

Policy for Additional Responsibility and Outstanding Contribution Payments

1. Purpose of the policy

- 1.1 The purpose of the London Borough of Barnet (the Council) Policy for Additional Responsibility and Outstanding Contribution Payments is to provide an overview of, and a framework for, the Council's approach to payments in respect of employees undertaking additional duties on a temporary basis and employees who have made outstanding contributions to the work of the Council.

2. Scope

- 2.1 This Policy applies to all Council employees, except for employees working in schools under the direction of a Governing Body. It does not apply to agency workers, contractors, or consultants.
- 2.2 This Policy covers one-off Outstanding Contribution Payments and temporary arrangements which involve an employee carrying out additional duties. It does not apply to arrangements which involve formal secondments or appointments to different/additional posts.

3. References

- 3.1 The council's Code of Conduct and the following documents (although on occasions it may be necessary for other policies to be recognised and followed) are associated with this document:
- Pay Policy
 - Payroll process documentation and associated guidance

4. General Principles

- 4.1 The Council maintains an establishment structure for its paid service. The duties and responsibilities of each post in the structure are defined within the relevant job description. Posts are graded in accordance with the Council's Job Evaluation scheme, and postholders are remunerated accordingly.
- 4.2 The Council may decide to make an Outstanding Contribution Payment (OCP) to an employee whose work performance has exceeded expectations for their role by a substantial margin and/or played a key part in their Service or the Council as a whole reaching a major accomplishment (e.g. achieving a national award, implementing an innovative practice which results in significant service improvements and/or cost savings).
- 4.3 The Council recognises that, due to the breadth and complexity of the work undertaken by its employees, there will be occasions when an employee may be asked to undertake duties that go beyond the scope of their job description. This may include a wider spectrum of work and/or higher-level (e.g. managerial) responsibilities.

- 4.4 Where there is a requirement to 'backfill' the full range of duties within an established post for a defined period (such as a potential opportunity to 'act up' to a Team Leader role due to the postholder going through an extended period of sickness absence), consideration should be given to undertaking a selection process and offering the successful candidate a formal secondment/fixed-term contract.
- 4.5 Where an employee is asked to undertake additional duties and/or responsibilities on a temporary basis, the Council may award them with an Additional Responsibility Payment in recognition of their support to its work.
- 4.6 Additional Responsibility Payments (ARPs) can be awarded to cover periods between one and six months. Relevant arrangements can be reviewed at their conclusion and renewed up to twice; the total length of an ARP award must not exceed 18 months under any circumstances. Where an ARP award is projected to last for 12 months or more, consideration should be given to creating a temporary post in the Council's establishment structure.
- 4.7 ARP awards are intended to cover additional responsibilities, and not additional hours worked. However, they can be made on an exceptional basis where it has been necessary for an employee to work additional hours in a manner that has not been feasible to accurately plan or record.
- 4.8 ARPs may be reviewed, reduced, or withdrawn at any point to reflect changes in service needs.
- 4.9 OCPs and ARPs should not be used as recruitment/retention incentives for key employees and/or hard-to-recruit posts. Managers facing recruitment and/or retention challenges should seek detailed HR advice on the options that may suit a particular set of circumstances.
- 4.10 OCPs and ARPs are subject to tax, National Insurance and [for LGPS members] LGPS deductions. They are classed as pensionable pay for the purposes of the LGPS career average scheme.

5. OCP and ARP amounts, approvals, and practical considerations.

- 5.1 Line managers are responsible for giving initial consideration to whether an Outstanding Contribution Payment (OCP) or Additional Responsibility Payment (ARP) would be appropriate to a set of circumstances involving an employee's work.
- 5.2 Line managers are required to submit OCP and ARP recommendations for their direct reports to a senior manager (normally Assistant Director or higher). Senior managers are responsible for authorising OCP and ARP payments with approval from the Assistant Director of HR. Once approval has been obtained from senior management and the AD of HR, the line manager will need to instruct Payroll to make the relevant payment to the employee.
- 5.3 Line managers are responsible for maintaining an appropriate audit trail (e.g. an e-mail 'thread') that includes their rationale for OCP/ARP recommendations and evidence of approval from senior management and HR. The relevant documentation will need to be sent to Payroll together with the payment instruction and a request that it be added to the employee file.
- 5.4 OCP amounts typically range between £250 and £1,500; amounts exceeding £1,500 may be considered in exceptional circumstances. An employee may only receive one OCP in any one financial year.

- 5.5 ARP amounts must be set with reference to the breadth and overall level of the additional responsibilities in comparison with an employee's substantive role. It is important to remember that, even when a large proportion of the additional responsibilities reflect those that would normally come with a higher-graded post, ARP payments are not a way of matching the remuneration of that post.
- 5.6 ARP amounts will normally be limited to a maximum of the lowest of 10% of an employee's base salary for the specified period or £6,000 annual equivalent (e.g., the maximum ARP for an employee on a £70k base salary undertaking additional duties for 6 months should not exceed £3,000); higher amounts may be considered in exceptional circumstances.
- 5.7 Line managers are responsible for reviewing ARP arrangements in line with any changes to the relevant circumstances, and terminating payments [with senior management sign-off] where appropriate (e.g. where a vacancy is filled more quickly than envisaged as a result of the successful candidate being able to commence work immediately).
- 5.8 ARPs will normally be suspended during any periods of sickness absence lasting for four weeks or more. If a line manager recommends an ARP to be made to an employee who is in receipt of Pay Protection, they should consider obtaining detailed HR advice on the issue.
- 5.9 OCP and ARP awards are not mutually exclusive; an employee who has been awarded an ARP for a defined period may be eligible to receive an OCP in respect of work undertaken during the same period. However, managers should exercise care in ensuring that OCPs are not used as a way of offering additional remuneration for responsibilities that relate to an ARP. Managers should obtain detailed HR advice before finalising a decision to award an OCP to an employee currently in receipt of an ARP.

6. Equality Statement.

- 6.1 In applying this policy, the Council will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, sex, gender reassignment, marriage and civil partnership (in employment only), pregnancy and maternity, race, religion or belief, and sexual orientation.