

Datganiad Polisi Tâl

Yn cynnwys Polisi Digolledu Dewisol Cyflogwr
y Cynllun Pensiwn Llywodraeth Leol

Pay Policy Statement

Including LGPS Employer's Discretionary
Compensation

2026 / 2027

Mawrth / March 2026



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Cyngor Sir Gâr
Carmarthenshire
County Council



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1. Leader's Introduction

Welcome to our Pay Policy Statement for 2026/27, which reaffirms our commitment to fairness, openness, and responsibility in how we reward and support our workforce as it is essential that the Council attracts and keeps people with the right talents and commitment to lead and deliver effective services to Carmarthenshire's residents. At the same time the Council has to ensure best value for the taxpayer, so this Statement explains the Council pay policies for its highest and lowest-paid employees. For the avoidance of doubt "employees" means those individuals who have a contract of employment with Carmarthenshire County Council.



Our staff remain the driving force behind the services we deliver and over the past year, they have shown remarkable dedication, adaptability, and professionalism, ensuring that we continue to meet the needs of our community despite the ongoing financial challenges that we all face within the public sector. This statement outlines not only the framework for pay and remuneration but also the principles that guide our approach, ensuring that our policies are equitable, competitive, and reflect both national agreements and local priorities.

Carmarthenshire County Council is a large complex organisation with a multi-million-pound budget. It has a workforce of approximately 8,500 employees and a combined revenue and capital budget for 2026/27 of over £900m. As one of the largest single employers in the County, we provide a very wide range of essential services and functions to our residents. 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 level. The approach needs to be flexible when required to address a variety of changing circumstances, whether foreseeable or not.

We are determined to maintain a fair and proportionate relationship between the pay of senior leaders and that of the wider workforce, recognising the value of every

role and the importance of creating opportunities for growth and development. As we look ahead to 2026/27, we will continue to review and refine our approach to ensure it supports recruitment, retention, and staff wellbeing, while delivering the best value for the public we serve but recognise the salaries we pay have a positive impact on the quality of life within our communities and on the local economy, through our staff choosing to spend locally in the Welsh local economy. Council employees also benefit from a comprehensive range of financial and non-financial 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.

Additionally, we are doing some sterling work to increase the number of Welsh and English medium Apprenticeships, and are currently working with Coleg Cymraeg, Menter Gorllewin Sir Gar and the Centre for Learning Welsh to encourage greater take up of apprenticeships. Apprentices are now paid in line with the NJC Pay Scales and not at the lower, previously paid, apprenticeship rates.

The Council is committed to equal pay for all its employees and to removing any bias in its pay systems related to age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity. Equal pay applies to all contractual terms and conditions as well as pay. The Council has paid its own employees no less than the Real Living Wage since 2016, and 10 years later we continue to honour that commitment.

In response to the evolving legislative landscape and in our unwavering commitment to fostering a collaborative work environment, we have proactively embraced the directive of the new Social Partnership and Public Procurement (Wales) Act 2023. Recognising the pivotal role of our Trade Unions in shaping a fair and inclusive workplace, we have integrated their perspectives into our governance framework, by operating a Strategic Joint Consultative Forum (JCF) which gives the Trade Unions the opportunity to meet with myself, all the political Group Leaders, the Chief Executive, and the Assistant Chief Executive. This Forum gives us the opportunity to have meaningful, open and unfettered discussions

about strategic issues that may affect our Work force, particularly around the application of our Terms and Conditions.

I extend my sincere thanks to all our employees for their hard work and commitment, and I look forward to building on our shared successes in the year ahead.

Linda Evans,

A handwritten signature in cursive script that reads "Linda Evans". The signature is written in black ink and is positioned below the printed name "Linda Evans".

Leader

Carmarthenshire County Council

2. Chief Executive's Introduction

It is my privilege, as Chief Executive, to present the 2026/2027 Pay Policy Statement for Carmarthenshire County Council. This document sets out our commitment to fair, transparent, and responsible pay practices, underpinning our values and guiding our approach to supporting staff across all levels of the organisation. The Pay Policy Statement is a cornerstone of our governance, reflecting our dedication to equality, accountability, and the highest standards in public service.



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 of choice of our customers and residents and ensure that our employees have the required skills. We are making sure that our staff can access learning via a range of opportunities to suit their learning needs. We will be building upon the progress we have made this year in terms of promoting the use of more Apprentices, particularly, Welsh speaking apprentices, giving those who were educated through the medium of Welsh the opportunity to use these skills in the workplace.

As an Authority, we are proceeding to formally adopt the Siarter Twf of Growth Charter, which is aimed at improving the use of Welsh in the workplace. This has been done in conjunction with our local and regional Trade Union colleagues at GMB, UNISON and UNITE. This will strengthen our reputation as a leading authority in promoting a workplace culture that places the Welsh language at the heart of the Council. We have achieved this by working in partnership with our Trade Unions to ensure that workers are represented through the Welsh Language.

We are operating in an environment defined by complexity and challenge. Unprecedented financial pressures, coupled with rising demand for our services, have placed immense strain on our resources. The national and local landscapes

continue to shift, requiring us to adapt swiftly and decisively. Despite these on-going challenges, our determination to deliver for the people of Carmarthenshire is unwavering.

As our funding from Welsh Government continues to be under pressure, we have to take some difficult decisions across the whole organisation to ensure that we deliver our key priority of providing essential services for the people of Carmarthenshire.

Although recent settlements for councils in Wales have shown a welcome return to sustained increase in cash terms, this has unfortunately not kept pace with rising costs and a sustained increase in demand year on year. Councils have had to continue to identify savings to ensure that inflationary costs are met and new responsibilities delivered. In the Welsh Government's provisional settlement to Local Authorities in December last year, indicative average settlement increases of 4.3% 2025/26 were announced, with Carmarthenshire's figure being 4.1%. There are currently no indications of future settlements beyond this, making planning very difficult. Indications on overall government spending for 2026/27 are of limited increases, meaning that difficult decisions are likely to be required over the coming years. When inflation and demographic pressures and increased demand are considered, we anticipate this would equate to a reduction in funding in real terms. Our council has a Medium-Term Financial plan and robust budget process, which aims to identify, assess and agree budget proposals in a planned and timely way.

Amidst these pressures, the Council has continued to achieve positive outcomes for our communities. Recent findings from the successful Panel Performance Assessment (PPA) confirm that Carmarthenshire County Council is a well-run, values-based organisation. The assessment highlighted our strong and visible leadership, our clear awareness of the challenges before us, and our ability to respond with integrity and purpose. These independent conclusions are a testament to the professionalism and commitment of our staff and elected members.

Our open and supportive culture is central to everything we do. We foster collaboration, inclusivity, and mutual respect, ensuring that all voices are heard and valued. There is a palpable sense of pride and ambition across the Council, a collective drive to make a positive difference, to innovate, and to continually improve. We celebrate the achievements of our teams knowing that our performance is built on the dedication and expertise of our workforce.

Our corporate strategy provides a clear and ambitious roadmap, guiding our priorities and investment decisions. We are acutely aware of the financial and service pressures we face, and we approach these with careful analysis and robust governance. Our decision-making processes are transparent, evidence-based, and firmly rooted in our values. This ensures that every choice we make, as difficult as many may be, are in the best interests of the people we serve, and that our resources are allocated wisely and fairly.

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.

Our Transformation Team continues to support services in identifying smarter and more efficient ways of working to further reduce costs, whilst keeping citizens at the heart of everything we do. We are also in the process of implementing a Commercialisation Strategy which, where legislation allows, will aim to support the development of a more business-like approach to the delivery of Council services and new income generation opportunities.

We are focused on creating a culture of continuous improvement, and the Council will increase performance, efficiency and effectiveness and champion the design and redesign of services that meet the needs of customers. The Council is committed to investing in technology that supports the delivery of the objectives of

both our Digital Strategy and Transformation Strategy alike. This will improve efficiency and effectiveness of our service provision.

As we look to the future, I am confident in our ability to navigate the challenges ahead. Our strong foundation, clear strategic direction, and culture of openness and ambition position us well to continue delivering high-quality public services. We remain resolute in our commitment to improvement, innovation, and effective stewardship of public funds.

We greatly value the contribution of our staff, whose professionalism, resilience, and compassion have been central to our performance. We are committed to supporting their growth and wellbeing, while also fostering an inclusive environment where everyone can thrive and make a meaningful impact.

I would therefore like to extend my sincere gratitude to our staff, elected members, and partners for their dedication and support. Their collective efforts enable us to achieve positive results, even in the most demanding circumstances. Thank you for your continued support and pride in serving the people of Carmarthenshire and ensuring that our Local Authority remains a model of good governance and effective public service.

Wendy

A handwritten signature in cursive script, appearing to read 'Wendy', with a light grey shadow effect behind the text.

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 fifteenth annual Pay Policy Statement and covers the period 1 April 2026 to 31 March 2027.

3.4. Once approved by the full Council, this policy statement will supersede the 2025/2026 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 31 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 9,282 people, 794 of whom work for us on a casual basis with 8,488 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 2024 / 2025, 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. The pilot originated amongst the Llanelli care homes and has now been extended across all care homes. At the end of the pilot period, a decision will need to be taken to confirm if this should be a permanent arrangement within Residential Services. Within Environmental Infrastructure, Waste Services are also undertaking a similar pilot, and this has also been expanded to Cleaning Services. Children's Services are also considering a similar pilot for deployment in other front-line services. The Employment Rights Bill, which is currently making its way through parliament, may make sweeping changes to the way casual (sometime referred to as zero hours contracts) workers are engaged. The proposal is that employers will have to monitor all casual worker hours and offer employment contracts to those who meet the criteria of working regularly over a 12-week period. This could have a significant impact on the flexibility and costs associated with an In House Agency and will be factored into discussions regarding the roll out of an Agency.

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 Apprentices and other Trainee positions (Appendix M)
- Returning Officer Fee Structure (Appendix N)
- Guidance Criteria to be Met to Attain a Grade O (Appendix O)

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 £13.45 per hour via the payment of a non-contractual supplement with effect from 1 April 2026.

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. Apprentices and other Trainee positions fall outside 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 2010/11 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. It is likely that as part of National Pay Bargaining and to ensure NJC pay scales meet National Living Wage levels, SCP 2 will be dropped from pay scales and our local pay and grading framework has been reviewed to ensure that it is compliant going forward. This can be seen as Appendix A.

6.5.6. 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.

6.5.7. 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 and 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. As reported previously, 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.

6.8. 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 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 recruitment and retention difficulties the service faces (a national pressure) in the context of significantly increased complexity. The position in respect of recruitment success is a marginal improvement on this time last year, the daytime allowance has been slightly reduced to reflect that.

- **Approved Mental Health Practitioners** – £2,000 allowance p.a. for 3 sessions per month on day rota and £1000 p.a. allowance for 12 sessions per year on the out of hours rota. This arrangement is under review but will continue until such time as a full complement of AMHP roles is in place.
- The supplement for **Casual Care staff** for bank holiday working continues. Casual workers at the listed establishments will receive payments equal to contracted staff performing the same roles on the bank holiday days. This limits reliance on costly external agency supply. The services in scope for the market supplement payment to casual workers are:
 - Children’s Respite Care Homes (Llys Caradog & Blaenau)
 - Home Care Service
 - Residential Care Homes (older adults)
 - Tir Einon Respite Care Home
 - Y Garreg-Lwyd Residential Home

6.9.4. Casual Care Workers, who are engaged by the internally sourced Workforce Resource Team, are in receipt of an enhanced payment of “time plus a third” for working any weekend or night shifts. Again, this is to reduce reliance on external agency supply cover for these more “difficult to cover” shifts, which they charge at their premium rates. This is a successful measure both in terms of quality care and cost. The data will continue to be reviewed to measure the effectiveness of the arrangement.

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 to ensure that it is appropriately funded. The employer's contribution rate effective from 1 April 2026 is 12.5%.

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. We have re-contracted with My Money Matters, an organisation which provides information and advice to employees on AVC's and a wide range of financial related matters such as tax, savings, etc.

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 several 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. 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 health and wellbeing advice on a range of topics, and providing health education for all staff. The Team also develops bespoke wellbeing interventions in line with departmental needs and proactively promotes and assists positive attendance management.

6.11.3. 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. 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 promote positive attitudes and behaviour towards people with mental health problems, which helps reduce the stigma that people with mental health problems report in their personal relationships, social lives and at work.

6.11.4. Additionally, we deliver bespoke Managing Stress and Mental Health training to our managers and Mental Health awareness raising sessions for staff. We have also trained a network of Mental Health First Aiders, who can offer informed support to colleagues.

6.11.5. During 2025/26 we continued to encourage our workforce to have flu vaccinations, the cost of which was reimbursed where appropriate.

6.12. The Council's Staff Rewards hub provides a growing range of financial benefits, discounts, and advice for staff. Roadshows were held during 2025 at locations throughout the county to promote the benefits on offer and a continuous programme of communications is in place to raise awareness amongst the workforce.

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 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 that become vacant or via restructuring if appropriate, to ensure that the service can be provided as effectively and cost efficiently as possible.

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

8. Social Partnership, Collective Bargaining & Working with the Trade Unions.

8.1. 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.

8.2. The Social Partnership and Public Procurement (Wales) Act places a statutory expectation on local authorities to work collaboratively with Trade Unions and other key stakeholders, fostering a culture of shared decision-making and constructive dialogue. This legislation underpins our commitment to meaningful engagement, ensuring that workforce interests are represented in shaping pay policy and employment practices. By working together through social partnership, we benefit from improved industrial relations, enhanced employee wellbeing, and more effective service delivery for our communities. Such collaboration promotes mutual trust, transparency, and the ability to address challenges proactively, ultimately supporting a fairer and more resilient workplace, with notable examples of working in partnership to achieve the Siartr Twf.

8.3. 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

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 £750m proposed for 2026/2027, and a 5-year capital investment programme of nearly £150m, 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 2026/2027 is £58m, with a capital budget of £42m allocated for 2026/2027 to improve and increase 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 2025 is £170,981 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 1 March 2026 these are:

- Chief Executive (1 post)
- Corporate Directors (4 posts)
- Assistant Chief Executive (1 post)
- Heads of Service (12 posts)

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 (1 post)
- Head of Strategic Joint Commissioning funded CCC / Pembrokeshire (1 post)
- Programme Director, Swansea Bay City Deal funded by Regional Partners (1 post)
- Chief Operating Officer (South West Wales Corporate Joint Committee - SWWCJC) funded by Regional Partners (1 post)

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 of 1 April 2025. These details are available on the Council's website:

- Chief Executive - fixed salary point of £170,981 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 £138,153 rising to a maximum of £148,482 per annum.
- 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 £117,482 rising to a maximum of £124,366 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 £103,132 rising to a maximum of £109,864 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.

9.5. 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 Corporate Joint Committees (CJC's) 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 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 that we aim to achieve as an 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 and supporting a learning culture:

10.4. The implementation of our new Learning Management System has modernised our approach to learning. It has provided 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.

- **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.
- **Leadership Academi** – the successful implementation of our new Leadership Academi provides learning opportunities at all leadership levels, from aspiring new managers to future leaders. The learners are involved in projects that support organisational improvement under our Transformation Strategy.
- **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 11 February 2026.

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 or other 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 authorised 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 (see Appendix I).

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.

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 organisation.

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 1:7.00
- The multiple between the annual salary of the lowest paid Council employee and the average Chief Officer (full-time equivalent basis) as a ratio 1:4.94
- The multiple between median earning of Council employees and the Chief Executive (full-time equivalent basis) as a ratio 1:5.79
- The multiple between median earning of Council employees and the average Chief Officer (full-time equivalent basis) as a ratio 1:4.8

The median salary in the Council is £29,540 (all staff managed by schools have been excluded from the calculation).

15.7.2. 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.

15.7.3. 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 translated to Welsh and 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 Apprentices and other Trainee positions (Appendix M)
- Returning Officer Fee Structure (Appendix N)
- Guidance Criteria to be Met to Attain a Grade O (Appendix O)