



Pay Policy Statement 2026/2027

This Pay Policy Statement (the 'statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 of the Localism Act 2011. The purpose of the statement is to provide transparency regarding the Council's approach to setting the pay of its employees.

Reigate and Banstead Borough Council provides a wide range of services to around 150,900¹ residents, as well as visitors and businesses in the Borough. To be able to provide these services, we depend on our employees.

As of 1 January 2026, we engaged 527 directly employed permanent or fixed term employees. 55% were male and 45% female.

We also engaged 28 casual workers², seven of whom are Elections Canvassers and three of these are also employed in an established Council position. Of these 28 casual workers, 43% are male and 57% female.

Background

The Council opted out of the terms and conditions of employment operated by the National Joint Council (NJC) for Local Government Services in 2003, and since then has adopted local terms and conditions of employment.

The local pay scales cover all employees of the Council (including Chief Officers as defined below) and was approved by the Council following negotiation with relevant bodies in 2002/3.

As required by law, the Council auto enrolls all eligible employees into a pension scheme - the Local Government Pension Scheme (LGPS).

¹ 2021 Census data

² Casual workers are people who would work for us on an 'as and when' basis when required, normally paid an hourly rate

Relative to other parts of the country, the borough is expensive to move to and live in. The Council also operates in a competitive local recruitment market made more challenging by the proximity to London and large local employers.

Competition for some specialist roles remains high nationally and with our neighbouring Local Authorities, competing for the same skills and experience.

Post-pandemic, the market has become even more competitive as employers continue to offer hybrid/home working. The Flexible Working Policy and related Hybrid Working Policy provide the framework for the Council's approach to hybrid working. Although turnover has fallen back from peak levels experienced in 2022/3, employee retention (and engagement) remains a priority for the organisation. Actions to address engagement and retention have been identified as part of the agreed [People and Culture Plan 2025-2027](#).

Aims of the Council's approach to pay and reward

The Council is mindful of the following five aims in its approach to pay and reward. We want to:

- 1) Recruit and retain appropriately experienced and qualified people;
- 2) Be an employer of choice;
- 3) Provide reward and recognition of high organisational performance at individual and team levels;
- 4) Maintain cost effectiveness and provide value for money; and
- 5) Comply with equal pay legislation.

Salary Budget

The Council's base revenue salary budget continues to be well managed and is built each year to reflect the resource required to deliver our ambitious corporate plan priorities.

Year	Salary Budget ¹	FTE (from budget reports) ³
2026/27	£30.4 ²	531.2
2025/26	£29.3m ⁴	538.7
2024/25	£28.7m	535.0
2023/24	£27.6m	530.0
2022/23	£24.9m	533.6

2021/22	£23.5m	534.0
2020/21	£28.5m ⁵	534.0 ⁶
2019/20	£22.1m	487.5
2018/19	£19.5m	485.1
2017/18	£19.5m	483.0
2016/17	£18.6m	-
2015/16	£18.0m	-

1. Source: Annual Budget Book.
2. Subject to 2026/27 budget approval cycle and pay award consultation. Figure quoted is as at November 2025 budget report.
3. FTE figures were not included in published budget data prior to 2017/18.
4. This figure includes the additional £0.5m impact of the increase to National Insurance Employer contributions.
5. A £6.2m one-off employer's pension contribution was made in 2020/21
6. The increase of 46.5 FTE from the previous year was largely due to the TUPE transfer of Community Centre staff from Staywell's employment back into the Council's employment. We also saw an increase of 5 FTE in the Family Support team during this time, as well as other FTE changes as part of Service & Financial Planning.

The salary budget is set taking into account various factors, including the two elements considered when reviewing employee pay:

- An annually reviewed **organisational pay award** paid to employees which recognises (but is not directly linked to) cost of living and overall organisational performance. This can be a consolidated award (percentage or fixed value increase), a non-consolidated award (based on a percentage or fixed value) or a mixture of both.
- An incremental pay increase and/or bonus may be awarded for individual performance, based on the appraisal schemes detailed below ('Components of Employee Total Reward').

Organisational Pay Award

The organisational pay award is usually reviewed annually, and where applicable, pay negotiations are held between the Council's management and recognised trade unions. Longer term awards may be negotiated by agreement.

These negotiations take into consideration a range of factors; including (but not limited to) the following:

- Results of external pay benchmarking to ensure the Council is able to recruit and retain appropriately experienced and qualified employees; that it remains competitive

and an employer of choice within Surrey and the immediate surrounding area (including the close proximity to London)

- Recruitment and retention trends. e.g., turnover and identification of skill types or service areas where recruitment is difficult
- The nature and level of other benefits (i.e., non-salary) provided to employees
- The level of the national 'Real Living Wage', and statutory National Minimum Wage rates
- The wider economic environment and affordability.

Real Living Wage

In recognition of the high cost of living in our Borough and surrounding areas, and to help support staff attraction and retention, the Council has committed to ensuring the pay rates of apprentices, casual workers and pay scales of employees mirror the national 'Real Living Wage'. This is the rate as determined by the Living Wage Foundation³ and is the minimum level of pay for all directly employed staff. From 1 April 2026 the minimum pay rate the Council will pay, will be £13.45 per hour.

The Council has reviewed the official accreditation requirements set by the Living Wage Foundation and is confident requirements for our directly employed staff are met. To be officially recognised as an accredited Real Living Wage employer, we also need to formally review the pay arrangements of all our contracted services to ensure compliance, which has been considered as contracts have been reviewed. Due to the tight timeframe of Local Government Reorganisation for Surrey authorities, applying for the official accreditation for Reigate & Banstead Council will not be a focus. However, this commitment and work completed will ensure a positive position for East Surrey Council, should the new unitary seek to apply for official Real Living Wage accreditation.

Definition and remuneration of Chief Officers

The Council's senior management team consists of 18 officer roles; four of whom are considered to be Chief Officers for the purposes of this policy statement, under the definition in the Localism Act 2011 and Local Government and Housing Act 1989:

- Statutory Officer, Head of Paid Service role (Chief Executive)
- Non-Statutory Officer, reporting to Head of Paid Service (Deputy Chief Executive)
- Statutory Officer, Section 151 Officer role (Chief Finance Officer)
- Statutory Officer, Monitoring Officer role (Strategic Head of Legal & Governance)

³ The Living Wage Foundation is a campaigning organisation in the United Kingdom which aims to persuade employers to pay a living wage. The organisation was established in 2011, publishes an annual Living Wage figure and for a fee accredits employers who pay at the rate of the "living wage".

Where any role listed above is vacant at time of reporting, the midpoint of the salary range will be used for the purposes of reporting in this document.

As of 1 January 2026, the average full time equivalent salary of the four Chief Officers is £118,214 (was £114,729 as at 1 January 2025), which includes the adjustments to remuneration applied for the statutory officer roles/duties – see explanation below ‘Exceptional Increases and Additions to Remuneration for Chief Officers’.

In 2022, the remuneration of the Chief Officers was confirmed through an external job evaluation and pay benchmarking exercise.

Including the salaries of the fourteen other officer roles which make up the wider senior management team of the Council, the average full time equivalent salary then becomes £92,759 (was £91,689 as at 1 January 2025).

Definition and remuneration of lowest paid employees

To enable meaningful comparison, the Council looks at full time equivalent salaries for this definition. The lowest paid employees are on Administrative 3, Operative 3, or Apprentice grades. These employees include (but not limited to): Support Assistants, Streetsweeper-Drivers and Grounds Maintenance Operatives. As of 1 April 2025, the bottom point on the pay scale for full time work was £23,685 (£12.62 per hour); part-time employees are paid on a pro-rata basis.

From 1 April 2026, the minimum hourly rate of pay for any direct workers such as apprentices and casual workers of the Council, will be at least UK Real Living Wage (£13.45 per hour), which is in excess of the statutory National Minimum Wage rates.

The relationship between Chief Officer pay and the pay of all other employees

The Council pays all employees including Chief Officers, on the same incremental pay scale structure.

Using the full-time equivalent salary, the average pay for employees other than Chief Officers is £36,262 (was £35,281 in 2025).

Using the full-time equivalent salary, the average pay for Chief Officers is £118,214 (was £114,729 in 2025).

The ratio of Chief Officers’ pay to the average pay of other employees is 3.26 : 1.

The ratio of the pay of the highest paid earner - the Head of Paid Service, to the pay of the lowest paid employee is 6.1 : 1.

Components of employee total reward

The total reward package for all employees (including Chief Officers) comprises of salary, Local Government Pension Scheme employer contribution (where the employee has not opted out), enhanced holiday entitlement (in excess of statutory requirements), enhanced sick pay (in excess of statutory requirements), enhanced maternity/paternity leave and pay (in excess of statutory requirements), adoption leave, shared parental/parental leave and pay, free parking (where allocated), hybrid working benefits for many roles and other standard elements of contractual remuneration required in law.

All eligible employees⁴ have the opportunity to take advantage of a number of salary sacrifice schemes including Childcare Vouchers, Cycle to Work scheme and Leisure Centre membership, and benefit from discounts on shopping, entertainment, and holidays through the employee benefits schemes.

All employees (including Chief Officers) are subject to an annual assessment of their performance, and where performance meets the appropriate standard, a contractual increment will be given, until the maximum of the applicable grade for the role is reached (individual performance award).

For Chief Officers, members of the senior management team (Strategic Heads of Service) and Heads of Service, the performance appraisal scheme results in one of five levels of rating; Outstanding Performer, Very Good Achiever, Good Achiever, Effective Manager, Improvement Required. A rating in one of the top three categories can result in a bonus of either 10%, 5% or 2.5% (according to the rating) and can also result in an incremental increase within the pay scale, up to the maximum point for the role. (N.B. the middle rating of Good Achiever results in either an increment or bonus – not both).

For all other employees, the performance appraisal scheme results in one of four levels of rating: Outstanding Performer, Consistently High Performer, Good or Not at Required Standard. A rating of Outstanding Performer or Consistently High Performer can result in an incremental increase within the pay scale, up to the maximum point for the role. Employees who receive an Outstanding Performer rating receive a non-consolidated bonus of 2.5%, or 3% if at the maximum point for the role.

Annually staff may also be eligible to 'jump the bar', which enables employees to progress to the next level in their pay scale. Staff and managers are required to demonstrate/evidence the advancing or advanced characteristics at the level above the current progression level as described in individual's role profiles which is assessed against the required competency characteristics/framework. This may result in an incremental increase.

⁴ Childcare vouchers are only available for staff who joined the scheme prior to September 2018

Remuneration of employees on appointment

As is the case in the appointment of new employees across the Council, Chief Officers are generally appointed towards the bottom of the grade for the role or at a market level of pay negotiated on appointment.

In line with the constitution, approval of pay on appointment is made by the Head of Paid Service or officer(s) nominated by them. For external candidates, the appointment of the Head of Paid Service, Section 151 Officer, and Monitoring Officer is through recommendation from the Employment Committee to Full Council for ratification. Where an existing officer at the Council is considered for a statutory officer role, the designation is a matter for Full Council, decision after the proposed designation has been discussed informally with the Employment Committee. The appointment of Directors (Non-Statutory Officers reporting directly to the Head of Paid Service) is made by the Employment Committee.

Assessing the gender pay gap

The gender pay gap is the difference in the average hourly wage of all men and women across a workforce.

The gender pay gap is not the same as unequal pay, which is paying men and women differently for performing the same (or similar) work. Unequal pay has been unlawful since 1970.

A gender pay gap does not necessarily indicate the existence of an equal pay problem, albeit a gender pay gap may be a trigger for further investigation about the reasons why the gap exists.

The Council's ability to use a formal job evaluation process, use of structured pay scales, and defined processes and procedures to award performance pay increases, limits inequality in pay for roles of similar value, between the genders. As the Council has over 250 employees, by law we must publish and report specific figures around our gender pay gap as of 31 March of each year (relating to the previous year's data).

Each year, the Council's gender pay gap figures are compared against preceding year and examined to identify if there is an inequitable cause of a significant gap between genders, which may need addressing.

Our gender pay gap figures continue to show that we do have a gap in terms of 'average hourly pay', but it is a gap in the favour of women - we are among a small percentage of organisations who, on average, pay women more. The gap is largely due to our demographics: females are substantially underrepresented in operative roles but slightly overrepresented in senior roles.

The gender pay gap reports can be found via the Councils website: https://www.reigate-banstead.gov.uk/info/20091/organisation_and_services/737/open_data_transparency

Exceptional increases and additions to remuneration for Chief Officers

The Head of Paid Service (or another nominated senior officer) receives additional payments for election duties when acting as Returning Officer or Acting Returning Officer. Some of these payments made will be funded by the Government or Surrey County Council, depending on the type of election. For local elections, the Returning Officer fees are paid by the Council. The Returning Officer or Acting Returning Officer is able to make payments to any Deputy they appoint.

The Head of Paid Service, Section 151 Officer and Monitoring Officer⁵ job descriptions and associated grades include remuneration for the additional statutory duties and responsibilities delivered. If deputies are required, an honorarium payment (up to 10% of salary per annum) can be made in recognition of additional duties required.

The use of market supplements, honoraria and one-off payments

In a few cases the Council also pays market supplements to specific groups of employees where there is evidence that the pay scale determined for the role is significantly out of alignment with the pay market, and / or where there is difficulty recruiting and retaining employees. These payments are non-contractual, and currently apply to a total of four positions in Development Management (Senior Planning Officers).

The Head of Service for OD & HR, Section 151 Officer and Chair of the Employment Committee are consulted on the application of any new market supplements, as per the Constitution. Other payments as described below are approved by Officers through delegated authority outlined in the constitution.

On occasion, temporary honorarium payments are paid to employees, when they carry out additional roles or other duties at a higher level e.g., providing cover for a higher graded colleague while they are on maternity leave.

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

- For delivering one-off projects clearly outside the responsibilities of the job
- For successfully carrying out something which was exceptionally difficult, or working to a much higher level for a temporary period of time

⁵ A description of the functions of each statutory officer is provided under Article 13 of Part 2 of the [Council's Constitution](#).

- For working unusually long or inconvenient hours because of a particular problem

Chief Officers' payments on ceasing to hold Office

Chief Officers who leave the Council's employment, may receive exit payments above contractually agreed limits in exceptional circumstances only in line with the Council's procedure for approving exit payments. These are subject to the consultation with the Head of Paid Service, Section 151 Officer (or delegated official if the compensation relates to either role) and Monitoring Officer where applicable.

There is a prescribed arrangement for settlement payments approval in consultation with the Employment Committee:

- Settlement payments of £100,000 and above must be approved by a vote of full council, as set out in the Localism Act 2011
- payments of £20,000 and above, but below £100,000, must be personally approved and signed off by the Head of Paid Service, with a clear record of the Leader's approval and that of any others who have signed off the payment
- payments below £20,000 must be approved according to the local authority's scheme of delegation

It should be noted that total exit payments may include statutory costs relating to Local Government Pension scheme entitlements, depending on a person's scheme membership, age and length of service. This can make up a large proportion of the total cost of the exit payment.

Publication and access to information relating to remuneration of Chief Officers

A summary of Chief Officers' pay is published as part of the Council's annual statement of accounts and is available via the Council's website: http://www.reigate-banstead.gov.uk/info/20210/finance/268/annual_financial_reports