



Pay and Reward Strategy

Responsible Manager	Chief Operating Officer
Commissioner Approval	January 2014
Next Review Date	April 2021; then every year
Last Review Date	April 2020
Version	9.0
<p>This Policy document is available in Welsh and English and in alternative formats upon request.</p> <p>Documents and meetings supporting the delivery of this policy are also available through the medium of Welsh and English (where necessary this may require the use of an interpreter). Reasonable adjustments, such as alternative formats, can also be made available upon request.</p>	

1. Overarching aims and principles

The Commissioner's aim is to have in place pay, performance and reward arrangements that support him/her in:

- being an employer of choice;
- recruiting and retaining staff with the skills and behaviours we require to deliver the best possible outcomes for older people in Wales;
- being an equal opportunities employer; and
- demonstrating value for money in the use of resources available to the Commissioner.

A set of principles underpin these aims. These are the:

- achievement of the Commissioner's objectives as set out in the Strategic Plan;
- engagement with all staff who will have the opportunity to influence and contribute to decisions which affect their working lives and environment.
- continuous improvement in organisational performance.
- support self-development in order to maximise personal contribution, learning and potential.

2. Arrangements

The purpose of this document is to:

- set out the pay and reward arrangement that the Older People's Commissioner for Wales will operate for his/her staff; and
- to explain how individual staff will progress through the pay structure and how this is linked to individual performance.

The Commissioner will:

- provide a pay and reward structure that supports organisational objectives;

- ensure that the pay and reward structure continues to meet both the Commissioner's need for flexibility and staff needs for career development;
- provide a challenging work environment, where staff are encouraged to demonstrate high levels of performance and contribution;
- set pay rates fairly and in a manner which does not discriminate;
- offer/provide staff with a contributory pension scheme;
- provide a range of opportunities for staff to develop and acquire new skills and experience; and
- allow flexibility in working patterns to accommodate individual staff circumstances consistent with business needs.

3. Application

This strategy applies to all staff directly employed by the Commissioner except for:

- staff engaged on a secondment basis, agency basis or via a contract for services. The terms and conditions of such staff will be reviewed on a case by case basis.
- the Commissioner, who is excluded from this strategy as her terms and conditions are governed by the Senior Civil Service Pay Review arrangement.
- Audit and Risk Assurance Committee members', their terms and conditions also sit outside this strategy and will be reviewed as per terms of office, in discussion with the Commissioner and the current Audit and Risk Assurance Committee members.

4. Reward

The Commissioner encourages all staff to balance their work and home lives and looks positively at any requests to achieve this.

The Commissioner is also committed to supporting flexible working, both as a general principle and to ensure that no individual is disadvantaged as a result of any particular circumstances.

Summarised below are some of the rewards offered to staff in addition to salary:

- **Hours of work**

Full time hours are 37 per week Monday to Friday. The Commissioner also operates a flexi time system (except for Chief Operating Officer).

Part time – the Commissioner has members of staff working a wide range of part time and flexible hours.

The Commissioner also has generous policies on parental leave, special leave and flexible working.

- **Pension**

The Commissioner can contribute to the Civil Service Pension Scheme or Partnership Scheme on behalf of its employees.

- **Holidays**

Commissioner staff are entitled to 31 days holiday time in every year. This does not include bank holidays and 2 privilege days (determined by the Commissioner).

These days are pro rata for part time staff and in the first and last years of employment.

- **Performance review and personal development**

All staff will participate in a performance review programme which includes identifying and addressing personal development and training needs.

- **Welsh Language**

The Commissioner is committed to promoting the Welsh language. Members of staff wishing to learn Welsh will be encouraged and supported.

5. Pay

The Commissioner's pay spine is based on the following structure (Appendix 1):

- a spinal column of 26 points;
- six pay grades or bandings; and
- incremental points within each grade known as the pay range.

6. Assimilation

New staff will be assimilated onto the bottom of the pay spine for the pay range for their role, unless otherwise agreed with the Chief Operating Officer.

7. Pay review

The annual pay review will take effect from 1 April of each year, or after a year in post for new starters.

Staff will progress to the next incremental point on their pay range subject to the recommendation of their line manager and following completion of a performance review, and where applicable the completion of a probation period.

The Commissioner will forward plan and budget with this intention however staff should note that funding parameters are set by the Assembly and affordability will be a consideration every year.

The performance review process is set out in the performance management policy.

Only in exceptional circumstances would staff move more than one incremental point year on year. This would need the approval of the Commissioner and be based on submission of a business case prepared by the line manager.

8. Cost of living increase

A cost of living increase will be agreed by the Commissioner as part of the annual budget setting process.

The Commissioner is able to set his/her own cost of living increase but will look to other publically funded bodies as a benchmark for consistency and reasonableness. The Commissioner will forward plan and budget with this intention however staff should note that funding parameters are set by the Welsh Government and affordability will be a consideration every year.

Once agreed, the cost of living increase will be notified to all staff. The increase will then be paid in the April payroll.

9. Appeals process

Employees should aim to settle most queries informally with their line managers. However, where this is not possible, an employee can raise the matter formally and expect this to be dealt with fairly and without unreasonable delay.

Employees can appeal against their progress along the incremental scale where the guidance set out in this strategy has not been appropriately applied to their post.

Where an employee believes there has been a significant change in their role, they cannot appeal on these grounds. In such circumstances, the change should be discussed with their Line Manager when it arises. The need for a job evaluation can then be considered by the Chief Operating Officer.

The appeal will aim to be a quick resolution process that can, if required, make immediate corrections and if necessary will review whether factors identified by the employee have been wrongly applied.

To submit an appeal, employees should put their concerns in writing to the Chief Operating Officer and attach relevant evidence to support the request for an appeal. The deadline for appeal will be 4 weeks from the date of notification of the pay award. The employee will receive acknowledgement of receipt of the appeal.

The written appeal submission will be considered by a senior member of staff not responsible for the line management of the employee and an independent person e.g. an Audit and Risk Assurance Committee member or external HR professional.

After the panel, the results of the appeal and the reasons for the decisions will be notified to the Commissioner. The employee will then be informed in writing. This decision will be final. This does not however affect the employee's right to consider a grievance under the Grievance Policy.

10. Pension

The Commissioner has selected the Principal Civil Service Pension Scheme as its pension provider. The scheme offers a choice of pensions; an average salary scheme and/or a stakeholder's pension for new starters; and protected final salary schemes for transferees from Civil Service departments.

The Commissioner has developed good relations with My Civil Service Pension (MyCSP) who will provide professional services.

Supporting policies and procedures:

Performance Management Policy

Code of Conduct

Flexible Working Policy

Flexi-Time Procedure

Parental leave and special leave policies

Grievance Policy

Raising Concerns Policy

Pay spine and pay range

Pay Spine	Pay Bandings					
	Band A	Band B	Band C	Band D	Band E	Band F
	£	£	£	£	£	£
1	20,000					
2	21,369					
3	22,236					
4		23,256				
5		24,378				
6		25,500				
7		26,979				
8						
9			28,254			
10			29,580			
11			31,059			
12			32,691			
13			34,272			
14				35,904		
15				37,842		
16				39,627		
17				41,565		
18				43,707		
19					44,625	
20					46,206	
21					49,113	
22					51,969	
23						55,131
24						58,395
25						61,812
26						65,586