COUNCIL

31 MARCH 2026

REFERENCE FROM HUMAN RESOURCES & COUNCIL TAX COMMITEE

A.3 PAY POLICY STATEMENT 2026/27

(*Report prepared by Katie Wilkins)*

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
The purpose of this report is to invite the Council to consider the recommendations submitted by the Human Resources & Council Tax Committee in relation to the draft Pay Policy for 2026/27.

EXECUTIVE SUMMARY
At its meeting held on 2 March 2026 (Minute 25 refers), the Human Resources & Council Tax Committee considered a report of the Assistant Director of People (A.3), which sought the Committee's endorsement of the draft Pay Policy Statement 2026/27. The Committee was reminded that Sections 38 and 39 of the Localism Act 2011 (Chapter 8 – Pay Accountability) required the Council to prepare and publish a Pay Policy Statement that set out the Council's approach to a range of matters relating to the pay of its workforce. Members were advised that Schedule 2 of Part 3 of the Constitution confirmed that Full Council was responsible for the preparation and approval of a Pay Policy Statement for the forthcoming financial year, in accordance with the requirements of the Localism Act 2011. Officers explained that the Human Resources & Council Tax Committee had historically overseen the preparation of the draft Statement and had recommended it to Full Council for approval and adoption. Members were also reminded that the statutory Pay Policy Statement must include the following matters: • The Council's policy on the level and elements of remuneration for each Chief Officer. • The Council's policy on the remuneration of its lowest-paid employees, including the definition of "lowest-paid employees" and the reasons for adopting that definition. • The Council's policy on the relationship between the remuneration of Chief Officers and other employees. • The Council's policy on other aspects of Chief Officer remuneration, including remuneration on recruitment, increases and additions to remuneration, performance-related pay, bonuses, termination payments and transparency. The Committee noted that the draft Pay Policy Statement 2026/27 incorporated a number of updates to ensure continued compliance, transparency and alignment with national frameworks. The main changes reflected revised national pay arrangements, updated

statutory reporting requirements and associated workforce policies.

These included:

- Implementation of the nationally agreed 2025/26 NJC pay award, including the removal of Spinal Column Point 2 from 1 April 2026, in line with changes to the national pay spine.
- Updated pay multiple calculations to reflect the revised lowest-paid spinal point and the associated forecast pay multiple for 2026/27.
- Updated gender pay gap figures and narrative in accordance with the latest statutory reporting period.
- Confirmation of the Council's continued use of Essex County Council's Managed Service Solution framework for temporary staffing, supporting consistent and compliant off-payroll engagement.

The Committee was further advised that, in the interests of transparency, all amendments had been shown in red within the draft Statement.

Officers confirmed that the Committee was requested to review and provide comments on the draft Pay Policy Statement 2026/27 prior to its submission to Full Council.

It was moved by Councillor Guglielmi, seconded by Councillor G. Stephenson, and unanimously:

RESOLVED that the draft Pay Policy Statement 2026/27, as set out in the Appendix to the Officer report (A.3), be recommended onto Full Council for its formal approval and adoption.

A copy of the published report of the Assistant Director – People (and its appendices) presented to the Human Resources & Council Tax Committee at its meeting on 2 March 2026 is attached to this report.

RECOMMENDATIONS

That the Council, having reviewed this reference report from the Human Resources & Council Tax Committee, approves the draft Pay Policy Statement for 2026/27, as detailed in Appendix 2, for adoption in accordance with the Authority's statutory obligations.

BACKGROUND PAPERS FOR THE DECISION

Published Decision(s) of the meeting of the Human Resources & Council Tax Committee held on 2 March 2026.

APPENDICES

APPENDIX 1 - Published A.3 Report of the Assistant Director People for the meeting of the Human Resources and Council Tax Committee meeting held on 2 March 2026

APPENDIX 2 - Draft Pay Policy Statement 2026/27.

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HUMAN RESOURCES AND COUNCIL TAX COMMITTEE

2 MARCH 2026

REPORT OF ASSISTANT DIRECTOR - PEOPLE

A.3 PAY POLICY STATEMENT 2026/27

PART 1 – KEY INFORMATION

PURPOSE OF THE REPORT
To present the Council's draft Pay Policy Statement for 2026/27 and to invite the Human Resources and Council Tax Committee to review and comment on the Statement prior to its submission to Full Council for approval, in line with the statutory requirements of the Localism Act 2011.

EXECUTIVE SUMMARY

The Localism Act 2011 (Chapter 8 – Pay Accountability, Sections 38–39) places a statutory requirement on all local authorities to prepare and publish a Pay Policy Statement on an annual basis. The Statement must set out the Council's policy in relation to the pay of its workforce for the forthcoming financial year.

In accordance with Schedule 2 of Part 3 of the Council's Constitution, the preparation and approval of the Pay Policy Statement is a function reserved to Full Council. The Human Resources and Council Tax Committee has, however, traditionally exercised responsibility for reviewing the draft Statement and recommending it to Full Council for approval and adoption.

Statutory Requirements

The Pay Policy Statement must, as a minimum, include the Council's policy on:

- The levels and elements of remuneration for each Chief Officer. *This includes the Statutory Officer roles of Head of Paid Service (Chief Executive), Monitoring Officer, and Section 151 Officer. It also applies to Non-Statutory Chief Officers, as defined within the Council's Pay Policy Statement. For the purposes of the Statement, Chief Officers are those officers who, in addition to the Statutory Officers named above, form part of the Council's Senior Management Team.*
- The remuneration of the Council's lowest-paid employees, including the definition of 'lowest-paid' and the rationale for its adoption.
- The relationship between the remuneration of Chief Officers and other employees.
- Other aspects of Chief Officers' remuneration, including policies on recruitment, pay progression, performance-related pay, bonuses, termination payments, and transparency.

Sections 38–41 of the Localism Act 2011 set out the statutory framework governing Pay Policy Statements. Section 41 requires that decisions relating to Chief Officer remuneration must be made in accordance with the authority's adopted Pay Policy Statement. The Council is also required to comply with wider statutory reporting requirements, including the Local Government Transparency Code 2015 and the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Summary of the Draft Pay Policy Statement 2026/27

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The draft Pay Policy Statement for 2026/27 sets out the Council's overarching approach to pay and remuneration. It reaffirms the Council's adherence to the National Joint Council (NJC) National Pay Spine and its commitment to a fair, transparent and equitable pay framework. This includes incremental progression based on length of service and performance, alongside compliance with nationally agreed pay awards.

The Statement also details:

- Discretionary allowances available to statutory and non-statutory officers.
- The application of market forces supplements where required to support recruitment and retention.
- Policies relating to organisational change, redundancy payments, pay protection arrangements and access to the Local Government Pension Scheme.
- Provisions relating to mileage and subsistence, overtime, standby payments and other employment-related allowances.
- The Council's compliance with statutory reporting requirements, including the Gender Pay Gap, off-payroll working rules and the disclosure of senior salaries and severance payments.

Changes for 2026/27

The draft Pay Policy Statement for 2026/27 reflects a number of updates to ensure continued compliance, transparency and alignment with national frameworks. The main changes relate to updates in national pay arrangements, statutory reporting requirements, and associated workforce policies. These include:

- Implementation of the nationally agreed 2025/26 NJC pay award, including the removal of Spinal Column Point 2 from 1 April 2026 in accordance with the national pay spine changes.
- Updated pay multiple calculations to reflect the revised lowest-paid spinal point and the associated forecast change in the pay multiple for 2026/27.
- Updated gender pay gap figures and narrative in line with the latest statutory reporting period.
- Confirmation of the Council's use of Essex County Council's Managed Service Solution framework for temporary staffing, supporting consistent and compliant off-payroll engagement.

All amendments are shown in red text within the draft Statement for ease of reference. The Policy has been reviewed to ensure it remains fully compliant with legislation, supports best practice in pay and reward, and maintains transparency for staff, Members and residents.

The Human Resources and Council Tax Committee is invited to review the draft Pay Policy Statement for 2026/27 and provide any comments prior to its submission to Full Council.

Following approval by Full Council in March 2026, the Pay Policy Statement will be published on the Council's website, as required by the Localism Act, as soon as reasonably practicable.

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RECOMMENDATION(S)
It is recommended to Human Resources & Council Tax Committee that: • **the draft Pay Policy Statement 2026/27, set out in Appendix A, be recommended onto Full Council for approval and adoption.**

REASON(S) FOR THE RECOMMENDATION(S)
In order to comply with the requirements of the Localism Act 2011, Section 38 and 39, the Council must adopt and publish an annual Pay Policy Statement.

ALTERNATIVE OPTIONS CONSIDERED
There is no alternative option to consider, as this is a statutory requirement that the Council must comply with.

PART 2 – IMPLICATIONS OF THE DECISION

DELIVERING PRIORITIES
The Council's annual consideration and formal adoption of a Pay Policy Statement forms part of the Council's Policy Framework. By ensuring openness in how the Council sets and manages pay, it promotes transparency and accountability for residents of Tendring. This directly contributes to the Corporate Plan 2024–28 priority of 'Financial Sustainability and Openness'. The framework set out in the Pay Policy Statement supports the Council's ability to attract, recruit and retain skilled and talented individuals across the organisation. A fair, consistent and transparent approach to pay underpins the Council's capacity to deliver high-quality services, thereby contributing to the Corporate Plan 2024–28 priority of 'Pride in Our Area and Services to Residents'.
LEGAL REQUIREMENTS (including legislation & constitutional powers)
Schedule 2 of Part 3 of the Council's Constitution confirms that Full Council is responsible for the preparation and approval of the Pay Policy Statement for the forthcoming financial year. o Sections 38–41 of the Localism Act 2011 set out the statutory duties placed on local authorities in relation to Pay Policy Statements. In particular: o A Pay Policy Statement must be approved by a resolution of Full Council before it comes into force (Section 38(1)). o The Statement must be prepared and approved by 31 March immediately preceding the financial year to which it relates (Section 38(2)). o The authority may amend its Pay Policy Statement by resolution at any time, including after the beginning of the financial year (Section 38(3)). o Following approval or amendment, the Statement must be published as soon as is reasonably practicable, including publication on the Council's website (Section 38(4)). o Under Section 41, decisions relating to the remuneration of Chief Officers must be made in accordance with the adopted Pay Policy Statement. The Council is also required to comply with wider statutory frameworks relating to pay transparency and equality, including: o the Local Government Transparency Code 2015, which sets out publication requirements for

senior salaries and pay-related data; and
- the Equality Act 2010, including the Public Sector Equality Duty and the Specific Duties Regulations (Gender Pay Gap reporting).

The draft Pay Policy Statement 2026/27 has been prepared to ensure full compliance with these legislative and constitutional requirements.

FINANCE AND OTHER RESOURCE IMPLICATIONS

The Conditions of Employment for employees of Tendring District Council largely conform to those established for local government by the National Joint Council (NJC), commonly referred to as the Green Book. NJC agreements constitute collective agreements and, where incorporated into employees' contracts of employment, any changes approved at national level take effect automatically. The only exception to this is the Chief Executive, who is employed under the Joint Negotiating Committee (JNC) Terms and Conditions for Local Authority Chief Executives.

The Pay Policy Statement for 2026/27 provides updated information on the Council's pay spine and remuneration arrangements, reflecting the nationally agreed NJC pay award and the removal of Spinal Column Point 2 from April 2026. These changes have been assessed and incorporated into the Council's financial planning processes to ensure affordability and ongoing compliance with contractual obligations.

The Pay Policy Statement also supports effective workforce planning by ensuring that remuneration remains fair, transparent and competitive, thereby helping the Council to recruit and retain staff within existing resource allocations. There are no additional unbudgeted financial implications arising directly from the adoption of this Statement.

USE OF RESOURCES AND VALUE FOR MONEY

External Audit expect the following matters to be demonstrated in the Council's decision making:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.

As such, set out in this section the relevant facts for the proposal set out in this report.

The following are submitted in respect of the indicated use of resources and value for money indicators:

A) Financial sustainability: how the body plans and manages its resources to ensure it can continue to deliver its services;	Tendring District Council recognises that, in the context of managing public resources, remuneration at all levels must be set at an appropriate level to secure and retain high-quality employees who are dedicated to delivering effective public services, whilst also ensuring value for money for the taxpayer. The primary aim of the Pay Policy Statement is to provide a clear, consistent and sustainable framework for pay that supports the attraction, retention and motivation of a skilled workforce. This

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	framework underpins organisational stability and enables the Council to continue delivering quality services within available financial resources.
B) Governance: how the body ensures that it makes informed decisions and properly manages its risks, including; and	Publication of the annual Pay Policy Statement is a statutory requirement. In line with Sections 38 and 39 of the Localism Act 2011, the Statement must be approved by Full Council and published on the Council's website. The Council complies with the Local Government Transparency Code 2015, which sets out clear requirements for openness in remuneration. This includes publication of senior salaries, pay multiples and other relevant pay-related information. The Council's annual Statement of Accounts, published on the authority's website, provides a detailed breakdown of pay, benefits and pension entitlements for Chief Officers. In addition, the Council's transparency pages include a full list of monthly salary information across all pay bands, further supporting open and accountable decision-making. As a Best Value authority, the Council must secure continuous improvement in the way in which its functions are exercised, having regard to economy, efficiency and effectiveness. This duty extends to all decisions on remuneration and severance. The Council must also have regard to the statutory guidance on the making and disclosure of Special Severance Payments (May 2022), ensuring such decisions are proportionate, transparent and consistent with the Best Value Duty.
C) Improving economy, efficiency and effectiveness: how the body uses information about its costs and performance to improve the way it manages and delivers its services.	As a major employer within the district, the Council seeks to model good employment practices that contribute to a more prosperous and resilient local community. Ensuring fairness and consistency in pay and reward arrangements supports employee engagement, productivity and organisational performance. By maintaining transparent pay structures, regularly reviewing market competitiveness and analysing workforce data—such as recruitment and retention patterns, equality data and pay benchmarking—the Council uses cost and performance information to continuously improve its approach to pay, staffing and service delivery.
MILESTONES AND DELIVERY	
(a) Human Resources & Council Tax Committee 02 March 2026 (b) Full Council 31 March 2026 (c) Publication to TDC Website April 2026	

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ASSOCIATED RISKS AND MITIGATION

By not adopting the Council's Pay Policy Statement 2026/27, the Council would be in breach of legislation thereby risking reputational damage.

The Council would also not be able to comply with Section 41 of the Localism Act 2011 (*requirement for determinations relating to terms and conditions of Chief Officers to comply with Pay Policy Statement*) in appointing officers on such reasonable terms and conditions as the authority thinks fit

OUTCOME OF CONSULTATION AND ENGAGEMENT

Full consultation has taken place with the local Unison Branch Executive, and they are supportive of the proposed Statement for 2026/27 and its adoption.

The annual NJC Pay Award is determined following negotiation between the National Employers and National Unions.

EQUALITIES

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. In line with the Public Sector Equality Duty, public bodies such as the Council must, in the exercise of their functions, give due regard to the need to eliminate discrimination, harassment, victimisation, to advance equality of opportunity, and to foster good relations between those who share a protected characteristic and those who do not.

The Council is committed to being an inclusive employer in all of its people policies and practices.

The Council ensures its pay structures, and all pay differentials, can be objectively justified through the use of the NJC job evaluation mechanism (with the exception of Chief Officer remuneration), which directly determines the relative levels of posts in grades according to the requirements, demands and responsibilities of the role.

Since 2018, the Council has been required to publish mandatory gender pay gap reporting in order to meet the requirements of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Gender Pay Gap Data 2025/26

Mean difference across gender
The mean represents the average hourly rate of pay for each gender.

- The difference between the male and female mean hourly rate is £0.70.
- The male mean hourly rate is 4.0% higher than the female mean hourly rate.

Median difference across gender
The median represents the midpoint value when all hourly rates are listed in order.

- The difference between the male and female median hourly rate is £0.12.
- The female median hourly rate is 0.8% higher than the male median hourly rate.

The distribution of male and female employees across pay quartiles closely reflects the Council's overall organisational gender balance and demonstrates its commitment to providing fair and equal opportunities.

A higher proportion of males currently occupy Assistant Director and Chief Officer roles, which naturally influences the mean gender pay gap. This reflects organisational structure rather than any difference in pay for equivalent roles. Median calculations, which are less impacted by senior leadership representation, offer a more balanced comparison and show that male and female median hourly rates are closely aligned.

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The Council's gender pay gap compares favourably with the UK average of 6.9%, down from 7.0% in 2024, as reported by the Office for National Statistics (ONS) in Gender Pay Gap in the UK, 2025.

In addition, a benchmarking exercise has been undertaken using the latest published gender pay gap data from comparable local authorities across Greater Essex. This confirms that the Council's position is broadly aligned with sector norms and provides assurance that its gender pay profile is stable and consistent with regional peers, supporting future LGR workforce considerations.

The Council's gender pay gap will continue to be reviewed annually in line with statutory reporting requirements. Should any substantial disparities emerge in future reporting periods, an appropriate action plan will be developed to ensure continued compliance and improvement.

SOCIAL VALUE CONSIDERATIONS

Social Value is defined by the Public Services (Social Value) Act 2012, which requires public sector organisations, and their suppliers, to look beyond the financial cost of services and consider how their activities can improve the economic, social and environmental well-being of the community they serve.

As a major local employer, the Council seeks to lead by example by adopting practices that support wider social value outcomes. This includes ensuring fair, transparent and inclusive employment policies, promoting equal opportunities, and modelling best practice in workforce management.

The Council's commitment to social value is demonstrated through its recognised accreditations, such as being a Disability Confident Leader and an Employer Recognition Scheme Gold Award holder. These accreditations reflect the authority's active role in championing inclusive employment, supporting veterans and reservists, and advocating for accessibility and fairness in the workplace.

The Pay Policy Statement contributes to the Council's social value ambitions by ensuring that employment practices are equitable, competitive and aligned with the Council's commitment to being an employer of choice within the local community.

IMPLICATIONS RELATED TO DEVOLUTION AND/OR LOCAL GOVERNMENT REORGANISATION

There are no immediate or direct implications arising from this report in relation to current devolution arrangements or any future proposals for Local Government Reorganisation (LGR).

However, as part of reviewing and updating the Pay Policy Statement, the Council has taken account of the wider operating context, including emerging Local Government Reorganisation (LGR) proposals within North East Essex. This has included consideration of the pay and reward frameworks of neighbouring authorities that could form part of any future unitary arrangement. Braintree District Council continues to operate under the National Joint Council (NJC) national pay framework, while Colchester City Council operates a locally determined job evaluation and pay model. As Essex County Council would be subject to disaggregation under current proposals, it is also relevant to note that ECC operates a locally determined pay framework ("Essex Pay") and maintains different sets of terms and conditions for specific occupational groups.

These differences have no impact on Tendring District Council's current operations. Should structural reform progress, employees would transfer to any new Unitary Authority under the statutory protections that apply to LGR transfers, retaining their existing pay, grading and contractual terms on the day of transfer.

In the longer term, it is normal in any local government reorganisation for the new authority to review the different pay and grading frameworks it inherits. Such reviews are typically undertaken over time to support a fair, consistent and transparent approach to pay and conditions across the integrated workforce.

Any such activity would be undertaken only following full consultation with recognised trade unions and

employees. Importantly, no changes to pay or conditions would occur automatically or immediately as a consequence of the transfer itself.

Maintaining a clear and robust Pay Policy Statement therefore helps ensure transparency, stability and workforce assurance. It also positions the Council to accommodate any potential future changes to governance or organisational structures, while not predetermining or indicating any particular LGR outcome.

OTHER RELEVANT IMPLICATIONS

Consideration has been given to the implications of the proposed decision in respect of the following and any significant issues are set out below.

Crime and Disorder	**N/A**
Health Inequalities	**N/A**
Area or Ward affected	**None directly.**

ANY OTHER RELEVANT INFORMATION

There are no background papers associated with this report.

PART 3 – SUPPORTING INFORMATION

BACKGROUND

The Localism Act 2011 required this Council to produce a Pay Policy Statement by 31 March 2012 and every subsequent financial year thereafter.

Members will recall that the Human Resources and Council Tax Committee previously requested that Officers engage the East of England Local Government Association (EELGA) to build upon earlier pay review work and undertake a comprehensive, service-wide review of Tendring District Council's pay structure. The scope of this review included:

An assessment of the whole staffing establishment, including Chief Officers, benchmarked against neighbouring district authorities and wider regional comparators.

A detailed review of professional and technical roles, including consideration of those positions where Market Forces Supplements (MFS) are currently applied to support recruitment and retention.

At its meeting on 30 July 2024, the Human Resources and Council Tax Committee reviewed the findings of the benchmarking analysis. The review concluded that the majority of roles across the organisation are remunerated at levels broadly comparable with similar posts within the East of England region. This evidence aligns with the Council's operational experience and indicates that the current pay structure is appropriately set for most areas of the workforce.

The Committee also noted that specific recruitment and retention challenges persist in some professional and technical disciplines. To mitigate these pressures, the Council has applied its Market Forces Supplement (MFS) Scheme in a targeted and evidence-based manner. The use of MFS continues to support the Council's ability to attract and retain specialist skills in competitive labour markets.

In addition to the EELGA review, the Council utilises the Local Government Association's "Infinistats" system, which provides ongoing benchmarking against the pay levels of neighbouring authorities. This enables continuous monitoring of the Council's market position and informs strategic workforce

planning. The conclusions from the comprehensive, service-wide review undertaken by EELGA, along with ongoing benchmarking information available through Infinistats, have been fully considered in the preparation of the Pay Policy Statement for 2026/27.
PREVIOUS RELEVANT DECISIONS TAKEN BY COUNCIL/CABINET/COMMITTEE ETC.
Full Council adopted the Pay Policy Statement for 2025/26 at its meeting on 25 March 2025. https://tdcdemocracy.tendringdc.gov.uk/documents/s74261/A6%20Appendix%202%20-%20Pay%20Policy%20Statement%202025-26.pdf Report of the Assistant Director (People) - A.4 - Market Forces Policy Update Report https://tdcdemocracy.tendringdc.gov.uk/documents/s69087/A.4%20-%20-%20Market%20Forces%20Policy%20Update%20Report.pdf
BACKGROUND PAPERS AND PUBLISHED REFERENCE MATERIAL
Chief Officer Structure Chart.

APPENDICES
Appendix A – draft Pay Policy Statement 2026/27.

REPORT CONTACT OFFICER(S) *Include here the Name, Job Title and Email/Telephone details of the person(s) who wrote the report and who can answer questions on the content.*	
Name	**Katie Wilkins**
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Tendring District Council

Pay and Reward Policy Statement 2026/27

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Introduction

Sections 38 and 39 of the Localism Act 2011 (Chapter 8) require local authorities to prepare and publish an annual Pay Policy Statement. While the Act does not change the right of individual local authorities to determine their own pay arrangements, it places an emphasis on transparency and the need to demonstrate value for money for local taxpayers.

Schedule 2 of Part 3 of the Council's Constitution confirms that Full Council is responsible for the preparation and approval of the Pay Policy Statement for the forthcoming financial year, in accordance with Chapter 8 of the Localism Act 2011.

Tendring District Council recognises that, in the context of managing public resources, remuneration at all levels must be sufficient to secure and retain high-quality employees who are committed to public service, while also ensuring value for money for the public purse. The Council's vision includes adopting a reward strategy that is modern, sustainable, fair and transparent, and which appropriately recognises the contribution of its workforce.

The Council complies with the transparency requirements on remuneration set out in the Local Government Transparency Code 2015. The Code was introduced to support the Government's objective of increasing openness, strengthening democratic accountability and enabling local people to engage more fully in local decision-making and public service improvement.

As part of these requirements, the Council publishes information relating to the remuneration of senior officers. A full list of senior remuneration and monthly salary information across all pay bands is published on the Council's website at **www.tendringdc.gov.uk**.

The Council's Statement of Accounts also includes details of the remuneration of all Chief Officers.

In accordance with the Localism Act 2011, the statutory Pay Policy Statement must address the following matters:

- the Council's policy on the level and elements of remuneration for each Chief Officer (*for Tendring District Council this comprises the Chief Executive and those officers serving as members of the Management Team, including the Monitoring Officer and Section 151 Officer*);
- the Council's policy on the remuneration of its lowest-paid employees, including its definition of "lowest-paid employees" and the rationale for that definition;
- the Council's policy on the relationship between the remuneration of Chief Officers and that of other officers; and
- the Council's policy on other aspects of Chief Officers' remuneration, including recruitment, increases and additions to remuneration, the use of performance-related pay and bonuses, termination payments, and transparency.

Purpose of the Statement

The Pay Policy Statement for **2026/27** provides an overview of the Council's framework for staff pay and reward. The framework supports the recruitment and retention of high-quality employees while ensuring value for money for Tendring residents.

Tendring District Council requires capable and effective leaders and employees to deliver high-quality public services, particularly within a challenging financial environment. The Pay Policy is designed to attract, retain and motivate staff, enabling them to perform effectively and deliver the Council's priorities. It seeks to achieve an appropriate balance between financial and non-financial rewards to secure the best outcomes for the organisation and the communities it serves.

The Council is committed to promoting equality, diversity and inclusion, and to maintaining equal pay for work of equal value. The Pay Policy supports fair and transparent pay arrangements and operates in compliance with relevant equal pay and employment legislation.

Managing Remuneration

Tendring District Council operates a fair, equitable and transparent approach to remuneration. Pay arrangements are designed to ensure consistency, affordability and compliance across the organisation.

The Council operates incremental progression within its pay structures, which is normally based on length of service and is subject to satisfactory performance. Progression may also be influenced by the following factors, where applicable:

- achievement of required annual performance standards (where applicable);
- successful development and progression against defined competency or career progression frameworks, where these apply to specific roles.

Such arrangements support the development of skills and capability within the workforce while ensuring that public funds are used effectively and responsibly.

Pay Structure and Determination

The Council has adopted the National Pay Grades as determined by the National Joint Council (NJC) and applies the nationally negotiated terms and conditions of service for local government employees (the *National Agreement on Pay and Conditions of Service*, commonly known as the "Green Book").

The Council's current pay structure consists of 20 pay bands incorporating 79 incremental pay points (*as of 1 April 2026*). This includes the nationally defined NJC spinal column points, which currently extend to Spinal Column Point (SCP) 43, together with additional locally determined pay points above the national maximum, which are applied in accordance with the National Agreement.

Apprentices are excluded from the application of the NJC pay scheme, as they are employed under learning and training contracts and are paid in accordance with Government-approved apprenticeship rates.

The NJC is responsible for negotiating national pay awards for the majority of local government employees, involving both employer representatives and recognised trade unions. In line with national arrangements, the Council applies the nationally agreed NJC Pay Award to all officers, including Chief Officers, with the exception of the Chief Executive, whose pay and conditions are governed by the Joint Negotiating Committee (JNC) Conditions of Service.

Where the Council operates locally determined pay points above the national NJC maximum, these are uplifted in line with nationally agreed NJC pay awards.

The Council's Pay Policy is informed by job market data, market conditions, and affordability within the Council's budget. Pay ranges are reviewed periodically and benchmarked against comparator local authorities and the wider labour market to ensure they remain appropriate, competitive and sustainable, while delivering value for money for local taxpayers.

New employees normally commence employment at the minimum spinal column point of the relevant pay grade. Subject to satisfactory performance, employees progress annually through the grade until they reach the maximum pay point, in line with the Council's performance and progression arrangements.

The Council has adopted the National Single Status Agreement and the NJC Job Evaluation Scheme. Job evaluations are undertaken by trained officers, with training and support provided by Local Government East (formerly EELGA), to ensure that roles are assessed in a fair, consistent and objective manner.

Assistant Directors and Chief Officers are not subject to the NJC Job Evaluation Scheme. Their remuneration is determined through senior management salary benchmarking and evaluation processes, supported by Local Government East (formerly EELGA), to ensure the Council can attract and retain high-calibre senior leaders, while maintaining compliance with equal pay legislation.

Pay Relationship for Chief Officers

In accordance with the requirements of the Localism Act 2011, the Council is required to define its "lowest-paid employees" for the purposes of demonstrating the relationship between the remuneration of its Chief Officers and other employees.

For the purposes of this Pay Policy Statement, "lowest-paid employees" are defined as staff paid at the first applicable spinal column point (SCP) of the Council's pay spine for the relevant financial year. This definition enables the Council to present pay multiple information in a clear, transparent and consistent manner and allows for meaningful year-on-year comparison.

Using this definition, the relationship between Chief Officer remuneration and the pay of the lowest-paid employees is set out below.

Pay relationship information

Measure	2025/26 (£)
Salary midpoint for Head of Paid Service	148,106
Salary midpoint for lowest-paid employees	24,413
Pay multiple: Head of Paid Service to lowest-paid employees	6.07
Median average pay for Chief Officers	101,693
Median average pay for employees (excluding Chief Officers)	31,537

The Council publishes a monthly breakdown of salaries paid, including pay bands and the number of employees within each band, on the Tendring District Council website.

The data above is based on the 2025/26 financial year, as the 2026/27 National Pay Award has not yet been agreed. In line with the nationally agreed pay arrangements 2025/26, from 1 April 2026, Spinal Column Point (SCP) 2 will be permanently deleted from the NJC pay spine. As a result, the first applicable SCP for “lowest-paid employees” will become SCP 3, with a salary of £24,796 (based on 2025/26 rates).

On this basis, and using the current nationally agreed pay spine, the pay multiple is projected to reduce to approximately 5.97, subject to any future national pay awards once confirmed.

Discretionary Allowances for Statutory Officers

The Council applies discretionary responsibility allowances in recognition of the additional statutory and professional duties undertaken by the Monitoring Officer and the Section 151 Officer, as well as their formally designated deputies. An allowance may also be applied in respect of the Deputy Chief Executive designation, where that designation entails additional corporate responsibilities.

These allowances are separate from basic salary and reflect the scope, accountability and statutory obligations associated with these roles. They are index-linked and uprated in line with the annual national pay award applicable to the post (NJC) unless otherwise determined by the Council.

The application of such allowances operates within the Council’s governance and financial controls and is subject to transparency requirements. Details of discretionary allowances paid to Chief Officers and statutory officers are published in accordance with the Local Government Transparency Code 2015 and are reflected in the Council’s Statement of Accounts.

Market Forces Supplements

The National Job Evaluation and Grading Scheme provides a structured, analytical and non-discriminatory method for evaluating and grading roles based on job content. However,

the Council recognises that labour market conditions may, on occasion, make it difficult to recruit or retain staff for certain roles, despite appropriate job evaluation outcomes.

In such circumstances, the Council may apply a Market Forces Supplement, which is a temporary additional payment to basic salary for specific posts where there is clear evidence that market pressures are adversely affecting recruitment or retention. These payments are also referred to as Recruitment and Retention or Market Supplements and are used to support the Council in maintaining essential skills and capacity in critical roles.

Market Forces Supplements are not consolidated into basic salary, are time-limited, and are subject to regular review to ensure they remain necessary, proportionate and affordable.

The Council's Market Forces Policy sets out the framework for the application, approval, review and withdrawal of such supplements. The Policy ensures that any Market Forces Supplement is objectively justified, evidence-based, and applied in a manner that complies with equal pay and employment legislation, particularly where different rates of pay are paid for work of equal value.

Employee Recognition and Reward

As a public sector body, the Council does not operate traditional performance-related bonus schemes or cash incentives. Instead, it supports employee development, motivation and performance through non-consolidated and structured reward mechanisms that are proportionate, transparent and affordable.

The Council recognises and rewards employee contribution through the following arrangements:

Career Grade Schemes

Career Grade Schemes support the development of postholders from initial entry into a role through to effective and sustained performance across the full scope of the post. Progression within career grades is subject to defined criteria, including the achievement of agreed competencies, skills and performance standards, and is applied in accordance with the Council's pay and progression arrangements.

Long Service Awards and Retirement Gifts

The Council recognises long-standing service and the contribution of employees upon retirement through Long Service Awards and Retirement Gifts, which are applied in accordance with the Council's Loyalty and Retirement Gifts Policy.

Acting Up Arrangements

There may be occasions where employees are requested to temporarily undertake additional duties or responsibilities.

In such cases, the employee undertaking these duties is described as ‘acting up’ into that role. Employees will be entitled to an additional payment in recognition of the acting-up arrangement, provided the criteria outlined in the Council’s Acting Up Policy are met.

In addition, Honorarium Payments may be awarded to officers who perform duties outside the normal scope of their post or who undertake (particularly onerous) additional responsibilities, to recognise exceptional contribution for a temporary period.

Relocation

The Council’s Relocation Allowances Scheme assists new recruits with moving expenses. To qualify, employees must meet the specified requirements of the scheme.

The scheme's application is at the discretion of the Head of Paid Service, in consultation with the Assistant Director – People.

Mileage & Subsistence

Mileage Payments

Car, motorcycle and bicycle mileage payments for all employees are paid at the HMRC (formerly Inland Revenue) Approved Mileage Allowance Rates. The current rates are as follows:

- Car mileage: £0.45 per mile for the first 10,000 miles, thereafter £0.25 per mile
- Motorcycles: £0.24 per mile
- Bicycles: £0.20 per mile

To encourage car sharing on business journeys, the Council has adopted an additional passenger payment of £0.05 per mile per passenger, in line with HMRC guidance.

Subsistence Payments

The Council pays subsistence allowances that mirror HMRC benchmark scale rates. These rates are intended to cover meals and other necessary expenses incurred while travelling for work.

Payments are made subject to the production of appropriate receipts and are only allowable where an officer is working outside the district. The current rates of reimbursement are as follows:

- Working outside of the district for more than 5 hours: £5
- Working outside of the district for more than 10 hours: £10
- Working outside of the district for more than 15 hours, or where travel continues after 8:00 pm: £25

The use of HMRC rates ensures a fair and consistent approach to the reimbursement of business mileage and subsistence expenses across the Council.

Other Allowances

The Council's Allowances Policy supplements this Pay Policy Statement and recognises that officers may be required to respond outside of standard working hours to ensure the delivery of essential services.

Allowances Policy Principles

The Allowances Policy:

- ensures consistency of payment arrangements across the organisation;
- compensates staff for out-of-hours standby and call-out arrangements required to meet statutory and operational duties;
- maintains fair and sustainable payment structures; and
- promotes health and safety and employee wellbeing by encouraging the use of time off in lieu (TOIL) to support recovery from out-of-hours working.

Service Categories

The Council operates three categories of service provision:

- Category 1 – services that operate a 24-hour, 7-day-a-week scheduled provision;
- Category 2 – services delivered predominantly during standard office hours but supported by a standby service outside those hours; and
- Category 3 – services delivered during standard office hours that may occasionally be required to respond outside those hours.

Overtime Arrangements

- Employees up to Spinal Column Point (SCP) 43 may be eligible to claim overtime, subject to authorisation.
- Overtime is paid at plain time for Category 2 and Category 3 services.
- Enhanced overtime rates apply for Category 1 services where employees have worked in excess of their standard contractual hours.

Standby or On-Call Arrangements

Services within Category 2 provide a standby or on-call service outside normal office hours, including evenings, weekends and Bank Holidays.

Emergency Response

The Council has a statutory duty to provide an Emergency Response service. Officers supporting this function, including designated First Call Officers, are placed on standby or deployed as required under the Council's emergency response arrangements.

Committee Attendance

- Officers required to attend committee meetings outside normal working hours may receive a committee attendance allowance, which is index-linked to the NJC pay award.

- Where meetings exceed a specified duration, officers may also be eligible for TOIL in accordance with the Allowances Policy.

Election Duties

- In a personal capacity as Returning Officer, Acting Returning Officer or Deputy Returning Officer, the holder of the post of Chief Executive receives separate remuneration in respect of the statutory duties performed at elections and referendums. These duties are undertaken independently of the Council and the remuneration received does not form part of the Council's pay arrangements.

- Remuneration for conducting Parliamentary elections, Police and Crime Commissioner elections, and national referendums is determined through Statutory Instruments issued by the Government.

- In respect of acting as Deputy Returning Officer for the election of County Councillors, fees are paid in accordance with the Scale of Fees and Expenses determined by Essex County Council.

- Fees for undertaking the role of Returning Officer at District and Parish Council elections are paid in accordance with the locally determined Scale of Fees and Expenses applicable to those elections.

- As at the date of publication of this statement, the remuneration received by the holder of the post of Chief Executive in relation to Returning Officer duties during the 2025/26 financial year was £2656.64.

Transparency within Tendring District Council

Existing legislation requires the Council to publish information relating to officer remuneration on an annual basis. The Council's Statement of Accounts includes a detailed analysis of the pay, benefits and pension entitlements of all Chief Officers.

The Council will continue to publish this information annually, and it is readily available on the Council's website. This information also includes details of the Council's senior management structure, including Chief Officers and Assistant Directors.

Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Since 2018, the Council has been required to publish mandatory gender pay gap information in order to comply with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. The Council is required to publish data which includes the following:

- the mean gender pay gap;
- the median gender pay gap;
- the mean bonus gender pay gap;
- the median bonus gender pay gap;
- the proportion of male and female employees receiving a bonus payment; and
- the proportion of male and female employees in each pay quartile.

Under gender pay reporting legislation, one-off payments, including long service awards and discretionary payments made in recognition of exceptional performance or the undertaking of additional duties outside an individual's normal role, are generally treated as bonus payments where they have a monetary value. Career Grade progression payments are excluded from the definition of bonus payments for the purposes of gender pay gap reporting.

Gender Pay Gap – Bonus and Pay Analysis (2025/26)

During the 2025/26 reporting period, 3.5% of male employees and 9.0% of female employees received bonus payments (as defined for gender pay gap reporting purposes).

Bonus Pay Differences by Gender

Mean bonus difference across gender

The difference between the male and female mean bonus payment is £157.94, with the male mean bonus payment being 28.47% higher than the female mean bonus payment.

Median bonus difference across gender

The difference between the male and female median bonus payment is nil. Based on the dataset, the male median bonus payment is equal to the female median bonus payment.

The higher mean bonus payment for male employees reflects the smaller number of men who received a bonus during the reporting period. When fewer individuals receive a payment, the value of each payment has a proportionately greater effect on the mean (average).

The identical median bonus figure for male and female employees indicates that the typical bonus received is the same across genders, demonstrating consistent and equitable bonus practices within the organisation.

Hourly Pay Differences by Gender

Data for the 2025/26 reporting period shows the following:

Mean difference across gender

The difference between the male and female mean hourly rate is £0.70, with the male mean hourly rate being 4.0% higher than the female mean hourly rate.

Median difference across gender

The difference between the male and female median hourly rate is £0.12, with the female median hourly rate being 0.8% higher than the male median hourly rate.

Interpretation of Results

The distribution of male and female employees across pay quartiles broadly reflects the Council's overall gender profile, demonstrating the Council's commitment to equal opportunity across the workforce.

A higher proportion of male employees currently occupy Assistant Director and Chief Officer roles, which has an impact on the mean gender pay gap. This reflects the structure of the workforce, rather than any difference in pay for employees undertaking work of equal value.

Median calculations, which are less influenced by senior role representation, provide a more balanced comparison. The minimal variance between male and female median hourly rates indicates that pay at the middle of the workforce is closely aligned across genders, demonstrating no applicable disparity.

When viewed in the context of the UK average gender pay gap of 6.9% (down from 7.0% in 2024, *ONS Gender Pay Gap in the UK: 2025*), the Council's data demonstrates that there is no applicable gender pay disparity at each pay level within the organisation.

Ongoing Commitment

The Council continues to recognise the challenge, both locally and nationally, of addressing and reducing gender pay gaps. Where gender pay differences are identified, the Council will review the data and prepare appropriate actions to support continued progress towards equality. This information is published on the Council's website as well as a designated Government website.

Off-Payroll Working in the Public Sector (IR35)

Due to the need for specialist skills or fluctuations in workload, the Council may occasionally engage agency workers or consultants for short-term assignments.

With effect from 1 April 2017, changes to off-payroll working (IR35) legislation in the public sector transferred responsibility for assessing employment status under the intermediaries' legislation, and for accounting for the appropriate tax and National Insurance Contributions, to the public sector body or relevant fee-payer.

The Council has reviewed its arrangements for engaging off-payroll workers and ensures that employment status assessments, contractual arrangements and tax obligations are managed in accordance with HMRC requirements and applicable legislation.

To support compliance, transparency and value for money, the Council has signed up to Essex County Council's Managed Service Solution framework for temporary workers, which operates in accordance with the public procurement regulations. The framework provides access to

pre-approved agency suppliers within agreed rate controls and supports the Council in managing off-payroll engagements in a consistent and compliant manner.

Payments when Employment Status Changes

The Council has adopted policies relating to severance, redundancy and retirement, which set out the circumstances in which payments may be made when an individual's employment status changes. Full details are contained within the following policies:

- Organisational Change and Redundancy Policy
- Flexible Retirement Policy

In operating the Organisational Change and Redundancy Policy, the Council seeks to ensure that arrangements are workable, affordable and reasonable, having regard to foreseeable costs and the requirement to secure value for money.

The Council operates pay protection arrangements for a limited period, in accordance with its Organisational Change and Redundancy Policy. Pay protection may apply where an employee's pay is reduced as a result of organisational change, redeployment or job evaluation outcomes.

Tendring District Council recognises the need to retain sufficient flexibility to respond to unforeseen or exceptional circumstances, and there may be occasions where a pragmatic approach to severance is required. The Council's policies apply consistently and fairly to all employees, including both the lowest-paid employees and Chief Officers.

The Council will comply with statutory guidance relating to Special Severance Payments, issued as part of the Best Value regime for local authorities in England under section 3 of the Local Government Act 1999. Such payments will only be considered in exceptional circumstances and must satisfy the principles of fairness, proportionality, lawfulness and value for money.

Approval Process

The approval of severance and Special Severance Payments operates in accordance with legislative requirements and the Council's governance framework:

- Payments of £100,000 or more must be approved by a vote of Full Council, in accordance with the Localism Act 2011.
- Payments of between £20,000 and £99,999 must be approved by the Head of Paid Service, with the approval of the Leader of the Council.
- Payments below £20,000 are approved in line with the Council's Scheme of Delegation.

As part of their statutory responsibilities, the Section 151 Officer, and where appropriate the Monitoring Officer, will take a close interest in, and be able to justify, any Special Severance Payments, particularly where payments are not fully aligned with national guidance. All

decisions to award Special Severance Payments will therefore be fully documented, justified and recorded.

Local authorities are expected to publish their policy and approval processes for Special Severance Payments. This Pay Policy Statement accordingly sets out the Council's approach to such payments.

Access to the Local Government Pension Scheme

In accordance with statutory provisions, employees are offered membership of the Local Government Pension Scheme (LGPS). The Council has a published Discretionary Pension Policy, which applies to all employees, including Chief Officers, and sets out the Council's approach to the exercise of discretionary powers permitted within the scheme.

The Council also supports the principle of flexible retirement, through which employees may access their pension benefits while continuing in employment, subject to the requirements of the LGPS and the provisions of the Council's Pension Policy. This approach supports workforce planning by enabling the Council to retain skilled and experienced employees while assisting individuals to manage a phased transition to retirement.

Other Rewards

In addition to pay and contractual benefits, the Council offers a range of financial and non-financial rewards available to all employees, including Chief Officers, which support wellbeing, development, and work-life balance. These include:

- Learning and Development, including sponsorship for relevant formal qualifications where appropriate;
- Salary Sacrifice schemes, such as Additional Voluntary Contributions (AVCs), which are tax-efficient and operate at no cost to the Council;
- Health and wellbeing schemes delivered in partnership with PROVIDE, at no cost to the Council;
- Occupational Health services and a fully funded Employee Assistance Programme;
- Additional development opportunities, including secondments, special projects, flexible working arrangements and employee awards;
- Free car parking;
- Participation in the Council's flexi-time scheme;
- Discounted corporate gym membership; and
- Additional annual leave entitlement following five years of continuous service, in line with Council policy.

Other Policies

As referenced elsewhere in this Pay Policy Statement, the Council has a number of policies which include provisions with potential financial implications and should be read in conjunction with this document. These include:

- Allowances Policy

- Organisational Change and Redundancy Policy
- Market Forces Policy
- Flexible Retirement Policy
- Acting Up Policy
- Career Grade Policy
- Relocation Policy
- Long Service and Retirement Gifts Policy
- Pension Policy

These policies apply equally and consistently to all employees of Tendring District Council, regardless of seniority, including Chief Officers.

Governance, Review and Monitoring of the Pay Policy Statement

The Human Resources & Council Tax Committee is a non-executive committee of the Council. It discharges those non-executive functions allocated to it in Part 3 (Delegated Powers) of the Council's Constitution (which reflects the allocation framework in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000). This includes decision-making on key human resources and personnel matters that are not reserved to Full Council or delegated to officers.

Pay Policy and Reward

In accordance with section 38 of the Localism Act 2011, the Council's Pay Policy Statement is prepared and reviewed annually and approved by Full Council. The Council is committed to undertaking a robust annual review of its pay and reward arrangements to ensure they remain fair, transparent, affordable and compliant with legislation and best-value principles, having regard to statutory guidance issued under section 40 of the Act.