

Policy on Awarding Additional Payments

1 Introduction

- 1.1 There will be occasions when, in order to ensure the delivery of an efficient and effective service, employees will be required to undertake additional duties and responsibilities and/or to work reasonably beyond their normal contractual hours.
- 1.2 In certain circumstances, employees may be awarded an additional payment in recognition of this extra work. This policy sets out the different types of additional payment which managers, in consultation with human resources, may award and the criteria which must be met in order for each type of payment to be made.

2 Scope

- 2.1 This Policy applies to all employees of the Council with the exception of:
 - the Chief Executive
 - employees who are engaged by the Governing Body to work at a school.

3 Consistent Application of the Policy

- 3.1 In order to ensure that such payments are made only where the employee meets the specified criteria and that awards are applied consistently and fairly to employees across the Council, managers must consult their relevant Human Resources Manager/Senior Human Resources Adviser **before** awarding any additional payment under this Policy.

4 Fair Selection of Employee(s)

- 4.1 Where a manager identifies a need for employee(s) to act-up into a higher-graded post or to undertake additional duties or a project outside the scope of the employee(s) contract of employment, it is important that the selection process is handled fairly.
- 4.2 In the case of acting-up, the most senior subordinate will normally be given the opportunity to act-up so long as he/she possesses the knowledge and skills required to perform the duties of the higher-graded post competently.
- 4.3 In cases where there is likely to be more than one employee who could possibly meet the required knowledge and skills either to act-up or to undertake the proposed additional work/project competently, the opportunity must be advertised amongst the appropriate group(s) of staff within the section/department.
- 4.4 If more candidates express an interest than is required, then the manager should arrange either for the acting-up role or additional work/project to be shared or for one employee to be selected by competitive interview.



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- 4.5 Any employee who expresses an interest but who is considered unsuitable because he/she does not meet the required knowledge and skills should have the reasons for his/her non-selection explained clearly and the decision confirmed in writing.

5 “Acting-up” Allowance

Eligibility:

- 5.1 An employee is entitled to receive an acting-up allowance when he/she is requested by management to provide temporary cover for a higher-graded post over a period of four consecutive weeks or more, where either:
- the postholder is absent for any reason other than annual leave or
 - the post is vacant and there is a need to maintain continuity of work until the post can be filled.
- 5.2 The allowance is payable only where the targets and performance levels within the section are continuing to be maintained.
- 5.3 An acting-up allowance should not be awarded to employees for additional duties carried out at the same or lower grades as these would constitute an increase in volume of work rather than in complexity or level of responsibility. In these circumstances, it would be more appropriate to consider paying overtime (if the employee qualifies) or granting the employee compensatory time off in lieu.
- 5.4 However, where the additional duties are significant and outside the scope of the employee’s existing contract of employment, then payment of a discretionary honorarium may be justified (see section 6 below).

Calculation of the allowance:

- 5.5 The acting-up allowance is calculated on the basis of the difference between the basic salary which would apply if the employee were to be promoted to the higher-graded post (normally the minimum point of the scale) and the employee’s existing basic salary.
- 5.6 The full acting-up allowance will be payable only where the full duties and responsibilities of the higher-graded post are being undertaken.
- 5.7 In cases where two or more employees are jointly undertaking the full duties and responsibilities, the allowance should be calculated on an individual basis and weighted according to the number of hours/weeks/months each individual spends covering the higher-graded post. The full acting-up allowance cannot be paid to more than one employee in respect of the same period of cover.
- 5.8 Where an employee is undertaking a proportion only of the full duties and responsibilities, authorised managers may award one of three levels of payment only i.e. 25%, 50% and 75% of the full allowance (please see guidance notes).



Payment of the allowance:

- 5.9 On receipt of a payroll form appropriately authorised (see section 9 below) and the employee's formal acceptance of the acting-up arrangements, the departmental human resources team will notify the Payroll team so that the necessary changes to payroll can be made.
- 5.10 The acting-up allowance will not be paid until the employee has completed four, consecutive weeks in the "acting-up" role. It will be paid in monthly instalments together with salary.
- 5.11 The acting-up allowance may continue to be paid during short periods when the employee acting-up is absent due to sickness or leave. However, should the employee's absence be for a continuous period of more than two weeks due to sickness, leave (including maternity, parental, or adoption leave) etc. then the acting-up allowance will cease automatically and will not become payable again until the employee returns to work and assumes the higher-level duties.
- 5.12 Payment of an acting-up allowance would also cease where it is necessary for management to authorise another employee to undertake the acting-up duties.

Termination of the allowance:

- 5.13 The acting-up allowance is paid to an employee on the understanding that he/she is actively undertaking the higher-level duties.
- 5.14 Management reserves the right to terminate the acting-up arrangements and payment of the allowance in cases where there are concerns over the employee's performance, conduct and/or attendance during the acting-up period. Please see guidance notes for details of other circumstances under which the acting-up allowance would cease.

6 Discretionary Honorarium Payment

Eligibility:

- 6.1 A discretionary honorarium payment may be made where an employee is required by management to undertake **exceptional work of a temporary and non-recurring nature outside the scope of his/her contract of employment.**
- 6.2 Circumstances which may merit such a payment being made include:
- an employee making a significant contribution to a substantial one-off special project beyond that normally expected in the course of his/her normal duties
 - an employee achieving required business/service objectives despite exceptionally difficult circumstances over a period of at least three consecutive months e.g. significant staff shortages due to illness or unforeseen vacancies in the employee's section and where the employee:

- is not entitled to receive payment in respect of overtime under his/her contract of employment
 - cannot be granted compensatory time off in lieu, either at the time the extra hours are worked or at any future date, because the absence cannot be accommodated within the needs of the service **and**
 - such work is deemed to be outside the scope of the employee's contract of employment and he/she has received no other payment in recognition of the additional hours worked.
- 6.3 Such payments should not be awarded where, having regard to the size of the project, it would be more appropriate to create a temporary post to undertake the additional work (see guidance notes).
- 6.4 Similarly, discretionary honoraria must not be used to reward employees who have worked additional hours and/or undertaken extra duties which would be considered to fall within the scope of the employee's contractual obligation to meet the exigencies of the service. In these circumstances it would be more appropriate to consider paying overtime (if the employee qualifies) or granting the employee compensatory time off in lieu (see Section 8 below).

Calculation of the honorarium:

Additional duties/project work evaluated at the same grade as the employee's substantive post

- 6.5 The payment should be equivalent to the average value of one salary increment within the grade of the employee's post.
- 6.6 The resulting "full-year" figure should then be proportioned according to the duration of the additional work/project or the number of weeks the employee has been working the additional hours.

Additional duties/project work evaluated at a higher grade than the employee's substantive post

- 6.7 Where such a payment is considered appropriate given the circumstances, the honorarium should be calculated on the same basis as acting-up allowances (see paragraph 5.5 above).

Payment of the honorarium:

- 6.8 The discretionary honorarium will be made as a "once-and-for all" payment either upon the satisfactory completion of the additional work/project or when the employee finishes undertaking the additional hours.
- 6.9 Management reserves the right to reduce the level of the payment where an employee's actual personal contribution to the additional work/project has been



significantly reduced from the level originally envisaged. Please see guidance notes for the circumstances in which the payment should be reduced.

7 Accelerated Incremental Progression within the Existing Grade

Eligibility:

- 7.1 A manager in consultation with their Head of Service and Human Resources, has the discretion to award up to a maximum of two additional salary increments, within the salary scale, to an employee in recognition of **exceptional performance**.
- 7.2 The employee's work performance must meet one or more of the following criteria to qualify:
- consistent performance of high quality work over and above that normally expected of the postholder for a period of at least six months
 - consistent performance of work of the same level and quality as employees at a higher salary point on the grade
 - performance of work to such a high standard that little supervision is required in circumstances where there would usually be a strong supervisory element.
- 7.3 The award of accelerated increment(s) must only be made in exceptional circumstances. It must not be used to recognise exceptional work of a temporary and non-recurring nature (see guidance notes).

Notification to the Employee:

- 7.4 The relevant Head of Service should formally advise the employee concerned, in writing, of the details regarding the accelerated salary progression (see guidance notes).
- 7.5 A copy of the letter should be forwarded to the departmental human resources team for placing on the employee's personal file.

Payment of the accelerated increment(s):

- 7.6 On receipt of a payroll form appropriately authorised (see section 9 below) the departmental human resources team will notify the Payroll team so that the necessary changes to payroll can be made.

8 Rules regarding employees undertaking extra duties or working additional hours **WITHIN** the scope of the employee's contract of employment

Employee(s) undertaking additional duties:



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- 8.1 Under the terms of their contracts of employment, all Brighton & Hove City Council employees can be required by management to undertake, from time to time, duties additional to their normal duties in order to meet the demands of the service.
- 8.2 Where such duties are considered reasonable and appropriate to the grade and general character of the work for which they are employed, the employee is not entitled to receive any additional payment in recognition of undertaking the additional work (see guidance notes).
- 8.3 If the additional duties are significant and deemed to be outside the scope of the employee's contract of employment payment of a discretionary honorarium may be justified (see Section 6 "Discretionary Honorarium Payment" above).

Employee(s) working additional hours:

- 8.4 Employees may also, on occasions, be required by management to work hours additional to their normal contractual working hours in order to meet the exigencies of the service arising from emergencies, increase in work volume or from the occasional need to cover for absences.
- 8.5 Whether such additional hours would qualify for payment is dependent upon the grade of the employee's post. Please refer to the guidance notes for the rules governing such payments.

9 Authorisation of Additional Payments

- 9.1 Where an employee qualifies for an additional payment under this Policy, the standard payroll form must be completed and authorised by:
- the relevant Head of Service for all employees below Head of Service level
 - the Lead Commissioner for employees at Head of Service level
 - the Chief Executive for employees at Lead Commissioner level.
- 9.2 The authorised payroll form should then be forwarded to the relevant departmental human resources team who will instruct the Payroll team to make the necessary amendments to payroll.
- 9.3 It is the responsibility of the employee's manager to notify the Departmental Human Resources Manager/Senior Human Resources Adviser of any absences or other relevant information which might require the payment to be re-calculated or terminated.
- 9.4 The Human Resources Division or the Payroll Section reserve the right not to process a payment where the payment either does not meet the requisite criteria or has not been calculated in accordance with the provisions set out in this Policy.

10 Monitoring of Additional Payments



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- 10.1 Departmental Human Resources teams will be responsible for monitoring the award of all additional payments to employees under this Policy. This is essential to ensure that these provisions are being appropriately and consistently applied both within and between Units. To this end, Departmental Human Resources Managers should produce, for consideration by their Department's Management Team, on a six-monthly basis, a report detailing the acting-up allowances, honoraria payments and instances of accelerated incremental progression awarded to employees.