

Report

Scrutiny

Date: 17th April 2023

Subject Recruitment & Retention

Purpose The purpose of the report is to update Scrutiny on current workforce recruitment and retention matters.

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This report was prepared after consultation with:

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Background

Recruiting and retaining a suitable workforce is one of the most significant challenges facing local government with vacancy rates in some public sector areas being reported as rising sharply. The ability to attract and retain talent is critical to maintaining a skilled workforce capable of delivering quality services to our communities. The Council employs a workforce of around 5,900 employees, to a fulltime equivalent workforce of around 4,600 employees, largely female based at approximately 78 percent. The purpose of this report is to provide an overview of the recruitment and retention issues facing local government, as well as work being undertaken to support the ongoing challenges.

Recruitment Issues

One of the main recruitment issues faced by local government is competition from the private sector. Private sector firms often offer higher salaries and better benefits packages, making it challenging for local government to attract and compete with qualified candidates. Often private sector companies will specialise in one specific area of business or have high levels of resources committed to one discipline, whereas local government discipline can be far smaller, with that discipline also being required to balance several other areas. This can perpetuate limited pools of qualified candidates. In some areas, there may be a shortage of candidates with the necessary skills or qualifications for specific roles, such as engineers or care workers. This can make it challenging for local government to fill these positions and can result in longer recruitment periods, with some recruitment processes being undertaken a number of times before applicants are appointed.

Retention Issues

Retention is equally as important as recruitment, and local government faces several challenges in retaining their employees. One of the most significant challenges is salary and benefits. Local government often have limited budgets, with pay being set nationally, making it difficult to offer more competitive salaries and benefits packages in specific role. This can lead to high turnover rates as employees seek better-paying positions elsewhere, often in the private sector. The Council's turnover rates for the last few

years, in relation to a slight increase in the workforce in the last few years to support Covid measures, has not overall significantly changed discounting the effect of the pandemic

Period	Avg. Headcount	Total Leavers	Turnover Rate (%)
2019/20	5689	781	13.73
2020/21	5736	524	9.14
2021/22	5840	814	13.94
2022/23	5924	850	14.35

Another retention issue can be the lack of career development opportunities. This can lead to frustration among employees, particularly those who are ambitious and seeking to advance their careers. Combine this with a situational shift in that millennials only tend to stay with one employer for an average of 2 years 9 months (compared to 8 years 3 months baby boomers) (source [Forbes](#)), Local Government has seen a shift in recruitment activity because of national environmental factors. It is also important not to underestimate the toll that reducing resources in certain areas of the Council, because of budget constraints, has on staff morale and wellbeing, potentially prompting the employee to consider their employment choices more than in the past. Budget cutting and having to find efficiencies often leads to more pressure on those that are left behind.

Options and Considerations

There are a number of key contributors to recruitment and retention in local government with several proactive approaches being supported.

1. Pay & Labour

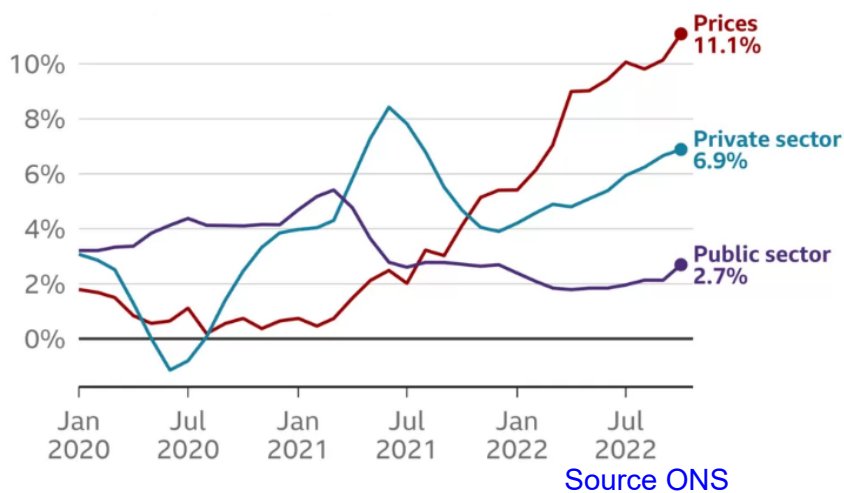
In a complicated, legislative and fairly rigid world of job evaluation and pay and grading, offering a higher salary is not as easily done as it is in the private sector. All Council job roles, approximately 600, are evaluated using the Council's job evaluation scheme. This scheme awards points for different elements of the role. The job evaluation scheme places all our jobs into a 'rank order' of jobs based on their point score. The nationally agreed pay structure then sits alongside the rank order of jobs, and pay values attributed to each job evaluation using scoring bands (appendix A). The need to have an equality proof and analytical job evaluation scheme means it is not, therefore, possible to easily amend pay values of jobs, once they are set, to meet external factors or demands.

Legislation required the Council to complete a full job evaluation exercise as part of a Single Status review. This was prompted by a national influx of significant amounts of equal pay claims from predominately low paid female workers. The Council set out in 2010 to complete its single status exercise, implementing the outcomes in 2015 after reaching agreement with our Trade Unions who were also involved in the review. Significant investment of several million pounds was invested into the pay structure alignment at that time. This has protected the Council from further equal pay risk. The job evaluation scheme and pay structure form the foundations of our pay and grading arrangements ever since and over the last 5-6 years, the Councils pay costs have increased by £65 million.

Year	Pay Costs
2018-19	£159m
2020-21	£176.1m
2023-24	£224.7m

Council pay is negotiated and agreed on a national basis by various negotiating bodies. The Council implements these pay awards into its own pay structure as and when agreed. It is widely reported that public sector pay has not kept pace with national pay or inflation. [Unison trade union](#) reports that on average, over the last 12 years, Council staff have lost an average 25% from the value of their pay when

measured against the Retail Price Index measure of inflation since 2010. Whilst the [BBC reported](#) that “Fifteen years of wage stagnation has left British workers £11,000 worse off a year.” The ONS reported that public sector pay grew by just 2.7% in 2022, whereas private sector pay increased by 6.9%.



The percentage pay loss varies depending on which publication you read, however, there is consensus that pay has not kept up because of a number of economic factors. The pay award for 2022/23 was the largest pay award that local government has seen for well over 10 years, with an initial 5 percent for teachers, subsequently increased to 6.5 percent with a further consolidated payment of 1.5 percent, and a cash amount of £1,925 flat award for other staff, which is an average of around 6.4 percent. This pay award, sizable in comparison to previous years, has a significant impact on Local Government funding and the Council budgets have not kept pace with the national trends or inflationary pressures.

What can be done to support pay issues?

Nationally there is recognition of a squeeze on public sector pay with consensus that the national pay structure needs reviewing to ensure it can keep up with important legislative requirements around the national living wage increases and professional discipline expectations. The Council, like all 22 Welsh Councils, is involved in these pay negotiations nationally and will support these discussions as best it can. The Council is also committed to paying our staff the Foundation Living Wage rate. The Foundation sets what it believes the real living wage should be based on the cost of living. The real living wage in early 2022 was £9.90 per hour, which was 99p more than the national living wage. The Council is still committed to paying the Foundation Living Wage rates but recognises the additional pressure this places on the Council's resources.

As outlined, locally the Council has very limited ability to increase its pay structure as pay is set nationally. Any review of the job evaluation outcomes for our roles and redrawing our pay bandings, would add several, if not tens, of millions of pounds to our pay bill, based on previous exercises. Redrawing our pay structure also has the potential of causing regional issues - if Newport increased its pay structure, it may perpetuate pay issues for the region and create an even more competitive environment within the public sector and not just private sector. Currently the Council have a mix of paying slightly more or less for jobs across our region.

The Council will continue to review job roles as and when opportunities present to ensure they best capture the roles' profile and ensure appropriate job evaluation scores are attributed and ultimately pay.

Labour Market

The UK's decision to leave the European Union in 2020 (Brexit), has had an impact on employment in the UK, although the full extent of the impact is still somewhat unclear. Brexit has led to a decrease in being able to rely on immigration for important roles in the UK. Ultimately this has resulted in a smaller pool of employees for UK employers to draw from and has led to shortages of staff in some areas. Since Brexit

the public sector has seen an impact on its workforce, with labour shortages nationally and at the Council for roles such as Care workers, HGV drivers and others. With labour shortages, comes further competitive demand and this ultimately is making recruitment more challenging because there are many more options available for prospective employees. Nationally there has been the emergence of higher salaries being offered, signing up bonuses and other incentives to beat competitors. Offering incentives is particularly easy to do in the private sector but more challenging for the public sector whilst maintaining robust pay structures and ensuring appropriate use of public funds.

In an attempt to boost the Council's pool of applicants, the Council has recently been granted a permit to support visa sponsorships for employees joining from outside the UK. It has been unnecessary to actively seek a workforce from abroad to date. The main focus of the Council operating this scheme has been to support current and temporary visa holders already in the UK, into our employment rather than actively seeking workers from abroad. Supporting workers with their visa does have a financial cost to the Council which will need careful consideration. The Council will further consider the necessity of this programme and whether access to global talent is required for our roles.

Traditionally the Council would have plugged gaps in recruitment processes with agency workers, and largely still do, however our agency providers have noted difficulty over the past months in providing appropriate resource to the Council as they experience their own challenges in securing temporary workers. The Council's current approach to agency use is under review, with our current main agency contract due for renewal this financial year. The review will aim to limit the use of agency workers, but where required, ensure best value and the best possible service.

2. Recruitment & Onboarding

The Council's recruitment process is aimed at identifying, attracting, and hiring suitable candidates for available jobs. Ensuring the Council have effective recruitment is critical to the success of the Council. Recruitment is directly linked to the quality of the workforce and overall Council performance.

The majority, if not all of recruitment advertising is undertaken through online channels using various external press, directly relevant to roles advertised and appropriate social media platforms. All Council jobs are always put on the Council's recruitment website as well. As part of our Workforce Plan and [Strategic Equality Plan](#) our aspiration is to become a more diverse employer. Our Corporate Plan has also recently been agreed. We are committed to developing our People Plan alongside our Corporate Plan and recruitment and retention will be a key feature of our plan to ensure the Council best meets the needs of the workforce and the communities we serve.

The Council recognises that it needs to be more representative of the population it serves, and recruitment strategies have already begun to diversify and target specific communities and demographics. The Council is now actively engaged in a number of face-to-face recruitment activities across the City to meet hard to reach communities and to bring in new talent from those communities. Over the last few months, the Council has attended city wide recruitment events, showcasing the Council's offering and encouraging diverse applicants to register their interest in joining our organisation. Our People Plan, which is in development for agreement later in this year, will build on this opportunity, and aim to increase our workforce diversity.

A number of other activities have taken place, and will continue, to understand our new starters' journey with the Council and learn from those experiences. The Council has reviewed its exit interview strategy to ensure we are better aligned to be able to analyse job and organisational issues, but also reflect on positives and harness these. This will launch shortly and give greater management information to better inform our employee strategies. Our job descriptions are reviewed by managers prior to advert to ensure they are fit for purpose and promote the Council as an employer of choice. More and more we are utilising professional, internally produced, recruitment marketing materials to attract applicants.

Recruiting staff is far less one sided towards the employer, and it is far more important than ever that a prospective employee sees the Council as an employer of choice and is able to see how they can fit into

the organisation and carry out a role to the best of their ability. The Council will need to work on its employer brand and ensure this is as best it can be. In selecting employees, a number of our services now recruit on a values-based approach as opposed to traditional interview questions and techniques. As our new People plan is formed, so will the Council's expected values and behaviours. It is anticipated that these will also become part of the selection process for recruitment to ensure the Council is bringing the right people into the organisation. Our Council jobs landing page is currently being refreshed, with ease of accessibility and bringing a more modern and purposeful experience.

Once an applicant is selected for a role, their journey from successful interview to start date has been enhanced using our online on-boarding process, which is manager led. The manager has full control of their recruitment process and has the ability to progress their recruitment in a timely and efficient manner through our digital platform. Employees receive job offers through the online portal, as well details of onboarding and information about our pay, benefits and employee packages. Further work will take place to enhance this experience and collect valuable on-boarding feedback from employees to help us develop this area. As we move further out of the pandemic there is a review of our Corporate Induction arrangements with a view to moving some activity back in person, returning to a more personable approach.

For those workers in appropriate roles the Council has developed home and remote working policies and developed a 'New Normal' approach with more flexible arrangements for employees as outlined below:

Homeworking - The Homeworking policy is a new policy for the Council. The Council has a commitment to enable flexibility of working arrangements with the aim of meeting both organisational and individual needs. The Homeworking policy covers whether the employee's home or the Council's premises will be the main place of work. The Council recognises that there are a range of benefits associated with homeworking. These can include:-

- Increased productivity as output from employees working from home often improves due to fewer interruptions than in the office.
- Greater engagement, commitment and loyalty from employees who value being able to work from home.
- Wider choice when hiring due to being able to recruit from a larger pool of talent because of where potential employees currently live may be less of a factor in whether they apply.
- Attract a more diverse
- Potential for a wider range of talent and innovation.
- A homeworking policy helps the carbon and green agendas, by cutting down on commuting.

Ultimately alongside providing our current workforce with the opportunity to work flexibly this policy also helps us become an employer of choice, flexible in our approach, which can help attract and keep talented staff.

Travel & Subsistence - The policy aims to ensure reimbursement of staff whilst undertaking duties which take them from their normal place of work as long as the expenses incurred are reasonable and necessary to perform their duties and are allowable under Her Majesty's Revenue and Customs (HMRC) regulations. The new normal approach to the Travel & Subsistence Policy are:

- Claiming mileage from permanent work location, which could be the employee home address
- Reference to consideration of audio / video conferencing meetings to reduce the need to travel
- An updated link to the HMRC approved mileage claim rates for fuel and electric cars
- Insertion of HMRC 'out of pocket' allowance claim rates

Flexible Working - The Council recognises that employees may require flexibility around their working patterns to suit their own personal circumstances. The flexible working policy has been updated to include the option of employees requesting a change in work location, arrangements or homeworking. The policy is supported by the new Homeworking policy. As an existing policy with

amendments around homeworking, the normal process for agreeing requests for flexible working will continue.

Flexi Time - It should be noted that since the start of the pandemic, this policy had been temporarily suspended to support the workforce in their work life balance commitments whilst also ensuring services continued to be delivered. The main changes to the flexi time scheme as a result of the new normal approach were

- Amendment to the flexi time carry over allowance which has been amended to 8 hours. *(In amending the flexi time carry over a commitment has been given to our trade unions to review the 8 hours limit in 6 months from its implementation).*
- Removal of bandwidths, with services defining their core operational bandwidths for flexi purposes.
- Move to using Employee Self Service (ESS) to manage the process.

In addition, the WLGA is currently commissioning an area of work to look at a condensed or 4 day working week arrangement. This is an area the Council is keen to actively consider and understand the impact on our workforce further. As and when more information is known on the work being undertaken by the WLGA the Council will consider accordingly.

3. Organisational Development Activity

To ensure employees are retained and performing to the best of their ability, it is important that they are engaged within the Council.

Employee Benefits

The Council has a number of employee benefit schemes in place including car purchase schemes, cycle to work schemes, high street discount card, technology schemes, discounted leisure facilities and the ability to purchase additional annual leave alongside an already attractive leave arrangement. As part of a review in 2022 the Council introduced a new pension additional contribution scheme. The shared cost additional voluntary contribution scheme is a supplementary pension scheme to that of the Local Government Pension Scheme and allows additional savings to be made for retirement. A number of staff have attended webinars to find out more about the service and sign up to the scheme continues. To support our employee demographics and in line with building our new People Plan, a review of our employee benefits offering is underway and has identified some initial areas for further scoping. A review will take place of our offering around family friendly policies and enhancing and developing in these areas. To support our family friendly approach, last year, our new normal review introduced the option for all eligible staff to formally request to work from home on a regular basis alongside other flexible arrangements. Many of our staff continue to benefit from flexible working arrangements.

Career Development

The Council offers a number of learning and development opportunities to all its employees through a centralised learning and development directory. Areas of this learning are mandatory, whilst other areas are optional and intended to develop and nurture our workforce. The central learning opportunities focus on organisational need and learning, whereas employees and managers will discuss more service specific learning and development needs and agree what training or development is required to support this. The organisational development team will also support services with service specific learning and development activity.

The Council has invested in a number of strategies to support its talent management approach over the last few years with programmes such as:

- Stepping up to management – for those developing and aspirational staff who want to get a taste of what it's like to work at that next level and receive some management support to help with the aspiration.
- Emerging leaders programme – for the last few years the Council have identified and retained a number of identified critical leaders and developed these into roles for the future. This is supported through working with our partners at the University of South Wales. Those who have successfully completed the programme have applied and been successfully appointed to senior roles with the Council.
- Shadowing schemes – encouraging team members to request an opportunity to shadow to support their development needs and get a taste of other areas they may be interested in.
- Coaching & Mentoring – staff are developed and trained to ILM level 5 coaching standard to be able to support other colleagues in their roles and provide mentorship. Establishment of a coaching network to lead and direct the Councils approach to coaching.
- Inclusive Leadership – with a more and more diverse city, staff have attended training to understand inclusive leadership and build their understanding and approach. Training includes awareness of unconscious bias in recruitment and recognising different needs.
- IOSH Managing safely – to support our staff in their management responsibility for health and safety – whether staffing, buildings or service led, the Council has committed to delivering mandatory health and safety training to all our managers. This important health and safety training role out is ongoing.

Outside of the centralised corporate learning and development activities there are a number of service specific activities that support workforce needs. For instance, Social Services have a continuing student social worker placement programme with a view to supporting university study alongside working in our Social Services workplace environment. The Council successfully appoint individuals from the scheme each year of newly qualified social workers. Individually our service areas will identify staff development needs through holding regular check-ins with staff, where they discuss organisational and personal development needs.

As the Council develops its People Plan, it will be necessary to continually review the learning and development programme and career opportunities for our employees to ensure that the Council is providing as much as it can within the resources it has available. One of our priorities, supported by the Local Government Associations tools, will be to develop a portfolio offering a career development roadmap for our workforce so that they can understand the variety of opportunities on offer and the options they might have to diversifying their careers into other areas.

Staff Engagement & Wellbeing

As the Council continues to navigate through challenging times, it's more important than ever to keep our workforce engaged and motivated. Line manager activity is critical in supporting staff engagement. The type of general day to day management activity required to support engagement includes:

- Regular Feedback: Providing regular feedback to staff is a really effective way to improve engagement. Regular feedback can include constructive feedback, praise and recognition, and opportunities for growth and development. It is helpful to formally capture this through the iTrent check-in process. All employees have regular check ins, and these are extended quarterly for managers.
- Employee Wellness: Continuing to make use of our newly embedding wellness opportunities can help to improve engagement and productivity. It is recommended that support is sought from the Health & Safety team to support employee wellbeing.
- Flexible Work Arrangements/New Normal: Providing flexible work arrangements, such as hybrid working, can help staff achieve better work-life balance, reduce stress, and improve engagement.

- **Recognition Programs:** Our recognition and benefits program is an effective way to show our employees that their hard work is valued. Recognition programs can also be internal to teams. Our previously named values awards will support this later in the year.
- **Career Development Opportunities:** Providing employees with career development opportunities such as mentorship, training, and education opportunities, can help to increase engagement and retention.
- **Team meetings/ office days:** Having invested in hybrid activities with meeting rooms available in most areas, every team should expect to have team meetings with an opportunity to catch up with colleagues regularly. The regularity and arrangements may vary to suit service needs but staff feedback because of New Normal remote working make these more important than ever. Desk booking arrangements and similar within the civic centre can be used to ensure that staff know when others are in work. Staff break out areas are also important in the new normal developments, vending facilities are now available in main reception and will be reviewed for usage and considered in other areas. The staff canteen area is now available as a breakout space for rest and relaxation.
- **Team Building Activities:** Team building activities can help to encourage a sense of unity and belonging within the team. Activities can be as simple as team lunches or more elaborate events such as team development workshops. These are for services to develop as and when appropriate.

It's important to note that not all engagement options will be suitable for every team, and it will be necessary to assess what will work best for teams. It is recommended that service areas review employee engagement activity in their management teams and determine which options will be most effective for their team's needs.

At the most senior levels engagement activity includes the Chief Executive holding regular staff focus groups and engaging with staff directly, with feedback and actions being supported wherever possible. Senior engagement is cyclical and is summarised as below:

Annual Cycle to senior engagement 2023

Date	Activity	Detail	Leads
January/February	Directorate Roadshows	<ul style="list-style-type: none"> • Whole Directorate meeting to discuss Council wide development 	Director & Heads of Service
April/May	Service Area Roadshows	<ul style="list-style-type: none"> • Service area business/ Council wide developments • Lead into Staff Conference 	Head of Service
May (prior to staff conference)	Staff Survey - Values	<ul style="list-style-type: none"> • Lead into staff conference and discussion about values 	Chief Executive/OD
June-Aug	Staff Conference/Awards	<ul style="list-style-type: none"> • Communicate Corporate Plan • Develop our Values • Celebrate success 	Chief Executive/ Directors
November/December	Service Area Roadshows	<ul style="list-style-type: none"> • Service area business Lead into Staff Conference 	Head of Service

Staff surveys throughout the year as necessary

In addition to the above activity the Council holds quarterly 'Newport Manager Network' meetings where the Chief Executive chairs a network of senior Council staff from Service Managers, Heads of Service and Directors. This is an opportunity for the Chief Executive or Directors to update on Council priorities whilst also inviting guest contributors to the meeting on important and relevant topics.

Employee Voice Groups

Employee voice groups allow our workforce the opportunity and channels to share their opinions, ideas, concerns, and suggestions about workplace issues that affect their daily work and overall job satisfaction. Over the past few years, the Council's employee groups have grown in number and in influence. Our groups include; Pride staff network, Diversity Network, In-NCC (disability group) and Climate change network. These groups form part of the Council's strategic equality plan and climate change plan in ensuring employees voices are heard and considered in developing strategic and operational activities.

Improved employee voice helps to foster a sense of ownership, involvement, and engagement among employees, as they feel valued and recognised for their contributions. This, in turn, leads to higher job satisfaction, motivation, and commitment to the Council. By giving employees a voice, the Council aims to support and reduce turnover and absenteeism, by creating a positive work environment where employees feel respected, supported, and included in decision making

The Council also fully commits to working in partnership with our Trade Unions and recognises that partnership working is critical to the successful delivery of a number of our workforce strategies. Our Trade Unions meet with members of our Cabinet at our Employee Partnership Forum (EPF) on a quarterly basis for strategic matters. EPF brings together all our Trade Union colleagues in a consultative forum with officers from HR to engage in, and help, steer the direction for workforce matters and will regularly focus on recruitment and retention matters.

Employee Wellbeing

Employee wellbeing refers to the physical, mental, and emotional health and happiness of employees. Ensuring good wellbeing is an essential aspect of the Council's success and can lead to several benefits, including: - increased productivity, reduced absenteeism and presenteeism, improved mental health, improved employee engagement and job satisfaction and create a positive workplace culture. The ultimate outcome from ensuring employee wellbeing is increased productivity and retention, whilst also boosting our employee brand/employer of choice and attracting new talent.

The Council changed its approach to managing staff absence from a traditional management of attendance approach, based on sanctions, to a more holistic, supportive approach with the aim to promote and support employee wellbeing, to ensure a positive work environment that enables our employees to flourish and reach their full potential rather than issuing sanctions based on the number of days or instances of absence.

The Wellness at Work Policy has been in place since January 2022 and focuses on aiming to keep employees well in work. This is done in a number of ways: -

- **Wellbeing check-ins** – an opportunity for an employee and their manager to discuss health or wellbeing concerns in an informal or formal environment, utilising our employee and manager self service portal iTrent to capture discussions and outcomes.
- **Wellbeing support plans** – these can be accessed by an employee who feels they need more support to keep them in work, or through a wellbeing case discussion to identify the employee's needs and any reasonable support that can be provided by the Council.
- **Wellbeing referrals** – managers or employees can request for further support in managing an employee's health and wellbeing which could include health and safety interventions (stress/work role assessment), HR&OD support, occupational health appointments or support from external agencies.

- **Wellbeing case discussions/support meetings** – these are a meeting where the employee and manager will be joined by relevant parties including HR, H&S, unions, occupational health and any support agency to identify further support and agree a support plan if necessary

Our Wellness at Work approach has seen positive benefits in a number of areas. Further work is continuing to ensure all our managers and schools are engaged in the approach to supportively managing employees to be in work.

4. Conclusion

As the report outlines there are a number of contributing factors that impact the Councils ability to recruitment and retain suitable employees. The Council will continue to make best use of the resources it has available and the pay arrangements in place to support service delivery. Outside of pay, there are a number of important workplace interventions that can be implemented or developed further to ensure we are promoting the Council as best we possibly can as an employer of choice and bring in and retain exceptional talent.

Links to Council Policies and Priorities

Recruitment Policy
Strategic Equality Plan
Workforce Plan
Corporate Plan
Employee Handbook
People Plan (in development)

Appendix A:

NJC FOR LOCAL GOVERNMENT WORKERS SALARY RATES
1 APRIL 2022

Spinal Column Point	Annual Salary £	Monthly Salary £	Weekly Salary £	Hourly Rate (37) £	Job Evaluation Score and Grade	
1	20,258	1,688.17	388.51	10.5002	To be removed April 23	
2	20,441	1,703.42	392.02	10.5951	(210-253)	
3	20,812	1,734.30	399.13	10.7872		Grade 2
4	21,189	1,765.75	406.36	10.9828		(254-297)
5	21,575	1,797.90	413.76	11.1828	Grade 3	
6	21,968	1,830.66	421.30	11.3865	(298-341)	
7	22,369	1,864.08	428.99	11.5944		
8	22,777	1,898.09	436.82	11.8060		Grade 4
9	23,194	1,932.86	444.82	12.0222		(342-397)
10	23,620	1,968.32	452.98	12.2427		
11	24,054	2,004.47	461.30	12.4676		
12	24,496	2,041.32	469.78	12.6968		
13	24,948	2,078.96	478.44	12.9309		
14	25,409	2,117.38	487.29	13.1699	Grade 5	
15	25,878	2,156.50	496.29	13.4132	(398-453)	
16	26,357	2,196.40	505.47	13.6614		
17	26,845	2,237.09	514.84	13.9145		
18	27,344	2,278.65	524.40	14.1730		
19	27,852	2,320.99	534.14	14.4363		
20	28,371	2,364.25	544.10	14.7054		Grade 6
21	28,900	2,408.33	554.25	14.9796		(454-509)
22	29,439	2,453.24	564.58	15.2589		
23	30,151	2,512.58	578.24	15.6280		
24	31,099	2,591.60	596.42	16.1195	Grade 7	
25	32,020	2,668.33	614.08	16.5968	(510-565)	
26	32,909	2,742.41	631.13	17.0575		
27	33,820	2,818.33	648.60	17.5298		
28	34,723	2,893.57	665.91	17.9977		Grade 8
29	35,411	2,950.89	679.11	18.3543		(566-621)
30	36,298	3,024.86	696.13	18.8143		
31	37,261	3,105.10	714.60	19.3134		
32	38,296	3,191.33	734.44	19.8498	Grade 9	
33	39,493	3,291.11	757.40	20.4704	(622-677)	
34	40,478	3,373.18	776.29	20.9809		
35	41,496	3,458.00	795.81	21.5084		
36	42,503	3,541.94	815.13	22.0305		Grade 10
37	43,516	3,626.36	834.56	22.5556		(678-743)
38	44,539	3,711.57	854.17	23.0856		
39	45,495	3,791.29	872.51	23.5814	Grade 11	
40	46,549	3,879.11	892.72	24.1277	(744-809)	
41	47,573	3,964.42	912.36	24.6583		
42	48,587	4,048.92	931.80	25.1839		Grade 12
43	49,590	4,132.50	951.04	25.7037		(810-875)
44	50,780	4,231.67	973.86	26.3205		

45	52,007	4,333.92	997.39	26.9565	Grade 13	
46	53,261	4,438.42	1,021.44	27.6065	(876-941)	
47	54,539	4,544.92	1,045.95	28.2689		
48	55,855	4,654.58	1,071.19	28.9510		Grade 14
49	57,199	4,766.58	1,096.96	29.6477		(942-1007)
50	58,585	4,882.08	1,123.54	30.3661		
51	60,003	5,000.25	1,150.74	31.1011	Grade 15	
52	61,453	5,121.08	1,178.55	31.8526	(1008+)	
53	62,936	5,244.67	1,206.99	32.6213		

Further details can be found in the Council's annual Pay Policy statement