



HR-POL-20 Pay & Reward Policy

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1. Introduction

Framework is committed to paying employees fairly, consistently, and transparently. Our approach to pay and reward is designed to attract, retain and motivate a skilled workforce, support high-quality services, and meet our legal, contractual and regulatory responsibilities. Funding constraints upon public services such as those that Framework provide constrain pay levels.

2. Purpose

The purpose of this policy is to:

- Ensure pay reflects job responsibility, skills and organisational value.
- Promote equal pay for work of equal value.
- Enable Framework to remain competitive in recruitment and retention while ensuring affordability.
- Support transparency, fairness, and accountability in pay decisions.

3. Scope

This policy applies to permanent, temporary, and fixed-term employees. It does not apply to agency workers or relief workers unless explicitly stated.

Initiatives to improve pay are under constant review. This policy provides the framework within which decisions related to pay should be taken.

4. Definitions

N/A



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5. Policy Objectives

The objective of this policy is to provide a clear and consistent framework for pay and reward, insofar as funding constraints permit.

6. Roles And Responsibilities

The Assistant Director – Human Resources is responsible for the implementation and monitoring of this policy.

Line managers are responsible for agreeing and authorising claims for additional hours, including coding to the correct cost centre.

The Senior Leadership Team will benchmark and review frontline service delivery and Framework pay grades rates of pay against the wider sector at least once every four years.

The Board is responsible for determining the pay of the Chief Executive. The Chief Executive is responsible for determining the pay of the Senior Leadership and Corporate Leadership teams.

The Board is responsible for considering annually whether a cost-of-living increase or non-consolidated payment is affordable.

Approval of this Key Control policy is reserved to the Board.

7. Salary and pay framework

Most roles fall within one of two established pay and grading structures (see section 7.1 & 7.2). Some roles fall outside the general pay structure and are governed by separate arrangements:

- Posts aligned to NHS Agenda for Change
- Posts delivered under partnership models (for example Turning Point)
- TUPE transferred employees

This list is not exhaustive.

The approach to senior staff pay is detailed at section 7.3.



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7.1 Frontline service delivery structure

All frontline service delivery roles covered by this policy must be graded as follows:

- Grade 1: roles which are primarily administrative, provide concierge services only or which are the first rung on an apprenticeship.
- Grade 2: roles which provide support services directly to service users, but which do not require the staff member to co-ordinate support provision.
- Grade 3: roles where the staff member takes responsibility for the support to be provided by producing structured plans of support, engaging directly with rough sleepers or providing direct responses in a crisis sanctuary.
- Grade 4: roles where the staff member has additional responsibilities such as providing specialist knowledge, caseload supervision or reflective practice to colleagues and service users or where they have other responsibilities (for example for building management and safety or rent collection).

Framework's rates of pay will reflect the requirement for shift and night work.

Frontline service delivery rates of pay will be benchmarked against the wider sector and reviewed by the Senior Leadership Team at least once every four years to ensure that rates of pay remain aligned with the market.

7.2 Framework pay grades

Pay grades are determined through the Framework Revised Job Evaluation Scheme and market benchmarking. Each employee is informed of the pay grade for their role at appointment, and pay grades are stated in job advertisements.

Framework pay grades rates of pay will be benchmarked against the wider sector and reviewed by the Senior Leadership Team at least once every four years to ensure that rates of pay remain aligned with the market.

7.2.1 Incremental progression

Staff employed on Framework pay grades typically start on the lowest incremental point of the grade. Annual incremental progression applies until the top of the grade is reached, subject to satisfactory service. In exceptional circumstances, progression through the incremental points can occur more frequently, or incremental points can be skipped. Such decisions must be supported by a business case and approved by the Assistant Director of HR.



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7.2.2 *Starting salary exceptions*

In exceptional circumstances, a higher starting salary may be offered to address recruitment challenges or recognise significant prior experience. Such decisions must be supported by a business case and approved by the Assistant Director of HR.

7.2.3 *Re-grading and role change*

Where roles change significantly over time, a re-evaluation may be requested using the job evaluation process. Any agreed re-grading will apply consistently across affected roles from the agreed implementation date.

7.3 **Senior pay grades**

The pay of the Chief Executive, Senior Leadership Team (Directors) and Corporate Leadership Team (Assistant Directors) is subject to separate controls. The pay of the Chief Executive is determined by the Board. The pay of the Senior Leadership and Corporate Leadership team is determined by the Chief Executive, unless a proposed salary increase (outside of cost-of-living awards) to any one or more Director(s) or Assistant Director(s) exceeds five percent, including when recruitment is taking place. Where the Chief Executive is requesting a salary increase for a SLT or CLT member of above 5%, a business case must be presented to the Nominations and Remuneration Committee for approval.

The overarching principle applying to senior pay decisions taken by the Board, Committee or Chief Executive is that decisions must be transparent and justifiable in the context of:

- pay structures elsewhere in the organisation
- the organisation's budget and Long-Term Financial Plan
- the small margins that Framework achieves
- the strategic leadership and risk management requirements of the organisation
- equivalent salaries in the wider housing, health and charity sectors.

8. **Annual pay review**

Framework's Board will consider annually whether a cost-of-living increase or non-consolidated payment is affordable. Any agreed uplift normally applies from 1



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April of the following financial year. Senior staff should expect annual cost of living increases which align with those applied in the wider organisation.

9. Deductions and recovery of overpayments

Framework may withhold pay where an employee is absent without authorisation. Overpayments will be recovered through payroll, with reasonable notice and consideration of individual circumstances.

10. Additional hours and working time

Approved additional hours will be paid at the relevant rate and are subject to Working Time Regulations. Staff in management roles are normally expected to manage workload flexibly rather than claim additional payments, except in exceptional cases. Such cases must be approved by the relevant line manager.

11. Relief work and apprenticeships

Relief and apprentice pay arrangements are set at defined rates, including uplift where appropriate to account for leave entitlement, and comply with statutory minimum pay requirements.

12. Enhancements and honoraria

Non-consolidated enhancements or honoraria may be awarded in exceptional circumstances to address recruitment or retention issues, or to recognise temporary additional responsibilities.

All such payments must be approved by the departmental Director prior to implementation and must be reviewed regularly.

13. Secondments

Secondments may be agreed for a fixed period where organisational needs exist. During a secondment, employees are paid the salary of the role undertaken.

14. On-call, out-of-hours and special payments

Specific payments may apply for Duty Manager responsibilities, standby arrangements, bank holiday working and approved service user residential activities. Rates are agreed separately and must be communicated before any work is undertaken. Payments will be processed in accordance with payroll guidance.



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Framework does not have a formal payment arrangement for employees being on call. If employees are contacted and respond to 'out of hours' requests they shall be paid for the additional hours they worked. There is an out-of-hours pay arrangement for the Street Outreach Teams for administering the Rough Sleepers Line. Framework does not operate 'sleep-in' shifts at any service.

15. Bank Holidays

Employees who are rota'd to work on the official government-designated bank holiday will usually receive an enhancement of 60% on top of their normal day rate. When the festive day differs from the government bank holiday (such as Christmas Day itself), Framework reserves the right to choose which day the enhancement will be paid. Employees who volunteer for additional hours on a bank holiday will not be entitled to the enhancement. Relief staff are not entitled to the 60% enhancement. No lieu day will be given in exchange for working a bank holiday.

16. Non-salary benefits

Framework offers a range of contractual and discretionary benefits, including pension provision, enhanced family leave, wellbeing support, learning and development opportunities, flexible working arrangements, and other benefits detailed in the Employee Handbook.

17. Compliance, Monitoring & Review

Framework will monitor the effectiveness of this policy through workforce metrics including turnover, recruitment outcomes, staff survey feedback, attendance, pay-related grievances or claims and relevant pay gap data.

The monthly pay roll process is subject to checks, controls and audit by members of the Senior Leadership Team.

Payroll processes are subject to regular internal audit as part of the Key Controls Internal Audit programme.

18. Related Documents & Legal References

Maternity, Adoption, Paternity & Parental Leave Policy
 Framework Revised Job Evaluation Scheme
 Absence Management Policy
 Pension & Salary Sacrifice (information on Fred)
 Annual leave purchase scheme (information on Fred)