

Pay Policy

1. Purpose of policy and guiding principles

- 1.1 The purpose of this document is to provide North Halifax Partnership (NHP) with a policy and procedures that set out how the Board will take decisions on pay and set pay levels.
- 1.2 NHP is an equal opportunities employer and our pay structure, and salary review procedures are committed to equal pay for all our employees. We aim to eliminate any bias in our pay systems.
- 1.3 The Board recognises that employees are our most important asset and values their commitment, support and goodwill. The Board will use this pay policy to assist with the recruitment, retention and recognition of employees through:
 - a. recognising that decisions about pay should be fair, justifiable, open, objective, accountable and within agreed policies and procedures.
 - b. maintaining pay points that reflect the levels of responsibility and accountability that employees undertake and providing career development opportunities.
 - c. continued harmonious employee relations.
- 1.4 This pay policy clarifies how any discretionary payments will be made to staff, how it will use any discretionary powers, a timetable for annual pay reviews and where responsibility lies for decisions on pay.
- 1.5 NHP may, from time to time, use 'casual workers' or support apprenticeships. These types of workers and their pay arrangements are outlined in this document.
- 1.6 No conditions of employment or payments, other than those outlined in this policy should be awarded to employees or workers of the NHP.
- 1.7 All provisions detailed in this policy relate to full time staff and will be pro-rata for part time employees.
- 1.8 NHP is a registered Charity, and any pay decisions will be made in line with our responsibilities as a Charity, sound financial management and equal pay provisions.

2. Setting pay levels.

2.1. Pay structure.

2.1.1. NHP operates a pay structure based on a single hourly rate for each job. The current pay structure and pay levels are shown in **Appendix 1**.

2.2. Job Descriptions and Staffing Structure

2.2.1. Each member of staff is provided with or has access to, their job description in accordance with the staffing structure agreed by the Board.

2.2.2. Job descriptions will identify key areas of responsibility, functions, and post specifications.

2.2.3. Appropriate differentials will exist between posts in the structure, recognising accountability, responsibility, line management requirements and overall impact on outcomes. These differentials are reflected in the pay structure, with posts evaluated as having more responsibility attracting a higher rate of pay.

2.2.4. Job descriptions will be reviewed from time to time, and where there are any significant changes to the job descriptions the impact on job grading and pay level will be considered, in consultation with the employee (and their Trade Union representative, where appropriate).

2.2.5. Job roles, descriptions and the staffing structure will recognise the need to recruit, retain and motivate employees at all levels.

2.2.6. The Chief Executive Officer (CEO), in discussion with the senior leadership team will propose salary pay points for all posts in NHP. These will then be evaluated to ensure that the principles of equal pay apply. Evaluation methods will include comparison of roles and responsibilities to existing roles and benchmarking (against external posts).

2.3. New posts

2.3.1. When determining the salary for a new post, the line manager will benchmark the post against existing posts to determine an appropriate, fair, rate of pay. They may also collect information about comparable roles in other organisations, to take into account our expectations of attracting high quality people into our organisation. A decision will be authorised by the CEO.

3. Annual increments

3.1. The Board is committed to reviewing salaries on an annual basis.

3.2. The financial year will start in April and run till March.

3.3. The Board is not contractually required to implement annual pay increments.

3.4. Only annual pay increments will be agreed by the Board, and any increment will be to NHP's agreed pay points.

- 3.5. The CEO will make proposals to the Board regarding annual increments. The Board, based on these proposals, will determine whether increments to all salary points will be agreed.
- 3.6. If agreed, any adjustments will be made with effect from 1 April annually.
- 3.7. The Board will consider whether an increment is appropriate and affordable in the context of:
 - The rate of inflation (CPI).
 - The Charity's financial situation i.e. what will the impact of salary increases be on future budgets.
 - Is an increase affordable?
 - Review of previous increments made in recent years i.e. have salaries kept pace with the sector over the longer-term.
 - Pay reviews in comparable sectors and organisations. This element will consider how a failure to follow wider trends may impact recruitment and retention, employee engagement and engagement with partner organisations or potential supporters.
 - Pay data from national pay and wage data, nationally recognised publications and comparable or relevant organisations (e.g. The Local Government Association and The Living Wage Foundation).

4. How decisions are made

- 4.1. The Board acts as the remuneration committee. Formal consideration of remuneration matters takes place annually, usually at the Committee's January meeting (ratified at the March meeting); however, they may also be considered at other meetings if adhoc issues arise during the year. The CEO attends Board meetings but leaves during the discussion regarding his/her own remuneration.
- 4.2. The Board is able to seek advice from independent HR/Pay & benefits consultants, as appropriate.
- 4.3. The annual, formal, considerations of the Board are to:
 - determine and keep under review the salary points of all staff, using such market comparators as it deems suitable and taking account of the nature of the posts being considered;
 - monitor pay structures and pay awards to ensure that the commitment to equality and equal pay is demonstrated in all remuneration decisions;
 - determine any annual percentage 'cost of living' change;
 - review pension arrangements; and
 - ensure that contractual terms on termination are fair to the individual and NHP, that good performance is recognised, and poor performance is not rewarded.

5. Temporary payments and Honorariums

- 5.1. Occasions may arise where it is necessary for one or more members of staff to 'act up' into a higher graded role. This may be to cover a maternity leave, long term sickness or where an employee is required to carry out duties of a higher level, on a temporary basis. This might be because funding has been awarded to deliver a short-term project.
- 5.2. In all cases consideration will be given to offering temporary responsibility opportunities to all staff. The exception to this will be where, due to specific skills and experience the CEO agrees to rewarding individual employees.
- 5.3. Below are a number of ways which have been agreed to recognise these circumstances. The list is not exhaustive and any decisions on temporary payments will have regard to equal pay and opportunity considerations.
- 5.4. Internal vacancies
 - 5.4.1. Temporary opportunities will be advertised internally to all relevant staff. The salary details and estimated length of the appointment will be advertised.
 - 5.4.2. The CEO will determine if the opportunity is open to all staff, or a distinct group (e.g. a particular team or Centre). The agreed recruitment and selection processes will be followed for internal vacancies.
- 5.5. Acting up allowance
 - 5.5.1. This will usually apply when a more senior colleague has a period of **unplanned** absence that is likely to last at least 4 weeks.
 - 5.5.2. The employee must act up into a post agreed on the staff structure. These opportunities may not be advertised widely as the skills and knowledge required to act up may only be shared by a small number of a direct team members.
 - 5.5.3. Employees who act up in the absence of more senior colleagues for a continuous period of at least **four weeks** will be entitled to be paid the salary of the higher graded role – or a proportionate allowance where they are not undertaking the full duties and responsibilities of the higher graded post.
 - 5.5.4. Once the qualifying period of four weeks has been satisfied, the higher salary will be paid with effect from the first day on which the employee is required to undertake the duties and responsibilities of the higher graded role.
 - 5.5.5. The Line Manager will be responsible for the detailed arrangements that must be agreed with the post-holder(s).
 - 5.5.6. The employee who is 'acting up' must make themselves available for any relevant training. The induction, or training period, before the acting up period begins is without additional remuneration.
- 5.6. Honorariums
 - 5.6.1. The CEO has the discretion to recognise and reward staff who undertake exceptional and/or extra duties for a short or temporary period.

- 5.6.2. It is for the CEO to determine the amount to be paid but account should be taken of the value, and duration, of the duties which are being undertaken.
- 5.6.3. Usually an Honorarium should be no more than 10% of the employee's full-time salary. This calculation will be based on the employee's substantive pay point.
- 5.6.4. The Line Manager will be responsible for the detailed arrangements that must be agreed with the post-holder(s), and ensuring the duties are reasonable.
- 5.6.5. Any honorarium should not be paid to an individual for more than 12 months. See Section 5.8.

5.7. Ending temporary arrangements.

- 5.7.1. The Line Manager will monitor and review the situation regularly.
- 5.7.2. If there are concerns for the employee's health and welfare, or if the additional duties present capability concerns the Line Manager must discuss the situation with the employee, with a view to the employee returning to their substantive role and responsibilities.
- 5.7.3. In all cases a month's notice is required from either party to return to their substantive role and responsibilities, unless a shorter notice period is mutually agreed.
- 5.7.4. The CEO has the right to end temporary arrangements should the individual be unable to perform the additional responsibilities due to sickness absence, or other extended period of absence exceeding (in total) 8 weeks, (whether or not consecutive) during the period detailed.

5.8. Guidance for all temporary arrangements.

- 5.8.1. Temporary arrangements (of any description) by their nature, should not exceed a 12 month duration. Consideration for extending beyond one year will be given in exception circumstances.
- 5.8.2. Where the anniversary of a temporary payment is approaching the CEO, with one or more senior managers, should review the arrangement, the reasons for the payment and make a decision whether this should continue, being clear on the reasons. In these discussions, consideration should be given as to whether the duties are in fact permanent duties, and as such a new role should be established. (With a clear job description).
- 5.8.3. An employee should not be in receipt of more than one temporary payment (any combination).
- 5.8.4. Any temporary arrangements will be confirmed in writing.

6. Pay calculations.

- 6.1. In line with, and detailed in, contracts of employment **Appendix 2** shows how NHP calculates pay, including term time working, additions and deductions to salaries.

- 6.2. NHP does not pay an enhanced rate of pay for any hours undertaken, in addition to contracted hours. In effect any 'overtime', is at the flat rate of pay.

7. Apprentices

- 7.1. NHP will seek to fill some posts by employing apprentices. Apprentices pay scales are in line with statutory Apprentice rates.
- 7.2. In all cases a reputable training provider will be agreed to support the apprentice and adhere to the requirements of an apprenticeship scheme.

8. Casual workers

- 8.1. NHP uses the services of casual (or sessional) workers. This group of staff are not part of the permanent workforce, but who supply services on an irregular or flexible basis, to meet a fluctuating demand for work.
- 8.2. Casual workers are paid at a rate agreed by NHP and commensurate with their duties (and due regard for Minimum Wage legislation). Rates of pay are based on an hourly rate and will be agreed by the CEO, if this rate is outside the usual spot pay points.
- 8.3. Casual workers have a legal right to statutory annual leave entitlement, and holiday pay will be paid at the end of each assignment, as outlined in the Casual Workers Agreement.

9. The Living Wage Supplement

- 9.1. NHP does not pay a Living Wage supplement.

10. Appeals

- 10.1. A member of staff may seek a review of any determination in relation to his/her pay or any other decision taken that affects his/her pay.
- 10.2. Any appeals should be made using the agreed Grievance Policy and procedures.

Appendix 1

Pay ranges for 1st April 2025/26

| Role | Actual New Salary | New Hourly Rate | Holiday Entitlement (days) |
|------------------------------------|--------------------------|------------------------|-----------------------------------|
| Cleaner | £24,309.00 | £12.60 | 23 |
| Domestic | £24,309.00 | £12.60 | 23 |
| Caretaker | £24,309.00 | £12.60 | 23 |
| Core Services Receptionist | £24,309.00 | £12.60 | 23 |
| Reception/admin (no qual) | £24,405.46 | £12.65 | 23 |
| Cook | £24,405.46 | £12.65 | 23 |
| Assistant Parent Link Worker | £24,405.46 | £12.65 | 23 |
| EYP (no qual) | £24,405.46 | £12.65 | 23 |
| Reception/admin level 2 | £24,501.93 | £12.70 | 23 |
| Assistant Data Officer | £24,501.93 | £12.70 | 23 |
| Admin Assistant/Data Inputter | £24,501.93 | £12.70 | 23 |
| EYP level 2 | £24,501.93 | £12.70 | 23 |
| PLW level 2 | £24,501.93 | £12.70 | 23 |
| Administrator | £24,791.32 | £12.85 | 23 |
| Data Officer | £24,791.32 | £12.85 | 23 |
| Projects Administrator | £24,791.32 | £12.85 | 23 |
| Communications Assistant | £24,791.32 | £12.85 | 23 |
| Community EYPP | £25,273.64 | £13.10 | 23 |
| EYP Plus | £25,273.64 | £13.10 | 23 |
| PLW level 3 | £25,273.64 | £13.10 | 23 |
| Site Supervisor | £25,370.11 | £13.15 | 23 |
| Advanced Admin | £25,659.50 | £13.30 | 23 |
| Advanced EYP | £26,045.36 | £13.50 | 23 |
| Family Support Worker | £26,508.39 | £13.74 | 23 |
| Community Organiser | £26,990.71 | £13.99 | 23 |
| Befriending Volunteer Co-Ordinator | £27,588.79 | £14.30 | 25 |
| Parenting Champion Co-Ordinator | £27,588.79 | £14.30 | 25 |
| Advanced FSW | £27,839.59 | £14.43 | 25 |
| Senior EYP | £28,264.04 | £14.65 | 25 |
| Advanced Lead FSW | £28,746.36 | £14.90 | 25 |
| Finance Officer | £28,746.36 | £14.90 | 25 |
| Payroll Officer | £28,746.36 | £14.90 | 25 |
| Advanced Senior EYP | £28,997.16 | £15.03 | 25 |
| Link Worker | £29,518.07 | £15.30 | 25 |

Reviewed April 2025

| | | | |
|---------------------------------------|------------|--------|----|
| Active Travel Co-ordinator | £29,518.07 | £15.30 | 25 |
| Senior FSW level 4 no portfolio | £30,444.13 | £15.78 | 25 |
| Workforce & Strategic Support Officer | £30,598.47 | £15.86 | 25 |
| Staying Well Worker | £31,061.50 | £16.10 | 25 |
| Data Manager | £31,640.29 | £16.40 | 27 |
| Senior FSW level 5 with portfolio | £32,084.02 | £16.63 | 27 |
| H&S Lead & Premises Manager | £32,489.17 | £16.84 | 27 |
| Deputy Family Hub & Nursery Manager | £35,325.22 | £18.31 | 27 |
| Community Partnership Manager | £35,865.42 | £18.59 | 27 |
| Marketing & Communications Manager | £36,386.33 | £18.86 | 27 |
| Staying Well Team Manager | £37,756.12 | £19.57 | 27 |
| Family Support Manager | £40,669.34 | £21.08 | 27 |
| Children's Centre Manager 1 | £41,749.74 | £21.64 | 27 |
| Communities Programme Manager | £47,093.86 | £24.41 | 27 |
| Business Support Manager | £47,093.86 | £24.41 | 27 |
| Senior Family Support Manager | £47,093.86 | £24.41 | 27 |
| Family Hub Manager | £47,634.06 | £24.69 | 27 |
| Children & Families Programme Manager | £55,737.06 | £28.89 | 27 |
| Chief Executive Officer | £62,084.41 | £32.18 | 27 |

*Updated 2 April 25

* The annual leave entitlement shown excludes Bank Holiday/Fixed Christmas days all roles are entitled to.

Appendix 2

Additions to pay

Additions to pay will be based on the appropriate hourly rate for the hours worked.

Deductions to pay

Deductions to pay will be based on the appropriate hourly rate for the hours not worked.

How annual salaries are calculated

The following formula is used to calculate a full-time annual salary:

Hourly rate x 37 (full time hours) x 52.14 (weeks in the year)

How part time salaries are calculated (all year round staff):

Hourly rate x Hours worked x 52.14 (weeks in the year)

Calculating term time pay

Term time weeks worked in a year / full-time employee weeks' worked in a year x annual leave entitlement

See the table in Appendix 1 which outlines the annual leave entitlement applies to a role.

Applying this formula to the basic annual leave entitlement to NHP shows:

Employees with 23 days annual leave plus 12 days Bank Holiday/Fixed Christmas days (35 days in total)

A full-time employee in this group works 45.14 weeks (52.14 weeks – 7 weeks annual leave)

Therefore $23/45.14 \times 35 = 30.24$ days (or 6.05 weeks)

The total term time weeks paid is **45.05**. This will be rounded up to **45.1 weeks**

Employees with 25 days annual leave plus 12 days Bank Holiday/Fixed Christmas days (37 days in total)

A full-time employee in this group works 44.74 weeks (52.14 weeks – 7.4 weeks annual leave)

Therefore $39/44.74 \times 37 = 32.25$ days (or 6.45 weeks)

The total term time weeks paid is **45.45**. This will be rounded up to **45.5 weeks**

Employees with 27 days annual leave 12 days Bank Holiday/Fixed Christmas days (39 days in total)

A full-time employee in this group works 44.34 weeks (52.14 weeks – 7.8 weeks annual leave)

Therefore $39/44.34 \times 37 = 34.30$ days (or 6.86 weeks)

The total term time weeks paid is **45.86**. This will be rounded up to **45.9 weeks**.

These calculations are summarised below:

Less than 5 years' service

| Pay rate | Weeks worked | Full time weeks worked | Total leave entitlement | Total weeks to be paid | Rounded to (actual weeks paid) | Days holiday paid |
|-------------------|--------------|------------------------|-------------------------|------------------------|---------------------------------------|--------------------------|
| Up to £13.99 | 39 | 45.14 | 35 | 45.05 | 45.1 | 30.5 |
| £14.30- £16.10 | 39 | 44.74 | 37 | 45.45 | 45.5 | 32.5 |
| £16.40- and above | 39 | 44.34 | 39 | 45.86 | 45.9 | 34.5 |

More than 5 years' service

| Pay rate | Weeks worked | Full time weeks worked | Total leave entitlement | Total weeks to be paid | Rounded to (actual weeks paid) | Days holiday paid |
|-----------------|--------------|------------------------|-------------------------|------------------------|---------------------------------------|--------------------------|
| Up to £13.99 | 39 | 44.14 | 40 | 46.07 | 46.1 | 35.5 |
| £14.30 - £16.10 | 39 | 43.74 | 42 | 46.49 | 46.5 | 37.5 |

| | | | | | | |
|------------------|----|-------|----|-------|-------------|-----------|
| £16.40 and above | 39 | 43.34 | 44 | 46.92 | 47.0 | 40 |
|------------------|----|-------|----|-------|-------------|-----------|