

Datganiad Polisi Tâl

Yn cynnwys Polisi Digolledu Dewisol Cyflogwr
y Cynllun Pensiwn Llywodraeth Leol

Pay Policy Statement

Including LGPS Employer's Discretionary
Compensation

2024 / 2025

Mawrth / March 2024



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carmarthenshire.gov.wales

Cyngor Sir Gâr
Carmarthenshire
County Council



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1. Leader's Introduction

1.1. Welcome to Carmarthenshire County Council's thirteenth annual Pay Policy Statement. This statement sets out the Council's approach to setting pay for employees including senior officers and covers the period 1st April 2024 to 31st March 2025.



1.2. As one of the largest employers in the area, and the fourth largest local authority in Wales, it is important that we offer attractive employment opportunities on fair rates of pay and reasonable terms and conditions. This will ensure we can attract, retain and motivate employees, with the right level of skills, who are committed and share our vision. This has a beneficial impact on the quality of life and prosperity within the local community as well as on the local economy.

1.3. The Council recognises the public interest in public sector pay and we are committed to being open, transparent, and accountable ensuring that our council tax payers have access to information about how we pay employees. As a public sector organisation, we recognise the importance people place on the delivery of high-quality council services, whilst ensuring value for money.

1.4. To assist with this, Carmarthenshire County Council has a cross party politically balanced Members' Pay Advisory Group that advises the Council on the content of its Pay Policy Statement.

1.5. Recruitment has proved challenging with reducing numbers of job applicants and competitive pay and benefits being offered by other employers. It is important therefore that the Council's pay policy sets out clearly the pay and benefits offered to its workforce which can help to inform and improve its recruitment strategy.

1.6. Following the introduction of the employee "reward hub" during 2022, which offers discounts and other benefits to staff, registration has increased month on month, demonstrating that this is a popular benefit for our staff. This year we have appointed AVC Wise to provide information to staff on the AVC

Schemes which offer significant tax and NI savings. Free webinars are provided on a regular basis to ensure that staff have access to trusted information on the financial benefits of setting up an AVC account.

- 1.7. This year's statement once again demonstrates how we are continuing to ensure that our employees can expect a fair salary. I am pleased to confirm the Pay Policy Advisory Panel has endorsed the recommendation to continue to pay a Real Living Wage supplement, as we have done over the last six years, to ensure that our lowest paid receive the equivalent of £12 per hour from 1st April 2024 (increased from £10.90 per hour) (including fixed allowances).
- 1.8. We continue to face extreme budgetary pressures, and decisions are becoming more challenging as we try to maintain service provision and continue to keep our residents at the heart of what we do, against a background of continuing Government cuts.
- 1.9. Over the last 10 years or so, the Council has bridged a £120m budget shortfall and the reductions in funding have been exacerbated by the requirement to fund pressures in a number of service areas including statutory social care (both for adults and children), the delivery of Waste Services, and our Education service provision. The amount therefore available for all other services has consequently fallen in real terms over the same period. Even looking forward to the 2024/25 proposed increase in budget allocation by Welsh Government the Council's budget shortfall will increase further due to the significant funding requirements in the areas of pay and social care workforce pressures.
- 1.10. In light of the budget challenges facing the Council, a number of initiatives have been successful, such as the Council's Transformation Programme that applies the principles of lean systems thinking and process re-engineering, and has added value by helping the Council deliver over £20m of savings. There is still much to do, and whilst engaging with staff, Councillors, and the public, we will now use our new Transformation Strategy to bring a renewed focus to the identification and delivery of efficiency savings, maximise Income Generation

potential, and continue to reduce waste, duplication and bureaucracy over the next couple of years, so that we can protect our frontline services.

- 1.11. We are committed to providing quality services which offer value for money in a way that balances concern for our lower paid employees with job security and affordability. We continue to strive to deliver high-quality essential services to Carmarthenshire's citizens in an increasingly challenging financial climate.
- 1.12. Under the direction of our Chief Executive, Wendy Walters, work continues to be under way to identify further ways to reduce costs whilst keeping citizens at the heart of everything we do.
- 1.13. The following information outlines the Council's operating basis and general position in respect of employment, pay and conditions of service and is pertinent to the current statutory requirements of the Localism Act and the Transparency Code.

Councillor Darren Price

A handwritten signature in black ink that reads "Darren Price". The signature is written in a cursive, slightly slanted style.

Leader Carmarthenshire County Council

2. Chief Executive's Introduction

2.1. As the Chief Executive of a large public sector organisation, I recognise the importance people place on the delivery of high-quality Council services. It is right and proper that the Council is open, transparent, and accountable when



it comes to sharing information on the salaries we pay to our employees. Carmarthenshire County Council is an ethical employer. We are committed to offering good quality employment with fair terms and conditions and fair rates of pay that appropriately reward employees for the work they carry out. As one of the largest employers in the county the salaries we pay have a positive impact on the quality of life within our communities and on the local economy as a whole, through our staff choosing to spend locally in the Welsh local economy. Council employees also benefit from a comprehensive range of financial and nonfinancial benefits. These include membership of the Local Government Pension Scheme (LGPS), access to salary sacrifice arrangements, discounts at hundreds of retailers across the United Kingdom, exceptional learning and development opportunities and employee wellbeing initiatives/support. This Pay Policy Statement details our approach to pay, ensuring we can attract, retain, and motivate the best employees, with the right level of skills, who are committed and share our vision.

2.2. This pay policy statement needs to be placed in context. Carmarthenshire County Council is a large complex organisation with a multi-million-pound budget. CCC has a workforce of approximately 8,000 employees and a combined revenue and capital budget for 2024/25 of over £900 million. We are, in addition, one of the largest single employers based in the County. As an employer we have a very wide range of functions and are responsible for the provision of many essential services at a local level. The general approach to employee remuneration levels may therefore differ from one group of employees to another to reflect specific circumstances at a local, Welsh or UK

national level. The approach also needs to be flexible when required to address a variety of changing circumstances, whether foreseeable or not.

- 2.3. I also welcome the fact that the Living Wage has seen the multiple between the annual salary of our lowest paid Council employee and the Chief Executive as a ratio, yet again drop within the last 12 months, from 1:7.61 to 1:7.23
- 2.4. This pay policy outlines the basis on which Carmarthenshire County Council can compete in labour markets at all levels and for all roles, enabling the Council to attract, retain, and fairly reward people with the knowledge, experience, skills, and attributes that are essential to the effective delivery of services to residents, businesses, and other stakeholders in Carmarthenshire.
- 2.5. We are mindful of our obligations as an equal opportunities employer and want to ensure that people are treated fairly and with respect in all its activities and processes. The Council aims to be an organisation that recruits and retains a diverse and skilful workforce from the local community and beyond, and its approach to the pay and conditions of its workforce is intended to support this objective.
- 2.6. Furthermore, we continue to provide the opportunity for our workforce to take advantage of a number of benefits such as the purchasing of additional annual leave and hybrid working which provide much needed flexibility for employees as well as assisting us to manage the continued financial burdens that we face in balancing our budget and thereby enabling us to protect jobs and essential services, which is one of my key priorities.
- 2.7. The Council continues to work hard to preserve jobs and front-line services and provide fair pay to our employees despite the on-going budget reductions. These reductions continue to impact on us as a Council, which means that some difficult decisions will need to be made during the coming financial year, and the years to follow. However, we will focus on making the best use of the money we have, and the resources available to us. We will focus on making sure that our pay structures are designed to better fit our future challenges whilst still enabling us to attract, retain and motivate our staff and be an Employer of Choice. We recognise that we are operating in a competitive

recruitment market and our extensive suite of flexible people policies help to attract and retain staff by offering flexible working patterns, time off and opportunities for development.

- 2.8. The Welsh language is key to the identity of many of our residents and people are often able to better express their opinions and needs in their first language. It is therefore our duty to facilitate the language choice of our customers and residents and ensure our employees have the required skills. We are making sure that our staff are able to access learning via a range of methods, in the language of their choice and on a range of topics. We are also building on our success as being Welsh Employer of the Year, an award for employer who support their staff to learn Welsh.
- 2.9. One of the key priorities of the organisation is to ensure that young people are aware of the exciting employment options that are available to them to learn and earn within their community. We are committed to working with schools to raise awareness of the excellent employment opportunities that we have, in particular for apprentices and graduates. We are increasing our focus on the support we give to enable staff to use their Welsh Language within the organisation and are increasing our offer of apprenticeships that will be delivered through the medium of Welsh, and we are looking to secure external funding to help us with this agenda.
- 2.10. As a Gold Standard Investors in People (IiP) organisation, the council's Core Values and Behaviours will be at the centre of everything the council delivers. By creating a culture of continuous improvement, the council will increase performance, efficiency, and champion the design of services that meet the needs of customers. As a 'digital by design council', employees will be empowered to deliver new ways of thinking and new ways of working, encouraging innovation and creativity in an environment of continuous learning. The council is committed to investing in technology that supports the delivery of the objectives of our Transformation Strategy. This will improve the efficiency and effectiveness of its services, both internally and externally, and remove costly duplication.

2.11. This policy framework promotes the council's strategic priority of internal focus ensuring all council services are customer focused, effective, efficient, and equitable. It supports the council to embed the behaviours and values expected of all employees as part of the Behaviour and Standards Framework.

Wendy

A handwritten signature in cursive script that reads "Wendy".

Chief Executive - Carmarthenshire County Council

3. Purpose

- 3.1. The purpose of the statement is to provide transparency regarding the Council's approach to setting the pay of its employees (excluding Teachers) by identifying the methods by which salaries of all employees are determined. As a 'relevant authority' under Sections 38 to 43 of the Localism Act 2011 ('the Act') we are required under 38 (1) to prepare a pay policy statement. These statements must articulate an authority's own policies on a range of matters relating to the pay of its workforce, particularly its senior staff (or 'chief officers') and its lowest paid employees.
- 3.2. This requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement for each financial year detailing:
- The Council's policies for all aspects and elements of the remuneration of its Officers and Chief Officers, which are included within Appendices A to N of this Pay Policy Statement.
 - The approach to the publication of, and access to, information relating to all aspects of the remuneration of Chief Officers.
 - The Council's policy on the remuneration of its lowest paid employees.
 - The relationship between the remuneration of its Chief Officers and other employees.
- 3.3. This is Carmarthenshire County Council's thirteenth annual Pay Policy Statement and covers the period 1st April 2024 to 31st March 2025.
- 3.4. Once approved by the full Council, this policy statement will supersede the 2023/2024 Pay Policy Statement and will be subject to review in accordance with the relevant legislation prevailing at that time.

4. Legislative Framework

- 4.1. Under Section 112 of the Local Government Act 1972, the Council has the "power to appoint officers on such reasonable terms and conditions as the Authority thinks fit". This Pay Policy Statement (the 'statement') sets out the

Council's approach to pay in accordance with the requirements of Section 38 of the Localism Act 2011. It takes account of the "Pay Accountability in Local Government in Wales" Statutory Guidance first issued by the Welsh Government in May 2017 and updated in November 2021.

- 4.2. Under Section 39 of the Localism Act, the Pay Policy Statement must be approved by a resolution of the Authority before it comes into force and be approved before 31st March immediately preceding the financial year to which it applies.
- 4.3. In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes the Equality Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, The Agency Workers Regulations 2010 and, where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations. With regard to the Equal Pay requirements contained within the Equality Act, the Council aims to ensure there is no pay discrimination within its pay structures and that pay differentials can be objectively justified through the use of equality proofed job evaluation mechanisms which directly relate salaries to the requirements, demands and responsibilities of the role.
- 4.4. In accordance with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, the Authority also undertakes an equal pay audit and the report is published on our website:

<https://www.carmarthenshire.gov.wales/home/council-democracy/equality-diversity/>

5. Scope of the Pay Policy

- 5.1. The Localism Act 2011 requires local authorities to develop and make public their Pay Policy on all aspects of Chief Officer remuneration (including on ceasing to hold office), and also in relation to the "lowest paid" in the Council, explaining their Policy on the relationship between remuneration for Chief Officers and other groups.

- 5.2. The provisions in the Localism Act 2011 which relate to Pay Policy statements only apply to employees directly appointed and managed by the Council. Employees who are appointed and managed by school Head Teachers/Governing Bodies are, therefore, not required to be included within the scope of Pay Policy statements. This reflects the unique employment legislation position whereby school employees are employed by the local authority but decisions about the appointment and management of such employees are mostly discharged by Head Teachers/Governing Bodies, as appropriate. However, all Governing Bodies within Carmarthenshire (including Voluntary Aided Schools) have formally agreed to adopt the pay structure and associated terms and conditions of employment for all locally employed NJC 'green book' staff. Teachers are employed under nationally agreed Teachers Pay and Conditions.
- 5.3. This policy applies to all council employees, including Directors, Executive Directors and the Chief Executive, as well as fixed term and temporary employees and casual workers, with the exception of:
- 5.3.1. Employees on teachers' pay & conditions and educational support staff (employed directly by the school) which has been developed by the Partneriaeth to comply with the requirements of the School Teachers Pay and Conditions (Wales) Document (STPC(W)D) and has been subject to consultation with all recognised Teaching Associations who are covered separately by the Schools Model Pay Policy.
- 5.3.2. Unattached Teachers on Teachers Pay and Conditions who are covered separately by the Unattached Teachers Pay Policy, which has been developed by the Partneriaeth to comply with the requirements of the School Teachers Pay and Conditions (Wales) Document (STPC(W)D) and has been subject to consultation with all recognised Teaching Associations.
- 5.4. This policy does not apply to contractors, consultants, agency workers or any self-employed individuals working for the council.

- 5.5. In the interests of consistency, the pay-related data which is set out in this Pay Policy statement does not include data for employees who are appointed and managed by Head Teachers/Governing Bodies.
- 5.6. This document also includes the Council's Local Government Pension Scheme Employers' Compensation Discretions Policy (Appendix G) which the Council is required to produce. This will be kept under review pending any revised exit pay cap regulations which are re-introduced during the life of this Policy.

6. Terms and Conditions of Employment

- 6.1. The Council's workforce numbers are approximately 8,919 people, 582 of whom work for us on a casual basis with 8,337 people employed on a permanent, temporary or fixed-term basis. Their employment is covered by a range of terms and conditions drawn from either:

- National Joint Council for Local Government Services (Green Book)
- Joint National Council for Chief Executives
- Joint National Council for Chief Officers
- Soulbury Committee
- School Teachers Pay and Conditions

To operate flexibly, the Council's workforce operates with a mix of contract types. Contracts are kept under review particularly in relation to the use of casual workers who provide valued flexibility and cover for services. These arrangements are kept under review to ensure that where casual working arrangements become more regular, the service is asked to consider using different types of contracts subject to that being acceptable to the worker. A proportion of casual workers value the flexibility and lack of obligation and often do not want to move to temporary or permanent contracts. During 2023/24, the Communities department supported by the Transformation Team reviewed the use of agency workers with a view to establishing an in-house agency which would provide the much needed flexibility and reduce costs to the service. This work is ongoing.

6.2. The following are provided as Appendices to this policy:

- Carmarthenshire County Council's Pay Grades - Local Government Services Employees (Appendix A)
- Carmarthenshire County Council's JNC Chief Executive and Chief Officer Pay Grades (Appendix B)
- Officer Employment Procedure Rules (Appendix C) - Part 4.8 of the [Council's Constitution \(gov.wales\)](#).
- National Pay Grades - Soulbury (Appendix D)
- Local Government Services Employees - Acting Up and Honoraria Schemes (Appendix E)
- Market Supplement Scheme (Appendix F)
- LGPS Employer Discretions Compensation Policy (Appendix G)
- Severance Scheme (Appendix H)
- Flexible Retirement Policy (Appendix I)
- JNC Local Authority Chief Executives Conditions of Service (Appendix J)
- JNC Local Authority Chief Officers Conditions of Service (Appendix K)
- Sample Written Statement of Particulars (Appendix L)
- Pay rates for Modern Apprentices and other Trainee positions (Appendix M)
- Returning Officer Fee Structure (Appendix N)

6.3. A breakdown of staff numbers by pay band and gender is included in the Equal Pay Audit and Equalities Report which are published separately.

6.4. National Pay Awards

6.4.1. For all employee groups, any nationally agreed pay awards, negotiated by the local government employers in conjunction with the recognised trade unions will be applied, including to Chief Officers and the Chief Executive. The Council will pay these nationally agreed pay awards as and when determined unless full Council decides otherwise.

6.4.2. The Council will ensure that its lowest paid continue to receive the equivalent of the Real Living Wage which is currently £12.00 per hour via the payment of a non-contractual supplement with effect from 1st April 2024.

6.4.3. The calculation of the Real Living Wage takes account of all pay including allowances such as the Council's weekend working supplement and term time allowance so many of our lower paid employees are in receipt of total pay higher than the Real Living Wage. Modern Apprentices and other Trainee positions fall outside of our NJC Terms and Conditions and are not covered by Living Wage arrangements. See Appendix M for details of their pay rates.

6.5. Job Evaluation

6.5.1. Job evaluation is a systematic way of determining the value of a job in relation to other jobs within an organisation. It aims to make a systematic comparison between jobs to assess their relative value for the purpose of establishing a rational pay structure and pay equity between jobs. The Council completed a job evaluation exercise in 2010/2011 in relation to posts governed by NJC employee conditions of service. The grading structure, which was consulted upon with the recognised trade unions and based on the outcome of the job evaluation exercise, has been in place since 2011/12 and modified only to add Grade O in 2016/17.

6.5.2. The Council uses the Greater London Provincial Council (GLPC) Scheme for evaluating all NJC jobs. This is a recognized scheme within local government and was developed in conjunction with trade unions.

6.5.3. All NJC jobs are allocated a grade which maps across to the Council's pay structure which is based upon the nationally negotiated pay spine. This determines the salaries of the large majority of the Council's non-teaching workforce.

6.5.4. The pay and grading structure is based on the NJC for Local Government Services (LGS) nationally agreed pay spine as revised during 2019. Spinal Column Point 1 was removed from the pay scales as part of the 2022/2023 national pay award.

6.5.5. All other pay-related terms and conditions are the subject of national and/or locally negotiated arrangements and referred to the Cabinet and/or Full Council as appropriate.

6.5.6. The senior manager grade (O) was introduced during 2016/17 to address the differential between the top of this locally agreed grading structure and the bottom of the JNC Chief Officer pay scales. This is to provide the Authority with greater flexibility in the reallocation of responsibilities following the reduction in the number of Head of Service posts. It is intended that a small number of posts will fall into this grade. Any proposal to apply Grade O to any post must be agreed and authorised by the Chief Executive via the Assistant Chief Executive.

6.6. Starting Salaries

6.6.1. The Council's practice is that all appointments to jobs with the Council are made at the minimum of the relevant pay grade, although this can be varied where justified subject to the Council's policy and guidance.

6.6.2. The Appointments Panel 'A' (for Corporate Directors) will determine the starting salary of Directors and Panel 'B' (for Heads of Service) will determine the starting salary of Heads of Service within agreed pay scales.

6.7. Other Pay-Related Terms and Conditions

6.7.1. All other pay-related allowances are the subject of national and / or locally negotiated agreements.

6.7.2. The terms and conditions of employment relating to annual leave, hours of work, overtime payments, weekend working arrangements and sick pay for all employee groups (except for teaching staff) are set out in our relevant People Management policies.

6.7.3. Whilst COVID service continuity payments have ceased, the Residential Care Service has agreed separate enhanced pay arrangements for casual workers to cover during the Christmas and other bank holiday periods. Casual workers will receive bank holiday hourly payments in a bid to encourage them to work during Christmas and New Year. This is a more cost-effective way of maintaining service continuity compared to using Agency workers.

6.7.4. Payments for bank holiday working have been reviewed and a pilot is running across the Authority to establish whether an increase to the payments enables services to secure staffing levels during bank holidays and reduces the reliance on casual and agency workers. The costs and benefits of this will be evaluated at the end of 2023/2024 and may result in a change to bank holiday payments. The proposal being considered is: During the trial period remuneration will be based on the NJC Green Book Part 3, para-2.6 (d) Public and Extra Statutory Holidays Employees required to work on a public or extra statutory holiday shall, in addition to the normal pay for that day, be paid at plain time rate for all hours worked within their normal working hours for that day. In addition, at a later date, time off with pay shall be allowed as follows:

- Time worked less than half the normal working hours on that day
= Half Day
- Time worked more than half the normal working hours on that day
= Full Day

6.8. Acting Up and Honoraria Payments

6.8.1. There may be occasions when an employee is asked to carry out duties which are of a higher responsibility to those of their substantive post for a period, or to 'act up' into a more senior job within the Council, covering the full range of duties of the higher job. In such circumstances an additional payment may be made in line with the

Council's policy on payment of acting up or honoraria. The scheme can be found at Appendix E.

6.8.2. The Chief Executive must approve any acting up or honoraria payments proposed for Chief Officers. Where the acting up or honoraria payments would result in the total pay package exceeding £100,000 then approval must be sought from full Council.

6.8.3. Payment of honoraria will only apply to situations of more than four weeks duration and will normally be for the maximum period of up to 12 months, and subject to three monthly interval review unless otherwise agreed.

6.9. Market Supplement Scheme

6.9.1. The use of job evaluation enables the Council to set appropriate remuneration levels based on internal job size relativities within the Council. However, in exceptional circumstances it may be necessary to take account of the external pay market in order to attract and retain employees with a competitive salary where the experience, skills and capacity are in short supply.

6.9.2. The Council has a Market Supplement Scheme (see Appendix F) to ensure that the requirement for any market pay supplements is objectively justified by reference to clear and transparent evidence of relevant market comparators, using appropriate data sources. It is the Council's policy that any such additional payments are kept to a minimum and reviewed on a regular basis so that they can be withdrawn where no longer considered necessary for recruitment and retention. The principles underpinning this Market Supplement Scheme are equally applicable to all other employee groups within the Council and may be implemented accordingly.

6.9.3. Currently the Council pays the following market supplements in recognition of the significant recruitment and retention difficulties the service faces:

- Approved Mental Health Practitioners – £1,000 allowance p.a. for 33 sessions on day rota and £2000 p.a. allowance for 24 sessions on out of hours rota. This arrangement is under review but will continue until such time as full consideration of the appropriate remuneration for AMHP roles is agreed
- The supplement for **Casual Care staff** for bank holiday working continues.

The services in scope for the marker supplement payment to casual workers are:

- Residential Care Homes (older adults)
- Home Care Service
- Tir Einon Respite Care Home
- Children's Respite Care Homes (Llys Caradog & Blaenau)
- Garreglwyd

A flat rate retention and recruitment supplement of £1,256 (pro-rata) payable quarterly in arrears has been agreed to support recruitment and retention in the Dyfed Pensions Administration team which has suffered high turnover over the last two to three years. This will continue into 2024-2025.

6.10. Local Government Pension Scheme (LGPS)

- 6.10.1. Subject to qualifying conditions, employees have a right to join the Local Government Pension Scheme (or the Teachers' Pension Scheme, where applicable) and are contractually enrolled into the LGPS. The Authority operates within the auto-enrolment framework set out within the Occupational and Personal Pension Schemes (Automatic Enrolment) Regulations 2010. The most recent auto-enrolment exercise was undertaken in 2022.

- 6.10.2. The employee contribution rates, which are defined by statute, currently range between 5.5% and 12.5% of actual pensionable pay depending on the full-time equivalent salary levels. The employer contribution rate is set by actuaries who advise the Dyfed LGPS Fund and is reviewed on a triennial basis in order to ensure that it is appropriately funded. The employer's contribution rate effective from 1st April 2023 is 16.2%.
- 6.10.3. Employees who are active members of the LGPS can join the salary sacrifice shared cost Additional Voluntary Contributions (AVC) Scheme, which assists employees who wish to increase pension benefits at retirement by paying into the LGPS AVC Scheme.

6.11. Other Employee Benefits

- 6.11.1. The Council is responsible for supporting the health, safety, wellbeing, and welfare of its employees to ensure that they can perform at their best. As part of this approach and in common with other large employers the Council provides a number of other benefits such as eye test reimbursement for users of display screen equipment at work, health care benefits, discounts with local businesses, financial advice and participation in the Cycle to Work and Car salary sacrifice schemes.
- 6.11.2. The Council was re-awarded the Platinum Corporate Health Standard in February 2020 because of the work it does to support the health and wellbeing of our staff. We were the first Council in Wales to hold this award and have done so continuously since 2009.
- 6.11.3. We develop and support the implementation of Health & Wellbeing initiatives and have invested in Health and Wellbeing Coordinators who work across the Authority to promote healthy lifestyle choices, such as encouraging activity, improving diet, giving advice, motivation, and health education for all staff. The Team also develop bespoke

interventions in line with departmental needs and proactively promote and assist positive attendance management.

- 6.11.4. We have recruited a team of volunteer departmental Health and Wellbeing Champions who work with colleagues to raise awareness of key health topics, support health initiatives and events.
- 6.11.5. An in-house team of medical experts within our Occupational Health Centre, give advice in support of positive mental and physical health, and, as an authority, we have signed the 'Time to Change' pledge to assist with improving public attitudes and behaviour towards people with mental health problems and reduce the stigma that people with mental health problems report in their personal relationships, social lives and at work.
- 6.11.6. Additionally, we deliver bespoke Managing Mental Health training to our managers and Mental Health awareness raising sessions for all staff. We have also trained a network of Mental Health First Aiders, who can offer informed support to colleagues.
- 6.11.7. During 2023/2024 we continued to encourage our workforce to have flu vaccinations, the cost of which was reimbursed where appropriate.
- 6.11.8. The Council's Staff Rewards hub provides a range of financial benefits, discounts, and advice for staff. Roadshows were held during 2023 at depots and leisure centres to promote the benefits on offer and a further series of Roadshows are planned for different venues during the first few months of 2024.
- 6.11.9. In addition, AVC Wise were appointed to promote and provide information on the benefits to staff of setting up AVC schemes to supplement their retirement pensions via the LGPS.

7. Decision Making Including Consideration of Value for Money

- 7.1. As in previous years, a politically balanced Pay Policy Advisory Panel has been established to consider the Council's Pay Policy prior to its submission to County Council for approval.
- 7.2. The Local Government and Housing Act 1989 provides that:
- 1) It shall be the duty of every relevant authority -
 - a) to designate one of their officers as the head of their paid service; and
 - b) to provide that officer with such staff, accommodation and other resources as are, in his opinion, sufficient to allow his duties under this section to be performed.
 - 2) It shall be the duty of the head of a relevant authority's paid service, where he¹ considers it appropriate to do so in respect of any proposals of his with respect to any of the matters specified in subsection (3) below, to prepare a report to the authority setting out proposals.
 - 3) Those matters are -
 - (a) the manner in which the discharge by the authority of their different functions is co-ordinated.
 - (b) the number and grades of staff required by the authority for the discharge of their functions.
 - (c) the organisation of the authority's staff; and
 - (d) the appointment and proper management of the authority's staff.
 - 4) It shall be the duty of the head of a relevant authority's paid service, as soon as practicable after he has prepared a report under this section, to arrange for a copy of it to be sent to each member of the authority.
 - 5) It shall be the duty of a relevant authority to consider any report under this section by the head of their paid service at a meeting held not more than three months after copies of the report are first sent to members of the authority; and nothing in section 101 of the M1 Local Government Act 1972 or in section 56 of [F1, or Schedule 10 or 20] the M2 Local

¹ Reference to he/him is directly quoted from legislation and not intended to be exclusive

Government (Scotland) Act 1973 (delegation) shall apply to the duty imposed by virtue of this subsection.

- 6) Under the Local Authorities (Standing Order) (Wales) (Amendment) Regulations 2014 any decision to determine or vary the remuneration of those to be appointed as Chief Officers, where salaries are £100,000 or more it must be ratified by full Council.

- 7.3. This principle is applied to all posts which become vacant or via restructuring if appropriate, to ensure that the service can be provided as effectively and cost efficiently as possible.

8. Collective Bargaining Arrangements with Trade Unions

- 8.1. The following trade unions are part of the national machinery for pay bargaining and terms and conditions:

NJC for Local Government Services	JNC for Chief Officers	Soulbury Committee	Teachers
<ul style="list-style-type: none"> • UNISON • GMB • UNITE 	<ul style="list-style-type: none"> • UNISON • GMB 	<ul style="list-style-type: none"> • Association of Educational Psychologists (AEP) • PROSPECT • NEU 	<ul style="list-style-type: none"> • NAHT • NASUWT • NEU • UCAC • ASCL

- 8.2. Trade union recognition is for the purposes of consultation and negotiation on a collective basis in relation to relevant matters, which are not determined by national negotiating bodies, which both parties agree are both appropriate and beneficial to be determined by agreement. Negotiations are conducted with the aim of reaching agreement and avoiding disputes. Recognition also relates to representation on individual trade union member basis.

9. Senior Pay Remuneration

9.1. The Chief Executive

- 9.1.1. The Chief Executive has overall corporate management and operational responsibility for all staff and ensures the provision of professional and impartial advice in the decision-making process to the Executive Board, Scrutiny committees, the Full Council and other committees. The Chief Executive is also required to represent the Authority on partnership and external bodies (as required by statute or the council) and provides these services, on a politically neutral basis. The Chief Executive is the senior officer who leads and takes responsibility for the Council.
- 9.1.2. The Council is a large organisation with an annual revenue budgeted spend of more than £700m proposed for 24/25, and a 5-year capital investment programme of nearly £200m, delivering a wide and diverse range of services which the citizens of the County depend upon. Responding to the ongoing reductions in public service spending requires authorities to significantly change the way that they manage their services. Additionally, the Housing Revenue Budget for 24/25 is £53m, with a capital budget of £36m allocated for 24/25 to improve its housing stock.
- 9.1.3. The role of the Chief Executive is a full-time and permanent position, and the post holder is selected on merit, against objective criteria, following public advert. The Chief Executive is appointed by full Council.
- 9.1.4. The salary of the current Chief Executive with effect from the 1 April 2023 is £161,638 per annum.
- 9.1.5. The Council has a statutory duty to appoint a Returning Officer for specified Elections and Referenda. The Chief Executive undertakes this role. The Returning Officer is personally responsible for a wide range of functions in relation to the conduct of Elections and

Referenda and is paid for discharging these functions in accordance with prescribed fees.

- 9.1.6. The fees for local elections are available at Appendix N). Fees for non-local elections are set and reimbursed by the Cabinet Office or Welsh Government over which the Council has no jurisdiction.
- 9.1.7. Expenses in relation to car mileage, public transport, overnight accommodation, and parking etc. are claimed back in accordance with the Council's Travel and Subsistence Policy.
- 9.1.8. The Chief Executive is an active member of the Local Government Pension Scheme as detailed in the Authority's published Statement of Accounts. There have been no increases or enhancements to the pension outside of standard arrangements. Details of the Chief Executive's pay, including any additional payments are published in the Statement of Accounts.

9.2. Chief Officers – Senior Staff

- 9.2.1. Employees defined by the Localism Act as Chief Officers, including Service Directors, work within the national conditions of service covered by the JNC for Chief Officers.
- 9.2.2. All other employees, other than a small number covered by national terms and conditions for Soulbury staff (whose pay is also determined through national bargaining), work within the national conditions of service covered by the NJC for Local Government Employees
- 9.2.3. The Council has 22 Chief Officer posts within the substantive structure at Carmarthenshire County Council which fall within the statutory definition of Section 43. As at 1st March 2024 these are:

- Chief Executive (1 post)
- Corporate Directors (4 posts)
- Assistant Chief Executive (1 post)

- Heads of Service (15.5posts)

9.2.4. In addition to the substantive structure the following posts are shared regionally with our partners:

- Head of Integrated Services (funded by CCC/Health)
- Head of Strategic Joint Commissioning (funded CCC/Pembs)
- Programme Director, Swansea Bay City Deal (funded by Regional Partners)
- County Director - jointly funded by CCC and Hywel Dda Health Board²

9.2.5. The Council does not permit an employee occupying any post on the Council's agreed establishment to be paid other than via the Council's payroll, except in the cases of jointly funded / shared posts when they may be on the payroll of another local authority or the Health Board.

9.3. Pay

9.3.1. The Pay Policy Advisory Panel recommends that Senior Officer Remuneration be subject to the relevant National Pay Awards only.

9.3.2. For the purposes of this statement, senior management means 'Chief Officers' as defined within S43 of the Localism Act. The posts falling within the statutory definition are set out below, with details of their basic salary as at 1st April 2023, These details are available on the Council's website.

- Chief Executive - fixed salary point of £161,638 per annum (includes national pay award).
- Corporate Directors as statutory and non-statutory chief officers - the salary of the posts fall within a range of four incremental points between £130,604 rising to a maximum of £140,369 per annum.

² Hywel Dda Health Board employee

- Assistant Chief Executive as direct report to the Head of Paid Service - the salary of the post falls within a range of four incremental points between £111,062 rising to a maximum of £117,571 per annum.
- Heads of Service as direct reports to statutory and non-statutory chief officers - the salary of the posts fall within a range of four incremental points between £94,497 rising to a maximum of £103,860 per annum.
- Following appointment and on completion of a satisfactory probationary period, progression through the incremental scale of the relevant grade is subject to satisfactory performance assessed on an annual basis. The Council does not pay bonus or performance related pay to any of its staff.

9.3.3. Details of Chief Officers' pay is published in the Statement of Accounts.

9.4. Additions to Salary of Chief Officers

9.4.1. Chief Officers are remunerated in accordance with their contracts of employment, which provide for a four-point incremental salary scale and pension contributions. However, the salary for the Chief Executive is a fixed-point salary.

9.4.2. Where Chief Officers (and all other employees) use their private vehicles on Council business, the Council pays the standard HMRC mileage rate of 45 pence per mile. The Council also reimburses any other reasonable expenses, incurred by the Chief Officer whilst on Council business, on production of receipts and in accordance with JNC conditions and other local conditions.

9.4.3. In addition to the above, the Chief Officers who undertake the following roles receive an additional allowance of 10% of basic salary:

- Deputy Chief Executive

9.5. Changes to Chief Officer Remuneration

- 9.5.1. Any determination of the level, or changes to the level, of remuneration to be paid to a Chief Officer at appointment, where the salary is £100,000 and over will be determined by Full Council in line with the requirements of the Local Authorities' (Standing Orders) (Wales) Regulations (Amendment) Regulations 2014.
- 9.5.2. The Council employs Chief Officers under JNC terms and conditions which are incorporated into individual contracts of employment. The JNC for Chief Officers negotiates on national (UK) annual cost of living pay increases for this group, and any award of the same is determined on this basis. Chief Officers employed under JNC terms and conditions are contractually entitled to any national JNC determined pay rises and this Council will therefore pay these as and when determined in accordance with current contractual requirements.

9.6. Recruitment and Appointment of Chief Officers

- 9.6.1. The Council's Policy and Procedure relating to the recruitment of Chief Officers is contained within the Officer Employment Procedure Rules as set out in the Council's Constitution. (Appendix C).
- 9.6.2. The determination of the remuneration to be offered to any newly appointed Chief Officer will be in accordance with the approved pay structure and relevant Council policies in place at the time of recruitment.
- 9.6.3. Any salary that exceeds the threshold of £100,000 must be approved beforehand by Full Council.
- 9.6.4. Where the Council remains unable to recruit Chief Officers under a contract of employment or there is a need for interim support to provide cover for a vacant substantive Chief Officer post, the Council will, where necessary, consider temporary internal acting up arrangements in line with the Council's Payment of Acting Up and Honoraria Policy or external interim appointments. Internal acting up

arrangements can be appointed up to a maximum of 12 months in line with the Standing Order Regulations.

9.7. Joint Appointments

9.7.1. The Welsh Government has introduced a Local Government and Elections (Wales) Bill, which includes a greater general power of competence, a power for local authorities to make an application to merge voluntarily, and powers to facilitate regional working through corporate joint committees.

9.7.2. To maintain transparency in matters relating to pay the intention is to require CJsCs to prepare, annually, a statement setting out the CJC's policies on the remuneration of its chief officers, the remuneration of its lowest paid employees and the relationship between the remuneration of its chief officers and the remuneration of its employees who are not chief officers.

9.8. Independent Remuneration Panel

9.8.1. Section 63 of the Local Government (Democracy) (Wales) Act 2013 amended the Local Government (Wales) Measure 2011 by inserting section 143A. This enables the Panel to take a view on anything in the Pay Policy Statements of local authorities that relates to the salary of the head of paid service. Section 39 of the Local Government (Wales) Act 2015 further amended the Measure extending this function to include Chief Officers of Principal Councils. However, this function ceased on 31 March 2020.

9.8.2. The Welsh Government issued amended guidance to the Panel which can be found at Amended WG Guidance. This sets the basis on which the Panel will carry out the function contained in the legislation.

9.8.3. Section 143A of the Local Government (Wales) Measure 2011 refers to the Independent Remuneration Panel in Wales ("the IRP") and sets out their functions in relation to salaries of heads of paid service. The

IRP may make recommendations about any policy in this Pay Policy Statement which relates to the salary of the council's Chief Executive and any proposed change to the salary of the council's Chief Executive. The council, will, as required, consult the IRP in relation to any change to the salary of the Chief Executive which is not commensurate with a change of the salaries of the council's other staff, and will have regard to any recommendation received from the IRP when deciding whether or not to proceed with making the change.

- 9.8.4. The council is required to identify in this pay policy statement whether any such referral has been made to the IRP, and if so, the nature of the referral, the IRP's decision, and the council's response.
- 9.8.5. An authority which chooses not to follow the advice of the Panel may become subject to a Ministerial direction to reconsider their position. The Act also provides that authorities will be able to reduce (but not increase) the salary payable to their Chief Executive in advance of a recommendation from the IRP, so long as the contract under which the salary is payable does not prevent the authority from changing the salary after receiving a recommendation.
- 9.8.6. The council has not made a referral to the IRP relating to the salary payable to the Chief Executive.

10. Talent Management

- 10.1. Our strategic approach to supporting talent management across the Council is underpinned by our People Strategy and the standards which we aim to achieve as an Investors in People employer.
- 10.2. We aim to support a workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public.

- 10.3. Key to delivering this is our ability to successfully recruit, retain and develop our employees to realise their full potential. The following provides an overview of our strategic approach to talent management:

Supporting a Learning Culture

- 10.4. The implementation of our new Learning Management System will modernise our approach to learning. This will provide our employees with the opportunity to take ownership of their own learning and career pathway. It will maximise the effective use of digital tools and skills for improved personal, team and organisational performance.
- i. Performance Management - Our annual review process celebrates employee's achievements during the year as well as providing support with developing skills for their current roles, career development and succession planning. We will be reviewing this process over the next financial year.
 - ii. Leadership Academi – our new Leadership Academi will make use of a range of learning opportunities to provide development from aspiring new managers to future leaders. The development will involve projects that support organisational improvement under our Transformation Strategy.
 - iii. Succession Planning - Our Future Workforce Team has successfully supported Apprentices and Graduates to gain permanent employment in key service areas. Our new Care Academi has received positive feedback so far and continues to grow. Our Workforce Development programme equips newly qualified Social Workers with the advanced knowledge, skills and qualifications they need as they progress to experienced practitioners and, in some cases to more senior practice roles.

11. Performance Related Pay

- 11.1. The Council does not pay any bonuses or performance related pay to its staff.

12. Support for Lower Paid Staff

- 12.1. All employees, regardless of whether they are over the statutory age of 25, are paid at a minimum of the voluntary Real Living wage rate, and this on-going principle was a recommendation of the cross-party Pay Policy Advisory Panel that met on 20th February
- 12.2. This Authority pays supplements for weekend working (8%) and term time only working (4%) which increase the pay of mainly lower paid employees.
- 12.3. With the above-mentioned supplements, many of our lower graded posts now attract a total remuneration higher than the Real Living Wage.

13. Off Payroll Arrangements

- 13.1. Where the Council is unable to recruit to a job under a contract of employment or where there is a need for specialist support for a specific project, the Council will, where necessary, consider engaging individuals under a contract for services. These will be sourced through the relevant procurement process contained within the Council's Contract Procedure Rules, ensuring the Council is able to demonstrate value for money from competition in securing the relevant service.
- 13.2. Where the contract for service is to provide cover for a vacant post, in addition to ensuring adherence to Contract Procedure Rules, decision making in relation to the appointment will be in line with the Council's rules in relation to appointments i.e. Council will determine appointments at Chief Executive Level, Appointments Committee A will determine appointments at Director level, Appointments Committee B will determine appointments at Heads of Service.
- 13.3. With effect from April 2017, the UK Government introduced "Intermediaries Legislation" known as IR35 that reformed tax rules of off payroll working in the public sector. The Council is compliant with this legislation.

14. Exit Policy

14.1. Early Retirement, Voluntary Redundancy and Compulsory Redundancy

- 14.1.1. The Council's approach to statutory and discretionary payments on termination of employment of employees, prior to reaching normal retirement age, is set out within its Employers Discretionary Compensation Policy (Local Government Pension Scheme) statement. This discretionary policy is included as Appendix G. This will be kept under review pending any re-introduction of exit pay cap regulations during the life of this Pay Policy.
- 14.1.2. Any other payments falling outside the provisions, or the relevant periods of contractual notice shall be subject to a formal decision made in accordance with the Scheme of Delegation as contained within the Council's Constitution.
- 14.1.3. The Council operates a Severance Scheme for all its employees, payments under which are authorized in accordance with the above discretionary policy. Our current Severance Scheme is attached at Appendix H.
- 14.1.4. The Authority will comply with the Welsh Government's guidance that full Council should be given the opportunity to vote before large severance packages beyond a particular threshold are approved for Chief Officers leaving the organisation. The guidance states that "as with salaries on appointment, the Welsh Ministers consider £100k is the right level for that threshold to be set. Members must be made aware of any statutory or contractual entitlements due to the employee and the consequences of a non-approval by Council, in which failure to fulfil the statutory or contractual obligations may enable the employee to claim damages for breach of contract". When calculating the value of a severance package, the following payments will be included:
- a. Salary paid in lieu of notice

- b. Lump sum redundancy/severance payment
- c. Cost to the Council of the strain on the pension fund arising from early access to an unreduced pension.

14.2. Flexible Retirement

- 14.2.1. Chief Officers and all other eligible Council employees are permitted to take flexible retirement in accordance with the provisions of the Local Government Pension Scheme and the Council's Flexible Retirement Scheme.

14.3. Re-employment

- 14.3.1. Employees who voluntarily leave the Council's employment under the Council's Severance Scheme cannot usually be re-employed in any capacity including on a casual basis, until at least 1 year has elapsed. Under no circumstances should an employee be re-appointed into the same or similar job to the one in which they were employed at the time of leaving. All such appointments should be made via the usual Authority's recruitment procedures.

- 14.3.2. However, in exceptional circumstances only, employees may be re-employed by the Council prior to 1 year, subject to the agreement of the Chief Executive and Leader of the Council. In approving a re-employment, the Authority will need to be satisfied that:

- The employee is not being re-employed in a role or capacity, which is broadly similar to the role which they left voluntarily
- The rate of pay applied to the work undertaken by the re-engaged employee should be that appropriate to the work to be done and not the grading which applied to the employee prior to the end of their current contract
- The employment should be for a fixed term, not exceeding one year, unless there are exceptional circumstances; and
- The arrangement must provide financial / operational advantage to the Council.

- 14.3.3. This will be operated entirely at the Council's discretion and the decision in respect of each application will be final.
- 14.3.4. Other restrictions on re-employment may apply and reference will be made to the appropriate Conditions of Service when any re-employment is being considered.

14.4. £95k Exit Payment Cap

14.4.1. On Friday 12 February 2021, HM Treasury announced that the Restriction of Public Sector Exit Payments Legislation has been revoked with immediate effect, due to 'unforeseen consequences' of the legislation. On 25 February 2021, The Restriction of Public Sector Exit Payments (Revocation) Regulations 2021 were made and laid before parliament and will come into force on 19 March 2021. These regulations confirm the effect of the disapplication Directions made on the 12 February 2021 but are not retrospective. As a consequence of the Treasury announcement the following applies to the Fund and employers:

14.4.1.1. For exits from 12 February 2021, LGPS administering authorities must continue to pay qualifying scheme members an unreduced pension under regulation 30(7) of the LGPS 2013 regulations. Scheme employers will be required to pay full strain costs in relation to those unreduced benefits.

14.4.1.2. No further regulations have been introduced to replace the disapplied directions as at the date of writing. However, the Government has stated that the cap will be re-introduced so the Policy will be amended as and when any new regulations are introduced.

15. Pay Relativities within the Council

15.1. Lowest Paid Employees

The Council's definition of lowest paid persons for the purposes of this statement is:

- Those employed under a contract of employment with the Council who are employed on full time 37 hours per week equivalent salaries; and
 - Employees whose remuneration is equivalent to the lowest spinal column point of the nationally negotiated pay spine, plus any pay supplement bringing the salary up to the level of the Real Living Wage, used within the Council's local grading structure.
- 15.2. This definition is adopted to correlate with the National Joint Council (NJC) for Local Government Services recognition of lower paid employees within the national pay spine.
- 15.3. The relationship between the rate of pay for the "lowest paid" employees and the Council's Chief Officers is regulated by the processes used for determining pay and grading structures as set out in this Pay Policy Statement.
- 15.4. The statutory guidance under the Localism Act recommends the use of pay multiples as a means of measuring the relationship between pay rates across the workforce and that of senior managers, as included within the Hutton "Review of Fair Pay in the Public Sector" (2010).
- 15.5. Will Hutton was asked by the UK Government to explore the case for a fixed limit on dispersion of pay through a requirement that no public sector manager can earn more than 20 times the lowest paid person in the organization.
- 15.6. Hutton concluded that the relationship to median earnings was a more relevant measure and the Government's Code of Recommended Practice on Data Transparency recommends the publication of the ratio between the highest rate of pay and the median average pay of the whole of the Council's workforce (but excluding teachers and other employees appointed and managed by schools, in the case of local authorities).
- 15.7. As part of its commitment to pay transparency and following the recommendations of the Hutton "Review of Fair Pay in the Public Sector" (2011), the Council publishes the following information on an annual basis. The information for this Pay Policy is as follows (please note these ratios may

change following the introduction of National Pay Awards which are yet to be agreed):

15.7.1. Multiple of Salary Ratio

- The multiple between the annual salary of the lowest paid Council employee and the Chief Executive (full-time equivalent basis) as a ratio 1:7.23
- The multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio 1:5.05
- The multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio 1:5.96
- The multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio 1:4.17

15.7.2. The median salary in the Council is £27,128 (all staff managed by schools have been excluded from the calculation).

15.7.3. All other pay related allowances are subject to either nationally or locally negotiated rates, that are determined in accordance with collective bargaining machinery and/or Council Policy. In determining its grading structure and setting remuneration levels for all posts, the Council takes account of the need to ensure value for money against the ability to recruit and retain appropriately skilled and experienced employees that can deliver high quality services to the public.

15.7.4. New appointments will normally be made at the minimum of the relevant grade, although this can be varied where necessary subject to the qualifying criteria within the Council's Recruitment Salaries Guidance.

16. Publication

- 16.1. Upon approval by the full Council, this Pay Policy statement will be published on the Council's website.
- 16.2. In addition, for posts where pay is at least £60,000 per annum, as required under the Accounts and Audit (Wales) (Amendment) Regulations 2014, the Council's Annual Statement of Accounts will include a note setting out the total amount of:
- a) Salary, fees or allowances paid to or receivable by the person in the current and previous year
 - b) any bonuses so paid or receivable by the person in the current and previous year
 - c) any sums payable by way of expenses allowance that are chargeable to UK income tax
 - d) any compensation for loss of employment and any other payments connected with termination
 - e) any benefits received that do not fall within the above
 - f) The Authority will present this statement to Full Council before it is formally adopted and before the end of each financial year, i.e., 31 March.

If you require this information in an alternative format (for example large print), please contact People Management on: CEDutyHR@carmarthenshire.gov.uk

17. Appendices

The following are provided as Appendices to this policy:

- Carmarthenshire County Council's Pay Grades - Local Government Services Employees (Appendix A)
- Carmarthenshire County Council's JNC Chief Executive and Chief Officer Pay Grades (Appendix B)
- Officer Employment Procedure Rules (Appendix C)
- National Pay Grades - Soulbury (Appendix D)

- Local Government Services Employees - Acting Up and Honoraria Schemes (Appendix E)
- Market Supplement Scheme (Appendix F)
- LGPS Employer Discretions Compensation Policy (Appendix G)
- Severance Scheme (Appendix H)
- Flexible Retirement Policy (Appendix I)
- JNC Local Authority Chief Executives Conditions of Service (Appendix J)
- JNC Local Authority Chief Officers Conditions of Service (Appendix K)
- Sample Written Statement of Particulars (Appendix L)
- Pay rates for Modern Apprentices and other Trainee positions (Appendix M)
- Returning Officer Fee Structure (Appendix N)