

### Scope

Pay and benefits for all employees are determined by the Trustees. All are reviewed each November and any changes may be effected on December 1st or later. Individual's terms may also be amended at other times of the year for organisational reasons. The trustees must consider several factors.

### Public benefits

The work of the charity is to provide day care and other services to address the needs of older people in and around Bracknell Forest. The Trustees must ensure that the work is always for the public benefit and that funds are spent economically. What we spend on wages must be weighed against the positive or adverse impact on the value of our services.

### Voluntary effort

Our beneficiaries, funders, and donors expect us to make best use of funds by utilising voluntary effort and by not paying excessive salaries. However, the nature of our services to vulnerable adults demands a reliable and continuous application of time, skills and discipline that can only be ensured by contracting trained staff. Volunteers should be utilised on less time-critical activities such as administration, marketing and accounting; and to assist staff in their duties.

### Ability to recruit

We must pay salaries sufficient to attract, develop and retain appropriately trained staff who are caring, sound, reliable, and can work effectively as a team. The acid test is our track record in employing good people. Otherwise, market rates can be assessed from job advertisements and annual accounts of similar enterprises. However, comparison is notoriously difficult due to disparity between organisations and particularly within the voluntary sector.

### Affordability

In the interests of our beneficiaries and employees, it is important that the payroll is affordable for the foreseeable future. The trustees will consider how the costs will be sustained within the business plan for the next three years. This includes ensuring that the organisation is efficient, hours of work and flexible working are appropriate, services are well utilised, and the charity has sufficient reserves to cover any period of difficulties.

### **Fair rewards**

Our work is important and employees derive a great deal of satisfaction from seeing its results. We aim to ensure they are part of a supportive team in a pleasant and flexible working environment. It is equally important that they should be rewarded fairly with respect to each other, to market rates, and to cost of living. At times this has proved difficult and pay has not kept pace with inflation.

In order to check that employees are rewarded as fairly as possible, trustees will refer to personal histories and Office of National Statistics publications on Annual Survey of Hours and Earnings (ASHE), Consumer Prices Index (CPI), the Minimum Wage and Living Wage.

### **Transparency**

We will publish the indicative salary of our most senior employee on the charity website.

### **Principles**

This policy was informed by the NCVO's "Report of the Inquiry into Charity Senior Executive Pay" of April 2014. The Trustees consider the principles therein are applicable to all employees.

### **Current salary ceiling (2015)**

The most senior employee is paid in the range of £22,000 to £30,000.