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Tuesday, 4 July 2023

To: The Members of the **Employment Committee**  
(Councillors: David Whitcroft (Chair), Alan Ashbery, Lisa Finan-Cooke, Mark Gordon, Shaun Macdonald, Leanne MacIntyre, Sashi Mylvaganam, Josh Thorne and Victoria Wheeler)

**In accordance with the Substitute Protocol at Part 4 of the Constitution, Members who are unable to attend this meeting should give their apologies and arrange for one of the appointed substitutes, as listed below, to attend. Members should also inform their group leader of the arrangements made.**

Substitutes: Councillors Mary Glauert, Shaun Garrett, Lewis Mears, Pat Tedder, Helen Whitcroft and Richard Wilson

Dear Councillor,

A meeting of the **Employment Committee** will be held at Council Chamber, Surrey Heath House, Knoll Road, Camberley, GU15 3HD on **Thursday, 13 July 2023 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Damian Roberts

Chief Executive

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## AGENDA

Pages

### Part 1 (Public)

**1 Apologies for Absence**

**2 Election of Vice Chair**

**3 Minutes** To elect a Vice Chair for the remainder of the 2023/24 municipal year.

**3 - 6**

To confirm and sign the minutes of the meeting held on 30 March 2023 (copy attached).

**4      **Declarations of Interest****

Members are invited to declare any interests they may have with respect to matters which are to be considered at this meeting. Members who consider they may have an interest are invited to consult the Monitoring Officer or the Democratic Services Officer prior to the meeting.

<b>5</b>	<b>Menopause Policy</b>	<b>7 - 18</b>
<b>6</b>	<b>Job Evaluation Policy &amp; Procedure</b>	<b>19 - 32</b>
<b>7</b>	<b>Managing Demands (Exceptional Payments) Policy</b>	<b>33 - 44</b>
<b>8</b>	<b>Work Programme</b>	<b>45 - 46</b>

**Minutes of a Meeting of the  
Employment Committee held on 30  
March 2023**

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+ Cllr Stuart Black (Chairman)  
+ Cllr Cliff Betton (Vice Chairman)

- Cllr Colin Dougan	+ Cllr Alan McClafferty
+ Cllr Sharon Galliford	+ Cllr Graham Tapper
+ Cllr Mark Gordon	* Cllr Victoria Wheeler
+ Cllr Josephine Hawkins	

+ Present  
- Apologies for absence presented  
\* In attendance virtually

Officers Present: Sally Kipping, Julie Simmonds, Rachel Whillis.

**28/EC Minutes**

The minutes of the meeting held on 16 February 2023 were confirmed and signed by the Chairman.

**29/EC Family Friendly Policies**

The Committee considered a revised Family Friendly Policy and Procedure. The Policy had been updated and included the following changes:

- An increase to the contractual maternity and adoption pay from the statutory requirements currently offered;
- Amendments to the allowances which may be paid during leave, for example car allowance; and
- An increase of benefit for Paternity Leave so it would now be paid as opposed to unpaid leave.

In addition to the changes included in the agenda report, it was agreed to incorporate the Government's updated definition of kinship carers in the Policy.

**RESOLVED that the revised Family Friendly Policy and Procedure, as attached at Annex A to the agenda report, as amended, be adopted.**

**30/EC Sickness Absence Policy**

The Committee considered revisions to the Sickness Absence Policy. A number of changes had been proposed to the Policy which sought to balance the Council's responsibilities in delivering its services with providing support to employees. The changes included:

- amending the recognition of long term sickness from 5 weeks to 4 weeks or more; and

- amending the sickness trigger points from 10 days absence to 8 days and 5 periods of absence to 3 periods of absence.

It was noted that the Policy would be renamed the Absence Policy and Procedure and agreed that any outstanding references in the policy to its former name would be updated. It was also agreed that paragraph 14.1 would be updated to state: “If an employee becomes sick or injured during the working day and has to leave work before their normal finishing time they must, **if they are able....**”

**RESOLVED that the revised Sickness Absence Policy and Procedure, as attached at Annex A to the agenda report, be adopted.**

### **31/EC Staff Terms and Conditions**

The Committee considered proposed changes to Staff Terms and Conditions, which included:

- amending the authorisation process for staff wishing to take on another role alongside their Council role;
- the addition of wording around staff benefits to clarify they were not contractual so could be changed; and
- inclusion of Support of Professional Membership fee in Staff Terms and Conditions, whereas previously it had been within the Expenses Policy.

In addition to the changes proposed in the agenda report, it was agreed to make the following amendments:

- updating paragraph 2.3 by replacing “efficient Wi-Fi access” with “appropriate internet access”;
- clarifying wording at paragraph 2.7 to state that the total employment time should not exceed 48 hours;
- changing paragraph 5.7 to give line managers the authority to decide whether any outstanding leave for a member of staff leaving must be taken during their notice period or paid to the employee; and
- inserting a new clause providing for members of staff to repay any monies due to the Council through an agreed payment plan, where they were unable to pay it in a lump sum.

**RESOLVED that the revised Staff Terms and Conditions Policy and Procedure, as attached at Annex A to this report, be agreed.**

### **32/EC Safeguarding Policy**

Following discussions on the appropriate governance procedures for approving revisions to the Safeguarding Policy it was agreed to defer the item pending further clarification on this matter.

**RESOLVED that consideration of this item be deferred.**

### **33/EC Work Programme 2023/24**

The Committee considered the draft Work Programme for 2023/24. It was agreed that, as they did not fall within the suite of Human Resources policies, further consideration would be given to whether this was the appropriate committee to consider the Data Breaches Policies policy, Data Protection Policy, and Information Security Policy. If necessary, the Work Programme would be updated and the Committee advised accordingly.

**RESOLVED that, subject to clarification on including the Data Breaches Policies policy, Data Protection Policy, and Information Security Policy on the agenda for June 2023, the work programme for the 2023/24 municipal year, as set out at Annex A to the agenda report, be agreed.**

Chairman

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**Surrey Heath Borough Council**  
**Employment Committee**  
**13 July 2023**

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**Menopause Policy**

**Head of Service** Sally Kipping – Head of HR, Performance & Communications  
**Report Author:** Julie Simmonds – HR Manager,  
Bobbie Ludlow, Snr HR Advisor  
**Key Decision:** no  
**Wards Affected:** n/a

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**Summary and purpose**

This report provides the Employment Committee with details of a new Menopause Policy which the Council would like to introduce to staff to bring awareness and support to its staff. The draft Policy was reviewed by the Joint Staff Consultative Group at its meeting on 15 June 2023.

**Recommendation**

The Committee is advised to RESOLVE that Menopause Policy, as attached at Annex A to this report, be adopted.

**1. Background and Supporting Information**

1.1 This policy will continue to evolve as the Council reviews and monitors how it is accepted within SHBC and also any legislation which may come into place.

**2. Reasons for Recommendation**

2.1 To ensure that all SHBC staff are aware of this policy and its contents to enable recognition and support to staff who may be affected.

**3. Proposal and Alternative Options**

3.1 It is proposed that this policy is adopted, with or without any further amendments considered appropriate. It should be noted that if material changes are requested, the policy may need to be referred back to the Joint Staff Consultative Group for further consideration.

#### **4. Contribution to the Council's Five Year Strategy**

4.1 No matters arising.

#### **5. Resource Implications**

5.1 No increase of resources required.

#### **6. Section 151 Officer Comments:**

6.1 This Policy was taken to CMT for review and comment in May 2023 and any comments from the S151 Officer have been incorporated.

#### **7. Legal and Governance Issues**

7.1 No matters arising.

#### **8. Monitoring Officer Comments:**

8.1 This Policy was taken to CMT for review and comment in May 2023 and any comments from the Monitoring Officer have been incorporated.

#### **9. Other Considerations and Impacts**

##### **Environment and Climate Change**

9.1 Supports the Council's pledge.

##### **Equalities and Human Rights**

9.2 Equalities Impact Assessment will be completed.

##### **Risk Management**

9.3 n/a

##### **Community Engagement**

9.4 Not applicable.

#### **Annexes**

Annex A – Menopause Policy





## Human Resources

# MENOPAUSE POLICY



~~September 2022~~ June 2023

Surrey Heath Borough Council  
Knoll Road, Camberley GU15 3HD  
[human.resources@surreyheath.gov.uk](mailto:human.resources@surreyheath.gov.uk)



## I. Introduction

Surrey Heath Borough Council is committed to providing an inclusive and supportive working environment for their staff. This policy sets out the rights of all staff experiencing menopausal symptoms and explains the support available to them.

- As an employer at Surrey Heath Borough Council we employees are all increasingly working well into our 60s and beyond, and most employees are working through their menopause ~~and beyond~~. Menopause is a natural phase which affects 51% of the population in the UK. ~~and W~~ whilst some people experience few symptoms, others experience severe symptoms that impact both their home and work lives. Some employees may experience symptoms in their 50's but some maybe even earlier. This policy also refers to transgender men (women who are assigned as female but transitioning to male) as the menopause can still affect them and they require the same support in the workplace.

Menopause can be a significant issue in the workplace but there are other conditions such as endometriosis which has similar symptoms. ~~F~~for those who experience moderate to severe symptoms, ~~and~~ it is important to offer appropriate support for those individuals.

- Employees that are experiencing menopausal symptoms, hormone replacement therapy (HRT) whether moderate or severe are required to talk to their line managers or HR. These symptoms are treated separately from the current sickness and absence policy capability, disciplinary, complaints, respect at work and performance policies to ensure that menopausal women are not unfairly penalised and do not experience detrimental treatment as a result of their symptoms.



Removing the taboo around menopause in the workplace helps to create a supportive environment, where everyone can talk openly and without embarrassment. [This and](#) encourages all staff to have a better understanding of the menopause. This in turn will support staff to discuss menopausal related health problems and ask for the support that they may need. This policy sets out the guidelines on providing the right support for menopause in the work place.

For more information and resources to support you please see:

<https://www.wellbeingofwomen.org.uk/campaigns/menopausepledge/resources>

## 2. Definition

Menopause is the time when menstruation periods permanently stop. It is defined as occurring when the individual has experienced no periods for 12 consecutive months and no other biological or psychological cause can be identified.

Menopause usually occurs between the ages of 45 and 55 and typically lasts between four and eight years. However, each employee's experience will differ, and menopausal symptoms can sometimes begin before the age of 40. Symptoms can come on gradually or start very suddenly, particularly if there has been surgery or other medical interventions involving the female reproductive organs.

Perimenopause, or menopause transition, begins several years before menopause. An individual may start to experience menopausal symptoms during the perimenopause.

While symptoms related to menopause vary greatly, they commonly include:

- hot flushes;
- night sweats;
- anxiety;
- dizziness;
- fatigue;
- memory loss;
- depression;



- mood swings;
- panic attacks;
- insomnia;
- skin irritation;
- headaches;
- recurrent urinary tract infections;
- joint stiffness, aches and pains;
- reduced concentration; and
- heavy periods.

Each of these symptoms has the potential to affect an employee's comfort and performance at work.

### 3. Employee Support

Employees are encouraged to speak to their line manager as their first point of contact or, they can approach HR, if they experience menopausal symptoms, which are impacting on their work performance [and/or wellbeing](#), to ensure that these are treated as an ongoing health issue rather than as individual instances of ill health.

Line managers should build trust with their staff so that employees feel comfortable in approaching them. It is essential that reports of symptoms are listened to carefully and treated with sensitivity. Employees who do not wish to discuss the matter with their line manager may find it helpful to have an initial discussion with HR, a trusted colleague or another manager instead. The employee can be assured that confidentiality will be maintained at all times.

Surrey Heath Borough Council offers a variety of initiatives [and managers are required to attend mandatory training](#) to support [individualswomen](#) experiencing menopausal symptoms, including our Employee Assistance programme. There are also courses available to improve a greater understanding and awareness on Surrey Learn Partnership. Further details can be found on Warbler and there is also a course for line managers to attend.

External support and help for individuals and managers can be found at:



- Menopause Matters ([www.menopausematters.co.uk](http://www.menopausematters.co.uk)) which provides information about the menopause, menopausal symptoms and treatment options;
- The NHS ([www.nhs.uk](http://www.nhs.uk)), which provides information and treatment options; and
- The Daisy Network ([www.daisynetwork.org](http://www.daisynetwork.org)), a charity which provides support for people experiencing premature menopause or premature ovarian insufficiency.

## 4. Reasonable Adjustments

Surrey Heath Borough Council has a duty to provide a safe working environment for all staff and commits to ensuring that suitable adjustments and additional support are available to individuals experiencing menopausal symptoms that impact on their work.

The [CouncilCompany](#) acknowledges that the menopause affects individuals in different ways and so no adjustment will be made without fully discussing it first. It is always essential to balance the needs of the individual against the wider context of the team and customer service requirements.

Examples of adjustments include:

- conducting a risk assessment to identify any areas that are a detriment to individuals going through the menopause;
- implementing temperature control, such as [hot desking in air conditioned areas or providing](#) access to a fan;
- allowing flexibility within the Company's dress code where reasonable;





- assessing how work is allocated. Employees still must be able to perform their role but the employer would be flexible about and allow reasonable adjustments to help facilitate this.
- This policy has been introduced as a supportive measure for employees but there may be occasions when guidance from HR will be required around the Attendance and Capability Policies;
- considering flexible working patterns e.g. changes to the pattern of hours worked, working from home or a reduction in working hours;
- Increased frequency or timings of breaks;
- Ensure ease of access to drinking water supplies;
- Ensure easy access to toilet facilities.
- Allowing flexibility in dress code please see the enclosed link for House Rules - <https://surreyheath.app.box.com/s/sbzud39fxfo99dremi7t03wlefl57sxf>
- If ~~With~~ employees are experiencing behavioural changes, ~~mood swings~~ managers or team leaders should discuss with the employee how and whether to communicate this sensitively and supportively to the wider team. ~~this is having a detrimental affect on the rest of the team.~~

Once the adjustments are agreed, they will be regularly reviewed with the employees, Line Manager and HR if required.

Where reasonable adjustments are unsuccessful, or if symptoms are proving problematic, a line manager may refer an employee to HR/Occupational Health or recommend them to seek professional advice.

## 5. Line Manager Support



- Familiarising themselves with this guidance.
- Being ready and willing to have open discussions about menopause, appreciating the personal nature of the conversation, treating the discussion sensitively and professionally.
- Ensuring they are aware of reasonable adjustments that may be necessary to support those who are experiencing severe menopausal symptoms and provide appropriate support when needed.
- Allow adequate time to have any conversation and designate time to follow up meetings.
- Listen, discuss and agree appropriate action to be taken and how this will be implemented.
- Discuss any further action and if other members of the team should be informed, and by whom.
- Recording adjustments agreed and actions to be implemented.
- Ensuring that all agreed adjustments are adhered to.
- Referring employees to HR/Occupational Health when both parties feel that this is appropriate.

## 6. Internal Support

Individuals can also access confidential support through a variety of initiatives such as our employee assistance programme, which offers expert advice and specialist counselling online or by telephone 24 hours a day, 7 days a week For further details please use the enclosed link-

<https://warbler.workvivo.com/spaces/50867/pages/employee-assistance> .



Our mental health first-aiders are also on offer at various departments across the council to provide support where needed.

## 7. Data Protection

The Company will process personal data in accordance with its Data Protection Policy. Data is held securely and accessed by, and disclosed to, individuals only for the purposes of providing the necessary support to employees.

## 8. External Links

[Menopause matters](#)

[NHS menopause pages](#)

[NHS information on HRT](#)

[NICE Menopause: diagnosis and management](#)

[Healthtalk.org](#)

[Women's Health Concerns](#)

[The Menopause Exchange](#)

[Menopause Support UK](#)

[British Occupational Health Research Foundation – research on women's experiences working through the menopause](#)

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**Surrey Heath Borough Council**  
**Employment Committee**  
**13 July 2023**

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**Job Evaluation Policy & Procedure**

**Head of Service** Sally Kipping – Head of HR, Performance & Communications  
**Report Author:** Julie Simmonds – HR Manager,  
Bobbie Ludlow, Snr HR Advisor  
**Key Decision:** no  
**Wards Affected:** n/a

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**Summary and purpose**

This report provides the Employment Committee with details of a new Job Evaluations Policy and Procedure. This is a process of evaluating roles fairly across the Council taking into account the responsibilities of a role. The draft Policy was reviewed by the Joint Staff Consultative Group at its meeting on 15 June 2023.

**Recommendation**

The Committee is advised to RESOLVE that the Job Evaluation Policy & Procedure, as attached at Annex A to this report, be adopted.

**1. Background and Supporting Information**

1.1 This policy will be reviewed and monitored within SHBC so all staff are aware of the process, ability to request an evaluation within the criteria's detailed in the policy.

**2. Reasons for Recommendation**

2.1 To ensure that all SHBC staff are aware of this policy and its contents so staff are aware of the criteria for a re-evaluation or evaluation of a role.

**3. Proposal and Alternative Options**

3.1 It is proposed that this Policy is adopted, with or without any further amendments considered appropriate. It should be noted that if material changes are requested, the Policy may need to be referred back to the Joint Staff Consultative Group for further consideration.

#### **4. Contribution to the Council's Five Year Strategy**

4.1 No matters arising.

#### **5. Resource Implications**

5.1 No increase of resources required.

#### **6. Section 151 Officer Comments:**

6.1 This Job Evaluation Policy was taken to CMT for review and comment on 30 May 2023 and any comments from the S151 Officer have been incorporated

#### **7. Legal and Governance Issues**

7.1 No matters arising.

#### **8. Monitoring Officer Comments:**

8.1 This Job Evaluation Policy was taken to CMT for review and comment on 30 May 2023 and any comments from the Monitoring Officer have been incorporated

#### **9. Other Considerations and Impacts**

##### **Environment and Climate Change**

9.1 Supports the Council's pledge.

##### **Equalities and Human Rights**

9.2 Equalities Impact Assessment will be completed.

##### **Risk Management**

9.3 n/a

##### **Community Engagement**

9.4 Not applicable.

#### **Annexes**

Annex A – Job Evaluation Policy & Procedure



## Human Resources

# JOB EVALUATION POLICY AND PROCEDURE



**May 2023**

Surrey Heath Borough Council  
Knoll Road, Camberley GU15 3HD  
[human.resources@surreyheath.gov.uk](mailto:human.resources@surreyheath.gov.uk)



## 1. Introduction

- 1.1 Surrey Heath Borough Council uses an independent process not too dissimilar to Hay Group job evaluation method. This systematic process has been adopted since 2005 and assesses a job's contribution to the organisation relative to other jobs in the same organisation. The process evaluates the job not the job holder – the assessors disregard whoever is actually doing the job.
- 1.2 Job Evaluation is a process by which posts are graded within Surrey Heath Borough Council's grading structure. When a post is evaluated it is reviewed by a panel of four assessors which include 2 x Strategic Directors/Head of Service, a member of HR who is the chair and a staff representative.
- 1.3 The purpose of job evaluation is to ensure that jobs of equal value receive fair rates of pay and so the process benchmarks internal roles against an objective set of criteria. This is to ensure that employees are fairly treated and also to minimise the risk of equal pay claims. Job Evaluation processes do not take into account market rates or fluctuations which are resolved using different processes such as pay benchmarking.
- 1.4 This policy complies with the relevant employment legislation.

## 2. Principles

- 2.1 An existing job can only be re-evaluated if the Manager can demonstrate to their Strategic Director or Head of Service:
  - the duties of the post have changed by more than 33%
  - the post holder has been in post for at least six months, and
  - the post has not been evaluated in the past 12 months;

Changes such as an increase (or decrease) in volume of work, or a different way of doing the same thing, or new work but at the same level of



responsibility/accountability **will not** result in a post being submitted for re-evaluation.

**It is the responsibility of the Strategic Director/Head of Service to demonstrate to the Chief Executive and Head of Paid Service that a post has changed significantly and therefore needs to be re-evaluated.**

In order to manage expectations, the line manager should explain to the employee:

- the basis on which a re-evaluation would be considered
- what changes of responsibility may trigger a change in payscale

2.2 A role may be re-evaluated as a consequence of a restructure within a Service or Team

2.3 The Head of HR, Performance and Communications considers there may be a potential equal pay/value issue

2.4 A vacant post will be re-evaluated if the duties of the vacant post have changed by more than 33%.

2.5 It is important to be aware that a Job Evaluation process may:

- Increase the grade of a post
- Maintain the grade of a post
- Reduce the grade of a post.

### 3. Policy Statement

3.1 The purpose of this policy is to provide guidance when dealing with requests for Job Evaluations or as a result of a change within a Team or Service.



## 4. Equality Assessment Policy

4.1 The Council's Equality Scheme demonstrates its commitment to equality internally and externally and ensures that all staff are given an opportunity to contribute to the wellbeing of all who work within Surrey Heath Borough Council. An equality impact assessment has been carried out on this Policy and Procedure.

## 5. Procedure

5.1 This process applies to all job evaluations:

1	Line Manager updates Job Profile and completes Job Evaluation Analysis Form. It is important that the Job Profile and Job Analysis Form are aligned with the purpose of the Job Analysis Form is to give more in depth information and examples.	<a href="#">Job Profile</a> and Job Evaluation Analysis Form along with guidance notes can be found on the <a href="#">Job Evaluation page</a> on Warbler
2	Strategic Director/Head of Service reviews the Job Analysis Form and Job Profile	<ul style="list-style-type: none"> <li>• Confirms the role accurately reflects SHBC requirements</li> <li>• Any budgetary requirements are clearly understood</li> <li>• Completes Job Evaluation Request form for authorisation of Chief</li> </ul>





		Executive and Head of Paid Service unless it is part of a Service/Team transformation in which case the Job Evaluation Request form would not be required as it would be part of a Transformation Report to CMT
3	Chief Executive and Head of Paid Service	Reviews Job Analysis Evaluation Form, Job Profile and Job Evaluation Request Form from Strategic Director/ Head of Service
4	Request for Job Evaluation approved/rejected	<ul style="list-style-type: none"> <li>• Approved – passed back to relevant Strategic Director/ Head of Service who will liaise with HR Manager to arrange a JE Panel</li> <li>• Rejected - passed back to relevant Strategic Director/ Head of Service with explanation</li> </ul>
5	Job evaluation panel	Each of the panel consider the Job Evaluation request individually using the Job Analysis Form and Job Profile (new and existing if re-evaluation) before the panel meeting and then discuss as a group to agree on level for each of the seven criteria's in the <a href="#">Job Evaluation Guide</a> HR Chair then calculates the scores awarded by the panel relating to each of the levels awarded against the seven criteria's. The total score from this process dictates the grade of the post.
6	Outcome reported back to Chief Executive by the HR Chair via the Job	Chief Executive to give approval for the grade to be applied to the role or discuss



	Evaluation Request Form and advises appropriate Strategic Director/Head of Service	with appropriate Strategic Director/Head of Service if not approved.
7	Strategic Director/Head of Service will advise HR of outcome and effective date if a new grade is to be implemented and the scale point of the grade.	The effective date of the new grade will be the date of the Job Analysis request form unless otherwise advised and reason given so an audit trail is available if requested.
8	HR will send an outcome letter to Strategic Director/Head of Service and copy in the line manager requesting the Job Evaluation	Strategic Director/Head of Service and Line Manager would advise the member of staff if the post evaluated is occupied. There is a right of appeal and the Job Evaluation Appeal Request can be found on <a href="#">Warbler</a>
9	Actions if there is a grade change following Job evaluation	<ul style="list-style-type: none"> <li>• Grade increase and the post is occupied, the member of staff will be sent relevant documentation as detailed in point 10 below</li> <li>• Grade increase or decrease and the post is unoccupied, advertising for the post can commence subject to recruitment authorisation through <a href="#">Staffing Resources Form</a></li> <li>• Grade decrease and the post is occupied then salary protection arrangements will apply as detailed in section 8 of <a href="#">Organisational Change Policy</a></li> </ul>



10	HR to send Variation of Contract or new Staff Terms and Conditions of Employment, whichever is appropriate to the member of staff if post is occupied.	Member of staff will be sent the appropriate written communication advising of the effective date, grade and scale point.
11	Payroll	HR will advise Payroll of any changes in salary and the effective dates as detailed in the documentation sent to the member of staff (see point

## 6. Appeals

- 6.1 An employee who is dissatisfied with the outcome of an evaluation may make an appeal providing full reasons for that appeal with any appropriate supporting information. The appeal panel will only consider the contested areas outlined in the appeal.
- 6.2 As a first step, the employee should discuss the appeal with their line manager to ascertain if there are grounds for an appeal.
- 6.3 The employee with their Line Manager may then submit an appeal using an appeal form found on [Warbler](#) detailing the areas of appeal as detailed in the Job Evaluation outcome letter. The Strategic Director/Head of Service will then discuss the case with the Chief Executive to agree if there are grounds for an appeal.
- 6.4 If there are grounds for an appeal, it will be heard by a panel of four – two Strategic Director/Head of Service, Staff Representative and HR to chair. The HR Representative will be the same as that on the original panel to give some continuity and context to the appeal panel. All other panel members will be different. This is so there is a reference point from the original panel member and then points of appeal will be discussed between all four



members of the panel. The panel will individually score before the appeal meeting as with the original JE panel and detailed in Section 5, point 5 in the process table.

6.5 Possible grounds for appeal may include:

- The appeal letter provides new information that was not previously available to the assessors.
- An equivalent job is more highly graded and paid, (it should be noted that this will not automatically result in a re-grading)
- The policy has been wrongly applied

6.6 The effective date of any successful appeal will be agreed by the Chief Executive and Strategic Director/Head of Service

6.7 Any appeal against the grading of a post will be exhausted by this process, the outcome of which will be final. There will be no further right of appeal, either within or outside the Council.

## 7. Frequently Asked Questions

### **Q. What is job evaluation?**

A. Job evaluation is a tool for determining the 'size' of a job, usually in the form of a number of 'points' (i.e. a job with 400 points, is a bigger job than one with 200 points).

It also allows us to compare different jobs, which in turn enables us to determine where jobs should be placed on the pay scales, thus ensuring equal pay for work of equal value.



**Q. Where do I find information on the points that are awarded as detailed above?**

- A. These points are not published or shared with staff to ensure the process is completely fair and paperwork is not prepared by looking at scores they are trying to achieve to get a specific grade

**Q. Who benefits from job evaluation?**

- A. Job evaluation brings transparency and fairness regarding the way jobs are graded and placed on the pay scales demonstrating consistency to all staff.

**Q: How do I submit my job for evaluation?**

- A. Instruction for re-evaluation (or evaluation in the case of a new post) comes only from the Strategic Director/Head of Service. Therefore, your line manager would review your job description and forward it to your Strategic Director/Head of Service.

It is worth noting that only significant alterations to *the level of responsibility in an existing job profile* are likely to lead to the need to re-evaluate the post. It is also worth noting that it is the minimum requirements of the post that are evaluated, not the employee's performance within that post.

To illustrate, changes that are *unlikely* to result in a changed evaluation outcome are:

- an increase (or decrease) in volume of work, or



- a different way of doing the same thing, or
- new work but at the same level of responsibility/accountability

**Q. Who sits on a Job Evaluation Panel?**

- A. The panel has four members – two Strategic Directors/Head of Service not connected with the service the evaluation request has come from, Staff Representative and a member of HR who will chair the meeting

**Q. How will the panel avoid making subjective judgements when assessing job size?**

- A. The Strategic Director/Head of Service or Line Manager will be invited to attend the panel and present the job evaluation case. Panels will seek further clarification or information if they feel it is necessary.

**Q. What happens if my job is unique and no one on the Panel understands it?**

- A. The panel will ask the Strategic Director/Head of Service or Line Manager their questions and if they still require clarification the panel will be adjourned whilst further details are obtained.

**Q. What happens if I carry out the same job as some of my colleagues?**

- A. In order to ensure consistency and fairness, where two or more staff members carry out the same job, one job description (a 'generic' job description) can be submitted to cover all these staff.



**Q. When will I hear the outcome of the evaluation?**

**A.** Outcomes of all JEs and appeals will be submitted to Chief Executive for review before implementation. Following this review the Strategic Director/Head of Service and line manager will be informed of the outcome.

**Q. Will a role be compared to the grading of other roles at a job evaluation panel**

**A.** The panel compare the role requirements against objective criteria within the Job Evaluation Policy. They do not compare against other roles. This can be done as part of an appeal if the appellant identifies specific roles against which they wish their job to be evaluated.

**Q. Who can appeal the outcome of a JEP**

**A.** The appeal must be submitted by the job role holder (or the line manager in the case of a vacant role). The job role holder must identify clear grounds for appeal.

**Q. What happens if panel members disagree on the level of a given factor.**

**A.** The evaluation will be referred to the Head of HR, Performance and Communications or the Head of Paid Service in their absence (or in the case of a conflict of interest) for a final decision.

**Q. Does criteria need to be essential in a job profile for it to be considered in the scoring of a role.**

**A.** Criteria which are desirable will also be included in the evaluation, however they will carry less weight than essential criteria.

**Q. Does changes in a role need to be permanent to be considered as part of the job evaluation process.**

**A.** Yes, they do.

**Q. Are job evaluation factors equally weighted in the determination of the outcome of a job evaluation panel**

**A.** No – some criteria carry a higher weight than others.



**Q: Do you compare the role with roles outside the organisation when undertaking the job evaluation?**

A: No – the job evaluation is an internal benchmarking process against objective criteria. HR undertake an external pay benchmarking exercise if a Head of Service requests this which will look at market rates for roles, which is a separate process.





**Surrey Heath Borough Council**  
**Employment Committee**  
**13 July 2023**

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**Managing Demands (Exceptional Payments) Policy**

**Head of Service** Sally Kipping – Head of HR, Performance & Communications  
**Report Author:** Julie Simmonds – HR Manager,  
Bobbie Ludlow, Snr HR Advisor  
**Key Decision:** no  
**Wards Affected:** n/a

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**Summary and purpose**

This report provides the Employment Committee with details of a new Managing Demand (Exceptional Payments) Policy. This policy was previously referred to as the Exceptional Payments Policy. The policy has been regarded by officers as having a lack of clarity which has led to questions being raised and this review has taken that feedback into account. The draft policy was reviewed by the Joint Staff Consultative Group at its meeting on 15 June 2023.

**Recommendation**

The Committee is advised to RESOLVE that Managing Demand (Exceptional Payments) Policy, as attached at Annex A to this report, be adopted.

**1. Background and Supporting Information**

- 1.1 This policy will be reviewed and monitored within SHBC so all staff are aware of the process, ability to request an evaluation within the criteria detailed in the policy.

**2. Reasons for Recommendation**

- 2.1 To ensure that all SHBC staff are aware of this policy and its contents so staff are aware of the criteria for application of the policy..

**3. Proposal and Alternative Options**

- 3.1 It is proposed that this policy is adopted, with or without any further amendments considered appropriate. It should be noted that if material changes are requested, the policy may need to be referred back to the Joint Staff Consultative Group for further consideration.

#### **4. Contribution to the Council's Five Year Strategy**

4.1 No matters arising.

#### **5. Resource Implications**

5.1 No increase of resources required.

#### **6. Section 151 Officer Comments:**

6.1 This draft Policy was taken to CMT for review and comment on 30 May 2023 and any comments from the S151 Officer have been incorporated.

#### **7. Legal and Governance Issues**

7.1 No matters arising.

#### **8. Monitoring Officer Comments:**

8.1 This Managing Demand (Exceptional Payments) Policy was taken to CMT for review and comment on 30 May 2023 and any comments from the Monitoring Officer have been incorporated.

#### **9. Other Considerations and Impacts**

##### **Environment and Climate Change**

9.1 Supports the Council's pledge.

##### **Equalities and Human Rights**

9.2 An Equalities Impact Assessment will be completed.

##### **Risk Management**

9.3 n/a

##### **Community Engagement**

9.4 Not applicable.

#### **Annexes**

Annex A – Managing Demand (Exceptional Payments) Policy



# MANAGING DEMAND (EXCEPTIONAL PAYMENTS) POLICY



## Introduction

It is recognised that there are peaks and troughs of working demand. It is also recognised that the management of demand is a key priority for line managers and is essential to support employees' mental health and wellbeing.

To help to manage this, most employees (not all) are entitled to accrue flexi-time subject to the needs of their department. The Flexi Time Policy can be seen here: (INSERT LINK) Flexi time will always be the first option when managing demand.

There will however be exceptional circumstances in which flexi time is not a viable option. These occasions are summarised below with further detailed information about each option identified in this policy.

This policy sets out the criteria which must be met in order for a payment to be made and the process which must be followed to ensure that decisions relating to this are consistent and fair across the Council.

## Payment of Overtime

The line manager/CMT member must have agreed the budget for this with the Finance Team and S151 officer in advance of the overtime being worked.

Overtime must be:

- Agreed in advance by the member of staff and the relevant Head of Service/Director unless there is an exceptional/emergency need for overtime that requires retrospective agreement. In this instance, the Head of Service/Director must be informed and asked to authorise as soon as is reasonably possible after the event and any further overtime requirements discussed and agreed in advance.
- Have an identified budget agreed by Finance/S151 officer (or the budget holder in the case of emergency overtime as above)
- Be in response to an exceptional business need
- Be time limited to support a specific work requirement
- Authorised by the Head of Service/Director
- Is optional for the member of staff and not a requirement
- The working pattern for overtime is agreed in advance to ensure the Working Time Directive requirements are being followed.



## Payment

Overtime is paid at the following rates:

If you are a part time member of staff:

- Flat rate until you have worked 37 hours in any one week period
- Time and a half in excess of 37 hours and up to 48 hours. Overtime cannot be claimed in excess of a 48 hour working week.

If you are a full time member of staff:

- Hours in excess of 37 per week and up to 48 hours are paid at time and a half. Overtime cannot be claimed in excess of a 48 hour working week.

## Working Pattern and hours

The line manager must be aware of the Working Time Directive and ensure that members of staff retain a reasonable work life balance and have sufficient rest between periods of work. No member of staff may be expected to work:

- More than 48 hours per week
- Without sufficient breaks (at least 20 minutes every 6 hours)
- Without sufficient uninterrupted rest between periods of work in every 24 hour period (at least 11 hours)
- Without sufficient breaks once a week (at least one full uninterrupted rest period of 24 hours)

It is important that the line manager is aware if the employee is working in any capacity outside their usual role with Surrey Heath Borough Council and takes those working hours into account when authorising overtime and assessing whether work demand is reasonable.

## Right to rest

Employees have a right to uninterrupted breaks from work and this is essential for health, wellbeing and productivity. Managers must pay particular attention to ensure that they are not contacting staff during rest periods from work or requiring a response during a rest period except in exceptional circumstances (such as the declaration of a major incident involving the borough).



## Arrange for additional resources

The line manager must consider whether this can be offered internally as a career development opportunity. This would be particularly appropriate:

- if the additional demand is to undertake a specific piece of work as opposed to a take on a whole or major part of a role for example a project
- if the member of staff has capacity in their current role
- if the opportunity is going to last less than 4 weeks
- if the member of staff has requested it as a training option or as part of their career development programme.
- If the Council as a whole are facing exceptional circumstances (for example during a major incident) when greater role flexibility is required and we are on a 'best endeavours' footing.

Other internal options include:

- Secondment
- Additional Duties
- Acting Up Duties

If none of the above are suitable then a business case needs to be made for external temporary resources and the recruitment process followed. The line manager must identify:

1. The budget/funding to be used
2. The length of the role
3. The contractual basis for the role (fixed term, temporary, etc.)
4. A staffing resources form should then be completed (see LINK)
5. The role will then require the relevant recruitment process to be followed which may be internal, external (using an agency as appropriate).  
(ENCLOSE LINK TO RECRUITMENT).

Please be aware that an agency worker is likely to be more expensive than a directly recruited member of staff (as agency fees will apply) and will also have a finders fee attached if their contract is transferred into a permanent placement.

## Authorisation

Authorisation for Acting Up Allowance and Additional Duties allowance will be agreed by the appropriate Director/Head of Service in consultation with the Human Resources Manager who will monitor consistency of application and



check that the criteria have been applied. The request will then be authorised using the Staff Resourcing Form located on the intranet:  
<https://intranet.surreyheathonline.gov.uk/hr/downloadable-forms-and-letters>.  
INSERT LINK

This authorisation workflow will be agreed by the Finance team, the SI51 officer, (or deputy in their absence), the Head of HR, Performance and Communications (or the HR Manager in their absence) and the Head of Paid Service. In some circumstances such as the authorisation of an Acting Up Allowance for Head of Service and above the Employment Committee will be requested to approve the allowance payment.

Overtime payments will be agreed using the existing workflows on Itrent.

No officer must not authorise a payment to him or herself

For staff at Head of Service level or above, this allowance will need to be approved by the Employment Committee, unless the decision is reserved to the Full Council.

All exceptional payment applications and agreements will be confirmed in writing in advance or within four weeks of the work starting, clearly stating the start date the review dates and if known the end date.

Retrospective applications will not be considered.

## Additional Duties Allowance

It is accepted that during periods of extended leave or other periods where there is a short term resource shortfall, teams have the capacity and flexibility to amend their working practices to accommodate their services accordingly. However, when there is a longer term resourcing gap and specific significant additional duties need to be taken on which are not covered by an employee's existing job description but is at the same grade, it might be appropriate to consider an Additional Duties allowance.

In these circumstances when an employee who, for any reason other than the annual leave of another, is required to undertake the full or a significant



proportion of the duties and responsibilities of a similar graded post for a continuous period of at least four weeks, an additional duties allowance may be considered. This allowance is only applicable for staff below Head of Service level. The Additional Duties Allowance can only be claimed for a maximum of 6 months and it must be made clear to the recipient from the outset that this is a temporary arrangement to allow the line manager time to make alternative resourcing and demand arrangements (for example recruitment or re-arrangement of the workload).

It should be noted that this allowance only applies when taking on the work of another substantive role that is temporarily un-resourced (either through extended leave other than annual leave or through a temporary vacancy). It does not apply to the management of peaks of workflow demand that are not caused by a resourcing gap in a substantive post. Flexitime, or the payment of overtime should be used in these instances as an alternative.

### **Reasons for Receiving Additional Duties Allowance:**

The reasons for receiving an additional duties allowance are:

- temporarily filling a post until a substantive appointment can be made or to provide resources during a period of long-term leave for example a sabbatical.
- filling a key post while another employee is on maternity/paternity/parental leave
- filling a key post to cover long term sickness absence
- filling posts due to other temporary extended leave arrangements, e.g. secondments

### **Payment**

If it is agreed that the employee is carrying out significant additional duties that fall within their current grade, they will be entitled to receive an additional duties payment of up to 5% of their salary for their current scale point.





## Acting Up Allowance

Where an employee who, for any reason other than the annual leave of another, is required to undertake the full or a proportion of the duties and responsibilities of a higher graded post for a continuous period of at least four weeks, an acting up allowance should be considered and the employee is entitled to receive a salary in accordance with the grading of the higher post.

### Reasons for Receiving Acting Up Allowance

The reasons for receiving an acting up allowance are:

- temporarily filling a post until a substantive appointment can be made
- filling a key post while another employee is on maternity/paternity/parental leave or other long term leave such as a sabbatical
- filling a key post to cover long term sickness absence, filling posts due to other temporary extended leave arrangements, e.g. secondments

## Secondments

These offer a longer term option for longer periods of resource requirement and can be offered up to 12 months in length. This is a suitable option when the Acting Up Allowance criteria is met but the anticipation is that the interim position will last for between 6-12 months and that the whole role is performed for the same amount of hours. Secondments cannot apply to part of a role (for example when duties have been divided between a number of roles).

### Appointing

Opportunities for acting up or secondments will be regarded as development and such opportunities will be advertised internally to all members of the section or service for competitive application. In the case of a generic role, the opportunity will be advertised for all staff.

Applications should be made following discussion with the applicant's own Executive Head/Head of Service. The job description and person specification of the higher post should be fully reviewed and the applicants' skills and knowledge reviewed against it.



For roles below Head of Service level an Executive Head/Head of Service and or/CMT have the discretion to authorise an acting up allowance without advertising a role if it is felt the role is business critical and not filling the senior role will be detriment to the department or Council.

## Payment

Payment of the acting up allowance or secondment will be based on the salary which would apply were the officer to be promoted to the higher-level post, which would normally be the bottom spinal column point of the higher grade. The allowance should be the difference between the current spinal point and the acting up spinal point. Please note that on occasion there may be options to 'Act Up' as a development post and in these instances, the job description and grade of the development post would be agreed with the advice and support of the HR team and may be lower than the substantive grade.

For Acting Up Allowance only, where a percentage of the higher post's responsibilities are allocated, a pro rata payment will be applied. The Executive Head/Head of Service needs to clearly identify using the job description which duties of the higher post will be carried out by the post holder and select one of the options below.

Extent of Cover	Payment of difference in salaries
Full duties and responsibilities	100%
Most duties with some additional supervision, guidance or assistance	66%
Sharing responsibility but undertaking a significant part of the duties	33%



NB: Where more than one person was covering a post the sum of the two payments should not exceed the total that could be allocated to a single member of staff.

## Performance

A staff member receiving either a secondment, acting up or additional duties allowance will be performance managed on these duties. If there are any concerns regarding performance then these should be discussed and relevant support provided. If necessary this should be supported further by a personal development plan.

If for some reason a staff member is not fully able to take on the additional duties to a suitable level, then the manager must use normal employment procedures to address this.

Both acting up and additional duties allowances should have an end date. Where it is not possible to identify a specific end date at the commencement of the allowance period, it must be reviewed at least every 3 months or more frequently if felt appropriate by the Executive Head/Head of Service.

Only in exceptional circumstances should the duration exceed 12 months for a secondment, acting up or additional duties allowance. If at any point during the period it is anticipated that the duration will equal or exceed 12 months, advice must be sought from the Human Resources Team on the effect this may have on the contractual rights of the employee.

If an employee who is receiving either an additional duties or acting up allowance is absent from work due to sickness for a prolonged period the allowance may be reviewed by the Executive Head/Head of Service or Human Resources.



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**Surrey Heath Borough Council**  
**Employment Committee**  
**13 July 2023**

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**Work Programme 2023/24**

**Head of Service**     **Sally Kipping – HR, Performance & Communications**  
**Report Author:**     **Julie Simmonds – HR Manager**  
**Key Decision:**         **No**  
**Wards Affected:**     **n/a**

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**Summary and purpose**

To agree the work programme for the remainder of yjr2023/24 municipal year.

**Recommendation**

The Committee is advised to RESOLVE that the work programme for the 2023/24 municipal year be agreed, as set out at Annex A.

**1. Background and Supporting Information**

- 1.1 At each meeting the Committee will consider the work programme, be advised of updates and agree amendments as appropriate.
- 1.2 Meetings have been scheduled for the 2023/24 municipal year as follows:
- 12 October 2023
  - 1 February 2024
  - 28 March 2024

**2. Proposal and Alternative Options**

- 2.1 It is proposed that the Committee considers the list of topics listed in Annex A of the work programme and makes such amendments as appropriate

**Annexes**

Annex A –Work Programme for 2023/24

**Employment Committee  
Work Programme  
2023/24**

Committee meetings for the municipal year are scheduled to be held on the following dates:

- 12 October 2023
- 1 February 2024
- 28 March 2024

The following work for the 2022/23 municipal year has been identified for consideration by the Committee:

<b>Meeting</b>	<b>Topic</b>	<b>Source</b>
<b>12 October 2023</b>	<b>People Strategy</b>	<b>HR (new)</b>
	<b>Casual, Fixed Term Policy</b>	<b>HR (review)</b>
	<b>Capability Policy and Procedure</b>	<b>HR (review)</b>
	<b>Organisational Change</b>	<b>HR (review)</b>
<b>1 February 2024</b>	<b>Pay Settlement 2024/25</b>	<b>HR</b>
	<b>Speak Up Policy annual report</b>	<b>HR</b>
	<b>Speak up Policy</b>	<b>HR (review)</b>
	<b>Agile Working Policy</b>	<b>HR (review)</b>
	<b>Carers Policy</b>	<b>HR (new)</b>
	<b>Pensions Discretion Policy</b>	<b>HR (review)</b>
	<b>Recruitment</b>	<b>HR (review)</b>
<b>28 March 2024</b>	<b>Pay Settlement 2024/25</b>	<b>HR</b>
	<b>Grievance Policy and Procedure for Statutory and non-statutory CMT</b>	<b>HR</b>
	<b>Disciplinary Policy and Procedure for Statutory and non-statutory CMT</b>	<b>HR</b>

**To be scheduled:**