

BRIDGEND COUNTY BOROUGH COUNCIL

PAY POLICY 2020/2021

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Contents

Description	Page
1. Introduction	3
2. Policy Statement	3
3. Scope	3
4. Legislative Framework	4
5. Accountability and Decision Making	4
6. Pay Structures & Job Evaluation	4-6
7. Support for Lower Paid Staff	6
8. Pay Relativities	6-7
9. Chief Officer Remuneration	7-9
10. Payments on Termination	9
11. Re-Employment	9-10
12. Publication	10
Appendices	Page
A. NJC Pay Scales	11
B. JNC Pay Scales	12
C. Soulbury Pay Scales	13-14
D. JNC (Youth & Community)	15
E. Policy on Redundancy and Severance Payments (including additional pension payments)	16 - 23
F. Acting Rank/Honoraria Payments Protocol	24 - 25
G. Collective Agreements for both NJC & JNC	26 – 40

1. **Pay Policy Statement**

1.1 This Pay Policy Statement for the period 1st April 2020 to 31st March 2021 provides the framework for decision making on pay and, in particular, decision making on senior pay.

1.2 **Introduction from the Leader**

Bridgend County Borough Council recognises the importance of remuneration decisions that are appropriate, transparent, provide value for money and reward employees fairly for the work that they do. This policy statement sets out the Council's key approaches to pay for our employees.

2. **Policy Statement**

2.1 Under Section 112 of the Local Government Act 1972 the Council has 'the power to appoint officers on such reasonable terms and conditions as the Authority thinks fit'. This Pay Policy Statement outlines the Council's approach to its pay policy in accordance with the requirements of 38(1) of the Localism Act 2011 which requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement from 2012/2013 and for each financial year after that, detailing:

- a) The Authority's policies towards all aspects and elements of the remuneration of Chief Officers;
- b) Their approach to the publication of and access to information relating to all aspects of the remuneration of Chief Officers;
- c) The Authority's policies towards the remuneration of its lowest paid employees (including the definition adopted and reasons for it);
- d) The relationship between the remuneration of its Chief Officers and other employees.

2.2 As an employer this Council has a very wide range of functions and is responsible for the provision of many essential services at a local level. The general approach to employee remuneration levels may therefore differ from one group of employees to another to reflect specific circumstances at a local, Welsh or UK national level. The Council will require some flexibility in its Pay Policy Statement to address changing circumstances which may or may not be foreseeable.

2.3 This is an update to the previous Pay Policy Statement first issued in April 2012, and last updated with Council approval on 20th March 2019.

3. **Scope**

3.1 Section 38 of the Localism Act 2011, requires Authorities to produce and publish a Pay Policy on all aspects of Chief Officer Remuneration (including on ceasing to hold office), and detail pertaining to the 'lowest paid' in the Authority. It also requires an explanation of the policy regarding the relationship between remuneration for Chief Officers and other groups.

3.2 In the interests of transparency and accountability the Council has chosen to take a broad approach, producing a pay policy which covers all employee groups with the exception of School Teachers. The remuneration for this latter

group is set by the Minister for Education in Wales and not in the control of Local Authorities.

- 3.3 Nothing within the provisions of the Localism Act 2011 detract from the Council's autonomy in making decisions on pay that are appropriate to local circumstances and which deliver value for money for local tax payers. However, the Council will comply with this Pay Policy Statement in setting remuneration levels for all groups within its scope.

4. **Legislative Framework**

- 4.1 In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation.

5. **Accountability and Decision Making**

- 5.1 The Council's Constitution and Scheme of Delegation set out the procedure for decision making in relation to the organisational structure, recruitment, pay, terms and conditions and severance arrangements for all employees of the Council.

- 5.2 This Pay Policy Statement outlines the remuneration levels believed to be effective in facilitating a sufficient supply of appropriately skilled employees which can be objectively justified and provide the local tax payer with an assurance of value for money.

- 5.3 The Council is committed to an open and transparent approach to its pay policy which will enable the tax payer to access, understand and assess information on remuneration levels across all groups of council employees. To this end the following are provided as Appendices to this policy:-

- NJC Pay Scales (Appendix A)
- JNC Pay Scales (Appendix B)
- Soulbury Pay Scales (Appendix C)
- JNC (Youth & Community) (Appendix D)
- Policy on Redundancy and Severance Payments (including additional pension payments) (Appendix E)
- Acting Rank/Honoraria Payments Protocol (Appendix F)
- Collective Agreements for both NJC & JNC (Appendix G)

- 5.4 The Pay and Grading Structure and any corresponding policies are reviewed when required and meet the principles of fairness, equality, accountability and value for money.

6. **Pay Structures & Job Evaluation**

- 6.1 The Council's pay structure for NJC employees was implemented in September 2013 follow the signing of a collective agreement with UNISON, GMB and UNITE (Appendix G). The pay structure was devised following the evaluation of all posts using the Greater London Provincial Council (GLPC) job evaluation scheme. Each pay grade has a corresponding job evaluation score.

- 6.1.1 The Council uses the nationally negotiated pay spine as the basis for its pay and grading structure. This determines the remuneration of the majority of the non-teaching workforce, together with the use of other nationally defined rates where relevant.
- 6.1.2 Addendums to the collective agreement have been agreed with the Trade Unions. They reflect Council's decision to alter the pay structure to allow movement between the NJC and JNC structure and the introduction of the national pay award and new pay spine on 1st April 2019.
- 6.1.3 All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery and/or as determined by Council Policy.
- 6.1.4 The Council seeks to maintain the equal pay requirements within the Pay and Grading Structure by evaluating any new or significantly changed roles through its Job Evaluation Scheme. This will ensure that all pay differentials can be objectively justified.
- 6.2 National Pay Awards**
- 6.2.1 For all employee groups, pay awards, agreed and negotiated at a national level by the Local Government employers in conjunction with Trade Unions will be applied. The Council will pay these as and when determined unless Council agrees otherwise.
- 6.3 Starting Salaries**
- 6.3.1 New appointments will normally be made at the minimum of the relevant grade, although flexibility exists to ensure the best candidate is secured.
- 6.4 Talent Management**
- 6.4.1 The Council's approach to talent management is through the employee appraisal process, which as well as placing an emphasis on performance, encourages the identification of learning objectives in the development of employee skills.
- 6.5 Performance Related Pay**
- 6.5.1 The Council expects high levels of performance from all employees and has an appraisal process in place to monitor, evaluate and manage performance on an ongoing basis. The Council does not have Performance Related Pay at any level.
- 6.6 Market Supplements**
- 6.6.1 Following Job Evaluation the Council does not currently have a Market Supplement policy. However, the Council recognises that recruiting and retaining staff on the current pay structure is a challenge. In certain circumstances, it may be necessary to take account of the external pay market in order to attract and retain employees with particular experience and skills.

Consideration will be given to developing a Market Supplement scheme to cover such circumstances.

6.7 Honoraria

6.7.1 When the Council requires an employee to carry out additional duties to those of their substantive post, for a proposed period of time, an additional payment commensurate with those duties may be made in accordance with the Council's Acting Rank/Honorarium Payments Protocol, which is attached as Appendix F.

7. Support for Lower Paid Staff

7.1 The National Living Wage is now set at £8.72 and our "lowest paid employees" are paid on a Grade 1 at a rate of £9.00 per hour.

7.2 The Real Living Wage as set by the Living Wage Foundation, announced in November 2019, is £9.30 per hour. The NJC pay award effective from 1st April 2020 has yet to be concluded. The position on the Real Living Wage will be reviewed once the pay award is agreed and its impact on the pay scales known.

7.3 The Council is committed to provide employees with opportunities to enhance their skills to enable them to fulfil their personal development aspirations.

8. Pay Relativities

8.1 The lowest paid individuals employed with the Council are paid at Grade 1, earning £17,364 a year.

8.2 The highest paid employee is the Chief Executive and the pay band minimum is £129,823 rising to £139,128. The salary of the current post holder is £136,027 per annum.

8.3 The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton 'Review of Fair Pay in the Public Sector' (2010). The Hutton Report was asked by Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organisation. The report concluded that the relationship to median earning was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between the highest paid salary and the median average salary of the whole of the Authority's workforce.

8.4 The median salary in the Council is £20,751 and falls within a Grade 6.

8.5 The current pay levels within the Council define the multiple between:

- the annual salary of the lowest paid Council employees and the Chief Executive (FTE basis) as: 1:7.8

- the annual salary of the lowest paid Council employees and the average Chief Officer (FTE basis) as: 1:5.3
- median earning of Council employees and the Chief Executive (FTE basis) as:1:6.6
- median earning of Council employees and the average Chief Officer (FTE basis) as:1:4.4

9. Chief Officer Remuneration

9.1 For the purposes of this policy, Chief Officers and Deputy Chief Officers are defined within section 43 of the Localism Act. The posts within the Council's structure identified by the statutory definition include:

- Chief Executive
- Corporate Directors
- Chief Officers (Monitoring Officer & Section 151)
- Heads of Service

9.1.1 The Council also has Group Managers 1 and 2 (Grade 17 and 18). Such officers are also employed on the JNC Chief Officers' terms and conditions of employment although not all are defined as Chief Officers within the meaning of section 43 of the Localism Act.

9.1.2 The current salary ranges for the above posts can be found at Appendix B.

9.2 Additions to Salary of Chief Officers

9.2.1 The Council does not apply bonuses or performance related pay to its Chief Officers.

9.2.2 The Council pays all reasonable travel and subsistence expenses on production of receipts and in accordance with JNC conditions and other local conditions.

9.2.3 The cost of membership of one professional body is met by the Council.

9.2.4 The Chief Executive is also appointed as Returning Officer. This is an office holding function rather than an employment contract. The Returning Officer will receive a fee from the organisation requiring the election to be carried out in accordance with the Fee Order in force at the time. In the case of a local election the Council's fee structure will be approved at the time.

9.2.5 The Deputy Returning Officer's fees are authorised by the Returning Officer in accordance with the Fee Order or, in the case of local elections, the Council's fee structure at the time.

9.2.6 Fees applied for all other Elections and referenda are prescribed by the UK Government or Welsh Government.

9.3 Recruitment to Chief Officers

- 9.3.1 The Council's Policy and Procedures with regard to recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in the Constitution. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the pay structure and relevant policies in place at the time of recruitment.
- 9.3.2 The Regulations prescribe that where an authority proposes to appoint a chief officer with an annual remuneration package of £100,000 or more the post must be publicly advertised. The only exception to this requirement is where the appointment would be for no longer than 12 months.
- 9.3.3 Where the Council remains unable to directly recruit Chief Officers or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council may consider engaging individuals under 'contracts for service'. These will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money. The Council does not currently have any Chief Officers engaged under such arrangements. The Council is currently sourcing support from the Welsh Local Government Association (WLGA) on an interim basis to cover the post of Chief Officer – Finance, Performance & Change / S.151 Officer.
- 9.3.4 The Council recognises that it must consult with and have due regard to any recommendation received from the Independent Remuneration Panel for Wales when deciding whether to make changes to the salary of its head of paid service which is 'not commensurate with a change to the salaries of the Council's other staff'.

9.4 Role of the Chief Executive

- 9.4.1 The Council's Chief Executive, Mark Shephard, has worked in Bridgend County Borough Council since July 2003 and held a number of roles within the Council before being appointed Chief Executive in May 2019, following 4 months as Interim Chief Executive.
- 9.4.2 The Chief Executive is the chief officer who leads and takes responsibility for the implementation of the Council's priorities. The organisation has a gross revenue budget of £420 million and is responsible for a wide range of services employing some 5774 staff.
- 9.4.3 As head of paid service, the Chief Executive works closely with elected members to deliver Bridgend County Borough Council's strategic objectives including corporate well-being objectives; supporting a successful sustainable economy; helping people and communities to be more healthy and resilient; and smarter use of resources.
- 9.4.4 The Chief Executive provides leadership, direction and motivation for staff and is responsible for ensuring the effective use of resources.

- 9.4.5 The role includes representing the Council; working closely with Welsh Government, the Cardiff Capital Region City Deal, Cwm Taf Morgannwg University Health Board, South Wales Police and other national and regional bodies. The Chief Executive works collaboratively to ensure the interests of the County Borough are acknowledged and taken into account as well as having personal responsibility in respect of a number of statutory obligations.
- 9.4.6 There is a requirement for the Chief Executive to work in excess of normal hours as is necessary for the proper performance of the duties and responsibilities of the post, including evening and weekend commitments.

10. **Payments on Termination**

- 10.1 The Council's approach to statutory and discretionary payments on termination of employment of Chief Officers (and all other employees), prior to reaching normal retirement age, is set out within its ill Health, Early Retirement & Redundancy Policy in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006. 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).
- 10.2 Statutory Guidance issued by the Welsh Government states that it 'recommends that full Council should be offered the opportunity to vote before severance packages of £100,000 and above are approved for staff leaving the organisation'. However, Members must be aware of the statutory or contractual entitlements due to an employee and the consequences of non-approval by Council which may allow an employee to claim damages for breach of contract.
- 10.3 Any other payments falling outside the provisions or the relevant periods of contractual notice shall be subject to a formal decision made by the Council or Committee of the Council in the case of the Chief Executive or; Council or Council Committee or Officer with delegated powers at the time, in the case of other JNC Officers. The Chief Executive or officer with delegated power from the Chief Executive will determine such payments in respect of all other staff.

11. **Re-Employment**

- 11.1 Whilst having due regard to the Council's duty under Section 7 of the Local Government and Housing Act 1989, no Chief Officer who was previously made redundant or granted early retirement from the Council will be later re-employed or re-engaged either as an employee (Contract of Service), as a Consultant (Contract of Service) or through an external contractor commissioned to work on behalf of the Council.
- 11.2 In addition to the terms of the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order (Amendment) 2010,

the Council will not re-employ ex-employees who have been made redundant until a period of time has elapsed that is equal in length to the number of weeks' pay their compensation payment equates to, e.g. a redundant employee in receipt of 25 weeks redundancy pay would not be eligible for consideration for re-employment until 25 weeks after their termination date has passed. In the case of ex-employees accessing their pension it will only be possible to re-employ with specific approval.

12. **Publication**

12.1 The Council currently publishes its Annual Statement of Accounts in accordance with the requirements of the Accounts and Audit (Wales) Regulations 2014 (as amended) and discloses the following information in respect of remuneration:

- Salary, fees and allowances;
- Expenses;
- Termination payments and pension contributions;
- The number of employees whose remuneration, excluding pension contributions, is greater than £60,000 in multiples of £5,000 brackets of scale.

12.2 This Pay Policy Statement will be published on the Council's website as soon as is reasonably practicable after it has been approved by Council. Any subsequent amendments to this policy statement made during the financial year to which it relates will similarly be published.

13. **Appendices**

- NJC Pay Scales (Appendix A)
- JNC Pay Scales (Appendix B)
- Soulbury Pay Scales (Appendix C)
- JNC (Youth & Community) (Appendix D)
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NJC Pay Scales

Effective from April 2019

New SCP	Salary	Hourly Rate	Grades	
1	£17,364	£9.00	Grade 1	
2	£17,711	£9.18		Grade 2
3	£18,065	£9.36		
4	£18,426	£9.55	Grade 3	
5	£18,795	£9.74		
6	£19,171	£9.94		Grade 4
7	£19,554	£10.14	Grade 5	
8	£19,945	£10.34		
9	£20,344	£10.54		Grade 6
10	£20,751	£10.76		
11	£21,166	£10.97		
12	£21,589	£11.19	Grade 7	
13	£22,021	£11.41		
14	£22,462	£11.64		
15	£22,911	£11.88		
16	£23,369	£12.11		
17	£23,836	£12.35		
18	£24,313	£12.60		Grade 8
19	£24,799	£12.85		
20	£25,295	£13.11		
21	£25,801	£13.37		
22	£26,317	£13.64		
23	£26,999	£13.99	Grade 9	
24	£27,905	£14.46		
25	£28,785	£14.92		

New SCP	Salary	Hourly Rate	Grades	
26	£29,636	£15.36		Grade 10
27	£30,507	£15.81		
28	£31,371	£16.26		
29	£32,029	£16.60		
30	£32,878	£17.04	Grade 11	
31	£33,799	£17.52		
32	£34,788	£18.03		
33	£35,934	£18.63		Grade 12
34	£36,876	£19.11		
35	£37,849	£19.62		
36	£38,813	£20.12	Grade 13	
37	£39,782	£20.62		
38	£40,760	£21.13		
39	£41,675	£21.60		
40	£42,683	£22.12		
41	£43,662	£22.63		Grade 14
42	£44,632	£23.13		
43	£45,591	£23.63		
44	£46,547	£24.13		
45	£47,503	£24.62	Grade 15	
46	£48,461	£25.12		
47	£49,417	£25.61		
48	£50,373	£26.11		Grade 16
49	£51,330	£26.61		

JNC Pay Scales

Effective from 1 April 2019

Designation	Grade	SCP	Salary
Group Manager [2]	Grade 17	1	£54,608
		2	£55,664
		3	£56,741
		4	£57,839
Group Manager [1]	Grade 18	5	£60,755
		6	£61,930
		7	£63,128
		8	£64,350
Head of Service [3]	Grade 19	9	£64,900
		10	£65,888
		11	£66,891
		12	£67,910
Head of Service [2]	Grade 20	13	£71,244
		14	£72,860
		15	£74,512
		16	£76,201
Head of Service [1]	Grade 21	17	£79,112
		18	£80,905
		19	£82,698
		20	£84,491
Corporate Director [2]	Grade 22	21	£91,121
		22	£93,189
		23	£95,305
		24	£97,469
Corporate Director [1]	Grade 23	25	£105,477
		26	£107,871
		27	£108,102
		28	£110,449
Assistant Chief Executive	Grade 24	29	£116,252
		30	£119,031
		31	£121,876
		32	£124,789
Chief Executive	Grade 25	33	£129,823
		34	£132,925
		35	£136,027
		36	£139,128

Soulbury Pay Scales – 1 September 2019

EDUCATIONAL PSYCHOLOGISTS – SCALE A	
SCP	SALARY
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

SENIOR & PRINCIPAL EDUCATIONAL PSYCHOLOGISTS – SCALE B	
SCP	SALARY
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

EDUCATIONAL IMPROVEMENT PROFESSIONALS			
SCP	SALARY	SCP	SALARY
1	£35,444	26	£65,457
2	£36,713	27	£66,588
3	£37,912	28	£67,734
4	£39,127	29	£68,883
5	£40,334	30	£70,030
6	£41,542	31	£71,167
7	£42,811	32	£72,322
8	£44,032	33	£73,477
9	£45,455	34	£74,661
10	£46,724	35	£75,841
11	£47,976	36	£77,055
12	£49,188	37	£78,250
13	£50,561	38	£79,457
14	£51,785	39	£80,648
15	£53,137	40	£81,838
16	£54,359	41	£83,035
17	£55,585	42	£84,230
18	£56,788	43	£85,424
19	£58,029	44	£86,624
20	£58,670	45	£87,821
21	£59,902	46	£89,020
22	£60,976	47	£90,224
23	£62,158	48	£91,416
24	£63,218	49	£92,613
25	£64,351	50	£93,812

JNC Youth & Community Pay Scales – 1 September 2019

SUPPORT WORKER RANGE	
SCP	SALARY
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	
SCP	SALARY
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

REDUNDANCY AND REDEPLOYMENT POLICY

SCOPE

This policy will apply to all employees of Bridgend County Borough Council except:

- **Those employed under the JNC for Chief Officers Conditions of Service.**
- **Those employed by Governing Bodies in educational establishments under delegated powers.**

Date of Issue: April 2015

1. Introduction

- 1.1 This policy is designed to assist with the management of redundancy and redeployment situations within the Council. It should be read in conjunction with: the Council's Early Retirement, Ill Health Retirement and Redundancy Policy and the Managers' Guidelines attaching to this policy.
- 1.2 Whilst the Council's policy is to avoid redundancies wherever possible, the needs of the business may require a reduction in the overall number of employees or organisational changes that result in some employees being made redundant.
- 1.3 The Council, in consultation with the Trade Unions, will seek to avoid or minimise redundancies by exploring alternative options, such as
- "Natural turnover"
 - Redeployment
 - Retraining
 - Restrictions on recruitment [inc use of agency staff]
 - Early retirement
 - Voluntary redundancy, including "bumped redundancy" where someone other than the postholder's post is made redundant
 - Reduction or elimination of overtime
- 1.4 Where redundancy is inevitable the Council will handle the matter in the most fair, consistent and sympathetic manner possible in order to minimise any hardship that may be suffered by the employee(s) concerned. The Council will ensure that:
- the total number of redundancies made is kept to a minimum;
 - employees and their representatives are fully consulted on any proposals and their implementation;
 - selection for redundancy is based on clear criteria that will be determined objectively and fairly applied;
 - every effort is made to redeploy or find alternative work for employees selected for redundancy; and
 - support and advice is provided to employees selected for redundancy to help them find suitable alternative work.

2. Consultation

- 2.1 When a potential redundancy situation has been identified it will be necessary to write to the recognised trade unions and issue notice of formal consultation.
- 2.2 Selection criteria will be identified, where necessary, and where possible agreed with the employees/Trade Unions in advance.
- 2.3 Consultations will be carried out with affected employees and with the recognised Trade Unions over the proposals and the process to be followed. The consultation should start as soon as practicable and at least:-

Number of affected employees	Period of consultation
-------------------------------------	-------------------------------

- | | |
|--------------------------|---------|
| • Less than 20 employees | 30 days |
| • 20 to 99 employees | 30 days |
| • 100 or more employees | 45 days |

2.4 At the start of the consultation, written details of the following will be provided to employees and recognised Trade Unions:-

- the reasons for the proposals;
- the numbers of employees affected by the consultation and descriptions of employees that could potentially be made redundant;
- the total number of employees of any such description employed at the service unit in question;
- the criteria to be applied for selection for redundancy;
- how the redundancies are to be carried out, including the period over which the redundancies are to take effect.

2.5 Formal consultation meetings will be held with those employees potentially affected by the proposed redundancy.

2.6 Where an agreed position has not been reached by the end of the consultation period a further notice of formal consultation will be issued. The length of the second consultation period will be the same as the original. It is necessary for all parties to have undertaken genuine consultation with a view to avoiding redundancy and reaching agreement. Consultation should continue until all issues have been aired and parties have had a reasonable amount of time to comment on information provided and proposals made.

2.7 Following the completion of the consultation process, if no satisfactory resolution has been agreed to avoid a redundancy, the selection criteria will be applied to determine which employees will be issued with notice of redundancy.

3. Voluntary Redundancy

3.1 In order to minimise the need for compulsory redundancies, the Council will consider inviting expressions of interests from employees for voluntary redundancies.

4. Redundancy Selection

4.1 Where the need for redundancies arises, selection will be made on the basis of objective criteria, which will be reasonably, fairly and consistently applied. The Council will ensure that the selection criteria are applied to the affected employees.

4.2 The criteria to be used will normally include but is not limited to:

- Disciplinary record
- Qualifications
- Absence record
- Skills

- Standard of work performance

4.3 When developing selection criteria, the Council will ensure that full consideration is given to the protected characteristics identified in the Equality Act 2010 and ensure that reasonable adjustments are made as appropriate so that no employee is put at any disadvantage on account of the selection criteria.

5. Redeployment

5.1 The Council will make every effort to provide suitable alternative work to any employee who is selected for redundancy. Suitable alternative work will be considered both during the consultation period and after the conclusion of the consultation period. All current vacancies suitable for redeployment will be considered in respect of the selected employees, including where possible, consideration of retraining.

5.2 Prior consideration will apply where employee(s) express an interest in a vacancy at the same or a lower grade. The selection criteria for the post will be applied and, if met, interview(s) will be arranged. This process will be ring-fenced to the affected employees in the first instance.

5.3 Where interest is expressed for a post of a higher salary, the normal selection procedures will apply and consideration will be in competition with any other applicants.

5.4 Any offer of redeployment will be made in writing. This will include notification of the trial period which will apply to a redeployment appointment. Whilst this will be for a 4 week period, it can be extended or curtailed depending upon the individual circumstances.

5.5 During the trial period there will be performance review(s) at appropriate intervals. This will provide opportunity for the manager and employee to assess suitability. Should the redeployment be successful this will be confirmed and the written statement of particulars issued. If the redeployment is not successful this too will be confirmed in writing.

5.6 An employee may undertake more than one trial period during their period of notice.

5.7 Should an employee embark on a trial period and the four week period exceeds the date of termination, the trial period will continue for the 4 weeks. At the end of this period should the trial period be unsuccessful redundancy will be confirmed.

5.8 Where the redeployment involves an employee changing their normal place of work they will be paid excess travelling expenses, in accordance with the Council's allowances and expenses policy.

5.9 Suitable alternative employment opportunities must be agreed between the employee and ER Advisor so that prior consideration can be arranged. Where the employee does not agree that an opportunity is suitable, they must provide clear justification for their opinion. Should the employee decline the offer of suitable alternative employment, further redeployment opportunities will be explored during the period of the consultation and notice.

- 5.10 Should an employee refuse an offer of employment to a position which has been agreed as suitable alternative employment, or resigns during the trial period, the right to a redundancy payment will be lost.
- 5.11 In certain circumstances to avoid a redundancy situation, employee(s) who are in comparable positions but not directly affected by the proposed redundancy can be invited to express an interest in redundancy. This is a 'bumped redundancy' and will only be considered where its approval will save another employee facing redundancy. All bumped redundancy requests would be subject to a business case and would need to be agreed at a VER Panel meeting.
- 5.12 If after carrying out these steps there appears to be no possibility of redeployment, the employee(s) will be terminated in accordance with their notice period.

6. Dismissal by reason of Redundancy

- 6.1 In all cases where a dismissal is being considered the three step process will be followed:
- Step 1 - Employee to be advised in writing of the circumstances of the meeting.
 - Step 2 - Meeting takes place with the employee to determine the options.
 - Step 3 - Employee to be advised in writing of the outcome of the meeting.
- 6.2 Where an employee has been selected for redundancy following the application of the selection criteria, they will have the opportunity during the Step 2 meeting to make any representations in relation to their selection. Management will then consider these representation and, if necessary, extend the consultation period. A further meeting, where necessary, will be scheduled to inform the employee of the decision.
- 6.3 Whilst under notice of termination due to redundancy an employee is entitled to a reasonable amount of paid time off to look for alternative work, attend interviews etc. Employee(s) wishing to take advantage of this provision should seek prior approval for their absence with their manager in the normal manner.
- 6.4 Where an offer of employment is made by an associated employer i.e. any other local council or other relevant public authority and employment commences within four weeks of the date of termination, this disqualifies the employee from a redundancy payment.

7. Redundancy Notification

- 7.1 At least 45 days written notification must be given to the Department for Business, Enterprise and Regulatory Reform (BERR/BISS) if 100 or more employees are to be made redundant, and at least 30 days for 20 to 99 employees. For less than 20 employees, no notification to BERR/BISS is required.

8. Right of Appeal

- 8.1 The employee has a right of appeal against the decision of the Council. Appeal grounds can include;
- where an employee has been selected for redundancy and is dissatisfied with the way in which the Council has applied its redundancy selection criteria [including Equality Act 2010 issues]
 - where an employee believes that the redundancy procedure has not been applied correctly.
- 8.2 The appeal will be heard by Elected Members.
- 8.3 The employee has 7 calendar days in which to exercise their right of appeal from the date of receipt of the written notification of termination.
- 8.4 The appeal must be made in writing stating the grounds of appeal.
- 8.5 The bundles for the appeal must be exchanged no later than 7 calendar days before the date of the appeal hearing.
- 8.6 Members of the Sub-Committee will hear representations from the employee and his/her representative and from the Corporate Director (or nominated officer) before making its decision.
- 8.7 The decision of the Sub-Committee will be conveyed in writing to the employee and a copy provided to Human Resources.
- 8.8 The process to be adopted at the appeal hearing is set out in Appendix 1.

Procedure to be adopted at Appeal

1. The hearing will be held by the Grievance and Disciplinary Appeals Committee, who will be supported by one of the Council's Solicitors in the role of Clerk, a Human Resources Advisor and a minute taker.
2. The parties and their representatives shall be called in simultaneously before the Committee. At the start of the hearing the Chairman will introduce those present and will explain the procedure.
3. The Chief Officer or his/her representative will present the management's case calling, if appropriate, any witnesses to assist in substantiating or clarifying the facts.
4. The appellant or his/her representative will be entitled to question the Chief Officer or his/her representative and any witnesses.
5. The appellant or his/her representative will present the appellant's case calling, if appropriate, any witnesses.
6. The Chief Officer or his/her representative will be entitled to question the appellant and any witnesses.
7. The Members, Clerk of the Committee and the Human Resources Advisor will be entitled at any time during the hearing, with the consent of the Chairman, to ask questions.
8. Where new evidence arises during an appeal it may be appropriate to adjourn in order to investigate or consider such points.
9. The Chief Officer or his/her representative will be given an opportunity to sum up but will not be able to introduce any new evidence at this stage.
10. The appellant or his/her representative will be given an opportunity to sum up. He/she will not be able to introduce any new evidence at this stage.
11. All parties other than the Members of the Committee, the Human Resources Advisor and the Legal Clerk will withdraw from the meeting. The Human Resources Advisor and Legal Clerk will remain in the meeting whilst the Committee require advice.

12. Once the Committee has received advice from the Human Resources Advisor and Legal Clerk the Human Resources Advisor and Legal Clerk will withdraw, while the Committee considered the appeal.
13. The Committee may recall the Human Resources Advisor, Legal Clerk and minute-taker to clarify any points. Should the Committee require advice from the Human Resources Advisor or Legal Clerk both officers should be recalled together.
14. The Committee may recall the parties to clarify any points but, if so, must recall both parties and their representatives and allow them to comment if they so wish.
15. After the Committee has reached a decision on the appeal the parties and their representatives will be recalled and the decision announced to them together with the reasons for it. The decision will be confirmed in writing by the Human Resources Advisor as soon as possible after the hearing.

NOTE:

- The term 'Chief Officer' means Chief Executive, Assistant Chief Executive, Corporate Director or Head of Service of the Council.

The appellant may be represented by either his / her Trade Union representative or by a work colleague.

ACTING RANK/HONORARIA PAYMENTS PROTOCOL

PURPOSE

It will be necessary for the Authority to make arrangements to cover the absence of officers other than for annual leave purposes.

The payment of honoraria is designed to cover relatively short-term and usually unplanned absences to ensure that there is no reduction in provision of service.

PAYMENT (Acting Rank)

1. Employees who are requested to undertake the full range of duties and responsibilities of a higher graded post are entitled to additional remuneration commensurate with those duties, for the period during which they are undertaken.
2. An employee will only receive an additional payment after the additional duties and responsibilities have been undertaken for a continuous period of 4 weeks.
3. Once the qualifying period of 4 weeks has elapsed, the additional payment will be paid with effect from the first day on which the employee undertook the additional duties and responsibilities.

HONORARIUM

1. Where employees are requested to undertake less than the full duties and responsibilities of a higher graded post an honorarium may be paid on a pro rata basis.
2. Where the duties and responsibilities are shared between two or more employees then any amount paid will be calculated pro rata dependent upon the circumstances of each case.
3. Employees who are requested to perform additional duties and responsibilities outside the scope of their substantive post e.g. undertaking project work will receive an honorarium based upon the value of the duties and responsibilities (valuated by HR/OD & JE).

SELECTION

(Acting up and honorarium payment)

1. An honorarium will be paid to an individual who is a recognised and agreed [by management] as deputy or assistant clearly identified within a section or division.
2. Where no obvious deputy exists the consideration should be given to sharing the honorarium between the direct line management reports of the [temporarily] vacant post.
3. Where no deputy or assistant exists but it is felt that just one person is required to undertake the full range of duties and responsibilities of the higher graded post, then competitive interviews should be undertaken.
4. The selection process will mirror the Authority's policy on Recruitment & Selection.
5. Where cover is anticipated to be required for between 1-3 months, the temporary vacancy will be ring-fenced to the Service Unit or Section in which it occurs.
6. Where cover is anticipated to be required for in excess of 3 months, it will be regarded as a temporary vacancy and will be dealt with under the Protocol for Secondments.

EXCEPTIONAL CIRCUMSTANCES

(Acting up and honorarium payments)

1. There may be occasions where a member of the Corporate Management Board [or nominated Officer] and the Group Manager HR/OD [or nominated officer] will determine that exceptional circumstances occur. In these cases there may be a requirement to deviate from the normal procedures, e.g., where a senior officer is absented, without notice, from his/her duties and responsibilities.
2. Each case will be determined on its merits and any deviation to the protocol will be authorised by a second member of the Corporate Management Board and the Group Manager HR/OD.

AUTHORISATION

1. All honorarium payments must be agreed with the Human Resources/Organisational Development Service Unit and only the Human Resources/Organisational Development Service Unit may authorise payment.

REVIEW PERIOD

1. All honorarium payments will be subject to a review period of no less frequently than 3 months.

Issue Date: October 2013 Updated March 2019

BRIDGEND COUNCIL

SINGLE STATUS / JOB EVALUATION

COLLECTIVE AGREEMENT

Working in partnership



Index

1. Introduction	Page 28
2. Scope	Page 28
3. Principles and Objectives	Page 28
4. Pay and Grading Structure	Page 29
5. Part 3 Terms and Conditions	Page 30-33
6. Assimilation into the New Pay Structure	Page 33
7. Pay Protection	Page 33-34
8. Payments for Employees Gaining on Implementation	Page 34
9. Appeals Procedure	Page 34
10. Implementation Date	Page 34
11. Signatures	Page 34

1. Introduction

- 1.1 The Council is legally required to carry out a review of its pay and grading structure and Part 3 terms and conditions under the 1997 national Single Status Agreement.
- 1.2 The purpose of this is to ensure employees covered by the Green Book receive the same terms and conditions of employment and any pay differential can be objectively justified.
- 1.3 This document sets out the terms of a collective agreement between Bridgend Council and the trade unions recognised for the purpose of negotiating on NJC pay and terms and conditions, UNISON, GMB and UNITE.
- 1.4 The agreement covers both a new pay and grading structure and any locally negotiated changes to “Part 3” terms and conditions covered by the Green Book.

2. Scope

- 2.1 The Single Status legislation covers all employees on NJC terms and conditions. It does not cover JNC Officers, Youth and Community workers, Teachers and those employees on Soulbury terms and conditions.
- 2.2 The legislation also does not cover employees who are on Craft terms and conditions (Red Book). However, it has been locally agreed that these employees are covered by this collective agreement.

3. Principles and Objectives

- 3.1 Develop a new pay and grading structure and agree terms and conditions covered by Part 3 of the Green Book that are both affordable and sustainable.
- 3.2 Ensure the pay and grading structure and terms and conditions are fair and equitable, thereby removing the pay inequality between male and female employees.

- 3.3 Ensure the Council can robustly defend any future equal pay claims post implementation.
- 3.4 The Council has elected to use the Greater London Provincial (GLPC) Job Evaluation scheme.
- 3.5 A partnership approach between the recognised trade unions, management, and the Job Evaluation team.
- 3.6 Develop benchmarks and job families for those areas of work that cover large numbers of employees in similar roles.

4. Pay and Grading Structure

- 4.1 The new pay structure uses spinal column points 5 to 55 and is made up of 16 grades of either 2 or 3 spinal points, illustrated below at current pay rates.

Table 1

Grade	JE Score		SCP Range		Min Salary	Max Salary
1	0	249	5	6	£12,312	£12,489
2	250	294	8	9	£13,189	£13,589
3	295	320	12	13	£15,039	£15,444
4	321	349	15	16	£16,054	£16,440
5	350	379	17	18	£16,830	£17,161
6	380	409	20	21	£18,453	£19,126
7	410	439	22	23	£19,621	£20,198
8	440	469	25	27	£21,519	£22,958
9	470	503	29	31	£24,646	£26,276
10	504	539	32	34	£27,052	£28,636

11	540	569	36	38	£30,011	£31,754
12	570	599	39	41	£32,800	£34,549
13	600	639	42	44	£35,430	£37,206
14	640	669	47	48	£39,855	£40,741
15	670	697	51	52	£43,361	£44,236
16	698+		54	55	£45,981	£46,855

5. Part 3 Terms and Conditions

All Part 3 terms and conditions are listed below.

Bank Holidays

- 5.1 Employees who work public and extra statutory holidays will in addition to their normal pay receive plain time rates of pay for all hours worked which equates to double time. Employees will also receive the actual hours worked as time in lieu.

Weekends

- 5.2 Employees that are rota'd to work on a Saturday and / or Sunday will be paid at time and a third.

Overtime

- 5.3 All overtime over 37 hours per week will be paid at time and a third.

Nights

- 5.4 Employees that are rota'd to work a night shift will be paid at time and a third. A night shift is between the hours of 10pm and 7.30am.

Standby for Non 24/7 Services

- 5.5 Employees on the standby rota will receive a payment of £32.94 per shift. There are 9 standby shifts a week, 5 shifts (Monday – Friday) and 2 shifts on Saturday and 2 shifts on Sunday. Should the employee be called out the hours worked will be paid at time and a third.

Emergency Response for Non 24/7 Services

- 5.6 Employees that are not on the standby rota and are called out to respond to an emergency will receive payment of £32.94. Should the employee be called out the hours worked will be paid at time and a third.

Special Rates for Cemeteries

- 5.7 All employees who carry out an exhumation will receive a payment of £150 per exhumation.

Sleeping in Duties

- 5.8 Employees that are required to sleep in on the premises will continue to receive a payment in line with the national agreement of £32.94 per night. Should the employee be awakened to work, the hours will be paid at time and a third.

Lettings

- 5.9 Current arrangements will continue at the time of signing. Any proposed changes will be subject to negotiation.

Approved Social Worker Payment

- 5.10 The Approved Social Worker payment will continue at the current rate of £1,907, 2 increments on top of the maximum of the Social Worker Grade. To receive this payment an employee must fulfil the following 2 criteria:
- Be in possession of a warrant
 - Participate on the rota for Approved Social Worker duties

Shifts

- 5:11 Shift payments will cease to be paid.

Unsocial Hours

- 5.12 Unsocial hours payments will cease to be paid.

Market Supplements

- 5.13 All market supplements will cease and the current policy will terminate.

Bonus Payments

5.14 All bonus payments will cease.

Telephone Allowance

5.15 All telephone allowances will cease.

Other Job Related Allowances

5.16 The following allowances will cease.

- Autistic Unit allowance
- Special Class allowance
- Forensic Lead Allowance

Car Allowances

5.17 Essential car user allowances will cease to be paid.

5.18 The mileage rate for cars will be 47p per mile for the first 8,500 miles claimed in the tax year and 27p per mile for all mileage claimed over 8,500. The mileage rate for motorcycles will be 24p per mile.

Current Arrangements

5.19 First Aid Allowance will continue at the current rate of £104 per annum.

6. Assimilation into the New Pay Structure

6.1 Employees receiving a pay increase at implementation (greens) will be assimilated to the bottom point of their new grade. Employees will receive an annual increment until the maximum point of the new grade is reached.

6.2 Employees whose salary point decreases on implementation (reds) will be assimilated to the top point of their new grade. The difference between the current and new grade will be subject to the pay protection arrangement detailed in section 7.

6.3 Employees whose current pay is within their new JE grade (whites) will be assimilated to the same point in the new grade. Employees will receive an annual increment until the maximum point of the new grade is reached.

6.4 Existing honoraria will need to be recalculated in line with the new pay and grading structure.

7. **Pay Protection**

7.1 All current pay protection arrangements will cease following implementation.

7.2 Following implementation of the new pay and grading system pay protection will be paid to cover any detriment. It will last for either 12 or 18 months and be paid monthly as a separate element through employees pay. See below:

- Employees that suffer a detriment below 25% will be offered 12 months pay protection.
- Employees that suffer a detriment of 25% and above will be offered 18 months pay protection.

7.3 Pay protection will be treated as pensionable.

7.4 The following conditions apply if an employee moves to a different post within the Council during the period of protection:

- If the pay of the new post is the same or higher than the protected (original) salary pay protection will end.
- If the pay for the new post is less than the protected pay, pay protection will continue. Pay protection will only be paid to cover the differential between the protected (original) salary and the new (lower) salary.

7.5 An employee who suffers a detriment for any other reason than the implementation of the new pay and grading system will not receive any pay protection. Examples of when an employee may suffer a detriment are shown below (this list is not exhaustive):

- Voluntary demotion,
- Involuntary demotion [eg, following a disciplinary process or restructure]
- Voluntary decrease in hours

7.6 Employees that lose the essential user car allowance will receive a one off payment in the form of a one off lump sum, equivalent to one year's allowance.

7.7 All employees eligible for pay protection or the essential user payment will be required to sign a compromise agreement prior to implementation.

8. **Payments for employees who are gaining on Implementation of the New Pay & Grading System**

8.1 Recognising that the original implementation date for a new pay and grading structure will be later than 1 April 2013 employees who will receive an increase in salary will have that increase effective from 1 April 2013.

8.2 These monies will be paid in a lump sum post implementation.

8.3 The payment will be treated as pensionable

8.4 These employees will be required to sign a compromise agreement prior to implementation.

9. **Appeals Procedure**

9.1 Employees will be able to register an appeal against the outcome of the job evaluation exercise in line with the Appeals Procedure provided in Annex 1.

10. **Implementation Date**

10.1 1st September 2013.

11. **Signatures and Date**

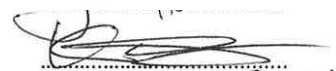
Bridgend Council Andrew Jolley (Assistant Chief Executive)



UNISON Andrew Woodman (Regional Officer)



GMB Kelly Andrews (Regional Officer)



UNITE Steve Sloan (Regional Officer)



BRIDGEND COUNCIL
SINGLE STATUS / JOB EVALUATION
COLLECTIVE AGREEMENT

ADDENDUM – January 2019

1. Introduction

1.1 The Council has previously complied with its statutory obligation to review its pay and grading structure and Part 3 terms and conditions under the 1997 National Single Status Agreement which relates to those employed under NJC terms and conditions.

1.2 At the conclusion of this review a Collective Agreement was entered into and the agreed scheme was implemented in September 2013.

1.3 The NJC pay agreement for 2018-2020 includes the introduction of a new pay spine on 1 April 2019.

2. Pay and Grading Structure

2.1 The existing pay structure ranges between spinal column points 6 - 55 comprising 16 grades, (each consisting of up to 3 increments).

2.2 The revised pay structure ranges between spinal column points 1 - 49 and will continue to comprise of 16 grades, (each consisting of up to 3 increments) as detailed below:

Old SCP	New SCP	Salary	Hourly Rate	Grades	
6/7	1	£17,364	£9.00	Grade 1	
8/9	2	£17,711	£9.18		Grade 2
10/11	3	£18,065	£9.36		
12/13	4	£18,426	£9.55	Grade 3	
14	5	£18,795	£9.74		
15/16	6	£19,171	£9.94		Grade 4
17/18	7	£19,554	£10.14	Grade 5	
19	8	£19,945	£10.34		
20	9	£20,344	£10.54		
-	10*	£20,751	£10.76		Grade 6
21	11	£21,166	£10.97		
22	12	£21,589	£11.19		
-	13*	£22,021	£11.41	Grade 7	
23	14	£22,462	£11.64		
24	15	£22,911	£11.88		
-	16*	£23,369	£12.11		
-	17	£23,836	£12.35		

Old SCP	New SCP	Salary	Hourly Rate	Grades	
32	26	£29,636	£15.36		
33	27	£30,507	£15.81		Grade 10
34	28	£31,371	£16.26		
35	29	£32,029	£16.60		
36	30	£32,878	£17.04		
37	31	£33,799	£17.52	Grade 11	
38	32	£34,788	£18.03		
39	33	£35,934	£18.63		
40	34	£36,876	£19.11		Grade 12
41	35	£37,849	£19.62		
42	36	£38,813	£20.12		
43	37	£39,782	£20.62	Grade 13	
44	38	£40,760	£21.13		
45	39	£41,675	£21.60		
46	40	£42,683	£22.12		
47	41	£43,662	£22.63		
48	42	£44,632	£23.13		Grade 14

25	18*	£24,313	£12.60		Grade 8
26	19	£24,799	£12.85		
27	20	£25,295	£13.11		
-	21*	£25,801	£13.37		
28	22	£26,317	£13.64		Grade 9
29	23	£26,999	£13.99		
30	24	£27,905	£14.46		
31	25	£28,785	£14.92		

49	43	£45,591	£23.63		
50	44	£46,547	£24.13		
51	45	£47,503	£24.62	Grade 15	
52	46	£48,461	£25.12		
53	47	£49,417	£25.61		
54	48	£50,373	£26.11		Grade 16
55	49	£51,330	£26.61		

3. Implementation of Revised NJC Structure




3.1 The date of implementation is 1st April 2019.

3.2 Employees will assimilate across on the 1st April 2019 and then be awarded an increment where available in line with their contract.

4. Other conditions

4.1 All other terms and conditions remain as set out in the original collective agreement.

5. Signatures and Date

Bridgend Council	Mark Shephard (Interim Chief Executive)	
UNISON	Lynne Hackett (Regional Officer)	
GMB	Kelly Andrews (Regional Officer)	
UNITE	Nicholas Blundell (Regional Officer)	

**Cyngor Bwrdeistref Sirol Pen-y-bont ar Ogwr
Bridgend County Borough Council**



Swyddfeydd Dinesig, Stryd yr Angel, Pen-y-bont, CF31 4WB / Civic Offices, Angel Street, Bridgend, CF31 4WB

**BRIDGEND COUNCIL
SINGLE STATUS / JOB EVALUATION
COLLECTIVE AGREEMENT**

ADDENDUM – JULY 2018

1. Introduction

- 1.1 The Council has previously complied with its statutory obligation to review its pay and grading structure and Part 3 terms and conditions under the 1997 National Single Status Agreement which relates to those employed under NJC terms and conditions.
- 1.2 At the conclusion of this review a Collective Agreement was entered into and the agreed scheme was implemented in September 2013.
- 1.3 As part of a recent senior management review a decision has been taken to alter the JNC pay structure. This will allow movement between the NJC and JNC pay structures. To enable this a cap will need to be introduced to the NJC pay structure at Grade 16.

2. Pay and Grading Structure

- 2.1 The existing pay structure ranges between spinal column points 6 -55 comprising 16 grades, (each consisting of up to 3 increments).
- 2.2 Each grade has a corresponding JE score, however, Grade 16 (ie JE score 698 and above) is currently uncapped as there has previously been no progression past this point.
- 2.3 The amended pay structure will place a cap of 728 on Grade 16. Posts which are evaluated above 728 will move onto the JNC pay structure and associated terms and conditions, which are not covered by the collective agreement.
- 2.4 The amended senior management pay and grading structure (which includes JNC & NJC) is illustrated below and are based on salaries as at 31.03.18.

Designation	Grade	Point 1	Point 2	Point 3	Point 4	JE Score
Chief Executive	25	£124,781	£127,763	£130,745	£133,725	986+
Deputy Chief Executive	24	£111,737	£114,408	£117,143	£119,943	954-984
Corporate Director [1]	23	£101,381	£103,681	£103,904	£106,159	922-952
Corporate Director [2]	22	£87,582	£89,570	£91,604	£93,684	890-920
Head of Service [1]	21	£76,039	£77,762	£79,487	£81,210	858-888
Head of Service [2]	20	£68,477	£70,030	£71,618	£73,242	826-856

Head of Service [3]	19	£62,379	£63,329	£64,293	£65,273	794-824
Group Manager [1] JNC	18	£58,395	£59,525	£60,677	£61,851	762-792
Group Manager [2] JNC	17	£52,487	£53,502	£54,537	£55,593	730-760
Group Manager [3] NJC	16	£48,417	£49,336			698-728

3. Implementation of New NJC Structure

- 3.1 The implementation date for applying the cap to Grade 16 is 1st April 2018.
- 3.2 All Grade 16 postholders will be invited to complete a job description questionnaire for evaluation based on current duties.
- 3.3 Grade 16 posts that are subject to restructure proposals prior to implementation date will be considered as part of the restructure.
- 3.4 Employees will be able to register an appeal in accordance with the appeal process as set out at paragraph 9 of the original collective agreement.

4. Other conditions

- 4.1 All other terms and conditions remain as set out in the original collective agreement.

5. Signatures and Date

Bridgend Council Darren Mepham (Chief Executive)

UNISON Lynne Hackett (Regional Officer)

GMB Kelly Andrews (Regional Officer)

UNITE Nicholas Blundell (Regional Officer)

The image shows four handwritten signatures in black ink, each written over a horizontal dotted line. From top to bottom, the signatures correspond to Darren Mepham, Lynne Hackett, Kelly Andrews, and Nicholas Blundell.