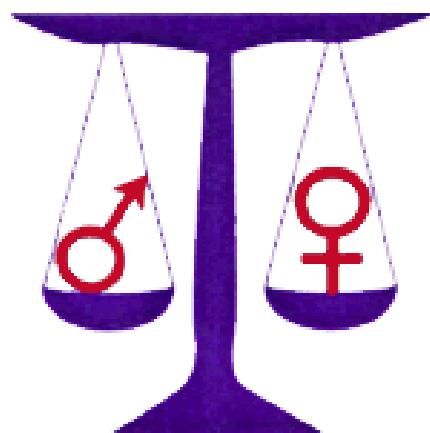


Equal Pay Audit

2013/14

Carmarthenshire County Council



Contents

Introduction	Page 3
Objectives	Page 3
Equal Pay Audit – a 5 step process	Page 4
Scope	Page 5
Methodology	Page 5
Pay structures	Page 6
Outcome	Page 8
Analysis conclusion	Page 14
Age pay analysis	Page 15
Overall conclusion	Page 18
Action plan	Page 18
Appendix A - allowances	Page 19
Appendix B – pay policy	Page 20
Appendix C – recruitment and selection policy	Page 53

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PMBusinessSupportUnit@carmarthenshire.gov.uk

Introduction

Carmarthenshire County Council (“the Authority”) is committed to supporting and promoting all aspects of equality and diversity and providing a working environment that is fair, inclusive and free from discrimination.

Equal pay for work of equal value is a fundamental part of this aim. In support of this, a single status pay and grading structure and single status terms and conditions have been introduced for all employees covered by the NJC “green book” as well as employees formerly covered by JNC Craft “red book”.

Job evaluation of all posts covered by the single status pay and grading structure has been carried out using the Greater London Provincial Council (GLPC) job evaluation scheme to ensure all employees are rewarded fairly for the work they do. The GLPC job evaluation scheme is analytical, factor-based and has been reviewed at a national level to ensure it meets equality standards.

Soulbury, and Youth and Community posts are graded in line with the criteria set down by their negotiating bodies.

Local terms and conditions for Soulbury, Youth and Community and Chief Officers’ posts have been brought in line with those agreed under single status.

The single status pay and grading structure, terms and conditions were subject to an Equality Impact Assessment prior to being introduced in April 2012. This was carried out by an independent consultant.

Following on from the Equality Impact Assessment, this is the first Equal Pay Audit for the Authority and, as well as providing data on the current position regarding pay and allowances, it will provide a reference point for future Equal Pay Audits.

The Authority is currently undertaking a data collection exercise to update employee records with information on protected characteristics as described in the Equality Act 2010. This is a voluntary declaration process on the part of the employee but the aim of the exercise is to improve the quality and quantity of equal opportunities data held against each employee’s record. As the level of data held for some of the protected characteristics is currently low, this first Equal Pay Audit focuses on the protected characteristics of sex and age only. It is anticipated that by encouraging employees to declare more information, the availability of data will improve and other protected characteristics can be included in future analyses.

Objectives

The primary objective of completing an Equal Pay Audit is to identify the overall pay gap for the Authority between men and women. In addition, any pay gaps in individual grades, or any other areas which may require further analysis or action, will be highlighted. It is also an opportunity to identify areas where there is room for improvement in data collection or in the application of allowances.

A pay gap of 3% (marked in *italics* in the tables) or more requires further investigation. A pay gap of 5% or more (marked in **bold** in the tables) requires investigation and action if there is no clear justification for the difference which is unrelated to protected characteristics.

The “outcomes” section of the Audit will identify any actions needed and these will form part of an ongoing action plan. The results of implementing any changes from the action plan will be reviewed as part of the next Equal Pay Audit.

Equal Pay Audit – a 5 step process

An Equal Pay Audit involves:

- Comparing the pay of men and women carrying out equal work
- Identification and explanation of any significant pay gaps
- Devising an action plan to address any areas of concern

The Equal Pay Audit follows the approach recommended by the Equality and Human Rights Commission (EHRC) which has five main steps.

- | | |
|----------|--|
| ▪ Step 1 | Decide scope of Audit and identify data needed |
| ▪ Step 2 | Identify where protected groups are doing equal work |
| ▪ Step 3 | Collect pay data |
| ▪ Step 4 | Identify causes of pay gaps (if any) |
| ▪ Step 5 | Develop an action plan |

The Equal Pay Act 1970 provides three definitions of equal work and how it can be assessed. These are:

- “Like work” (work that is the same or very similar)
- “Work rated as equivalent” (rated as equivalent under a job evaluation scheme)
- “Work of equal value” (when compared under headings such as effort and skill)

Where jobs have been rated under a job evaluation scheme, “work rated as equivalent” is the most appropriate way in which equal work can be measured. This is the method used to measure equal pay for equal work in this Audit.

Scope

Pay gaps will be identified on basic pay, and on total pay which includes the allowances specified in **Appendix A**. Allowances have been included in the Equal Pay Audit where they either affect a large number of employees or are of a large monetary value. Excluded are any that are only received by a very few employees or those that are in respect of a reimbursement of expenses (for example, travel payments).

All Authority posts are included in the Audit with limited exceptions (see below). Included are staff groups on single status pay and terms and conditions as well as staff on Soulbury (blue book), Youth and Community (pink book) and Chief Officer grades. The report is based on headcount figures and not Full Time Equivalent (FTE) in relation to employees of Carmarthenshire County Council.

Certain posts are excluded from the Audit as the level of pay for these posts is not set by the Authority. These posts are:

- Teachers
- Staff in Voluntary Aided schools (other than those who are centrally employed)
- Nationally graded posts such as Modern Apprentices

Also excluded are any casual workers as these are not employees of the Authority.

Methodology

During 2013/14 Carmarthenshire County Council employed around 7,100 people across six departments and in a wide variety of roles. 15% of our employees hold more than one job with the Authority and the Audit will cover all the posts they hold, providing they are not excluded from the scope, as shown above. Where people hold multiple posts, each job has been evaluated separately and the employee is paid at the relevant rate for each job thus supporting the principle of equal work for equal pay.

The data used in the Audit has been extracted from the HR/Payroll system. It includes anyone who was in post on 31st March 2014 and covers pay and allowances received for the period 1st April 2013 to 31st March 2014. Where an employee started in post after 1st April 2013 and before 31st March 2014 their pay and allowances have been calculated as a full year's equivalent to allow for fair and accurate comparison with other employees.

Part-time salaries have been uplifted to a full-time equivalent for the purposes of comparing like figures. Average salaries have been calculated on a mean average basis. This allows us to identify pay gaps in average salaries. Positive outcomes identify pay gaps in favour of women and negative outcomes identify pay gaps in favour of men.

Pay structures

The current NJC pay structure was designed as part of the single status process and was introduced for NJC green book staff with effect from 1st April 2012. Former Craft 'red book' staff moved across with effect from 1st December 2013.

The lower grades have been modified since the pay structure was introduced by removing spinal column point (SCP) 6 for 2013/14 and SCP7 with effect from 1st April 2014. This has resulted in Grade A becoming a single spinal point grade.

The Authority's NJC pay structure consists of 14 basic grades and remained linked to the national rates of pay during 2013/14.

Grades E, F, G, H, and I all have two SCP overlaps either at the top or the bottom of the grade. All the other grades overlap by one SCP.

The usual expectation is that employees will start at the lowest SCP for their grade. Where someone is appointed at a higher spinal column point, justification is required in line with the Authority's Recruitment Salaries' guidance. There is no evidence within the Equal Pay Audit that recruitment salaries have led to any inequality of pay.

Again, it is expected that employees will progress through the grade by means of time-served annual increments. Where someone progresses through the grade more quickly, justification is required in line with the Authority's accelerated increments guidance. There is no evidence within the Audit that accelerated increments have led to any inequality of pay.

The pay structures for all employees can be found as part of the Authority's Pay Policy in **Appendix B**.

When an employee transfers to a lower graded post, other than through them actively applying for that post, they remain in their substantive post for a 12 week adjustment period. During those 12 weeks they remain on the salary for their substantive post. Transfers of this nature may occur as a result of redeployment in a redundancy situation or other instances of suitable alternative employment being found for an individual. The adjustment period is carefully monitored and ceases at 12 weeks or when the employee's salary reaches its former level, whichever happens first.

During the year 2013/14 there were 10 employees who remained on their substantive salary for 12 weeks as a result of a reduction to their grade. Six of these employees (60%) were women and four (40%) were men.

There is no evidence within the Audit that the 12 week adjustment period has led to any inequality of pay.

The Authority has a Market Supplement Scheme to recognise that there may be times when specific skills and experiences are in short supply. Use of market supplement payments is one way of ensuring we can recruit and retain sufficient employees with the required skills to safeguard the provision of these services.

A key purpose of the scheme is to ensure that any market supplements are paid fairly and consistently to avoid the risk of non-compliance with equal pay legislation. There needs to be clear evidence that the basic rate of pay for a specific job is significantly lower than the market rate for a relevant and equivalent post in a similar market and that any recruitment or retention problems are due to rates of pay.

The introduction of market supplements must be properly controlled in order to avoid the creation of potentially unlawful pay disparities and Equal Pay Act risks. There are, therefore, very specific rules to the application of market supplements to ensure that they can be objectively justified.

During the period 2013/14, 41 employees received market supplement allowances across three job groups. 17 (42%) of the employees were male and 24 (58%) female. In all instances of market supplements being paid, business cases evidencing recruitment and retention difficulties for specific job roles have been agreed. The market supplement business cases are reviewed after a maximum of 12 months to ensure the business case is still relevant or decide that the payment should cease.

There is no evidence that Market Supplement allowances have led to any inequality of pay.

Outcome

The staff groups covered by the Equal Pay Audit consist of 75% women and 25% men. This is broken down in **Table 1** below to show the percentages of women and men in the various groups.

Grade Group	Number		% of Grade		
	Female	Male	Total	Female	Male
Locally Negotiated Grades	6,419	2,064	8,483	75.67%	24.33%
Soulbury & Youth & Community Workers	52	24	76	68.42%	31.58%
Chief Officer Grades	3	24	27	11.11%	88.89%
Miscellaneous Grades	3	1	4	75.00%	25.00%
Grand Total	6,477	2,113	8,590	75.40%	24.60%

Table 1 – men and women within grade groups

98.75% of the workforce is currently covered by NJC terms and conditions and the Single Status Agreement.

67% of the workforce works part time (less than 37 hours per week) of which 89% is female. 45% are term time only workers, as denoted by their job, of which 91% is female.

The overall pay gap for the Authority is -20.58% on basic pay only. The overall pay gap for total pay (basic pay plus the allowances included in Appendix A) is -23.86%. A breakdown of the grades that have a pay gap of 3% or more on either basic pay or total pay follows below.

The pay gap pre-single status was -21.2% on basic pay only. We have therefore seen an apparent reduction in the pay gap between men and women of 0.62% since the introduction of single status. However, it should be noted that the pre-single status pay gap did not include the Red Book Craft workers who were in receipt of bonus and a number of other allowances which would have increased the pay gap at that date.

We would expect to see a further reduction in the pay gap during 2014/15 as the red Book Craft worker bonuses and allowances are reduced or removed.

Pay gaps resulting from average full time equivalent (FTE) basic pay only

The analysis of our pay data has identified four significant pay gaps resulting from average FTE basic pay only. Two of these pay gaps are in favour of women (**shown as positive %**) and the other two are in favour of men (**shown as negative %**). Details are shown in the table below:

<u>Grade</u>	<u>Number of women in post</u>	<u>Average FTE basic pay</u>	<u>Number of men in post</u>	<u>Average FTE basic pay</u>	<u>% difference</u>
Grade G + 4%	23	£25,866.39	1	£23,341.00	10.82%
Educational Psychologists Soulbury	6	£45,388.21	1	£42,969.00	5.63%
PW1	2	£19,190.00	1	£20,604.00	-6.86%
Soulbury Advisors / Inspectors	27	£46,150.84	9	£52,713.33	-12.45%

Table 2 – pay gaps of 3% and more, on average FTE basic pay, between men and women

Grade G + 4%

The pay gap of **10.82%** in favour of women in this grade is due to employees moving through the increments within the grade as a result of length of service in post. There is only one male employee on this grade and he started in post in September 2013 and is therefore on the lowest spinal column point for the grade. Although some women are also on the lowest spinal column point, there are others who are higher up the grade as they have longer service and this increases the average FTE basic salary for the women.

Soulbury Advisors/Inspectors grade

The Soulbury Advisors/Inspectors grade is actually an ‘umbrella’ term for nine separate grades. During 2013/14 the umbrella term was used for the grade. Now the individual grades are recorded against the posts so future Equal Pay Audits will see a reduction in, or elimination of, this apparent pay gap.

Grade PW1

The pay gap of **-6.86%** in favour of men in this grade is as a result of length of service in post. One of the women is on a lower spinal column point than the other two employees (one male / one female). The female employee on the lower spinal column point started in post in 2012 whereas the other two employees have been in post considerably longer so have progressed through the grade.

Grade PW1 relates to a post that was transferred across to the Authority by means of a recent TUPE transfer. Ultimately the grade for this post will be harmonised into the single status pay structure by means of job evaluation and one of the action points resulting from this audit is to continue to monitor TUPE grades.

Educational Psychologists

The one male employee in this group has reached the maximum standard salary for the role (SCP6 on the Educational Psychologists' scale). Further increments up to a maximum of SCP9 are as a result of successful application for Structured Professional Assessments (SPAs). Some of the female employees within this group have achieved these SPAs whereas the one male in the group hasn't. This accounts for the pay difference. There are also two women who are currently in receipt of an honorarium which is being paid as part of their basic pay and therefore contributes to the pay gap.

This analysis confirms that there is no evidence of systemic pay discrimination in relation to basic pay.

Pay gaps resulting from average full time equivalent (FTE) total pay

The analysis of our pay data has identified fifteen significant pay gaps resulting from average FTE total pay. Total pay is the average FTE basic pay plus FTE allowances and additional payments as identified in Appendix A which were received during the year. Five of these pay gaps are in favour of women and ten are in favour of men.

The table below details these grades:

<u>Grade</u>	<u>Number of women in post</u>	<u>Average FTE total pay</u>	<u>Number of men in post</u>	<u>Average FTE total pay</u>	<u>% difference</u>
Grade C+8%	258	£19,643.51	25	£17,276.44	13.70
Grade E+8%	28	£24,671.61	23	£22,094.97	11.66
Grade G+4%	23	£26,018.55	1	£23,341.00	11.47
Educational Psychologists Soulbury	6	£45,388.21	1	£42,969.00	5.63
Head of Service	3	£89,613.82	16	£86,833.15	3.20
Grade N	14	£53,481.08	33	£55,167.55	-3.06
Grade C	231	£15,932.81	132	£16,455.45	-3.18

Grade D+8%	309	£18,788.75	59	£19,493.79	-3.62
Grade E	182	£19,725.45	179	£20,474.81	-3.66
Grade H	124	£28,488.53	120	£29,755.20	-4.26
Grade D	392	£17,159.72	320	£18,154.64	-5.48
Grade G	209	£25,395.22	173	£26,935.51	-5.72
PW1	2	£19,190.00	1	£20,604.00	-6.86
Soulbury Advisers/Inspectors	27	£46,150.84	9	£52,713.33	-12.45
Grade F	264	£21,995.36	231	£26,963.83	-18.43

Table 3 – pay gaps of 3% and more on average FTE total pay, between men and women

Pay gaps in favour of women

Grade C + 8%

258 women and 25 men on this grade are in receipt of additional allowances. Both men and women receive payments in respect of acting up, basic hours, holiday pay, night working, overtime, bank holiday and standby. A number of women also received payments in relation to training. The largest payments are in respect of acting up, basic hours and night working and are the cause of the pay gap with around 99% of the value of each of these payments being made to women.

Grade E + 8%

Additional payments were made to 24 women and 13 men. Both men and women received payments for bank holidays, holiday pay, night working and overtime. Standby was paid to one man in the group. Night working payment and overtime are the two biggest payments with nearly 86% of the women on this grade receiving overtime payments and over 60% of women receiving night working payments.

Grade G + 4%

10.82% of the difference between male and female pay relates to basic pay and length of service as described above. The only allowance received is overtime and this was received by three women on this grade in 2013/14. The one male employee did not receive overtime.

Educational Psychologists Soulbury

There is a total pay gap of 5.63% which is the same as the gap for basic pay. The reason for this difference is explained above and is based purely on differences in basic pay resulting from varying lengths of service

Head of Service

Additional payments for undertaking a statutory role were made to one man and one woman within this staff group. In addition, two of the men received payment for standby duties. The positive pay gap in favour of women is as a result of the relatively small number of women within this group and the fact that one of the three is in receipt of additional pay.

Pay gaps in favour of men

Grade N

Additional payments for this grade include an honoraria payment to one of the women and a bank holiday payment to one of the men. One of the men receives a 10% additional pay supplement for joint working with other organisations. However, the two main areas of additional payments that result in the pay gap are those of standby (paid to 3 women and 6 men) and overtime (paid to 6 men). Although the numbers of women and men in receipt of standby are in proportion to the numbers of women and men in this grade, the amount of the payments is disproportionate in that 80% of the total standby amount is paid to men. 100% of the overtime payments are made to men. This appears to be due to the nature of the roles occupied by men and women.

Grade C

83 (63%) of men and 71 (31%) of women are in receipt of additional payments. The fact that a greater percentage of men are in receipt of additional payments contributes to the pay gap.

Both men and women are in receipt of payments for basic hours, holiday pay, overtime and single status. In addition, women received payments in respect of basic hours, night duty, honoraria, night working and training. Men received bonus payments totalling £32,988.75 which contribute to the pay gap. The bonus payment ceased once the Craft (red book) employees transferred over to single status terms and conditions in December 2013, so will reduce and ultimately disappear from future audits. Other significant payments are basic hours' payments to women and overtime payments made to men and women. The fact that 68% of the overtime payments are made to men also contributes to the pay gap.

Grade D + 8%

250 women and 48 men are in receipt of additional payments. Both men and women received payments for basic hours, holiday pay, night working, overtime and acting up. The average payment per person was higher for men for overtime, night working and holiday pay, however, women received on average, more per person for basic hours and acting up, although there are proportionately fewer people in receipt of these two payments. In addition four men are in receipt of standby payments totalling £21,200.

Grade E

Additional payments in respect of basic pay, honoraria, overtime and standby were paid to both men and women. Women also received payment for acting up, holiday pay, night working and adjustment payments. Men received payment for basic allowance and single status payments. The single status payments totalling £2283.34 were made to two employees who were formerly Craft (red book) employees. This was a one-off payment resulting from the transfer to single status terms and conditions.

The two biggest areas for additional payments are overtime and standby with 90% of overtime payments being made to men (£148,582.23) and with 46 out of the 58 people in receipt of standby (64%) also being men.

Grade H

26 women and 34 men are in receipt of additional payments. Both men and women received payments in respect of honoraria, adjustment allowance, standby and overtime. Women also received sleep in payments; men received bank holiday, bonus and tool allowance. The bonus and tool allowance relate to a Craft (red book) employee and ceased when he transferred to single status terms and conditions. The largest payments are in respect of overtime (28 men and 19 women) and standby (26 men and 2 women).

Grade D

Additional payments in respect of acting up, holiday pay, honoraria, market supplements, overtime and standby were paid to both men and women. Payments were also made to women for bank holidays and call out and to men in respect of bonus, adjustment payments and single status payments. These latter payments to men were one-off payments to former Craft (Red Book) workers before they transferred to single status terms and conditions. The two largest payments are in respect of standby and overtime. Standby has been paid to two women and 70 men. Overtime payments have been made to 95 women and 168 men.

Grade G

48 men and 37 women are in receipt of allowances. Men and women received payments for basic pay, overtime, holiday pay and honoraria. £164,502.30 (51%) of the payments were made to men only (bonus, tool allowance and single status payments), were in respect of former Craft (Red Book) employees and ceased when they transferred to single status terms and conditions. The other main area of difference is on standby where one woman received a payment of £2,385 whereas 20 men received payments totalling £85,197.50.

Grade PW1

There is a total pay gap of -6.86% which is the same as the gap for basic pay. The reason for this difference is explained above and is based purely on differences in basic pay resulting from varying lengths of service.

Soulbury Advisors/Inspectors

There is a total pay gap of -12.45% which is the same as the gap for basic pay. The reason for this difference is explained above and is based purely on differences in basic pay resulting from varying lengths of service.

Grade F

The split in allowances favours men with 117 men and 44 women in receipt of additions to their basic pay. Over 71% of the monetary value of the payments that men received relate to members of staff who were formerly employed under Craft 'Red Book' terms and conditions. These either ceased on transfer to single status terms and conditions (bonus, tool allowance) or were one-off payments for the period (single status payments).

Other than small monetary amounts paid to both men and women in respect of acting up allowances and bank holiday payments, the other two main areas where men are in receipt of a greater number of payments are standby and overtime. Two women and 42 men were in receipt of standby payments. 32 women and 113 men were in receipt of overtime payments.

Analysis conclusion

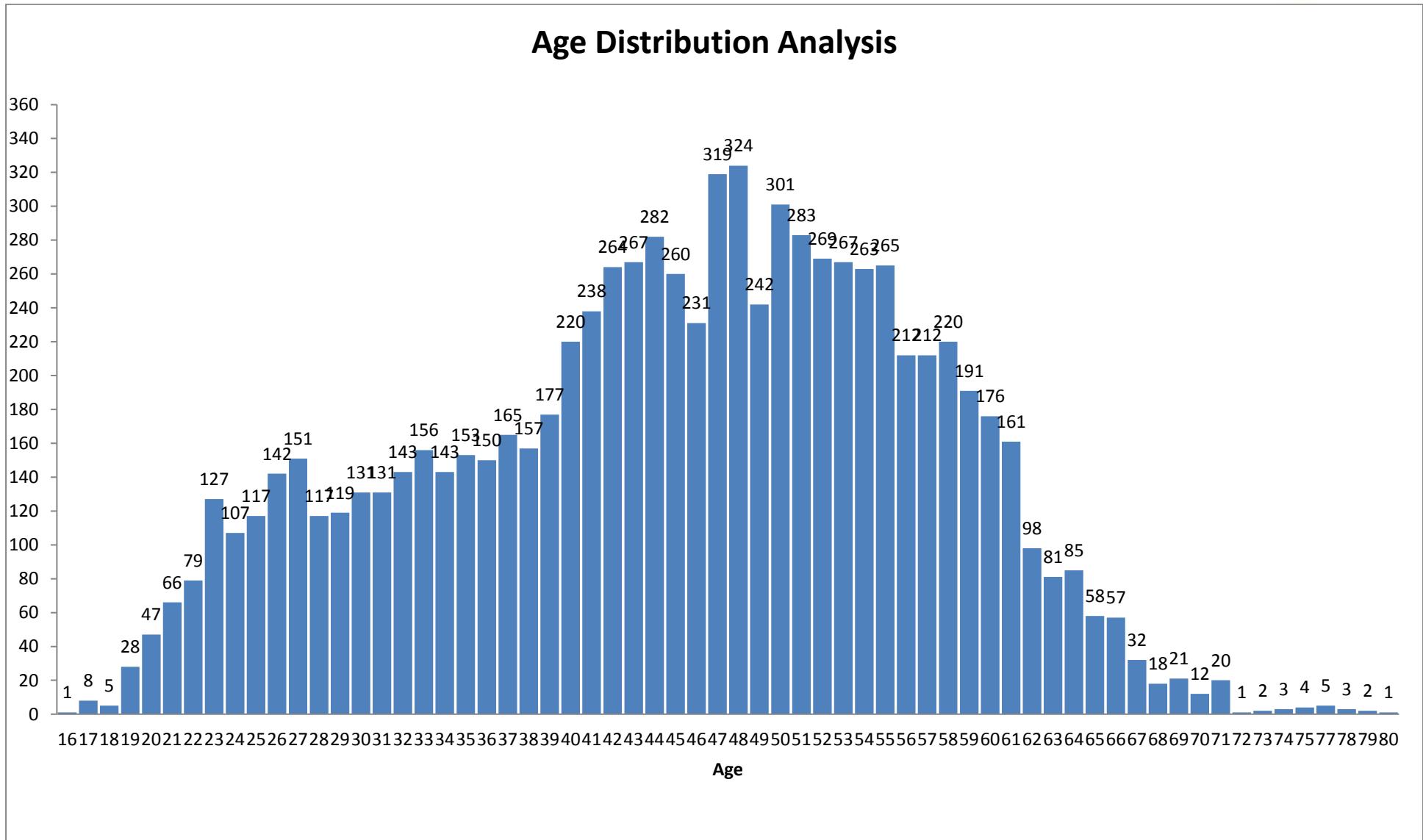
The analysis of the pay gaps does not suggest any evidence of discrimination within the pay structures nor the allowances paid. The pay gaps are generally as a result of segregation of the sexes between job types or length of service rather than the application of allowances and this is an area that the Authority may need to consider as part of any future reduction in pay gaps as well as for future workforce planning.

Age Pay analysis

Organisation distribution by age

Distribution of Employees by Grade & Age			
Grade	Number job holders per grade	Average Age @ 31/3/14 (Mean)	Difference from Overall Average age
Grade A	259	50.03	5.10
Grade A + 4%	1822	47.11	2.19
Grade A + 8%	63	47.52	2.60
Grade B	49	38.86	-6.07
Grade B + 4%	714	40.12	-4.80
Grade B + 8%	23	48.09	3.16
Grade C	363	45.11	0.19
Grade C + 4%	48	48.40	3.47
Grade C + 8%	283	44.72	-0.20
Grade D	712	43.99	-0.93
Grade D + 4%	366	45.00	0.07
Grade D + 8%	368	46.85	1.92
Grade E	361	43.96	-0.97
Grade E + 4%	634	40.62	-4.30
Grade E +8%	51	46.57	1.64
Scale 5	1	25.00	-19.93
PW1	3	28.00	-16.93
Grade F	495	44.21	-0.72
Grade F + 4%	292	45.15	0.23
Grade F +8%	105	46.17	1.25
Youth & Community Workers	13	39.23	-5.69
Grade G	382	44.72	-0.21
Grade G + 4%	24	48.96	4.03
Grade G +8%	13	47.69	2.77
Grade H	244	43.95	-0.98
Grade H + 4%	5	46.00	1.07
Grade H + 8%	19	44.42	-0.50
Grade I	333	43.70	-1.23
Grade J	172	47.13	2.21
Grade J + 4%	1	34.00	-10.93
Grade J + 8%	1	51.00	6.07
Grade K	127	47.94	3.01
Grade K + 8%	1	55.00	10.07
Youth & Comm Service Off. Soulbury	5	47.00	2.07
Soulbury 14	1	45.00	0.07
Educational Psychologists Soulbury	7	45.29	0.36
Grade L	84	47.24	2.31
Soulbury1-7	1	39.00	-5.93
Youth & Community Officer +2	3	48.67	3.74
Youth & Community Officer +3	1	45.00	0.07
Senior Educational Psychologist	1	41.00	-3.93
Grade M	22	50.18	5.26
Sen & Princ Ed Psychologist B	1	49.00	4.07
Soulbury Advisers/Inspectors	36	48.94	4.02

Youth Offending & Prevention	1	55.00	10.07
Soulbury 15-17	1	48.00	3.07
Soulbury Point 13 MIM	1	61.00	16.07
Senior Educational Psychologist +2	1	61.00	16.07
Senior Educational Psychologist +3	2	54.50	9.57
Associate School Improvement Officer + 3	1	56.00	11.07
Grade N	47	50.26	5.33
Head of Service (1)	19	53.32	8.39
Assistant Chief Executive	2	53.50	8.57
Directors (JNC)	5	60.60	15.67
Chief Executive	1	54.00	9.07
Grand Total	8590	44.93	



The above table indicates a tendency for the average age to be lower in lower graded posts increasing to a higher average age at the higher grades. This is a common trend where high levels of experience and / or skills are required.

The pay structure and the way in which employees progress through it is key to avoiding any issues of age discrimination.

Overall conclusion

The Equal Pay Audit indicates there is no evidence of systemic pay discrimination in the employee groups covered by the Equal Pay Audit. However, it is important that the Authority strives to maintain this position so regular reviews of the pay structure, the terms and conditions and all policies in relation to how we manage pay will continue and, where improvement can be made, recommendation will be made to the Corporate Management Team and Executive Board to make those changes. The application of payment of allowances was reviewed as part of the implementation of single status and will continue to be monitored and subject to further review so that fairness and consistency of application continues.

Action plan

1. Continue to gather data on all protected characteristics with a view to being able to include more characteristics in future audits.
2. Undertake a further Equal Pay Audit for the financial year 2014/15 to monitor trends in any pay gaps identified in this audit.
3. Continue to review allowances to ensure they are a) paid in a fair and consistent manner and b) remain relevant as the economic climate changes.
4. Continue to review any TUPE graded posts and harmonise them into the single status pay and grading structure as the TUPE regulations allow.
5. Continue to review gender segregation across job types and instigate any steps that may reduce this.
6. In a number of areas, data collection and completeness will continue to be progressed and the information developed further over the coming years.

Appendix A

Allowances included as part of Equal Pay Audit

Acting up allowances

Additional pay

Bank holiday pay

Basic allowance

Bonuses *

Call out

Holiday hours

Honoraria

Market Supplements

Night duty pay

Overtime

Pay protection

Single status payments

Sleep in allowance

Standby payments

Tool allowance *

Training pay

Waking allowance (nights)

* Paid to former Craft 'Red Book' staff only. Payments ceased when staff transferred to 'green book' terms and conditions with effect from 1st December 2013.

Appendix B

2013/14 Pay Policy

Pay Policy Statement 2013/14

1.0 Introduction

Under section 112 of the Local Government Act 1972, the Council has the “power to appoint officers on such reasonable terms and conditions as authority thinks fit”. This Pay Policy Statement (the ‘statement’) sets out the Council’s approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. It takes account of Guidance published by the Welsh Government: ‘Pay Accountability in Local Government in Wales’ published March 2012.

The purpose of the statement is to provide transparency with regard to the Council’s approach to setting the pay of its employees (excluding those working in local authority schools) by identifying the methods by which salaries of all employees are determined. This requires English and Welsh Local Authorities to produce and publish a Pay Policy Statement for each financial year detailing:

- a) The Council’s policies towards all aspects and elements of the remuneration of Chief Officers;
- b) The approach to the publication of, and access to, information relating to all aspects of the remuneration of Chief Officers;
- c) The Council’s policy on the remuneration of its lowest paid employees (including the definition adopted and reasons for it);
- d) The relationship between the remuneration of its Chief Officers and other employees.

2.0 LEGISLATIVE FRAMEWORK

In determining the pay and remuneration of all of 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 all 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.

3.0 SCOPE OF THE PAY POLICY

- 3.1 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.
- 3.2 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 all schools 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.
- 3.3 In the interests of transparency, the pay-related data which is set out in Section 13 of this Pay Policy statement takes into account the position not including those employees who are appointed and managed by head teachers/governing bodies.

4. BROAD PRINCIPLES OF THE COUNCIL’ S PAY POLICY

4.1 Transparency, Accountability and Value for Money

- 4.1.1 The Council is committed to an open and transparent approach to Pay Policy which will enable the local taxpayer to access, understand and assess information on remuneration levels across all groups of Council employees. 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**)
 - National Pay Grades - Soulbury (**Appendix C**)
 - National Pay Grades - JNC Youth & Community Worker (**Appendix D**)
 - Local Government Services Employees - Acting Up and Honoraria Schemes (**Appendix E**)
 - Market Supplement Scheme (**Appendix F**)
 - Discretionary Compensation Regulations (**Appendix G**)

5.0 MARKET SUPPLEMENT SCHEME

- 5.1 The use of job evaluation enables the Council to set appropriate remuneration levels based on internal job size relativities within the Council. However, from time to time, in exceptional circumstances it may be necessary to take account of the external pay market in order to attract and retain employees with the necessary specific experience, skills and capacity where these attributes are in short supply.
- 5.2 The Council has introduced a Market Supplement Scheme for Local Government Services employees 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. The principles underpinning this Market Supplement Scheme are equally applicable to all other employee groups within the Council and may be implemented accordingly.

6.0 ACTING UP AND HONORARIA PAYMENTS

There may be occasions when an employee is asked to carry out duties which are additional to those of their substantive post, for a period of time. In such circumstances an additional payment may be made in line with the Council's policy on payment of honoraria.

7.0 LOCAL GOVERNMENT PENSION SCHEME

Subject to qualifying conditions, employees have a right to belong to the Local Government Pension Scheme. The employee contribution rates, which are defined by statute, currently range between 5.5 per cent and 7.5 per cent of pensionable pay depending on full time equivalent salary levels. The Employer contribution rate is set by Actuaries advising the Dyfed Pension fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded.

8.0 OTHER EMPLOYEE BENEFITS

The Council believes that it has a responsibility to help support the health, wellbeing and welfare of its employees in order to ensure that they are able to perform at their best. As part of this approach and in common with other large employers the Council provides offers staff benefits in line with its statutory obligations and employment good practice, such as eye test vouchers for users of display screen equipment at work, and salary sacrifice schemes including childcare vouchers and Cycle to Work.

9.0 PAY POLICY STATEMENT

9.1 Pay Structure

Based on the application of Job Evaluation schemes, the Council uses the nationally negotiated pay spine (further details can be found at www.carmarthenshire.gov.uk) as the basis for its local grading structure. This determines the salaries of the large majority of the non teaching workforce, together with the use of other nationally defined rates where relevant. There have been no increases in the national pay spine (NJC) since April 2009.

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.

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 and/or Market Supplement Scheme.

There may be occasions when an employee is asked to carry out additional duties to those of their substantive post for a period of time. In such circumstances an additional payment may be made in line with the Council's Payment of Acting up and Honoraria policy.

10. SENIOR MANAGEMENT REMUNERATION

10.1 Definitions of Chief Officer / Pay Levels

10.1.1 For the purposes of this Pay Policy statement, "Chief Officers" are as defined within Section 43 of the Localism Act.

The 25.5 Chief Officer posts at Carmarthenshire County Council which fall within the statutory definition of Section 43 as at 1.4.2013 are:

- a) Chief Executive (1 post)
- b) Corporate Directors (5 posts)
- c) Heads of Service (19.5 posts)

10.1.2 There were 47 such posts at the beginning of 2000.

10.1.3 There has been no JNC Chief Executive or Chief Officer national pay award since 1.4.2008.

10.1.4 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.

In accordance with the decision of the Ratification Committee in May 2001, senior management remuneration is reviewed independently on a biennial basis and the recommendations presented to the Executive Board for their consideration.

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 2008. These details are available on the Council's website.

- Chief Executive as the head of paid service - The salary of the post falls within a range of four incremental points between £152,990 rising to a maximum of £164,847 per annum;
- Corporate Directors as statutory and non statutory chief officers - The salary of the posts fall within a range of four incremental points between £110,055 rising to a maximum of £118,410 per annum;
- Assistant Chief Executives as direct reports to a statutory chief officer - The salary of the posts fall within a range of four incremental points between £92,408 rising to a maximum of £98,902 per annum;
- Heads of Service (including the Monitoring Officer) as direct reports to statutory and non statutory chief officers - The salary of the posts fall within a range of four incremental points between £80,916 rising to a maximum of £86,307 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.

10.2 Additions to Salary of Chief Officers

Chief Officers are remunerated in accordance with their contracts of employment, which provide for a four point incremental salary scale, pension contributions or equivalent, professional fees and relevant telephone allowances.

The Council pays a standard mileage rate of 45 pence per mile to Chief Officers (and all other employees) where the Chief officer uses his or her private vehicle on Council business. The Council also reimburses any other reasonable expenses, incurred by the Chief Officer on behalf of the

Council whilst on Council business, on production of receipts and in accordance with JNC conditions and other local conditions.

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
- Statutory Chief Education Officer
- Joint responsibility with the Local Health Board for Adults/Community Health

The Officer acting as Returning Officer receives remuneration for duties undertaken in respect of elections. Fees for local elections were agreed by the Policy and Review Committee in April 1999. Fees for non-local elections are set by the Cabinet Office or Welsh Government over which the Council has no jurisdiction. The Officer acting as Returning Officer is personally liable for running elections.

11.0 RECRUITMENT

The Council's policy and procedures with regard to recruitment of staff is set out within the Council's Constitution. When recruiting to all posts the Council will take full and proper account of its Equality and Diversity, Recruitment and Redeployment Policies.

12.0 PAYMENTS ON TERMINATION

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 policy statement in accordance with Regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006.

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.

13.0 PAY RELATIVITIES WITHIN THE COUNCIL

13.1 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 equivalent salaries; and
- whose total remuneration is equivalent to Spinal Column Point 5 of the nationally negotiated pay spine used within the Council's local grading structure.

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. As at 1st April 2012, Spinal Column Point 5 is £12,312 per annum, although the Executive Board took the decision to remove spinal column point 5, so that the Authority's Pay Model will start at spinal column point 6 (£12489) with effect from 1st April 2013.

The relationship between the rate of pay for the lowest paid and chief officers is determined by the processes used for determining pay and grading structures as set out earlier in this policy statement.

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). The Hutton report was asked by 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. The report 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 highest paid salary and the median average salary of the whole of the Council's workforce.

The current pay levels within the Council define the multiple between the lowest paid (full time equivalent) employee and the Chief Executive as 1:13 and; between the lowest paid employee and average chief officer as 1:8. The multiple between the median full time equivalent earnings and the Chief Executive is 1:10 and; between the median full time equivalent earnings and average chief officer is 1:6

14.0 PUBLICATION

- 14.1 Upon approval by the full Council, this Pay Policy statement will be published on the Council's website.
- 14.2 In addition, for posts where the full time equivalent pay is at least £60,000 per annum, as required under the Accounts and Audit (Wales) (Amendment) Regulations 2010, 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

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 Ext: 6184 or email

PMPBusinessSupportUnit@carmarthenshire.gov.uk.

Pay and Pension Banding Table April 2012 - March 2013

		BASIC ONLY		Pension Banding		BASIC + 8%		Pension Banding		Current Grade Structure	
Previous Scales APT&C Manual		Spinal Point	2012/13 Salary(£'s)	2012/13 Hrly Rate	2012/13 Basic Only	2012/13 Salary(£'s)	2012/13 Hrly Rate	2012/13 Basic + 8%	2012/13 Basic + 8%	Grade A	Grade B
Scale 1	Grade 2	5	12,312	6.3816	5.5%	13,297	6.8922	5.5%	5.5%	Grade A	276
		6	12,489	6.4734	5.5%	13,488	6.9912	5.5%	5.5%		
		7	12,787	6.6278	5.5%	13,810	7.1581	5.8%	5.8%		
		8	13,189	6.8362	5.5%	14,244	7.3830	5.8%	5.8%		
		9	13,589	7.0435	5.8%	14,676	7.6070	5.8%	5.8%		
		10	13,874	7.1913	5.8%	14,984	7.7666	5.8%	5.8%	Grade C	310
		11	14,733	7.6365	5.8%	15,912	8.2476	5.9%	5.9%		
		12	15,039	7.7951	5.8%	16,242	8.4187	5.9%	5.9%		
		13	15,444	8.0050	5.8%	16,680	8.6457	5.9%	5.9%		
	Scale 2	14	15,725	8.1507	5.8%	16,983	8.8027	5.9%	5.9%	Grade D	346
		15	16,054	8.3212	5.9%	17,338	8.9867	5.9%	5.9%		
		16	16,440	8.5213	5.9%	17,755	9.2029	5.9%	5.9%		
		17	16,830	8.7234	5.9%	18,176	9.4211	5.9%	5.9%		
		18	17,161	8.8950	5.9%	18,534	9.6067	5.9%	5.9%	Grade E	382
		19	17,802	9.2272	5.9%	19,226	9.9653	5.9%	5.9%		
		20	18,453	9.5647	5.9%	19,929	10.3297	5.9%	5.9%		
		21	19,126	9.9135	5.9%	20,656	10.7066	6.5%	6.5%		
		22	19,621	10.1701	5.9%	21,191	10.9839	6.5%	6.5%	Grade F	418
		23	20,198	10.4692	5.9%	21,814	11.3068	6.5%	6.5%		
		24	20,858	10.8113	6.5%	22,527	11.6763	6.5%	6.5%		
Scale 3	Grade 3	25	21,519	11.1539	6.5%	23,241	12.0464	6.5%	6.5%	Grade G	456
		26	22,221	11.5177	6.5%	23,999	12.4393	6.5%	6.5%		
		27	22,958	11.8997	6.5%	24,795	12.8519	6.5%	6.5%		
		28	23,708	12.2885	6.5%	25,605	13.2718	6.5%	6.5%		
		29	24,646	12.7747	6.5%	26,618	13.7968	6.5%	6.5%		
		30	25,472	13.2028	6.5%	27,510	14.2592	6.5%	6.5%	Grade H	500
		31	26,276	13.6195	6.5%	28,378	14.7091	6.5%	6.5%		
		32	27,052	14.0218	6.5%	29,216	15.1434	6.5%	6.5%		
		33	27,849	14.4349	6.5%	30,077	15.5897	6.5%	6.5%	Grade I	542
SO1	Grade 4	34	28,636	14.8428	6.5%	30,927	16.0303	6.5%	6.5%		
		35	29,236	15.1538	6.5%	31,575	16.3662	6.5%	6.5%		
		36	30,011	15.5555	6.5%	32,412	16.8000	6.5%	6.5%		
		37	30,851	15.9909	6.5%	33,319	17.2701	6.5%	6.5%		
		38	31,754	16.4589	6.5%	34,294	17.7755	6.8%	6.8%	Grade J	578
		39	32,800	17.0011	6.5%	35,424	18.3612	6.8%	6.8%		
		40	33,661	17.4474	6.5%	36,354	18.8432	6.8%	6.8%		
		41	34,549	17.9077	6.8%	37,313	19.3403	6.8%	6.8%	Grade K	620
		42	35,430	18.3643	6.8%	38,264	19.8332	6.8%	6.8%		
		43	36,313	18.8220	6.8%	39,218	20.3277	6.8%	6.8%		
PO8	Grade 5	44	37,206	19.2849	6.8%	40,182	20.8274	6.8%	6.8%	Grade L	656
		45	38,042	19.7182	6.8%	41,085	21.2954	6.8%	6.8%		
		46	38,961	20.1945	6.8%	42,078	21.8101	6.8%	6.8%		
		47	39,855	20.6579	6.8%	43,043	22.3103	6.8%	6.8%	Grade M	692
		48	40,741	21.1171	6.8%	44,000	22.8064	6.8%	6.8%		
		49	41,616	21.5707	6.8%	44,945	23.2962	6.8%	6.8%		
		50	42,459	22.0076	6.8%	45,856	23.7684	7.2%	7.2%	Grade N	736
		51	43,337	22.4627	6.8%	46,804	24.2598	7.2%	7.2%		
		52	44,191	22.9054	6.8%	47,726	24.7377	7.2%	7.2%		
POG	Grade 6	53	45,050	23.3506	6.8%	48,654	25.2187	7.2%	7.2%	Grade O	772
		54	46,744	24.2287	7.2%	50,484	26.1672	7.2%	7.2%		
		55	49,147	25.4742	7.2%	53,079	27.5123	7.2%	7.2%		
		56	51,538	26.7135	7.2%	55,661	28.8506	7.2%	7.2%		
		57	53,935	27.9559	7.2%	58,250	30.1925	7.2%	7.2%		
										Grade P	818

SALARIES - CHIEF EXECUTIVE/CHIEF OFFICERS

From 01/04/2008

Chief Executive

£	
164,847	1
161,721	2
158,602	3
152,990	4

Assistant Chief Executive

£	
98,902	1
97,279	2
95,656	3
92,408	4

Directors

£	
118,410	1
116,323	2
114,236	3
110,055	4

Heads of Service (1)

£	
86,307	1
84,956	2
83,611	3
80,916	4

**SOULBURY PAY AGREEMENT
 2009**

**SOULBURY EDUCATIONAL IMPROVEMENT PROFESSIONALS [EIMPs]
 SPINE**

**(formerly known as Advisers/Inspectors
 spine)**

	Salary from	Salary from
	1.9.08	1.9.09
1	£32,033	£32,353
2	£33,180	£33,512
3	£34,263	£34,606
4	£35,360	£35,714
5	£36,452	£36,817
6	£37,545	£37,920
7	£38,692	£39,079
8	£39,794	* £40,192
9	£41,080	£41,491
10	£42,227	£42,649
11	£43,358	£43,792
12	£44,454	£44,899
13	£45,695	** £46,152
14	£46,801	£47,269
15	£48,023	£48,503
16	£49,129	£49,620
17	£50,237	£50,739
18	£51,324	£51,837
19	£52,445	£52,969
20	£53,554	*** £53,554
21	£54,679	£54,679

22	£55,658	£55,658
23	£56,738	£56,738
24	£57,705	£57,705
25	£58,741	£58,741
26	£59,749	£59,749
27	£60,781	£60,781
28	£61,827	£61,827
29	£62,876	£62,876
30	£63,924	£63,924
31	£64,961	£64,961
32	£66,016	£66,016
33	£67,071	£67,071
34	£68,151	£68,151
35	£69,228	£69,228
36	£70,337	£70,337
37	£71,427	£71,427
38	£72,529	£72,529
39	£73,616	£73,616
40	£74,702	£74,702
41	£75,795	£75,795
42	£76,885	£76,885
43	£77,975	£77,975
44	£79,071	£79,071
45	£80,164	£80,164
46	£81,257	£81,257
47	£82,356	£82,356
48	£83,446	****
49	£84,539	****
50	£85,632	****

Notes: Salary scales to consist of not more than four consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit and motivate staff.

* normal minimum point for EIP undertaking the full range of duties at this level

** normal minimum point for Senior EIP undertaking the full range of duties

at this level

*** normal minimum point for Principal EIP undertaking the full range of duties at this level

**** Extension to range to accommodate structured professional assessments.

SOULBURY PAY AGREEMENT 2009

The 2009 Soulbury pay agreement includes confirmation of the implementation of a revised Scale A and Scale B for educational psychologists on a backdated basis with effect from 1 September 2009.

The assimilation arrangements for this process are as set out in JESC 164 Appendices 5-9.

EDUCATIONAL PSYCHOLOGISTS - SCALE A

Spine point	Salary from 1.9.08	Assimilation Points	Salary from 1.9.09
1	32,163	1	£33,934
2	33,243	1	£33,934
3	34,327	1	£33,934

4	35,492	*	2	£35,656
5	36,588		3	£37,378
6	37,688		3	£37,378
7	38,787		4	£39,100
8	39,899		5	£40,822
9	40,998		5	£40,822
10	42,129		6	£42,544
11	43,219	**	7	£44,165
12	44,308	**	7	£44,165
13	45,395	**	8	£45,786
14	46,482	**	9	£47,305 *
15	47,578	**	10	£48,825 *
16	48,664	**	10	£48,825 *
17	49,741	**	11	£50,243 *

Notes: Salary scales to consist of six consecutive points, based on the duties and responsibilities attaching to posts and the need to recruit, retain and motivate staff.

* Extension to scale to accommodate structured professional assessment points

SENIOR & PRINCIPAL EDUCATIONAL PSYCHOLOGISTS - SCALE B

Spine point	Salary from 1.9.08	Salary from 1.9.09
1	42,129	£42,544
2	43,219	£44,165
3	44,308	£45,786 *
4	45,395 *	£47,305
5	46,482	£48,825
6	47,578	£50,243

7	48,664		£50,825	
8	49,741		£51,912	
9	50,825		£52,989	
10	51,912		£54,085	
11	52,989		£55,159	
12	54,085		£56,255	
13	55,159		£57,370	
14	56,255	**	£58,447	**
15	57,370	**	£59,575	**
16	58,447	**	£60,693	**
17	59,575	**	£61,818	**
18	60,693	**	£62,942	**

Notes: Salary scales to consist of not more than four consecutive points, based on the duties

and responsibilities attaching to posts and the need to recruit, retain and motivate staff.

* Normal minimum point for the Principal Educational Psychologist undertaking the full

range of duties at this level.

** Extension to range to accommodate discretionary scale points and structured professional assessments.

TRAINEE EDUCATIONAL PSYCHOLOGISTS

Spine point	Salary from 1.9.08	Salary from 1.9.09
1	£21,585	£21,801
2	£23,165	£23,397
3	£24,744	£24,991
4	£26,324	£26,587
5	£27,903	£28,182
6	£29,482	£29,777

ASSISTANT EDUCATIONAL PSYCHOLOGISTS

Spine point	Salary from 1.9.08	Salary from 1.9.09
1	£26,534	26,799
2	£27,617	27,893
3	£28,701	28,988
4	£29,778	30,076

YOUNG PEOPLE'S/COMMUNITY SERVICE MANAGERS SPINE

**(formerly known as Youth and Community Service Officers
 spine)**

Spine point	Salary from 1.9.08	Salary from 1.9.09
1	£33,223	£33,555
2	£34,310	£34,653
3	£35,397	£35,751
4	£36,506	*
		£36,871
5	£37,633	£38,009
6	£38,733	£39,120
7	£39,857	**
		£40,256
8	£41,136	£41,547
9	£42,258	£42,258
10	£43,357	£43,357
11	£44,450	£44,450
12	£45,546	£45,546
13	£46,633	£46,633
14	£47,731	£47,731
15	£48,831	£48,831
16	£49,933	£49,933
17	£51,042	£51,042
18	£52,142	£52,142
19	£53,237	£53,237
20	£54,355	***
		£54,355
21	£55,496	***
		£55,496

22	£56,661	***	£56,661	***
23	£57,851	***	£57,851	***
24	£59,066	***	£59,066	***

Notes: The minimum YPCSM scale is 4 points

Other salary scales to consist of not more than four consecutive points based on the

duties and responsibilities attaching to posts and the need to recruit retain and

motivate

staff.

* normal minimum point for Senior YPCSM undertaking the full range of duties at this level (see paragraph 5.6 of the Soulbury Report)

** normal minimum point for the Principal YPCSM undertaking the full range of duties

at this level (see paragraph 5.8 of the Soulbury Report)

*** Extension to range to accommodate discretionary scale points and

structured professional assessments

JOINT NEGOTIATING COMMITTEE FOR YOUTH AND COMMUNITY WORKERS

JESC 172

Youth and Community Support Worker Range

Pay Points	w.e.f 1.9.09				
1	14,143	<u>Professional / Full-time Staff</u>			
2	14,733	Support Worker	10-13	YOUTH1	
3	15,324	Youth Worker	14-15(Bar)16-17	YOUTH2	
4	15,917	Project Staff (Streets, Dr Mz)	17-20	YOUTH3	
5	16,509				
6	17,100	<u>Sessional Staff</u>			
7	17,697	Professional Range	Support Worker 1	3-4(Bar)5-6	YOUTH4
8	18,291		Support Worker 2	6-7(Bar)8-9	YOUTH5
9	19,047		Leader	12(Bar)13-15	YOUTH6
10	19,636	Pay Points	w.e.f 1.9.09		
11	20,591	11	20,591		
12	21,525	12	21,525		
13	22,489	13	22,489		
14	23,485	14	23,485		
15	24,166	15	24,166		
16	24,875	16	24,875		
17	25,574	17	25,574	LONDON AREA ALLOWANCES w.e.f 1.9.09	
		18	26,279		
		19	26,975	Inner	2,891
		20	27,673	Outer	1,898
		21	28,461	Fringe	740
		22	29,352		

23	30,219
24	31,091
25	31,968
26	32,847
27	33,726
28	34,613
29	35,496
30	36,377

PAYMENT OF ACTING UP AND HONORARIA POLICY

INTRODUCTION

The purpose of this policy is to set out the principles under which additional payments should be made to employees who temporarily undertake additional duties and responsibilities. The opportunity to do this can provide an employee with a valuable opportunity to develop their skills and gain experience, in preparation for possible future promotion. For this reason the selection process for acting up needs to be transparent, fair and in keeping particularly with the Council's Equality and Diversity Policy, Recruitment and Selection Policy and Secondment Policy. Employees are entitled to be fairly rewarded, on the basis outlined below, for being asked to undertake additional responsibilities which are above and beyond the scope of the grade of their post.

SCOPE

This procedure covers all employees including centrally employed school staff except centrally employed teachers and staff on the complement of locally managed schools.

ACTING UP ALLOWANCES

Acting up allowance is payable only where an employee is authorised to take on the full duties and responsibilities of a higher graded post. Payment will be made from Day 1 / Shift 1 of the acting up period where the full duties of the higher-graded post are being carried out. This may occur as a result of:

- Temporarily filling a post until a substantive appointment can be made
- Filling a key post while another employee is on maternity leave
- Filling a key post to cover long term sickness absence
- Filling posts due to other temporary extended leave arrangements e.g. secondments.

Payment should be based on the salary which would apply were the officer to be promoted to the higher level post, which would normally be the bottom point of the higher grade.

Authorisation of acting up allowances

Where a manager believes that payment of an acting up allowance is appropriate they should seek the authorisation of their Director and the Assistant Chief Executive (People Management and Performance) or their Principal HR Officer to check that the conditions outlined above have been met. A change of circumstances form should then be completed and the employee asked to sign it, wherever possible, to indicate their acceptance of the change. The form should also indicate an end date for the payment of the allowance if known, or the circumstances on which the allowance is likely to end, e.g. when a certain employee returns from sick leave.

The exception to this authorisation process is where health & safety requirements or minimum staffing levels for supervision are necessary to ensure safe service delivery, eg. in a residential or home care setting, refuse rounds, school catering service. In such circumstances the operational manager can authorise on a daily basis, as appropriate.

Timescale

Wherever possible the likely duration of the period of acting up should be indicated before it commences. If this is not possible, the arrangements should be regularly reviewed. It must be remembered that acting up is a temporary arrangement and in no circumstances should be allowed to exceed 12 months.

Subsequent promotion to the higher grade

If an employee is subsequently promoted to the higher grade, periods of acting up will be taken into account when deciding the point on the salary scale on which they are appointed.

Selection process for acting up

If there is a deputy to the temporarily vacant position, i.e. as clearly outlined within their existing role profile, then that employee should be asked to act up. If there is no clearly identified deputy then the manager should bring the opportunity to the attention of all eligible employees within the division/department. If it is unclear who should be classified as eligible the advice of the Departmental Human Resources Officer should be sought. If the manager wishes to reach a wider pool of employees or has been unsuccessful in identifying a suitable candidate from within their own division/department, the acting up opportunity will be advertised internally as a secondment opportunity. However, it should be noted that the secondment of an employee from another department can only take place with the agreement of the manager of the department concerned and this should be made clear on the advert.

Suitability of all candidates should be assessed against the role profile and person specification for the post.

In the case of there being more than one potentially suitable candidate, competitive interviews should be held. In the case of extended acting up, managers should consider the post being covered by several employees in turn, in order to share the opportunity to gain experience.

Covering the workload of the person acting up

Options for this include: redistributing his/her duties, appointing a temporary employee, looking for another employee to act up or second into their post. These options should be discussed with the Departmental Human Resources Officer.

Employees on protected salaries

Employees who are on protected salaries who undertake duties of a higher grade than their evaluated grade, but not higher than their protected salary are not entitled to receive any additional remuneration. They should still be encouraged to undertake the opportunity of acting up as part of their development to assist them in improving their promotion prospects.

Ending the acting up arrangements

Performance in the acting up position should be regularly reviewed in conjunction with the employee who may need additional training and support, and in line with the Council's Helping People to Perform appraisal process. If concerns regarding performance do arise then these should be discussed before the decision is taken to end the acting up arrangement.

At least one week's notice of the end of the acting up period should be given and a further change of circumstance form needs to be completed by the manager to ensure that payment for acting up is ended. Settling back in to their original role can be difficult for an employee and managers need to be sensitive to potential problems in this respect. There is no automatic right to the substantive post for employees who have acted up. However, employees who have acted up in a post who are not subsequently appointed following competitive interviews must receive constructive feedback as to why they were not successful.

This is with the exception of acting up arrangements due to health & safety and/or minimum staffing requirements which can be reviewed on a daily basis by the operating manager.

PAYMENT OF HONORARIA

In many cases the absence of a senior officer means that their duties are shared across a number of other individuals, in particular the line manager of the absent employee may be required to "act down" and undertake the absent officer's managerial responsibilities. Payment of an honorarium is only appropriate where additional responsibilities of a higher grade have been undertaken, not simply an increase in the volume of work. Payment will be made only when those additional duties have been carried out for a minimum of 28 days.

Onerous duties

In exceptional circumstances e.g. severe weather, there may be occasions where employees undertake duties which are particularly onerous and which may justify a "one off" payment of honoraria. Authorisation of payments in the case of "onerous duties" can only be given by the collective approval of the Corporate Management Team.

Authorisation of payment of honoraria

Payment will be allowed for temporary additional responsibility over and above the graded post. Payment will be based on the difference between the substantive grade and the grade of new duties being undertaken. These additional responsibilities **must** be assessed by the Job Evaluation Manager or their nominated representative prior to approval being sought. Once evaluation has been undertaken Heads of Service are responsible for seeking the authorisation of their Director and the Assistant Chief Executive (People Management and Performance) or nominated Principal HR Officer to their proposal.

Once the payment and duration has been authorised the outcome should be discussed with the employee as soon as possible by the line manager and confirmed in writing.

AWARENESS OF COST IMPLICATIONS

In principle, acting up allowances and honoraria should be funded from individual cost centres' staffing budgets and therefore managers are reminded to be aware of the financial implications of any decisions in relation to how they cover for employee absences. In particular they should consult the accountant for their division before making any decisions as costs should be met from existing staffing budgets. In exceptional circumstances then a case for additional funding may be made to the Corporate Management Team.

COMPLAINTS BY EMPLOYEES

The fair application of the above policy is designed to avoid complaints by employees in respect of acting up arrangements and honorarium payments. However, where an employee has a complaint they should first seek to resolve the matter informally by discussing it with their line manager, in keeping with the Council's Grievance Procedure. The advice of the Departmental Human Resources Officer should be sought at an early stage in these circumstances in order to avoid any ongoing disagreement.

ENSURING EQUALITY OF TREATMENT

This guidance must be applied consistently to all employees irrespective of race, colour, nationality (including citizenship), ethnic or national origins, language, disability, religion, belief or non belief, age, gender, gender reassignment, sexual orientation, parental or marital status, pregnancy or maternity.

MARKET SUPPLEMENT SCHEME

1. Purpose of scheme

The use of a Job Evaluation scheme allows for the creation of a fair and equitable pay structure which ensures rates of pay are based on robust criteria across the organisation. However, the resulting rates of pay may not necessarily reflect the value of jobs in the wider external market place.

This market supplement scheme has been developed to recognise that there may be times when specific skills and experiences are in short supply. Use of market supplement payments is one way of ensuring we secure sufficient employees with the required skills to safeguard the provision of these services.

A key purpose of the scheme is to ensure that any market supplements are paid fairly and consistently to avoid the risk of non-compliance with equal pay legislation. There would need to be clear evidence that the basic rate of pay being paid by Carmarthenshire County Council for a specific job is significantly lower than the market rate for a relevant and equivalent post in a similar market and that any recruitment or retention problems are due to rates of pay.

However, the introduction of market supplements must be properly controlled in order to avoid the creation of potentially unlawful pay disparities and Equal Pay Act risks. There are, therefore, very specific rules to the application of market supplements to ensure that they can be objectively justified.

Market Supplements must be:

- I. restricted to a limited number of jobs where there is clear evidence that the Council's own pay is significantly lower and / or demonstrably competitive to the market rate for specific jobs **and** there are enduring recruitment or retention problems.
- II. applied only where there are recruitment or retention problems in relation to a very specific role (a generic application to, for example, all social workers, could not be justified if the problems related to childcare social workers alone).
- III. designated as temporary and subject to regular review and monitoring as to outcomes.
- IV. applied to existing as well as newly recruited post-holders in the relevant job
- V. clearly identified as separate from basic pay (so that their basis is understood by the employee and they can be justified if an equal pay issue arises)

- VI. ideally paid separately from basic pay, either monthly, quarterly, half yearly or as an annual payment (whichever best serves as a recruitment and/or retention measure)
- VII. capable of being withdrawn. The contractual terms and a process for withdrawal should be clear and established.
- VIII. phased out or withdrawn if a review shows they are not consistent with the above criteria.

2. Scope of the scheme

This procedure covers all employees including centrally employed school staff except centrally employed teachers and staff on the complement of locally managed schools.

3. Use of scheme

This scheme replaces any earlier scheme operated by Carmarthenshire County Council and will be implemented alongside the new Carmarthenshire County Council pay and grading structure.

The scheme will be applied to specific posts on a temporary basis where a suitable business case is developed and approved. The scheme is not designed to reflect an individual's performance.

The scheme will be subject to periodic review to ensure it remains relevant.

4. Preparation of a market supplement business case

Before a business case is put forward for a market supplement, the Head of Service must satisfy him/herself that all non-pay related measures to successfully recruit and / or retain a staff member have been reasonably explored, including a review of the skills, qualifications and experiences required for the post.

If a market supplement is still considered appropriate, the Head of Service should develop a business case which should be submitted to the Assistant Chief Executive (People Management and Performance), or nominated representative, with evidence of failure to recruit and / or retain staff as well as evidence of pay rates for the role in other relevant organisations.

The Assistant Chief Executive (People Management and Performance) or their nominated representative, in conjunction with the Job Evaluation team, will respond to the Head of Service to either recommend the market supplement be paid or to refuse the request.

The following information will be taken into account when making the decision whether it is appropriate to pay a market supplement.

- Evidence demonstrating the nature and extent of the recruitment / retention difficulties
- The extent of the potential impact on services if the recruitment / retention difficulties are not resolved
- The likely duration of the problem
- Evidence of pay data from the relevant comparator organisations. This may be based on local, regional or national data depending on what is relevant for the post. Ideally this data should include the whole package not just basic pay so total packages can be compared

There are a number of indicators that may suggest that there is a severe recruitment and / or retention problem within a particular Service. It is important to note that these are merely indicators; they do not mean that a post will attract a market supplement.

The indicators are as follows:-

- The post has been advertised externally on three occasions and those three attempts have resulted in failure to appoint an individual to the post.
- Information concerning turnover within a post or a group of posts within the Council.
- Information concerning the external labour market, e.g. awareness of the failure of universities to recruit students to particular courses.
- Information gained through the medium of exit questionnaires or interviews
- Any other significant retention issues.

Managers should explore alternative recruitment solutions when a post is advertised for the second and third time; managers must not advertise the post three times without reviewing the documentation and methods used. At the same time, a manager does not have to advertise a post on three separate occasions if there is substantial evidence from other sources of information that there may be a case of paying a market supplement.

5. Funding

The payment of market supplements will be funded by the division in which the post lies. If the post is cross-divisional then the cost will be shared by those divisions concerned.

6. Payment of market supplements

Payment will be calculated by the Assistant Chief Executive (People Management and Performance) or nominated representative in conjunction with the Job Evaluation Team. The payment will be based on the median salary for the equivalent roles, taken from an independent external salary survey.

7. Calculation of a market supplement

All supplements will be calculated as additional increments based on the evidence supplied and will be the nearest increment below the comparator salary. The payment should be set at a level that is considered will alleviate the recruitment and retention / operational difficulties but which is not excessive and can be justified in terms of salary paid to the comparator jobs in the market.

The purpose, justification and extent of any market supplement must be transparent and records maintained to demonstrate this so that the Council can respond effectively to any challenge regarding the rationale for such a payment.

Market supplements will be identified as a separate item on payslips and do not form part of the basic pay for the post. They will be subject to tax, NI and pension contributions in the normal way.

Market supplements will be taken into account for overtime calculations and any other enhancements / allowances.

8. Duration and Review of payments

The duration of the payment will be determined at the outset based upon how long the recruitment difficulties are likely to continue and will be confirmed in writing to the employee. The initial supplement payment period will be for a maximum of 12 months.

The market supplement will be reviewed at least every 12 months or earlier if necessary. If the departmental manager believes the market supplement needs to continue they will need to provide a new business case, containing up to date information, at each review. This business case will be considered by the Assistant Chief Executive (PMP) or nominated representative along with any other relevant information.

Where the business case to support the continued payment is no longer relevant and sustainable the supplement shall be withdrawn and contractual notice given to the postholder(s) in writing.

Where the decision to withdraw a market supplement is made, this will apply to all posts within the same job group (e.g. all Social Workers within Children's Services) and their postholders simultaneously.

There are a number of situations which may trigger a withdrawal of market supplement payment and these include:-

- Job group no longer has any vacancies
- Posts can be filled after first advertisement
- Turnover has reduced to an acceptable level
- Market research shows there is no longer any justification for the payment

This list is not exclusive.

9. Management of the scheme

The scheme and all payments made under it will be monitored and reviewed annually and the outcome reported to the Assistant Chief Executive (PMP) or their nominated representative and the relevant departmental director(s).

Vacancies should be advertised in the usual way, denoting the grade and salary for the post. The market supplement should be quoted as a separate figure, as follows:-

Salary £XX,XXX to £XX,XXX (plus additional market supplement up to a maximum of £xxx where appropriate).

10. Interpretation

Any matters of interpretation arising from the scheme are to be determined by the Assistant Chief Executive (People Management and Performance).

11. Ensuring equality of treatment

This scheme must be applied consistently to all employees irrespective of race, colour, nationality (including citizenship), ethnic or national origins, language, disability, religion, belief or non belief,



age, gender, gender reassignment, sexual orientation, parental or marital status, pregnancy or maternity.

If you require this information in alternative format (for example large print), please contact People Management on ext. 6184 or email PMPBusinessSupportUnit@carmarthenshire.gov.uk

Discretionary Compensation Regulations

Discretions Introduced on 12th December 2011

The Authority is required to publish its policy in respect of the Discretionary Compensatory Regulations under the Local Government Pension Scheme (LGPS). These discretions are subject to change, either in line with any change in regulations or by due consideration by the Authority. These provisions do not confer any contractual rights.

LGPS (Early Termination of Employment) (Discretionary Compensation) Regulations 2006

- The Authority will base the redundancy pay at actual weeks pay where this exceeds the statutory weeks pay limit (**Regulation 5**).
- The calculation for redundancy pay will be based on the statutory redundancy weeks pay $\times 1.5$. e.g. under the statutory redundancy table the maximum redundancy weeks calculation is 30 weeks, the Authority will pay up to a maximum of 45 weeks. Where an individual has reached aged 55 they will also receive release of unreduced pension benefits built up to the date of termination (**Regulation 6**).
- For efficiency of service retirements where an individual has reached aged 55 they will receive release of unreduced pension benefits built upto the date of termination (**Regulation 6**).
- Where there is a mutual agreement for the release of an individual under the **Single Status Severance Scheme** the Authority will use its discretion to give compensation payments based on actual salary. The discretionary payments will be based on age and service, with a multiplier to be applied of 1.5, and limited to a maximum of 45 weeks. Where an individual has reached aged 55 they will also receive release of unreduced pension benefits built up to the date of termination.

LGPS (Benefits, Membership and Contributions) Regulations 2007

- Any employee request for flexible retirement, will be considered on its own merits following full consideration of all financial and service delivery implications (**Regulation 18**).
- Each request for Early Retirement will be considered on its own merits following full consideration of all financial and service delivery issues. The Authority may waive the resulting actuarial reduction on compassionate grounds providing that appropriate supporting evidence is presented (**Regulation 30 - 2 and 5**).
- The Authority has used its discretion not to Augment pension (**Regulation 12**) and not to award Additional Pension (**Regulation 13**).

LGPS (Transitional Regulations) 1997

Spouse's pensions are paid for life regardless of future cohabitation or re marriage. It has been deemed that females have made elections to provide pre 1988 widower's cover (**Regulation 9**).

Dyfed Pension Fund Administering Authority discretions are available on www.dyfedpensionfund.org.uk. The full list of discretionary policies for Carmarthenshire County Council can also be found on this site.

Appendix C

RECRUITMENT AND SELECTION POLICY

Carmarthenshire County Council's Recruitment and Selection Policy aims to ensure that appointments to posts at all levels within the Authority are made in accordance with sound principles of equal opportunity and personnel practice so that the workforce comprises employees with the skills, experience and attributes which maximise the performance of the Council's activities ensuring best value services to the community of Carmarthenshire.

To achieve this:-

1. Directors have delegated authority within the approved structure and approved limits of their budgets to employ, in consultation with the Assistant Chief Executive (People Management and Performance), such staff as are necessary to fulfil their business plans and service delivery obligations at grades to be determined by the Council's approved Job Evaluation Scheme or the prevailing grading assessment procedure.
2. Under the Authority's General Scheme of Delegation officers are authorised to make appointments within the authorised establishment other than in relation to Heads of Service and above.
3. All vacancies shall be advertised internally and externally except where precluded for valid operational reasons e.g. redeployment of staff facing redundancy, redeployment of staff for health reasons, organisational restructuring, moratorium on recruitment.
4. Appointments shall be made on merit by comparing candidates fairly against a pre-determined person specification detailing the criteria necessary to fulfil the requirement of a particular post as determined by a job profile, thereby selecting the best person for the job.
5. Appointments shall be in accordance with the Council's obligations as an employer under the prevailing relevant employment legislation which currently includes - Local Government and Housing Act 1989; Disability Discrimination Act 1995; Race Relations Act 1976 as amended; Sex Discrimination Acts 1975 and 1986 as amended; Rehabilitation of Offenders Act 1974; Asylum and Immigration Act 1996; Welsh Language Act 1993.

6. All appointments shall be in accordance with the Council's Equal Opportunities and related Policies to prevent unfair discriminatory practices.
7. The recruitment and selection process shall be documented accurately at all stages and access limited to recruitment staff. Records shall be kept for a period of 6 months following the selection process to allow for any complaints to be handled. All application forms, interview notes, equal opportunities monitoring forms, etc will be handled and stored confidentially in accordance with sound data protection principles.
8. The Council shall take steps to ensure that all persons (employees, Elected Members and external consultants) who are required to participate in the recruitment and selection process are adequately and appropriately trained to fulfil their responsibilities. The Council's objective is to have training completed within 12 months of the implementation of this policy, followed by a rolling programme to accommodate staff turnover.
9. Recruitment and selection practices will be regularly monitored and evaluated to ensure that best practice is maintained.

RECRUITMENT AND SELECTION CODE OF PRACTICE

1. AIMS

- 1.1 To provide procedures and guidelines for the recruitment and selection of employees which will ensure consistent practice across all departments
- 1.2 To provide a corporate framework for best practice in recruitment and selection setting a minimum standard of performance which may be enhanced by approved departmental adaptations to meet specific needs.
- 1.3 To provide a basis for training.

2. SCOPE

2.1 The Code of Practice will apply to all recruitment activity within Carmarthenshire County Council except appointments, which are the particular responsibility of a School Governing Body. School Governing Bodies will be encouraged to adopt the Recruitment and Selection Policy and Code of Practice.

2.2 The provisions of the Code of Practice will apply to all recruitment that is within the scope except where precluded for valid operational reasons, such as:-

- organisational restructuring: Staff will be transferred and appointed wherever possible to revised structures in accordance with the approved matching and slotting procedure.
- redeployment: existing employees at risk of redundancy, employees whose disability causes them to seek redeployment or employees who would otherwise have to retire due to ill health may be granted prior consideration for suitable vacancies as a means of averting termination of employment.
- a moratorium on recruitment for whatever reason.

In the situations outlined above consultation will take place with the appropriate recognised trade union(s).

- casual appointments (a casual worker is not guaranteed work and is not required to accept work when it is offered. Work is ad hoc and occasional.)

3. ROLES AND RESPONSIBILITIES

- 3.1 Ensuring the effectiveness of the recruitment and selection process is a joint responsibility shared by People Management and Performance, the employing department and, for the appointment of senior staff, elected Members.
- 3.2 People Management and Performance as the corporate professional resource will undertake an advisory and guidance role, manage established control mechanisms to ensure consistency and monitor and evaluate practice to ensure compliance with quality standards as set out in the Code of Practice, Equal Opportunities Policy and the Welsh Language Scheme.
- 3.3 The employing department will be responsible for the necessary administrative support tasks and appointment decisions subject to 4.2 below.

4. AUTHORITY TO APPOINT

- 4.1 Due to the size and diversity of the Council the recruitment and selection of employees will be the responsibility of individuals at several levels across the organisation to ensure maximum effectiveness of the process and decision making.
- 4.2 Under the Authority's General Scheme of Delegation officers are authorised to make appointments within the establishment other than in relation to Heads of Service and above.
- 4.3 Wherever possible all Appointments Panels (including Appointments Panel of Members) will have a gender balance.

PROCEDURE

5. PRE RECRUITMENT CONSIDERATIONS

5.1 Whenever a job vacancy arises those responsible, before making a decision to recruit, must give careful consideration to a number of questions such as:-

- Is there a definite need for the posts?
- Does the vacancy create an opportunity to review the job content or reallocate accountabilities?
- Is the post consistent with the departmental business plan?
- Is the post consistent with the Authority's Welsh Language Scheme?
- Is the post within the approved structure?
- Is there sufficient funding for the post?
- Have alternative working arrangements been considered?
- Should the post be filled on a permanent or temporary basis?
- Would the post be suitable for a Job Share arrangement?
- Would the post be particularly suitable for individuals involved in government employment initiatives?

Where necessary, consultation will take place with the appropriate recognised trade union.

5.2 The responses to the above questions will determine if recruitment is necessary and the nature of the appointment.

6. PLANNING

6.1 Recruitment is a multi stage process that needs to be well planned.

6.2 As soon as a decision has been taken to recruit it must be clearly established who, within the framework of the Code of Practice, will be involved in the recruitment process.

6.3 To ensure consistency in decision making the managers identified will participate throughout the recruitment and selection process.

6.4 Those who will be involved should determine a realistic timetable for key events in the process, i.e. advertising

closing date for applications

shortlisting
selection tests
interviewing
offer of employment

- 6.5 Every post must have a Job Profile, which defines the purpose, principal accountabilities and scope of the job, based on an analysis of the requirements of the job. If the job involves access to vulnerable groups such as children, the profile must include a statement outlining that a Criminal Records Check (CRB) will be required.
- 6.6 The Job Profile should be clear, concise and presented in the prescribed format.
- 6.7 Every Job Profile must have a corresponding Person Specification based on an analysis of the job requirement, as detailed in the Job Profile.
- 6.8 The Person Specification must describe the person sought for the job in terms of essential and desirable qualities in the following areas:-
 - qualifications/vocational training/competencies
 - experience
 - knowledge
 - job related skills
 - personal skills
 - any requirement for bilingual linguistic skills
- 6.9 All decisions and systems used throughout the recruitment and selection process will be based on the Person Specification. It is therefore essential that it must be clear, concise, presented on the prescribed format, directly related to the Job Profile and free from any reference, which may be interpreted as discriminatory.
- 6.10 Established criteria must be justifiable and measurable. The Person Specification should indicate how each criterion can be assessed during the selection process.

- 6.11 New posts or existing posts where the job analysis or pre recruitment considerations have highlighted significant changes must be evaluated to determine the appropriate grade for the post.
- 6.12 An up to date Job Profile and Person Specification must be forwarded to the People Management and Performance for a job evaluation to be carried out in accordance with the agreed job evaluation scheme.
- 6.13 Selection tests to assess the criteria prescribed by the Person Specification should be determined and the necessary arrangements made for competent persons to carry out the tests.
- 6.14 When the planning stage has been completed consideration can be given to advertising the vacancy.

7. ADVERTISING

- 7.1 All vacancies will be advertised internally and externally simultaneously, except where precluded for valid operational reasons e.g. redeployment of staff facing redundancy, organisational restructuring, medical incapacity or freeze on recruitment.
- 7.2 All vacancies will be examined by the Assistant Chief Executive (People Management and Performance) (or nominated representative) to determine, in consultation with the Head of Department (or nominated representative), the suitability for redeployment of staff 'at risk'. Any vacancies identified as suitable will be ring-fenced to 'at risk' staff and be precluded from advertising until these candidates have been considered.
- 7.3 Recruitment advertisements will be consistent with:-
 - the job profile and person specification for the job
 - the Authority's Equal Opportunities Policy and Welsh Language Scheme
 - the prevailing relevant legislation

- 7.4 Advertisements will provide sufficient information to enable prospective applicants decide whether or not to seek further details and will clearly and concisely indicate:-
- post title
 - salary range
 - work location
 - brief description of the job
 - brief details of the essential person specification
 - any bilingual linguistic abilities required (see ????)
 - where and how to obtain an application form and further information
 - closing date for applications
- 7.5 Careful consideration should be given to selecting appropriate preferred media to achieve the most cost effective way of reaching the widest possible target group based on advert response analyses. The form of the advertisement and the placement of the advertisement will need to conform with the Welsh Language Scheme and the Authority's Corporate Identity Manual.
- 7.6 People Management and Performance will advise on selection of appropriate media, copy content and recruitment campaigns.
- 7.7 Requests to place recruitment advertisements should be made using the appropriate form and be forwarded together with the Job Profile and Person Specification to People Management and Performance.
- 7.8 Upon receipt of the recruitment advertisement and supporting documents People Management and Performance will carry out the necessary checks to ensure:
- (i) the advertised post is within the approved departmental structure.
 - (ii) the Job Profile, Person Specification and recruitment advertisement comply with the Recruitment and Selection Policy and Code of Practice.
 - (iii) Welsh language requirements as defined in the Person Specification are approved by nominated members.

- 7.9 Approved recruitment advertisements will be co-ordinated by People Management and Performance and forwarded to the Communications in-house advertising team for placement with the agreed media. All vacancies will be placed on the Authority's website and with Job Centres.
- 7.10 People Management and Performance will be responsible for collating, preparing and distributing the internal vacancy bulletin.
- 7.11 The use of commercial employment agencies should only be considered in exceptional circumstances and would be subject to approval by the Assistant Chief Executive (People Management and Performance).

8. APPLICATION REQUEST

- 8.1 Applicants must submit an application for a post using the County Council standard application form. C.V.'s submitted by applicants cannot be considered. However an exception to this rule can be made in the case of applicants with a disability if their disability is such that they are not able to complete the standard application form. In such instances advice should be sought from People Management and Performance.
- 8.2 It will be a departmental responsibility to respond to requests for application forms.
- 8.3 Enquirers will be provided with the following documents as a minimum standard:
 - Covering letter indicating the closing date, the policy on acknowledging receipt of returned application, the proposed interview date, the policy on advising applicants they have not been successful, requirements under the Asylum and Immigration Act and any special requirements relating to the post.
 - Carmarthenshire County Council application form.

- Job Profile.
- Person Specification.
- Structure Chart.
- Summary of Conditions of Service.
- Equal Opportunities Monitoring Questionnaire.
- A summary of the Welsh Language Scheme in the context of service delivery (Page 1 Welsh Language Scheme)

9. SHORTLISTING

- 9.1 No applications will be accepted after the closing date unless there are exceptional circumstances.
- 9.2 Receipt of applications will not be acknowledged unless accompanied by a stamped addressed envelope.
- 9.3 The shortlist of applicants for interview shall be drawn up by the persons responsible for the recruitment process.
- 9.4 Selection panel members must disclose any relationship/friendship or contact they may have with an applicant. If a relationship is declared, that person should withdraw from the process and play no part in it.
- 9.5 Selection for inclusion on a shortlist shall be determined primarily by measuring the attributes of each applicant as described on their application form methodically against each of the essential criteria. Applicants who do not meet all the essential criteria will not be shortlisted.
- 9.6 Every attempt should be made to ensure that shortlists are kept short (i.e. 6 is a reasonable number).
- 9.7 If the initial selection process results in a shortlist of too many candidates a second selection of the applicants will be done on the basis of desirable criteria.
- 9.8 Selection for inclusion on a shortlist shall be consistent with the Council's Equal Opportunities Policy.
- 9.9 The shortlisting process should be completed within 5 working days of the closing date.
- 9.10 When the shortlist has been drawn up all applicants will be informed of the progress of their application.

9.11 Shortlisted candidates should be given as much notice as possible of the interview date and not less than 10 working days notice.

9.12 Shortlisted candidates should be informed of the selection process to be used and advised of the documents, which will need to be produced at interview:

- qualification certificates
- any document prescribed under the Asylum and Immigration Act.
- any other document relevant to the job (e.g. driving licence)

9.13 People Management and Performance will examine the application forms of the shortlisted applicants and prepare for each candidate specific conditions of service and appropriate starting salary in order to ensure consistency across the Authority.

10. SELECTION PROCESS

10.1 The selection process and selection methods used will vary according to the vacancy to be filled. Any selection methods used in addition to a formal interview will be in consistent with the method of assessment indicated on the person specification.

10.2 Selection methods must be appropriate for the vacancy to be filled and be based on the requirements of the job. People Management and Performance will provide advice and guidance on appropriate methods which could include:-

- psychometric tests
- presentation on given subject
- in-tray exercise etc.
- simulation exercise
- where it is specified that Welsh is an essential requirement of the post a proportion of the Selection process will be conducted in Welsh. Where this includes the ability to write in both English and Welsh appropriate tests will be made available.
- where Welsh is a desirable criteria for a post applicants will be afforded the opportunity of demonstrating their bilingual linguistic skills.

- 10.3 Any tests used as part of the process must be administered by a competent person. Feedback on tests will be made available to candidates.
- 10.4 All parts of the selection process must be applied consistently to all candidates. The predetermined 'core' interview questions must be asked of all candidates.
- 10.5 In making the selection decision Appointments Panel members should consider the extent to which each candidate matches the requirement of the person specification, including proof of qualifications, using the evidence gathered.
- 10.6 Comprehensive, clear and accurate records will be made of each candidate's performance throughout the selection process.
- 10.7 Each member of the Appointments Panel will record his/her scores and comments individually, for each candidate, using a predetermined scoring and weighting system for selection tests (if applicable) and the formal interview.
- 10.8 Individual judgement will be discussed and compared openly with those of other Appointments Panel members to reach a consensus on the final decision.
- 10.9 The final selection decision will be consistent with the Council's Equal Opportunities Policy.
- 10.10 The successful candidate will be informed as soon as possible. If a decision is likely to be delayed, candidates must be advised accordingly.
- 10.11 The formal letter of offer will be sent to the successful candidate within 1 working day of the verbal offer.
- 10.12 Unsuccessful candidates will be advised of the outcome of the selection process as soon as possible and within 5 working days of the interview.

11. VERIFICATION AND VETTING

- 11.1 The employing department should take up references prior to interview, for internal and external applicants, to check important factual information such as employing history, qualifications, sickness absence record, disciplinary record. These should not form part of the selection process and should only be used to verify information once a selection has been made.
- 11.2 Additional checks including record checks will also be carried out on the successful candidates for posts involving access to children and other vulnerable groups. This work will be carried out by People Management and Performance.
- 11.3 Successful candidates will be asked to produce evidence, as prescribed by the Asylum and Immigration Act, relating to their right to work in the U.K. Any offer of employment must be made subject to receipt of appropriate documentation. No start date should be agreed until this has been checked.
- 11.4 Candidates will be asked to produce at interview evidence, including certificates, of qualifications claimed on application forms. The authenticity of documentation will be checked with relevant awarding body as necessary.
- 11.5 The employing department must be satisfied as to the successful candidate's state of health and fitness to undertake the job. This will normally be via the health questionnaire.
- 11.6 If necessary further information can be obtained from examination by the Council's Medical Adviser who will determine fitness for employment.
- 11.7 Offers of employment should either be made conditional on the satisfactory completion of verification procedures or delaying until those procedures have been satisfactorily completed.

12. RECORD KEEPING

12.1 The employing department will keep a comprehensive recruitment file for each vacancy, which will clearly document the progress of the recruitment and selection process and contain details of all selection decisions, which should be recorded as soon as they are made.

12.2 The recruitment file will contain the following document action as a minimum:

- Job Profile and Person Specification
- Recruitment advertisement
- Request to advertise and confirmation
- Details of recruitment information pack
- Application forms
- Shortlisting forms
- References
- Selection tests and results
- Interview questions
- Interviewing monitoring forms.

12.3 All records will be kept by the employing department in accordance with the Data Protection Act for a period of 6 months following the selection decision.

12.4 Recruitment and selection records will be made available to People Management and Performance staff on request to assist monitoring and evaluation of the recruitment and selection process.

13. PROBATION

13.1 New employees joining the County Council will be required to serve a 6 month (minimum) probationary period during which time they will be assessed to determine their suitability for the job.

- 13.2 The new employees performance will be carefully monitored during the probationary period by the line manager with formal assessments at regular intervals. (See Probationary Employees Policy for further information)
- 13.3 Upon satisfactory completion of the probationary period the employee will be notified in writing that they will be transferred to the permanent staff.
- 13.4 Any problems with the employee's performance identified during the probationary period should be addressed at that time. People Management and Performance will advise on appropriate action.
- 13.5 If, despite additional support mechanisms, the employee fails to satisfactorily complete his/her probationary period, their employment will be terminated.
- 13.6 The Probationary Employee Policy should be applied consistently to all new employees.

14. INDUCTION

- 14.1 Any employee who commences a new job, whether as an internal or external appointee, will need some form of induction. Formal induction, using the Employee Induction Profile should begin immediately upon commencement.
- 14.2 It will be the responsibility of the Department to ensure that induction is carried out.
- 14.3 New entrants to the County Council will be required to attend a corporate 1 day induction training event which will be co-ordinated by the Corporate Training Section.

15. COMPLIANCE

- 15.1 It will be the responsibility of Heads of Department to ensure that all staff involved in the recruitment and selection process in their Department comply with the provisions of the Code of Practice.
- 15.2 The Assistant Chief Executive (People Management and Performance) shall be authorised to intervene at any point in the recruitment and selection process where non-compliance has occurred or is likely to occur.

16. MONITORING

- 16.1 People Management and Performance will be responsible for monitoring and evaluating recruitment and selection activity within the Authority.
- 16.2 People Management and Performance will monitor compliance with the Authority's Equal Opportunities Policy on recruitment and selection.
- 16.3 People Management and Performance will periodically review the content and operation of the Code of Practice and put forward recommendations for improvements in light of developments in recruitment and selection practice and legal requirements to ensure that best practice is maintained.

17. TRAINING

- 17.1 Training will be provided to staff involved in the recruitment and selection process.