
Policy	Approved By:	Owner:	Author:
Title: Pay Policy	Pay and Benefits Review Committee	Head of People	Head of People

1. Purpose

The policy outlines the Hospice pay philosophy and approach.

2. Scope

The policy applies to employees whose pay and benefits is aligned to Agenda for Change. It does not apply to Sunflower and In the City Café teams who have their own terms and conditions of employment.

3. Definitions

Pay Band - Nine discrete pay bands which equate to the level of the role, determined through Job Evaluation

Increment Point - Each of the nine pay bands has a number of increment points. Staff progress to the next increment point annually until they reach the top of the pay band.

Pay Point - this is the point within a Pay Band where pay changes. This does not happen each year and will depend on the individual Pay Band.

Pay Progression Table

Shows how pay progresses over time. The number of increment points varies dependent on level of role.

See Appendices for Examples

4. References

None

5. Associated Documents/Guidance

None

6. Roles & Responsibilities

Pay and Benefits Review Committee - have delegated responsibility on behalf of the Board of Trustees to ensure that the Terms and Conditions of Highland Hospice are fit for purpose, sustainable and are determined by the Hospice.

DISTRIBUTION	DOC No	Rev	Effective Date	Page
Secure IT Drive: Global (G:)	1071	A	05/11/24	1 of 7

Policy	Approved By:	Owner:	Author:
Title: Pay Policy	Pay and Benefits Review Committee	Head of People	Head of People

SMT – consider approach to pay, including external market perspective and make recommendations for consideration by the Pay and Benefits Committee

Line Managers – understand and apply policy with new hires and existing team members

Human Resources – provide guidance and advice in relation to application of the policy

7. Procedure/Guidelines

Starting salary for new staff

- Employees will be placed at the bottom of the band.
- Exceptions to this are:
 - Staff transferring from NHS who will transfer across at the same increment point as they are already on.
 - Staff whose current pay is higher than the bottom of the band, may be placed on a higher increment point (and therefore pay point). This should consider the requirements for the new job and experience and skills required. Managers should carefully consider the job requirements, rather than just the background and experience of the person to be offered the job – as sometimes individuals will be stepping down in salary levels with a different organisation. In these circumstances, the individual will usually start at the bottom increment point of that pay point.

Pay on promotion

- On promotion, staff will move to the increment point which provides a substantive pay increase. If the individual is at the top increment, then for staff moving up one band the following bands will apply: 1- 6 will move to the 2nd pay point and the bottom increment of that pay point.
- Staff on band 7 and above will, per the existing pay framework, receive a substantive pay increase and will start at the bottom of the new band
- Staff who move up 2 or more bands will, per the existing pay framework, receive a substantive pay increase and will start at the bottom of the band

Pay on regrading

- If a role is rebanded, staff will move to the 1st increment point on their promoted band producing an increase.

DISTRIBUTION	DOC No	Rev	Effective Date	Page
Secure IT Drive: Global (G:)	1071	A	05/11/24	2 of 7

Policy	Approved By:	Owner:	Author:
Title: Pay Policy	Pay and Benefits Review Committee	Head of People	Head of People

- The incremental date may commence sooner than the date the evaluation is completed. The effective date should take account of when the job role actually changed, not when the evaluation is done.

Temporary movement into a higher pay band

- Individuals may be moved into a higher pay band where it is necessary to fill a post on an interim or temporary basis.
- An acting up allowance or similar will be given for the duration of the time in post.
- The allowance will be based in line with the Pay on Promotion and differential to current salary.

Incremental Dates

For newly appointed or promoted staff the incremental date will be the anniversary of date they take up their post.

Approvals

- Pay offers and changes should not be made without discussion with People and Development Manager or in their absence, Head of People.

Exceptions to this are for employees starting at the bottom of the relevant pay band and staff moving across from NHS on the same band

Pay Protection

Organisational Change with Individual Agreement – No Option of Redundancy– a change which impacts on an individual’s contractual earnings or where the individual is redeployed into a lower banded post. There is no option of redundancy.

Principles

- Base pay no longer moves to new pay step (increment) if an individual is not at the top of their current band.
- Individual will remain on this salary level for two (2) years. Thereafter, base pay will move to the top of the (lower) banded role, at which point they will once again receive cost of living awards.
- Average enhancements and overtime or on-call allowances/on-call payments in the preceding 12 months will be protected for a period of one (1) year.

DISTRIBUTION	DOC No	Rev	Effective Date	Page
Secure IT Drive: Global (G:)	1071	A	05/11/24	3 of 7

Policy	Approved By:	Owner:	Author:
Title: Pay Policy	Pay and Benefits Review Committee	Head of People	Head of People

- The enhancements will not increase with cost-of-living awards i.e. will remain at a flat rate for the whole period.

Organisational Change with Individual Agreement as Alternative to Redundancy – a change which impacts on an individual’s contractual earnings or where the individual is redeployed into a different banded post or a post with reduced hours

Principles

- Base pay no longer moves to new pay step (increment) if an individual is not at the top of their current band.
- Individual will remain on this salary level for one (1) year. Thereafter, base pay will move to the top of the (lower) banded role, at which point they will once again receive cost of living awards.
- Average enhancements and overtime or on-call allowances and on call payments in the preceding 12 months will be protected for a period of one (1) year.
- The enhancements will not increase with cost-of-living awards i.e. will remain at a flat rate for the whole period.
- In the case of an individual moving into a higher banded post, pay protection will be the difference between total new pay (base pay and average enhancements/on call allowances/payments) and previous total pay.

Other Considerations

Where an individual has been absent through sickness, maternity or other exceptional circumstances, averaging will be adjusted to remove those periods of time.

8. Training

All those who make decisions in relation to pay should familiarise themselves with the policy

9. Approval

Consultation through Senior Management Team with formal approval through Pay and Benefits Review Committee

10. Review

To ensure that Highland Hospice’s Pay Policy is effective, the policy and its implementation will be monitored and reviewed every 3 years. The Hospice reserves the right to amend this policy from time to time

DISTRIBUTION	DOC No	Rev	Effective Date	Page
Secure IT Drive: Global (G:)	1071	A	05/11/24	4 of 7

Document Revision Summary

DOC No: 1071 Title: Pay Policy

Referenced DOCS:

Details of Revision

Revision

**Effective
Date**

Addition of pay protection to policy and publication

A

5/11/24

Appendix 1

Pay Progression Table

Table 1a
Pay progression

Starting Point	Intermediate Point			Max Point		
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
Band 1	Spot point for those who have stayed on Band					
Band 2	Point 1		Point 2			
Band 3	Point 1		Point 2			
Band 4	Point 1			Point 2		
Band 5	Point 1		Point 2		Point 3	
Band 6	Point 1		Point 2			Point 3
Band 7	Point 1		Point 2			Point 3
Band 8a	Point 1					Point 2
Band 8b	Point 1					Point 2
Band 8c	Point 1					Point 2
Band 8d	Point 1					Point 2
Band 9	Point 1					Point 2

NHS Scotland Agenda for Change Handbook
Last updated 22 November 2021

Appendix 2

Example of Pay Band, Increment Point and Pay Point

	5	£21,615	£23,820	
	6	£21,615	£23,820	

Pay Band	→			
		Band 3	Increment	2021/22 Rates
			1	£21,709
			2	£21,709
			3	£23,603
Increment Point	→		4	£23,603
			5	£23,603
			6	£23,603
Pay Point	→		£23,603	£25,808
		Band 4	Increment	2021/22 Rates
			1	£23,709