Equal Pay Programme: Job Evaluation and Pay and Grading Structure – Implementation of structure approved, after division - Instruction to Chief Executive, Executive Director of Financial Services and Director of Legal and Administration.

5 With reference to the minutes of 4th December 2025 (Print 6, page 93) noting the progress made on the development of a new Pay Grading Structure (PGS), there was submitted a report by the Chief Executive on the matter,

(1) advising that

(a) the Council was committed to resolving the issue of equal pay claims, making sure that everyone who works for the Council was paid equally for equal work;

(b) throughout the development of the PGS, a number of criteria had 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;

(c) criteria had 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 had resulted from the output of job evaluation, with all outcomes which had been considered / accepted within the PGS to address these issues having been robustly governed to ensure the integrity of job evaluation results;

(d) intensive work, including Trade Union consultation on the new PGS had now concluded and the new PGS was available for approval and implementation;

(e) the PGS outcomes outlined in the report included

(i) that the new PGS would 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); and

(ii) that 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 was shown; and

(f) the Council recognised that some fully evaluated roles would be in detriment, as detailed in the report, and in those cases Pay Protection would be applied for twelve months, from April 2027 to April 2028;

(g) that only those fully evaluated roles would move fully across to the new PGS in April 2027, with those not fully evaluated employees continuing to progress through the relevant / remaining increments within their pay grade in line with existing HR policies until the evaluation of those roles and consultations with Trade Unions had concluded;

(h) the Council would continue to explore options to mitigate employee detriment arising from implementation of the new PGS and any measures brought forward would 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 were lawful, proportionate and do not undermine the integrity of the scheme;

(i) the Council would issue every employee in scope a 'Pay and Grading Structure (PGS) Information Pack' which would outline how PGS would directly affect them, this would include comparison of existing pay and new pay post implementation and would be in two broad formats – Fully Evaluated and Not Fully Evaluated staff;

(j) that commencement of this process would ensure that the Council complies with its statutory obligations, maintains the ability to deliver the approved PGS within the stated timescales and would continue to engage constructively with the Joint Trade Unions regarding the implementation arrangements; and

(2) detailing

(a) in the Appendices to the report, a comprehensive package aligned to the Council's proposed position for the new PGS, associated pay-related allowances and conditions, and associated arrangements;

(b) proposals to 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 detailed in Appendix A of the report;

(c) proposals to 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; and

(d) that given the need to progress immediately, and in terms of Standing Order No 30 (7), these proposals would not be subject to the call-in process.

Councillor Aitken, seconded by Councillor Reid-McConnell, moved that the committee

(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 detailed in Appendix A of the 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 would not be subject to the call-in process given the need to progress immediately;

(4) welcomes that pay protection would be extended to 12 months following negotiations with Trade Unions and political groups;

(5) agrees that further steps must be taken to support workers facing detriment, and that all staff should be kept informed throughout the full implementation process;

(6) agrees that it is in the best interests of all concerned to reach collective agreement and calls on all parties to commit fully to achieving this goal; and

(7) acknowledges that this new system does not solve ongoing workforce pressures and concerns around issues such as low pay and high sickness levels, and recognises the need for good ongoing industrial relations and action to improve working conditions; and

(8) recognises that risks remain and agrees that all existing governance structures would remain active, including the Equal Pay Cross Party Political Oversight Group, to provide ongoing governance of implementation, and further agrees that should there be any significant changes in circumstances affecting implementation, the Political Oversight Group would be able to consider whether further political escalation was necessary; and

(9) recognises that this created additional financial pressures and instructs the Council to write to the Scottish and UK Governments highlighting this and seeking their support for steps necessary to ensure timely implementation ahead of budget-setting processes.

Councillor Hussain, seconded by Councillor Docherty, moved as an amendment that committee

(1) notes with concern the references within the report to dismissal and re-engagement (also known as fire and rehire) as a potential mechanism for implementation and considers that such an approach would be inconsistent with the Council's commitment to Fair Work and positive industrial relations. Committee further considers that, in light of the provisions and intended purpose of the Employment Rights Act 2025, all reasonable steps, including consultation with the recognised Trade Unions, should be exhausted with a view to securing collective agreement before any such option is contemplated;

(2) reaffirms its commitment to delivering equal pay and a lawful, fair and sustainable Pay and Grading Structure for all employees;

(3) notes that consultation with the recognised Trade Unions remains ongoing and instructs the Chief Executive to seek the assistance of ACAS in relation to any outstanding matters with a view to securing collective agreement; and

(4) agrees that any future implementation proposals should be developed and considered in a manner consistent with the provisions and intended purpose of the Employment Rights Act 2025 and should not seek to undermine the protections afforded to employees under that legislation;

(5) remits a further report to a future meeting of the City Administration Committee setting out:

   (a) the outcome of discussions with the recognised Trade Unions;

   (b) any engagement undertaken through ACAS;

   (c) the implications of the Employment Rights Act 2025 for implementation of the Pay and Grading Structure;

   (d) the outcome of outstanding job evaluations, together with any remaining assessment and implementation work required to conclude the programme; and

   (e) final implementation proposals for Members' consideration; and

(6) delete point 10.6 of the report in order that the call-in procedure is not suspended given a decision of this magnitude, and ensure normal call-in procedure apply.

On a vote being taken by calling the roll, 9 members voted for the amendment and 13 for the motion, with one abstention. The motion was accordingly declared to be carried.