



## Salary Policy

### Policy Statement

The salary policy outlines the principles behind the salary grades which ensures transparency of pay throughout the organisation. The principles are followed when setting and reviewing pay. The Salary Grades shows the pay for different roles within the organisation dependent on qualifications, experience, job size and depth of responsibility.

This policy applies to all staff working either on a casual, interim, fixed term or permanent basis.

### Salary Principles

#### Pay Equality

We are an equal opportunity employer. All staff are treated equitably with regards to the terms and conditions of employment offered including pay.

#### The London Living Wage (as set by the Living Wage Foundation)

We fully support the London Living Wage and will pay at the level of London Living Wage as a minimum. London Living Wage figures are usually announced annually in October of each year, and we will take the figure into account when reviewing pay and when we plan the budget for the following financial year.

#### Salary Grades

Mind in Croydon has a Salary Grades structure which provides a consistent framework for managing a pay system. The grade structure has One – Seven grades with salary ranges attached to each one. Each job role within the organisation has been graded accordingly to similar work, job size and depth of responsibility. (Please note that negotiating a salary based on experience is not interchangeable with performance in role – and salary scales are not, linked to performance).

All roles are benchmarked internally and externally against current market rates with similar roles and size of organisation and sector. Each role within the salary grade structure should be benchmarked against current markets on a yearly, every two years to ensure salaries are in line with market rates.

Please note the Salary Grades structure is an open document and available for members of staff to view on the All Staff folder.

### Pay Reviews

#### 1. Annual Review of Salary

The Board has agreed to an annual review of salaries which may result in all staff receiving a pay increase. This must be looked at very carefully in line with affordability and overall impact before making decisions about pay increases. This is due to increases not always matched in uplifts to contract income from the NHS and local authorities or in grant income from other sources.

#### 2. Pay Review for an Individual

2a. If a member of staff wants to be considered for a pay increase, this should be discussed within their appraisal on an annual basis. They will need to have their job description reviewed to understand if there are changes to be made and whether they are taking on more responsibility at a higher level.

- 2b. If a Head of Services / Manager would like to consider an employee for a pay increase (in line with the Salary Grades) they will need to put a case forward in writing, to the Senior Management Team for discussion. This may be subject to the approval of the Board. (See Process below.)

### **Advertising a Role**

When advertising a role, we advertise the salary range for the grade, this does not need to be the whole salary range. The salary range promotes to the external candidates what the scope of the salary range is for that role. The range within the grade also gives the appointing manager some flexibility within the guidelines.

### **On Appointment**

Upon appointment to a particular grade point on the salary scale, Mind in Croydon's policy approach is that we should always appoint to the bottom or entry point of the salary grade for the role unless there is good reason to appoint to a higher pay range.

This may be:

1. If making an internal appointment and the person is already on the same salary point and the new role requires additional responsibilities (e.g. a bigger team, or a lead role in a specific operational area, for instance);
2. If you are making an external appointment, the person you want to secure for the role is negotiating on the salary, and you can demonstrate that they have specific scarce skills or outstanding experience which you need for the role;
3. If you are looking to appoint on a higher salary scale point than the lowest, you should always get sign off from Head of Services of Services or Director of Services (budget holders) and be able to justify it against budget for the service (i.e. the appointing manager should be the service budget "owner").

### **Interim Roles or Acting Up**

Interim role means someone is taking up a temporary appointment whilst the permanent position is reviewed or being recruited to. The interim role may or may not command a higher salary, depending on how scarce the skills set needed to fulfil them in the market or an interim could be someone working as a contractor, rather than on a salary, fixed term contract, therefore their daily rates might be higher than equivalent permanent staff would be paid as they will not be paid for holidays, sickness absence etc.

If someone is acting up into a role whilst the role is being recruited, this should be designated as Acting Up and is much more likely to be fulfilled by someone already working within the organisation. Therefore, will be paid at the permanent grade rate for that role.

### **Taking on Additional responsibilities**

If a member of staff is required to take on substantially more responsibility for a significant period of time, a monthly allowance may be offered for the relevant period.

### **Exclusions**

A staff member once joining the organisation will not usually be eligible for a pay review until the first month after their first years' service. Any member of staff subject to poor performance or misconduct procedures would not be eligible for a review until the expiry of any warning.

### **Terms and Conditions**

On or before the commencement of employment, all staff will be given a contract which includes terms and conditions with regards to salary, hours worked per week (days and times), holiday, any overtime given as time off in lieu, sickness, and pension. Any changes to these terms and conditions, members of staff will be consulted, and this will be confirmed in writing as a variation to their contract.

## **Process**

For a new role or review of existing role within the organisation:

- The Head of Services or Manager will draft a new or review and amend a job description (if needed):
- to recruit into the role;
- to increase responsibilities.
- They will need to have this approved by the HR Manager. If a new role to the organisation this role will need to be benchmarked externally with similar organisations and sector to determine the correct level of salary.
- The Head of Services with the HR Manager will look at the salary benchmark, taking into consideration internal and external benchmarking to determine the correct level of salary. The level of salary within the band will depend on the role, qualifications, level of experience, and depth of responsibility.
- Once this is done the Head of Services or Manager will put a case forward, in writing, to the Senior Management Team for a pay increase, recruiting a role or for a new position.
- If a pay increase is within an existing role a budget review is undertaken prior to benchmarking.
- If agreed a letter of variation of contract be sent for agreement with existing employee.
- If an increase for existing staff member is not agreed upon, reasons why are explained to the staff member by their Manager.
- The Head of Finance will be alerted to any changes and payroll amendments made for the next payroll date.