

PAY POLICY



Document Control

Responsible Person	Chief Executive			
Review Frequency	5 Yearly			
Reviewed by	Board			
Date Approved	August 2020			
Next Review Due	April 2025 (in line with Employee Handbook)			
Consultation Required	Yes	✓	No	
Equalities Impact Assessment	Yes	✓	No	
Added to Company Website	Yes	✓	No	
Associated Documents Considered	Yes	✓	No	

1. Scope

- 1.1. This policy applies to all Waverly employees (fixed term or permanent) including members of the Executive Team.

2. Purpose

- 2.1. The purpose of this Policy is to inform employees of our arrangements for pay including how pay increases are determined;

Our pay structure is designed to measure the relative value of roles in a consistent, transparent and fair way;

The Pay Policy is intended to attract, retain and motivate suitably skilled employees so that Waverley Housing can perform at its best;

The Pay Policy ensures a fair and consistent approach to remuneration of employees;

The Pay Policy allows Waverley Housing to pay the company's employees at a level that allows services to remain affordable and sustainable.

The Scottish Housing Regulator Regulatory Standards of Governance and Financial Management contains at 3.6 the following statement which is relevant to this Policy.

The Governing Body sets the employee remuneration levels at a level to be sufficient to ensure the appropriate quality of staff to run the organisation successfully but avoid paying more than is necessary for this purpose.

3. Pay Structure

- 3.1. Waverley Housing operates a spotⁱ salary structure with two pay spines (See Appendix 1), one for office based employees and one for trades employees. With this spot salary structure a single annual salary is attached to each post.

We are a Living Wage employer and therefore our lowest spinal point will always match the Scottish Living Wage Award as identified on an annual basis.

We are committed to embedding the principles of equality and diversity in everything we do and it is our view that this pay structure negates any dispute on equal pay given that the salaries identified are for the post within the company and not the person within each post.

- 3.2. Pay rates are determined by three main factors:

- a) The nature of the role and where it sits within Waverley Housing
- b) Local labour market factors
- c) Affordability (budget constraints)

- 3.3. When a post falls vacant we will review:

- a) the key result areas for the role
- b) consider the skills, qualifications and experience required by the role

- c) benchmark against current market salaries for similar posts – taking into account the entire remuneration package on offer, e.g. leave entitlement, pension provision etc.
- d) take account of internal pay relationships with employees undertaking the same or similar roles

Appointments will subsequently be made on a specific spinal pay point equating to the role within the organisation.

- 3.4. Waverley Housing only offers progression of salary when a training contract is in place; otherwise there is no pay progression. Progression of salary on a training contract is subject to satisfactory job performance by the post holder.

4. Apprenticeships

- 4.1. Apprentice payment rates for trades apprenticeships will be in line with the rates applied by the appropriate body, e.g. Scottish Electrical Charitable Training Trust (SECTT), Scottish Decorators' Federation (SPADAC) etc.

Administrative apprenticeships payment rates will be determined by Waverley Housing subject to budget constraints.

5. Overtime and Call Out Payments

- 5.1. For information on overtime and call-out payments please refer to our Overtime and Hours of Work Procedure.

6. Sick Pay

- 6.1. For information on entitlement to sick pay please refer to our Sick Pay Policy.

7. Redundancy Payments

- 7.1. For information on redundancy payments please refer to our Redundancy Policy.

8. Bonus Payments

- 8.1. For information on bonus payments please refer to our Annual Bonus Policy.

9. Payment of Expenses

- 9.1. For information on payment of expenses please refer to our Employees Expenses Policy.

10. Pay Reviews

- 10.1. Waverley Housing undertakes discretionary pay reviews on an annual basis in line with our budget setting process (usually round February). The review is undertaken and approved by the Board of Directors who consider making an annual “cost of living” award to employees.

- 10.2. The amount available for the pay review process is impacted by what Waverley can afford. We will work within financial constraints and use the limited funds in the most effective way to support the business and workforce needs.

In recognition of current good practice guidelines, the company from 2018/2019 onwards has changed its measure of inflation from the Retail Price Index (RPI) to the Consumer Price Index (CPI). CPI is considered a more appropriate measure for use in Social Housing.

- 10.3. The Chief Executive's remuneration package is reviewed annually by the Board in line with the Scottish Housing Regulator's recommended best practice.

11. Method of Payment and Pay Advice

- 11.1. All salaries are paid monthly by bank transfer on the second last working day of each month unless this falls on a Bank Holiday whereby payment will be made on the previous working day.
- 11.2. Pay advice slips will be issued prior to payment being made. These may be paper or electronic.
- 11.3. P60sⁱⁱ will be issued in April and P11dⁱⁱⁱ forms in April/May.

12. Monitoring and Review

- 12.1. This policy outlines the current position in respect of pay within Waverley Housing and it will be reviewed every 3 years to ensure that it continues to meet the principles of fairness, equality, accountability and value for money.

Employees will also be given the opportunity to give their view of our pay structure through our 3 yearly employee satisfaction survey.

It is unlawful for the Company to discriminate against employees because of any of the following protected characteristics: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex (Gender), Sexual Orientation.

Any changes proposed to this Pay Policy will be subject to a new Equality Impact Assessment.

Pay records of all staff are treated on a confidential basis and processed in accordance with the terms of the General Data Protection Regulation.

SALARY PAYPOINTS

OFFICE BASED STAFF	
SPINAL POINT	POST
23	Chief Executive
22	Senior Management
21	Senior Management
20	Senior Management
19	Senior Management
18	Operational Management
17	Operational Management
16	Operational Management
15	Operational Management
14	Senior Officer
13	Senior Officer
12	Officer Level
11	Officer Level
10	Officer Level
9	Assistant Level
8	Assistant Level
7	Assistant Level
6	Assistant Level
5	Clerical Level
4	Clerical Level
3	Clerical Level
2	Clerical Level
1	Cleaner
TRADES STAFF	
16	Tradesperson
15	Tradesperson
14	Tradesperson
13	Tradesperson
12	Tradesperson
11	Tradesperson
10	Tradesperson
9	Semi-Skilled Tradesperson
8	Semi-Skilled Tradesperson
7	Semi-Skilled Tradesperson
6	Handyperson/Labourer
5	Handyperson/Labourer
4	Handyperson/Labourer
3	Handyperson/Labourer
2	Handyperson/Labourer
1	Handyperson/Labourer

ⁱ A single rate of **pay** for a job or grade expressed as an hourly rate, a weekly **wage**, or an annual **salary**. The **defining** feature of a **spot-rate** is that there is no scope for **salary** or **wage** progression through a **pay** scale or **pay** range.

ⁱⁱ A **P60** is a form that shows how much taxable salary the employee was paid in the tax year and how much tax was deducted from their wages.

ⁱⁱⁱ The **P11D** is a statutory form required by HMRC detailing the cash equivalents of benefits and expenses that they have provided during the tax year to their employees.