



## **POWYS COUNTY COUNCIL**

**Pay Policy Statement 2020/21**

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# **POWYS COUNTY COUNCIL**

## **Pay Policy Statement 2020/21**

### **1. Introduction and Purpose**

- 1.1 This Pay Policy statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 (1) of the Localism Act 2011. The Act requires English and Welsh local authorities to produce and publish a pay policy statement each financial year, detailing:
- The authority's policies towards all aspects and elements of the remuneration of chief officers
  - Their approach to the publication of and access to information relating to all aspects of the remuneration of chief officers
  - The authority's policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it)
  - 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 Council will continue to develop a Pay Policy and Strategy in this context and will seek to align rewards systems with business objectives. Once approved by the full Council, as required by the legislation prior to 31 March 2020, this pay policy statement will come into effect from 1 April 2020, and will be subject to review on a minimum of an annual basis in accordance with the relevant legislation prevailing at that time.

### **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:
- Equality Act 2010
  - Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000
  - The Agency Workers Regulations 2010
  - Transfer of Undertakings (Protection of Earnings) Regulations.
- 2.2 With regard to the Equal Pay requirements contained within the Equality Act, the Council will ensure there is no pay discrimination within its pay structures and that all pay differentials can be objectively justified through the use of equality

proofed Job Evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.

### **3. Scope of the Pay Policy**

- 3.1 The Localism Act 2011 requires 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.
- 3.2 Nothing within the provisions of the Localism Act 2011 detracts 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.

### **4. Development of Pay and Reward Strategy**

- 4.1 The primary aim of a reward strategy is to attract, retain and motivate suitably skilled staff so that the organisation can perform at its best. The biggest challenge for the council in the current circumstances is to maximise productivity and efficiency within current resources. The 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 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.
- 4.3 In addition the council is a 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 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.
- 4.4 In designing, developing and reviewing 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.

## **5. Specific Local Factors Affecting Pay Policy**

### **5.1 Local Labour Market Factors**

Data from the 2011 Census and other statistics relating to Powys population trends and labour market information indicates a low birth rate and a large outward migration of young people coupled with a large inward migration of older people. Powys is seen as an attractive place to retire and there are limited opportunities for higher education and employment opportunities for young people. Currently the Council employs very few young people under the age of 21 and opportunities for school leavers and graduates have been limited, mainly due to the economic climate and the constraints on budgets. The Council's workforce reflects the community which is steadily getting older. The Council has reacted to this trend by introducing employment and training opportunities for young people, through increasing the number of apprentices. In this way the Council aims to have sufficient skills to sustain services in the future.

### **5.2 Current Recruitment and Retention Issues**

Traditionally Powys County Council has difficulties attracting large numbers of candidates for 'hard to fill' posts in a number of areas across the Council. Examples are in the areas of Social Care, in particular, Social Workers and Children's Residential Care Workers. This difficulty also exists with Chief Officer roles and in other professionally qualified areas such as Planning, Engineering, Legal, Human Resources, Health and Safety and Finance. The Council also has an ageing population in comparison to other Local Authorities in Wales and this, combined with the rural nature of the county and large geographic area, means that the Council can experience difficulties with recruitment and retention. As such the Council has introduced an Apprenticeship initiative including career graded pay rates.

## **6. Pay Structure**

### **6.1 Current Position**

The Council applies the National Joint Council (NJC) negotiated pay spine as the basis for its main grading structure. This determines the salaries of the larger majority of the workforce.

On 10<sup>th</sup> April 2018, agreement was reached between the National Employers and the NJC Trade Union Side on rates of pay applicable from 1 April 2018 and 1 April 2019.

The NJC pay agreement, effective from 1 April 2020 has yet to be agreed with discussion between Trade Unions and the Employers side on-going. Once agreed, the Council are contractually obliged to implement.

## 6.2 Job Evaluation

The Council's systematic approach to determining the value and worth of posts that are currently subject to the NJC nationally agreed pay spine was implemented from the 1<sup>st</sup> April 2013. This revised pay and grading structure was subject to an equal pay audit. Payment protection paid to staff suffering a detriment was agreed for a 12-month period and ended on the on 31<sup>st</sup> March 2014. All qualifying posts continue to be job evaluated to ensure that the integrity of the single status is maintained, ensuring that staff are remunerated fairly whilst also protecting the Council from any future Equal Pay claims.

## 6.3 Terms and Conditions

In conjunction with the job evaluation process a review of associated terms and conditions has been undertaken which has consolidated the range of nationally and locally negotiated terms which have been agreed through previous collective bargaining. The objective is to apply a single status approach across the authority which is fair for all staff and which also complies with the equality impact assessment.

## 6.4 National Living Wage / National Minimum Wage

Through contractually adopting the NJC pay rates with a minimum of £9.00 per hour (currently based on 2019 pay rates), the Council continues to pay the lowest paid staff above the Statutory National Living Wage and National Minimum Wage rates, which are as follows:

Year	25 and over	21 to 24	18 to 20	Under 18	Apprentice
1 <sup>st</sup> April 2020	£8.72	£8.20	£6.45	£4.55	£4.15

## 6.5 Living Wage Foundation

Through the 2019/20 Pay Policy, Council agreed that any pay rates falling below the non-statutory Living Wage Foundation rate should *'increase in-line with the Living Wage Foundation Rate in future years'*.

Whilst there was no impact from 1<sup>st</sup> April 2019 as both rates were £9.00 per hour, the 2020 LWF has since increased to £9.30 per hour. As the National Pay Bodies are yet to agree the pay rates from 1<sup>st</sup> April 2020, Council employees receiving less than £9.30 per hour will have their rates uplifted to £9.30 per hour, effective from 1<sup>st</sup> April 2020. This impacts on scale point 1 and scale point to 2 of the Council pay Grades, which based on 2019 rates are currently £9.00 and £9.18 per hour respectively.

## 6.6 Acting Up/Honoraria

On occasions when employees undertake additional responsibilities for a limited period of time, the Head of Service will have the discretion to award an honorarium or acting up payment. This will be applied in line with the Guidance attached at Appendix B.

## 6.7 Pay and Performance

The Council introduced a new appraisal process in October 2018 and expects high levels of performance from all its' employees. Individual performance is managed and supported by line managers, with the relationship between line manager and staff member being key to ensuring we have engaged and motivated staff, who are enabled in their work and can utilise their ideas to improve services. This is vital to ensure all employees and services contribute to meeting the priorities set out in the Councils Vision 2025. There are no bonus related pay incentives in place.

## 7. Accountability and Decision Making

7.1 In accordance with statutory requirements and the Constitution of the Council policies relating to the recruitment, pay, terms and conditions, and severance arrangements of all employees of the Council is the responsibility of the Council.

## 8. Chief Officer Remuneration

### 8.1 Definition of Chief Officer:

For the purposes of this statement, 'chief officers' are as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below:

Chief Executive (Head of Paid Service)
Corporate Director (Children & Adults) (Director of Social Services)
Corporate Director (Resources and Transformation)
Corporate Director (Economy and Environment)
Head of Commissioning (Children & Adults)
Head of Legal and Democratic Services (Monitoring Officer)
Head of Transformation and Communications
Head of Childrens Services
Head of Finance (Section 151 Officer)
Head of Highways, Transport and Recycling
Head of Workforce and Organisational Development
Head of Adult Services
Head of Housing and Community Development
Head of Property, Planning and Public Protection
Interim Head of Digital Services
Interim Head of Education

The above posts are governed by JNC terms and conditions of employment.

The 2018-2020 nationally agreed pay award applied a 2% uplift to salaries from 1<sup>st</sup> April 2019. The JNC pay agreement, effective from 1 April 2020, has yet to be agreed with discussion between Trade Unions and the Employers still on-going. Once agreed, the Council are contractually obliged to implement.

The Council also has a category of employees employed on Senior Manager (SM) grades. These grades fall between the top of the NJC pay spine and the bottom of the Head of Service range. These posts are governed by NJC terms and conditions of employment, with national pay awards applied accordingly.

The grades ranges for all the above posts are agreed locally and are attached at Appendix C.

The Council has a number of posts within the Schools Service and Youth Service that are employed under Soulbury or Youth & Community terms and conditions. The Soulbury grades are attached at Appendix D, with Youth & Community attached at Appendix E. The last pay award agreed for both bodies was 2% effective from 1<sup>st</sup> September 2019. The pay award effective from 1<sup>st</sup> September 2020 is yet to be agreed at national level.

## **8.2 Recruitment of Chief Officers**

The Council's policy and procedures with regard to the recruitment of Chief Officers is set out within Part 4 of the Constitution. When recruiting to all posts the Council will take full and proper account of its Equal Opportunities, Recruitment and Redeployment policies. 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.

## **8.3 Policy on the Payment of Chief Officers on ceasing to hold office or to be employed by the Council**

Should a Chief Officer be in a redundancy situation and no alternative employment can be found they will, like all other employees, be entitled to compensation in line with the Council's Redundancy Compensation Scheme.

The Councils 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 and 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 30 weeks 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).



Decisions relating to any other payments falling outside the provisions or the relevant periods of contractual notice will be taken by those officers and members authorized to do so by the Constitution.

## **9. Re-employment of Staff**

9.1 The Council has a Re-employment of Former Employees Policy which came in to effect from 1 September 2014, updated in November 2018.

9.2 The purpose of the policy is to set out the Council's approach to the re-employment of certain categories of ex-employees.

### **9.3 Redundancy / Efficiency Cases**

The Council will not engage such former employees on a contract of employment, or through an employment agency, nor engage them in a [contract for services](#), for a period of 12 months from the date of termination of their employment. After this period, restrictions on their re-employment are removed.

9.4 Engagement in a "[contract for services](#)" means appointing a genuinely self-employed individual such as a consultant where the relationship between the parties is not that of employer and employee.

### **Exceptions – Redundancy and Efficiency**

9.5 Where there is a compelling case for re-employment or re-engagement inside the 12-month period, driven by the needs of the Council (for example, because of the skills and experience of a particular individual) or the circumstances of the former employee, approval must be sought from the Head of Workforce and Organisational Development.

9.6 The recruiting manager must submit a case in writing stating why an exception to the general policy should be made. No offer of employment, or contract for services, may be offered, nor arrangement with an employment agency be made until the Head of Workforce and Organisational Development has given express written permission to do so.

9.7 The following factors may make it likely that a request for re-employment or a contract for services will be agreed, although not guaranteed:

- The new employment is for a short period (temporary), or casual, or for very few hours a week, and/or is on a lower job grade than the original job;
- The new employment is in a markedly different capacity (job role or service area) to the original job;
- The employee has scarce skills which the Service has demonstrated (through a detailed business case) it cannot secure easily elsewhere.

9.8 There is no right of appeal against the decision of the Head of Workforce and Organisational Development.

## 9.9 Misconduct/ Lack of Capability Cases:

The Council will not re-employ such ex-employees, nor engage their services through an employment agency nor under a contract for services, and there is no qualifying period, subject to the following exceptions outlined below.

### Exceptions – Misconduct or Lack of Capability Cases

- 9.10 The Council recognises that there may be a case for re-employment in some circumstances, although it is highly unlikely.
- 9.11 The Council will not normally re-employ an employee who was dismissed on the grounds of gross misconduct. However, there may be very exceptional circumstances (such as a significant period of time since the dismissal) when re-employment may be considered. The final decision rests with the Head of Workforce and Organisational Development who will take account of the reasons for dismissal and the potential and/or likelihood for future misconduct.
- 9.12 The Council may re-employ an ex-employee who was dismissed on the grounds of lack of capability, or on grounds of misconduct short of gross misconduct. Re-employment will be subject to an assessment by the respective Head of Service and the Head of Workforce and Organisational Development of the applicant's suitability for the new role in the light of the previous case.

## **10. Remuneration at the Lowest Grades**

- 10.1 The lowest paid employees employed under a contract of employment with the Council, are remunerated on full time equivalent salaries in accordance with the minimum NJC spinal column point currently in use within the Council's grading structure. From 1<sup>st</sup> April 2020 this is spinal column point 1, currently £17,364 FTE per annum (£9.00 per hour) until the 2020 pay award is agreed. This hourly rate will however increase in-line with the Living Wage Foundation Rate (see paragraph 6.5), resulting in the lowest paid employees being paid at least £9.30 per hour (£17,943 FTE per annum).
- 10.2 The Council does run an apprenticeship scheme where individuals are engaged under a fixed term contract for a period of up to three years. During this time their rates of pay comply with the nationally applied rates for an apprentice and therefore they do not fall into the category of lowest grade or lowest paid in the council.
- 10.3 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

## **11. Pay Relativities within the Authority**

- 11.1 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.
- 11.2 The multiples of pay for Powys County Council are as follows:
1. The multiple between the lowest paid full time equivalent employee (£17,364) and the chief executive (£135,005) is 1:7.78 (*Previous year 1:7.90*)
  2. The multiple between the lowest paid employee (£17,364) and mean average chief officer (£87,839) is 1:5.06 (*Previous year 1:5.11*) (*mean average Chief Officer includes Chief Executive*)
  3. The multiple between the median (average) full time equivalent earnings (£22,462) (excluding schools) and the chief executive (£135,005) is 1:6.01 (*Previous year 1:5.97*)
  4. The multiple between the median (average) full time equivalent earnings (£22,462) (excluding schools) and mean average chief officer (£87,839) is 1:3.91 (*Previous year 1:3.86*)
- (*information based on Payroll data February 2020*)

## **12. Publication**

- 12.1 Upon approval by the full Council, this statement will be published on the Council's website before 31 March 2020.

## **13. Partnership with Trade Unions**

- 13.1 The Council will endeavour to maintain the constructive partnership approach that it has developed with the recognised Trade Unions and will continue to work closely with them on pay related matters. Collective bargaining will be followed as appropriate for any proposed changes to pay and /or allowances.

## **14. Reviewing the Policy**

- 14.1 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 the citizens of Powys. The Policy will be reviewed annually and reported to Council.

**Pay Scales for NJC Employees – applicable from 1 April 2020\*  
(\*pending Pay Award)**

01/04/2019 Pay Grades				Living Wage Foundation 01/04/2020	
NEW Scale Point (SCP)	Grade	FTE Salary	Hourly Rate	FTE Salary	Hourly Rate
1	Grade 1	17,364	9.0002	17,943	9.30
1	Grade 2	17,364	9.0002	17,943	9.30
2		17,711	9.1801	17,943	9.30
3	Grade 3	18,065	9.3636		
4		18,426	9.5507		
5	Grade 4	18,795	9.7419		
6		19,171	9.9368		
7	Grade 5	19,554	10.1354		
8		19,945	10.3380		
9		20,344	10.5448		
11	Grade 6	21,166	10.9709		
12		21,589	11.1902		
13		22,021	11.4141		
14		22,462	11.6427		
15	Grade 7	22,911	11.8754		
16		23,369	12.1128		
17		23,836	12.3548		
18		24,313	12.6021		
19		24,799	12.8540		
19	Grade 8	24,799	12.8540		
20		25,295	13.1111		
21		25,801	13.3733		
22		26,317	13.6408		
23	Grade 9	26,999	13.9943		
24		27,905	14.4639		
25		28,785	14.9200		
27	Grade 10	30,507	15.8126		
28		31,371	16.2604		
29		32,029	16.6015		
30	Grade 11	32,878	17.0415		
31		33,799	17.5189		
32		34,788	18.0315		
33	Grade 12	35,934	18.6255		
34		36,876	19.1138		
35		37,849	19.6181		
37	Grade 13	39,782	20.6201		
38		40,760	21.1270		
39		41,675	21.6013		
41	Grade 14	43,662	22.6312		
42		44,632	23.1340		
43		45,591	23.6310		

### **Acting Up / Honoraria and Relief Arrangements**

#### **Cover for Managers /Supervisors**

Acting up allowances will be paid in the event of a temporary and unforeseen absence of a manager or supervisor where an employee is required to cover the duties of the post for more than one calendar month. Cover provided for absences less than this will not be paid.

Where an absence is likely to be lengthy, e.g Maternity Leave, managers must consider making an appointment to the temporary vacancy through advertisement to a wider field of potential applicants.

Once cover extends beyond one month then employees will be paid the difference between their own rate and the job evaluated rate for the job being covered, backdated to the beginning of the period of cover. A minimum of one spinal column point higher will be paid. A percentage of the difference in rate may be made to reflect a lesser range of responsibilities being covered. Percentage acting up allowances may be paid to more than one member of a team if responsibilities are being shared. Where full duties are shared the acting allowances should be equal to the full difference in salary.

#### **Honoraria**

On occasion when employees undertake additional responsibilities for a limited period of time the Head of Service will have the discretion to award an honorarium. This will not be a full job evaluated rate given the time limits on the responsibilities however the job evaluation scheme can be used to help establish a reasonable honoraria rate. If the additional duties are outside the usual knowledge and skill requirements it maybe necessary to use market information (in accordance with the market supplement policy) to establish a payment level. Honoraria should cease after 12 months. If the additional duties continue then an evaluated rate must be established, if necessary with a market premium, in accordance with the market Supplement Policy.

#### **Relief / Casual Arrangements**

Where there is a business requirement for a relief duty officer e.g as part of a duty roster a single fixed job evaluated rate for the relief role should be established and paid as a change of rate for the period during which the employee covers the duty requirements.

Casual workers are entitled to the evaluated rate for the job unless they are not required to cover the full duties of the job. If this is the case then a casual worker job evaluated rate must be established. The casual worker is entitled to any allowances arising from non-standard working in the same circumstances as an established employee.

**Chief Officer & Senior Manager Pay Scales**  
**National Pay Rates applicable from 1 April 2020\* (\*pending Pay Award)**

Rates pending pay award			
Senior Manager 2	SM2	003	£50,967.00
		004	£52,903.00
		005	£53,486.00
		006	£54,843.00
Senior Manager 1	SM1	009	£58,138.00
		010	£59,687.00
		011	£61,239.00
		012	£62,790.00
Heads of Service 3	HS3	013	£62,743.00
		014	£64,280.00
		015	£65,803.00
		016	£67,337.00
Heads of Service 2	HS2	017	£68,191.00
		018	£70,466.00
		019	£72,736.00
		020	£75,011.00
Heads of Service 1	HS1	021	£77,282.00
		022	£79,556.00
		023	£81,830.00
		024	£84,102.00
Director 2	D2	025	£85,500.00
		026	£87,849.00
		027	£90,197.00
		028	£92,547.00
Director 1	D1	029	£96,987.00
		030	£99,335.00
		031	£101,684.00
		032	£104,032.00
Strategic Director	SD1	033	£104,372.00
		034	£106,723.00
		035	£106,932.00
		036	£109,234.00
Chief Executive	CE1	037	£132,035.00
		038	£135,005.00
		039	£137,975.00
		040	£140,946.00

The Chief Executive is also the Returning Officer and payment for these duties for each electoral division or community ward is made as follows:

Contested Election	£110
Uncontested Election	£ 55

Returning Officer fees for national elections and referenda are paid by central government.

# Soulbury Pay Agreement

National Pay Rates applicable from 1 September 2019

## Educational Improvement Professionals (EIPs)

Spinal point	Rates effective from 1-Sep-19
001	35,444
002	36,713
003	37,912
004	39,127
005	40,334
006	41,542
007	42,811
008	44,032
009	45,455
010	46,724
011	47,976
012	49,188
013	50,561
014	51,785
015	53,137
016	54,359
017	55,585
018	56,788
019	58,029
020	58,670
021	59,902
022	60,976
023	62,158
024	63,218
025	64,351
026	65,457
027	66,588
028	67,734
029	68,883
030	70,030
031	71,167
032	72,322
033	73,477
034	74,661
035	75,841
036	77,055
037	78,250
038	79,457
039	80,648
040	81,838
041	83,035
042	84,230
043	85,424
044	86,624
045	87,821
046	89,020
047	90,224
048	91,416
049	92,613
050	93,812



# Educational Psychologists

## SCALE A

SCP	01-Sep-19
1	37,175
2	39,062
3	40,949
4	42,834
5	44,721
6	46,607
7	48,383
8	50,159
9	51,822
10	53,488
11	55,040

## SCALE B

SCP	01-Sep-19
1	46,607
2	48,383
3	50,159
4	51,822
5	53,488
6	55,040
7	55,678
8	56,869
9	58,050
10	59,251
11	60,428
12	61,628
13	62,849
14	64,029
15	65,266
16	66,490
17	67,723
18	68,954

## Young People's / Community Service Managers Spine

SCP	01-Sep-19
1	36,761
2	37,964
3	39,166
4	40,394
5	41,641
6	42,857
7	44,101
8	45,515
9	46,295
10	47,500
11	48,697
12	49,897
13	51,088
14	52,291
15	53,495
16	54,703
17	55,917
18	57,124
19	58,323
20	59,548
21	60,797
22	62,075
23	63,377
24	64,707

**JNC for Youth & Community Workers  
National Pay Rates applicable from 1 September 2019****Support Worker Range**

<b>SCP</b>	<b>01/09/2019</b>
1	-
2	-
3	18,117
4	18,431
5	18,791
6	19,106
7	19,389
8	20,038
9	20,865
10	21,512
11	22,558
12	23,580
13	24,636
14	25,729
15	26,474
16	27,252
17	28,017

**Professional Range**

<b>SCP</b>	<b>01/09/2019</b>
13	24,636
14	25,729
15	26,474
16	27,252
17	28,017
18	28,787
19	29,551
20	30,318
21	31,179
22	32,155
23	33,105
24	34,060
25	35,022
26	35,983
27	36,945
28	37,918
29	38,884
30	39,851
31	40,503
32	41,575