs information would be included in the declared salary data included in the Statement of Accounts each year. Were an employee's services to be terminated on these bases the council would not re-engage the individual on a contract for services (i.e. self employed basis).

Vacant top manager posts are recruited to in accordance with the council's recruitment policy with the overarching aim of employing on merit; to engage the best person for the job.

New recruits may be in receipt of a pension under the Local Government Pension Scheme (LGPS) e.g. as a result of service with another Authority. In such cases, the employee's pension entitlement would be abated (reduced in accordance with actuarial calculation) or capped as required under LGPS regulations. This would have no impact on the council's remuneration arrangements.

Under the LGPS Regulations eligible employees may be considered for one of the Scheme's flexible retirement options. This would include instances where the employee reduces to a part time basis or demotion. On such occasions the council's remuneration arrangements would continue as described above plus any pension payable determined by application of LGPS Regulations and that person's membership entitlements.

Lowest Paid Staff

All posts are job evaluated to determine their relative job size; the responsibilities and impact of the post, and the level of knowledge and skill required to carry out those responsibilities. Job sizes are used to determine the grade. Grades are linked to the salary scale. Staff have the potential to move through the grades by incremental progression, based on performance.

Appropriate terms and conditions, e.g. shift allowances, reflect the duties and obligations of posts in accordance with the NJC for Local Authorities Services. There are a small number of posts under different national schemes – education related, craft and retained conditions e.g. Public Health. Bonus payments are not a feature of pay arrangements. Staff are contracted to work 36 hours per week (full time equivalent). Where service provision demands that it is necessary for additional hours to be worked above the full time equivalent, overtime rates would apply. Rates are determined in accordance with NJC Conditions of Service.

Notwithstanding the application of this framework the council has determined that no employee should receive an hourly rate less than the London Living Wage; for 2015/16 the London Living Wage is £9.15 per hour. This is the baseline payment for the lowest paid staff.

Other Information

1. In addition to this statement the council publishes other information on the detail of payments. Information can be found on the Open Data section of the council's website (www.Southwark.gov.uk). This includes:-

- The council's grading structure and salary scales.
- The annual statement of accounts. This includes the numbers of people earning £50,000 per year or more in £5,000 bandings. It includes schools. The accounts also give detail, including the name, for those whose pay is £150,000 or more. This covers all remuneration elements including employer's pension contribution.

In accordance with the Local Government Data Transparency Regulations 2014; to coincide with the reporting at the end of the financial year, the council will publish the ratio between the highest paid taxable earnings for the given year and the median earnings figure of the whole of the authority's workforce.

Supplementary Information Public Health

1. As noted previously in this statement, from 1 April 2013 a number of post holders transferred from NHS Public Health where the roles that they are performing for the council are captured by the definition of top managers under the Act. The Director of Public Health is a statutory role and a joint post that is shared with Lambeth Council with responsibilities across both Boroughs. The Director has four direct reports; three posts of Assistant Director, one post of Consultant in Public Health.
2. The transfer protected contractual terms and pay. Pay rates, grade ranges and scope for pay progression remain as at transfer. This is a legal requirement and not one which the council has the ability to change without going through a process of consultation and dismissal and re- engagement procedures. The option for the council to harmonise only arises two year after the transfer This is because at the point of transfer there was a nationally agreed Memorandum of Understanding effectively preventing local authorities from harmonising NHS terms and conditions such as pay, including sick and holiday pay, and any other terms and conditions where there are no local flexibilities. These were covered by national and contractual obligations and negotiated through national arrangements
3. The Director of Public Health and three of the direct reports, are medically qualified consultants on the Consultant Contract 2003. There are three more medically qualified consultants within the joint service. The body that determines salary scales / pay levels for medical consultants is the Doctors and Dentist Review Body (DDRB) and medically qualified staff are on the Consultant Contract (2003). The Director of Public Health's fourth direct report, a non medically qualified public health consultant Assistant Director, transferred on Agenda for Change terms and conditions. The NHS Employers website offers transparency for both
4. The Director of Public Health's salary comprises of the following elements:-
 - Basic -Grade range (YM66); NHS Employers website
 - London Weighting
 - On call
 - Programmed Activities (PAs), see below.
 - Clinical Excellence Awards
 - Director of Public Health Population Supplement.
5. Actual earnings of the Director of Public Health will be published in the council's annual statement of accounts. The total annual earnings of the four reports to the Director will not be listed individually but for information:-
 - The actual contractual hours of these post holders range from 24 hours per week to 40 hours per week.

- Based on contractual hours and variable elements, noted below, total annual gross earnings range from £64,715 - £121,076.
6. The key features of the consultant contract that relate to pay are:
- **Programmed Activities** (PAs). The contract is based on a number of PAs with provision for additional PAs that attract additional funding and are represented in additions to base salary. These are not pensionable.
 - **On Call**. There is provision for 'on call' premium rate payments which are in recognition of the unsociable nature of work falling outside the period of 7 am to 7 pm Monday to Friday and any time on a Saturday, Sunday or public holiday. The rate varies between 1% and 8% basic salary. Depending on the frequency of the duty and whether a call may require return to work
 - **Clinical Excellence Awards** (CEAs) are given to recognise and reward the exceptional contribution of NHS consultants, over and above that normally expected in a job, to the values and goals of the NHS and to patient care. Information on the Clinical Excellence Awards Scheme for consultants can be found on the Advisory Committee on Clinical Excellence Awards (ACCEA) website.
 - **Pay progression** for medical consultants through the pay thresholds is determined by the number of years as a consultant at the appropriate threshold. Incremental progression is by virtue of years of service on start date anniversary and includes steps where staff mark time and receive no additional monies. Progression is served and at the discretion of the Director of Public Health.
7. The Assistant Director on Agenda for Change conditions, receives a High Cost Area Supplement (£6279 per annum) in accordance with Agenda for Change terms and conditions. There is no further scope for pay progression for this Assistant Director who is on scale maximum

APPENDIX 2

EQUALITY ANALYSIS – PAY POLICY STATEMENT

Overview

1. The Localism Act 2011 requires Authorities to develop and publish a pay policy statement. This would include the remuneration arrangements for its most senior staff and approaches on remuneration to its lowest paid employees.

Impact

2. The development and publication of the pay statement does not in itself amend policy. Were changes to arise as a consequence, proposals would require scrutiny including the impact upon people of different protected characteristics.

3. The publication of the pay statement does however accord with good practice on managing equal pay; increasing transparency on organisational arrangements. There are no adverse impacts on people of specific protected characteristics arising from this development. Instead it may reasonably be argued that greater openness may reduce the fear of potential discrimination by setting out arrangements which are in force.

4. On a continuing basis the council undertakes monitoring of its workforce to identify and take action to address potential adverse impacts on people of specific protected characteristics. Monitoring data is published on the council's website through the annual workforce report, in accordance with the specific duties of the Equality Act 2010.

APPENDIX 3

Appendix 3 -SALARY & WAGES SCALES 2015/16													
Inner London												JNC Southwark	
		01		02		03		04		05		2	47373
						9	£17,439	13	£19,335	16	£20,367	3	48918
8	17175					10	£17,958	14	£19,644	17	£20,775	4	50514
9	17439			8	£17,175	11	£18,612	15	£19,977	18	£21,120	5	52155
10	17958			9	£17,439	12	£18,933	16	£20,367	19	£21,780	6	53871
11	18612			10	£17,958	13	£19,335	17	£20,775	20	£22,452	7	55638
12	18933	8	£17,175	11	£18,612	14	£19,644	18	£21,120	21	£23,145	8	57468
13	19335	9	£17,439	12	£18,933	15	£19,977	19	£21,780	22	£23,658	9	59349
14	19644	10	£17,958	13	£19,335	16	£20,367	20	£22,452	23	£24,252	10	61314
15	19977											11	63339
16	20367	06		07		08		09		10		12	65439
17	20775	20	£22,452	24	£24,936	28	£27,879	32	£31,323	36	£34,380	13	67596
18	21120	21	£23,145	25	£25,620	29	£28,845	33	£32,157	37	£35,253	14	69852
19	21780	22	£23,658	26	£26,337	30	£29,697	34	£32,964	38	£36,186	12a	£69,756
20	22452	23	£24,252	27	£27,108	31	£30,525	35	£33,579	39	£37,257	13a	£72,057
21	23145	24	£24,936	28	£27,879	32	£31,323	36	£34,380	40	£38,151	14a	£74,463
22	23658	25	£25,620	29	£28,845	33	£32,157	37	£35,253	41	£39,069	15	£76,935
23	24252	26	£26,337	30	£29,697	34	£32,964	38	£36,186	42	£39,981	16	£79,521
24	24936	27	£27,108	31	£30,525	35	£33,579	39	£37,257	43	£40,896	17	£82,161
25	25620											18	£84,912
26	26337	11		12		14		15		16		19	£87,756
27	27108	40	£38,151	44	£41,811	2	£47,373	7	£55,638	12a	£69,756	20	£90,696
28	27879	41	£39,069	45	£42,672	3	£48,918	8	£57,468	13a	£72,057	21	£93,744
29	28845	42	£39,981	46	£43,620	4	£50,514	9	£59,349	14a	£74,463	22	£96,909
30	29697	43	£40,896	47	£44,544	5	£52,155	10	£61,314	15	£76,935	23	£100,161
31	30525	44	£41,811	48	£45,462	6	£53,871	11	£63,339	16	£79,521	24	£103,551
32	31323	45	£42,672	49	£46,359	7	£55,638	12	£65,439	17	£82,161	25	£107,052
33	32157	46	£43,620	50	£47,283	8	£57,468	13	£67,596	18	£84,912	26	£110,664
34	32964	47	£44,544	51	£48,207	9	£59,349	14	£69,852	19	£87,756	27	£114,414
35	33579											28	£118,281
36	34380	17		18		Chief Officer		Chief Executive				29	£122,310
37	35253	17	£82,161	22	£96,909	31	£134,919	38	£170,655			30	£129,240
38	36186	18	£84,912	23	£100,161	32	£139,521	39	£176,196			31	£134,919
39	37257	19	£87,756	24	£103,551	33	£144,264	40	£181,926			32	£139,521
40	38151	20	£90,696	25	£107,052	34	£149,187	41	£187,839			33	£144,267
41	39069	21	£93,744	26	£110,664	35	£154,269	42	£193,944			34	£149,190
42	39981	22	£96,909	27	£114,414	36	£159,537					35	£154,269
43	40896	23	£100,161	28	£118,281	37	£164,997					36	£159,537
44	41811	24	£103,551	29	£122,310	38	£170,655					37	£164,997
45	42672											38	£170,653
46	43620											39	£176,196
47	44544											40	£181,926
48	45462											41	£187,839
49	46359											42	£193,944
50	47283												
51	48207												
52	49128												
53	50064												
54	51045												
55	52041												