



Pay Policy

Purpose and scope

As a small employer with limited resources, it is very important that Hertfordshire Golf Limited (HGL) uses the money available for remuneration effectively. This policy describes the broad principles that we will follow as an employer when setting and reviewing pay.

This policy applies to all staff working for us either on a casual, fixed term or permanent basis. HGL does not usually employ agency workers. In the event that we do, we will ensure that pay for longer term agency workers (who are with us for a continuous period of over 12 weeks) is comparable to the pay offered for directly employed staff that carries out comparable work.

Pay policy principles

Pay equality

HGL believes that it is in our interest and good business practice that pay is awarded based on equal pay for equal work.

This means our intention is to treat all staff equitably with regards to the terms and conditions of employment offered, including a pay system which is transparent and free from gender bias. The Board will review pay levels from time to time to identify and address any anomaly.

The Living Wage (as set by the Living Wage Foundation)

HGL fully supports the Living Wage and will aim to pay at this level, subject to affordability. Living Wage figures are usually announced annually in November and the figure will be taken into account when reviewing pay.

Pay reviews

Pay will be reviewed annually in October following a performance appraisal conducted by the relevant Line Manager. In deciding on whether to increase pay, the board will first consider whether we have the funds to do so. Some years the organisation may not have the funds to increase pay.

If HGL do increase pay, the level of pay rise will take a number of factors into account, including the Living Wage and the Consumer Price Index (CPI), and the level of other pay settlements.

All pay reviews are fully delegated to the Finance Director and Chair who will recommend to the Finance Committee for approval.

New staff

New staff will be offered a salary that takes into account the skills and experience they bring to the role, pay equality, and affordability.

Exclusions

A staff member joining after 1 October in any year will not usually be eligible for a pay review until the October after their first years' service has been completed. Any member of staff subject to poor performance or misconduct procedures would not be eligible for a review until the expiry of any warning.

Written terms and conditions

All staff will be given a written statement of their individual terms and conditions with regards to salary and arrangements for working hours, deductions, holiday, any overtime payable or time off in lieu. Any changes to these terms and conditions will be notified to the individual in writing.

Staff with queries regarding their pay level or pay review, are asked to raise this with their Line Manager in the first instance.

The overall responsibility for this policy lies with the Board.

Responsible Person: Finance Director
Adopted: November 2025
Review: November 2028