

**DRAFT**  
**Discretionary Additional**  
**Payments Policy**

**Personnel and Training Services**  
**October 2004**



**SALISBURY**  
District Council

## **1 Introduction**

- 1.1 Salisbury District Council's Honorarium Scheme exists to recognise and reward those employees who exceed the requirements of their job.
- 1.2 Honorarium payments may be awarded to any employee of Salisbury District Council. In some circumstances a nomination for a SmartIdeas award may be considered more appropriate.
- 1.3 It should be noted that financial reward is not the only way to recognise exemplary work and managers' guidance is given later in this policy on non-financial recognition. When using financial rewards managers should bear in mind that, after statutory deductions, the net sum could be regarded by the employee as derisory and in these circumstances non-financial forms of recognition might be more motivational.
- 1.4 Managers should also consider the likely response of individuals to the proposed form of reward. Individual circumstances differ and what is appropriate for one person may not be acceptable to another.
- 1.5 Managers must ensure that equality issues are fully considered when proposing honoraria payments. Personnel and Training Services will monitor such payments regularly in terms of equality issues.

## **2 Financial Recognition**

### **2.1 Acting Up**

- Additional payments can, at management discretion, be made to employees for undertaking duties over and above the level of their post/grade where this has been required by their manager, or is acknowledged retrospectively by management to have been an appropriate response to a particular situation. Payments will not normally be authorised where cover is required because of the annual leave of the individual whose post/grade is being covered.
- Whilst 'acting-up' it is recommended that the employee receive the salary of that post whilst undertaking the full range of duties and responsibilities for the higher graded post. The salary paid will normally be at the bottom of the grade for the new post. The decision as to whether or not the full range of duties and responsibilities will be undertaken by the employee concerned rests with management.
- An employee who, for any reason, is required by their manager to undertake some of the duties of a higher graded post may, at the discretion of the employee's manager, be awarded an additional increment whilst carrying out those designated duties, provided those particular duties are commensurate with a higher grade than that of the employee. This may apply even if the employee is at the top of their current grade.
- This payment would not normally be considered by the employee's manager until the employee has carried out either the full range of duties or specified duties for a period of four consecutive weeks. Once authorised, it would normally be payable from the first day of the period.
- This type of honorarium payment will normally be paid over the period of time that the employee is 'acting up'.

### **2.2 Additional Duties**

- Additional payments may be made to employees on or below scale point 29 for undertaking additional duties to their post as required by their manager where this does not necessitate the employee working additional hours. (If the employee is required to work additional hours then this should be claimed as overtime). For those employees on scale point 30 or above a payment can be made whether or not they are required to work additional hours.
- Any additional hours should not, in addition, be accumulated via flexi time or time in lieu or paid as an overtime payment.
- The additional duties should normally be agreed beforehand.
- Any additional hours worked should not result in the employee exceeding the limits set out in the Working Time Regulations. Full details of these regulations can be obtained from Personnel and Training Services.
- The payment would normally be via payment of an extra increment for the period that the extra duties are undertaken.
- This type of honorarium payment may be paid during the period of time that the employee is undertaking the additional duties or as a one-off lump sum at the end of the relevant period.

### 2.3 **Recognition of Sustained Effort or Achievement**

- An additional payment may, at management discretion, be made to an employee who in the opinion of their manager or at the instigation of Management Team, has made a significant contribution to the work of the Unit or corporately.
- These payments may be made to individuals or teams. If awarded for work within the unit, payments should come from unit budgets. If for corporate work, and the SUH is not able to bear the cost then s/he should discuss this with Management Team.
- Examples of when these payments may be made are:
  - ♦ achieving a challenging objective despite difficult and unforeseen circumstances arising after the objective was set,
  - ♦ identifying and/or achieving additional objectives to those recorded in the employee's appraisal with the knowledge and agreement of the relevant manager,
  - ♦ responding to unforeseen circumstances in a proactive, appropriate and responsible way,
  - ♦ undertaking additional commitments/duties in the interests of the Council and without regard to any material rewards,
  - ♦ displaying leadership in situations which were unforeseen and/or where the employee concerned could not have been expected to take the lead arising from their role within the Council,
  - ♦ demonstrating commitment to the Council above and beyond the norm and over a significant period of time,
  - ♦ receipt of unsolicited thanks from colleagues or members of the public for significant high profile, sensitive or special work,
  - ♦ covering for absences of colleagues in exceptional circumstances and over a prolonged period (and not for less than for four weeks).
- Such payments will normally be made as a one-off lump sum.

## **2.4 Income Generating**

- Additional payments may be made to a group of employees where a manager identifies an opportunity to earn or claim additional income for the Council that is in line with its priorities and within the scope of permissible activities for Local Authorities.
- Following consultation with Personnel and Training Services the manager will be required to formulate an appropriate scheme of payment and put this forward for Management Team approval. Due care must be taken by the Manager to ensure that previous practices in respect of these arrangements are taken into account.
- The appropriate trade union will be consulted prior to the introduction of any such scheme.

## **3 Process**

- A proposal for an honorarium payment to an individual employee must be submitted, using the appropriate form, (see appendix 1) to the relevant Policy Director for approval, following consultation with the Heads of Personnel and Training Services (for fairness and equality issues) and Financial Services (for affordability). Any proposal for a group honorarium payment must follow the same process but should be submitted to Management Team for final approval.
- Each proposal should include evidence of the following:
  - that individual unit and corporate equality issues have been taken into account
  - that it is affordable
  - that it meets the business needs
  - stress management issues have been considered
  - that the group(s) of employees involved are clearly identified
  - clear measures are identified
  - that a risk assessment has been undertaken.

## **4 Non-Financial Rewards**

4.1 As mentioned above it is not always appropriate to offer a financial reward for exemplary work. In some circumstances non-financial forms of recognition are more appropriate and some examples of these are given below:

- public (or private) recognition of achievement in the form of thanks from an appropriate manager
- identifying individuals/teams as role models
- giving prizes or awards eg nomination for a SmartIdeas award
- offering a period of secondment
- arranging a function to celebrate achievement
- offering the opportunity for further personal development.
- offering non-recurring additional leave

4.2 The individual's/teams' circumstances should always be considered when deciding what form of reward to make. If this is not suitable then it may be demotivational rather than have the desired effect.

**Salisbury District Council****Honorarium Scheme Application for Payment****To be completed by the Service Unit Head**

Reason for Payment	Acting Up* Additional Duties Undertaken* Performance Related* Income Generating* <div style="text-align: right;">(*Delete as appropriate)</div>
Details of Duties Undertaken or Income Generating Scheme (continue on a separate sheet if necessary)	
Name(s) of employees to whom payment is awarded	
How have Unit and Corporate Equality issues been considered?	
How will the payment(s) be funded	
How does this proposal meet business needs?	

What actions have been taken to ensure that undue stress is not placed on employees?			
How has the performance or outcome been or will be measured?			
Head of Personnel and Training Services comments			
Signed		Date	
Head of Financial Services comments			
Signed		Date	
Signed (Service Unit Head)		Date	
Policy Director/ Management Team Comments			
Policy Director/ Management Team approval		Date	

**This form should be completed and submitted to Management Team for approval of payment**

**The information given on this form will be held on a manual filing system and processed electronically on a secure SDC computer system. It will only be used for the purposes of making associated payments and for monitoring, reporting and statistical purposes.**