CLAIRE WARD
MAYOR OF THE
EAST MIDLANDS

East Midlands
Combined County
Authority

# Pay Policy Statement 2026

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## 1. Background

This document sets out the East Midlands Combined County Authority (EMCCA) Pay Policy Statement 2026 in relation to the remuneration of its colleagues in accordance with the Localism Act 2011. The Act requires EMCCA to publish details including pay policy and information related to its Chief Officers and lowest paid colleagues which is to be produced annually, and following Board approval, published on the EMCCA website within the financial year.

Our values are demonstrated through evidence led decisions on pay, to enable the achievement of EMCCA strategic outcomes through necessary recruitment and retention, alongside supporting us working as one team with all colleagues having access to colleague benefits.

All of the information and data used in this document are correct as of 31st January 2026.

## 2. Purpose

The purpose of the Pay Policy Statement is to provide accountability in relation to payments made to senior colleagues in the public sector by enabling public scrutiny.

This policy statement has been produced in accordance with sections 38 to 43 of the Localism Act 2011 which require EMCCA to publish an annual statement of their policy for the financial year 2025/26 in relation to:

- the remuneration of their most senior colleagues (which the Act defines as the Head of Paid Service (Chief Executive), the Monitoring Officer, the Chief Officers (or Directors), and the Deputy Chief Officers (ie managers who report directly to a Chief Officer))
- the remuneration of their lowest-paid colleagues
- the relationship between the remuneration of the most senior colleagues and that of other colleagues.

## 3. Scope

This Pay Policy Statement includes all colleagues covered by the Joint Negotiating Committee (JNC) conditions of service for Chief Executives and Chief Officers and all directly employed colleagues.

This Pay Policy Statement also reflects the wider definition of renumeration within the relevant legislation. This includes not just pay but also rewards, increments, additional contractual payments, allowances and enhancements. EMCCA does not pay bonuses to any if its colleagues.

## 4. About EMCCA

EMCCA covers the region of Derby, Derbyshire, Nottingham and Nottinghamshire with an estimated population of 2.2 million people. The creation of the Mayor was made possible through a devolution deal, which was agreed by the elected leaders of Derbyshire County Council, Nottinghamshire County Council, Derby City Council, Nottingham City Council and the Government in November 2022, before becoming law in February 2024.

In May 2024, Claire Ward was elected Mayor of the East Midlands, and has responsibility for transport, skills and adult education, housing and land, net-zero and economic development. The current mayoral term runs from May 2024 until May 2028.

As the Chair of the East Midlands Combined County Authority, the Mayor works with partners across the region and beyond to deliver transformational change for the East Midlands. and brings together our local council leaders, businesses and communities with one shared mission: to unlock opportunity, improve lives, and build a stronger, greener, and fairer East Midlands.

This is a powerful partnership, with membership made up of the directly elected Mayor and democratically elected councillors from East Midlands partner councils of Derbyshire County Council, Nottinghamshire County Council, Derby City Council and Nottingham City Council – united by the belief that we achieve more together. EMCCA is about local people shaping local decisions.

EMCCA look after billions in funding and work on big plans and projects that work to improve the whole region, including:

- Growing the economy – Bringing in new investment, helping businesses, and creating good jobs.
- Transport – Making it easier to get around by improving buses, trains, roads, and cycle routes.
- Skills and adult education – Giving people the chance to learn the skills that local employers need.
- Housing – Helping to build more affordable, good-quality homes, and making older homes more energy efficient.
- Environment – Supporting clean energy, creating greener spaces, and helping communities live healthier lives

The Mayor also acts as a champion for the region, influencing Government at a national level to boost growth and innovation, shape policy and access further funding.

With direct responsibility for a budget of £XX million and with a headcount of 149 directly employed permanent colleagues and 68 interim/ temporary workers.

EMCCA has been building its framework and structures since March 2024 and is now a developing organisation which will continue to grow rapidly. As part of a broader strategy to devolve more accountability and responsibility to the region, early 2026 will see EMCCA take on responsibility as the Transport Authority with around 60 colleagues from the 4 partner councils transport teams TUPE transferring to EMCCA. Further TUPE transfers of colleagues is expected in the next few years to increase the headcount of permanent colleagues.

## 5. Pay Arrangements - Chief Officers and Senior Management Structure

The permanent management structure agreed by the Appointments panel and listed in the Constitution, and those that are defined as Chief Officers under the Localism Act, consist of the following posts:

- Chief Executive & the Head of Paid Service
- Executive Director – Strategy & Inclusive Growth
- Executive Director – Place
- Executive Director – Resources (Section 73 Officer*)
- Director of Legal, Governance and Compliance (Monitoring Officer)

*For the purposes of this statement, references to the Section 73 Officer reflect the statutory finance officer arrangements applicable to Combined County Authorities.

EMCCA has appointed all of the above Chief Officers on a permanent basis during 2025. The Director of Legal, Governance and Compliance fulfils the statutory obligations of the Monitoring Officer to ensure EMCCA maintain the highest standards in all they do. No additional fee is paid in addition to their basic salary for this role.

The Deputy Monitoring Officer role is held by General Counsel. No additional fee is paid in addition to their basic salary for this role.

The duties under the Section 73 Officer are undertaken by the Executive Director of Resources. No additional fee is paid in addition to their basic salary for this role.

EMCCA recognises that the Joint Negotiating Committee (JNC) agrees conditions of service for the Chief Executive and Chief Officers. Pay awards from national collective pay bargaining are adopted following approval by the Chief Executive & the Head of Paid Service.

The Chief Executive is appointed on a spot salary and Executive Directors/ Director of Legal, Governance and Compliance are appointed within a range, both of which are approved by the Appointments Panel that have been determined through evidence-led independent analysis and benchmarking and reflect rates which are reasonably sufficient to recruit and retain senior officers, considering market conditions.

The grades attributable to Chief Officer posts are subject to job evaluation and clear salary differentials which reflect the level of responsibility attached to each role. Remuneration levels for Chief Officers are at **Appendix 1.**

Chief Officers are expected to perform to the highest level. They do not receive bonus payments or performance related pay. Where a Chief Officer meets the criteria for entitlement to expenses these are paid in accordance with EMCCA policies. Increases in pay for Chief Officers occur as a result of:

- pay awards agreed by way of national collective pay bargaining arrangements;
- significant changes to a Chief Officer's role which result in a job re-evaluation and a higher salary being confirmed as appropriate;
- salary progression, where applicable, linked to objective, clear and relevant criteria, including participation in an annual appraisal, within the range agreed by the Appointments Panel.

Under EMCCA's Constitution, appointment to the Chief Executive & the Head of Paid Service, Monitoring Officer and Executive Director roles are a matter for the EMCCA Board. All other posts are appointed under delegation to the Chief Executive & Head of Paid Service or Chief Officers within the approved funded staffing structure.

Chief Officers who cease to hold office or be employed by EMCCA will receive payments calculated using the same principles as any other member of staff, based on entitlement within their contract of employment, their general terms and conditions, and existing policies.

Other than payments pursuant to the LGPS (including the exercise of EMCCA's discretions) or payments in accordance with EMCCA's policies under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006, EMCCA's policy is not to make any other termination payments to its senior colleagues, other than where it has received specific legal advice to the effect that a payment may be necessary to eliminate risk of claims against EMCCA.

Any proposed severance payment to an individual colleague totalling in excess of £100,000 will be subject to consideration by, and approval of, the full Board before it is made.

It is recognised that there may be exceptional circumstances where the engagement of an ex-colleague under a Contract for Service is the most effective and efficient way of meeting EMCCA's needs and commitments. If by exception this is the case, it would be on a short-term basis and where that individual has a close match to the requirement, while alternative sustainable options are progressed such as permanent recruitment. For all such situations, the Director of HR & OD is required to be informed to advise and approve. In addition, legislation exists to enable the recovery of exit payments for higher paid colleagues who may return to the same part of the public sector within 12 months.

## 6. Pay arrangements - All other colleagues

All other colleagues, other than a small number who have transferred into EMCCA from other organisations and have protection under TUPE regulations, are covered by locally agreed EMCCA terms and conditions. EMCCA does not pay bonuses or performance related pay to any colleagues.

Pay awards from NJC national collective pay bargaining are adopted following approval by the Chief Executive & the Head of Paid Service.

The following elements of remuneration are determined by corporate policies or arrangements which apply to all permanent colleagues of EMCCA, regardless of their pay level, status or grading within EMCCA.

## 7. Job Evaluation

EMCCA has established pay and grading structures, based upon the evaluation of job roles, which ensures a fair and transparent approach to pay and the same grading of jobs that are rated as equivalent throughout the organisation.

The Pay and Grading Framework at **Appendix 2** reflects the EMCCA approach and was originally approved in March 2024. This is subject to periodic review as an essential contributor towards EMCCA being able to attract, recruit and retain the calibre and capabilities required to meet its ongoing strategic priorities and commitments.

## 8. Local Government Pension Scheme (LGPS)

Subject to qualifying conditions, all colleagues are entitled to access the LGPS. This provision is administered by Nottinghamshire Pension Fund. The current EMCCA contribution rate is 16.3%. This rate is determined by periodic external actuarial assessment. Colleague contribution rates set by the scheme vary according to salary level with those earning more contributing more, shown in **Appendix 3**. Any member of the scheme may elect in writing to move to the 50/50 section. In the 50/50 section the colleague pays half the normal contributions. This flexibility may be useful during times of financial hardship, instead of opting out of the scheme.

EMCCA exercises the various discretions provided by the LGPS.

The approach to the employment of individuals already in receipt of a local government pension is set by the Nottinghamshire Pension Fund.

**9. Market Supplements**

A Market Supplement policy has been introduced which is an additional, temporary payment to the basic salary of a post, or specific group of posts, where market pressures would otherwise prevent EMCCA from being able to recruit or retain colleagues. Market supplements are subject to a regular review. Market forces can fluctuate, and market rates of pay may go down as well as up.

There are two types of market supplement:

- Recruitment – an additional payment is made to attract applicants by enhancing their salary being offered, bringing their total reward package up to the market rate.
- Retention – an additional payment is made to an existing colleague over and above their basic salary in order to retain their services should there be a detrimental effect if they left their post, bringing their total reward package up to the market rate.

The Executive Director for Resources reviews all business cases to make a final decision.

**10. Acting up Allowances and Honoraria Payments**

EMCCA has a policy for payment of acting up and honoraria payments which sets out payments where a colleague undertakes the full duties and responsibilities of a higher graded post for a continuous temporary period (Acting up) or where a colleague temporarily undertakes a proportion of a higher level of duties or responsibilities outside the scope of their substantive post (Honoraria), where these are significant and over an extended period, but short of undertaking the full duties and responsibilities of the higher graded post.

The Director of HR and OD reviews all business case proposals with the Section 73 Officer for Acting Up and Honoraria Payments.

**11. Professional fees**

Where professional fees or subscriptions are essential for any role across EMCCA fees may be reimbursed to colleagues.

**12. Salary Sacrifice Schemes**

All colleagues have access to a range of salary sacrifice schemes which include two salary sacrifice car leasing schemes through Tusker and the NHS along with a cycle to work salary sacrifice scheme.

**13. Pay Protection**

EMCCA’s pay protection policy is used in circumstances where a colleague is redeployed to a lower graded post as an alternative to redundancy, pay protection will apply in respect of the difference between the annual remuneration for the two roles as at the time they move from the 'old' to the 'new' role.

The pay protection period is up to 24 months from the date of the change, calculated as 100% of difference for the first twelve months and 50% of the difference for a further twelve months.

**14. Additional Hours**

EMCCA acknowledge that work/life balance is important and whilst there is no flexitime scheme in operation colleagues are encouraged to work flexibly. Where additional hours are worked time off in lieu is the preferred route however payment at plain time is paid for colleagues up to grade C (see Appendix 2) at the discretion of the manager.

**15. Payment of expenses**

EMCCA view it as important to find ways to support the environment, tackle climate change and reduce the organisation's carbon footprint. Colleagues are reminded it is their responsibility to make sure costs at work are kept to a minimum, co-ordinating travel, where possible, to reduce the number of separate car journeys made and considering alternative and sustainable ways to travel. A car sharing app has been introduced as a measure to support this approach.

Where expenses are incurred by colleagues, including Chief Officers, in the course of carrying out their duties they are paid using the Travel, subsistence and expenses policy complying with the relevant financial and legal regulations to ensure EMCCA meet their tax, National Insurance and reporting obligations.

**16. Incremental Salary Progression**

All colleagues are recruited in accordance with the Recruitment and Selection Policy and procedures and are appointed on the minimum salary point of the grade unless there are exceptional circumstances, such as their current salary being above that point, which would warrant appointment above the minimum of the grade.

EMCCA colleagues receive contractual increments up to the maximum spinal column point of the evaluated band for their post.

**17. Redundancy Compensation Payments**

For all colleagues contractual notice and redundancy pay in relation to a redundancy is calculated in line with EMCCA's Managing Organisational Change policy. Redundant colleagues with two or more years' service are entitled to a statutory redundancy payment. The period of continuous service will be calculated with reference to the Employment Rights Act and the Redundancy Modification Order.

Redundancy payments will be calculated using the statutory scale of payments which is calculated according to the individual colleague's age, length of service and weekly pay. EMCCA enhances statutory redundancy pay by using the statutory formula but using an colleague's actual contractual week's pay, based on average weekly earnings over the 12 weeks before the day redundancy notice was issued.

**18. Highest and Lowest Paid Colleagues**

EMCCA's highest paid colleague is its Chief Executive, Amy Harhoff who earns a fixed annual salary of £190,920.

For the purpose of this Pay Policy Statement, the definition of lowest paid colleagues at EMCCA are colleagues on Grade 10 spinal column point 5. On the pay spine this equates to £25,583 annual basic pay (£13.26 per hour) which exceeds the current Real Living Wage hourly rate of £12.60.

EMCCA aims to become accredited as a Real Living Wage employer during 2026 to support colleagues with a decent standard of living and driving up standards to tackle in-work poverty across the region. All current EMCCA colleagues are paid above the 2025 hourly rate of £12.60. The new Real Living Wage hourly rate, which should be applied by 1st May 2026, is £13.45. The cost of living increase applicable from 1st April 2026 should lift grade 10 above this level. EMCCA does not have any current colleagues below grade 10.

## 19. Relationship between the Pay of the Highest and Lowest paid colleagues

When expressed as a multiplier of pay, the Chief Executive's salary is 7.46:1 times greater than that of EMCCA's lowest earner. This ratio has increased from 7.23:1 in 2025.

## 20. Median Pay of Workforce

For the purpose of this Pay Policy Statement, EMCCA has updated this calculation to ensure it is compliant with the definition set out in the Local Government Transparency Code 2014 which includes all elements of taxable earnings inclusive of variable pay and allowances.

EMCCA's full time equivalent basic Median Pay, that is the mid-point on the range of pay points, is £44,075 per annum, equating to spinal column point 33 on the pay scale, £22.85 per hour. The median pay has increased from £19.99 per hour in 2025.

## 21. Pay Multiple

The 'pay multiple' for EMCCA is determined by comparing the pay of the highest paid colleague (Chief Executive) against the median average pay, using hourly rates. There are no applicable exempt colleagues as defined by the Localism Act. All EMCCA colleagues are included within the scope of this statement.

The relationship between the Chief Executive's pay and EMCCA's median average pay is a pay multiple of 4.33:1. This ratio has seen a decrease since last year, reducing from 4.8:1 in 2025.

## 22. Gender Pay Gap

Employers with at least 250 colleagues are required to publish their gender pay gap information by 31 March each year. Currently EMCCA have not reached this threshold but do expect to meet it during the forthcoming financial year 2026/2027 which will require a formal submission by 31 March 2027.

EMCCA will collate and consider gender pay gap and ethnicity pay gap information during 2026/2027 as a positive measure to provide an evidence base from which to develop an action plan.

## 23. Publication of Pay Policy Statement

EMCCA will publish the Pay Policy Statement, following approval of the Board, on the EMCCA website no later than 31st March 2026.

**Appendix 1: Chief Officer Remuneration Levels**

| Post | Salary (per annum) |
|---|---|
| Chief Executive & the Head of Paid Service | £190,920 |
| Executive Director – Strategy & Inclusive Growth | £132,225 - £153,381 range |
| Executive Director – Place | £132,225 - £153,381 range |
| Executive Director – Resources (Section 73 officer) | £132,225 - £153,381 range |
| Director of Legal, Governance and Compliance (Monitoring Officer) | £105,278 - £116,538 |

## Appendix 2: Pay and Grading Framework, in operation 2025/6, incorporating 2025 national pay awards

| Typical Jobs | Hay Ref | NJC / JNC | SCP | EMCCA Grade | Description (indicative) | Salary Range |
|---|---|---|---|---|---|---|
| **Chief Executive** | 25 | JNC | Spot Salary | **Chief Officer** | Accountable for overall operation of the organisation - sets strategic direction with authority Leaders. Long-term planning horizon - 5+ years. Reports directly to Chief Executive. | To be determined by Appointments panel |
| | 24 | | | | | |
| **Executive Director** | 23 | | | | | To be determined by Appointments panel |
| **Statutory Chief Officer e.g. Public Health Director** | 23 | JNC | 78 to 80+ | **K** | Sets strategic direction with authority Leaders and stakeholders. Long-term planning horizon - 5+ years. Includes reports to executive director, with statutory elements of a chief officer nature (requiring dotted line to Chief Executive). | To be determined by Appointments panel |
| **Director** | 22 | NJC | 75 to 80 | **J** | Translates strategy into tactical plans and accountable for delivering specific services - strong contribution to strategy development. Planning horizon - 12+ months. Will include some statutory chief officers and deputy chief officers. | £105,278 to £116,538 |
| | 21 | NJC | 63 to 73 | **I** | | £82,851 to £101,025 |
| **Heads of Service** or **Strategic Lead** | 20 | NJC | 57 to 62 | **H** | HoS roles at this level are more about the operational management of services with only a limited contribution to strategy development Lead roles will tend to be SME providing insight and direction into strategy development Planning horizon - up to 12 months | £72,317 to £80,991 |
| | 19 | NJC | 50 to 55 | **G** | | £62,470 to £69,070 |
| | 18 | NJC | 41-43 and 44-46 | **F** | | £52,413 to £57,839 |
| **Professional roles** such as HR, Finance, ICT, Procurement, Legal | 17 | NJC | 36 to 41 | **F** | The mainstay of professional posts in the organisation. From qualified but junior roles through to senior professionals who need little supervision to operate within the professional area. Planning horizon - monthly | £47,181 to £52,413 |
| | 16 | NJC | 33 to 38 | | | £44,075 to £49,282 |
| | 15 | NJC | 28 to 33 | | | £39,152 to £44,075 |
| **Technical or practitioner** roles | 14 | NJC | 23 to 28 | **E** | Many roles will be in this category - providing advice, guidance, services to clients (internal/external) at a technical or practitioner level. Most will need little supervision as the roles follow procedure or precedent. Planning horizon - weekly | £34,434 to £39,152 |
| | 13 | NJC | 15 to 22 | **D** | | £32,061 to £33,699 |
| | 12 | NJC | | | | £30,024 to £31,537 |
| Strong **administrative roles** with supervision | 11 | NJC | 8 to 14 | **C** | Process related roles but usually with added complexity - either through more complex activities and/or supervision of others Planning horizon - weekly | £26,824 to £29,540 |
| | 10 | NJC | 5 to 7 | **B** | | £25,583 to £26,403 *RLW |
| Straightforward **admin or process roles** - little forward planning - routine, repetitive | 9 | NJC | 2 to 4 (topped up to Real Living wage) | **A** | Process related roles undertaking routine and repetitive tasks/activities. Little planning required. | £24,413 to £25,185 *RLW |
| | 8 | NJC | 2 (topped up to Real Living Wage) | **A** | | £24,413 *RLW |

| | | |
|---|---|---|
| | Real Living Wage | £25,947 |

*Reflective of 2025 pay award and Autumn 2025 Real Living wage, Living Wage Foundation*

**Appendix 3: Local Government Pension Scheme (LGPS) Colleague Contribution Rates 2025/2026**

| Pensionable Pay Range | Colleague Contribution Rate |
|---|---|
| Up to £17,800 | 5.5% |
| £17,801 - £28,000 | 5.8% |
| £28,001 - £45,600 | 6.5% |
| £45,601 - £57,700 | 6.8% |
| £57,701 - £81,000 | 8.5% |
| £81,001 - £114,800 | 9.9% |
| £114,801 - £135,300 | 10.5% |
| £135,301 - £203,000 | 11.4% |
| Over £203,001 or more | 12.5% |

*The current Employer contribution rate is 16.3%.*

*The LGPS is a tax approved, defined benefit.*