

Agenda

Employment Committee

Tuesday, 20 June 2023 at 7.30 pm

New Council Chamber, Town Hall, Reigate



This meeting will take place in the Town Hall, Castlefield Road, Reigate. Members of the public, Officers and Visiting Members may attend remotely or in person.

All attendees at the meeting have personal responsibility for adhering to any Covid control measures. Attendees are welcome to wear face coverings if they wish.



Members of the public may observe the proceedings live on the Council's [website](#).

Members:

G. Adamson
R. Biggs
V. H. Lewanski

P. Chandler
M. Tary

Substitutes:

Conservatives: J. Baker and S. Parnall

Residents Group: R. Harper and N. D. Harrison

Green Party: J. C. S. Essex

Mari Roberts-Wood
Managing Director

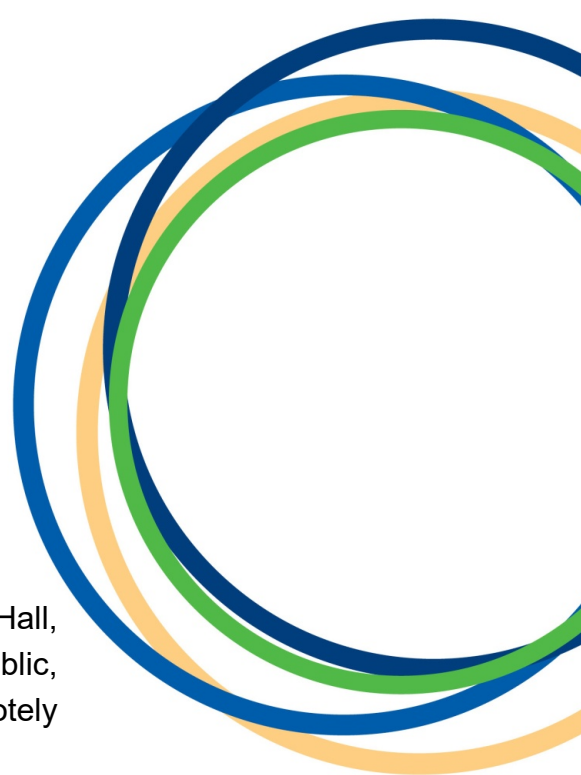
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Published 12 June 2023

Reigate & Banstead
BOROUGH COUNCIL
Banstead | Horley | Redhill | Reigate



1. Election of Chair for 2023/24

To appoint a Chair for the Municipal Year 2023/24.

2. Election of Vice-Chair for 2023/24

To appoint a Vice-Chair for the Municipal Year 2023/24.

3. Apologies for Absence

To receive any apologies for absence.

4. Declarations of Interest

To receive any declarations of interest.

5. Minutes of the Last Meeting

(Pages 5 - 10)

To approve the minutes of the meeting of the Committee held on 12 January 2023.

6. Employment Committee - Terms of Reference

(Pages 11 - 24)

To note the terms of reference of the Committee and the procedure rule relating to officer employment.

7. Employment Committee Member Training

For the Committee to consider its training needs and how these will be fulfilled.

8. Workforce Data Summary and Organisational Development Update

(Pages 25 - 38)

To receive and consider the workforce and organisational development update.

9. Future Work Programme

(Pages 39 - 40)

For the Committee to consider its draft 2023/24 Work Programme.

10. Exempt Business

RECOMMENDED that members of the Press and public be excluded from the meeting for the following items of business under Section 100A(4) of the Local Government Act 1972 on the ground that:

- i) It involves the likely disclosure of exempt information as defined in paragraph 2 of Part 1 of Schedule 12 A of the Act; and
- ii) The public interest in maintaining the exemption outweighs the public interest in disclosing the information.

11. EXEMPT: Pay Award 2024/25

(Pages 41 - 48)

To receive a verbal update on the pay award for 2024/25 from the Managing Director.

12. Any Other Urgent Business

To consider any item(s) which, in the opinion of the Chair, should be considered as a matter of urgency – Local Government Act 1972, Section 100B(4)(b).

Note: Urgent business must be submitted in writing but may be supplemented by an oral report.



Our meetings

As we would all appreciate, our meetings will be conducted in a spirit of mutual respect and trust, working together for the benefit of our Community and the Council, and in accordance with our Member Code of Conduct. Courtesy will be shown to all those taking part.



Streaming of meetings

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The Council's agenda and minutes are provided in English. However, the Council also embraces its duty to anticipate the need to provide documents in different formats, such as audio, large print or in other languages. The Council will provide such formats where a need is identified prior to publication or on request.



Notice is given of the intention to hold any part of this meeting in private for consideration of any reports containing "exempt" information, which will be marked accordingly.

Minutes of a meeting of the **Employment Committee** held at the **New Council Chamber - Town Hall, Reigate** on **Thursday, 12 January 2023 at 6.30 pm.**

Present: Councillors ; V. H. Lewanski, J. S. Bray, P. Chandler, T. Schofield and M. Tary

24 Apologies for Absence

There were no apologies for absence with all Members of the Committee in attendance.

25 Declarations of Interest

There were none.

26 Minutes of the Last Meeting

RESOLVED that the Minutes (public and exempt) of the meeting held on 3 November 2022 be approved and signed.

27 Pay Policy Statement 2023/24

The report was introduced by the Interim Strategic Head of Corporate Resources. It was explained that the Committee was required to note and recommend the Pay Policy Statement for 2023/24 to Council for approval. The statement had been updated since it was considered by the Committee at its last meeting to reflect:

- the comments made by the Committee;
- the figures as from 1 January 2023; and
- the revised Government guidance on Chief Officer severance payments.

Additionally, it was acknowledged that the links to the supplementary information on the Gender Pay Gap and Chief Officer remuneration were to be enabled when this information was published.

The Chief Finance Officer committed to provide Committee Members with a reconciliation of the data contained in the table on the salary budget.

The Committee explored the implications of the Government's new guidance on Chief Officer's severance payments needing to be approved by Council when valued at £100K and above. The Chief Finance Officer highlighted that the guidance from the Department for Levelling UP, Housing and Communities sought to bring greater transparency to such arrangements.

RESOLVED that the Pay Policy Statement for 2023/24 be recommendation to Council for approval.

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Employment Committee, Thursday, 12th January, 2023

28 Workforce Data Summary (six-month update)

The report was introduced by the Interim Strategic Head of Corporate Resources. It was highlighted that a workforce data summary report was provided every six months to the Committee and contained indicators which were part of the performance reporting for HR and Organisational Development.

Comparisons with other authorities were difficult due to the variety of data collection methods employed. However, work was ongoing with it hoped that some form of comparison would be achievable by the end of the financial year.

Sickness was under target. However, it was acknowledged that this did not include Covid reporting. This would be addressed from the start of the new financial year and was likely to result in a significant increase in the sickness reported.

Turnover was reported at 16% against a target of 12% and therefore was red rated. This was as expected due to several factors. Covid had seen staff retain their positions due to uncertainty. Turnover had therefore increased as Covid restrictions were lifted and because of a buoyant employment market. It was expected that turnover would be sustained in the short term but would decline toward the end of 2023 because of the rising cost-of-living and ensuing economic uncertainty. Some movement was reported as due to employees leaving the job market altogether reflecting work/life balance considerations.

In response to questions asked by the Committee, it was confirmed that exit interviews were undertaken. A new reporting system was to be implemented that would allow a breakdown in factors to be provided in the end of year report. The Interim Strategic Head of Corporate Resources committed to provide a further breakdown of the data in the report to Committee Members following the meeting.

The Committee raised concern about the level of sickness related to cancer/malignancies. The Interim Strategic Head of Corporate Resources clarified that this was not the case of a few individuals distorting the figures. It was thought that there were no specific reasons explaining the figures. The difficulty and sadness of this situation was acknowledged.

It was reiterated that it was not yet possible to make comparisons with other authorities because of the different ways in which data was captured. However, from informal conversations it was known that the authority was in step with others, with the public sector generically having lower levels of staff turnover compared to the private sector. The fact that there was a limited pool from which to recruit staff meant that ways to share services and skillsets were being explored.

RESOLVED to note the content of the bi-annual Workforce Data Summary six-month update report, comprising sickness, absence and employee turnover until the end of Quarter 2 2022.

29 Future Work Programme

The Committee considered its future work programme.

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Employment Committee, Thursday, 12th January, 2023

RESOLVED that the work programme as presented be accepted and implement for the remainder of the 2022/23 municipal year with the addition of a further consideration of hybrid working to be taken by the Committee at its meeting in March 2023.

30 Exempt Business

RESOLVED to exclude members of the press and public from the meeting for this item of business under Section 100A(4) of the Local Government Act 1972 on the grounds that:

1. It involved the likely disclosure of information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or officer holders, under the authority; and
2. The public interest in maintaining the exemption outweighed the public interest in disclosing the information.

31 EXEMPT: Pay Award 2023/24

The Interim Strategic Head of Corporate Resources provided the Committee with a verbal update on the 2023/24 Pay Award.

RESOLVED to note the verbal update on the Pay Award for 2023/24 provided by the Interim Strategic Head of Corporate Resources.

32 Any Other Urgent Business

There was no other urgent business for the meeting to consider.

The meeting finished at 6.55 pm

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Signed off by	Democratic and Electoral Services Manager
Author	Annette Wiles, Deputy Democratic Service Manager
Telephone	01737 276607
Email	annette.wiles@reigate-banstead.gov.uk
To	Employment Committee
Date	Tuesday 20 June 2023
Executive Member	Portfolio Holder for Corporate Policy and Resources

Key Decision Required	N
Wards Affected	(All Wards);

Subject	Employment Committee - Terms of Reference
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Recommendations
The Committee is asked to note the Responsibility for Functions for the Employment Committee, set out in Part 3a of the Constitution (annex 1), and Procedure Rule 9 – Officer Employment, set out in Part 4 of the Constitution (annex 2).
Reasons for Recommendations
This report sets out the terms of reference and the procedure rule relating to officer employment.
The Committee has authority to note the above recommendations.

Key Information
Background
<ol style="list-style-type: none"> 1. The Responsibility for Functions and Procedure Rule 9 – Officer Employment were revised in 2019 following recommendations to Council from the Governance Task Group. 2. In revising these, the Governance Task Group noted the importance of the Council understanding, planning and developing its workforce requirements for the future, so

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as to provide excellent services to the community it serves and to support the Council's visions, aims and values.

3. Furthermore, the Employment Committee should have regard to the following:
 - The need to ensure the Council has access to the right skill sets in order to deliver its ambitious future objectives.
 - The importance of attracting a diverse future workforce to ensure an ongoing supply of suitable applicants across a broad range of occupations, tackling skills shortage areas and attracting the right people with the right skills and competencies at the right time.
 - Ensuring skills and capacity are in place to support change, focusing on future skill requirements to support service improvements, management and staff development and creating a more adaptable and flexible workforce.
 - Ensuring pay and reward policies are equitable, flexible and affordable, support the Council's performance management systems and are responsive to market pressures.
 - The need to enhance and clarify governance arrangements associated with Member involvement in senior officer recruitment, including functions relating to disciplinary / dismissal.
 - The importance of Member Learning and Development, especially in relation to the roles and responsibilities of the Employment Committee and Member involvement in recruitment.

Legal Implications

4. There are no direct legal implications associated with this report.

Financial Implications

5. There are no direct financial implications associated with this report.

Equalities Implications

6. The Employment Committee needs to have regard to the Council's duties under the Equality Act 2010. This requires the Council to have due regard to the need to:
 - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited under the Act;
 - Advance equality of opportunity between people who share a protected characteristic and those who do not;
 - Foster good relations between people who share protected characteristics and those who do not.
7. The recommendation set out in this report relate to the terms of reference for the Employment Committee and carry no direct implications for the Council's general equality duty. However, the Committee should ensure that it addresses these duties by considering them within its work programme (enclosed in the agenda pack) as well as individual pieces of work.

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Communication Implications
8. There are no direct communication implications associated with this report.
Risk Management Considerations
9. There are no direct risk management considerations associated with this report.
Background Powers
None.

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Committee	Membership	Function	Delegation of Functions
Employment	5 Members of the Authority (politically balanced – to include at least one Member of the Executive)	<ol style="list-style-type: none"> 1. Appointment/Dismissal & Disciplinary Action and appeals in accordance with Procedure Rule 9 – Officer Employment 2. Employee matters requiring approval by Members of falling outside the personnel policies and procedures 3. Oversight and engagement (with relevant Officers) in respect of the development of the Council’s Organisational Development Strategy – which includes the talent/attraction/development/retention strategy for staff and the Council’s Management Structure 4. Establishing a critical friend role in relation to ensuring the Council’s Organisational Development Strategy is on track and is fit for purpose. This should include consultation around the annual Service and Financial Planning process and Pay Policy Statement. <p>Note: The application of 2, 3, and 4 (above) should be detailed in an annual work programme to be agreed at the start of each Municipal Year by the Employment Committee.</p>	Officer Delegation – See Schedule

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Procedure Rule 9 – Officer Employment

9.1 General

9.1.1 Each member of the Management Team is responsible to the Council for the management, training, welfare, health and safety and discipline of the employees under their direction.

9.1.2 He/she shall act in accordance with the Council's HR Policies and Procedures

9.1.3 He/she shall liaise closely with the Head of Service with responsibility for HR over the interpretation and application of these matters.

9.1.4 The Head of Service with responsibility for HR shall be responsible for monitoring that the Council's HR Policies and Procedures are being implemented and Officers are acting within their terms.

9.1.5 The Head of Service with responsibility for HR shall also keep the Council informed of all significant developments in the HR field.

9.1.6 Each member of the Management Team shall ensure that the Head of Service with responsibility for HR is supplied with all the information necessary for corporate monitoring systems on human resource management and payroll.

9.1.7 Terms and conditions of employment are set out in individual contracts of employment and the Council's HR Policies and Procedures.

9.2 Recruitment and appointment

Declarations

9.2.1 The Council will draw up a statement requiring any candidate for appointment as an Officer to state in writing, whether they are the parent, grandparent, partner, child, stepchild, adopted child, grandchild, brother, sister, uncle, aunt, nephew, or niece of an existing Councillor or Officer of the Council' or of the partner of such persons.

9.2.2 No candidate so related to a Councillor or an Officer will be appointed without the authority of the Managing Director or an Officer nominated by him/her.

Seeking support for Appointment

9.2.3 The Council will disqualify any applicant who directly or indirectly seeks the support of any Councillor for any appointment with the Council.

9.2.4 The content of Procedure Rule 9.2.3 will be included in any recruitment information

9.2.5 No Councillor will seek support for any person for any appointment with the Council.

9.3 Recruitment of Managing Director (Head of Paid Service) and Statutory Chief Officers

Where the Council proposes to appoint the Managing Director or a Statutory Chief Officer the Council will:

9.3.1 Make arrangements for the post to be advertised in such a way as is likely to bring it to the attention of persons who are qualified to apply for it; and

9.3.2 Make arrangements for a copy of the statement of qualifications or duties to be sought in the person to be appointed to be sent to any person on request.

9.4 Appointment of Managing Director (Head of Paid Service), Chief Finance (S151) Officer and Monitoring Officer (Statutory Chief Officer)

9.4.1 The full Council will approve the appointment of the Managing Director, Chief Finance Officer and Monitoring Officer in accordance with Annex 1 to Procedure Rule 9.

9.4.2 The full Council may only make or approve these appointments where no well-founded objection has been made in accordance with Procedure Rule 9.8

9.5 Other appointments

9.5.1 Appointment of Officers other than those listed in Procedure Rule 9.4 (and assistances to political groups) will be undertaken in accordance with Annex 1 to Procedure Rule 9.

9.6 Disciplinary action/dismissal against Statutory Chief Officers

9.6.1 No disciplinary action (except suspension for the purpose of investigating the alleged misconduct occasion the action) may be taken by, or on behalf of, the Council against the Managing Director, Monitoring Officer or Chief Finance Officer other than in accordance with the Local Authorities (Standing Orders) (England) Regulations 2015

9.6.2 Any suspension of Officers for the purpose of investigating an alleged misconduct occasion the action must be on full pay and terminated no later than the expiry of two months beginning on the day on which the suspension takes effect.

9.6.3 In the case of a proposed disciplinary action against a statutory officer the council is required to invite independent persons who have been appointed for the purposes of the members' conduct regime under section 28(7) of the Localism Act 2011 to form an independent panel.

9.6.4 An independent panel will be formed if two or more independent persons accept the invitations, and councils should issue invitations in accordance with the following priority order:

- An independent person who has been appointed by the council and who is a local government elector,
- Any other independent person who has been appointed by the council, and
- An independent person who has been appointed to another council or councils.

9.6.5 Any decision in relation to disciplinary action against a statutory officer will be taken transparently by full council, who must consider any advice, views or recommendations from

the independent panel, the conclusions of any investigation into the proposed dismissal, and any representations from the officer concerned.

9.7 Disciplinary action/dismissal against other Officers

9.7.1 Dismissal or disciplinary action against any Officer other than those listed in Procedure Rule 9.4 (and assistants to political groups) will be undertaken in accordance with Annex 1 to Procedure Rule 9

9.8 Notification of proposed appointment of Managing Director (Head of Paid Service), Chief Finance (S151) Officer and Monitoring Officer (Statutory Chief Officers)

9.8.1 The Proper Officer will notify every Member of the Executive of:

- i. The name of the person concerned;
- ii. Any other particulars relevant to the appointment; and
- iii. The date by which objections must be made.

9.8.2 An Executive Member wishing to make an objection must notify the Leader in sufficient time to enable the Leader to lodge an objection in accordance with Procedure Rule 9.8.3 below.

9.8.3 Objections must be material and well founded and must be made by the Leader on behalf of the Executive to the Proper Officer in writing within 5 working days unless specifically extended.

9.9 Conduct of employees

9.9.1 Employees should adopt high standards of personal conduct at work and should do nothing which would bring the Council into criticism or disrepute

9.9.2 They must follow the Council's codes of conduct and regulations stated in the Constitution and elsewhere

9.9.3 Only the Communications Unit, the Managing Director, and Management Team, in consultation with the Communications Unit, may talk to the press, or otherwise make public statements on behalf of their Services unless otherwise designated under the Council's Emergency Plan.

9.10 Conditions of employment

9.10.1 All employees of the Council must be engaged on Contracts of Employment agreed by the Head of Service with responsibility for HR and in accordance with the Council's approved Terms and Conditions of Employment

9.10.2 The Council will follow Advisory, Conciliation, and Arbitration Service (ACAS) guidance for any changes to terms and conditions of employment.

9.11 HR Plans

9.11.1 The Head of Service considering variations to the approved Human Resource Plans or structure of their operating unit(s) shall, at the earliest opportunity, discuss the proposals with the Head of Service with responsibility for HR, who will advise on the procedure to be followed.

9.11.2 The Head of Service with responsibility for HR shall be notified immediately of all changes to staffing in order that the necessary processes and documentation may be undertaken.

9.12 Training and development

9.12.1 The Head of Service shall be responsible for the training and development of employees under his/her direction in order to meet the needs of the Council and those of the employee, within the resources made available for the purpose. He/she shall liaise closely with HR in the execution of this responsibility.

9.12.2 The Managing Director shall be responsible for monitoring the business benefit provided through the training and learning opportunities afforded for all employees and that employees have the skill necessary to deliver the Council's services.

9.13 Discipline, performance and grievances

9.13.1 Disciplinary action will be taken in line with Annex 1 to Procedure Rule 9

9.13.2 Performance related matters will be dealt with in accordance with HR Policies and Procedures.

9.13.3 Grievance matters will be dealt with in accordance with the Council's grievance and appeal procedures.

9.13.4 The Head of Service with responsibility for HR shall be informed of all grievances formally raised by employees and of all cases where any Officer is planning to take disciplinary or capability action.

9.13.5 The Managing Director, Monitoring Officer and Chief Finance Officer in addition to the Head of Service with responsibility for HR will be informed where disciplinary action is planned in cases of misappropriation by an employee of funds and/or property belonging to the Council or any other form of gross misconduct.

9.14 Health and Safety Policy

9.14.1 All employees are required to follow the principles of Health and Safety as set out in the Council's Policies and Procedures which forms part of the Council's Condition of Employment

9.14.2 Members of the Management Team are responsible for the maintenance of the policy within their service areas and shall liaise closely with the Head of Service with responsibility for Health & Safety.

9.15 Equal opportunities and dignity at work

9.15.1 Reigate and Banstead Borough Council is committed to providing a working environment in which any employee, volunteer or client/customer

- i. Is treated with dignity, respect, courtesy, and fairness and is free from harassment, bullying or victimisation
- ii. Does not experience any form of discrimination on any basis including his or her age, disability, gender reassignment & sexual orientation, marriage & civil partnerships, pregnancy & maternity, race, religion & belief, sex or responsibilities for dependants.

9.15.2 The Council is also committed to ensuring that its services are available to all members of the Community

9.15.3 Members of the Management Team are responsible for ensuring that the policy is implemented and that all employees observe their responsibilities towards each other and service delivery.

ANNEX 1 – OFFICER EMPLOYMENT RULES

RESPONSIBILITY FOR FUNCTIONS

OFFICER	RECRUITMENT	DESIGNATION (where already an employee of the Council)	DISCIPLINARY/DISMISSAL	APPEAL AGAINST DISCIPLINARY/DISMISSAL
Managing Director (Head of Paid Service) Chief Finance Officer Managing Director (if not also Head of Paid Service) Monitoring Officer	Council (on recommendation of Employment Committee)	Council	Council (who must consider any advice, views or recommendations from an independent panel, the conclusions of any investigation and representations from the officer concerned)	Council
Deputy Managing Director	Employment Committee (taking into account the advice of the Managing Director)	N/A	Employment Committee	Council
Direct Reports to the Managing Director	Employment Committee (taking into account the advice of the Managing Director)	N/A	Managing Director or Officer(s) nominated by him/her Employment Committee to be consulted and briefed on the disciplinary/dismissal arrangements (including any	Managing Director or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)

			compensation agreements)	
Heads of Service	<p>Managing Director or Officer(s) nominated by him/her</p> <p>The lead Member of the Executive to be consulted and briefed in the recruitment of any Head of Service under their Portfolio</p>	N/A	Managing Director or Officer(s) nominated by him/her	Managing Director or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)
Other Employees	Managing Director or Officer(s) nominated by him/her	N/A	Managing Director or Officer(s) nominated by him/her	Managing Director or Officer(s) nominated by him/her (must be different to the person undertaking disciplinary/dismissal process)

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SIGNED OFF BY	Mari Roberts-Wood, Director & Head of Paid Service
AUTHOR	Laura McCartney, Strategic Head of Organisation & Transformation
EMAIL	laura.mccartney@reigate-banstead.gov.uk
TO	Employment Committee
DATE	20 June 2023
EXECUTIVE MEMBER	Portfolio Holder for Corporate Policy and Resources

KEY DECISION REQUIRED	N
WARDS AFFECTED	N/A

SUBJECT	Workforce Data Summary – 2022/23 data
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RECOMMENDATIONS

- (i) **The Employment Committee is asked to note the content of the Workforce Data summary, comprising of key equalities workforce information as well as sickness absence and employee turnover data.**

EXECUTIVE SUMMARY

This report and its annexes provide the Employment Committee with an overview of the Council’s workforce for the 2022/23 year.

The high-level summary of the workforce data including sickness absence, employee turnover and equalities data, is to give an indication of the organisation’s health and workforce demographic.

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BACKGROUND

1. It was agreed at the Employment Committee of 29 July 2019, that Employee Demographic and Organisation Workforce Measures data be reported annually, at the first Employment Committee meeting of the municipal year, with the exception of sickness and turnover data which was to be provided twice a year to the Committee. This data helps give an indication of the organisation's health.

KEY INFORMATION

2. The Council needs to understand, plan and develop its workforce requirements for the future in order to provide excellent services to the community it serves and to support the Council's vision, aims and values.
3. Key workforce information helps to inform and shape this, also taking into account organisational health indicators such as turnover and sickness absence rates.

CONSULTATION

4. The Employment Committee was provided with a mid-year Workforce Summary report at the meeting in January 2023. Annex 1 of this report is the updated full year report for the financial year 2022/23

ANNEXES

5. Workforce Data Summary – 2022/23

Workforce Data Summary – Financial Year 2022/23

Executive Summary

- a) Headcount has reduced from a “Covid Peak” of 557, to 513, reflective of the pre-Covid averages in the low 500s.
- b) Voluntary staff turnover remains above the KPI tolerance of 12%.
- c) The ethnicity of our workforce is less diverse than the RBBC resident population (using the 2021 Census data) when measuring the ratio of staff.
- d) Both long- and short-term absence has increased during 2022/23, in particular Long-Term absences rose to 7.56.
- e) Policies, strategies and plans to understand and improve (b), (c), and (d) as well as other key data contained in the summary are being developed, including continuing the current work to close off long running issues, understand their root causes, and management training to prevent reoccurrence.

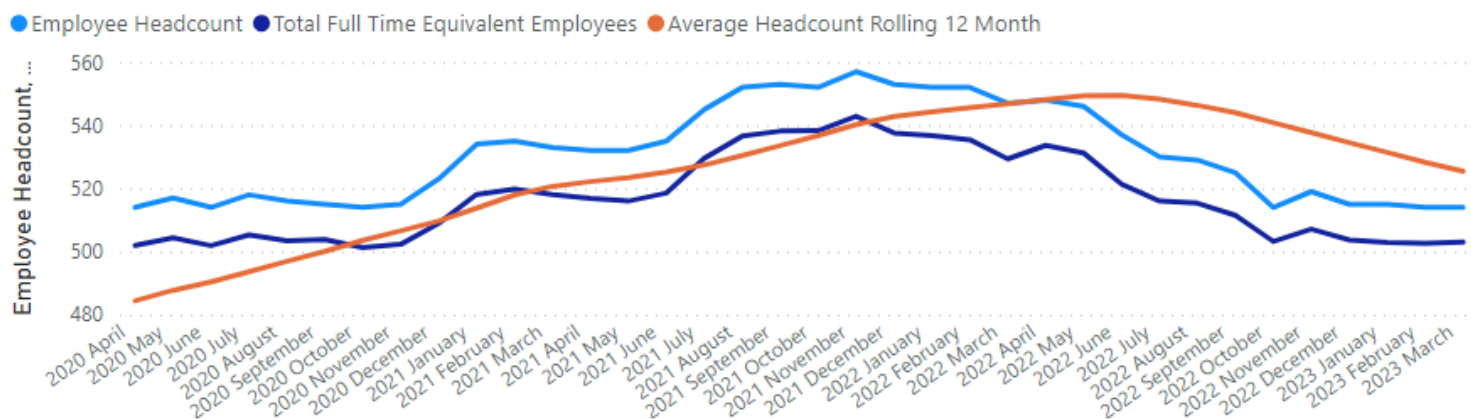
Context

RBBC’s workforce is key to the success of our organisation and service delivery, and therefore consideration of our employee demographics is essential to help with our workforce planning and organisational strategy.

In addition to employee demographics, we also capture and analyse data to help us measure the success of our people management policies and procedures and strategies. The draft OD & HR Strategy has a key theme around better use of data. Our work on this and the Employment Committee’s comments on the last workforce report have led to some changes in format from previous years:

Headcount

Established Headcount over last 3 years

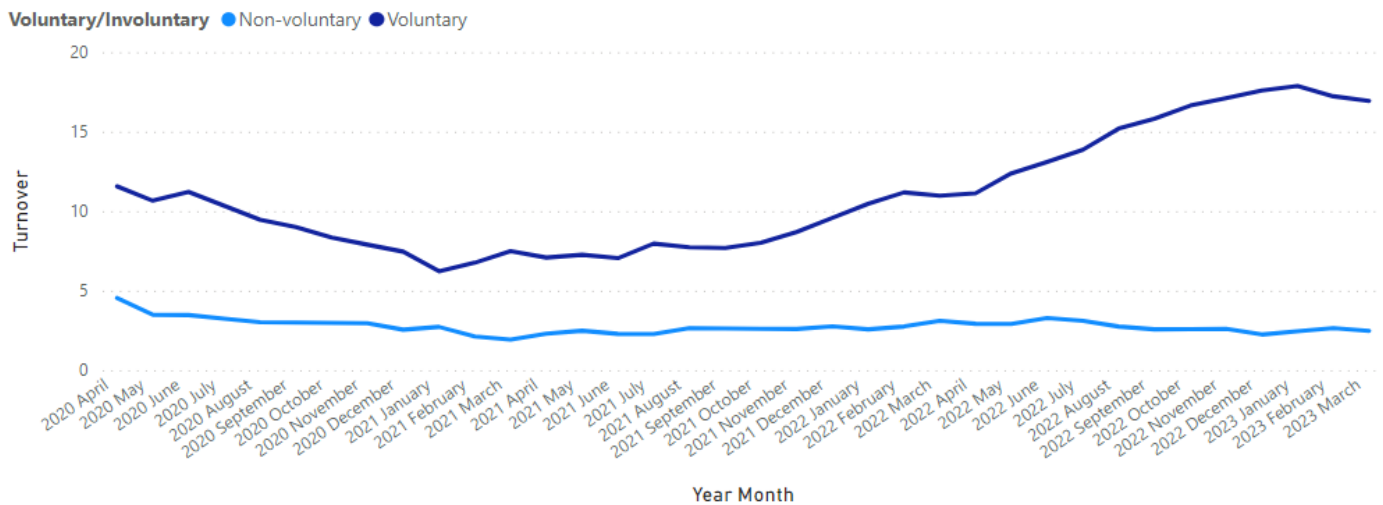


Headcount at 31 March 2023 was 513 (502.42 FTE) established employees and has been stable at this level for the last 6 months. Average ~Headcount for the 202-23 year was 525.42. Headcount peaked at 557 in November 2021 during Covid before reducing to pre-pandemic levels.

Note there has been continued focus on financial sustainability over the period with enhanced scrutiny of vacancies and recruitment has been put in place to ensure alternatives to recruitment are considered and our establishment is managed effectively, with Senior Management ‘panel’ sign off required. There is further detail regarding this in the “Recruitment Advertising” section of this report.

Turnover

Turnover Rate over last 3 years



RBBC's voluntary (resignation) employee turnover rate dropped considerably during the Covid pandemic, with a lowest rate of 6.23% recorded in January 2021. The rate then rose steadily to a high of 17.69 in January 2023, before beginning to fall back to 16.94% at 31 March 2023.

According to XperTHR's 'Labour Turnover Rates Survey 2022', the mean across the labour market was 16.4% in the calendar year of 2022.

There are a number of factors explaining the increase in turnover:

- Spring 2022 saw an incredibly buoyant labour market as Covid restrictions eased, before the economic climate tightened towards the end of the year
- The '[Great Resignation](#)' phenomenon – a global trend of increased resignation rates as employees re-evaluate their priorities.
- Expansion of remote/hybrid working. A selling point of working in Reigate has been the ability to work closer to home or flexibly and avoid commuting into Central London. With employers across the country now allowing remote/hybrid working, this is no longer a unique selling point for Reigate and employees now (anecdotally) appear to be considering roles from a wider geographical area.

Discussions with other boroughs indicate that they are experiencing similar rates, although published data is not yet available.

It is important to note that an element of staff turnover delivers benefits, including: opportunities for innovation; growth; and improved organisational performance. When employees choose to leave RBBC, they may, in some cases, make way for colleagues who are a better fit for the organisation

Over the year we have improved reporting and visibility of turnover through workforce planning reporting. We are in the process of commissioning a comprehensive engagement and benchmarking exercise to provide insights as to how the Council is viewed as an employer. Flowing from this will be an improved Exit Questionnaire which will be moved online as a more streamlined process and enabling reporting/deeper dives into the reasons individuals leave RBBC.

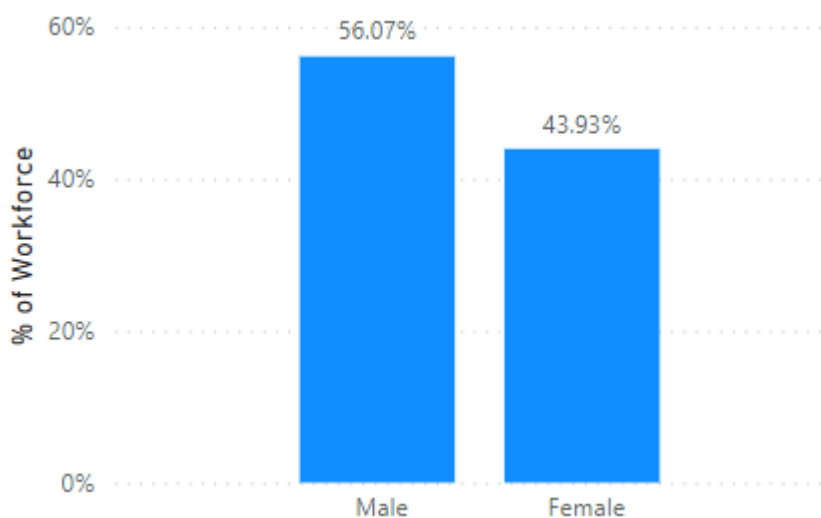
Voluntary staff turnover is one of the Council's quarterly Key Performance Indicators (KPIs) with a target set of 12% (noting that this target will be reviewed once wider market data is available, in order to ensure this is a sensible benchmark). This target has been exceeded since quarter 2 2022-23 for the reasons discussed

above. While we anticipate a reduction in the voluntary turnover rate, it is likely that the target will be exceeded throughout 2023-24.

Employee demographics

The information below reflects the make-up of our organisation workforce, under some of the protected characteristics as defined by the Equality Act 2010. This information is correct as at 22 May 2023. This data is presented for all directly employed permanent and fixed-term employees

Employee gender



The gender distribution of our workforce is 56% male, 44% female; this is a very slight change from the data as at June 2022 – when we reported 55% male and 45% female.

Any employer with over 250 employees is required to provide an annual snapshot of their Gender Pay Gap data for the previous year, comparing men and women's average pay across the organisation. Essentially, showing the difference between the average hourly rate of pay for a man and that of a woman in an organisation. Details for 2021-22 financial year are given below and are published on the Councils' website ([Gender Pay Gap | Gender Pay Gap | Reigate and Banstead \(reigate-banstead.gov.uk\)](https://reigate-banstead.gov.uk/gender-pay-gap))

Reigate & Banstead Borough Council Gender Pay Gap 2022

Gender balance

At 31 March 2022 we had a workforce of **546** staff with a gender balance of:



Pay and bonus comparison

Gender Pay (mean):
For every **£1** earned by our **male employees**, **female employees** earned **£1.14**

Bonus Pay (mean):
For every **£1** of bonus given to **male employees**, **£1.61** was given to **female employees**

Difference between men and women	MEAN (average)	MEDIAN (middle)
Gender pay gap	-14.1% [-13.2% in 2021]	-24.9% [-24.9% in 2021]
Bonus pay gap	-60.5% [-18.9% in 2021]	-193.4% [26.4% in 2021]

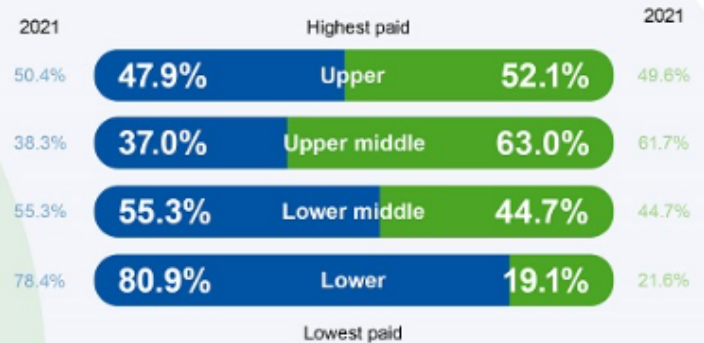
Bonus pay

Between 1 April 2021 and 31 March 2022:



Pay quartiles

The proportion of men and women in each pay band is:



Key: ● women ● men - gap in favour of women + gap in favour of men

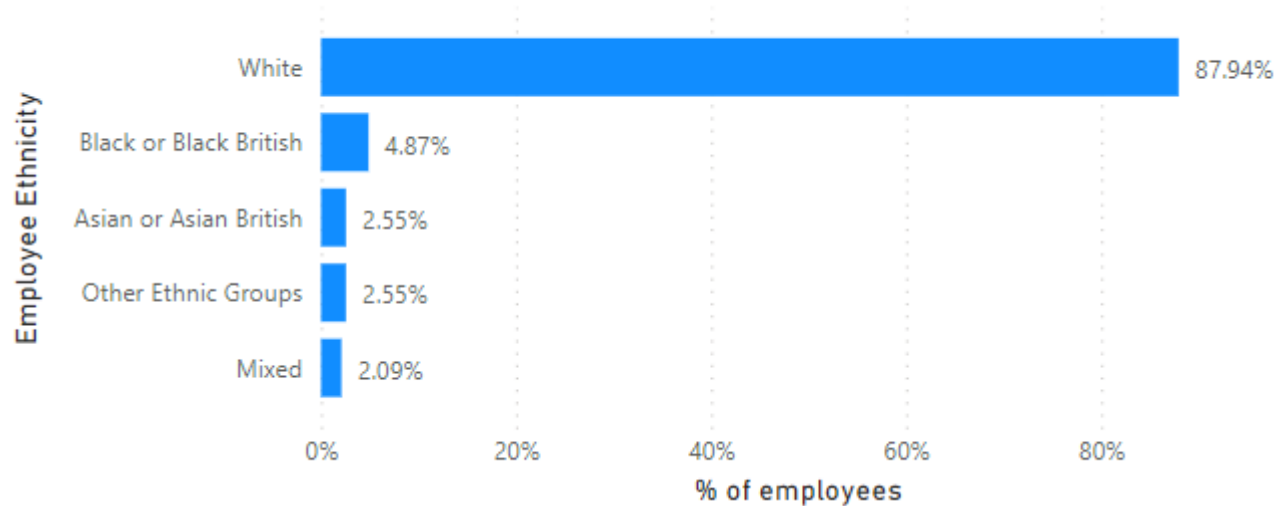
In our workforce male staff are over-represented in roles at the lowest pay levels (making up 6.5% of operative staff), and the number of males at those levels has increased over recent years. This has an impact on average male pay and the bonus payments they receive.

Conversely, we have a Senior Management Team (Managing Director, Director and Strategic Heads of Service/Statutory roles) that was predominantly female in 2021-2022 and these roles attract the highest pay levels in our organisation.

The main changes, year on year, are around bonus payments. The changes in mean and median female bonuses in the past few years are a result of various factors. These include changes in our organisational makeup (partly due to restructures) and in bonus values in the lower and higher pay quartiles. As the data is a snapshot in time, specific events can have an impact on it.

Employee ethnicity – All responses

Employee Ethnicity



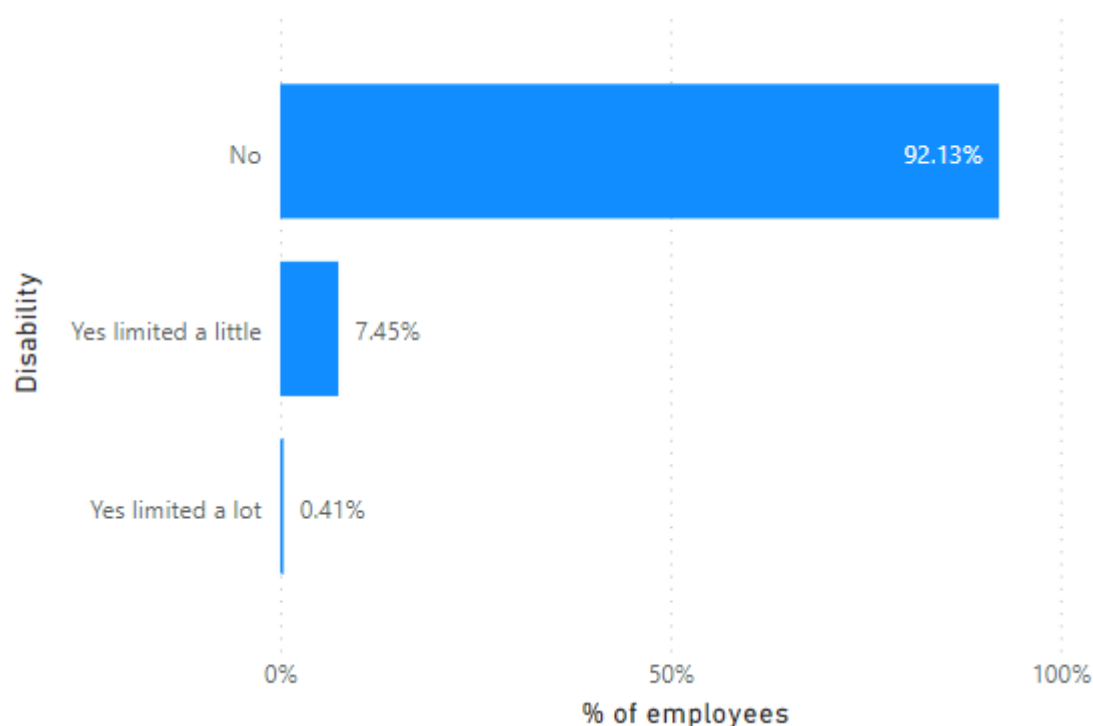
We have a proportion of our staff (19.44%) where a self-declaration of ethnicity has not been collected or staff have declined to make a selection. This percentage has decreased slightly since the last report. The current HR & OD strategy has identified the need for increased engagement on equality issues including asking employees to update their equality data through iTrent (RBBC's HR & Payroll platform). Such a large percentage of unknowns increases scope for error in reporting.

The ethnicity of our workforce is less diverse than the RBBC resident population (using the 2021 Census data) when measuring the ratio of staff.

Ethnic Group	2021 Borough Census (150.846 responses)	RBBC staff
White	84.41 %	87.94%
Asian or Asian British	7.55%	2.55%
Black or Black British	2.93%	4.87%
Mixed	3.67%	2.09%
Other	1.44%	2.55%

Employees with a disability

Employee's answers to "Do you consider yourself disabled?"



Where an employee deems they have a condition which affects their ability to perform 'normal day to day activities' for a period of 12 months or more, this is classed as a disability under the Equality Act 2010. For the purposes of our workforce data, we ask employees to self-declare this, and specify if they feel their disability limits them 'a little' (7.45% of our workforce) or limits them 'a lot' (0.41% of our workforce)

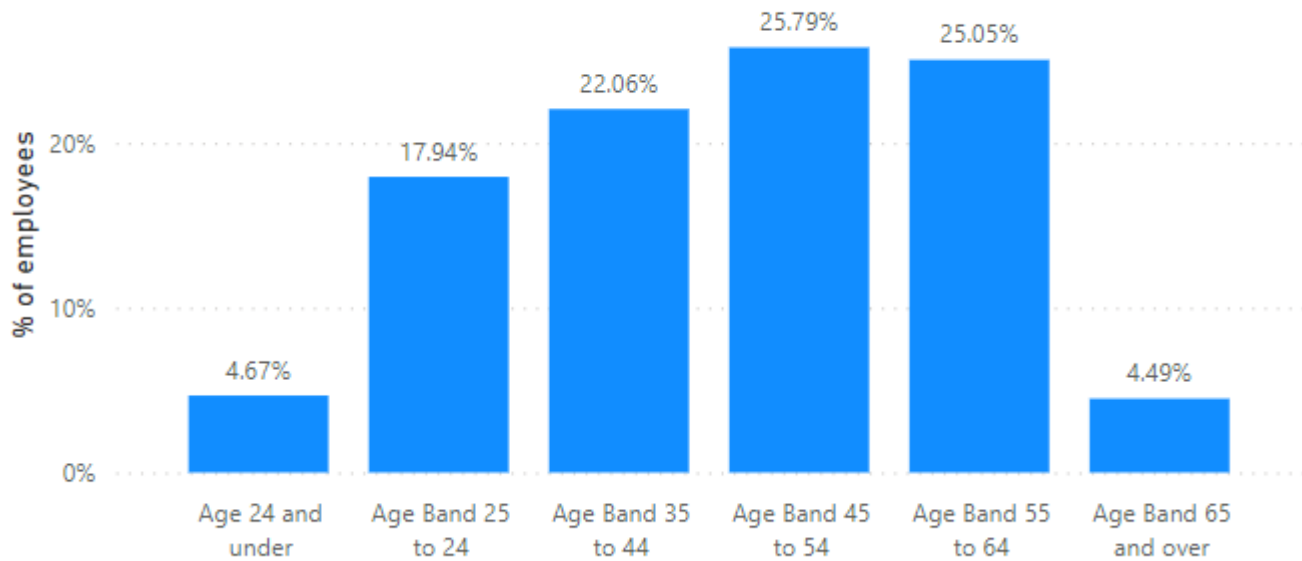
Not all employees who select either of these two options choose to provide any further declarations about their disability. Where an employee or a manager feel that greater support can be provided to keep them in work, and /or working at the performance level required, we will discuss, assess and put in place reasonable adjustments (physical, policy or procedural) to aid this, potentially with the additional input and advice provided via our occupational health advisors.

Comparing our disability figures with those we have for the Borough (from 2021 Census data), staff who indicate their activities are limited make up 7.5% of RBBC staff against 8.6% of borough population. 0.63% indicated that their activities were limited a lot compared to 5.4% of the borough population.

Long Term Health Problem or disability	2021 Borough Census (150,846 residents)	RBBC staff
Disabled under the Equality Act: Day-to-day activities limited a lot	5.4 %	0.4%
Disabled under the Equality Act: Day-to-day activities limited a little	8.6%	7.5%
Not disabled under the Equality Act: Has long term physical or mental health condition but day-to-day activities are limited	7.5%	92%
Not disabled under the Equality Act: Has long term physical or mental health condition but day-to-day activities are not limited	78.5%	

Employee age (total number of employees per age band)

Employee Age



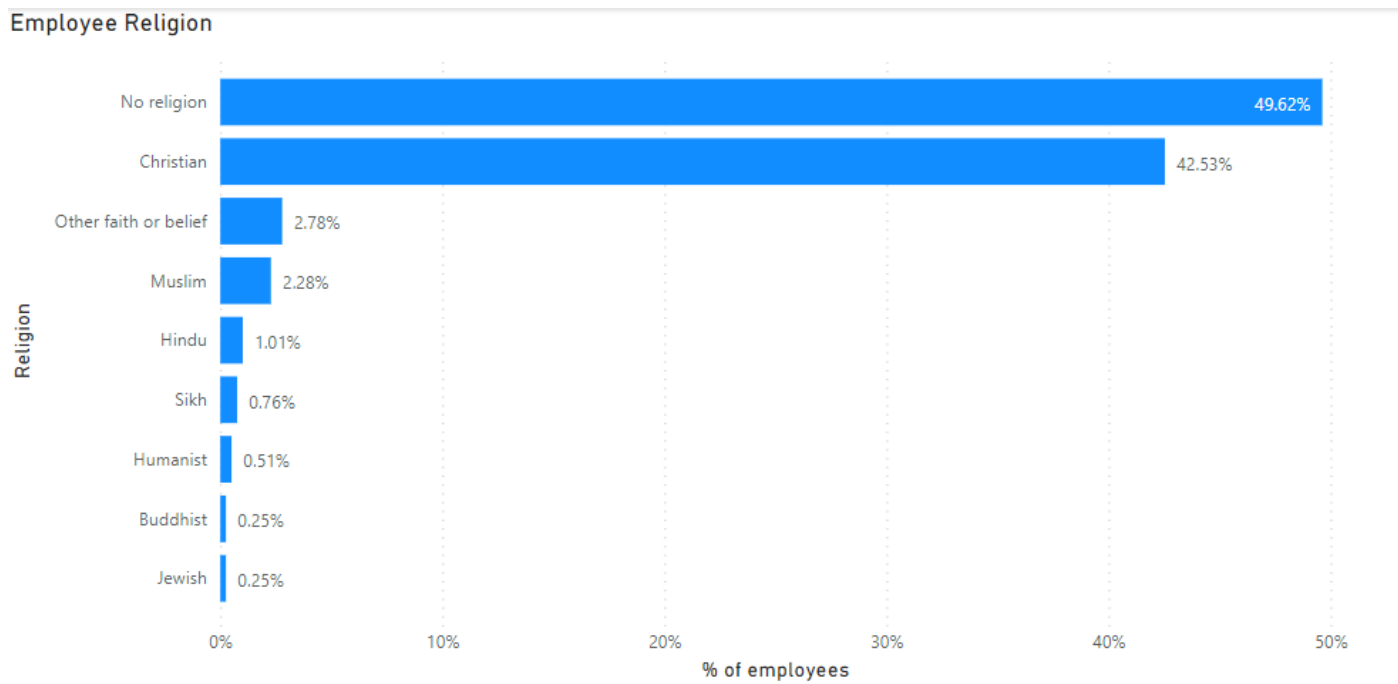
The age profile of the workforce remains fairly evenly distributed across the middle most age brackets. Although there is no longer a statutory retirement age, the figures above show that we have fewer employees remaining in the workforce who are aged '65 years old and over' (0.4% of our workforce).

In terms of the Reigate & Banstead Census data that has just been released, it's worth the general note that the Borough's population size has increased by 9.5% from around 137,800 in 2011 to 150,900 in 2021 (this is higher than the overall increase for England 6.6% where the population grew by nearly 3.5 million to 56,489,800).

The Census data has shown that the population has continued to age. Across England, more than one in six people (18.4%) were aged 65 years and over on Census Day in 2021. This is a higher percentage than ever before. In terms of how Reigate & Banstead compares, there has been an increase of 17.9% in people aged 65 years and over and an increase of 6.2% in people aged 15 to 64 years.

This latest Census information and our workforce demographics in this area will be reviewed in more detail at a service team levels with HR Business Partners and managers, to aid succession workforce planning as well as policy planning considerations.

Employee religion or belief



In terms of staff self-declaration with regards to religion, the most popular choice for our workforce is 'no religion', followed by 'Christian'. We still have a proportion of our staff (19.42%) where a self-declaration has not been made.

2022 Census data reports that the 52.2% of residents described themselves as Christian and 40.5% chose "no religion", followed by Muslim (3.3%) and Hindu (2.6%)

Predominantly this will be for staff who have worked at RBBC for many years, prior to the times when this information was captured at the point of recruitment/staring work with RBBC. The HR team continue to develop the HR System and self-service functionality for staff, which will include a focused drive to encourage this section of staff to declare their religion for monitoring purposes.

Other protected characteristics

Data is collected from our workforce on a further four equalities protected characteristics: sexual orientation, gender reassignment, pregnancy and maternity, marriage and civil partnership. It is completely voluntary for employees to provide us with this information, and therefore we do not have a significant amount of data in these categories. HR will consider how employees can be encouraged to confidentially provide this, as well as continuing to encourage and improve the data collection rates on the other protected characteristics, so that greater analysis of our workforce makeup can be performed in the future.

Focus and the strategic approach towards better addressing diversity, equalities and inclusion issues for staff (as well as for our Borough residents) is referenced in the draft Organisational Development & HR Strategy to be addressed in 2024-5.

Staff feedback (engagement) will be key in order for us to understand priority issues to be addressed as well as consideration being given to how we better ensure we are attracting a diverse range of people to work at the Council.

Organisation workforce measures

We collate data on a number of indicators to help us assess the organisation's health of workforce stability, performance and effectiveness of people management policy & procedures. These are reviewed by the Corporate Pay Board, a subgroup of the Financial Sustainability Steering Group, on a quarterly basis.

The information shown below is a cumulative total figure for the period 1 April 2018 to 31 March 2023. To assist with context, the headcount of the organisation as at 31st March 2023 was 516 (528.34 FTE).

Employee sickness absence

Calculated as: (total absence over previous 12 months)/(Average Headcount for the previous 12 months)

Financial Year & Quarter	Long Term	Short Term	All Sickness	Sickness & Covid
2018-2019 Q1	4.16	3.89	8.05	-
2018-2019 Q2	3.75	3.82	7.56	-
2018-2019 Q3	3.55	3.89	7.44	-
2018-2019 Q4	3.63	4.10	7.73	-
2019-2020 Q1	3.94	4.15	8.09	8.11
2019-2020 Q2	4.22	4.21	8.43	8.45
2019-2020 Q3	4.40	4.03	8.43	8.45
2019-2020 Q4	4.21	3.88	8.10	8.35
2020-2021 Q1	4.07	3.44	7.52	9.99
2020-2021 Q2	3.55	3.25	6.79	9.70
2020-2021 Q3	3.80	2.94	6.75	10.18
2020-2021 Q4	4.16	2.45	6.61	11.18
2021-2022 Q1	4.11	2.75	6.86	9.42
2021-2022 Q2	5.34	2.72	8.06	10.63
2021-2022 Q3	5.21	2.85	8.06	10.62
2021-2022 Q4	5.52	3.13	8.66	10.61
2022-2023 Q1	6.58	3.12	9.70	11.79
2022-2023 Q2	6.42	3.63	10.05	11.67
2022-2023 Q3	7.30	3.76	11.06	12.12
2022-2023 Q4	7.56	4.09	11.65	11.93

Prior to Q2 2022-23 Covid absences were reported separately. This changed in response to Government guidance and from July 2022 Covid absence has been included with sickness absence. For context combined Covid and Sickness absence figures are shown for the whole period.

Note that although low sickness absence was reported in 2020-21 and 2021-2, this was largely offset by Covid absence.

Average absence climbed to 11.65 days at 31 March 2023. In particular Long-Term absences rose to 7.56.

In Q4 2022-3 the OD & HR team had a focussed drive on supporting managers address long term absence cases, with the result that five absence case of over 100 days have ended. At year end the team were supporting managers address 11 cases of very long-term absence (absences of 100 days or more).

ONS reporting shows rising absence figures across the UK with an average of 5.7 days lost per employee (7.7 days for public sector employees) in 2022 – this is the highest rate since 2004.

Recruitment advertising

In 2022-23 RBBC launched 81 in-house job advertising campaigns to recruit to a combination of new/revised positions created as part of the 2022/23 budget process and existing roles which had become vacant. This included 11 casual recruitments and 70 established positions. 66 established roles were filled during the period.

In line with the focus on financial sustainability, enhanced scrutiny of vacancies and recruitment has been put in place to ensure alternatives to recruitment are considered and our establishment is managed effectively. This has contributed to the reduction in established headcount over the year.

There is no doubt that the COVID-19 pandemic has had an enormous impact on the recruitment and employment market. This has not been in the way that analysts had originally predicted, in terms of potential high unemployment and fewer vacancies as a result of the pandemic. The 're-opening' of the economy and working through the Living with Covid approach from the Government has resulted in an extremely buoyant job market where nationally we are experiencing record vacancies and historic low levels of unemployment (as referenced above under 'Employee Turnover').

As referenced above, reviewing our overall talent attraction (and retention) approach is a priority action area emerging from the draft Organisational Development and HR strategy (which will be presented to the Employment Committee later this year for consideration). This will be of particular importance in light of the new ways of working as a result of COVID-19 and revised candidate/employee expectations of employers.

Apprenticeships

The public sector apprenticeships target came to an end on 31 March 2022. From this date there is no longer a target set for public sector employers, although data is still gathered on:

- new apprenticeship starts
- total number of apprentices
- organisational headcount

The previous public sector target around new apprenticeship starts aimed to have apprentices make up 2.3% of our workforce.

We have a positive attitude towards apprenticeships and one of our 5 Year Plan 2020-25 priorities is to 'ensure the Council has the right skills to deliver this plan' and one of the ways we will achieve this is 'to extend our apprenticeships scheme, maximising the value we secure from the Apprenticeship Levy and creating career development opportunities for residents and staff'.

There is a healthy interest in apprenticeships across a range of teams and recruiting new apprentices and upskilling our employees is an important component of our workforce strategies where financial sustainability planning allows.

Current apprentices (5)

Greenspaces Arboriculture Apprentice	L2 Arborist
Community Partnerships Apprentice	L3 Business & Administration
Heavy Vehicle Apprentice	L3 Heavy Vehicle Service & Maintenance Technician
Environmental Health Apprentice	L6 Environmental Health Practitioner Degree
ICT Apprentice	L7 Digital and technology solutions specialist

Existing employees currently upskilling (11)

Customer Contact Apprentice	L3 Customer Service Specialist
Intelligence Officers (x4)	L4 Counter Fraud Investigator (x4)
Family Support Team (x3)	L4 Children, Young People & Families Practitioner (x3)
Environmental Health Team Leader	L6 Chartered Business Management Degree
Transport Manager	L6 Chartered Business Management Degree
Greenspaces Manager	L7 Senior Leader Masters (MBA)

Upcoming Apprenticeships

Revenues & Benefits Assistant	L4 Revenues & Welfare Benefit Practitioner
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Looking ahead

Our workforce data provides some very valuable quantitative data about our workforce. Over the coming months a number of staff networks are due to be set up that will serve the dual purpose of being part of RBBC's wellbeing offer, and also providing some equally valuable qualitative data to serve alongside the information available in this report.

RBBC are also currently engaging potential staff survey suppliers to dig deeper into the drivers behind the data in this report.

Additionally, RBBC's Organisational Development & Human Resources (OD & HR) Strategy is currently in the final stages of development/approval. There are more detailed presentations about this strategy and its implementation that are available to share, however the high-level next steps are as follows:

- a) Prioritise and plan "big ticket" projects considering wider resources, developing opportunities / challenges.
- b) Implement the Target Operating Model.
- c) Resource the structure.
- d) Review the People Manager role and introduce effective development.
- e) Leadership Culture & Change Inventory (staff survey)
- f) Review "Pain" processes with recruitment and onboarding as a priority
- g) Refocus appraisal process and expectations from staff and manager

Finally, and linked to point (f) above, a Transformation Programme begins on 14 June, 2023 that is a full "root and branch" review of RBBC's recruitment and selection process. There will be a short research/discovery phase that will result in data driven recommendations for improvements across three key areas: Process, People & Platforms, however early reflections suggest key areas for improvement are:

- a) Timescales/service level agreements for each stage of the recruitment and onboarding process
- b) Equality, diversity and inclusion at the recruitment and selection stage
- c) Strategic (rather than informal) approach to wellbeing
- d) Induction/early days support information, advice and guidance

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Employment Committee

Draft Work Programme 2023/24

Meeting 1 (20 June 2023)	Meeting 2 (28 September 2023)	Meeting 3 (11 January 2024)	Meeting 4 (Optional) (26 March 2024)
Election of Chair/Vice-Chair Review Committee Terms of Reference Pay Award 2024/25 update (verbal – exempt) Workforce Data Summary and Organisation Development Update Employment Committee Member training Future work programme	Organisational Development and HR Strategy Hybrid working Draft Pay Policy Statement 2024/25 Pay Award 2024/25 update Future work programme	Pay Policy statement 2024/25 Workforce Data Summary (six-month update) Pay Award 2024/25 update Future work programme	Pay Award 2024/25 update Future work programme

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SIGNED OFF BY	Mari Roberts-Wood, Director & Head of Paid Service
AUTHOR	Kate Brown, Head of Organisational Development & Human Resources
EMAIL	kate.brown@reigate-banstead.gov.uk
TO	Employment Committee
DATE	20 June 2023
EXECUTIVE MEMBER	Portfolio Holder for Corporate Policy and Resources

KEY DECISION REQUIRED	N
WARDS AFFECTED	N/A

SUBJECT	How Pay Works at RBBC
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RECOMMENDATIONS
<p>(i) The Employment Committee is asked to note the content of the How Pay Works at RBBC Document, which is an aide memoire consisting of an explanation of pay terminology, routes to pay progression, performance appraisal, and an annex of Pay Scales for 2023/24.</p>
EXECUTIVE SUMMARY
<p>This report and its annexes provide the Employment Committee with a guide to understanding the pay and reward structure at RBBC.</p> <p>The high-level summary gives the Committee a view of how Officers progress through the various pay scales, and the differing types of pay progression available.</p>

Agenda Item 11

BACKGROUND

1. As of 2003 there are no RBBC Officers compensated for their duties through nationally negotiated pay, meaning that all Officers moved to local conditions of service. The “How pay works at RBBC” guide provides a summary of the specific approach taken to pay and reward.

KEY INFORMATION

2. The Council needs to be aware of the pay structures contained in the annex and how this relates to job families, as well as the routes to pay progression and how/when they are applied.

CONSULTATION

3. Local conditions of pay are negotiated annually with Unions.

ANNEXES

4. Pay at RBBC Aide Memoire

Aide Memoire - Pay at Reigate & Banstead Borough Council

(including a guide to salary increases / enhancements)

Reigate & Banstead Council moved away from nationally negotiated pay over 20 years ago, implementing local conditions of service and local pay grades, although pockets of staff in the organisation did remain on [National Pay & Conditions of Service](#). In 2003, all staff transitioned over to local conditions of service as part of a 'single status' project. This included assimilating all staff onto revised payscales (the payscales still in place today – see appendix 1) and all roles assessed as fitting into generic role profiles/job families. This is explained in detail below.

Pay terminology at RBBC

Each role in the council is assigned to a **job family**, depending on the type of role. There are 6 job families -Manager, Professional, Professional Trainee, Technical Specialist, Administrative, Operative

Each of these job families (except Professional Trainee) have at least 3 **grades**. For example, the professional job family grades are Professional 1 (P1), Professional 2 (P2) and Professional 3 (P3).

Within each grade, there are multiple **competency levels**. For example, within P3 grade there are 4 – Proficient (P), Advancing 1 (A1), Advancing 2 (A2), Advanced (A).

Each competency level contains multiple **increments (also known as spine points)**. For example, within P3P there are 4 – spine points 37, 38, 39, 40. Each year, an individual's performance is assessed at an appraisal, and where appropriate may be increased to the next increment (if one is available), until they reach their MPL (see below). This is called incremental increase or performance related pay progression.

Each role is assigned a **Maximum Progression Level (MPL)**. This is the upper most spine point and salary that can be paid for the role based on its content/the level of the role RBBC needs to be carried out and salary benchmarking. It is the top spine point of a competency level (the spine point under a bold bar on the pay scales, or in the case of the advanced competency level being the MPL, the top of the grade).

Each grade has a **generic role profile** which outlines the competency levels and skills required by the role. It contains detailed explanation of the competencies and skills required at each competency level of each grade.

All our roles are salary benchmarked against similar roles internally, and externally against the market when they are prepared for advertisement or the role content changes significantly.

Using this information combined with our Hay job evaluated generic role profiles, they are placed on the payscale (appendix 1). For Senior Management Team roles, we have a separate payscale, which is also provided in appendix 1. As noted in the 2022 Pay Policy document presented to the Employment Committee, in 2022 the remuneration of the Chief Officers and the Strategic Heads of Service, will be reviewed through an external job evaluation and pay benchmarking exercise (this piece of work is in train as at 24/1/22).

Routes to pay progression

In addition to a potential annual salary % increase to our payscales in April (% pay award increase), these are the additional ways salaries can be increased:

1. Jumping the bar
2. Re-grading or MPL increase
3. Performance increase via appraisal
4. Temporarily carrying out other duties
5. One off bonus payment (also called honorariums)

1. Jumping the Bar

Jumping the bar is the ability to jump from one competency level to the next, within a grade (jump within a column on the payscale table), as long as we/the role requires it (i.e. they have the headroom to jump and this is set out in their contract of employment) AND the individual is working at that higher competency level for over 12 months.

The “bar” is denoted on the payscale table by a bold border on a cell.

Some jobs do not require employees to work at the higher level. In these cases employees will be unable to progress above the higher progression bar(s). Maximum Progression Levels (MPLs) have been established for these jobs by using benchmarking data and salaries cannot go above this level.

The jumping the bar process happens once a year when a staff member needs to set out their case to jump the bar – discussing their application with their manager (and if they are not ready to do so in the manager’s opinion, further discussion will be had in terms of how they need to develop to get to the next competency level) - and their manager must also provide their support/case for the individual to progress. HR co-ordinate the process each year.

2. Acceleration through the grade, re-grading or MPL increase

This can happen if there is a change in service need, and therefore role content. It can be:

Moving to a different grade within the same job family (a different row in the payscale table); or

Moving to a different grade within a different job family; or

Changing grade by an increase in the MPL

As outlined in Part 3b Officer Scheme of Delegation, section 6 of the constitution, the relevant Head of Service has authority to consider regrade. Consultation is required with the Head of Service with responsibility for Human Resources. The Section 151 officer is also consulted as part of any regrading or MPL increase.

3. Performance increase via appraisals (Performance related pay progression)

There are two performance appraisal rewards schemes in operation. One for Heads of Service, Strategic Heads of Service and Directors (Management scheme); the other for all other council employees (employee scheme). There is no scheme for casual workers or apprentices.

Each year, an individual’s performance is assessed at an appraisal, and where appropriate their pay may be increased to the next increment (if one is available), until they reach their MPL. Depending on the appraisal rating awarded and which increment they are at in their grade and competency level, they may receive a one off non-consolidated (i.e. one off) bonus instead or in addition.

Management Team Performance Appraisal Scheme:

The appraisal scheme for senior management differs from the core employee scheme in that there are higher expectations and therefore, potentially, a higher financial reward for performance as detailed below.

- Outstanding Performer - One spine point increment (if applicable) plus 10% bonus (no top of bar payment if no increment is available).
- Very Good Achiever - One spine point increment (if applicable) plus 2.5% bonus, or 5% bonus if no increment available
- Good Achiever - One spine point increment (if applicable) or 2.5% bonus if no spine point increment available
- Effective Manager - No spine point increment or bonus
- Improvement Required - Reduction of one spine point increment if this rating given two successive years [note at this rating level, the individual would be under a formal performance review]

Employee Scheme:

An 'Outstanding Performer' rating will receive:

- An incremental increase plus a 2.5% non-consolidated bonus; or
- If no incremental increase is possible (they are at the top of bar, or MPL), a 3% non consolidated bonus

A 'Consistently High Performer' rating will receive:

- An incremental increase; or
- If no incremental increase is possible (they are at the top of bar, or MPL), a 0.5% non consolidated bonus

A 'Good Performer' rating and 'Not currently at required standard' rating will not receive any form of payment. For the latter rating, the individual would be under a formal performance review.

Note that for both the Employee and Management Team Schemes, increments are paid until the top of the scale/the MPL is reached. Bonuses are not consolidated.

4. Temporarily carrying out other duties

If for over 4 weeks an employee does the responsibilities for a higher graded job (except for annual leave cover) they can get an allowance if they are the sole person covering this higher graded post. This might be, for example, to cover for long term sickness temporarily or whilst a colleague is on maternity leave.

As per our terms and conditions of employment, they will get at least the minimum pay for this higher graded post or 2.5% of current salary, whichever is the greater.

5. One off bonus payment (also called honorariums)

There are specific conditions for one-off bonus payments, which provide incentives and rewards for specific and exceptional achievements, such as the following:

- For achieving one-off projects clearly outside the range of the job.
- For successfully carrying out something which was exceptionally difficult, or working to a much higher level for a temporary period.
- For working unusually long or inconvenient hours because of particular problems.

APPENDIX 1

PAY SCALES 2023-2024															
Reigate & Banstead Borough Council															
Spine Point	Salary	Manager		Professional		Prof. Trainee	Technical Specialist		Administrative		Operative				
		M3													
76	71172	720		P1								71172	76		
74	68480			700								68480	74		
73	67830	A										67830	73		
72	66204			A								66204	72		
71	64828											64828	71		
70	63084											63084	70		
69	61683											61683	69		
68	60114	A2			P2		TS1					60114	68		
67	58889			A1	620		620					58889	67		
66	57303											57303	66		
65	55832				A		A					55832	65		
64	54824											54824	64		
63	53319	A1										53319	63		
62	52068			P								52068	62		
61	50823		M4									50823	61		
60	49828		580		A1		A1					49828	60		
59	48460			580								48460	59		
58	47301	P	A									47301	58		
57	46184											46184	57		
56	45102											45102	56		
55	44037	560	A2	P	P3		P	TS2				44037	55		
54	42987				520			520				42987	54		
53	41888											41888	53		
52	40982			510	A		510	A				40982	52		
51	40036					P/T				A1		40036	51		
50	38102		A1							490		38102	50		
49	38181		M5									38181	49		
48	37287		480		A2	A		A1		A		37287	48		
47	36428											36428	47		
46	35682	P	A									35682	46		
45	34740											34740	45		
44	33824		450					P	TS3	445	A2	33824	44		
43	33144				A1	A2						33144	43		
42	32370							435	A			32370	42		
41	31808											31808	41		
40	30879									A1		30879	40		
39	30188											30188	39		
38	29488			P		A1		A1		A2	O1	29488	38		
37	28782									420	420	28782	37		
36	28107		420		420				P	A	A	28107	36		
35	27477											27477	35		
34	26838					P2		P	400		A1	26838	34		
33	26223									A2	O2	26223	33		
32	25623							390			P	380	25623	32	
31	25029										380	A	25029	31	
30	24482												24482	30	
29	23901					P1B				A1			23901	29	
28	23362										A3	A2	23362	28	
27	22827					P1A				P	320	A1	O3	22827	27
26	22311										A		305	22311	26
25	21786									305		P	A	21786	25
24	21308											295		21308	24
23	20823										A1		A2	20823	23

(Note – the numbers under the grades relate to the Hay job evaluation points for the generic role profiles attached to the grade)

SENIOR MANAGERS PAY SCALES 2023-2024

Reigate & Banstead Borough Council

	Spine Point	Salary
Managing Director (<i>inc Head of Paid Service</i>)	103	139065
	102	135675
	101	132363
Director	98	122922
	97	119925
	96	117000
Chief Finance Officer (S151)	90	100899
	89	98439
	88	96036
Strategic Heads of Service	87	93693
	86	91416
	85	89181
Heads of Service	81	82287
	80	80325
	79	78417
	78	76545
	77	74712
	76	72936