

Pay Policy

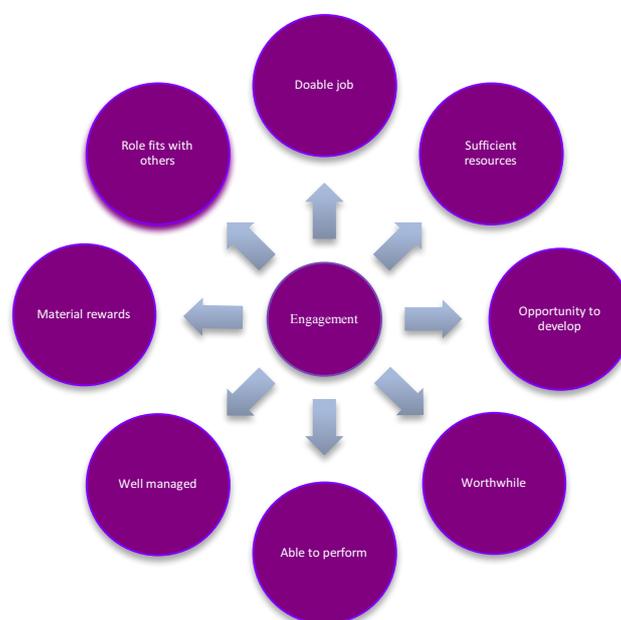
Overall Aim of Pay Policy

The overall aim of our Pay Policy is to support the recruitment, retention and motivation of talented staff within available resources.

Properly engaging the right staff is fundamental to the charity being able to achieve its charitable objectives.

Key Principles

- Curious Minds recognises that proper pay arrangements are a central and underpinning component of providing a range of “rewards” that will help recruit, retain and motivate staff.
- The organisation is committed to being a good employer and to maximising a wider range of “rewards” available to staff as part of a ‘total rewards approach’.
- We therefore seek a positive position with regard to all components of a **total rewards approach**:



Curious Minds is fully committed to fairness, consistency and transparency with regard to its pay arrangements.

In setting pay the organisation will have regard to:

- The size of different jobs
- The external market rate for particular talent
- The need for transparent grades and work levels
- Individual contributions in role
- Affordability and sustainability

Pay Arrangements

The organisation has a number of pay bands aligned to different levels of work. These levels have been established to take account of the varying demands and degrees of knowledge and experience required to undertake different roles across the organisation.

Curious Minds is an organisation that works across culture and education, two separate sectors with different external pay markets. The pay level for each grade has been established with regard to what is believed to be the effective rate to recruit, retain and motivate suitably qualified and experienced staff in these unusual circumstances.

Annual pay awards, inflationary or within band, will be made subject to available budget.

During the annual budgeting process the Trustees will decide if there is a need to move the pay bands. This consideration will be undertaken with regard to movement in the external pay markets and the available resource base of the organisation. The Trustees will consider a range of market pay inflation indicators, including but not solely, the NJC award to local government staff.

The pay position of an individual within their pay band will be decided initially with regard to the amount necessary to successfully recruit and motivate a person; and taking into account the need to demonstrate fairness and equity.

The standard starting salary will be at the bottom of the pay band aligned to the level of work. The exception being if a higher salary is necessary to attract a particularly talented individual. Prior to any formal job offer, and during the final selection process, the salary

required to engage someone should be ascertained and where possible agreed pre any offer.

Annual reviews of individual salaries will be undertaken as part of the Pay Award Process. If and when a person is performing at a 'good' standard or above, an increase within the salary band may be offered subject to available budget.

For senior staff pay bands there is an additional exceptional zone to extend a pay-band. This will be used only where there is a clear need for greater pay flexibility in response to recruiting or retaining exceptional staff and where there is a clear rationale for the need for this extension (e.g. to reflect exceptional performance beyond the role). This zone is for senior staff grades only as a result of the external pay market at this level having more variability and the increased costs of any unwanted turnover of staff working at senior levels. For a pay award within the exceptional zone to be applied, the CEO will agree the rationale and make a recommendation to the Board of Trustees to ratify.

Annual Pay Award Process

The CEO will be responsible for making recommendations on pay and finalising any proposals to the Trustees for consideration and ratification. This will ensure that a consistent approach is applied.

1. Line managers conduct individual appraisals and the outcome is passed to EMT.
2. EMT review the appraisal outcomes across the organisation, moderate individual results and recommend those who are eligible for an in-band pay increase to the CEO who has final sign-off.
3. The CEO and Director of Finance and Operations consider the budget position in response to both individual pay awards within pay band and any inflationary increase to the payband.
4. The CEO finalises recommendations to Trustees via the Finance and Human Resources Committee (F&HR).
5. F&HR take a decision on the CEO's recommendations and this is ratified by the full Board of Trustees.
6. Where a staff member is unhappy with the results of their annual pay review then the grievance procedure can be used.

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