Item 5

20th August 2026

Glasgow City Council

City Administration Committee

Report by the Chief Executive

Contact: Colin Edgar: 70901

Equal Pay Programme – Pay & Grading Structure for Implementation

Purpose of Report:

To advise members on the outcome of Pay and Grading Structure (PGS) consultation and to seek approval for the phased implementation of the proposed new PGS for just under 24,000 employees from 4 April 2027.

Note: A glossary of terms is provided within appendix B of this report

Recommendations:

Committee is asked to:-

1. Authorise the Chief Executive, in consultation with the Executive Director of Financial Services and the Director of Legal and Administration, to lawfully implement the new PGS on a phased basis as from April 2027 as per the proposals more fully set out in Appendix A of this report;

2. Instruct the Chief Executive and the Executive Director of Financial Services to continue the progression of outstanding evaluation in a timely manner to conclude the phased implementation of PGS including consequential amendments to terms and conditions of employment.

3. Agree, in terms of Standing Order No 30 (7), that these decisions will not be subject to the call-in process for the reasons set out in paragraph 10.6.

Ward No(s): Citywide: ✓

Local member(s) advised: Yes ☐ No ☐ consulted: Yes ☐ No ☐

1 Background – Equal Pay

1.1 The Council is committed to resolving the issue of equal pay claims, making sure that everyone who works for the Council is paid equally for equal work.

1.2 On 28 June 2018, the City Administration Committee approved the current pay and grading system (WPBR) would be discontinued and replaced with a suitable alternative.

1.3 Intensive work has been ongoing since that time. The use of the SJC (Scottish Joint Council) Job Evaluation Scheme as the means by which roles will be evaluated was agreed on 11 October 2018.

1.4 On 04 December 2025, it was reported to City Administration Committee that Primary Benchmark (PBM) evaluations had been concluded, that PBM Matching process was ongoing, and detailed consultation with Trade Unions on the PGS had commenced.

1.5 The December 2025 report was supported by workforce communication outlining key points including the new PGS would replace all elements of WPBR incorporating both core pay, and non-core pay for all employees within the SJC grouping.

1.6 In line with the phased approach to implementation, there may be different outcomes from April 2027 for employees in scope. The undernoted categories will be used to support understanding how each part of the new PGS affects them:

a. Fully Evaluated – those roles whose evaluation is complete, reported previously as Primary Benchmark (PBM), this equates to just under 80% of the workforce in scope.

b. Not Fully Evaluated – those roles for which evaluation remains ongoing, this is predominantly Secondary Benchmark (SBM) and Unique (UNQ).

1.7 Throughout the development of the PGS, a number of criteria have been used to evaluate, refine and where possible improve the design of the models and frameworks to reach the best possible outcome within the context and pressures within the Local Government landscape.

1.8 These criteria have focused on equalities outcomes, specifically related to gender-based pay, operational requirements of services, staff impact, financial challenges and where possible approaches to managing operational hierarchy issues which have resulted from the output of job evaluation. All outcomes which have been considered / accepted within the PGS to address these issues have been robustly governed to ensure the integrity of job evaluation results.

1.9 This work including Trade Union consultation on PGS has concluded. This report outlines that outcome, and the approach for implementation for approval. The outcomes outlined in this paper apply to all employees in scope which includes employees of Glasgow City Council (GCC) (excluding teachers), Glasgow Life (GL), City Property Glasgow (CPG), and Job and Business Glasgow (JBG).

1.10 This follows a mandate provided by each of the listed ALEO boards for GCC to negotiate and implement on their behalf. This paper outlines the position in relation to GCC, being aware that each ALEO's Board will be asked to note the PGS for implementation.

2. The New Pay and Grading Structure (PGS)

2.1 The key points relating to the Pay and Grading structure are outlined below:

a. Over 200 roles have been fully evaluated for implementation. Job Evaluation has generated a number of Job Overview Documents (JOD) which provide details of the demand of each role that has been evaluated. This evaluation provides a score. That score establishes the position in the rank order of jobs, overlaid on which is the pay levels of the new PGS.

b. 12 pay levels have been established to cover the existing WPBR grades 1 to 11. These levels outline core pay based on the evaluation score of each role. Senior Officer level posts (currently 12 and above) fall within the unique category and may need an alternative evaluation method due to the scope of SJC Job Evaluation Scheme 3rd Edition.

c. Salary points have been derived from SJC Spinal Column of Hourly Rates, expressed as an annual salary based on a 35 or 37 hour calculator, where applicable.

d. An allowance framework has been developed through the consultation period to replace the previous NSWP (Non-Standard Working Pattern).

2.2 Details in respect of the key principles of the proposed PGS are noted in Appendix A. Only fully evaluated roles will move fully across to the new PGS in April 2027.

2.3 Employee outcomes from the new PGS are described as green, white or red circling, whereby:

- Green – Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls below the pay minimum in the proposed PGS Level.
- White - Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls between the minimum and maximum pay of the proposed PGS Level
- Red - Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls above the pay maximum of the proposed PGS Level.

2.4 The new PGS (based on total pay) results in 63% green circles and 26% white circles and 11% red circles on day one of implementation in April 2027 based on the assimilation position outlined in section 3 below.

2.5 The outcome of the new PGS has a positive impact on equalities with the overall gender pay gap reducing from 2.6% to -0.5% when considering total pay for all employees.

3 Assimilation & Progression – Fully Evaluated Roles

3.1 Assimilation rules govern where and when employees are assimilated to the new pay and grading structure.

3.2 At April 2027, green and white-circled employees will be positioned on the incremental point that reflects notional progression over a period of three and a half years.

3.3 Red-circled employees will be positioned on the maximum increment of their grade

3.4 Each fully evaluated role has been described as being green, white or red circled, the definitions and treatment of those descriptions can be found in Appendix A.

4 Transitional Position and Progression – Not Fully Evaluated

4.1 For not fully evaluated posts, it is proposed that employees will be transitioned to a temporary pay point which is equivalent to their current combined core and WCD pay elements. NSWP elements of pay will be discontinued and replaced with the new PGS Allowance Framework (see section 7).

4.2 Discontinuing NSWP will affect just over 1500 employees which is around 26% of those not fully evaluated. Of those over 58% (872) will benefit from the movement to allowances and 42% (631) will be in detriment.

4.3 From 4 April 2027 not fully evaluated employees will continue to progress through the relevant / remaining increments within their pay grade in line with existing HR policies.

4.4 Conclusion of SBM and Unique job evaluation will be expedited at the earliest opportunity and in consultation with Trade Unions. Detailed transition and timing arrangements will be the subject of further consultation.

5 Backdated Pay Arrears

5.1 It is recognised that some roles through the process of evaluation and development of the PGS will attract a higher rate of pay, termed green and white circles.

5.2 The Council proposes to make an arrears payment to all employees identified as green or white circled, equivalent to three and a half years of pay arrears from October 2023, based on the salary levels within the proposed Pay and Grading Structure (PGS).

5.3 Arrears will be calculated on a static basis using each employee's transition point. For green circled employees, this will be the first pay point within their new PGS grade. For white circled employees, it will be the first pay point within their new PGS grade that avoids any reduction in salary.

5.4 This commitment will also extend to employees who leave the Council between October 2023 and March 2027. Payments for leavers will be calculated on a case-by-case basis, taking account of their period of employment, contractual hours, pay grade and any changes in role during the relevant period.

6 Pay Protection and equitable mitigation of detrimental impact

6.1 It is recognised that some fully evaluated roles will be in detriment, termed red circles as per paragraph 2.3 above. In these cases Pay Protection will be applied following the rule outlined below.

6.2 The Council will pay protection for twelve months, from April 2027 to April 2028. Pay protection will apply to core pay (including WCD) as well as to any losses arising from the change in NSWP to the revised allowance system and/or losses in contractual overtime due to changes in employees' core hourly rates.

6.3 The Council will continue to explore options to mitigate employee detriment arising from implementation of PGS. Any measures brought forward will require to be assessed against the objectives of the new pay and grading structure, the outcomes of the job evaluation exercise, affordability, equality impacts and potential equal pay risks, to ensure that they are lawful, proportionate and do not undermine the integrity of the scheme.

6.4 It is recognized that service reform will be required to support the implementation of the new PGS arrangements, resolving for example hierarchical disruptions. Reforms will be driven by the needs of the service whilst also potentially providing legitimate routes or options to relieve detriment. All such activity will be rigorously reviewed to ensure equality impact is assessed.

6.5 These options for reform may include robust workforce planning, redeployment, voluntary severance and voluntary early retirement where appropriate. Any such measures must be supported by a clear business need, applied fairly and consistently, and implemented in a manner that does not create discrimination or undermine the integrity of the pay and grading structure.

7 Allowances and Non-Core pay Frameworks

7.1 An allowance framework has been developed through the consultation period to replace the previous NSWP (Non-Standard Working Pattern) arrangements. Where necessary other aspects of existing pay related terms and conditions have also been revised and updated. This will apply to all employees in scope.

7.2 ***Allowances*** – the proposed allowance framework to replace NSWP is set out in Appendix A. This will include detailed descriptions of each allowance and eligibility criteria. This will apply to all employees within scope whether fully evaluated or not.

7.3 ***Overtime*** – it is recommended that the council retains is current overtime rates as set out in Appendix A, including the terms associated with current arrangements for senior graded posts (Level H and above). Enhanced rates of overtime will only apply to each role once 37 hours have been worked within that individual contract.

7.4 ***Annual Leave / Public Holidays*** – it is recommended that the council retains its current annual leave and public holidays position as set out in Table 1 of Appendix A.

7.5 ***Terms and Conditions*** - Implementation of the proposed Pay and Grading Structure will require consequential amendments to terms and conditions of employment, HR policies, procedures, guidance, contractual documentation and associated employment processes. These amendments are required to support the implementation, ongoing operation and effective management of the new Pay and Grading Structure and its associated frameworks.

8 Financial Implications

8.1 The costs of implementing the new Pay and Grading Structure are reflected in the concurrent Financial Outlook Report. The additional recurring costs of the recommended model are an estimated £82.5 million with £65.4 million required in 2027/28 and £16.5 million in 2028/29 with the remainder in 2029/30.

8.2 In addition to the recurring revenue costs of the new PGS the Council will need to address the one-off costs of any residual equal pay liabilities. These are still to be agreed but the Council has been granted approval to enable it to raise upwards of £170 million through the refinancing of existing loans releasing a discount which can be classed as revenue. This would result in a recurring cost of £15.5 million per annum of debt charges. It should be noted that the exact sum raised will depend on several factors including interest rates at the time of borrowing and the final agreed structure of the scheme.

8.3 In the absence of any certainty about these costs the Council has also sought permission to use capital to fund one off costs. This requires approval from the Treasury it can be reasonably anticipated, based on support for equal pay settlements in other councils, that this will be approved.

8.4 Taking account of all aspects of the PGS proposals as detailed in Appendix A, and estimates of one-off costs, including borrowing costs the financial impact of implementation is estimated at £120.8 million. This will contribute significantly to the financial gap each year and it is proposed to smooth the cost over five years, being the period that was originally assumed over which additional costs would accrue. This would be achieved by using the same flexibility used for homelessness costs in 2026/27. This is subject to Scottish Government approval which it is assumed will be granted.

9 Joint Trade Union Consultation

9.1 Throughout previous reports on Equal Pay (since 2018), and reaffirmed in section 1 of this report, the Council has been working closely with Trade Unions undertaking consultation in line with Part IV of the Trade Union and Labour Relations (Consolidation) Act 1992.

9.2 This consultation has included detailed work in relation to pay modelling, negotiations on all aspects of terms and conditions, consideration of communications issued to the workforce and where appropriate, in line with the SJC scheme guidance on key processes.

9.3 Through this consultation, it is expected that the next steps for Trade Unions will be to undertake a ballot of their members which will confirm or otherwise the achievement of agreement through collective consultation. The Joint Trade Union Side submission titled "Response to Glasgow City Council Proposal" sets out their position which can be found in Appendix C.

9.4 The Council will issue every employee in scope a 'Pay and Grading Structure (PGS) Information Pack' which will outline how PGS will directly affect them, this will include comparison of existing pay and new pay post implementation. As previously indicated, this will be in two broad formats – Fully Evaluated and Not Fully Evaluated staff.

10 Next Steps for the Council

10.1 The Council's aim remains to secure implementation of the new PGS through collective agreement with the Joint Trade Unions. Extensive consultation and engagement have taken place throughout the development of the proposals with that aim, and this engagement will continue. It is anticipated that the Joint Trade Unions will consult with and ballot their members on the proposed arrangements.

10.2 The Council cannot at this stage forecast whether collective agreement will be reached and therefore requires to commence a statutory process under section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992.

10.3 Commencement of this process will ensure that the Council complies with its statutory obligations, maintains the ability to deliver the approved PGS within the stated timescales and continues to engage constructively with the Joint Trade Unions regarding the implementation arrangements.

10.4 While the Council's preferred outcome remains implementation through collective agreement, there is no guarantee that agreement will ultimately be secured. The Council may require to seek individual agreement to revised contractual arrangements and, where necessary, consider other lawful options available to implement the approved PGS.

10.5 These options could include dismissal of existing contracts and an offer of re-engagement on revised terms and conditions. Any such action would, however, only be considered following completion of the relevant statutory consultation requirements and in accordance with applicable employment law obligations.

10.6 Given the need to progress immediately with the process set out above, in order to deliver the approved PGS within the timescale previously agreed by this Committee, approval is sought to suspend the call-in procedure under council Standing Order No 30 (7).

11 Policy and Resource Implications

Resource Implications:

Financial:	The Concurrent Financial Outlook Report sets the financial implications of the proposed Pay and Grading Structure in the context of the Financial Strategy. The Council will follow its usual processes in developing a balanced budget proposal for 2027/28 and future years.
Legal:	Legal services continue to support delivery of Equal Pay Programme, including provision of advice and guidance on the implementation of job evaluation and new Pay and Grading Structure.
Personnel:	The proposed Pay and Grading Structure will affect all employees, excluding teachers. The report outlines the proposed impact on fully evaluated roles and the transitional arrangements for not fully evaluated roles, including the replacement of NSWP payments with the new allowance framework. Final outcomes for not fully evaluated roles will continue to be determined as Job Evaluation

progresses. Consultation and collective bargaining with the Joint Trade Unions will continue throughout implementation of the proposed arrangements.

Procurement: Appropriate procurement procedures are being followed where required.

Council Strategic Plan: Grand Challenge 4: Mission 3

Enable staff to deliver a sustainable and innovative council structure that delivers value for money.

Equality and Socio-Economic Impacts:

Does the proposal support the Council's Equality Outcomes 2021-25? Please specify.

Yes. The Equal Pay Programme, Job Evaluation process and proposed Pay and Grading Structure directly support the Council's commitment to reducing gender-based pay inequality and advancing Outcome 2 of the Council's Equality Outcomes.

What are the potential equality impacts as a result of this report?

The primary purpose of the Equal Pay Programme and the proposed Pay and Grading Structure is to address historic gender-based pay inequality and ensure that employees are paid equally for equal work.

The implementation of the proposed Pay and Grading Structure has been assessed by the independent modelling contractor to reduce the Council's gender pay gap from 2.6% to -0.5% based on the modelling assumptions used. These findings have been produced independently of the Council by the programme's appointed pay modelling provider who has undertaken a comprehensive EqIA, which can be found here - Equality Impact Assessment (EqIA) - Glasgow City Council

In addition, a comprehensive Equality Impact Assessment (EQIA) is being undertaken independently by BDO, which will consider the impact of the proposals across protected characteristics, with a particular focus on gender

	The use of both independent pay modelling and an independently undertaken EQIA provides additional assurance that the proposals have been subject to external scrutiny and assessment Following implementation, the Council intends to undertake regular equalities monitoring and reporting to ensure that the objectives of the Equal Pay Programme continue to be met and that any emerging issues can be identified and addressed
Please highlight if the policy/proposal will help address socio-economic disadvantage.	
Climate Impacts:	
Does the proposal support any Climate Plan actions? Please specify:	n/a
What are the potential climate impacts as a result of this proposal?	None
Will the proposal contribute to Glasgow's net zero carbon target?	Not directly
Privacy and Data Protection Impacts:	No
Are there any potential data protection impacts as a result of this report No	
If Yes, please confirm that a Data Protection Impact Assessment (DPIA) has been carried out	

12. Recommendations

12.1 Committee is asked to:-

1. Authorise the Chief Executive, in consultation with the Executive Director of Financial Services and the Director of Legal and Administration, to lawfully implement the new PGS on a phased basis as from April 2027 as per the proposals more fully set out in Appendix A of this report;

2. Instruct the Chief Executive and the Executive Director of Financial Services to continue the progression of outstanding evaluation in a timely manner to conclude the phased implementation of PGS including consequential amendments to terms and conditions of employment.

3. Agree, in terms of Standing Order No 30 (7), that these decisions will not be subject to the call-in process for the reasons set out in paragraph 10.6.

Appendix A – PGS Proposal Summary

This proposal represents a comprehensive package aligned to the Council's proposed position for the new Pay and Grading Structure, associated pay-related allowances and conditions, and associated arrangements.

Contents

1 Introduction

This paper captures Glasgow City Council's proposal on the new Pay and Grading structure to be implemented on a phased basis with effect from 4 April 2027.

The Council's priority is to implement a new pay and grading structure that delivers equal pay on a sustainable, forward-looking basis.

Utilising Primary Benchmark job evaluation outcomes, structure modelling and refinement, and allowance package options have been the subject of intensive collective consultation between council officers and the Joint Trade Union Side in an effort to secure agreement. The position contained within this proposal reflects the best efforts of the council to meet the objectives of the Equal Pay programme and the Trade Union aspirations.

The Council seeks to secure agreement through collective bargaining on all implementation arrangements and transition to the new structure which provides clarity and finality for all parties without residual or open-ended liabilities as much as possible.

This proposal has been reached after intensive consultation with the Joint Trade Unions throughout the period from January 2026 to date.

1.1 Executive Summary

For ease of access, the Council's preferred approach for each category is set out in the table below. These issues are explored in additional detail in the main body of the report.

Table 1: Proposal

Category	Council's Proposal
Pay Structure	12-grade model using SJC pay points.
Arrears	Three and a half years of pay arrears from October 2023 for all green and white-circled employees. Arrears will be calculated on a static basis using each employee's transition point based on the salary levels within the proposed Pay and Grading Structure (PGS).
Pay Protection	Twelve months' pay protection from April 2027 to April 2028. Red-circled employees will receive 18 months' notice of any salary reduction. Protection applies to all elements of core pay as well as to any losses in allowances and/or contractual overtime arising from reductions in employees' core hourly rates.
Assimilation	At April 2027, green and white-circled employees will be positioned on the incremental point that reflects normal progression over a period of three and a half years (typically the fourth increment of the grade) while red-circled employees will be positioned on the maximum increment of their grade.
Allowances	Please refer to section 6.
Overtime Premia	Retain current GCC overtime rates. Enhanced rates apply after 37 hours worked. Existing arrangements for senior graded posts retained.
Public Holidays	Retain existing GCC public holiday provision. This will apply to all organisations in scope of the Council's Job Evaluation Programme, including City Property, Glasgow Life and Jobs & Business Glasgow.
Annual Leave	Retain existing GCC annual leave provision. This will apply to all organisations in scope of the Council's Job Evaluation Programme, including City Property, Glasgow Life and Jobs & Business Glasgow.
Hours of Work	Retain 35hr and 37hr contracts.

The following sections explore each category in more detail. Detailed analysis of the model considered is included in the relevant appendices, notably:

- Appendix 1: Analysis of performance indicators – Basic Pay
- Appendix 2: Analysis of performance indicators – Total Pay
- Appendix 3: Design assessment
- Appendix 4: Financial Impact Assessment – Total Pay

- Appendix 5: Allowance Proposal

2 Pay Structure

The proposed model is a 12 Grade structure using an extended version of the SJC Spinal Column Point (SCP) framework.

The tables below detail the proposed grade boundaries, pay points, and minimum and maximum increments for 2026/27 financial year.

Pay rates for 2027/28, the proposed implementation year, will be subject to the outcome of future Local Government Pay Award negotiations.

Grade Table – 2026/27

Grade	Min Salary (£)	Max Salary (£)	Increments	Spinal Column Points
A	24,673	24,673	1	18
B	25,459	26,043	2	21, 23
C	26,791	28,014	3	26, 28, 30
D	28,580	30,094	3	32, 34, 36
E	30,879	35,752	5	38, 41, 44, 47, 51
F	36,737	45,022	5	53, 56, 60, 64, 68
G	45,643	53,965	5	69, 72, 75, 78, 81
H	55,608	63,565	4	83, 86, 89, 92
I	67,434	77,085	4	96, 99, 102, 105
J	81,888	89,571	4	109, 111, 113, 115
K	92,199	100,721	4	117, 119, 121, 123
L	106,453	117,925	4	127, 129, 132, 135

3 Arrears

The Council proposes to make an arrears payment to all employees identified as green or white-circled an amount equivalent to three and a half years of pay arrears from October 2023, based on the salary levels within the proposed Pay and Grading Structure (PGS).

Arrears will be calculated on a static basis using each employee's transition point. For green-circled employees, this will be the first pay point within their new PGS grade. For white-circled employees, it will be the first pay point within their new PGS grade that avoids any reduction in salary.

This commitment will also extend to employees who leave the Council between October 2023 and March 2027. Payments for leavers will be calculated on a case-by-case basis, taking account of their period of employment, contractual hours, pay grade and any changes in role during the relevant period.

The cost of arrears for Primary Benchmark employees has been estimated at £76.309m.

4 Pay Protection

The Council proposes pay protection for twelve months, from April 2027 to April 2028. Red-circled employees will be notified in September 2026, providing just over 18 months' notice before any salary reduction takes effect.

Pay protection will apply to core pay as well as to any losses arising from the change in NSWP to the revised allowance system and/or losses in contractual overtime due to changes in employees' core hourly rates.

5 Overtime

The Council proposes retention of current GCC overtime rates as set out in Table 2 below and the terms associated with current arrangements for senior graded posts. (Level H and above). The hourly rate will be capped at the rate attributable to the entry point of Level G.

This scheme will apply to all organisations in scope of the Council's Job Evaluation Programme, including City Property, Glasgow Life and Jobs & Business Glasgow.

Enhanced rates will apply to each role once 37 hours have been worked within that individual contract.

Table 2: Overtime Proposal

Category	Existing Rate
Contractual	Time and a Half
Up to 37 Hours p/w	Plain Time
Over 37 Hours p/w	Time and a Third
Short notice	Time and a Half
Rest / free day / Sunday	Time and a Half
Public holidays	Double Time plus TOIL
Exceptional circumstances	Double Time plus TOIL or Triple Time

6 Allowances

The Council's position is that the new allowance system will take effect from 4 April 2027 for all employees in scope, including those without a final job evaluation result at that point. The tables below details the allowances based on 2026/27 rates.

Any gains arising from the change from NSWP to the new allowances will not be backdated since the new allowance arrangements take effect from 4 April 2027. Similarly, any losses from the changes from NSWP to the new allowances will not be protected.

The Council's preferred option for the allowance system to replace NSWP is set out in Table 3.

Table 3: Allowances Model Proposal

<table>
<tr><th>Allowance Category</th><th>Rates</th></tr>
<tr><td>Unsociable Hours</td><td>Employees will be eligible to receive an unsociable hours’ allowance where they are contracted to work outside of the sociable hours window (6am to 8pm Monday to Friday).

The allowance will be paid as a percentage enhancement to the employee’s core annual pay. The rate paid will vary from 3.5% to 12.5%, depending on the percentage of an employee’s total hours that are worked in the unsociable hours windows (8pm to 11pm on weekdays and 6am to 11pm at weekends).
<table>
<tr><th>Proportion of Working Time</th><th>Enhancement to Hourly Rate</th></tr>
<tr><td><20% of working time</td><td>3.5% of basic hourly rate</td></tr>
<tr><td>≥20 but <40% of working time</td><td>7.5% of basic hourly rate</td></tr>
<tr><td>≥40% of working time</td><td>12.5% of basic hourly rate</td></tr>
</table>
</td></tr>
<tr><td>Nightshift</td><td>All hours worked during the nightshift period (11pm to 6am) will attract an enhancement of 33% to the basic hourly rate.</td></tr>
<tr><td>Split Shifts</td><td>£112 (pro-rata for part-time employees) per 4-weekly pay period. This amount will be increased in line with annual pay awards.

The annual amount for a full-time employee is £1,456.</td></tr>
<tr><td>Standby</td><td>
<table>
<tr><th>Standby Period</th><th>Rate</th></tr>
<tr><td>Complete Week</td><td>£118.48 per week</td></tr>
<tr><td>Monday – Friday</td><td>£11.81 per day</td></tr>
<tr><td>Saturday</td><td>£25.16 per day</td></tr>
<tr><td>Sunday</td><td>£34.28 per day</td></tr>
<tr><td>Public Holidays</td><td>£22.27 per day</td></tr>
</table>
*Rate on public holiday is PH rate + day rate = £34.08.</td></tr>
<tr><td>Disturbance/Call-out</td><td>Employees on standby who are called out will receive a flat rate of £17.58

Employees not on standby who are called out will receive a flat rate of £24.19.

If the call-out exceeds two hours, or if additional callouts occur, standard overtime rates will apply beyond the initial payment.</td></tr>
<tr><td>Additional Hours</td><td>Where employees are contractually required to work additional hours beyond 37 hours per week in their role, contractual overtime rates will be paid.

Where an employee is not contracted to work additional hours but, due to unforeseen circumstances, is required to work beyond their scheduled shift at short notice, approved additional hours worked in excess of 37 hours per week will attract short notice overtime rates.</td></tr>
</table>

Allowance Category	Rates
Variable Hours	Where service needs require shifts to be altered, the need for flexibility should be captured in the contract of employment with a minimum notice period of 14 days given to alter the shift pattern.
37 Hours	All hours worked up to 37 hours will be paid at the hourly rate for the role.
Sleepover	Core sleepover hours (11pm-6am) will be paid at a flat rate of £94.64 per sleepover

7 Assimilation

Assimilation rules govern where and when employees are placed on the new pay and grading structure. The Council's proposed approach places most employees on the maximum increment, with the remaining employees achieving the maximum increment after six months.

These rules will apply to all employees regardless of their length of service or time spent in their substantive role.

This approach represents a significant departure from the Council's previous assimilation proposal and involves a substantial upfront investment. It reflects the Council's commitment to reducing pay inequality and minimising salary differences between green, white and red-circled employees at implementation.

The following rules are proposed:

Table 4: Proposed Assimilation Arrangements

Circle Category	Description	Assimilation Point
Green	Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls below the pay minimum in the proposed grade.	At April 2027, green circled employees will be positioned on the incremental point that reflects normal progression over a period of three and a half years (typically the fourth increment of the grade). In grades with five increments, employees will progress to the maximum increment after six months.
White	Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls between the minimum and maximum pay of the proposed grade.	At April 2027, white-circled employees will be positioned on the incremental point that reflects normal progression over a period of three and a half years. This means all white-circled employees will be assimilated to the maximum increment in the grade at implementation.
Red	Where the employees current (WPBR) pay (comprised of basic pay and WCD) falls above the pay maximum of the proposed grade.	All red-circled employees will be assimilated to the maximum increment in the grade. This approach minimises the level of detriment experienced by red-circled employees.

8 Equalities Impact Assessment

All parties agree that it is essential to have a comprehensive assessment of equalities impact information. While gender pay gap and proximity analysis information has been produced and shared with JTUs regularly throughout the modelling cycle, the full assessment is essential.

The implementation of the proposed Pay and Grading Structure has been assessed by the independent modelling contractor to reduce the Council's gender pay gap from 2.6% to -0.5% based on the modelling assumptions used. These findings have been produced independently of the Council by the programme's appointed pay modelling provider who has undertaken a comprehensive EqIA.

Appendix 1: Key Assessment Indicators (Basic Pay)

Note	Criteria	Preferred 12 Grade SJC Model
1	Day 1 Cost Increase (£m/%)	59.664 (9.6%)
1	Payroll Ceiling Increase (£m/%)	64.118 (10.3%)
	Green Circles (%)	57%
2	White Circles (%)	34%
	Red Circles (%)	9%
	Green Circles > 4%	6,072
	Red Circles > 4%	518
	Gender Pay Gap (%)	-0.8%
	Proximity Analysis (FTE)	1,335
1	Pay Protection Red Circles (£m)	1.942

Notes:

(1) Costs have been calculated in accordance with the assimilation rules set out in Section 7 and have been updated to reflect the impact of the 2026/27 pay award.

(2) Circling status is based on employees' current salaries. All employees identified as white circles will receive a salary increase. In line with the assimilation rules, these employees may also be eligible for multiple years of pay progression, which in some cases may extend beyond the maximum pay point of their current grade. As a result, a significant proportion of white-circled employees will receive a significant increase in basic pay at implementation of the proposed pay structure.

Appendix 2: Key Assessment Indicators (Total Pay)

Note	Criteria	Preferred 12 Grade SJC Model
1	Day 1 Cost Increase (£m/%)	65.081 (10.0%)
1	Payroll Ceiling Increase (£m/%)	69.889 (10.7%)
	Green Circles (%)	63%
	White Circles (%)	26%
2	Red Circles (%)	11%
	Green Circles > 4%	10,657
	Red Circles > 4%	712
3	Gender Pay Gap (%)	-0.5%
	Proximity Analysis (FTE)	1,335
1	Pay Protection Red Circles (£m)	1.942

Notes:

(1) Cost estimates have been prepared in accordance with the assimilation rules set out in Section 7 of this report and have been updated to reflect the impact of the 2026/27 pay award.

(2) For total pay, circling status has been determined based on employees' proposed package at the implementation date (April 2027). As certain allowances are linked to basic pay, employees who were identified as red-circled in October 2023 due to a reduction in allowances may be classified as green-circled at implementation, as the value of those allowances increases in line with basic pay.

(3) Gender pay gap calculations are based on total remuneration and include basic pay, allowances and contractual overtime.

Appendix 3: Design Assessment

Criteria	Preferred 12 Grade SJC Structure
No of Grades	12
Design Methodology	Arithmetic
Min Grade Span (Pts)	31
Max Grade Span (Pts)	60
Average Grade Span (Pts)	48
Min Grade Span (£/%) (*1)	2%
Max Grade Span (£/%) (*1)	22%
Average Grade Span (£/%)	12%
SLGLW Resilience	3%
Min Increments	1
Max Increments	5
Min Step Value (%)	1.3
Max Step Value (%)	6.2
Average Step Value (%)	3.9
Abutted (Y/N)	**N**
Pay Spine	**SJC**

Notes:

(*1) *Grade Span excludes spot point*

Appendix 4: Financial Impact Assessment

The following financial impact assessments include an assumption pertaining to Secondary Benchmark positions assuming a similar proportionate financial impact as the Primary Benchmark group. The calculations also assume that Secondary Benchmark employees will be assimilated to the new structure a year later than Primary Benchmark employees in April 2028. This assumption represents a best estimate at a point in time and will be revisited as and when new information becomes available.

The tables below include reference to the existing overall revenue pressures faced by the Council as described by Executive Director of Financial Services in his previous briefing to TU and set out in the annual Budget Report presented to Glasgow City Council on 24th February 2026. This provides the SSG with an overview of the significant and complex financial challenges facing the Council.

Table 1: Preferred 12-Grade SJC Structure

Cost	2027/28 (£m)	2028/29 (£m)	2029/30 (£m)	2030/31 (£m)	2031/32 (£m)	2032/33 (£m)	Total (£m)
Net increase/(decrease) in payroll - PBM	59.664	4.454	0.000	0.000	0.000	0.000	64.117
Net increase/(decrease) in allowances - PBM	5.113	0.319	0.000	0.000	0.000	0.000	5.432
Net increase/(decrease) in C/OT - PBM	0.304	0.036	0.000	0.000	0.000	0.000	0.341
Estimate - Net increase/(decrease) in payroll - SBM	0.000	18.221	1.360	0.000	0.000	0.000	19.581
Estimate - Net increase/(decrease) in allowances - SBM	0.000	0.938	0.059	0.000	0.000	0.000	0.997
Estimate - Net increase/(decrease) in C/OT - SBM	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Pay protection (red circles)	1.942	0.000	0.000	0.000	0.000	0.000	1.942
Estimate - Pay protection - SBM	0.000	1.744	0.000	0.000	0.000	0.000	1.744
Savings/severance cost	TBC	0.000	0.000	0.000	0.000	0.000	**TBC**
PGS revenue pressures	**67.023**	**25.712**	**1.419**	**0.000**	**0.000**	**0.000**	**94.154**
Existing revenue pressures	**95.300**	**72.000**	**0.000**	**0.000**	**0.000**	**0.000**	**167.300**
Total revenue pressures	**162.323**	**97.712**	**1.419**	**0.000**	**0.000**	**0.000**	**261.454**
Cumulative savings requirement	**162.323**	**260.035**	**261.454**	**261.454**	**261.454**	**261.454**	

Appendix 5: Allowance Descriptions

Unsociable Hours Allowance

Employees will be eligible to receive an unsociable hours' allowance where they are contracted to work outside of the sociable hours window (6am to 8pm) Monday to Friday.

The allowance will be paid as a percentage enhancement to the employee's core annual pay. The rate paid will vary from 3.5% to 12.5%, depending on the percentage of an employee's total hours that are worked in the unsociable hours windows (8pm to 11pm on weekdays and 6am to 11pm at weekends).

The proportion of time worked in the unsociable hours window will be calculated on an annual basis.

Proportion of Working Time	Enhancement
<20% of working time	3.5% of basic hourly rate
≥20 but <40% of working time	7.5% of basic hourly rate
≥40% of working time	12.5% of basic hourly rate

Night Shift

Employees will be eligible to receive a nightshift allowance where they are contractually required to work within the nightshift window (11pm to 6am).

All hours worked during the nightshift period will attract an enhancement of 33% of the basic hourly rate.

For employees who regularly work nightshifts, these hours will be annualised, and a consolidated annual allowance will be included in their contractual pay.

Nightshift payments will be paid in addition to the Unsociable Hours allowance. However, nightshift hours will not count towards threshold calculations for Unsociable Hours.

Moreover, the enhanced nightshift hourly rate is calculated based on the basic salary only and excludes any Unsociable Hours allowance.

Split Shifts

Employees will be eligible to receive a split shift allowance if they are required to complete their working hours across multiple spells in a non-consecutive work period within the same working day. For example: shift 1 = 8am-12pm, shift 2 = 4pm-8pm.

The allowance will apply where there is more than a ninety-minute break between each shift.

A split shift allowance of £112 (pro-rata for part-time employees) will be paid each 4-weekly pay period.

This equates to an annual amount of £1,456 for a full-time employee.

Standby

Employees will be entitled to receive a standby allowance when they are contractually required to be on standby. Standby arrangements refer to situations where staff are not actively on duty but are available, prepared, and able to respond to work if called upon.

The amount of this allowance will depend on the day of the week the employee is required to respond to work and differs if the requirement falls on a public holiday.

Where an employee is required to be on standby for a complete week i.e. 7 consecutive days - a payment of £118.48 will be made. If a public holiday falls within this complete week and additional payment of £22.27 will be made for standby on the public holiday.

Where the standby period does not constitute a complete week, as described above, daily rates will apply. The rate applied will differ depending on the day of the week the standby is required. See table below.

Days	Rate
Monday – Friday	£11.81
Saturday	£25.27
Sunday	£34.28
Public Holiday	£22.27

Disturbance and Call-Out

Employees will receive a disturbance and call-out allowance if they are required to respond to formal triggers either while on standby or outside of standby arrangements. This applies when staff are called out beyond their normal working hours, typically in response to urgent or unforeseen situations.

- Employees on standby who are called out will receive a flat rate of £17.58.
- Employees not on standby who are called out will receive a flat rate of £24.19.
- If the call-out exceeds two hours, standard overtime rates will apply beyond the initial call-out payment.
- If additional callouts occur within the same standby period, standard overtime rates will apply beyond the initial call-out payment.

This is a variable allowance and does not form part of an employee's contractual annual pay.

Additional hours

Where employees are contractually required to work additional hours beyond 37 hours in their role, contractual overtime rates will be paid.

If an employee is not contracted for additional hours but unforeseen circumstances require them to work beyond their shift, short notice overtime rates will apply beyond 37 hours when requested by their manager.

Variable hours

Where service needs require shifts to be altered, the need for flexibility should be captured in the contract of employment with a minimum notice period of 14 days given to alter the shift pattern.

37 hours

Where an employee is contracted to work 37 hours, all hours will be paid at the hourly rate for the role.

Sleepover Allowance

Core sleepover hours (11pm-6am) will be paid at a flat rate of £94.64 per sleepover. Disturbance/waking time during a sleepover of more than half an hour will be paid at the appropriate overtime rate for the day the sleepover falls.

Appendix B – GLOSSARY OF TERMS

Abbreviation	Definition
EQP	Equal Pay *The collective name adopted by the Council to cover all aspects of the programme, the two negotiated settlements (2018 & 2022), funding agreements (2019 & 2022), job evaluation and design, development and delivery of a new pay and grading structure.*
SJC	Scottish Joint Council *The body which has endorsed the Job evaluation scheme which the Council adopted in 2018.*
JE	Job Evaluation *Job Evaluation is a method of determining on a systematic basis the relative importance of a number of different jobs" (ACAS)* *Job evaluation continues to be the most robust method of providing a foundation for grading structures which satisfy the principle of 'equal pay for work of equal value'; and which are both fair and transparent*
PGS	Pay and Grading Structure *The term used to describe the structure which outlines how our workforce are paid.*
WPBR	Workforce Pay and Benefits Review *Glasgow City Council's current pay and grading structure, this incudes core pay, WCD (working context demands) and NSWP (non-standard working pattern)*
TU	Trade Union *An organisation made up of mainly working members, their aim is to protect and advance the interests of its members in the workplace*
JTU	Joint Trade Unions *This refers to the three trade unions recognised by the Council as being GMB, UNITE and Unison. JTU refers to the times at which the council consults with its trade unions together (jointly)*
SSG	Strategic Steering Group *The joint TU/Officer group whose remit includes oversight of the application of the SJC JE process and Pay and Grading development and bargaining.*

Appendix C – Joint Trade Union – Response to Glasgow City Council Proposals

Report submitted in PDF format.

JTU - Response to
GCC Proposals.pdf