

Pay and Reward Policy

Agreed in conjunction with PCS Trade Union

Sport for life

sportscotland
the national agency for sport

1.0 Introduction

- 1.1 **sportscotland** recognises pay and reward are important factors in attracting, recruiting and retaining excellent people, and that effective pay and reward supports our work towards recruiting and retaining a diverse and inclusive workforce. We aim to reward and recognise people in line with the important contribution they make to the success of **sportscotland**.
- 1.2 **sportscotland** recognises that there should be a fair and transparent process for pay and reward. Pay negotiations take place with our recognised Trade Union, the Public and Commercial Services Union (PCS) annually and **sportscotland** is a [Living Wage Scotland](#) accredited employer.
- 1.3 In managing pay and reward, **sportscotland** will not discriminate on the grounds of including but not limited to disability, age, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation and also gender identity, responsibility for dependents, political beliefs, trade union activity, socio-economic background, and care experienced young people or other relevant factors.
- 1.4 Furthermore, employees must receive equal pay for doing 'equal work' (work that equal pay law classes as the same, similar, equivalent or of equal value). This means someone must not get less pay compared to someone who is a different sex and doing equal work for the same employer. **sportscotland** use pay steps within pay grades which are applied equally, regardless of an employee's sex, further details can be found below.

2.0 Scope of Policy and Guidance

- 2.1 This policy applies to all **sportscotland** employees. Below are some terms and definitions commonly used when describing pay within **sportscotland**, along with our current salary scale document.
- 2.2 [Scottish Government public sector pay guidance](#) forms part of the negotiations with our Trade Union and are considered in line with factors such as cost of living, affordability, sustainability, inflation, and our budgets, as well as other social and economic factors.

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- 2.3 Pay Award** – this is the collective term for the application of annual pay review. The pay award is normally formed of a basic award, and where eligible, pay point progression. There is no mandatory commitment to an annual increase in pay of any kind. The pay award cannot be implemented without Scottish Government approval.
- 2.4 Equality, Fairness, Affordability and Sustainability** are key factors in the decision-making process. The annual pay award is communicated each year following negotiations with PCS Trade Union and is backdated to 1 April if processed after that date.
- 2.5** Individuals on any development or apprenticeship schemes earning the Living Wage continue to be aligned with the Real Living Wage and are not eligible for any element of the **sportscotland** pay award, nor are they aligned to **sportscotland** grades.
- 2.6 Basic Award** – all employees are eligible for the basic award if this is negotiated and approved, and this will normally be a % increase or fixed amount on an annual basis. The % or fixed amount can vary depending on an employee's salary or grade.
- 2.7 Grade** – almost all roles within **sportscotland** are assigned a grade. **sportscotland** has seven pay grades and several pay steps within each pay grade. As a reference, salary scales as of 1 April can be found [here](#).
- 2.8** Some other exceptions also apply and are detailed in Appendix B, such as medical staff, however these should only be considered in exceptional circumstances with SMT approval and in consultation with our recognised Trade Union. In addition, there are some additional rules applied to roles such as our hospitality roles in Glenmore Lodge, our Avalanche Forecasters, and Casual Workers who are appointed on fixed pay points within our grading system and are not eligible for pay point progression.
- 2.9 Pay Point** - this defines the individual steps in each point of the pay grade. Each year **sportscotland** considers if it is reasonable and affordable to move eligible employees up one pay point. Once an employee reaches the highest pay point in their grade there is no further pay point movement. The term used to describe moving from one pay point to the next is referred to as pay point progression.
- 2.10 Salary** – is a fixed regular payment employees receive, paid monthly but expressed as an annual sum.
- 2.11** When calculating hourly rates **sportscotland** uses the calculation - *salary/52/35* which unless explicitly stated is based on a 1820-hour p/a full time equivalent.

3.0 Starting Salaries

- 3.1** Any internal employee moving into a role where they are moving upwards into a new grade will start at pay point 0.
- 3.2** Internal employees who change role internally but remain on the same grade will receive the same pay point progression and basic award as if they had not moved roles.
- 3.3** Any external appointment should commence at pay point 0 of the grade of the role they are moving into.

- 3.4** There may be occasions whereby candidates deem that their previous experience warrants them starting higher than pay point 0 for their grade and may attempt to negotiate a higher salary (research suggests men are significantly more likely to engage in salary negotiations than women).
- 3.5** For reasons of fairness, consistency, equal pay, inclusiveness and budgeting, any internal appointments moving up a grade, or any external appointments, will start at step 0 of the grade, this is non-negotiable.

4.0 Eligibility

4.1 Eligibility for Basic Award

- 4.1.1** Unless explicitly stated in their contract of employment, all **sportscotland** employees are eligible for the basic award regardless of their start date and this includes, permanent employees, those on fixed term contracts and casual workers.

4.2 Eligibility for Pay Point Progression

- 4.2.1** Pay point progression is available to all posts except those posts that are paid on a single pay point or training schemes. Each year a decision is taken during pay reviews and negotiations as to whether pay point progression is affordable.

To be eligible to progress to the next pay point on 1 April an employee must:

- have completed their probationary period (where applicable)
- have been appointed in their current position on or before 30 September prior to the April of implementation i.e., 6 months prior to the 1 April implementation
- not be on the highest pay point of their grade
- have successfully passed their probation

- 4.2.2** Employees on fixed term contracts or secondments will be eligible for pay point progression, if they meet the above criteria, however casual workers are not eligible for pay point progression.

4.3 Unpaid Absence

- 4.3.1** An employee who has been on unpaid leave of absence for any reason (for example, a career break) of over six months in the previous twelve months will not be eligible for pay point progression, except where the absence is related to maternity leave, pregnancy, sickness, or another exceptional circumstance to be approved in advance by SMT.

5.0 Secondments

- 5.1 Secondments should be used to fill fixed term vacancies internally when the seconded employee is expected to fulfil the full duties of the role at the desired standard of the job description. Normally a secondment will be 100% of a post, however, by exception, if an employee is still going to be carrying out their substantive post, then payment should be calculated as a % of how much time they will be spending on each post. Please refer to the [managing secondments policy](#) for further details. In most circumstances secondments should be considered before additional responsibility allowances.

6.0 Additional Responsibility Allowance

- 6.1 Additional responsibility allowances are designed to be used when an employee is fulfilling some duties of another position i.e. duties not contained within their job description, whilst they are still carrying out their substantive role. They attract payment of up to two pay points, however, should not exceed the bottom of the pay grade of the additional responsibility duties. i.e., if a grade 1 employee provides duties that would normally be considered grade 2, their rate should not exceed the bottom of grade 2. This is to avoid paying an employee carrying out additional responsibilities more than an employee who would normally carry out those responsibilities in full.
- 6.2 An additional responsibility allowance can also be used if an employee is carrying out duties not aligned to a current **sportscotland** job description or can be used as a temporary measure whilst a secondment is being recruited. If an employee carries out duties which are aligned to the same grade or a lower graded role, then an additional responsibility allowance will not be applied.
- 6.3 All additional responsibility allowance opportunities should be advertised; however, it is recognised that on occasion, and in exceptional circumstances this may not be possible, therefore an individual may be selected as a temporary measure without the opportunity being advertised.
- 6.4 Any selection considerations must be recorded and provided to our Recruitment Officer. Due thought and consideration must be given to [“inclusion underpinning everything we do”](#), which is why the option not to advertise must only be used by exception and be approved by the Head of Service and HR Manager on the Authority to Recruit (ATR) form before progressing.
- 6.5 Additional responsibilities payments do not attract pay point progression, however will attract basic award increase.
- 6.6 Additional responsibility payments may also be considered in exceptional circumstances when an employee has had to work additional hours (which are not covered by TOIL or overtime) to deliver a project or cover additional workload. Any such exceptional circumstance payments must be approved by SMT.
- 6.7 Additional Responsibility allowances should not exceed six months without approval from SMT.

7.0 Exceptional Circumstances (Market Allowance)

- 7.1** It is recognised that within some job roles or technical disciplines market forces influence salaries, in such circumstances a market allowance may be applied to that role. The market allowance process is managed by HR and any roles that attract a market allowance should be reviewed annually.
- 7.2** Normally a market rate for a job will be obtained by comparing at least three comparable jobs i.e., within a similarly sized public sector body, or similar organisation type with similar levels of responsibility, status and benefits.
- 7.3** The reasoning behind the decision to use a market allowance should be recorded and saved as an attachment to an Employee Offer Checklist (EOC) form and be available to be provided to auditors for up to 24 months from the date the decision was made.

8.0 Internal Approval Process

- 8.1** All of below will require sign off from the Recruitment or HR Officer and HR Manager in addition to the authorisations stated below. Before completing the necessary paperwork it is important to carry out the necessary due diligence prior to recruitment, which could involve internal discussions with team members, SMT and/or HR, and considering company wide recruitment guidance which is in place at the time.

It is good practice to consider the following options before deciding to recruit:

- reviewing workload of existing team members with potential to reallocate work
- developing an existing employee
- whether the post could be carried out through flexible working
- using temporary, interim or contract staff

Task	Authorisation Level Required
Backfilling of an Established Position (either fixed term or permanently)	Line Manager (or Head of Service if not like for like)
Creation of a new Fixed Term position	Head of Service & 1 SMT member
Extension of a Fixed Term Contract (if end date is under 2 years from original start date)	Head of Service
Extension of a Fixed Term Contract (if end date is over 2 years from original start date)	Head of Service & 1 SMT member
Creation of a new Established Position	Head of Service, SMT & Head of HR
Advertising an Additional Responsibility Opportunity	Head of Service
Internal Secondments	Line Manager to advertise (Head of Service of secondees to approve start date)
External Secondments (incoming and outgoing)	Head of Service & 1 SMT member
Additional responsibility opportunity	Head of Service
Placement or Work Experience (Unpaid)	Head of Service
Placement or Work Experience (Paid)	Head of Service & 1 SMT member
Adding or removing On Call Allowance	Head of Service

9.0 Leavers

- 9.1 If an employee leaves before the pay award is implemented and backdated but has worked during the preceding pay period a pay increase is applied, they will receive a payment to reflect the pay increase that they would have been paid. This will cover the period worked from 1 April to their leave date. The salary back payment paid to eligible employees is pensionable.

10 Other Benefits

- 10.1 **sportscotland** offers several other benefits such as:

- Pension administered by [Strathclyde Pension Fund](#)
- Retailer discounts administered by [EdenRed](#)
- [Cycle to Work scheme](#)
- [Childcare Vouchers](#) (where eligible)
- [Employee Assistance Programme](#), offering confidential employee and management support 24 hours a day, 7 days a week
- [£50 towards glasses/contact lenses for display screen equipment use at work](#)
- 38.5 or 43.5 days holiday per year for full time employees, depending on length of service (pro-rated)
- [Flexitime](#) where applicable

Appendices

Appendix A [Overtime Policy](#)

Appendix B (below) Non-standard pay rate roles (can be reviewed and updated accordingly)

Glenmore Lodge Hospitality rates	Rules	Max Progression
Head Chef	Start at 2.0 can move to top	2.5
Chef	Start at 1.2 can move to top	1.5
Cook	Start at 1.1 (fixed)	1.1
Kitchen Assistant	1.0 (fixed)	1.0
Head of House/Asst House Manager	Start at 1.2 can move to top	1.5
Housekeeper	1.0 (fixed)	1.0
Bar Supervisor	Start at 1.2 can move to top	1.5
Bar Person	1.0 (fixed)	1.0

Avalanche Service rates	Rules	Max Progression
Area Manager	4.5 (fixed)	4.5
SAIS Duty Forecaster – Observer	4.0 (fixed)	Casual worker - always fixed
SAIS Duty Forecaster – Forecaster	4.2 (fixed)	Casual worker - always fixed
SAIS Duty Forecaster – Senior Forecaster	4.4 (fixed)	Casual worker - always fixed

Instructor Development Scheme	Real Living Wage	Real Living Wage
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All of sportscotland	Rules	Max Progression
All Administrator roles	Start at 1.2 can move to top	1.5
Communications Officer	Start at 1.2 can move to top	1.5
Digital Learning Officer (SD)	3.0 (fixed)	Casual worker - always fixed
Assistant Sports Medical Doctor (SIS)	Spot salary	NA
Head of Sport Medicine (SIS)	Spot salary	NA
Nurse (SIS)	Aligned to NHS banding	NA