

Honoraria and Acting Up

1. Who does this policy apply to?

1.1 All employees of Lancaster City Council.

2. What is the purpose of this policy?

- 2.1 The purpose of this policy is to set out the principles under which there are changes to colleagues' roles. The opportunity to take on new responsibilities can provide employees with valuable opportunities to develop their skills and gain experience. We aim to develop talent that is prepared to lead and sustain organisational priorities over time. Honoraria and Acting Up can be useful ways to enable employees to gain new skills and experience while meeting short-term staffing needs. Honoraria and Acting up apply where additional payments are required for colleagues who are temporarily undertaking additional duties and responsibilities but remain in their substantive role.
- 2.2 In line with our Dignity, Equity and Inclusion policy, the selection process for new opportunities needs to be transparent and fair.

3. What roles do the employee, line managers, the Council and HR play in this policy?

3.1 Employee Responsibilities

- To reflect on any new skills developed as a result of temporarily performing another role and discuss any thoughts on career development with their line manager.

3.2 Line Manager Responsibilities

- Writing the business case for the award of Acting Up or Honorarium payments, which will be set out on a change of conditions form.

3.3 HR Responsibilities

- To provide employees with the the associated documentation related to any terms and conditions changes.
- To endorse the proposals for consideration for any Acting up or Honorarium payments. This endorsement will include details of salaries to be paid for acting up payments or the recommended percentage payment for the payment of honoraria.

3.4 Finance Responsibilities

- If the budget allows, to recommend/endorse the proposals for the relevant Chief Officer's consideration for any Acting up or Honorarium payments.

3.5 Chief Officer Responsibilities

- ❑ To consider the proposals in relation to Acting up and Honorarium payments recommended by line managers and endorsed by HR and Finance, before making a recommendation to the Chief Executive to award the respective payments.

3.6 Council responsibilities

- ❑ To encourage managers to facilitate learning and development opportunities where possible.
- ❑ To provide guidance to line managers on their respective responsibilities.

4. Acting-up

Payments and Allowances

- 4.1 An Acting up payment is made only where an employee is requested to take on the full duties and responsibilities of a higher graded post for a continuous period of at least four weeks. This may occur as a result of:
- ❑ Temporarily filling a post until a substantive appointment can be made
 - ❑ Filling a key post while another employee is on maternity leave
 - ❑ Filling a key post to cover long term sickness absence
 - ❑ Filling posts due to other temporary extended leave arrangements e.g. secondments.
- 4.2 An Acting up payment will not be paid for covering annual leave or short-term absence.
- 4.3 Payment will normally be at the bottom point of the grade in which the higher post is scored under Job Evaluation.
- 4.4 Where the grades of the substantive post and the Acting up post overlap and the employee has already attained a scale point that also forms part of the higher grade, then the next incremental point in the higher grade will be used for the Acting up payment.
- 4.5 There is no entitlement to incremental progression whilst Acting up. However, should the employee be appointed to the higher post at any time up to and including the end of the acting up period, the period of time spent in post "Acting up" will count towards progression within the higher pay grade. Therefore, this may include an element of back pay based on when an increment would have been due.
- 4.6 The entitlement to any allowance which the Acting up role and/or the substantive role receives must be considered. It is not automatic that an employee will retain allowances they enjoy in their substantive post, whilst undertaking the duties of the higher post or that they will receive additional allowances whilst undertaking the Acting up. The determination to pay or not pay any allowances normally paid to the higher-level post must be objectively justified in the change of conditions form.

Employees on protected salaries

- 4.7 Employees who are on protected salaries who undertake duties of a higher grade than their evaluated grade, but not higher than their protected salary are not entitled to receive any additional remuneration.
- 4.8 If during the period of Acting up the level of protection falls below the bottom of the Acting up grade, the employee will receive pay as detailed above at 4.3 above for the remainder of the Acting up period.
- 4.9 At the end of the Acting up period, the employee will revert to the normal level of pay, in line with any protection arrangements. If the pay protection has lapsed, the employee will move to the appropriate grade for their substantive post.

Timescales and Termination

- 4.10 The Acting up payment must be for a minimum of 4 weeks.
- 4.11 The duration of the period of Acting up must be indicated before it commences and must not be for more than 6 months before any review.
- 4.12 The arrangements should be regularly reviewed (every three months is recommended).
- 4.13 Acting up arrangements are temporary and should not exceed 12 months.
- 4.14 Acting up arrangements can be terminated with two weeks notice. It is the responsibility of the line manager to notify HR immediately of any changes to the agreed arrangements.

Selection Process

- 4.15 If there is a deputy to the temporarily vacant position i.e. as clearly outlined within their existing role profile, then that employee should be asked to act up.
- 4.16 If there is no deputy, then the line manager should, in consultation with HR, identify all eligible employees within the service unit/team.
- 4.17 If the line manager wishes to reach a wider pool of employees or has been unsuccessful in identifying a suitable candidate from within their own team, the acting up opportunity will be advertised internally as a secondment opportunity. However, it should be noted that the secondment of an employee from another service can only take place with the agreement of the relevant employee's line manager, and this should be made clear in the advert.
- 4.18 Suitability of all candidates should be assessed against the role profile and person specification for the post.
- 4.19 In the case of there being more than one potentially suitable candidate, competitive interviews should be held. In the case of extended Acting up (more than 6 months), managers should consider the post being covered by several employees in turn, in order to share the opportunity to gain experience.

Performance

- 4.20 The Acting up employee should be inducted into the new role to ensure there is an agreed understanding of the roles and responsibilities within the higher post.
- 4.21 Performance of an employee who is Acting up should be regularly reviewed with clear performance objectives being agreed and regularly reviewed.
- 4.22 The Acting up arrangements should be supported by any additional training/coaching which is deemed necessary to enable the employee to perform their Acting up duties.
- 4.23 If concerns regarding performance do arise then these should be discussed before the decision is taken to end the Acting up arrangement.

Subsequent promotion to the higher grade

- 4.24 If an employee is subsequently promoted to the higher grade, the period of "Acting up" will be taken into account when deciding the point on the salary scale on which they are appointed.

Covering the workload of the person acting up

- 4.25 Options for this include: redistributing duties, appointing a temporary employee, looking for another employee to act up or second into their post. These options should be discussed with HR.

5. Honoraria

Payments

- 5.1 An honorarium payment may be granted where:
- an employee is requested to undertake, for a limited period, a significant proportion of duties of a higher grade, that do not amount to the full duties as outlined in the Acting up section above
 - an employee is requested to undertake shared responsibility with more than one employee undertaking a specific and/or separate part of a wider role which has been evaluated as having higher level duties
 - at the request of their line manager, an employee completes a specific project or body of work which is outside the scope of their normal duties.
- 5.2 In exceptional circumstances, there may be occasions where employees undertake duties that are particularly onerous and beyond the responsibility level of their post, and which may justify a one-off payment of honorarium.
- 5.3 Payment will be allowed for temporary additional responsibility over and above the graded post.
- 5.4 Payment will be based on the difference between the substantive grades, the grade of the new duties being undertaken and the percentage of time spent on these new duties.
- 5.5 The line manager is responsible for providing all necessary information to support the request for an honorarium payment which must be sent to HR who will assess these additional responsibilities in conjunction with the line manager.
- 5.6 Following consultation with the line manager, a HR Business Partner will evaluate the post, which may include use of the Council's Job Evaluation Scheme. The HR Business Partner will then notify the line manager with the outcome of the evaluation. The recommendations will clearly state the percentage of additional duties which are adjudged to be undertaken and the level of payment which is proposed.
- 5.7 The recommendation of the HR Business Partner may also be that the additional duties do not warrant the payment of an honorarium. Such comments will be supported by an explanation.
- 5.8 Once the evaluation has been undertaken, if Finance supports the payment of an honorarium, and if the relevant Chief Officer is in agreement, the Chief Officer will recommend the payment to the Chief Executive to be approved.
- 5.9 The appropriate form will be returned to HR for processing, and for onward distribution to the colleague.

6. Documentation

- 6.1 All proposals for an Acting up or Honorarium payment must be made on a Change of Conditions form. The form should as a minimum detail:
- The reason for the proposed payment i.e. to cover a long-term absence or undertake a specific piece of work
 - Posts affected and grades of the substantive and higher level/additional duties involved
 - The extent of different and/or additional duties involved i.e. full or partial, and if partial on what percentage basis
 - The duration
 - Alternatives considered

- ❑ Costs (including any progression based on time)

7. Financial Considerations

- 7.1 It is the responsibility of the line manager to set out in any report how the additional costs will be met.
- 7.2 Financial Services will be required to comment on the financial arrangements relating to any Acting up or Honorarium payments.
- 7.3 Honorarium payments are pensionable.
- 7.4 Any overtime rates claimed will be paid at the employee's substantive post rate unless the line manager specifies otherwise on the appropriate claim form.
- 7.5 Should the additional duties which an employee is performing become part of their substantive post, then the revised job description will be evaluated under the Councils Job Evaluation Scheme.

8. When will this policy be reviewed?

- 8.1 This policy will be reviewed every 2 years or earlier in the event of legislative change.

Document Control:

Version no.	Effective Date	Reason	Review due
1	2010	Implementation of policy	2012
2		Formatting changes only	2026