

Pay and Reward



How to

Further information on how to process these payments are in the guides below.

Introduction

This guide helps people leaders with all their responsibilities for pay and reward. It will help to identify the right salary step when recruiting new employees, promoting current employees or implementing any changes for existing employees, so that the way salaries are determined for all employees is clear, transparent, consistent and fair. It will also ensure all future salary progression is determined by and rewarded on performance delivery and contribution to the values and aspirations of the council.

Salary Broad Bands

The council has a Broad Band pay and grading structure consisting of 7 bands.

The Broad Band of each post is determined through job evaluation, using the GLPC (band 1-4) or the HAY (band 5+) Job Evaluation schemes.

Each Broad Band has 2 levels: level I and level II. Posts evaluated as level II will be higher than a level I role with increased responsibilities.

Within each band there are salary zones which are relevant to the level of the post:

- Target salary zone
- Premium salary zone
- Above premium salary zone

There is no automatic progression through the steps of the band. Any progression will be dependent on the individual's performance, behaviour and contribution, which will be assessed annually.

The advertised salary for recruitment will ideally be in the market benchmarking range to attract the right skills and capability.

- [Click here](#) for the full Broad Band salary tables. (from April 2022)

Appointing new staff

Starting salary offered ideally should be in the target zone to enable development and progression, but where salary at a higher zone is considered, people leaders should take into account:

- Impact on pay gaps
- Performance and salary of existing staff in the team
- The individual's skills, knowledge and experience

Promotion to a higher Broad Band

If an existing employee is appointed to a post in a higher Broad Band, people leaders must take into account the same principles as above.

Promotion within the same Broad Band

If an employee in a level I post is appointed to another position in the same Broad Band at level II, they will normally receive one salary step increase with effect from the date of their appointment (up to band maximum), but people leaders must take into account the same principles as above.

Appointment to a lower Broad Band

If an existing employee applies for and is appointed to a post in a lower Broad Band than their current post, appointment will be to a step that is closest to their current salary, meaning any salary reduction is minimized.

Reorganisation and Redeployment

Assimilation due to reorganisation

If there is a role in the new structure, with little or no change to the employee's current role, (i.e. less than 20%) and in the same Broad Band, the employee will automatically transfer to the new role. If there are more people eligible than posts available, then a competitive assimilation interview may be required.

- There will be no change to the current Broad Band and step for the employee assimilated.
- A new job title will have no effect on the Band, Step or Level of the post or on the employee's current salary.

Redeployment to another post due to reorganisation

If an employee is redeployed to another post, the following will apply:

Redeployment to a higher-level position within the same Broad Band

If an employee is redeployed to a suitable alternative post in the same Broad Band, which is at a higher level than their previous post, people leaders should take into account:

- Impact on pay gaps
- Performance and salary of existing staff in the team
- The individual's skills, knowledge and experience

Redeployment to a lower level post in the same Broad Band

If an employee is redeployed to a suitable alternative post in the same Broad Band, which is at a lower level than their previous post, there will be no change to their current salary

Appointment to a post in a lower Broad Band

Appointment to a post in a lower Broad Band will **not** be treated as redeployment, but as a voluntary transfer. If an employee applies for and is appointed to a post in a lower

Broad Band than their current post, appointment will be to a step that is closest to their current salary, meaning any salary reduction is minimized.

No salary protection will apply.

Regrading of a post following Job Evaluation

No change to the Broad Band or Level

Where a post is re-evaluated, and there is no change to the Broad Band or Level for the post, there will be no change to the current salary for the employee.

Change to a higher Broad Band or Level

Where a post is re-evaluated and this results in a change to a higher Broad Band or Level, the people leader will need to create a new post. This can be done with the 'Create Position' app, and then raise an enquiry with IBC to move the relevant employee into the post. The previous position should be deleted.

To determine the appropriate salary people leaders should take into account:

- Impact on pay gaps
- Performance and salary of existing staff in the team.
- The individual's skills, knowledge and experience

Change to a lower Broad Band

Where a post is re-evaluated and this results in a change to a lower Broad Band, this will be considered as a significant change in the requirements and responsibilities of the post and will not be treated as a re-grading. This change will require the deletion of the existing post and the creation of a new post at a lower Broad Band, in line with the policy on reorganisation. Again, an enquiry should be raised with the IBC to move the employee into the relevant post.

Step-Ups Process

Every year, people leaders will be asked to nominate team members for a step up.

What do managers need to consider?

In nominating staff for a step-up people leaders need to consider the performance and current salary of all staff in the team as well as each individual's contribution to the

overall team performance in delivering the council's vision and **how** they have delivered such contribution.

Process

Each directorate will conduct their own moderation and challenge process. Once the process has been finalised, an agreed list of employees nominated to receive step-ups will be sent to People Services who will submit to IBC, who will then update employees' records, following ELT sign off.

Once all agreed nominations are submitted, people leaders can inform their staff.

For further information on the Step-up Process and how it's managed please visit our dedicated SharePoint pages; [Step-up Guidance for Staff](#) and [Step-up Guidance for People Leaders](#).

Rewarding Your Contribution (RYC) - from 1st April 2021

This policy enables managers to acknowledge exceptional contribution with a one-off reward. They can be made at any time and, for best effect, as close to the event as possible.

When can a RYC payment be made?

Rewarding Your Contribution payments are made when an employee has done something great or gone the extra mile. Some examples are:

- Additional work over and above their role
- Exceptional feedback from customers
- Standing out as an exceptional team member
- Successful delivery of a one-off piece of work or project
- Coming up with an innovative idea or solution to a problem

How much can be paid and when?

A Rewarding Your Contribution payment is a fixed amount of either **£1,000 or £2,000** to be paid in a lump sum. Payments can be made at any time during the year, but it is recommended payments are made as close as possible to the event.

Employees are eligible for one payment per year only.

When deciding which amount to award to the individual, people leaders should note that amounts SHOULD NOT be linked to the individual's salary band or step. Therefore, it is expected that employees at all bands could be awarded either sum as appropriate in each individual case.

Whilst all staff are eligible for a RYC, to ensure equity across our most senior leaders, any payment being considered for staff on Band 5 and above or equivalent salary will require prior approval by the relevant ELT member following consultation with our Director of People Services.

How to make a RYC Payment

A manager will need to do this via 'My team' and the 'Manage one off payment' function on IBC and select "Honorarium PT".

Acting Up/Internal Secondment

The policy enables the council to arrange temporary cover when established posts are vacant, or when it is necessary to provide cover for medium/ long-term absence. For more information, please see the [Acting up v Internal Secondment Factsheet](#)

Pay while Acting-up/Internal Secondment

Same Broad Band

Employees, who move into a higher-level post in the same Broad Band as their own substantive post, will normally receive an allowance equivalent to a one salary step increase, however people leaders should always consider the impact on pay gaps, performance and salary of existing staff in the team and the individual's skills, knowledge and experience.

This can be paid via the IBC portal under "Manage recurring payments" in the employee record.

Employees who are temporarily transferred to a post in the same Broad Band at either the same or a lower level than their substantive post will not receive an allowance.

Higher Broad Band

Employees who act up or are seconded into a post in a higher Broad Band should be moved from their substantive post into the acting up post and on the nearest salary step in the higher Broad Band that is above their current salary. However, people

leaders should always consider the impact on pay gaps, performance and salary of existing staff in the team and the individual's skills, knowledge and experience.

Employees who act up or are seconded into a post in a higher Broad Band will not be entitled to any additional benefits of the new role, such as Private Health Insurance, unless they have been in the role for over 12 months.

Duration of an Acting Up/Internal Secondment

Acting-up arrangements are a short-term response which will normally last no longer than 3 months. Should there be a requirement for the post to be filled longer, then please speak to your HR Business Partner.

Internal Secondments should be a minimum of 3 months, but no longer than 1 year. If it will last longer than a year, speak to your HR Business Partner.

How to process an Acting Up/ Internal Secondment when moving the employee to the new post

1. If they already work in your team, move the employee who is acting up/seconed into the vacant role on the relevant salary step via the 'Manage/ Secondment acting-up' function in their record
2. If they do not currently work for you go to the 'Manage/ Secondment acting-up' app (via HR App) and insert their personal number to pull their record into your team and then attach them to the vacant role

How to process an acting up allowance (recurring payment)

1. Calculate the difference between the current salary and the new salary.
2. Divide that difference by 12 for the monthly payment and input the figure in 'Manage Recurring Payments'.

Market Based Salary Supplements (MBSS)

Where posts are hard to fill or there is a difference between WCC and market pay rates an MBSS enables people leaders to pay relevant staff an additional payment. The council is committed to the principles of equal pay for work of equal value and therefore all requests for an MBSS must include a robust and defensible business case and analysis. All decisions will be based on evidence from external benchmarking of the salaries and benefits attached to a post.

Circumstances where an MBSS can be paid

Where there is evidence of limited availability of quality candidates in certain professions and it is proving difficult to recruit and retain key staff on the salary evaluated for the grade of the post., there may be a genuine requirement to pay a time bound MBSS.

The value of any MBSS will be determined by a valid external salary benchmarking exercise.

All MBSS payments will be time bound for a maximum of 36 months from the date of Member approval. An MBSS **may not** be extended beyond this timeframe. All subsequent requests for an MBSS will be treated as a new application and must be supported by a new business case. The MBSS should also be kept under regular review and during the 36-month period may be increased, reduced or withdrawn if there is no longer a disparity in pay.

An MBSS is not contractual and is attached a post and not the employee in it. Therefore, if the employee moves post they will no longer be eligible to receive the MBSS. If the post the MBSS is attached to is re-graded (through job evaluation), the supplement will cease to be paid. A new application for an MBSS would have to be made if payment of an MBSS is sought for the re-graded post.

The Business Case for an MBSS

A business case for any proposed MBSS, must be signed off by the ELT member and approved by the Director of People Services. Your HR Business Partner can support you in compiling benchmark data.

The business case should provide:

- documentary evidence of higher than usual turnover
- documentary evidence of failure to fill vacant posts and that candidates with essential key skills are not applying for Council vacancies
- an account of the most recent recruitment exercise for the particular posts, including media analysis, shortlisting and interview results, calibre of candidates and the outcome
- documentary evidence that there is a significant shortage of people with essential key skills within a pool of potential candidates for the particular posts
- an up to date job description, person specification and job evaluation
- an external benchmark salary survey against the relevant market, which demonstrates a significant disparity between the pay and benefits package offered by the Council and market competitors. You should not rely on salaries used in recruitment advertising to determine market rates, as they may not reflect actual salaries paid on appointment
- the impact on service delivery and the Council's priorities

- confirmation that you can meet the additional costs of any MBSS within existing staffing budgets
- ELT member support of the request
- Member approval

3. Authorisation

The business case will be authorised by the Director of People Services.

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