



Personnel Committee

Date: Wednesday, 16 March 2022

Time: 2.10 pm (or at the rise of the Executive if later)

Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Chamber

Public access to the Council Chamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. There is no public access from the Lloyd Street entrances of the Extension.

Membership of the Personnel Committee

Councillors - Akbar, Bridges, Craig, Midgley, Leech, Rahman, Rawlins and White

Agenda

- 1. Urgent Business**
To consider any items which the Chair has agreed to have submitted as urgent.
- 2. Appeals**
To consider any appeals from the public against refusal to allow inspection of background documents and/or the inclusion of items in the confidential part of the agenda.
- 3. Interests**
To allow Members an opportunity to [a] declare any personal, prejudicial or disclosable pecuniary interests they might have in any items which appear on this agenda; and [b] record any items from which they are precluded from voting as a result of Council Tax/Council rent arrears; [c] the existence and nature of party whipping arrangements in respect of any item to be considered at this meeting. Members with a personal interest should declare that at the start of the item under consideration. If Members also have a prejudicial or disclosable pecuniary interest they must withdraw from the meeting during the consideration of the item.
- 4. Minutes**
Minutes of the meeting held on 16 February 2022 to follow
- 5. New Human Resources and Organisational Development Policy - Menopause Policy** 5 - 16
The report of the Director of Human Resources and Organisational Development is attached.
- 6. Draft Pay Policy Statement 2022/23** 17 - 36
The report of the Director of Human Resources and Organisational Development is attached.

Information about the Committee

The Personnel Committee is made up of the Leader of the Council, the other nine Members of the Executive, the Assistant Executive Member (Finance and Human Resources), and the Leader of the Opposition.

Amongst its responsibilities, the Personnel Committee considers department staffing and organisational reviews; determines collective and corporate terms and conditions of staff and 'market rate' supplements. The Committee also determines the assignment and re-grading of certain posts and policies relating to local government pensions.

The Council is concerned to ensure that its meetings are as open as possible and confidential business is kept to the strict minimum. When confidential items are involved these are considered at the end of the meeting at which point members of the public are asked to leave.

The Council welcomes the filming, recording, public broadcast and use of social media to report on the Committee's meetings by members of the public. Agenda, reports and minutes of all Council Committees can be found on the Council's website www.manchester.gov.uk.

Smoking is not allowed in Council buildings.

Joanne Roney OBE
Chief Executive
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Further Information

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This agenda was issued on **Tuesday, 8 March 2022** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension, Manchester M60 2LA

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**Manchester City Council
Report for Information**

Report to: Personnel Committee – 16 March 2022

Subject: New Human Resources and Organisational Development policy
– Menopause Policy

Report of: Director of Human Resources and Organisational
Development.

Summary

To outline a new employment policy for the Committee's consideration: the new Menopause Policy.

Recommendations

The Committee is requested to approve the new policy attached to this report.

Wards Affected: All

Contact Officers:

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Background documents (available for public inspection):

None

1.0 Summary

- 1.1 The new Menopause Policy has been developed to fill a policy gap where there is no MCC policy on the Menopause and dealing with the symptoms which may have a detrimental impact on work.

2.0 Context

- 2.1 There are several imperatives for the Council to develop this policy at this time. These include:

- Our workforce statistics (November 2021). 65% of our workforce identify as female; 71% of our workforce that identify as female is over 40 years of age. People in the UK normally go through the menopause between the ages of 45 and 55, the average age being 51. As the average age of our workforce increases, menopause will have an increasing impact throughout the Council.
- Research data. According to the CIPD (March 2019), 59% of working women between the ages of 45 and 55 with menopause symptoms say it has a negative impact on them at work. 30% of women the CIPD surveyed said they were unable to go to work because of menopause symptoms. Only 25% said they could tell their line manager the real reason for their absence.
- Compliance. The Council has a duty of care for employees' health, safety and wellbeing and a duty not to discriminate on the grounds of sex, age or disability.
- Attendance. It is unclear how many days are lost to sickness caused by menopause symptoms as this is not included as a reason for sickness in SAP and staff may not be comfortable in disclosing this. Information gathered at discussion groups suggest that where staff have taken time off work (giving the reason, for example, of headache or gynaecological), having adjustments and support in place would most likely have enabled them to attend work.
- Introducing the Menopause Policy will provide a framework to support people going through the menopause, encouraging them to disclose how the symptoms of this life event impact them at work so that reasonable adjustments can be discussed and implemented where necessary.
- Awareness and demand for change are building and there has been overwhelming interest from employees to be involved in shaping the draft policy.

3.0 Policy engagement

- Given that this is a new policy, significant engagement has taken place to ensure that the policy (and the accompanying guidance and training), meet the needs of staff, managers, and services.
- Online discussion groups have been held with 38 front line managers, staff and equality group members to gather intelligence on the experiences of staff in relation to the menopause.
- 80 questionnaires were completed and returned to understand staff experiences further where they were unable to attend discussion groups. Anonymised comments are included at the end of this report.

- Working groups were run with members of the discussion groups to obtain feedback on policy and guidance as they were developed.
- Equality groups have been given opportunity to comment on the policy.
- Trade Union consultation has taken place.
- HR Business Partners and the HR Casework Team Manager have been asked for comment on the policy.

Feedback from all these groups has been fed into the policy.

3.1 Policy Content

- The policy draws from best practice in the subject area (CIPD, NHS), Trade Union template policies and existing policies from other Local Authorities and private businesses. The discussion groups enabled this to be put in the context of Manchester City Council.
- The policy defines the common terms related to the menopause (early menopause, perimenopause, post menopause).
- The responsibilities of line managers and employees are outlined in relation to the policy, namely that managers listen empathetically and offer support and that staff take medical advice from their GP and talk to their managers about reasonable adjustments they may need at work because of menopausal symptoms.
- An overview of the common symptoms associated with the menopause is provided in the policy, though it is acknowledged that these are highly individual. This is followed by a section on what support and reasonable adjustments can be considered for those experiencing menopausal symptoms. There is signposting to the Employee Assistance Programme and Occupational Health.
- The final section of the policy describes how sickness absence which is menopause-related should be managed, namely through application of the Management of Attendance Policy. It is noted that the HR Casework team should be consulted if there is persistent absence related to the menopause.
- The policy is accompanied by comprehensive guidance to support and manage menopausal symptoms at work. This will be published on the intranet along with the policy and updated content.

3.2 Menopause Policy: Approach to Implementation

- From the discussion groups and questionnaires, it was found that there is work to be done on educating people about the menopause. Despite it directly affecting half of the population, many people said they did not know what was happening to them once menopausal symptoms started to affect them.
- Many people felt less able to discuss their menopause transition with a manager that identified as male. Senior managers that identify as male will be encouraged to participate in the conversation on menopause to champion the cause as part of the approach to implementation.
- Detailed guidance will be provided to staff and managers with the aim of increasing understanding of the menopause and to normalise conversations

about the menopause and how it impacts people at work. Once approved, the aim is to have the policy as an agenda item on every team meeting agenda to support the launch, with follow-up at one-to-one meetings.

- Regardless of their own protected characteristics, managers are encouraged to listen and be empathetic in discussions around the menopause, as they would when talking to staff about any other life event.
- Given the scale of the interest and demand from staff about visible menopause support and training, there will need to be an awareness campaign designed to help normalise the conversation around the menopause and embrace this as a life event. Initial briefing events, both virtual and face-to-face, are proposed, followed by ongoing support. For example, staff have expressed interest in the opportunity to share their experiences: regular lunchtime 'menopause cafes' and 'menopause champions' are options being looked into.
- Training options are being explored to ensure that staff and managers have a clear understanding of menopause and the symptoms and how they can be supported at work. Melearning have just launched a package of elearning that MCC would have access to as part of the contract; there is also a NWE0 package that MCC could buy with other Local Authorities as part of GMCA.
- Managers are being signposted to transferable skills in the leadership package of training and the Menopause Guidance also provides tips for constructive and supportive conversations.

3.3 Policy Guidance

3.4 There will be new and expanded content on the intranet to accompany the policy along with comprehensive guidance which covers:

- Definitions relating to the menopause.
- Statistics about the menopause and the case for having workplace guidance.
- Symptoms associated with menopause and common treatments.
- Guidance for managers on conducting empathetic conversations.
- Reasonable adjustments that may be relevant for those experiencing menopause symptoms.
- The Employee Assistance Programme.
- Sources of external support (websites, forums, apps).

4.0 Comments from Trade Unions

4.1 UNISON welcomes the report and we will continue to work with the council to monitor implementation and success.

4.1.1 As the menopause is now something that is more widely discussed and not treated as a taboo subject, it is vital that the council understand the issues that women can experience and be ready to support them. Menopause is not an older women's condition, it can happen at any time in a women's life, therefore this policy should only enhance and support our female employees. We need to be also mindful and support staff whose partners may be going through this change.

- 4.1.2 We look forward to the vital next stage of rolling out the policy and being involved in the development and delivery of training for all employees.
- 4.2 Unite the union welcomes this policy as the council have a duty to prevent workplace discrimination and to make adjustments to ensure women can work safely through the menopause. This policy will bring benefits for the council as by fostering safer and fairer workplaces for women working through the menopause, the council are more likely to retain the skills and talents of experienced workers and benefit from increased morale and wellbeing among staff.
- 4.3 The GMB welcomes the Menopause Policy and wants the roll out and especially training to be enacted as soon as possible for the benefit of our members.
- 4.3.1 This will support our members going forward and give the council the relevant advice and guidance in assisting them in the workplace.

5.0 Conclusion

- 5.1 Personnel Committee are requested to approve the new Menopause Policy.

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APPENDIX A

Menopause Policy

AUTHOR	Human Resources and Organisational Development
SCOPE	<p>This policy applies to:</p> <ul style="list-style-type: none"> • employees of Manchester City Council • staff deployed to the Manchester Local Care Organisation (MLCO) • Employees on secondment outside of the council but who remain on Manchester City Council terms <p>This policy does not apply to:</p> <ul style="list-style-type: none"> • school employees
PURPOSE	<p>The purpose of this policy is to:</p> <ul style="list-style-type: none"> • to encourage staff to talk more about the perimenopause and menopause and ask for the help they need • Increase managers' knowledge and confidence to know what to do if employees need support through this time.
APPROVAL	N/A - document submitted to Personnel Committee for approval
REVIEW	The policy will usually be reviewed every 3 years, but may be reviewed sooner if there are changes to legislation or statute; agreement of new national terms and conditions of service or Government Policy; organisational change; or resulting from changes agreed through Trade Union Consultation.

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1. Policy Aims

The Council is committed to ensuring the health, safety and wellbeing of all employees by providing support for colleagues experiencing the menopause. The aim of this policy is to raise awareness of how the menopause can affect staff, and how staff experiencing the menopause can be supported at work. The Council recognises that staff may need additional support, consideration and adjustments during this transitional time before, during and after the menopause and will work to ensure that employees are supported to reflect their individual needs.

This policy sits alongside other policies and guidance which will support staff experiencing the menopause. These include the [Menopause Guidance](#), [Supporting Mental Health Guide](#), [Flexible Working Policy](#), [Managing Attendance Policy](#) and the [Special Leave Policy](#).

2. Equality

Manchester City Council is committed to becoming a fair and inclusive employer where everyone feels valued and included and is treated fairly and with dignity and respect.

The Council will offer reasonable adjustments to support employees who are experiencing the menopause. Managers should take advice from the HR Casework team about the types of adjustments that can be offered.

People who are non-binary, trans or intersex, and who may not identify as a woman, may also experience menopausal symptoms. This policy therefore applies to anyone experiencing the menopause, regardless of their gender expression or identity. The Council will support all colleagues experiencing menopause transition and encourage staff to ask for help if they need it.

3. Definitions

Premenopause

A person experiencing premenopause has periods that may or may not be regular, and they are still considered fertile or in their reproductive phase of life. During premenopause, there are no noticeable changes in the body, but hormonal changes may start to occur.

Peri-menopause

The peri-menopause is the period of hormonal change leading up to the menopause. This is the time when many people start to experience symptoms. The peri-menopause can often last for four to five years, although for some people it may continue for many more years whilst for others it can last just a few months. Some people refer to this phase as the 'menopause transition'.

Menopause

The menopause is a natural event in some colleagues' lives during which they stop having periods and experience hormonal changes such as a decrease in oestrogen levels. It usually occurs between the ages of 45 and 55 and typically lasts between four and eight years. However, each person's experience will differ.

Post menopause

Refers to the stage after the menopause when a person has not had a period for at least 12 consecutive months.

Premature menopause

The average age for a person to undergo the menopause in the UK is 51, but around 1 in 100 experience it before the age of 40, known as premature ovarian failure (POF), primary ovarian insufficiency (POI) or 'premature menopause'. Often, there is no clear cause for the early onset of menopause, but it can also be as a result of surgery (for example hysterectomy, oophorectomy), illness or treatment (such as chemotherapy).

4. Roles and Responsibilities

Through supporting staff experiencing symptoms of menopause transition, the Council understands that not everyone experiences menopause in the same way. Like with other life events and health conditions, colleagues will experience different symptoms and need different support at different times. It's important that we understand any difficulties and anxieties employees may be experiencing.

Manager Responsibilities

- Be aware of and understand this policy.
- Listen to their staff when they tell them about perimenopause or menopause symptoms.
- Keep information about their team's health confidential.
- Support staff if they're experiencing menopausal symptoms, making reasonable adjustments where needed.
- Treating staff with respect, not making judgements or assumptions about them based on their age or because they've disclosed that they're in menopause transition.
- Treat any issues of bullying and harassment in relation to health issues associated with the menopause seriously – see the [Employee Dispute Resolution Policy](#) for more information.

Employee Responsibilities

- Be aware of and understand this policy.
- Seek medical advice from their GP in the first instance.

- Raise any health-related concerns with their manager or someone else at work they feel comfortable talking to, so that appropriate support can be provided.
- Report any absence in-line with the Council's [Managing Attendance Policy](#), providing a fit note(s) if required and taking all necessary steps to maintain their health.

5. Symptoms of the Menopause

We recognise that the menopause is a very individual experience and that people will be affected in different ways and to different degrees. While symptoms vary greatly, they commonly include:

- Psychological issues - such as mood disturbances, anxiety and/or depression, memory loss, panic attacks, loss of confidence and reduced concentration
- Hot flushes – often brief and sudden surges of heat
- Sleep disturbances that can make people feel tired and irritable
- Night sweats – hot flushes that happen at night
- Irregular periods that can be painful and heavier or lighter than usual
- Muscle and Joint stiffness, aches and pains
- Recurrent urinary tract infections (UTI's) including cystitis
- Headaches
- Weight gain
- Palpitations – heartbeats that become more noticeable
- Skin changes – dryness, acne, general itchiness
- Dizziness
- Fatigue

Each of these symptoms can affect an employee's wellbeing and comfort and their performance at work. Managers will discuss with staff what adjustments they can put in place to help and support staff manage symptoms at work

6. Available Support and Reasonable Adjustments

Employees can speak with their manager about the adjustments they might need at work to help them feel more comfortable because of the impact of their menopause symptoms.

The Council also offers a range of flexibility, services and benefits for staff to consider when supporting their health and well-being which can be discussed and agreed with managers. These include occupational health, flexibility around working from home (in many cases), TOIL and flexitime schemes to provide some adjustments to working hours. The Employee Assistance Programme is also an important benefit which is available to support health and wellbeing.

7. **Sickness Absence Relating to Menopause**

The menopause in itself is not an illness, but there may be times when the symptoms of menopause transition are severe enough to cause employees to take sickness absence, or for it to affect performance. Because this issue is intensely personal, a manager may not be aware that any impacts are menopause-related. A manager should make all reasonable efforts to ensure an employee is able to share information confidentially to help manage their symptoms whilst at work.

If the employee is absent from work because of the impact of the menopause or it is affecting their performance, line managers and employees should consider if an occupational health assessment would be appropriate, to ensure the best support can be put in place for the employee.

When managing an employee with a disability or prolonged sickness (such as someone suffering symptoms related to the menopause), line managers must use the [Managing Attendance Policy](#).

Managers should be aware that sickness absence relating to menopause transition can lead to unexpected absence and fluctuating levels of absence. They should speak to the HR Casework team for further advice.

**Manchester City Council
Report for Resolution**

Report to: Personnel Committee – 16 March 2022

Subject: Pay Policy Statement 2022/23

Report of: Director Human Resources and Organisational Development

Summary

This report introduces the draft Manchester City Council Pay Policy Statement for 2022/23 and seeks approval of the statement by the Committee prior to its agreement by Council.

The statement is cognisant of the organisational context and the impact of the 2022/23 budget. It sets out the direction of travel in relation to pay for Manchester’s officers for the year ahead in line with the organisational priorities.

The statement has been developed to comply with the legal requirement set out under section 38 (1) of the Localism Act 2011 and takes account of other relevant legislative requirements.

The Statement also includes information on the Council’s ‘Gender Pay Gap’ and work to proactively promote workforce equality, in accordance with the requirement to carry out Gender Pay Reporting set out within The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Recommendations

The Committee is requested to:

1. Note the content of the draft Pay Policy Statement and commend it for approval by the Council at its meeting on 30 March 2022.
 2. Note the organisation’s Pay and Grading Structure for the financial year 2022/23 appended to the Pay Policy Statement and commend it for approval by the Council at its meeting on 30 March 2022.
-

WARDS AFFECTED: All

Manchester Strategy outcomes	Summary of the contribution to the strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The Council’s most senior managers drive the work of the organisation to transform and deliver its obligations and objectives. The Pay Policy Statement proposed sets out arrangements which

A highly skilled city: world class and home grown talent sustaining the city's economic success	seek to balance the need for the proper remuneration of its employees to attract and retain the skills needed to deliver the organisation and City's objectives (Our Manchester) and the cost of this to the communities it serves. It is based on the principles of fairness, equality and value for money and in line with both relevant legislative requirements and the framework set by the Council's Constitution.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	
A liveable and low carbon city: a destination of choice to live, visit, work	
A connected city: world class infrastructure and connectivity to drive growth	

Full details are in the body of the report, along with any implications for

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial implications for the revenue and capital budgets:

None

Contact Officer:

Name: Deb Clarke
Position: Director of Human Resources & Organisational Development
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Background Documents:

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact the contact officer above.

Report to Personnel Committee, 29 January 2019: *Senior Pay and Grading Update*
Report to Personnel Committee, 13 March 2019: *Pay Policy Statement*
Report to Personnel Committee, 11 March 2020: *Pay Policy Statement*
Report to Personnel Committee, 17 March 2021: *Pay Policy Statement*

1.0 Introduction

1.1 Under section 38 of the Localism Act 2011, local authorities are required to publish a 'Pay Policy Statement' on an annual basis, focused mainly on senior employees. Approval of the Statement cannot be delegated. The Act sets out that a Pay Policy Statement must include:

- A local authority's policy on the level and elements of remuneration for each chief officer¹
- A local authority's policy on the remuneration of its lowest-paid employees (together with its definition of "lowest-paid employees" and its reasons for adopting that definition)
- A local authority's policy on the relationship between the remuneration of its chief officers and other officers
- A local authority's policy on other specific aspects of chief officers' remuneration: remuneration on recruitment, increases and additions to remuneration, use of performance-related pay and bonuses, termination payments, and transparency

1.2 The scope of the Pay Policy Statement excludes all staff employed in schools.

1.3.1 The Council's current Pay Policy Statement was commended by this Committee on 17 March 2021 and approved by Council on 31 March 2021.

1.4 The 2022/23 Pay Policy Statement aligns to the overall priorities, activities and context of the organisation and wider public sector and seeks to provide transparency around decisions affecting pay and remuneration in this context.

1.5 The Pay Policy Statement forms a key component of the organisation's approach to managing its workforce in general and recognition and reward and is a key contributor to the priorities set out within the Council strategy.

1.6 The statement also includes information on the Council's 'Gender Pay Gap' which, as a public sector organisation, the Council is required to publish annually. Alongside the required tables a supporting narrative has been included which detail ongoing work by the organisation to proactively promote workforce equality in general and gender equality.

1.7 The Statement is one element of the organisation's overarching approach to transparency and accountability. It is supported by comprehensive information on the organisation's structure and the salary for senior posts as well as the equality make-up of the workforce which is available on the Council's website and updated on at least an annual basis.

¹ It should be noted that Manchester currently does not use the term 'Chief Officer' when describing posts. The statutory definition for the purposes of the statement is set out in the Glossary of Terms within the Pay Policy Statement for background

2.0 The Pay Policy Statement

- 2.1 The draft Pay Policy Statement for 2022/23 is appended to this report. The statement summarises the organisation's approach to pay and remuneration for the year ahead.
- 2.2 The Statement does not set policy, but rather summarises the approaches already endorsed by this Committee and seeks to bring together key information in one place for clarity. It will act to help this Committee and the wider public hold the organisation to account for its pay related decisions for the year ahead.
- 2.3 The Pay Policy Statement includes information on the Authority's salary multiple, the ratio between the highest paid officer (the Chief Executive) and the median rate for all officers within the scope of the Statement. As of January 2022, the salary multiple between the highest paid officer (the Chief Executive) and the median rate for all officers within the scope of this policy is 7.84:1. This represents a slight increase on the multiple as set out within the 2021/22 statement (7.7:1). This ratio results from the detailed implementation of the pay policies set out in this document and will vary marginally with time as the shape of the organisation and roles change.
- 2.4 The Localism Act is clear that the statement must be approved by the Council and approval is sought to present the draft statement to Council for endorsement later this month.
- 2.5 Once approved, the Pay Policy Statement will come into effect on 1 April 2022, being subject to review at least annually through this Committee and, ultimately, Council.
- 2.6 The Council remains committed to the national pay structure and the relevant national agreements including those for the National Joint Council (NJC) for local government services, the Joint National Council for Chief Executives and the Joint National Council for Chief Officers. Pay awards for 2021/22 have been agreed for officers within scope of the Joint National Council for Chief Executives and the Joint National Council for Chief Officers at 1.5 %. A pay award for 2021/22 has also been agreed for employees within the scope of the National Joint Council (NJC) for local government services at 2.75% for those on NJC pay point 1 and 1.75% on NJC pay points 2 and above. Discussions with all national negotiating bodies are yet to begin for the 2022/23 period. When national agreement is reached, this will be reflected in the Council's pay and grading structure appended to this statement.

3.0 Gender Pay Gap Reporting

- 3.1 The Council is required by law to carry out Gender Pay Reporting on an annual basis in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

3.2 The headline figure is a mean gap of 6.6% and median gap of 6.3%². This represents a reduction in the gap between the average pay of men and women from the previous year. This is significantly below the mean and median gap for the UK of 14.9% and 15.4%³ respectively. The Council is committed to continuing to reduce this differential. Further detail in relation to this is contained within the Pay Policy Statement.

4.0 **Manchester Living Wage**

4.1 Manchester City Council is an accredited 'Living Wage Employer' and as such is committed to paying the Living Wage Foundation's 'real' living wage (also known as the Foundation living wage). In November 2021, the Living Wage Foundation announced the new real living wage hourly rate for the coming year of £9.90 per hour, an increase of 40p per hour. Accredited Living Wage Employers are required to implement the rise within six months. The Manchester Living Wage (MLW) will therefore be aligned to the new real living wage rate from 1 April 2022.

4.2 There is a longer term and continuing challenge to ensure the NJC pay spine can absorb the impact of significant annual increases to the statutory National Living Wage which are forecast to continue. Work is underway at a national level to address this challenge. The National Employers for local government services have written to all local authority Chief Executives and a range of regional meetings are scheduled. Manchester City Council are committed to participating in this discussion and will undertake any work at a local level to ensure we continue to pay the Foundation Living Wage as well as the statutory National Living Wage.

5.0 **Comments of the Director of HROD**

5.1 I have been consulted on the draft Pay Policy Statement for 2022/23 and am confident that it will continue to provide an effective and open framework for the management of pay to all employees across the authority.

6.0 **Comments from the Trade Unions**

To follow

7.0 **Conclusion**

7.1 The development of a Pay Policy Statement and its approval by the Council is a requirement under the Localism Act 2011. The statement appended below is Manchester's ninth annual statement and will support a continued understanding of the organisation's approach to remuneration set within the

² The difference between the mean and median hourly rate of pay of male employees and female employees

³ Source: All employees as per ONS, Gender Pay Gap in the UK: October 2021- Provisional

context of the overall direction of the organisation to improve services and, ultimately, deliver better outcomes for Manchester residents.

- 7.2 Members are asked to note the content of the draft Pay Policy Statement and commend it for approval by the Council at its meeting on 30 March 2022.



Pay Policy Statement: 2022/23

1. Introduction and Purpose

The Pay Policy Statement sets out the Council's policy regarding remuneration in accordance with the requirements of Section 38 of the Localism Act 2011 (The 'Act') and associated statutory guidance. The purpose of the statement is to provide transparency regarding the Council's approach to setting the pay of its employees and includes:

- The methods by which salaries of all employees are identified
- The detail and level of remuneration of the most senior employees
- The detail and level of remuneration of the lowest paid employees
- The relationship between the remuneration of the highest paid and other employees
- Information in response to the requirement to provide 'Gender Pay Reporting' information in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

The Personnel Committee of the Council is responsible, on behalf of the full Council, for ensuring the provisions set out in this Statement are applied consistently throughout the Council. The Personnel Committee will also refer to Council any decisions affecting newly graded posts or regraded posts where the salary becomes £100,000 or more.

Scope of this Policy

This Pay Policy Statement relates to staff employed by Manchester City Council whose remuneration, including rate of pay and terms and conditions, are determined by and within the control of the authority. It therefore does not apply to:

- Staff employed by a third party contracted to work for the authority (although the comments under the sections below on *interim support* and *preventing tax avoidance* should be noted).
- Staff on secondment to or from the authority, where their rates of pay or terms and conditions are not determined by the Authority. The Authority's approach to secondments sets how pay with regard to individuals in this group is managed.
- All staff employed in schools, including temporary teaching staff, support staff and agency staff.
- Staff employed through the authority on behalf of a third party where remuneration and some or all of the other conditions of employment are not determined by the authority.
- Unpaid volunteers or individuals on work experience placements. Such placements are intended to give students and and/or individuals from the Council's social value priority groups experience of working in the public sector. These roles would not normally be expected to last longer than six weeks.

Once approved by the full Council, the Pay Policy Statement will come into effect on 1st April 2022 and will be subject to annual review.

Legislative framework

In determining pay the Council will comply with all relevant employment legislation. The Council is also bound by collective agreements and contractual arrangements which cannot be unilaterally altered.

Relevant legislation includes the Employment Rights Act 1996, Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended), Agency Workers Regulations 2010, and the Children & Families Act 2014.

The Council has taken steps to ensure there is no discrimination within its pay structures and that all pay differentials can be objectively justified. Where relevant, legislative obligation will supersede the approach and principles outlined in this statement, for example where terms and conditions are preserved as a result of contracts of employment transferring under TUPE.

2. Determining pay

Salary levels for the workforce are set via analytical mechanisms. The Council operates a job evaluation scheme for officers at Grade 12 and below and a senior job evaluation scheme for roles at Grades SS1 – SS5 including DCX and CEX spot points. The pay and main contractual conditions of all employees of the Council are linked to a national pay bargaining structure relevant to the role (see *Collective Bargaining* below).

Pay can include elements applicable only to a specific group of employees, for example contractual arrangements and terms of the relevant national agreement. This includes, for example, specific allowances and additions to pay (e.g. overtime, flexibility payments, honoraria, which can be time limited and are subject to approval). In limited circumstances, time and cash limited pay protection may be applicable, arrangements for which have been agreed in accordance with relevant local negotiating arrangements.

Other additions to the salary of officers may be made in accordance with the Council's Constitution and stated policies (e.g. car user allowance). Such payments will be made in accordance with the principles of this statement and with approval by the delegated budget holder or approver. All such payments are made in order to support the delivery of effective services and adhere to the principle of value for money.

Collective Bargaining

The Council has a strong commitment to collective bargaining based on national salary structures and to full and open engagement with its workforce.

The continued requirement for cost reduction by the organisation will mean that in 2022/23 a balance will need to be struck between any proposed increases in individual pay and the need to ensure that workforce expenditure remains in line with the agreed budget for the workforce set in the context of the Living Wage Foundation's Living Wage and market conditions.

There is a continuing challenge to ensure the NJC pay spine can absorb the impact of significant annual increases to the statutory National Living Wage which are forecast to continue. Work is underway at a national level to address this challenge. The National Employers for local government services have written to all local authority Chief Executives and a range of regional meetings are due to begin.

The organisation's overarching strategy will be to ensure the cost of its workforce falls within the budget allocation agreed by the Council in March 2022 as part of the organisation's overall budget for 2022/23 whilst working to ensure the pay structure is able to absorb minimum wage increases in future years.

The Council remains committed to the national pay structure and the relevant national agreements including those for the National Joint Council (NJC) for local government services, the Joint National Council for Chief Executives and the Joint National Council for Chief Officers. Pay awards for 2021/22 have been agreed for officers within scope of the Joint National Council for Chief Executives and the Joint National Council for Chief Officers at 1.5%. A pay award for 2021/22 has also been agreed for employees within the scope of the National Joint Council (NJC) for local government services at 2.75% for those on NJC pay point 1 and 1.75% on NJC pay points 2 and above.

Non-consolidated payments have been included at spine points 1A and 2 to ensure a pay differential at these spine points. See pay structure below.

Discussions with all national negotiating bodies are yet to begin for the 2022/23 period. However, as and when any national agreement is reached, this will be reflected in the Council's pay and grading structure appended to this statement.

The Authority will continue to consult with the trade unions representing its workforce on the impact of any changes in pay.

Policy on Remunerating Chief Officers

The Council's Chief Officers are the Strategic Management Team which includes the Chief Executive and those officers directly responsible for the key functions of the organisation. This information is currently available on the *Open Data* pages of the Council's website and will be updated on at least an annual basis to reflect changes to pay and the organisational structure and to support the Council's aim of enhancing transparency and clarity. Additional information, in accordance with the Accounts and Audit (England) Regulations 2011, is also included within the Council's Annual Statement of Accounts.

The Personnel Committee is responsible for making appropriate recommendations to Council for roles where a salary in excess of £100,000 is proposed. Relevant Chief Officers are responsible for determining pay for senior roles alongside the Director of HR and OD. Salary levels are proposed in accordance with an analytical job evaluation process within four pay bandings for SS1-3 and SS5, five bandings for SS4 and additional spot salary levels for the Deputy Chief Executive and City Treasurer, and Chief Executive as set out within the appendix to this Statement.

Since 2018/19 progression through the incremental points within these grades has been dependent upon individuals demonstrating overall annual improvements in performance, measured by delivery against a set of corporate and directorate objectives which is set at the start of each year and covers a range of operational and strategic indicators which are monitored throughout the year.

Employment arrangements for chief officers are linked to the relevant national agreements including the Joint National Council for Chief Executives and the Joint National Council for

Chief Officers, and salary values are increased in accordance with any nationally agreed pay awards as determined by the appropriate national Joint Negotiating Committee.

Bonus, Performance and Earn Back

The Council does not generally pay bonuses for chief officers within the scope of this statement (notwithstanding the link between incremental progression and pay noted above) as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.

The detail of any bonus payments will also be published in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code 2015 respectively.

Election Fees

The Council is required to provide funding to the Returning Officer to discharge statutory functions relating to the administration of local government elections. The Returning Officer will make payments to those officers who undertake specific duties in relation to the elections (including to chief officers) in accordance with their role. The Chief Executive does not receive any additional payment for the role of Returning Officer for local government elections.

It should be noted that any fees which may be payable for duties undertaken in connection with national elections and referenda (such as Parliamentary General Elections or national referenda) or elections undertaken on a regional basis (Greater Manchester Combined Authority Mayoral Election) are not funded by the Council.

Recruitment and Retention

The Council's policy regarding the recruitment of all officers including senior officers is set out within the Recruitment and Selection Policy (this includes information relating to re-engagement). As indicated above, the Council aims to set appropriate pay levels, balancing costs with the need to attract and retain employees who contribute the appropriate skills, behaviours and experience needed to deliver its functions. From time to time, it is necessary to make additional payments within the Council's remuneration framework in order to secure or retain staff, with the appropriate skills, notably in roles where there is a national or regional shortage of such skills. Payments will be made in line with the Market Rate Supplement policy.

Statutory posts including the Chief Executive and Chief Officers can only be appointed to by a sub-committee of the Personnel Committee.

Non-statutory posts may be appointed to by officers of the council, but consultation with the relevant portfolio member is necessary.

When an individual is appointed to a role remunerated at a higher grade with multiple scale points, whether through internal or external recruitment, the individual will be appointed to the bottom point of the relevant grade. In exceptional circumstances, appointment at a higher scale point can be considered and agreed by the relevant Chief Officer.

Interim Support

Where the Council is unable to recruit officers, or there is a need for interim support to undertake essential work or provide cover for a substantive post, the Council will engage individuals on a temporary basis.

Such individuals will be sourced through a relevant procurement process in line with legal requirements, financial regulations and standards and the Council's agreed processes. This will ensure the Council is able to demonstrate the maximum value for money benefits from competition in securing the relevant service and full compliance with legal requirements. The Council has made and implemented all the necessary adjustments required to assure compliance with the changes in relation to off-payroll working in the public sector (IR35).

Preventing Tax Evasion and Tax Avoidance

The Council is fully compliant with the rules governing the prevention of tax evasion. In addition to this, the Council is committed to taking no part in the aiding of any form of tax avoidance. Council employees must take care not to engage in contractual arrangements which could be perceived as being primarily designed to reduce the rate of tax paid by any person or company.

Living Wage Employer

The Council aims to ensure that wages (salaries) in the City can sustain families and individuals and underpin a thriving economy. In 2015 the Council adopted a Living Wage Policy with the overarching aim to:

Ensure that Manchester City Council employees, current and potential contractors and suppliers, and Manchester based employers are fully aware of the City Council's commitment to the Living Wage. The City Council firmly believes that increasing the number of people being paid at least the Living Wage will make a significant contribution to supporting residents out of poverty and reducing dependence on in work benefits.

The Manchester Living Wage embodies the Council's commitment to the Living Wage Policy noted above. The Council is formally accredited by the Living Wage Foundation as a 'Living Wage Employer' and the Manchester Living Wage aligns to Living Wage Foundation's real living wage – referred to as the Foundation living wage in the remainder of this statement.

In November 2021, the Living Wage Foundation announced the new Foundation living wage hourly rate for the coming year of £9.90 per hour, an increase of 40p per hour. Accredited Living Wage Employers are required to implement the rise within six months. The Manchester Living Wage (MLW) will therefore be aligned to the new Foundation living wage rate from 1 April 2022.

Lowest Paid Employees

The lowest hourly rate of pay for a Council employee will be £10.05 per hour from 1 April 2022 following implementation of the NJC pay award for 2021/22.

Pay Award for 2021/22

Pay awards have been agreed for 2021/22 for Chief Executives, Chief Officers and all officers covered by National Joint Council (NJC) terms and conditions as detailed above. Discussions with all national negotiating bodies are yet to begin for the 2022/23 period. As and when any national agreement is reached, this will be reflected in the Council's pay and grading structure appended to this statement.

3. Employee Cost and Salary Ratios

The Council does not have a target for the ratio between the pay of the highest earners and other employees. It does not propose to set one, accepting the judgement of the Hutton Report, that such targets serve no useful purpose. However, it will monitor this relationship to ensure that the remuneration of the highest paid is not excessive and remains consistent with the needs of the Council as expressed in this policy statement.

As of January 2022, the salary multiple between the highest paid officer (the Chief Executive) and the median rate for all officers within the scope of this policy is 7.84:1.

This ratio results from the detailed implementation of the pay policies set out in this document and will vary marginally with time as the shape of the organisation and roles change.

4. Payments on Termination

The Council's approach to severance and discretionary payments on termination of employment is set out within its policy on the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2000 and 2006 and the Local Government Pension Scheme Regulations 2007 as agreed by the Council's Personnel Committee. The Council applies this policy to all employees and in all cases. Any changes to this policy, whether permanent or time limited, will be agreed by the Personnel Committee.

In addition to the Council's Severance and Early Retirement (Efficiency) Policy Statement the City Solicitor has the authority to settle, if appropriate and in the interests of the Council, any actual or threatened legal proceedings as set out in Part 3 Section F of the Council's Constitution.

Any severance packages with a value in excess of £100,000 will be approved by Council before they are agreed. This policy applies to severance packages pursuant to a settlement agreement. However, it does not apply in relation to the cost of early access to, and/or enhancement of a retirement pension, where the employee's employment is terminated on grounds of ill health.

Provisions in the Finance (No.2) Act 2017 changed the rules on the taxation of termination payments to remove the distinction between contractual and non-contractual payments in lieu of notice, effective from April 2018. The Council continues to comply with these requirements.

Employers are liable to pay Class 1A national insurance contributions on termination payments above £30,000 that are subject to income tax by the employee. The Council is fully compliant with this requirement.

Exit Pay Cap and pension reforms

Following revoke of the Restrictions of Public Sector Exit Payments Regulations 2020, it has been expected that further changes will be presented for consultation. There is no timeframe for this at present, and requirements will be incorporated into this statement at the appropriate time.

5. Gender Pay Reporting

The Council is required by law to carry out Gender Pay Reporting on an annual basis in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. Reporting is based on a 'snapshot' date of 31 March 2021 and must include:

- the difference between the mean and median hourly rate of pay of male and female employees.
- the difference between the mean and median bonus pay received by male and female employees.
- the proportions of male and female employees who were paid a bonus, and
- the proportions of male and female employees in the lower, lower middle, upper middle, and upper quartile.

It is worth emphasising that a 'Gender Pay Gap' is not the same as an issue of 'Equal Pay'. The Council has a long standing commitment to equality and a sound analytical approach to pay and grading in line with the Single Status Agreement as well as an analytical approach to the evaluation of senior roles. As a result, the Council is confident employees receive remuneration within the same grade when carrying out the same or equivalent work. The gender pay gap therefore does not stem from paying men and women differently. Rather, it is the result of the roles in which men and women work within the organisation and the salaries that these roles attract.

The tables below provide the information the Council is required to publish in line with the legislation cited above and is based on the snapshot date of 31 March 2021.

Table A: Gender Pay Gap

Gender Pay Gap (difference in hourly pay)		
	Mean	Median
Hourly Pay	6.6%	6.3%

The table above shows the percentage difference between the mean (average) and median (middle value) hourly rate of pay of male and female employees. A positive percentage shows that, on average, Female employees are paid less than Male employees. The closer to 0 the lower the Gender Pay Gap.

Table B: Bonus Pay

The Council does not make any Bonus Payments which fall within the definition of Bonus for the purpose of Gender Pay Gap reporting.

Table C: Pay quartiles by gender

Gender Split with each Pay Quartile

Hourly Pay Quartile	Male	Female
Upper Quartile	38.6%	61.4%
Upper Middle Quartile	34.6%	65.4%
Lower Middle Quartile	36.9%	63.1%
Lower Quartile	25.6%	74.4%

The table above shows the percentage of Male and Female employees in the lower, lower middle, upper middle and upper quartile pay bands. These quartiles have been calculated by working out the hourly pay for each employee and then ranking them in order from lowest to highest paid. This list is then divided (as equally as possible) into four sections to provide the above.

The Council's mean gap of 6.6% (*previous year: 8.0%*) and median gap of 6.3% (*previous year: 7.9%*) is significantly below the mean and median gap for the UK of 14.9% and 15.4%¹ respectively. However, the Council is committed to further reducing its pay gap.

The proportion of low paid staff within the gender pay gap calculations (c.20% in Grades 1 to 3 roles) has a disproportionately high impact on the overall Gender Pay Gap. These roles are often part-time and many of these are term-time-only. Employment in these positions follows the national trend of being predominantly female and has a significant impact on the Council's overall pay gap.

Whilst, as noted above, the key factors here align with the national trend, the Council is committed to undertaking action which will support a positive reduction in the gender pay gap (i.e. through increasing the average pay of women and not reducing overall pay or removing lower paid roles from the organisational structure). Key activities in support of this include:

- The review of ways of working (Our Ways of Working programme) across the organisation to identify and promote increased flexibility is ongoing, supporting employees to more effectively balance home and work commitments, and driving increased flexibility as the norm in roles at all levels of the organisation.
- Apprenticeships are available to new and existing employees with qualifications starting from level 2 (NVQ/GCSE equivalent) to level 7 (post-graduate degree). They are available to people at any stage of their career looking to further develop skills and knowledge.
- The six-month LeadHERship Development coaching programme has been designed specifically to better equip Black, Asian, and Minority Ethnic women to help develop the critical skills of staff with ambitions to lead, influence and mentor. The wider Leadership Development programme also aims to support all employees to develop into leadership positions.
- All workforce policies are subject to Equality Impact Assessment as part of the review process. This ensures that any potential impacts relating to gender are identified at an early stage and addressed to ensure employment approaches are fair for all and specific requirements are built into policy and guidance.

Ethnicity Pay Gap Reporting

¹ All employees as per ONS, Gender Pay Gap in the UK: October 2021 - Provisional

In October 2018, the Government launched its public consultation to bring forward its manifesto commitment to "ask large employers to publish information on the pay gap for people from different ethnic backgrounds". This consultation closed on 11 January 2019 and the government's response to the consultation is yet to be published. The consultation paper did not specify when the obligation might be introduced, however this has been subject to further discussion, most recently in the House of Lords in October 2021.

We recognise that we have gaps in our data with regards to workforce ethnicity and are currently working to reduce these gaps. This piece of work has included working with our staff groups to understand why there were gaps in our data, reviewing and updating the ethnicity classifications in the SAP system and re-surveying all employees. This final part is still underway. This work aims to improve our response rate and will enable future reporting in this area.

We are committed to reporting the Ethnicity Pay Gap but want to ensure we have sufficient data to enable meaningful use of this information. A further push on capturing equality monitoring information will take place in March/April 2022 to address these known gaps with an internal review of ethnicity data gains scheduled for Summer 2022.

A Government consultation has also been launched recently on disability workforce reporting requirements for organisations, this is due to close in March 2022 and will inform how we approach disability pay gap reporting in future.

6. Publication

This Statement will be published on the *Open Data* pages of the Council's Website once it has been approved by Council.

In addition, details of senior posts are available on the Council's website together with information on the organisation's structure and the roles and responsibilities of individual officers. This information will be updated on at least an annual basis.

In order to comply with the regulations in relation to gender pay gap reporting the Council figures will, in addition to publication in this Statement, also be submitted via the dedicated government portal for publication on the designated government website.

Additional information on the organisation's workforce expenditure is set out in the Council's Annual Statement of Accounts.

Detailed information on the equality make-up of the organisation's workforce is also available on the Council's website.

Glossary of Terms

Chief Officer (statutory definition)

Section 43(2) of the Localism Act defines a 'Chief Officer' for the purposes of the Pay Policy Statement as meaning the following:-

- (a) the Authority's Head of Paid Service
- (b) the Authority's Monitoring Officer
- (c) the Authority's Director of Children's Services
- (d) the Authority's Director of Social Services
- (e) the officer having responsibility for the administration of the Authority's financial affairs
- (f) any officer for whom the Authority's Head of Paid Service is directly responsible; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority's Head of Paid Service; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority itself or any committee or sub-committee of the Authority.
- (g) any officer who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the officers listed at points (a) to (f) above.

The definition of 'Chief Officers' excludes any officer 'whose duties are solely secretarial or clerical or are otherwise in the nature of support services'.

Employer Pension Contributions

Where employees have exercised their statutory right to become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee. The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current rate is 18.5% but will be subject to revision at the direction of the pension fund.

Flexibility Payment

A flexibility payment is paid for roles where an employee is contractually required to work a regular pattern involving a non-standard rota, working 'over and beyond' normal working hours on a regular five, six or seven days out of seven pattern which includes late and weekend working. A graduated allowance will be included as part of the basic salary for the job, depending on the degree of inconvenience.

Foundation Living Wage

Also known as the 'real' Living Wage. This is a voluntary rate of pay announced annually by the Living Wage Foundation and is based on an independent assessment of the real cost of living based on a number of indicators, including goods and services, which represent what people need to meet their basic everyday needs.

FTE - Full Time Equivalent

This term stands for full-time equivalent (not full-time employee) and translates the total hours worked by part-time employees into the number of equivalent full-time employees.

Honorarium

An honorarium is a payment made to an individual in a structured, funded role for specific, time-limited additional duties undertaken on top of their substantive role. This can be a way of developing staff whilst maintaining service delivery. An approval process is in place for any payments made. Any honorarium payment made to an employee at Grade 12, SCP 51 or above, or where the honorarium is ongoing for over 12 months, requires approval by the relevant Chief Officer and the Director of HR and OD.

Manchester Living Wage

The Council's commitment to paying a living wage is reflected by the Manchester Living Wage. The Council is formally accredited by the Living Wage Foundation as a 'Living Wage Employer' and the Manchester Living Wage aligns to the Foundation's 'real' Living wage (also known as the Foundation living wage).

Median Salary

The authority's median salary is based on the salary which is the numerical 'mid-point' when the organisations salaries are arranged from top to bottom in order of size. It is based purely on the actual salary assigned to the post (assuming the post is worked at 1 FTE). Salaries of vacant posts, casual members of staff, contractors, and other non-employees are not used for the purposes of this calculation. The current median salary is £26,975.

National Living Wage

The National Living Wage is the statutory hourly rate of pay for those aged 23 and over.

On costs

These are the additional costs of employment, over and above what is paid (or provided) to the employee by way of remuneration. There are two types of on cost, *direct*, which for the purpose of this Statement is deemed to be employer's National Insurance and pension costs and *indirect* which include items such as premises costs, the cost of support functions etc and are not applicable to this Statement.

Pay / Remuneration

For the purpose of this Statement 'pay' is referred to as remuneration and is consistent within the definition contained within the Localism Act.

Pay Bill

The total sum paid by the organisation inclusive of salary and on-costs.

Salary / Spot Salary

For the purpose of this Pay Statement, salary refers to its normally accepted meaning i.e. monetary pay.

A spot salary is a salary set at a specific sum, does not form a part of a pay band or contain increments to which the employee is entitled. Spot salaries are normally subject to increase in line with contractual provisions with regard to inflation.

Senior Manager (Senior Officer)

Any Officer in receipt of a basic salary in **excess** of Spinal Column Point 51.

Severance Package

Severance packages can comprise of a number of different payments or benefits made in relation to the termination of a person's employment, which include (but are not limited to):

- lump sum severance payments
- redundancy compensation
- termination payments on grounds of business efficiency
- early access to, and/or enhancement of, pension benefits (in respect of this the value is defined as the capital cost to the Council of the early release / enhancement).
- salary paid in lieu of notice

Appendix A: Pay & Grading Structure 2022/23 (Interim – Pre Pay Award)

Grade	SCP	Basic Pay	Grade	SCP	Basic Pay	Grade	SCP	Basic Pay	
Grade 1	1	£18,333	Grade 7	26	£30,984	SS1**	11	£62,531	
	1A*	£18,497		27	£31,895		12	£63,773	
Grade 2	2	£18,698		28	£32,798		13	£65,048	
	3*	£18,887		29	£33,486		14	£67,676	
Grade 3	4	£19,264	Grade 8	30*	£34,373	SS2**	21	£70,410	
	5	£19,650		31	£35,336		22	£71,820	
	6*	£20,043		32	£36,371		23	£73,256	
Grade 4	7	£20,444		33	£37,568	24	£76,215		
	8	£20,852		34	£38,553	31	£82,093		
	9	£21,269		35*	£39,571	32	£83,734		
	10	£21,695	Grade 9	36	£40,578	SS3**	33	£85,409	
11*	£22,129	37		£41,591	34		£90,959		
Grade 5	13	£23,023		38	£42,614		SS4**	41	£100,071
	14	£23,484		39	£43,570			42	£102,071
	15	£23,953	40*	£44,624	43	£104,113			
	17	£24,920	Grade 10	41	£45,648	44		£106,196	
	19*	£25,927		42	£46,662	45		£110,486	
Grade 6	21	£26,975		43*	£47,665	SS5**	51	£129,452	
	22	£27,514	44	£48,981	52		£132,822		
	23	£28,226	Grade 11	45	£50,035		53	£138,357	
	24	£29,174		46	£51,310		54	£148,701	
	25*	£30,095		47	£52,417		DCX	£159,566	
Grade 12			48	£53,639	CEX	£211,584			
			49	£54,793					
			50	£55,970					
			51*	£57,161					

* Progression subject to competency review

** Progression dependent on individuals demonstrating overall annual improvements in performance

Please note – Additional non-consolidated payments have been applied at SCP 1A and SCP 2 in order to maintain a differential at these spine points.