STAFFING COMMITTEE

Date and Time:- **Monday 30 November 2026 at 1.00 p.m.**

Venue:- **Rotherham Town Hall, The Crofts, Moorgate Street, Rotherham. S60 2TH**

Membership:- **Councillors Alam (Chair), Read (Vice-Chair), Z. Collingham, Cusworth and Jones.**

The items which will be discussed are described on the agenda below and there are reports attached which give more details**.**

Rotherham Council advocates openness and transparency as part of its democratic processes.

Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair or Governance Advisor of their intentions prior to the meeting.

AGENDA

1. Apologies for Absence

To receive the apologies of any Member who is unable to attend the meeting.

2. Minutes of the meeting held on 6 July 2026 (Pages 3 - 5)

To consider the minutes of the previous meeting of the Staffing Committee held on 6 July 2026 and approve them as a true and correct record of the proceedings and to be signed by the Chair.

3. Declarations of Interest

To receive declarations of interest from Members in respect of items listed on the agenda.

4. Exclusion of the Press and Public

To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.

5. Recruitment of the Executive Director of Adult Care, Housing and Public Health (Pages 7 - 12)

To consider the report of the Chief Executive.

6. Recruitment of the Executive Director of Corporate Services (Pages 13 - 18)

To consider the report of the Chief Executive.

7. Pay Policy Statement 2027/28 (Pages 19 - 34)

To consider the report of the Executive Director of Corporate Services.

8. Gender Pay Gap 2026 (Pages 35 - 48)

To consider the report of the Executive Director of Corporate Services.

9. Market Supplement Policy (Pages 49 - 66)

To consider the report of the Executive Director of Corporate Services.

10. Probation Policy (Pages 67 - 97)

To consider the report of the Executive Director of Corporate Services.

11. Urgent Business

To determine any item which the Chair is of the opinion should be considered as a matter of urgency.



JOHN EDWARDS,
Chief Executive.

STAFFING COMMITTEE
6th July, 2026

Present:- Councillor Alam (in the Chair); Councillors Z. Collingham, Jones, Marshall and Read.

1. MINUTES OF THE MEETING HELD ON 9TH FEBRUARY, 2026

Resolved:- That the minutes of the meeting held on 9th February, 2026, be approved as a true and correct record of the proceedings.

2. DECLARATIONS OF INTEREST

There were no declarations of interest to report.

3. EXCLUSION OF THE PRESS AND PUBLIC

The Chair advised that there were no items of business on the agenda that would require the exclusion of the press and public from the meeting.

4. RECRUITMENT OF SERVICE DIRECTOR ROLES IN REGENERATION AND ENVIRONMENT

Consideration was given to the report which set out proposals to establish and appoint to the posts of Service Director of Streetscene, Fleet and Highways and Service Director of Regulatory Services, Community Safety and Protection and other associated changes. The current Service Director of Community Safety and Streetscene had successfully applied for another senior role elsewhere, which had provided an opportunity to consider this role and other roles in the Directorate leadership structure, in accordance with the current and future priorities and opportunities for the Council.

The Regeneration and Environment agenda had become more prominent and with increasing complexity across the local government sector, at local, regional and national level. This included opportunities presented by Rotherham Gateway, changes to delivery requirements through the insourcing of Household Waste Recycling Centres, changes to regulatory functions and other Regeneration and Economic Development programmes. The Executive Director had commenced formal consultation, via the recognised trade unions, and with relevant postholders on proposed changes to the structure. This included a proposal to create a new role of Service Director of Streetscene, Fleet and Highways in recognition of these priorities and challenges.

The current and proposed structure of the Directorate was detailed at Appendix 1 and the Staffing Committee was asked to agree the structural change.

The Staffing Committee was asked to recommend to Council the establishment of the new post of Service Director of Streetscene, Fleet and Highways and, subject to approval by Council, refer the matter to the Senior Officer Appointments Panel to commence the recruitment process. This post would have responsibility for:

- Highways and Flood Risk
- Environmental Services
- Fleet and Transport Services

The Staffing Committee was asked to note that the post of Service Director of Community Safety and Streetscene be re-titled as Service Director of Regulatory Services, Community Safety and Protection and that the job description had been updated to reflect this. The Staffing Committee was asked to agree plans to immediately begin the selection process for the Service Director of Regulatory Services, Community Safety and Protection and refer the matter to the Senior Officer Appointments Panel. This post would have responsibility for:

- Regulatory Services
- Planning and Building Control
- Emergency Planning and CCTV
- Community Safety and Enforcement

It was also noted that the post of Service Director of Planning, Regeneration and Transport was to be retitled to Service Director of Regeneration, Development and Transport. This post would have responsibility for:

- Regeneration
- Transport Infrastructure
- Economic Development

There were no changes to the Service Director of Culture, Sport and Tourism post.

Local benchmarking was appended to the report for transparency at Appendix 2. Within the approved revenue budget for the Directorate, there was sufficient budget for one of the Service Director posts proposed within this report. The £134k of costs associated with the additional Service Director post would be funded corporately from within the Council's overall Budget.

During the meeting, the Members asked questions in relation to recruitment and the rationale behind moving the Planning Department. The Committee was happy to support the proposals and placed on record their thanks to the outgoing Service Director of Community Safety and Streetscene, Sam Barstow.

Resolved:

That the Staffing Committee:

1. Approve the structural change to the Regeneration and Environment Directorate.

2. Support the recommendation to establish the role of Service Director of Streetscene, Fleet and Highways **and refer to Council for approval;**

3. Subject to approval by Council, refer the process to the Senior Officer Appointments Panel to undertake recruitment to the post of Service Director of Streetscene, Fleet and Highways;

4. Refer the process to the Senior Officer Appointments Panel to undertake recruitment to the post of Service Director of Regulatory Services, Community Safety and Protection.

5. URGENT BUSINESS

The Chair reported that there were no urgent items of business requiring the Committee's consideration.

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Agenda Item 5

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee – 30 November 2026

Report Title
Recruitment of Executive Director, Adult Care, Housing and Public Health

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
John Edwards, Chief Executive

Report Author(s)
Lynsey Linton, Director of Human Resources and Organisational Development
lynsey.linton@rotherham.gov.uk

Ward(s) Affected
Borough-Wide
Choose an item.

Report Summary
This report sets out proposals to appoint to the post of Executive Director, Adult Care, Housing and Public Health

Recommendations
That Staffing Committee:

1. Approve the request to fill the post of Executive Director, Adult Care, Housing and Public Health.

2. Refer the process to the Senior Officer Appointments Panel to undertake the recruitment process.

List of Appendices Included

Appendix 1 Local Benchmarking

Background Papers
Localism Act 2011 Hutton review of Fair Pay in the Public Sector
Local Government Transparency Code 2015
Pay Policy Statement
Other Employment Procedure Rules

Consideration by any other Council Committee, Scrutiny or Advisory Panel
None

Council Approval Required
No

Exempt from the Press and Public
No

Recruitment to the Executive Director, Adult Care, Housing and Public Health

1. Background

1.1 The current Executive Director, Adult Care, Housing and Public Health has announced their intended retirement from the Council.

1.2 The role is accountable for the functions of Adult Social Care, Public Health and Council Housing. The post holder is the Council's Statutory Director of Adult Social Services (DASS) under Section 6 of the Local Authority Social Services Act 1970, with responsibility for ensuring the Council discharges its adult social care functions and duties under the Care Act 2014 and associated legislation.

2. Key Issues

2.1 Staffing Committee is asked to give their approval to recruit to the post of Executive Director, Adult Care, Housing and Public Health.

2.2 As per the Officer Employment Procedure Rules and Code of Conduct, Staffing Committee is asked to agree plans to immediately begin the selection process and refer the matter to the Senior Officer Appointments Panel.

2.3 The salary for the post of Executive Director, Adult Care, Housing and Public Health is £155,720 inclusive of the 2026/27 Local Government Pay Award for Chief Officers. Although there is no intention to amend the grade of the post, local benchmarking information is included for transparency at Appendix 1.

3. Options considered and recommended proposal

3.1 In accordance with usual process for the appointment of Executive Directors, it is proposed that permanent recruitment should be undertaken by a Senior Officer Appointments Panel.

3.2 Whilst alternative interim arrangements could be implemented on a temporary basis, the recommended option is permanent recruitment to ensure continuity of leadership and statutory compliance.

4. Consultation on proposal

4.1 Consultation has taken place with the Leader of the Council.

5. Timetable and Accountability for Implementing this Decision

5.1 It is proposed to refer the process to the Senior Officer Appointments Panel.

5.2 Based on current plans the post will by advertised in January 2027, with the assessment process and final interview panels completed by February 2027.

6. Financial and Procurement Advice and Implications

6.1 Provision for the post of Executive Director, Adults, Housing and Public Health has been made within the Council's Budget, therefore, the current and future costs of the post are factored into the Council's financial planning. The costs of the recruitment process will be accommodated from within the Council's existing Budget.

7. Legal Advice and Implications

7.1 The post carries significant responsibilities as described in the report above. Should the Committee decide not to fill the post then there is a requirement set out in the Constitution (Paragraph 6.1 of the Officer Appointment Procedure Rules) for the Committee to suggest how the responsibilities of the post would be fulfilled.

8. Human Resources Advice and Implications

8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equity required by employment legislation.

8.2 There are no other options available to appoint to the role in accordance with the Constitution and legislation.

9. Implications for Children and Young People and Vulnerable Adults

9.1 Appointing to this strategic role will ensure the continued leadership of a range of Council functions to support Vulnerable Adults.

10. Equalities and Human Rights Advice and Implications

10.1 Fair pay structures are a requirement of employment and equalities legislation.

11. Implications for CO_2 Emissions and Climate Change

11.1 There are no direct implications arising from this report, although appointing to this strategic role will support continued leadership of the Council's strategies.

12. Implications for Partners

12.1 As a member of the Council's Strategic Leadership Team, this role will work corporately with Elected Members and external stakeholders to ensure the Council's vision, priorities and values are actively promoted and made a reality.

13. Risks and Mitigation

13.1 Failure to proceed with the appointment process to this statutory role would create risk for the Council due to the responsibilities of the position.

Accountable Officer
Lynsey Linton, Service Director Human Resources and Organisational Development.

Approvals obtained on behalf of:

	Name	Date
Chief Executive	John Edwards	19/11/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	12/11/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	13/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	21/10/26
Head of Human Resources (if appropriate)	Amy Leech	21/10/26
The Executive Director with responsibility for this report	John Edwards, Chief Executive	11/11/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	09/11/26

Report Author: Lynsey Linton, Service Director Human Resources and Organisational Development.

This report is published on the Council's website.

Appendix 1 Local Benchmarking

Organisation	Role title	Salary
Barnsley Metropolitan Council	Executive Director Place, Health and Care	£154,000
Sheffield City Council	Strategic Director of Adults Care and Wellbeing (Director of Adult Social Services under LASSA 1970)	£132,083
Wakefield Council	Corporate Director - Adults & Health	£142,950
Bradford Council	SD Adult Social Care and Health	£159,862 - £167,495
Calderdale Council	Director of Adult Services and Wellbeing	£132,384
North Yorkshire Council	Corporate Director Health and Adult Services	£141,233 - £164,272
Hull Council	Executive Director of Adult Social Care, Health & DASS	£137,265

NB Due to different configurations of Council Structures a like for like benchmark process of roles containing the same combination of services is unable to be undertaken.

Agenda Item 6

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee – 30 November 2026

Report Title
Recruitment of Executive Director, Corporate Services

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
John Edwards, Chief Executive

Report Author(s)
Lynsey Linton, Director of Human Resources and Organisational Development
lynsey.linton@rotherham.gov.uk

Ward(s) Affected
Borough-Wide
Choose an item.

Report Summary
This report sets out proposals to appoint to the post of Executive Director, Corporate Services.

Recommendations
That Staffing Committee:

1. Approve the request to fill the post of Executive Director, Corporate Services.

2. Refer the process to the Senior Officer Appointments Panel to undertake the recruitment process.

3. The Senior Officer Appointments Panel to make a recommendation to Council regarding the preferred candidate following the recruitment process.

List of Appendices Included

Appendix 1 Local Benchmarking

Background Papers
Localism Act 2011 Hutton review of Fair Pay in the Public Sector
Local Government Transparency Code 2015
Pay Policy Statement
Other Employment Procedure Rules

Consideration by any other Council Committee, Scrutiny or Advisory Panel
None

Council Approval Required
No

Exempt from the Press and Public
No

Recruitment of Executive Director, Corporate Services

1. Background

1.1 The current Executive Director, Corporate Services has announced their intended retirement from the Council.

1.2 The role is a statutory post, holding S151 responsibility and defined as the senior local authority officer responsible for the proper administration of the council's financial affairs under Section 151 of the Local Government Act 1972. The role is accountable for the functions of Legal Services, Finance, Human Resources and Organisational Development, Customer, Information and Digital Services, Internal Audit and Property and Facilities Services.

2. Key Issues

2.1 Staffing Committee is asked to give their approval to recruit to the post of Executive Director, Corporate Services.

2.2 As per the Officer Employment Procedure Rules and Code of Conduct, Staffing Committee is asked to agree plans to immediately begin the selection process and refer the matter to the Senior Officer Appointments Panel.

2.3 The salary for the post of Executive Director, Corporate Services is £144,113 inclusive of the 2026/27 Local Government Pay Award for Chief Officers. Although there is no intention to amend the grade of the post, local benchmarking information is included for transparency at Appendix 1.

3. Options considered and recommended proposal

3.1 In accordance with usual process for the appointment of Executive Directors, it is proposed that permanent recruitment should be undertaken by a Senior Officer Appointments Panel.

3.2 In accordance with the appointment of statutory officers, the Senior Officer Appointments Panel must recommend the preferred candidate to Council.

3.3 Whilst alternative interim arrangements could be implemented on a temporary basis, the recommended option is permanent recruitment to ensure continuity of leadership and statutory compliance.

4. Consultation on proposal

4.1 Consultation has taken place with the Leader of the Council.

5. Timetable and Accountability for Implementing this Decision

5.1 It is proposed to refer the process to the Senior Officer Appointments Panel.

5.2 Based on current plans the post will by advertised in January 2027, with the assessment process and final interview panels completed by February 2027 and a recommendation to Council in March 2027.

6. Financial and Procurement Advice and Implications

6.1 Provision for the post of Executive Director, Corporate Services has been made within the Council's Budget, therefore, the current and future costs of the post are factored into the Council's financial planning. The costs of the recruitment process will be accommodated from within the Council's existing Budget.

7. Legal Advice and Implications

7.1 The Post carries significant responsibilities as described in the report above. Should the Committee decide not to fill the post then there is a requirement set out in the Constitution (Paragraph 6.1 of the Officer Appointment Procedure Rules) for the Committee to suggest how the responsibilities of the post would be fulfilled.

8. Human Resources Advice and Implications

8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equity required by employment legislation.

8.2 This is a statutory post in accordance with the Council's Constitution. There are no other options available to appoint to the role in accordance with the Constitution and legislation.

9. Implications for Children and Young People and Vulnerable Adults

9.1 There are no direct implications arising from this report, however appointing to this strategic role will ensure ongoing leadership of the Corporate Services Directorate which supports the delivery of outcomes for children, young people and vulnerable adults.

10. Equalities and Human Rights Advice and Implications

10.1 Fair pay structures are a requirement of employment and equalities legislation.

11. Implications for CO_2 Emissions and Climate Change

11.1 There are no direct implications arising from this report, although appointing to this strategic role will support continued leadership of the Council's strategies.

12. Implications for Partners

12.1 As a member of the Council's Strategic Leadership Team, this role will work corporately with Elected Members and external stakeholders to ensure the

Council's vision, priorities and values are actively promoted and made a reality.

13. Risks and Mitigation

13.1 Failure to proceed with the appointment process to this statutory role would create risk for the Council due to the responsibilities of the position.

Accountable Officer
Lynsey Linton, Service Director, Human Resources and Organisational Development.

Approvals obtained on behalf of:

	Name	Date
Chief Executive	John Edwards	19/11/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	12/11/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	13/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	21/10/26
Head of Human Resources (if appropriate)	Amy Leech	21/10/26
The Executive Director with responsibility for this report	John Edwards, Chief Executive	11/11/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	09/11/26

Report Author: Lynsey Linton, Service Director of Human Resources and Organisational Development

This report is published on the Council's website.

Appendix 1 Local Benchmarking

Organisation	Role title	Salary
Barnsley Metropolitan Council	Executive Director Core Services	£134,000
	Director of Finance – Chief Financial Officer (S151 Officer)	£121,000
Sheffield City Council	Chief Operating Officer	£146,942
	Director of Finance and Commercial Services (Chief Finance Officer under Sec 151 of LGA1972)	£131,291
Wakefield Council	Corporate Director Resources/Chief Operating Officer	£142,950
Bradford Council	SD Corporate Resources/S151	£159,862 - £167,495
Calderdale Council	Director of Resources & Transformation	£144,125
North Yorkshire Council	Corporate Director Resources	£141,233 - £164,272
Hull Council	Executive Director of Corporate Resources	£140,086

NB Due to different configurations of Council Structures a like for like benchmark process of roles containing the same combination of services is unable to be undertaken.

Agenda Item 7

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee – 30 November 2026

Report Title
Pay Policy Statement 2027/28

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
Judith Badger, Executive Director of Corporate Services

Report Author(s)
Lynsey Linton, Service Director, Human Resources and Organisational Development
Lynsey.Linton@rotherham.gov.uk

Ward(s) Affected
None

Report Summary
This report provides detail of the Pay Policy Statement for 2027-28 that the Council is required to publish under Chapter 8 of the Localism Act 2011.

Recommendations

That Staffing Committee:

1. Receive the Pay Policy Statement for 2027-28 (Appendix 1); and

2. Recommend to Council the approval of the statement.

List of Appendices Included

Appendix 1 Pay Policy Statement 2027-28

Background Papers

Local Government Association
CIPFA Best Value Accounting
Code of Practice
Freedom of information
Localism Act 2011
Hutton Review of Fair Pay in the Public Sector: Final Report March 2011
Previous Staffing Committee Reports
Local Government Transparency Code 2015

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
Yes

Exempt from the Press and Public
No

Pay Policy Statement 2027/28

1. Background

1.1 The Localism Act 2011, Chapter 8 Pay Accountability, made it a legal requirement for authorities to produce and publish a Pay Policy Statement by the 31 March each year. This must be agreed by the Council and detail the renumeration of its Chief Officers.

1.2 The Council must then comply with the Pay Policy Statement for the financial year in making any determination.

1.3 The Statement must state:

- Policies relating to renumeration of Chief Officers (the definition for the Council includes Service Directors, Directors, Executive Directors and the Chief Executive)
- Renumeration of its lowest paid employees
- Relationship between renumeration of Chief Officers and employees who are not Chief Officers
- Renumeration of Chief Officers on appointment
- Increases and additions to renumeration for each Chief Officer
- Use of performance related pay for Chief Officers
- Use of bonuses for Chief Officers
- Benefits in kind to which the Chief Officer is entitled
- Any increase of pension enhancement to Chief Officer pension entitlement
- Approach to payment of Chief Officers and their ceasing to hold office
- Any amounts payable upon the Chief Officer ceasing to hold office other than that payable by virtue of any enactment
- Approach to publication and access to information relating to renumeration of Chief Officers

1.4 Council must approve any salary package, as defined in the Council's Pay Policy Statement, of £100,000 per annum or more before it is offered in respect of a new post.

1.5 The Council's Scheme of Delegation has empowered the Staffing Committee to determine conditions of service, employment policies and procedures and renumeration relating to the Chief Executive and Chief Officers, in line with the Pay Policy Statement and to prepare and recommend for approval by the Council the annual Pay Policy Statement.

1.6 Staffing Committee is asked to review the Pay Policy Statement for 2027-28 (Appendix 1) and make recommendation to Council.

2. Key Issues

2.1 It is a legal requirement for the Council to publish a Pay Policy Statement each year which had been agreed by the Council.

2.2 It is anticipated that the Local Government pay award 2027-2028 for Chief Officers (JNC) is unlikely to be agreed by 31st March 2027.

2.3 Further to the Staffing Committee meeting which took place on the 6th July 2026 the Pay Policy Statement reflects the new Service Director role in Regeneration and Environment and job titles of Chief Officers.

3. Options Considered and Recommended Proposal

3.1 The format and content of the Pay Policy is in accordance with guidance previously issued by the Local Government Employers Association and reflects good practice examples.

4. Consultation on Proposal

4.1 Consultation has taken place with the relevant Cabinet Member.

5. Timetable and Accountability for Implementing this Decision

5.1 The recommendation of the Staffing Committee will go to Council at the meeting scheduled for 18th January 2027.

6. Financial and Procurement Advice and Implications

6.1 The financial implications of the pay policy have been factored into the Council's budget position for 2027-28. This ensures that the Council's budgets overall and at a service level are appropriate to support the cost implications of the Pay Policy Statement 2027-28.

6.2 The salary scales are based on the current financial year and will need to be adjusted once the 2027-28 pay award is finalised. Should any other salary base adjustments be agreed, the pay policy would need to be further amended and the financial implications of those considered.

6.3 There are no direct procurement implications arising from the details contained within this report.

7. Legal Advice and Implications

7.1 The report complies with the legislative requirements as outlined in the main body of the report. Failure to provide this information could result in the Council being subject to court orders and fines.

8. Human Resources Advice and Implications

8.1 The Pay Policy Statement sets out the arrangements for the salary and related allowances paid to Chief Officers of the Council which have been negotiated and agreed through appropriate collective bargaining mechanisms (local or national) or because of authority decisions, which are incorporated into contracts of employment.

9. Implications for Children and Young People and Vulnerable Adults

9.1 There are no implications for children and young people or vulnerable adults arising from the report.

10. Equalities and Human Rights Advice and Implications

10.1 In making any decision the Council is required to have due regard to its equalities duties and in particular with respect to the Equality Act 2010, section 149, part 11 of the public sector duty:

a) eliminating discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act

b) advancing equality of opportunity between people who share a protected characteristic and people who do not share it

c) fostering good relations between people who share a relevant protected characteristic and people who do not share it.

10.2 The recommendation before Council will not have any adverse impact on anyone with one or more protected characteristics, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation

11. Implications for CO_2 Emissions and Climate Change

11.1 There is no impact on emissions.

12. Implications for Partners

12.1 There are no implications for partners.

13. Risks and Mitigation

13.1 There is risk that the authority would face legal action if it failed to comply with legislative requirements to publish the Pay Policy Statement.

Accountable Officer
Lynsey Linton, Service Director, Human Resources and Organisational Development

Approvals obtained on behalf of:

	Name	Date
Chief Executive	John Edwards	19/11/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	09/11/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	09/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	22/10/26
Head of Human Resources (if appropriate)	Amy Leech	21/10/26
The Executive Director with responsibility for this report	Judith Badger, Executive Director of Corporate Services	28/10/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	03/11/26

Report Author: Amy Leech, Head of HR (Policy and Operations)

This report is published on the Council's website.

Human Resources

Pay Policy Statement 2027/2028

Introduction & Scope

This Policy Statement sets out the arrangements for the salary and related allowances paid to Chief Officers of the Council, meeting the requirements the Localism Act 2011, and also meeting the requirements of guidance issued by the Secretary of State for Communities and Local Government to which the authority is required to have regard under section 38 to 43 of the Act.

It does not cover teaching staff, whose salaries and terms of conditions of employment are set by the Secretary of State or Academy schools as they are separate employers covered by the Academies Act 2010 and are responsible for setting salaries for their employees.

The Authority is required to publish Chief Officer salaries and disclose details of salaries over £50,000 on an annual basis as part of the Statement of Accounts which is available on the Council's website (http://www.rotherham.gov.uk/).

The Council is committed to and supports the principle of equal pay for all its employees.

Equal pay between men and women is a legal right. The Equality Act 2010 requires employers not to discriminate on grounds of sex, gender reassignment, race and disability and similar rules apply to sexual orientation, religion, pregnancy and maternity and age.

The Authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of Authority decisions, which are incorporated into contracts of employment.

Chief Executive and Chief Officers conditions of service are in line with the Joint Negotiating Committees for Chief Executives and Chief Officers. Local agreements and remuneration are determined by Council on recommendation made by the authority's Staffing Committee.

This also applies to shared management arrangements with partner organisations, where the job continues to be filled by an employee of the Council.

Definition of Officers covered by the Pay Policy Statement

This Policy Statement covers the following posts:

1. Head of the Paid Service, which in this Authority is the post of:

    - Chief Executive

2. Statutory Chief Officers, which in this Authority are the posts of:

    - Executive Director of Children and Young People's Services (Director of Children's Services)
    - Executive Director of Adult Care, Housing and Public Health (Director of Adult Social Services)
    - Executive Director of Corporate Services (Section 151 Chief Finance Officer)
    - Director of Public Health
    - Service Director, Legal Services (Monitoring Officer)

3. Non-statutory Chief Officers, which in this Authority are the posts of:

    - Executive Director of Regeneration and Environment
    - Director of Policy, Strategy and Engagement
    - Service Director, Children's Social Care
    - Service Director, Human Resources and Organisational Development
    - Service Director, Financial Services
    - Service Director, Customer, Information and Digital Services
    - Service Director, Culture, Sport and Tourism
    - Service Director Regeneration, Development and Transportation
    - Service Director, Regulatory Services, Community Safety and Protection
    - Service Director, Street Scene, Fleet and Highways
    - Joint Service Director, Commissioning Quality and Performance
    - Service Director, Strategic Commissioning
    - Service Director, Adult Care and Integration
    - Service Director, Housing Services
    - Service Director, Education and Inclusion
    - Service Director, Family Help
    - Service Director, Property and Facilities Services

Policy on remunerating Chief Officers

The Authority's Policy on remunerating Chief Officers is set out on the schedule that is attached to this policy statement at Appendix A. It is the policy of this Authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities and qualities that is consistent with the Authority's requirements of the post in question at the relevant time.

Policy on other aspects of remuneration of Chief Officers

Other aspects of the remuneration of Chief Officers are appropriate to be covered by this Policy Statement. These other aspects are defined as recruitment, pay increases, additions to pay, performance related pay, earn back, bonuses, termination payments, transparency, re-employment

when in receipt of a Local Government pension or a redundancy/severance payment and pension legislation. These matters are addressed in the schedule attached to this Policy Statement at Annex B.

Pay Relationship

The lowest pay rate in the authority (excluding apprentice rates) equates to a full-time equivalent annual salary of £25,949 and can be expressed as an hourly rate of pay of £13.45. This pay rate and salary was determined by the authority as part of a pay scale for employees employed on the National Joint Council Local Government Services Terms and Conditions.

The highest salary in this Authority is £200,484 which is paid to the Chief Executive.

The ratio between the two salaries, the 'pay multiple' is 7.73 to 1. Against the median salary of £29,542 this multiple reduces to 6.79 to 1 and against the average salary of £34,760. to 5.76 to 1.

The Hutton review considered the multiple should be no greater than 20 to 1 (lower is better) and based on the current situation the Council falls well below this threshold. The Authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the Authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the Authority.

These pay rates may increase in accordance with any pay settlements which are reached through the respective national negotiating bodies.

Salary Packages over £100,000

The Authority will ensure that before an offer of appointment is made, any salary package for any new post that is in excess of £100,000 is considered by Council following recommendation by Staffing Committee.

Flexibility to address recruitment issues for vacant posts

In exceptional circumstances where there are recruitment difficulties; there may be a requirement to consider the payment of temporary market supplements such as 'golden hellos', retention payments or regular monthly payments.

In situations where a market supplement is being considered a report detailing the business case is considered by the Directorate Leadership Team for the service who makes the final decision as to whether a supplement is payable, the amount and the frequency of review. Where the proposed payment exceeds 10% of the evaluated grade for the role (pro-rata for part-time employees) or is a supplement for a Chief Officer, the proposal will be referred to the Staffing Committee for consideration.

Supplements can be reviewed at any time, but a review must be undertaken at least on an annual basis.

Policy Amendment

The Council may seek to change elements within the Pay Policy as part of any necessary efficiency review or as other circumstances dictate.

This Policy Statement is reviewed annually and is presented to Council each year for consideration to ensure that a policy is in place for the Authority prior to the start of each financial year.

Exit Payments

For employees in the Local Government Pension Scheme, payments for redundancy and early retirement will be made in line with the Council's 'Change Management policy'. This includes Chief Officers.

All employees, including Chief Officers, who receive a redundancy payment are subject to the Redundancy Payments (Continuity of Employment in Local Government etc) (Modifications) Order 1998.

Pay Policy References

- Agency workers directive 2011
- Hutton Fair Pay in the Public Sector Final Report (March 2011)
- Joint Negotiating Committee for Local Authority Chief Executives
- Joint Negotiating Committee for Chief Officers of Local Authorities
- Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006
- Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations
- Localism Act 2011
- National Joint Council for Local Government Services
- Representation of the People Act 1983
- Rotherham Borough Council Scheme of Delegation
- The Accounts and Audit (England) Regulations (2011)
- The Equality Act 2010
- The Secretary of State for CLG Code of Recommended Practice for Local Authorities on Data Transparency
- Local Government Transparency Code 2015
- HM Treasury Recovery of Public Sector exit payments

Appendix A – Policy on Remunerating Chief Officers

Head of Paid Service and Statutory Officers

Post	Salary Ceiling	Additional Allowances	Bonus	Profit Related Pay	Earn Back	Pension Enhancement
Chief Executive	£200,484	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Executive Director of Children and Young People's Services	£176,625	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Executive Director of Adult Care, Housing and Public Health	£155,720	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Executive Director of Corporate Services (Section 151 Chief Finance Officer)	£144,113	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Director of Public Health	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Legal Services (Monitoring Officer)	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

Non-statutory Chief Officers

Post	Salary Ceiling	Additional Allowances	Bonus	Performance Related Pay	Earn Back	Pension Enhancement
Executive Director of Regeneration and Environment	£144,113	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Director of Policy, Strategy and Engagement	£123,605	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Children's Social Care	£115,410	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Human Resources and Organisational Development	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Financial Services	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Customer Information and Digital Services	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Culture, Sport and Tourism	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Regeneration, Development and Transportation	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

Post	Salary Ceiling	Additional Allowances	Bonus	Profit Related Pay	Earn Back	Pension Enhancement
Service Director, Regulatory Services, Community Safety and Protection	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Streetscene, Fleet and Highways	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Strategic Commissioning	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Joint Service Director, Commissioning Quality and Performance	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Adult Care and Integration	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Housing Services	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Education and Inclusion	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)
Service Director, Family Help	£115,410	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

Service Director, Property and Facilities Services	£105,726	None	The authority does not operate bonus schemes	The authority does not operate performance related pay systems	The authority does not operate earn-back pay systems	It is not Council policy to award additional pension entitlement (regulation 31)

Appendix B - Policy on other aspects of remuneration of Chief Officers

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	Posts are advertised and appointed to at the appropriate approved salary for the post unless there is evidence that a successful appointment of a person with the required knowledge, experience, skills, abilities and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package is appropriate under the Authority's policy. Any changes will be approved through the Authority's appropriate decision-making process. Salary packages over £100,000 require Council approval.
Pay Increases	The authority applies any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations.
Additions to Pay	The Authority does not make additional payments beyond those specified in the contract of employment.
Performance Related Pay	The Authority does not operate a performance related pay system for Chief Officers as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior managers. Any areas of under-performance would be addressed through capability procedures.
Earn-Back (withholding an element of base pay related to performance)	The authority does not operate an earn-back pay system whereby a proportion of the employee salary is held back and only paid if specific targets are achieved as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior managers. Any areas of under-performance would be addressed through capability procedures.
Bonuses	The authority does not have or intends to introduce any bonus schemes.
Termination Payments	The authority's normal redundancy payment arrangements apply to all staff including Chief Officers and the Chief Executive. The authority also applies the appropriate Pensions regulations in circumstances where employees qualify for release of pensions. Council will also be given the opportunity to vote on any severance package with a cost in excess of £100k. The components of any such package will be clearly set out and will include pay in lieu of notice, redundancy payment, pension release costs, settlement payments, holiday pay and any fees or allowances paid.

Transparency	The Authority meets its requirements under the Localism Act, the Local Government Transparency Code 2015 and the Accounts and Audit Regulations in order to ensure it is open and transparent regarding senior officer remuneration.
Re-employment of staff in receipt of a Local Government Pension or a redundancy/severance payment	The Authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The Authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities and qualities needed for the post. If a candidate is a former employee in receipt of a Local Government pension, or received a redundancy payment, this will not rule them out from being re-employed by the Authority. Clearly where a former employee left the Authority on redundancy terms then the old post has been deleted and the individual cannot return to that post as it will not exist. The Authority will apply the provisions of the Statutory Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant and appropriate. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service. The Authority will apply the reforms to exit payments in the public sector, which includes the recovery of exit payments, a cap on exit payment value and associated reforms of redundancy payment limits and related pension scheme provisions, as they become law.
Election Fees	The duties of Electoral Registration Officer are undertaken by the Authority's Chief Executive, the remuneration for which is included in their annual salary. The Authority's Chief Executive is also the Returning Officer for elections, referendums and other polls. The Returning Officer may appoint deputies and by convention, has chosen to appoint the Director of Legal Services as a Deputy Returning Officer. For national elections, referendums or other polls which may be required by statute, fees are paid in accordance with the amounts specified for each poll by the statutory order issued by the Secretary of State. For local Borough and Parish elections a local scale of fees, which has not increased since 2008, is approved by Council

Agenda Item 8

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee– 30 November 2026

Report Title
Gender Pay Gap Statement 2026

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
Judith Badger, Executive Director of Corporate Services

Report Author(s)
Amy Leech, Head of Human Resources (Policy & Operations)
amy.leech@rotherham.gov.uk

Ward(s) Affected
None

Report Summary
This report provides detail of the Gender Pay Gap information as at the 31 March 2026 that the Council is obliged to publish under reporting legislation.

Recommendations

That Staffing Committee:

1. Accept the Gender Pay Gap Report; and

2. Approve publication of the Gender Pay Gap Report.

List of Appendices Included
Appendix 1 Gender Pay Gap Statement 2026

Background Papers
The Gender Pay Gap in Local Government (Local Government Association)
Equality Act 2010
Gender Pay Gap: Reporting in the Public Sector (Government Equalities Office)
Gender Pay Gap: Closing it Together (Government Equalities Office)

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
No

Exempt from the Press and Public
No

Gender Pay Gap Statement 2026

1. Background

1.1 In 2017, the government introduced the Gender Pay Gap Information Regulations which require employers with 250 or more employees to publish statutory calculations every year, showing how large the pay gap in their organisation is between their male and female employees. A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men.

1.2 Like many organisations Rotherham Metropolitan Council utilises job evaluation and a common grading structure to ensure that like work is remunerated consistently regardless of the job holder's gender.

1.3 The gender pay gap shows the difference in the average pay between all men and women in a workforce regardless of job role. The smaller the value of the gap, the more equal the pay gap is between genders. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with and individual calculations may help to identify what those issues are.

1.4 The Council has up to 12 months following the annual snapshot date of 31 March, to publish this information on the Council and Government website. The deadline to report on details taken at the snapshot date of 31 March 2026 for public sector employers is 30 March 2027.

1.5 The Council has chosen to include a narrative with its calculations to explain the reasons for the results and details of actions being taken to reduce or eliminate the gender pay gap.

1.6 The Government Equalities Office, in their research report "Gender pay gap: employers' action and understanding", has identified that best practice action plans should focus on the full employee lifecycle.

1.7 Key elements are set out below:

- How the employer approaches recruitment (content and appeal of job adverts, approach to short-listing, potential for unconscious bias during the interviewing process)

- How the employer approaches induction and introduction to the organisation (how women and men are treated at this point and how this might impact their future aspirations)

- Working conditions and hours (availability of flexible working, shift arrangements, parental leave policies)

- Training and development policies and opportunities (relevance to different genders, availability, impact, and outcomes)

- Access to support and mentoring (whether sufficient support was available and how to improve provision)

- The mechanisms for remuneration, personal development, and promotion (how the systems work, and whether they potentially disadvantage women)

- Employee satisfaction and engagement (how this is measured, and any feedback elicited which indicates issues that could be relevant to their GPG)

2. Key Issues

2.1 The mean value is based on total pay for the group, divided by the number in the group being measured. The mean gender pay gap increased marginally from 4.42% in March 2025 to 4.51% in March 2026. As the mean is influenced by the distribution of employees across pay grades, this small increase is likely to reflect changes in workforce composition, such as recruitment, turnover, promotions, or pay progression within higher-paid roles, rather than a significant change in the Council's pay practices.

2.2 The increase of 0.09% is very small and would generally be considered a relatively stable position year-on-year.

2.3 However, the median measure (the middle numerical value in the male and female salary lists for every member of staff in the Council, ranked highest to lowest) shows a reduction in the overall pay gap at 3.21% down from 4.81% in 2025.

2.4 The Council’s pay gap results from the fact that the Council has a greater number of female employees working in traditionally low-paid cleaning and catering roles, where there is an over-representation of female workers. In the upper quartile, where the jobs tend to be professionally qualified or dependent on several years of management or other types of experience, women are under-represented but make up 67% (slightly down from 69% in 2025) of the top 5% of earners and females represent 3 out of 6 positions of the Strategic Leadership Team.

2.5 The Council’s pay gap shows that overall men are still paid more than women, however, the figures compare favourably with the average UK gap 12.8% in April 2025, down from 13.1% (Source: Office for National Statistics) and EU average 11.1% in 2024 (Source: European Commission website).

2.6 **RMBC Gender Pay Gap over time:**

Year	2026	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Median Pay Gap	3.21%	4.81%	8.1%	8.7%	10.2%	11.2%	11.2%	10.6%	9.9%	11.5%	12.3%
Mean Pay Gap	4.51%	4.42%	5.5%	7.3%	8.5%	9.2%	9.1%	13.4%	13.3%	12.5%	13.0%

2.7 Over the last 11 years the Council's mean gender pay gap has reduced considerably from 12.3% to 3.21% and the median from 13% to 4.51%.

2.8 Analysis for Black, Asian, and Minority Ethnic employees showed the Council had a negative 4.66% (5.43% in 2025) median pay gap and a negative 0.55% (0.69% in 2025) mean figure demonstrating that BAME employees on average are paid more per hour. This is due to a higher proportion of BAME workers being employed in the 'upper' and 'upper middle' quartile.

2.9 For disabled employees, there is a negative median of 6.35% (6.85% in 2025) and a negative 2.69% (2.92% in 2025) mean figure demonstrating that disabled employees are paid more than non-disabled employees by both measures. This is due to a higher proportion of disabled workers being employed in the 'upper middle' quartile.

2.10 Regional benchmarking is available up to 2025, however, it is difficult to make like for like comparison with our neighbouring authorities, as each has outsourced different services, some of which can have a significant impact where they include jobs traditionally undertaken by lower paid women.

Council	Median	Mean
Barnsley	3.9%	0.3%
Doncaster	5.9%	7.7%
Rotherham	4.51%	3.21%
Sheffield	1.1%	1.84%

3. Options Considered and Recommended Proposal

3.1 To publish on the Council website as in previous years with a narrative to support and explain the information.

3.2 Progressing key activities in the Council's Workforce Plan that will further address the pay gap.

3.3 It is recommended that options at 3.1 and 3.2 above are implemented. Not publishing is not considered as an option as this would mean that Council would be in breach of the statutory duty.

4. Consultation on Proposal

4.1 Consultation has taken place with the relevant Cabinet Member.

5. Timetable and Accountability for Implementing this Decision

5.1 The deadline for publishing the 2026 Gender Pay Gap is 30 March 2027.

6. Financial and Procurement Advice and Implications

6.1 This report provides a retrospective update on the gender pay gap, as such the costs of staff pay have already been factored into the Council's budget position for 2026/76 and the Council's financial outturn position for 2026/27.

6.2 There are no identifiable financial implications to note at this point. As the Council continues to close the gap identified, the financial implications of any proposal to do so will be reviewed.

6.3 There are no direct procurement implications arising from the details contained in this report.

7. Legal Advice and Implications

7.1 The report and recommendation ensure that the Council complies with the statutory requirements to publish their gender pay gap information annually. Failure to report and publish the gender pay gap information means the Council will be in breach of the Equality Act 2010 and therefore open to enforcement action by the Equality and Human Rights Commission.

7.2 The EHRC will initially send a warning letter to organisations who fail to report. They will then investigate any breach of the legislation and have the power to serve a statutory 'unlawful act' notice. The Council as a public body can also be subject to a public sector assessment and served with a statutory compliance notice, failure to comply with this notice can result in court proceedings against the Council. The EHRC also publishes the names of organisations who fail to report and are investigated on their website.

8. Human Resources Advice and Implications

8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equality required by employment legislation.

9. Implications for Children and Young People and Vulnerable Adults

9.1 There are no implications for children and young people or vulnerable adults.

10. Equalities and Human Rights Advice and Implications

10.1 In making any decision the Committee is required to have due regard to its equalities duties and with respect to the Equality Act 2010, section 149, part 11 of the public sector duty:

a) Eliminate discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act.
b) Advance equality of opportunity between persons who are a protected characteristics and persons who do not share it.
c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

10.2 The recommendation before the Committee will not have any adverse impact on anyone with one or more protected characteristics, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

10.3 Monitoring of the gender pay gap enables the Council to identify any issues in relation to fair pay in the organisation and to put in place actions to mitigate

11. Implications for CO_2 Emissions and Climate Change

11.1 There is no impact on emissions.

12. Implications for Partners

12.1 There is no impact on partners.

13. Risks and Mitigation

13.1 There is a risk that the authority would face legal action if it failed to comply with legislative requirements to publish information on the Gender Pay Gap.

Accountable Officer
Lynsey Linton, Service Director, Human Resources and Organisational Development

Approvals obtained on behalf of:

	Name	Date
Chief Executive	John Edwards	19/11/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	09/11/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	09/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	21/10/26
Head of Human Resources (if appropriate)	Amy Leech	21/10/26
The Executive Director with responsibility for this report	Judith Badger, Executive Director of Corporate Services	28/10/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	03/11/26

Report Author: Amy Leech, Head of HR (Policy and Operations)

This report is published on the Council's website.

Rotherham Metropolitan Borough Council

Gender Pay Gap Report
March 2026

Rotherham Metropolitan Borough Council

Introduction

This is the tenth edition of our published report, based on data from March 2026. Approximately half of the workforce live in the Borough and ensuring equality of opportunity for our workforce and tackling workplace exclusion remain critical for the continued success of the Council and to set an example for all other employers within the Borough.

The Council is committed to creating an inclusive Borough, with our ambitions working to ensure that no-one is left behind and everyone is welcome and treated fairly; to do this, we will listen to our residents and our workforce and seek to involve all voices. The newly developed Inclusion Strategy is now well into its first year of delivery and encompasses high-level actions to deliver this including a range of activity delivered internally with our workforce, ensuring equality of opportunity for all.

The Council refreshed its Workforce Plan in 2026 to align with the new Council Plan. Key themes include becoming an employer of choice, reviewing our ways of working, engaging with our workforce, developing our capability, and providing health and wellbeing support. There has also been extensive work done through the Workforce Board to identify the workforce challenges ahead and ensure we have the right mechanisms to address these as we continue to strive to deliver excellent outcomes for the Borough through our workforce.

Equality, diversity and inclusion considerations underpin all those activities and good progress is being made in ensuring all staff, including under-represented groups, have a voice across the organisation. We are continuing to increase engagement with our Staff Networks and in December 2025 we conducted our most recent Employee Opinion Survey which saw notable increases in positive feedback regarding leadership and direction, understanding the Council's values and creating a sense of belonging across our workforce.

Our commitment to developing our workforce continues, including developing career pathways, more opportunities for apprenticeships, work placements, and new partnerships with education providers, and delivering a range of programmes to grow skills and enhance career progression.

As at March 2026, the proportion of women in senior positions (top 5% of earners) stands at 50% with 3 out of 6 positions of the Council's Strategic Leadership Team being women, and this report highlights that the average pay for our colleagues who are BAME or disabled is higher than the average pay for colleagues who are not.

These developments all help to demonstrate the Council's continued commitment to undertaking action which will support a reduction in pay gaps and the insights contained within this report continue to inform our delivery of the Inclusion Strategy and Workforce Plan.



John Edwards, Chief Executive
Rotherham Metropolitan Borough Council

Background

The Council is required by law to carry out Gender Pay Reporting on an annual basis in line with the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

From 2017, any organisation that has more than 250 employees must publish and report specific figures about their gender pay gap. The gender pay gap is defined in the regulations as the difference between the average earnings of men and that of women, calculated relative to men's earnings. These calculations must be made using payroll information correct as on a specific date.

For public sector organisations the specific date, or snapshot date is the 31 March and information on pay gaps based must be published by 30 March each year.

Maintained schools are responsible for publishing their data separately from the Council, which means that schools data is not included in this report.

Data must be published and reported on the following differences between male and female employees:

- Mean gender pay gap in hourly pay
- Median gender pay gap in hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of males and females receiving a bonus payment
- Proportion of males and females in each pay quartile

On the snapshot date of 31 March 2026, the Council had 5381 employees, females accounted for approximately three quarters of the workforce predominantly in part-time permanent positions, whilst the male workforce was predominantly full-time workers in permanent positions. Since 2010, the number of males working part-time has gradually increased to just below one in five, compared to almost two out of three females.

Women in the top 5% of earners in the Council stands at 50%. Half of the Strategic Leadership Team are female.

The Council has a clear understanding of the overall gender composition of its workforce and regularly monitors its workforce in relation to the other protected characteristics e.g., ethnicity, age, as these can also impact on the extent of any pay gaps.

Data and Analysis

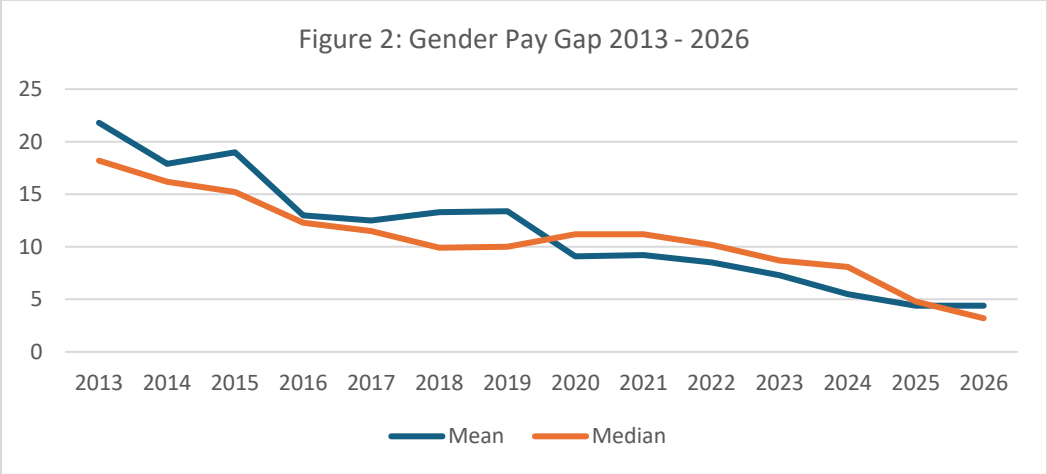
Mean and Median Gender Pay Gap

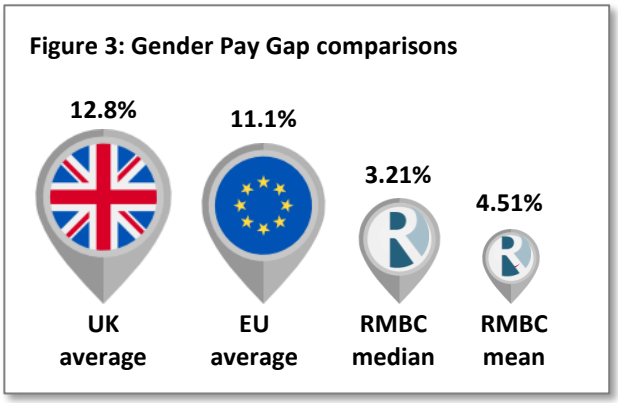
A positive pay gap indicates that men are paid more than women and a negative pay gap that women are paid more than men.

The mean gender pay gap for the Council at the end of March 2026 increased from the previous year, from 4.42% to 4.51%. The increase of 0.09% is very small and would generally be considered a relatively stable position year-on-year. The median measure (the middle numerical value in the male and female salary lists for every member of staff in the Council, ranked highest to lowest) shows a reduction in the overall pay gap from 4.81% to 3.21%**.**

Analysis of the underlying data did not identify any significant change in the gender composition of the workforce compared to the previous year and the change will therefore be down to fluctuations in the number of and demographics of the workforce.

Figure 2 below demonstrates the change in the Council's Gender Pay Gap from 2013.





The Council's pay gap shows that men were paid more than women, however, the figures compare favourably with the average UK gap 12.8% in April 2025 (Source: Office for National Statistics) and EU average 11.1% in 2024 (Source: European Commission website).

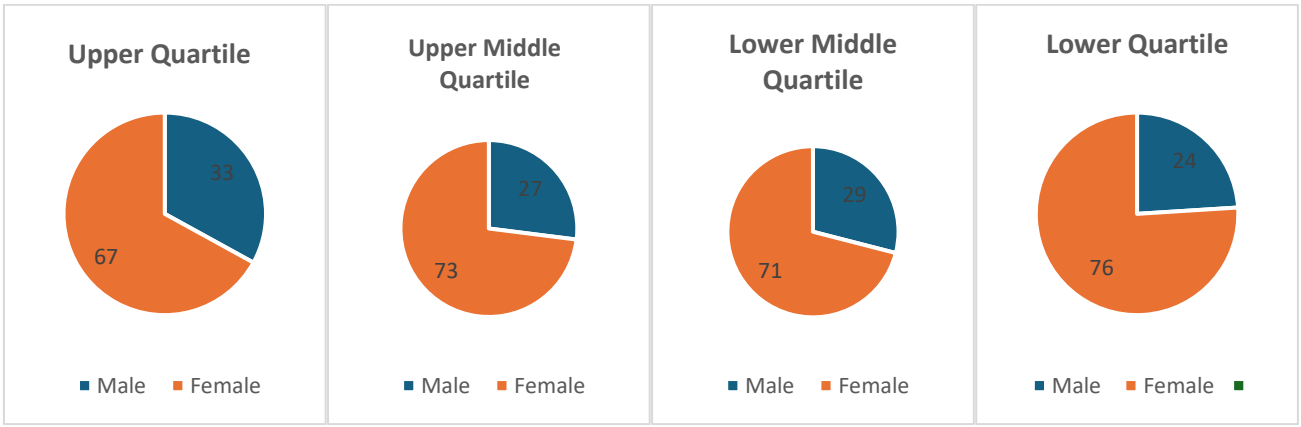
Analysis for ethnicity group employees showed the Council had a negative 4.66% median pay gap and a negative 0.55% mean figure demonstrating that BAME employees on average are paid more per hour than their counterparts.

For disabled employees, there is a negative median of 6.35% and a negative 2.69% mean figure demonstrating that disabled employees are paid more than non-disabled employees by both measures.

Mean and Median Bonus Gender Pay Gap

The Council does not operate any bonus schemes.

Proportion of males and females by pay quartile



The gender distribution in the two middle quartiles is broadly in line with the overall workforce representation. In the lower quartile, where the Council has many female employees working in traditionally low-paid cleaning and catering roles, there is an over-representation of female workers. In the upper quartile, where the jobs tend to be professionally qualified or dependent on several years of management or other types of experience, women are under-represented but make up 50% of the top 5% of earners and 3 of the 6 positions of the Strategic Leadership Team.

When looking at the spread of employees across the pay quartiles, the ideal would be to see 27% of all males and 73% females in each of the four quartiles, mirroring workforce representation. This has almost been achieved for female employees, however, for male employees there is a discrepancy of thirteen percentage points between the upper and lower quartiles.

How we are working to close the Gender Pay Gap?

The Council continues to take positive steps to improve workplace equality, implementing best practice in line with best practice guidance by providing transparency in promotion, pay and reward processes, a range of workforce development opportunities and flexible and hybrid working opportunities designed to enable employees to achieve a work life balance whilst providing support for parents and carers. The Council's offer often goes beyond the minimum statutory requirements, through maternity/adoption leave, paternity leave, maternity support leave and parental leave to help women returning to work to continue their career.

Detailed analysis of the workforce helps identify areas for improvement and informs further action planning for the Year Ahead Plan, the Workforce Plan and Inclusion Strategy.

Key activities include:

- Engaging with the workforce and with our communities to understand and address barriers to recruitment and progress
- Ensuring policies are up to date and follow best practice and do not adversely impact those with protected characteristics
- Ensuring recruitment campaigns and job adverts are gender neutral and look to recruit through a variety of channels and selection processes that are proportionate to the role being recruited to
- Having a workforce that reflects the diversity of Council communities at all levels of the organisation, including senior leadership and higher-paid occupational groups.
- Seeking feedback on our policies and practices from the Council's Staff Networks
- Ensuring there is a flexible, fair and transparent reward framework
- Examining and removing barriers to flexible working wherever possible
- Supporting staff with caring responsibilities
- Supporting staff to more effectively balance home and work commitments
- Reviewing our ways of working across the organisation to identify and promote increased flexibility in working practices, dependent on service need
- Developing digital skills to support new ways of working
- Enhancing the Council's Learning and Development offer and targeted career progression support to increase representation of women in higher-paid and senior roles.
- Delivering accessible career pathways and professional development opportunities that support progression across all grades, with a focus on addressing under-representation in senior and higher-paid roles.
- Monitoring progression, promotion and acting-up opportunities by gender to identify and address any barriers to career advancement.
- Increasing the visibility of career pathways into senior and hard-to-recruit professional roles, particularly for employees working in lower-paid occupational groups.

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee – 30 November 2026

Report Title
Market Supplement Policy

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
Judith Badger, Executive Director of Corporate Services

Report Author(s)
Louise Hall, Head of Human Resources (Strategic Programmes)
01709 254520 or Louise.Hall@rotherham.gov.uk

Ward(s) Affected
None

Report Summary
The Market Supplement Policy sets out the Council's approach to using market supplement payments where national and local pay and grading arrangements are insufficient to attract or retain employees with critical skills required for service delivery.

Recommendations

That Staffing Committee approve the introduction of the Market Supplement Policy.

List of Appendices Included
Appendix 1 Market Supplement policy

Background Papers
None

Consideration by any other Council Committee, Scrutiny or Advisory Panel
None

Council Approval Required
No

Exempt from the Press and Public
No

Market Supplement Policy

1. Background

1.1 Rotherham Metropolitan Borough Council recognises that, in some circumstances, market conditions can create significant recruitment and retention challenges for specific roles where there is a shortage of suitably qualified or experienced candidates.

1.2 The proposed Market Supplement Policy provides a framework for addressing these challenges by allowing additional payments, on a temporary and evidence-based basis, where market pressures mean that the Council's standard pay arrangements are insufficient to attract or retain employees.

1.3 The proposed policy supports the Council Plan and Workforce Plan, helping to ensure that essential services can be delivered effectively while maintaining fairness, transparency and consistency in reward practices.

2. Key Issues

2.1 The Council does not currently have a formal Market Supplement Policy in place. However, market supplement payments have continued to be applied in a limited number of cases where they were previously approved to address recruitment and retention difficulties in hard-to-fill roles. These arrangements have been managed on an individual basis without a corporate framework for the consideration and review of market supplement payments.

2.2 The absence of a formal policy presents a potential risk in terms of consistency and transparency, as there are no formal reporting mechanisms to ensure existing payments are regularly reviewed against current labour market conditions or workforce requirements.

2.3 The proposed Market Supplement Policy, detailed in Appendix 1, will ensure a clear framework for the approval, monitoring and review of market supplement payments.

2.4 Market supplement payments will only be used where there is a clear and evidenced-based need to ensure effective service delivery and were supported by an equality impact assessment.

3. Options Considered and Recommended Proposal

3.1 Option 1 – Maintain the Current Position **(Not recommended)**

The Council would continue without a formal Market Supplement Policy and manage any recruitment and retention issues on a case-by-case basis.

3.2 Option 2 – Introduce a Market Supplement Policy **(Recommended)**

This option provides a consistent, fair and transparent approach to addressing recruitment and retention challenges. It strengthens governance

and accountability by ensuring that market supplement payments are supported by robust evidence, subject to formal approval and regularly reviewed. The Policy will support the Council's ability to recruit and retain employees in hard-to-fill roles while ensuring compliance with equal pay principles, promoting value for money and supporting the effective delivery of services.

3.3 There are no other options available for the introduction of new Council Policy.

4. Consultation on Proposal

4.1 Consultation has taken place with recognised Trade Unions which has informed the final draft of this policy.

4.2 Consultation has taken place with the relevant Cabinet Member.

5. Timetable and Accountability for Implementing this Decision

5.1 The Service Director, Human Resources and Organisational Development will be accountable for the implementation of this decision.

5.2 The Policy would be adopted following the approval of Staffing Committee.

6. Financial and Procurement Advice and Implications

6.1 There are no direct financial implications as a result of this report, each market supplement request will include specific financial implications and will have to be managed within existing Directorate budget allocations.

6.2 There are no direct implications arising from this report.

7. Legal Advice and Implications

7.1 As set out within the body of this report the absence of a formal policy presents several legal risks for the Council in relation to consistency and transparency. The introduction of the proposed Market Supplement Policy will establish a clear framework for the approval, monitoring and review of such payments. The Local Government Association recommends as part of their guiding principles on this topic that Organisations should have a formal policy on the use of market supplements, which is reviewed on a regular basis. There should also be a consistent approach in terms of the use of an application form attached to the Policy.

7.2 Appropriate consultation has taken place; the Trade Unions have been consulted in relation to this Policy and are supportive of its introduction.

8. Human Resources Advice and Implications

8.1 An appropriately rewarded workforce motivates employees and meets standards of fairness and equity required by employment legislation.

9. Implications for Children and Young People and Vulnerable Adults

9.1 No adverse impacts on children and young people or vulnerable adults have been identified as a result of the proposed policy.

10. Equalities and Human Rights Advice and Implications

10.1 In making any decision the Council is required to have due regard to its equalities duties and in particular with respect to the Equality Act 2010, section 149, part 11 of the public sector duty to:

a) eliminate discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act

b) advance equality of opportunity between people who share a protected characteristic and those who do not

c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it

10.2 The recommendation before Staffing Committee will not have any adverse impact on anyone with one or more protected characteristics, namely age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

11. Implications for CO_2 Emissions and Climate Change

11.1 There are no direct implications arising from this report.

12. Implications for Partners

12.1 There are no direct implications arising from this report.

13. Risks and Mitigation

13.1 Failure to introduce a Market Supplement Policy would leave the Council without a consistent corporate framework for managing market supplement payments, increasing the potential of legal, financial, operational and reputational risks. The recommended policy mitigates these risks by providing a transparent, evidence-based and monitored approach.

Accountable Officer
Lynsey Linton, Service Director, Human Resources and Organisational Development.

Approvals obtained on behalf of:

	Name	**Date**
Chief Executive	John Edwards	19/11/26
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	30/10/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	05/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	30/10/26
Head of Human Resources (if appropriate)	Louise Hall	30/10/26
The Executive Director with responsibility for this report	Judith Badger, Executive Director of Corporate Services	30/10/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	20/07/26

Report Author: Louise Hall, Head of Human Resources (Strategic Programmes)
01709 254520 or Louise.Hall@rotherham.gov.uk

This report is published on the Council's website.

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Corporate Services
Human Resources

Market Supplement Policy

DATE

Date Revised	Date Approved	Summary of Changes	Author

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1 Introduction and Purpose

1.1 The Policy provides the Council's approach to the use of market supplements in circumstances where the National Joint Council (NJC) pay and grading arrangements may be insufficient to attract or retain individuals with specific skills that are essential to the delivery of the Council's services. It provides a framework for considering market supplement payments in response to recruitment or retention challenges and other market related factors, ensuring consistency and fairness across the Council.

1.2 The rate of pay for Council posts is determined in accordance with nationally agreed terms and conditions of employment and the NJC pay and grading scheme. Market supplement payments will only be applied in specific circumstances.

2 Scope and Legal Framework

2.1 This Policy applies to the following staff groups:

- Employees employed on NJC for Local Government Services terms and conditions.
- Other national or locally agreed terms and conditions adopted by the Council, including advisory and education-related frameworks.
- School based employees, where any considerations for market supplements must align with the relevant education pay framework and be subject to appropriate school-level governance and decision-making arrangements.

2.2 Market supplements for colleagues on other terms and conditions of employment including JNC for Chief Executive and Chief Officers are outside the scope of this policy. Agreement to pay a market supplement would need to be approved by the Staffing Committee.

2.3 Market supplements will be applied in a manner consistent with the Equality Act 2010, and the Council's policies on diversity and inclusion. All decisions will be evidence-based, documented and transparent to ensure all payments are non-discriminatory. Where a market supplement is approved, this will be temporary, subject to review and clearly communicated to in scope employees.

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3 Definitions

3.1 *Market supplement* - is an additional payment made on top of an employee's basic salary for specific roles where the usual salary is not competitive with the external labour market. It is temporary, reviewed regularly, and used to address recruitment or retention challenges where there is a risk to the service. This helps the Council to remain competitive whilst ensuring pay is fair and transparent.

3.2 *Job evaluation* – a systematic process used to assess the value of a role within an organisation based on its responsibilities, skills and complexity.

3.3 *Re-evaluation* – The process of reviewing a job evaluation outcome following the role's responsibilities permanently changing, to ensure the grade assigned remains aligned with the Council's job grading framework.

4 Policy Statement

4.1 Market supplements may be considered in circumstances where there is clear evidence of sustained recruitment or retention difficulties, or where external pay benchmarking has demonstrated a significant market gap, or other workforce or non-pay solutions have been explored or found insufficient.

4.2 Consideration should be given as to whether the current job profile reflects the substantive responsibilities of the role. If there is evidence that the job has changed significantly or is out of alignment with comparable roles, the role may be submitted for re-evaluation in line with the Personal Regrading Procedure.

4.3 All proposals for market supplements must be supported by a detailed business case, submitted by the relevant Head of Service, detailing the rationale for the market supplement and supported by robust and up-to-date evidence. This should include evidence of recruitment or retention difficulties, benchmarking against external market rates and consideration of alternative workforce or non-pay solutions. An Equality Impact Assessment (EIA) will be completed as part of the proposal and will be included in the business case submitted for consideration. The outcomes of the EIA will be considered when making decisions.

4.4 Prior to the HR Business Partner approving the proposal they will ensure all recruitment alternatives have been exhausted. The HR team will offer advice on the appropriateness of a market supplement payment, ensuring any equal pay risks have been considered and proposed mitigation is reflected within the proposal.

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4.5 The proposal will detail the value and duration of the payment. Where the proposed payment exceeds 10% of the salary aligned to the role's evaluated grade (pro rata for part-time employees), the proposal must be referred to the Staffing Committee for consideration.

4.6 Costs must be managed by the current service budget for the duration of the proposed market supplement. The proposal must consider how such costs will be managed in relation to the number of postholders to whom the market supplement will apply and the relevant Head of Finance must approve the proposal.

4.7 Market supplements will be reviewed annually by the Directorate Leadership Team (DLT), with annual oversight from the Strategic Leadership Team (SLT) to ensure they remain justified, appropriate, and aligned with organisational priorities. Market supplements may be reviewed at an earlier time where there is a need to ensure they remain appropriate and justified in consideration of market conditions and organisational requirements.

4.8 Market supplements will be paid to all employees in the relevant post as a separate allowance. It should be noted that a market supplement payment relates to a post and does not relate to the performance, capability, commitment or merit of an individual employee.

5 Monitoring

5.1 The Council is committed to ensuring that the use of market supplements does not give rise to unlawful discrimination or equal pay risks. All decisions will be documented by the DLT with the rationale for approval detailed and a review date confirmed.

5.2 A list of post titles and details of the number of staff employed in the posts will be shared on an annual basis with SLT and with Trade Unions at the Joint Consultative Committee. Market supplement payments will be included in the Council's Pay Policy Statement.

6 Procedure

6.1 <u>Proposals for Market Supplements</u>

6.1.1 Where a requirement for a potential market supplement emerges, managers are responsible for completing the proposal form at Appendix A, preparing a business case in line with this policy and completing an EIA.

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6.1.2 Once completed the proposal form, business case, and EIA should be submitted to the relevant HR Business Partner and Head of Finance for approval. Following approval, the proposal and all associated documents will be submitted by the Head of Service, via the Service Director, for consideration by the DLT.

6.1.3 Where approved by the DLT the rationale and decision should be recorded and shared with the manager and HR Business Partner by the Head of Service. The HR team will provide the manager with a template letter to enable them to write to all staff employed in the post to advise that a market supplement will be paid, the amount of the supplement and the end date for the payment. The letter will confirm the end date which will be no later than 12 months from the date of approval. The manager will provide a copy of the letter(s) to payroll to authorise the payments to each employee and ensure it is processed in the next available payroll.

6.2 Review of existing market supplements

6.2.1 After a period of 12 months, or earlier where appropriate, the Head of Service will refresh the business case and all associated documents. Following approval by HR and Finance the steps in 6.1 will be repeated.

6.2.2 Where payments are extended, the alternative options detailed in the original proposal to avoid the need for a market supplement should be fully discussed. Actions should be agreed with clear timelines for completion to ensure there is not an on-going reliance on the market supplement payment.

6.2.3 Where a decision is made to stop a market supplement payment, the manager will contact HR to request the template letter in order to write to all staff in receipt of the payment to provide four weeks' notice that payment will stop. The manager will send a copy of the letter(s) to payroll to confirm the date payment will stop. The manager must share the letter in advance of the date with payroll, to avoid any overpayments.

6.3 Request to approve for greater than 24 months

6.3.1 It is expected that market supplement payments will not last for more than 24 months. Where a proposal seeks to extend a payment beyond this timeframe all documentation must be refreshed in line with this policy and presented at SLT for wider discussion and input. There should be a clear timeline for when the payment will be stopped, and any associated organisational risks should be fully documented. The alternative measures previously identified must be reviewed in detail with clear timelines agreed for implementation.

6.3.2 Where on-going payment is then approved by the DLT, the decision must be referred for ratification by SLT prior to the outcome being confirmed to the post holders.

7 Payment

7.1 Where approved, market supplements will be paid through payroll. Payments are non-consolidated and do not form part of an employee's contractual basic pay. They may be varied or withdrawn in accordance with this policy. Market supplement payments are subject to tax and National Insurance deductions and are pensionable for the purposes of the Local Government Pension Scheme (LGPS).

7.2 Market supplements are paid as a separate payment and do not alter the salary scale aligned to an employee's job-evaluated grade.

7.3 Payment of market supplements during periods of absence will be managed in line with the treatment of basic pay. When an employee moves to a different role, or where a role materially changes, entitlement to any market supplement will be reviewed and may cease.

8 Concerns

8.1 Employees who have concerns about the application of this policy should raise them with their manager or their Trade Union representative. Where concerns are not resolved informally, employees may follow the Council's formal grievance procedure.

9 Roles and Responsibilities

9.1 **The Strategic Leadership Team (SLT)** provides corporate oversight of the use of market supplements across the Council. The SLT is responsible for ensuring a consistent and fair approach across the Council and will receive an annual report from each DLT advising of the posts in receipt of market supplement payments and the number of staff employed in those posts. They will provide organisational oversight in advance of market supplements being approved for greater than 24 months

9.2 **The Directorate Leadership Team (DLT)** is responsible for reviewing and approving market supplement proposals within their directorate. This includes ensuring that a robust business case has been prepared, with adequate

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evidence, benchmarking, an EIA, and confirming that funding is available within the directorate budget.

9.3 **Managers** are responsible for identifying a requirement for a potential market supplement and submitting proposals for market supplements in line with this policy to their Head of Service. They must ensure that proposals are supported by robust evidence and are approved by HR and Finance.

9.4 **Human Resources** will provide advice and guidance on the application of the policy, ensure compliance with relevant legislation and Council procedures, and support managers in preparing and reviewing business cases. HR will be responsible for working with senior management to implement strategies to address recruitment issues, and ensuring roles are reviewed at job evaluation where appropriate.

9.5 **Trade Unions** will work in partnership with the Council to monitor the use of market supplement payments, to prevent discrimination, they will advise members of their rights and responsibilities under the policy, representing members as and when appropriate.

9.6 **Employees** are responsible for understanding this policy and engaging with process when required.

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10 Appendix 1 - Proposal Form

1 POSITION DETAILS	
Post Title	
Team	
Service Area	
Grade of post and salary range	
Number of staff currently in post (headcount and FTE)	
Number of vacant post(s)	

This application is for payment of a new market supplement Yes / No

- If yes, please state value of market supplement being proposed £

Extension of an existing market supplement (yes/no) Yes / No

2 RISK FACTORS

Please identify the risk factors currently impacted by recruitment and retention difficulties:

Inability to meet essential service delivery Yes / No

Inability to comply with statutory responsibilities Yes / No

Reputational impact on the Council Yes / No

Financial risks to the Council Yes / No

Please provide further information on how difficulties in recruitment and retention are impacting on the risk factors identified above:

3 JOB EVALUATION

When was the post last evaluated and was the post re-graded at this time?

Has the need for re-evaluation been considered as an alternative to a market supplement? Please provide evidence, as appropriate.

4 RECRUITMENT AND RETENTION
Evidence of recruitment and retention difficulties must be provided.

Please provide details of turnover rates (in comparison to average turnover rates):

Please provide details of reasons for leaving provided by staff who have left the post in the last two years as detailed within exit Interview reports:

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Is competitor pay the main driver in attracting staff away from the Council? *If this is the case, a table must be provided detailing comparative salary information for equivalent roles in neighbouring Local Authorities.*
Please provide information on the number and quality of responses to job adverts. Please provide the following evidence to support the proposal: Dates of advertisements Copy of job adverts Where the vacancy was and any recruitment initiatives adopted Number of applications received for each advertisement Number shortlisted Reasons for not being able to appoint
Is there a regional/national skills shortage impacting on recruitment to this position? Would the skills shortage be better addressed through new/alternative training schemes and are there any plans to introduce such?
5 NON-PAY FACTORS **Evidence must be provided to show that recruitment and retention issues cannot be successfully addressed through non-pay options**
Please provide evidence that consideration has been given to redesigning the job/structure to undertake work in a different way e.g. development of trainee roles, reallocation of duties:
Please provide evidence that consideration has been given to the opportunities for development in the post to retain current staff and attract new recruits. How have such opportunities been promoted?
Please provide evidence that consideration has been given to the support and facilities available in the post to retain current staff and attract new recruits. How have such support and facilities been promoted?
Please provide evidence that the total value of the Council's benefits package (pension provision, annual leave, family friendly benefits, flexible working, employee benefits platform) has been promoted effectively:
6 EQUALITY IMPACT **To successfully resist equal pay claims, the Council must show that the difference in pay of two posts of equal value is explained by a material factor that does not involve direct or unjustified sex discrimination. Evidence must be provided that any equality impact is objectively justifiable.**

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Please provide evidence that consideration has been given to posts across the Council which have been evaluated as being of equal value to the post under consideration for application of a market supplement.
What is the current male/female split of the post under consideration for application of a market supplement and post(s) considered to be of equal value?
Is there any reason to believe that the market rate itself is discriminatory?
Have you identified any other impact on employee groups or protected groups of the application of a market supplement?
7 ALTERNATIVE STRATEGIES
Is it likely that application of a market supplement will trigger a pay spiral with neighbouring authorities/comparator organisations increasing pay rates to attract the same small group of staff? If this is the case, please provide evidence that consideration has been given, as an alternative to market supplements, to strategies such as partnership working?
Please provide evidence that consideration has been given to the use of agency workers, contractors, private sector or other providers. Please outline the advantages/ disadvantages and associated costs.
Market Supplement are time limited, please provide full details of the workforce strategies that you will implement to remove the reliance on the payment of a potential market supplement, this must include clear timelines for delivery with any potential barrier to delivery fully detailed and mitigated.
8 MARKET CONDITIONS
Please provide evidence gathered to determine the 'going rate' for the relevant position in the comparator market. Evidence should include the following: • Employment sector • Geographic labour market • Main competitors • Size and resource of comparator organisations • Duties and responsibilities of comparator posts • Knowledge and skill requirements of comparator posts • Sources of the comparator data Please attach any documentary evidence e.g. job descriptions/adverts.

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9 PROPOSED MARKET SUPPLEMENT
How has the proposed market supplement been calculated? Please provide comparison of the appropriate comparator posts against the current Council rate (taking into account the salary range payable and any additional allowances) and the proposed total remuneration package including market supplement.
Is the market supplement proposed equal to the median of pay comparators? If not, please provide justification for the rate proposed.
Please provide evidence of consideration of the implications of application of a market supplement in relation to the higher pay points of the salary range and ensuring justification of the market supplement.
Please provide evidence of how the market supplement will be funded within the current service budget and future budgetary position for the proposed period of market supplement application.

Declaration			
I am satisfied that the proposal of a market supplement is justified and supported by the evidence provided.			
Manager Signature		Date	
HR Business Partner Signature		Date	
Head of Finance (relevant Directorate)		Date	
Head of Service Signature		Date	

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Agenda Item 10

Rotherham Metropolitan Borough Council

Public Report
Staffing Committee

Committee Name and Date of Committee Meeting
Staffing Committee– 30 November 2026

Report Title
Probation Policy 2026

Is this a Key Decision and has it been included on the Forward Plan?
No

Executive Director Approving Submission of the Report
Judith Badger, Executive Director of Corporate Services

Report Author(s)
Amy Leech, Head of Human Resources (Policy & Operations)
amy.leech@rotherham.gov.uk

Ward(s) Affected
None

Report Summary
This report outlines proposed changes to the Council's Probation Policy to reflect upcoming legislative changes and strengthen probation management arrangements. The revised policy will support consistent decision-making, effective performance management and compliance with employment legislation.

Recommendations
That Staffing Committee approve the revised Probation Policy attached at Appendix 1.

List of Appendices Included
Appendix 1 Amended Probation Policy 2026

Background Papers
Current Probation Policy.
Revised Probation Policy 2026.
Equality Impact Assessment.
Employment Rights Act 2025.
Consultation feedback from recognised Trade Unions.

Consideration by any other Council Committee, Scrutiny or Advisory Panel
No

Council Approval Required
No

Exempt from the Press and Public
No

Probation Policy

1. Background

1.1 The Council's current Probation Policy was revised in 2025 and provides for a six-month probationary period with formal review points at one, three and six months, together with the ability to extend probation where appropriate.

1.2 The Employment Rights Act 2025 introduces a significant change to employment protections by reducing the qualifying period for ordinary unfair dismissal claims from two years' continuous service to six months with effect from 1 January 2027. Employees who have attained six months' service by that date will benefit from the new protections.

1.3 Whilst probationary employees can still be dismissed where there is a fair reason and a reasonable process has been followed, the proposed legislation significantly reduces the period available for managers to assess performance, conduct, attendance and overall suitability before statutory employment protections apply.

1.4 Revisions to the current policy are necessary to ensure that it remains fit for purpose, legally compliant and operationally effective within the new legislative framework.

1.5 The key reasons for the proposed revisions are:

Legislative Change
The Council's current probation arrangements are aligned to a position where ordinary unfair dismissal rights arise after two years of service. The reduction of this qualifying period to six months means that the current process would conclude at the point employees gain statutory protection.

1.6 **Employment Risk**
The existing procedure creates a risk that probation decisions could be delayed beyond the point at which statutory protection is acquired, resulting in increased procedural complexity, greater employment relations risk and potential exposure to Employment Tribunal claims.

1.7 **Workforce Management**
Probation remains an important mechanism for assessing employee suitability, capability, attendance and conduct during the early stages of employment. The Council requires a process that provides managers with sufficient time to identify concerns and take appropriate action whilst maintaining fairness and consistency.

1.8 **Organisational Readiness**
A revised policy will allow the Council to implement strengthened management oversight, earlier intervention where concerns arise, improved training and clearer guidance for managers before the legislative changes take effect.

1.9 **Consultation Requirements**

As the proposed changes affect an existing employment policy and have implications for employees joining the organisation, formal consultation has been undertaken with recognised Trade Unions and other relevant stakeholders.

The consultation process ensured:

- That employee representatives were fully informed of the legislative changes driving the review.
- An opportunity for feedback on the proposed amendments was provided.
- Consideration of any alternative suggestions or mitigating measures.
- Support for transparency and partnership working.
- That any revised procedure is fair, practical and capable of consistent application across the organisation.

2. Options considered and recommended proposal

2.1 Option 1: Maintain the Existing Policy

Under this option the Council would retain the current six-month probation process without significant amendment.

Advantages

- No requirement to amend policy or undertake additional manager training.
- Familiar process for managers and employees.

Disadvantages

- Probation decisions may be taken at or after the point employees acquire unfair dismissal protection.
- Increased employment relations and litigation risk.
- Policy would not reflect the changed legislative environment.

Conclusion: This option does not adequately address the risks arising from the Employment Rights Act changes and is **not recommended**.

2.2 Option 2: Remove Probation Periods

Under this option the Council would remove formal probation and manage concerns through induction processes, supervision, performance management and employee relations procedures.

Advantages

- Simplified policy framework.
- Greater consistency with ongoing performance management arrangements.

Disadvantages

- Removes an established mechanism for assessing suitability during the early stages of employment.

- Increased reliance on formal capability and conduct procedures.
- Greater management resource and training requirements.
- Reduces flexibility in managing new starters.

Conclusion: This option would remove an effective workforce management tool and is **not recommended**.

2.3 **Option 3: Retain and Amend the Existing Six-Month Policy**

Under this option the Council would retain a six-month probation period but strengthen review arrangements and require formal decisions before six months' service is reached.

Advantages

- Retains an established process.
- Strengthens management oversight.
- Provides additional guidance and support for managers.

Disadvantages

- Limited flexibility if concerns arise late in the probation period.
- Appeals may extend beyond six months' service.
- Does not fully mitigate risks associated with delays in decision making.

Conclusion: Whilst offering some improvements, this option does not provide sufficient flexibility within the reduced legislative timeframe and is therefore **not recommended**.

Option 4: Introduce a Shortened Probation Period (Recommended)

2.4 Under this option the Council would reduce the standard probation period from six months to four months, with provision to extend up to five months where additional assessment is required.

Proposed changes include:

- Four-month probation period.
- Formal documented review at three months.
- Final probation review at month four.
- Decisions regarding confirmation, extension or dismissal taken before completion of four months' service.
- Limited extension period where justified.
- Stronger appeal arrangements.
- Increased HR oversight of probation extensions and dismissals.
- Enhanced manager guidance and training.

Reasons for the Recommended Option

Option 4 is recommended because it provides the most balanced and proportionate response to the forthcoming legislative changes.

Specifically, it:

- Ensures employment decisions are concluded well before employees reach the six-month unfair dismissal qualification point.

- Reduces organisational and legal risk.
- Retains a structured and recognised mechanism for assessing employee suitability.
- Provides managers with a clear framework for identifying and addressing concerns at an earlier stage.
- Supports consistency and fairness in decision making.
- Strengthens governance through increased HR oversight and enhanced appeal arrangements.
- Maintains flexibility through a limited extension period where additional assessment is required.
- Aligns the Council's approach with emerging practice being considered by other local authorities.

2.5 As this is a determination of employee terms and conditions, this is not delegated within the formal Sub-Scheme of Delegation to the Executive Director of Corporate Services and therefore the decision can only be taken by Staffing Committee.

3. Consultation on Proposal

3.1 Consultation has taken place with the recognised Trade Unions and the relevant Cabinet Member, who have confirmed support for the proposed revisions.

4. Timetable and Accountability for Implementing this Decision

4.1 The changes to the Employment Rights Act 2025 covering qualifying periods are scheduled to take effect on 1 January 2027.

5. Financial and Procurement Advice and Implications

5.1 There are no direct financial implications arising from the details contained in this report.

5.2 There are no direct procurement implications arising from the details contained in this report.

6. Legal Advice and Implications

6.1 The proposed amendments have been developed in response to the changes introduced through the Employment Rights Act 2025, which will reduce the qualifying period for ordinary unfair dismissal claims to six months' continuous service from 1 January 2027. The revised probation arrangements seek to ensure that employment decisions relating to suitability, capability, conduct and attendance are reached before employees acquire statutory protection.

6.2 The reduction in qualifying service requirements does not remove the Council's obligation to comply with all statutory employment protections which apply from the commencement of employment. Whilst employees within their probation period may have reduced employment protections, the Council must continue to ensure that all decisions are lawful, reasonable, evidence-

based and procedurally fair. The Council must also comply with obligations under the Equality Act 2010 and ensure that probationary processes do not result in discrimination, harassment or victimisation of employees with protected characteristics.

7. Human Resources Advice and Implications

7.1 The proposed changes will require a manager communication, guidance and training to ensure consistent application of the revised probation arrangements across the Council.

7.2 HR will provide advice and support to managers throughout the probation process, particularly where extensions, concerns regarding performance or attendance, or recommendations for dismissal are being considered. The introduction of increased HR oversight will support consistency of decision-making and reduce organisational risk.

7.3 The revised process may require managers to undertake probation reviews earlier and more proactively than under the current arrangements. This will place additional emphasis on effective induction, supervision, objective setting and timely record keeping.

7.4 Workforce data relating to probation outcomes will be monitored to identify any emerging equality impacts, trends or inconsistencies in application across services.

8. Implications for Children and Young People and Vulnerable Adults

8.1 There are no implications for children and young people or vulnerable adults.

9. Equalities and Human Rights Advice and Implications

9.1 In making any decision the Committee is required to have due regard to its ities duties and with respect to the Equality Act 2010, section 149, of the public sector duty:

a) eliminating discrimination, harassment, victimisation and eliminate any other conduct that is prohibited by or under the Act

b) advancing equality of opportunity between people who share a protected characteristic and people who do not share it

c) fostering good relations between people who share a relevant protected characteristic and people who do not share it.

9.2 An Equality Impact Assessment has been undertaken. No significant adverse impacts have been identified. However, the Council will continue to monitor the application and outcomes of the revised probation policy and will ensure that reasonable adjustments and individual circumstances are appropriately considered.

10. Implications for CO_2 Emissions and Climate Change

10.1 There is no impact on emissions.

11. Implications for Partners

11.1 There is no impact on partners.

12. Risks and Mitigation

12.1 The revised probation policy presents risks relating to the timely and consistent completion of probation reviews, potential employee relations issues, and the possibility of legal challenges where decisions are not appropriately evidenced or applied. These risks will be mitigated through clear guidance, manager training, standardised documentation, HR oversight, regular review meetings, and ongoing monitoring to ensure the policy is applied fairly, consistently and in accordance with employment and equality legislation. Extensions to probation will remain available where additional time is needed to make an informed and proportionate decision.

Accountable Officer
Lynsey Linton, Service Director, Human Resources and Organisational Development.

Approvals obtained on behalf of:

	Name	Date
Chief Executive		Click here to enter a date.
Executive Director of Corporate Services (S.151 Officer)	Judith Badger	19/11/26
Service Director of Legal Services (Monitoring Officer)	Phillip Horsfield	19/11/26
Service Director of Human Resources (if appropriate)	Lynsey Linton	28/10/26
Head of Human Resources (if appropriate)	Amy Leech	28/10/26
The Executive Director with responsibility for this report	Judith Badger, Executive Director of Corporate Services	19/11/26
Consultation undertaken with the relevant Cabinet Member	Cabinet Member for Finance and Community Safety - Councillor Alam	03/11/26

Report Author: Amy Leech, Head of HR (Policy and Operations)

This report is published on the Council's website.

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Corporate Services
Human Resources & Organisational Development

~~Probationary~~ ~~Procedure~~Probation Policy

~~HRP-C22~~

~~4/1/2025~~TBC

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1. Introduction

It is recognised that a supportive and developmental probation period is necessary in providing the appropriate level of support and training for new employees upon commencement of their employment with the Council.

The Council is committed to promoting a positive working environment where the dignity and respect, to which all employees are entitled, is not undermined. In this respect, the probation process must be objective, clear, transparent, and free from discrimination.

Managers and employees will familiarise themselves with the probation~~ary~~ policy~~rocedure~~ and relevant supplementary documentation such as the job profile~~,~~. ~~My Year Ahead~~ Performance Development Review ~~(~~PDR~~)~~ process, and the Council Values to ensure that they are aware of the expected standards of performance and conduct.

2. Purpose and Scope

All Council employees are required to satisfactorily complete ~~a six month'~~a four month probation period. The probation period includes employees who have been recruited to posts from another local authority.

Employees who have successfully passed probation in one role at Council who then move into a different role will not be subject to a further formal probation process in their new role. It will still be necessary to ensure that an effective induction for the new employee is carried out, that objectives are set, and their performance is reviewed in accordance with the PDR (~~My Year Ahead~~) process.

The aim of this P~~p~~robation~~ary~~ ~~procedure~~ Policy is to set a clear framework for managers on assessing the performance and conduct of new employees, and to provide any necessary support if needed. The procedure is intended to help new employees settle in, be enabled to work, fulfil their responsibilities and be successful in their new role.

There may be variations to the monitoring periods of employees who have additional professional requirements and who are appointed under terms and conditions for specific roles, such as a Newly Qualified Social Worker.

Teachers are required to undergo a two-year Early Career Teacher (ECT) induction period, which includes comprehensive training and support to ensure they meet the professional standards.

Those Teachers in their Early Career Teacher (ECT) period and who have completed a probation~~ary~~ period and meet the council's criteria, are exempt from the standard P~~p~~robation~~ary~~ ~~procedure~~Policy.

This procedure does not apply to those employees engaged on a casual or zero hours contract.

3. Duties and Responsibilities

Probation review meetings will need to be carried out when the employee has completed a period of three and four months~~s of one, three and six months~~ within their substantive role. There may be further review meetings held for employees who have additional professional qualifications such as Newly Qualified Social Workers.

The duties and responsibilities of all parties have been set out below. However, should you be unsure of any advice set out in the process you are advised to contact the HR Consultancy Team, for further information in relation to specific cases.

3.1 Managers

Managers are expected to conduct regular one-to-one meeting throughout the employee's probation period. These meetings are an important part of the probation process as they provide both t~~ex~~he manager and employee the opportunity to meet regularly to discuss the employee's work performance, achievements, and where required, areas for improvement.

The Council expects the majority of its new employees to progress effectively and in a timely manner through its P~~p~~robation Policy~~procedures~~. However, it is recognised that even with the highest standards of recruitment, selection, and induction there may be situations where new employees are not able to achieve the standards expected and required of their new role.

Where a new employee is not meeting the expected standards, managers will explain the shortcomings and the employee will be given an opportunity to make the necessary improvement(s) within a defined period.

In the management of this ~~procedure~~policy, managers should consider the individual needs of the employee either via informal conversation and or meeting, or occupational health where the employee may be subject to the Equality Act 2010, to identify if any reasonable adjustments may be required to support in the undertaking of the role.

Consideration should be given to ensure all new entrants to the council complete a robust induction process, as this will aid the employee to understand the council context, ways of working, alongside supporting employees to clearly understand the expectations on their conduct, attitude, ~~behavior~~behaviour, and the culture of the organisation.

Managers are responsible for ensuring the Pp~~robationary procedure~~ Policy is managed effectively, proactively and in a timely manner. It is the responsibility of the manager to ensure that meetings are held, documentation is kept up to date and retained, and staff are supported. Should any issues arise within the probation~~ary~~ period, it would be advisable to speak with the HR Consultancy Team, who may request to review any associated documentation to ensure adherence to the procedure.

3.2 Employees

Employees have a responsibility to read, review and engage with the Pp~~robationary procedure~~ Policy to create an awareness of the Councils values, ethics, and expectations.

Under the procedure, employees are required to attend meetings and review any associated documentation, alongside completing the induction process and e-learning.

It is within the employee's personal responsibility to engage effectively with their line manager and service teams, raising any training, development, or support needs with their line manager at the earliest possible convenience as this will allow for an efficient review of any associated support requirements.

4. Commencement of Employment

In the first few days of employment, the employee should be inducted into the Council and told what is expected of them, this will include:

- Information on the Council Corporate Induction and also any local induction.
- Step by step guidance and instruction from the 'Onboarding and Induction Checklist' available on the intranet.
- Schedule time enrol and complete mandatory e-learning and any additional training i.e. statutory training elements.
- Shown the mandatory and important corporate and directorate policies and procedures including Council's Code of Conduct.

- The expected standards of attendance and timekeeping (sharing links to the Location and Hybrid Working policies).
- To set role and performance expectations alongside standards of ~~behavior~~behaviour, conduct and responsibilities (sharing a copy of the job profile).
- An explanation of the purpose and nature of the P~~p~~robation~~ary procedure~~Policy.
- Where the employee has declared a disability and or requires additional support, occupational health guidance should be sought on what constitutes a reasonable adjustment in line with the Equality Act 2010.

The performance of the probationary employee should be continuously monitored and appraised, recorded on the Review Form for Employees on Probationary Employment.

Consideration may be given to the needs of individual services, who may wish to draw up a check list applicable to their own needs to assist in identifying some of the common or essential areas for consideration.

The Performance Development Review (~~My Year Ahead~~~~PDR~~PDR) process, should be enacted following the successful completion of the probation~~ary~~ period.

~~4.1 Stage One – Month One~~

At all stages of this ~~procedure~~ policy the employee should be aware where they are within the management of the ~~procedure~~policy. As part of their induction, ~~At the outset of the stage one meeting,~~ the employee will be provided with the details of where to review the policy, to aid in their understanding of the procedure they are subject to.

~~There should be a formal stage one review before the end of the first month. This should take the form of a formal meeting with the employee concerned, the purpose of which, is to let the employee know how they are progressing and should be recorded on the Review Form for employees on probationary employment.~~

~~At the meeting, consideration should be given to the following areas:~~

- ~~Enrollment on and completion of the corporate or local Induction~~
- ~~Completion of all e-learning topics~~
- ~~Wellbeing and any support, training, coaching, and or mentoring requirements~~
- ~~Identification of requirement for Occupational Health.~~

~~Where the manager establishes that the employee has not satisfactorily met the required standards in the period a discussion should be held with the employee to:~~

- ~~Identify the concerns.~~
- ~~Identify the required improvements.~~
- ~~Discuss the support that can be offered regarding training.~~
- ~~Identification of requirement for Occupational Health.~~
- ~~Identify the need for additional supervision and or peer support.~~
- ~~Timeline requirements for improvement.~~

~~The outcome of the meeting should be documented on the associated form with a further review meeting scheduled as defined within the procedure. The form should then be shared with the employee to review, sign, and return to the line manager for retention on the employee's file.~~

~~Any management actions following the meeting must be undertaken in a timely manner.~~

4.12 Stage ~~Two~~ One – Month Three

In all cases, there should be a formal review before the end of the third month with the employee invited by letter.

This should take the form of a formal meeting with the employee concerned, the purpose of which, is to let the employee know how they are progressing, review any learning, support and or requirements in the engagement of effective performance.

The outcome of the meeting should be documented on the associated form with a further review meeting scheduled as defined within the procedure. The form should then be shared with the employee to review, sign, and return to the line manager for retention on the employee's file.

The employee should be informed of good performance, best practice guidance suggests that a probation~~ary~~ period is more likely to be successful where the new recruit has been given plenty of opportunity to ask questions and raise any concerns they may have about their work or working environment. It is worth noting that entering a new job can be daunting and as such new entrants may not feel comfortable asking questions, to that end it is beneficial to ensure that the meeting is a two-way process.

Where the meeting draws attention to areas of unsatisfactory performance, attention should be drawn to those areas of their work where it is felt that improvements are necessary - especially the areas where, unless there is an improvement, the appointment could not be confirmed. In such circumstances, it is important that they are given details and reasons as to why their work performance is below the required standard, and consideration could be given to setting time limits within which

improvements should be made. Consideration may also need to be given to extra support in the form of training and closer supervision and the employee should be granted an opportunity to state their reasons/views.

There should be consideration at the meeting to the use of SMART targets, these are goals that are specific, measurable, achievable, and timely. By reviewing the job profile with the employee, and identifying areas of concern, a framework should then be created using the above, documented and reviewed with the aim of supporting improvement.

If the performance of the probationary employee is giving cause for concern the invitation letter ~~and it seems likely that, without some improvement, the appointment will not be confirmed, then it is suggested that the review should be formally conducted, with the employee invited to the meeting by letter. This letter~~ should indicate the purpose of the meeting, giving an indication of the areas of work which fall below the required standards and recommend that the employee be accompanied, if they choose to do so, by a trade union representative or other work colleague.

It is the L~~l~~ine M~~m~~anager's responsibility to collate evidence of the support and intervention in place~~;~~, a document of information should be collated for review by the HR Consultancy Team which includes:

- The job profile.
- Supervision documentation.
- The completed probationary review form.
- Any documentation pertaining to support, training, or intervention.
- Occupational health information and advice.
- Issues arising with sickness absence, sickness dates, return to work meeting notes and any invite/outcome letters of sickness stage meetings should also be provided

At the conclusion of the review, the performance issues should have been clearly communicated and along with the improvement ~~and timescale required~~required by Month four, and any support or intervention to assist improvement should have been agreed. The employee should be aware of the consequences if the required standards/improvements are not achieved.

~~A further review will then need to be held after an appropriate interval which may be within the next one to two months, depending upon the circumstances of the case.~~

~~A note of the meeting should be made, and a suitable record kept with the individual being notified in writing of the outcome of the meeting.~~

4.23 Stage ~~Three~~ Two – Month ~~Six~~ Four

A formal invitation should be issued to the employee inviting them to the review meeting and ~~A~~areas for discussion at this interview should be recorded on the Review Form for employees on ~~probationary employment~~Probationary Employment.

In all cases, a decision on the overall suitability of the probationary employee will need to be made before the end of the ~~sixth~~ four months of service and a decision by the Line Manager made as to whether the appointment should be confirmed.

The manager should discuss with the employee whether they have met the required standards of the post during the probation period.

There are three possible outcomes relating to the formal interview for the end of the ~~sixth~~ fourth month:

- Satisfactory completion of probation~~ary~~ period
- Extension to probatio~~n~~nary period
- Unsuccessful probation~~ary~~ period

The outcome of the final review meeting will be confirmed in writing by the manager.

4.2.1 Satisfactory Completion of Probation Period

The manager will inform the employee that they have satisfactorily met the required standards to complete their probation~~ary~~ period and will issue an outcome letter confirming appointment.

The manager will ensure that from this point, regular supervision meetings take place, and the PDR ~~My Year Ahead~~ process is engaged to ensure that employee performance continues to be appropriately managed.

4.2.2 Extensions to Probation~~ary~~ Period

Where a manager identifies that there has been some improvement in the employee's performance discussed in Stage ~~3~~One, but their performance has still fallen short of the agreed improvement timescale, a decision will be made on whether to extend the probation~~ary~~ period up to a further ~~three~~ month~~s~~.

A probatio~~n~~nary~~~~ period may be extended for up to ~~three months~~one month, depending upon the circumstances of each individual case, and during this period a time should

be agreed for a further review to be held. The manager ~~should~~ must contact the HR Consultancy team for advice prior to extending the probation~~ary~~ period.

Where the probation~~ary~~ period has been extended, the manager will explain to the employee at the final review, the reasons for the extension, agree an action plan and continue to have regular reviews with them detailing the additional support that will be given throughout the review process to enable them to reach the required standard.

The employee must be advised that if they fail to improve to the required standards during the extension period, their employment may not be confirmed.

At the end of the extended probation~~ary~~ period, a final meeting should take place as in Stage ~~four~~ Two above.

At any meetings between management and the employee to discuss the probationary service, the employee may be represented by his or her trade union representative or other work colleague.

Provided the procedure was followed during the extended period of probation~~ary~~ service, then, if the appointment is not confirmed at the end of this period, there would be no further right of appeal.

Further advice may be given by the HR Consultancy Team.

4.24.3 Unsuccessful Probation

Where the employee's performance has remained unsatisfactory and it is considered that further training or support would not lead to the reaching or maintaining the required standard, the manager will recommend that the employees' employment will not be confirmed. If the decision is not to recommend the confirmation of the appointment, the reasons should be discussed and confirmed with the Service Director (who can delegate authority ~~to an M3 manager~~in alignment with the disciplinary process) and recorded on the Review Form for Employees on Probationary Employment.

Where it is decided that the appointment will not be confirmed, a letter should be sent to the employee concerned, inviting them to a hearing and an indication again given of the areas where they have failed to meet the standards required. ~~They should also be informed of their right to be represented at this hearing by a trade union representative or other work colleague~~. The employee should be notified in writing 7 calendar days prior to the date of the hearing and will be reminded of their right to be accompanied at the hearing by either a trade union representative or other work colleague..

At this hearing, reference should be made to previous discussions where the areas and reasons why their work performance were below the required standard were explained and they should be given full reasons as to why it is not intended to confirm the appointment. The employee and their representative should be granted the opportunity to state their case in relation to this matter.

The decision not to confirm an appointment should be communicated to the individual concerned in writing by the appropriate level manager (as outlined in the disciplinary policy).

4.24.4 Cause for Concern

In the course of the probation~~ary~~ period where an employee fundamentally breaches the Councils Code of Conduct by way of Gross Misconduct, this will be managed as per section three of the Councils Statement of Terms and Particulars of Employment, in which the ~~probationary procedure~~Probation Policy will take precedence over the Councils Disciplinary Policy.

Where there is a reasonable belief that the employee is answerable of gross misconduct, a cause for concern meeting will be arranged with the appropriate level of management (as set out in the delegated authority document which is depicted in the Council's Disciplinary Policy).

Where in exceptional circumstances there is a requirement to hold a cause for concern meeting, a letter should be sent to the employee concerned, inviting them to a meeting (providing reasonable notice). The purpose of the meeting should be clearly set out within the invitation letter; this should explain to the employee the reason(s) of unsatisfactory conduct/standards. The employee should also be informed of their right to be represented at this meeting by a trade union representative or other work colleague.

The employee should be notified that the meeting will be an opportunity for a discussion regarding the issues that have occurred, any mitigation, and where appropriate, any support and assistance that may be required. A decision will then be made in respect of the employees' future employment with the Council, a potential outcome of which may be non-confirmation of appointment, (dismissal due to unsuccessful probation~~ary~~ period).

5 Right of Appeal

Following non confirmation of appointment, an employee would have the right of appeal against the decision if the procedure above had not been followed i.e., if there had not been a formal review at which the employee concerned had been made clearly aware that a failure to improve in certain areas would result in the appointment not being confirmed or where it is believed that the reason for the dismissal was inherently unfair. ~~,~~ Such an appeal would be to ~~the Elected Members of the Council~~an Employment Appeal Panel and should be submitted in writing, clearly setting out the grounds of appeal, to the Service Director, Human Resources & Organisational Development within 7 calendar days of receipt of the letter setting out the decision not to confirm the appointment. The appeal hearing should be arranged, wherever possible, within 14 calendar days of receipt of the appeal. The decision of ~~Elected members is final.~~ the Employment Appeal Panel is final.

Revision Tracker:

Date Revised	Date Approved	Summary of Changes	Author
September 2026			Emily Danylkiw, HR Policy & Compliance Lead
March 2025		Updated document with changes so that probation~~ary~~ periods apply to all new employees to the Council. Additional clarification on the process with details for managers and employees on their responsibilities. Also includes details on the probation~~ary~~ process for Teachers	Leanne Winder, Snr HR Consultant.
24/11/2022	24/11/2020	Document put in new template	Emily Searle
Dec 2020	Dec 2020	Revised	
June 2016	June 2016	Revised	

Corporate Services
Human Resources & Organisational Development

Probation Policy

TBC

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1. Introduction

It is recognised that a supportive and developmental probation period is necessary in providing the appropriate level of support and training for new employees upon commencement of their employment with the Council.

The Council is committed to promoting a positive working environment where the dignity and respect, to which all employees are entitled, is not undermined. In this respect, the probation process must be objective, clear, transparent, and free from discrimination.

Managers and employees will familiarise themselves with the probation policy and relevant supplementary documentation such as the job profile, Performance Development Review (PDR) process, and the Council Values to ensure that they are aware of the expected standards of performance and conduct.

2. Purpose and Scope

All Council employees are required to satisfactorily complete a four month probation period. The probation period includes employees who have been recruited to posts from another local authority.

Employees who have successfully passed probation in one role at the Council who then move into a different role will not be subject to a further formal probation process in their new role. It will still be necessary to ensure that an effective induction for the new employee is carried out, that objectives are set, and their performance is reviewed in accordance with the PDR process.

The aim of this Probation Policy is to set a clear framework for managers on assessing the performance and conduct of new employees, and to provide any necessary support if needed. The policy is intended to help new employees settle in, be enabled to work, fulfill their responsibilities and be successful in their new role.

There may be variations to the monitoring periods of employees who have additional professional requirements and who are appointed under terms and conditions for specific roles, such as a Newly Qualified Social Worker.

Teachers are required to undergo a two-year Early Career Teacher (ECT) induction period, which includes comprehensive training and support to ensure they meet the professional standards.

Those Teachers in their Early Career Teacher (ECT) period and who have completed a probation period and meet the council's criteria, are exempt from the standard Probation Policy.

This policy does not apply to those employees engaged on a casual or zero hours contract.

3. Duties and Responsibilities

Probation review meetings will need to be carried out when the employee has completed period of three and four months within their substantive role. There may be further review meetings held for employees who have additional professional qualifications such as Newly Qualified Social Workers.

The duties and responsibilities of all parties have been set out below. However, should you be unsure of any advice set out in the process you are advised to contact the HR Consultancy Team, for further information in relation to specific cases.

3.1 Managers

Managers are expected to conduct regular one-to-one meetings throughout the employee's probation period. These meetings are an important part of the probation process as they provide both the manager and employee the opportunity to meet regularly to discuss the employee's work performance, achievements, and where required areas for improvement.

The Council expects the majority of its new employees to progress effectively and in a timely manner through its Probation Policy. However, it is recognised that even with the highest standards of recruitment, selection, and induction there may be situations where new employees are not able to achieve the standards expected and required of their new role.

Where a new employee is not meeting the expected standards, managers will explain the shortcomings and the employee will be given an opportunity to make the necessary improvement(s) within a defined period.

In the management of this policy, managers should consider the individual needs of the employee either via informal conversation and/or meeting, or occupational health where the employee may be subject to the Equality Act 2010, to identify if any reasonable adjustments may be required to support in the undertaking of the role.

Consideration should be given to ensure all new entrants to the Council complete a robust induction process, as this will aid the employee to understand the Council

context, ways of working, alongside supporting employees to clearly understand the expectations on their conduct, attitude, behaviour, and the culture of the organisation.

Managers are responsible for ensuring the Probation Policy is managed effectively, proactively and in a timely manner. It is the responsibility of the manager to ensure that meetings are held, documentation is kept up to date and retained, and staff are supported. Should any issues arise within the probation period, it would be advisable to speak with the HR Consultancy Team, who may request to review any associated documentation to ensure adherence to the policy.

3.2 Employees

Employees have a responsibility to read, review and engage with the Probation Policy to create an awareness of the Councils values, ethics, and expectations.

Under the policy, employees are required to attend meetings and review any associated documentation, alongside completing the induction process and e-learning.

It is within the employee's personal responsibility to engage effectively with their line manager and service teams, raising any training, development, or support needs with their line manager at the earliest possible convenience as this will allow for an efficient review of any associated support requirements.

4. Commencement of Employment

In the first few days of employment, the employee should be inducted into the Council and informed what is expected of them, this will include :

- Information on the Council Corporate Induction and also any local induction.
- Step by step guidance and instruction from the 'Onboarding and Induction Checklist' available on the intranet.
- Schedule time to enrol and complete mandatory e-learning and any additional training i.e. statutory training elements.
- Shown the mandatory and important corporate and directorate policies and procedures including Council's Code of Conduct.
- The expected standards of attendance and timekeeping (sharing links to the Working Location Policy.
- To set role and performance expectations alongside standards of behaviour, conduct and responsibilities (sharing a copy of the job profile).
- An explanation of the purpose and nature of the Probation Policy.

- Where the employee has declared a disability and or requires additional support, occupational health guidance should be sought on what constitutes a reasonable adjustment in line with the Equality Act 2010.

The performance of the probationary employee should be continuously monitored and appraised, recorded on the Review Form for Employees on Probationary Employment.

Consideration may be given to the needs of individual services, who may wish to draw up a check list applicable to their own needs to assist in identifying some of the common or essential areas for consideration.

The Performance Development Review (PDR) process should be enacted following the successful completion of the probation period.

At all stages of this policy the employee should be aware where they are within the management of the policy. As part of their induction, the employee will be provided with the details of where to review the policy, to aid in their understanding of the policy they are subject to.

4.1 Stage One – Month Three

In all cases, there should be a formal review before the end of the third month with the employee invited by letter.

This should take the form of a formal meeting with the employee concerned, the purpose of which, is to let the employee know how they are progressing, review any learning, support and or requirements in the engagement of effective performance.

The outcome of the meeting should be documented on the associated form with a further review meeting scheduled as defined within the policy. The form should then be shared with the employee to review, sign, and return to the line manager for retention on the employee's file.

The employee should be informed of good performance, best practice guidance suggests that a probation period is more likely to be successful where the new recruit has been given plenty of opportunity to ask questions and raise any concerns they may have about their work or working environment. It is worth noting that entering a new job can be daunting and as such new entrants may not feel comfortable asking questions, to that end it is beneficial to ensure that the meeting is a two-way process.

Where the meeting draws attention to areas of unsatisfactory performance, attention should be drawn to those areas of their work where it is felt that improvements are necessary - especially the areas where, unless there is an improvement, the

appointment could not be confirmed. In such circumstances, it is important that they are given details and reasons as to why their work performance is below the required standard, and consideration could be given to setting time limits within which improvements should be made. Consideration may also need to be given to extra support in the form of training and closer supervision and the employee should be granted an opportunity to state their reasons/views.

There should be consideration at the meeting to the use of SMART targets, these are goals that are specific, measurable, achievable, and timely. By reviewing the job profile with the employee, and identifying areas of concern, a framework should then be created using the above, documented and reviewed with the aim of supporting improvement.

If the performance of the probationary employee is giving cause for concern the invitation letter should indicate the purpose of the meeting, giving an indication of the areas of work which fall below the required standards and recommend that the employee be accompanied, if they choose to do so, by a trade union representative or other work colleague.

It is the Line Manager's responsibility to collate evidence of the support and intervention in place; a document of information should be collated for review by the HR Consultancy Team which include:

- The job profile
- Supervision documentation
- The completed probationary review form
- Any documentation pertaining to support, training, or intervention
- Occupational health information and advice
- Issues arising with sickness absence, sickness dates, return to work meeting notes and any invite/outcome letters of sickness stage meetings should also be provided

At the conclusion of the review, the performance issues should have been clearly communicated and along with the improvement required by month four, any support or intervention to assist improvement should have been agreed. The employee should be aware of the consequences if the required standards/improvements are not achieved.

4.2 Stage Two – Month Four

A formal invitation should be issued to the employee inviting them to the review meeting and areas for discussion at this interview should be recorded on the Review Form for Employees on Probationary Employment.

In all cases, a decision on the overall suitability of the probationary employee will need to be made before the end of the four months of service and a decision by the Line Manager made as to whether the appointment should be confirmed.

The manager should discuss with the employee whether they have met the required standards of the post during the probation period.

There are three possible outcomes relating to the formal interview for the end of the fourth month:

- Satisfactory completion of probation period
- Extension to the probation period
- Unsuccessful probationary period

The outcome of the final review meeting will be confirmed in writing by the manager.

4.2.1 Satisfactory Completion of the Probation Period

The manager will inform the employee that they have satisfactorily met the required standards to complete their probationary period and will issue an outcome letter confirming appointment.

The manager will ensure that from this point, regular supervision meetings take place, and the PDR process is engaged to ensure that employee performance continues to be appropriately managed.

4.2.2 Extensions to the Probation Period

Where a manager identifies that there has been some improvement in the employee's performance discussed in Stage One, but their performance has still fallen short of the agreed improvement timescale, a decision will be made on whether to extend the probation period up to a further month.

A probation period may be extended for up to one month, depending upon the circumstances of each individual case, and during this period a time should be agreed for a further review to be held. The manager must contact the HR Consultancy team for advice prior to extending the probation period.

Where the probation period has been extended, the manager will explain to the employee at the final review, the reasons for the extension, agree an action plan and continue to have regular reviews with them detailing the additional support that will be given throughout the review process to enable them to reach the required standard.

The employee must be advised that if they fail to improve to the required standards during the extension period, their employment may not be confirmed.

At the end of the extended probation period, a final meeting should take place as in stage two above.

At any meetings between management and the employee to discuss the probationary service, the employee may be represented by his or her trade union representative or other work colleague.

Provided the policy was followed during the extended period of probationary service, then, if the appointment is not confirmed at the end of this period, there would be no further right of appeal.

Further advice may be given by the HR Consultancy Team.

4.2.3 Unsuccessful Probation

Where the employee's performance has remained unsatisfactory and it is considered that further training or support would not lead to the reaching or maintaining the required standard, the manager will recommend that the employees' employment will not be confirmed. If the decision is not to recommend the confirmation of the appointment, the reasons should be discussed and confirmed with the Service Director (who can delegate authority in alignment with the disciplinary process) and recorded on the Review Form for Employees on Probationary Employment.

Where it is decided that the appointment will not be confirmed, a letter should be sent to the employee concerned, inviting them to a hearing and an indication again given of the areas where they have failed to meet the standards required. The employee should be notified in writing 7 calendar days prior to the date of the hearing and will be reminded of their right to be accompanied at the hearing by either a trade union representative or other work colleague.

At this hearing, reference should be made to previous discussions where the areas and reasons why their work performance were below the required standard were explained, and they should be given full reasons as to why it is not intended to confirm the appointment. The employee and their representative should be granted the opportunity to state their case in relation to this matter.

The decision not to confirm an appointment should be communicated to the individual concerned in writing by the appropriate level manager (as outlined in the Disciplinary Policy).

4.2.4 Cause for Concern

In the course of the probation period where an employee fundamentally breaches the Council Code of Conduct by way of gross misconduct, this will be managed as per section three of the Councils Statement of Terms and Particulars of Employment, in which the Probation Policy will take precedence over the Councils Disciplinary Policy.

Where there is a reasonable belief that the employee is answerable of gross misconduct, a cause for concern meeting will be arranged with the appropriate level of management (as set out in the delegated authority document which is depicted in the Council's Disciplinary Policy).

Where in exceptional circumstances there is a requirement to hold a cause for concern meeting, a letter should be sent to the employee concerned, inviting them to a meeting (providing reasonable notice). The purpose of the meeting should be clearly set out within the invitation letter; this should explain to the employee the reason(s) of unsatisfactory conduct/standards. The employee should also be informed of their right to be represented at this meeting by a trade union representative or other work colleague.

The employee should be notified that the meeting will be an opportunity for a discussion regarding the issues that have occurred, any mitigation, and where appropriate, any support and assistance that may be required. A decision will then be made in respect of the employees' future employment with the Council, a potential outcome of which may be non-confirmation of appointment (dismissal due to unsuccessful probation period).

5. Right of Appeal

Following non confirmation of appointment, an employee would have the right of appeal against the decision if the policy above had not been followed i.e., if there had not been a formal review at which the employee concerned had been made clearly aware that a failure to improve in certain areas would result in the appointment not being confirmed or where it is believed that the reason for the dismissal was inherently unfair. Such an appeal would be to Employment Appeal Panel and should be submitted in writing, clearly setting out the grounds of appeal, to the Service Director, Human Resources & Organisational Development within 7 calendar days of receipt of the letter setting out the decision not to confirm the appointment. The appeal hearing should be arranged, wherever possible, within 14 days of receipt of the appeal. The decision of the Employment Appeal Panel is final.

Revision Tracker:

Date Revised	Date Approved	Summary of Changes	Author
September 2026			Emily Danylkiw, HR Policy & Compliance Lead
March 2025	March 2025	Updated document with changes so that probationary periods apply to all new employees to the Council. Additional clarification on the process with details for managers and employees on their responsibilities. Also includes details on the probationary process for Teachers	Leanne Winder, Snr HR Consultant.
24/11/2022	24/11/2020	Document put in new template	Emily Searle
Dec 2020	Dec 2020	Revised	
June 2016	June 2016	Revised	

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