



Review Sheet



Last Reviewed
22 Apr '22



Last Amended
22 Apr '22



Next Planned Review in 12 months, or
sooner as required.

Business impact



Minimal action required circulate information amongst relevant parties.

Reason for this review

Scheduled review

Were changes made?

Yes

Summary:

Failure to comply with the requirement to pay National Minimum Wage can lead to both civil and criminal sanctions. The law around what is and is not included in National Minimum Wage is complex and care should be taken to ensure that this is being calculated correctly and that wider reading is carried out to ensure an up-to-date understanding is maintained. This policy has been reviewed and updated with no significant changes. The references have also been checked and further reading inserted.

Relevant legislation:

- National Minimum Wage (Amendment) (No.2) Regulations 2020
- The National Minimum Wage (Amendment) Regulations 2016
- National Minimum Wage Act 1998
- National Minimum Wage Regulations 2015

Underpinning knowledge - What have we used to ensure that the policy is current:

- Author: HM Government, (2022), *The National Minimum Wage and Living Wage*. [Online] Available from: <https://www.gov.uk/national-minimum-wage> [Accessed: 22/4/2022]
- Author: HM Government, (2015), *The National Minimum Wage Regulations 2015*. [Online] Available from: <https://www.legislation.gov.uk/ukxi/2015/621/contents/made> [Accessed: 22/4/2022]
- Author: HM Government, (2016), *The National Minimum Wage (Amendment) Regulations 2016*. [Online] Available from: <https://www.legislation.gov.uk/ukxi/2016/68/contents/made> [Accessed: 22/4/2022]
- Author: Government, (2021), *National Minimum Wage Manual*. [Online] Available from: <https://www.gov.uk/hmrc-internal-manuals/national-minimum-wage-manual> [Accessed: 22/4/2022]
- Author: Supreme Court, (2021), *Royal Mencap Society (Respondent) v Tomlinson-Blake (Appellant)*. [Online] Available from: <https://www.supremecourt.uk/cases/uksc-2018-0160.html> [Accessed: 22/4/2022]
- Author: Living Wage Foundation, (2022), *What is the real living wage?*. [Online] Available from: <https://www.livingwage.org.uk/what-real-living-wage> [Accessed: 22/4/2022]

Equality Impact Assessment:

Commenciz Ltd have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.



1. Purpose

1.1 To ensure that Commenciz Ltd makes staff aware of their entitlements under the National Minimum Wage legislation.

1.2 To support Commenciz Ltd in meeting the following Key Lines of Enquiry:

Key Question

Key Lines of Enquiry

WELL-LED

W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?

1.3 To meet the legal requirements of the regulated activities that {Commenciz Ltd} is registered to provide:

- National Minimum Wage (Amendment) (No.2) Regulations 2020
- The National Minimum Wage (Amendment) Regulations 2016
- National Minimum Wage Act 1998
- National Minimum Wage Regulations 2015



2. Scope

2.1 The following roles may be affected by this policy:

- All staff

2.2 The following stakeholders may be affected by this policy:

- Commissioners
- Local Authority
- NHS



3. Objectives

3.1 To ensure that all employed staff are aware of their entitlement to receive the National Minimum Wage (NMW), and if over 23 years old, the National Living Wage (NLW).

3.2 To ensure that all employees receive at least their minimum entitlements and are valued and respected when it comes to pay.



4. Policy

4.1 Commenciz Ltd will comply with the National Minimum Wage Act 1998, the National Minimum Wage Regulations 2015 which came into force on 6 April 2015, and subsequent amendments in 2016 and 2020 which introduce the current rates for the National Minimum Wage and National Living Wage. The latest rates are set out in the "Further Reading" section of this policy.

4.2 Commenciz Ltd will always meet its obligations to pay all staff (including casual workers) the minimum wage that they are legally entitled to.

4.3 As a matter of principle, Commenciz Ltd wishes to recognise the valuable work that all staff undertake and reward them appropriately. Where possible and practicable (having regard to the financial pressures on the business including contract rates paid by local authorities), Commenciz Ltd will endeavour to pay above the NMW.

4.4 Most workers in the UK who are over the compulsory school-leaving age are legally entitled to be paid at least the NMW, and all employers have to pay it if the worker is entitled to it. It makes no difference:

- If the worker is paid weekly or monthly, by cheque, in cash, or in any other way
- If the worker works full time, part time or any other working pattern
- If the worker works at the employer's own premises or elsewhere
- What size the employer is
- Where the worker works in the UK

4.5 The legislation applies to "Workers" which has a wider definition than an "Employee" – see the definition at the end of this policy. As such, casual workers who are not guaranteed work are still entitled to the National Minimum Wage and National Living Wage.

4.6 This policy does not form part of an employee's contract of employment and may be amended at any time.



5. Procedure

5.1 The average hourly pay has to be at least the NMW, worked out over a period called the 'pay reference period'.

5.2 The pay reference period is usually the period of time that the worker is actually paid for, e.g. if workers are paid weekly, the pay reference period is one week; if they are paid 4-weekly, then it is the 4-week period for which they have been paid; and if paid monthly it is one month. Workers must be paid, on average, at least the NMW during each pay reference period.

5.3 Under the NMW rules, the pay reference period cannot be longer than a month. If the employer pays at longer intervals (e.g. once a quarter) workers must still get the NMW on average each month during that quarter.

5.4 When working out whether the worker is receiving the NMW, the pay that counts may not just be the pay the worker receives during the pay reference period. It can include pay which the worker earns during that period, but which the worker does not receive until the following period. For example, if the worker is paid monthly and works some overtime near the end of July they might not be paid for this overtime until August. The overtime pay received in August will still count towards the July pay period.

5.5 To find out whether a worker is receiving the NMW, it is important to know what counts towards the NMW and what does not. There is also a need to know which hours the worker is entitled to be paid for. This depends on which of the four types of work under the NMW rules the worker is doing. The four types of work are:

- Time work
- Salaried hours work
- Output work
- Unmeasured work

5.6 Time Work

If the worker is paid according to the number of hours they are at work, they are doing time work – so anybody whose pay goes up or down depending on the actual hours they work is likely to be doing time work. This includes workers who are paid piece rates but have to be at a factory for a set number of hours a day to produce work.

- Time workers **must be paid the NMW for hours spent:**
 - At work and required to be working or on standby near the workplace (but not on rest breaks)
 - On standby or on call at or near the place of work (subject to certain exceptions – see 5.10)
 - When kept at the workplace but unable to work because of machine breakdown
 - Travelling on business during normal working hours (for example, travelling between client visits and waiting time (up to 60 minutes))
 - Training or travelling to training during normal working hours
- Time workers **do not need to be paid the NMW for hours spent:**
 - Travelling between home and work (though this travelling time may count for the purposes of rest breaks under the Working Time Regulations 1998)
 - Away from work on rest breaks, holidays (different arrangements apply, which may nonetheless amount to the NMW), sick leave (Statutory Sick Pay may be payable) or maternity/paternity/adoption leave (Statutory Maternity/Paternity/Adoption Pay may apply)
 - Away from work because of industrial action
 - Time spent sleeping at work whilst on call or carrying out a sleep-in shift but not carrying out any work

5.7 Salaried Hours Work

If the worker is paid under the contract for a set basic number of hours a year and receives an annual salary paid in equal weekly or monthly instalments, the worker is a salaried hours worker. The contract does not have to state the hours as an annual figure (e.g. 2,000 hours a year), but it must be possible to work out from the contract what the basic annual hours are.

- Salaried hours workers **must be paid the NMW for hours spent:**
 - At work and required to be working



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- On standby or on call at or near the place of work (subject to exceptions, see 5.10)
- When kept at the workplace but unable to work because of machine breakdown
- Travelling on business during normal working hours
- Training or travelling to training during normal working hours
- Awake and working during 'sleeping time' if they are required to remain on the premises either by their employment contract or to fulfil other regulations
- Absences such as rest breaks, lunch breaks, holidays, sick and maternity leave will need to be counted if they are included in the basic minimum hours under the contract - for instance, if the contract says the worker is employed for 35 hours per week and that includes their lunch break, then you must count that time into the number of hours they work every week or month for calculating the minimum wage
- Salaried hours workers **do not need to be paid the NMW for hours spent:**
 - When paid less than the normal pay because the worker is absent from work, e.g. if the worker only receives half pay while on sick leave
 - On any unpaid leave which the employer allows the worker to take
 - Away from work because of industrial action

5.8 Output Work

Output work is also called 'piecework' or could be commission-only sales work. It is where payment is made per item produced or sold. This type of work is not likely to be relevant for any care or health setting, and as such is not included in detail within this policy. However, if Commenciz Ltd does use output work then there needs to be an assessment of the number of hours taken to produce an item and a relevant and equitable hourly rate assigned that is based upon the NMW.

5.9 Unmeasured Work

If a worker is performing work that does not fit into the definitions of salaried work, time work or output work then they are performing unmeasured work. Again, this is unlikely to be relevant for care or health settings but is included within this policy for reference, and if staff are undertaking unmeasured work then the principles for ensuring that NMW legislation is met are outlined below.

Unmeasured work includes work where there are no associated specified hours or times when the work must be undertaken, and the employer may only need the worker to work when needed or when work is available.

Workers performing unmeasured work are paid by reference to either:

- The actual hours worked
- The time specified in a daily average agreement

5.10 Standby or on-call time is where the worker is not actually working, they are treated as doing time work if they are available (and are required to be available) at or near a place of work for the purpose of doing such work, subject to the following:

- Where the worker's home is at or near the place of work, time that the worker is entitled to spend at home is not treated as time work
- Where the worker sleeps by arrangement at or near a place of work and is provided with suitable facilities for sleeping, time during the hours that they are permitted to use those facilities for the purpose of sleeping shall only be treated as working time when the worker is awake for the purpose of working. Any time spent sleeping at the facilities provided is not treated as time work and therefore does not attract National Minimum Wage

5.11 Some deductions and payments reduce NMW pay while others do not. However, the employer cannot make any deductions from the worker's pay, or take payments from the worker, unless certain conditions are met.

5.12 The pay the worker receives that can be used to calculate the NMW is known as the NMW pay. NMW pay is calculated on gross pay (before tax and National Insurance have been taken off). The gross pay includes the basic pay for the work done and other types of pay which count towards the NMW. For example, sales commission, performance-related pay or other payments based on how well the worker does the job. Remember this pay needs to be relevant to the pay reference period.

Some payments do not count towards NMW pay. These should be deducted from the total pay before working out whether the worker is receiving the NMW. Payments which do not count towards pay include:



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- Loans
- Advances of wages
- Pension payments
- Retirement lump sums
- Redundancy payments
- Rewards under staff suggestion schemes
- Any premium element (in other words, anything the worker is paid on top of basic pay) for working at special times, e.g. overtime or on bank holidays
- Allowances on top of basic pay, for instance, when working unsocial hours; in a particular area (e.g. London weighting); in dangerous conditions; working 'on call'; or performing special duties over and above the normal ones

5.13 Some deductions from pay, or payments the worker makes to the employer, are ignored in working out NMW pay. Deductions and payments which do not reduce NMW pay, and should not be used to alter any payments made are:

- Penalties for misconduct – as long as these penalties are in the employment contract
- Paying back an advance of wage
- Paying back an accidental overpayment of wages
- The costs of any shares or securities which workers have chosen to buy in the firm
- Money the worker chooses to have deducted from pay (e.g. a pension contribution or trade union subscription), as long as the deduction is not required as part of the worker's work and is not for the employer's own use and benefit
- Payments the worker chooses to make to the employer to buy goods or services from them, for example, if the worker spends some of their wages on meals in the staff canteen

5.14 Some deductions from pay, or payments made to the employer, are taken into account in working out NMW pay. Deductions and payments which reduce NMW pay are:

- Refunds of any money that the worker spent in connection with the work, e.g. the cost of purchasing tools or uniform
- Refunds of any expenses incurred doing the worker's job, e.g. travel costs
- Deductions to cover the cost of items the employer supplied to workers that are needed for the job, e.g. tools or uniform
- Deductions for the employer's own use and benefit for goods and services, e.g. transport provided to and from work, regardless of whether the worker has the option of using the goods or services

The employer does not have to be making a profit from a deduction for it to be 'for their own use and benefit'. For example, if the employer provides transport at a loss, any deductions the employer makes for providing it helps to reduce their loss. The reduction is part of the 'use and benefit' they will have had from the deductions.

5.15 Benefits in kind are anything the employer provides for workers' benefit apart from pay. There is nothing to stop employers offering workers benefits in kind. However, an equivalent value in money for a benefit in kind cannot be counted towards NMW pay. Examples of benefits in kind which do not count towards NMW pay are:

- Meals
- Fuel
- A car
- The employer's contribution to the worker's pension fund
- Help with removals
- Medical insurance
- Lunch vouchers
- Childcare vouchers

5.16 The only benefit in kind that can be factored into any NMW calculation is when living accommodation



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is provided by the employer. For details of the latest rates in respect of this, please see the link to the Government website in the References section. This figure generally changes each April and October.

5.17 There are five different rates of NMW for different categories of workers, including the National Living Wage (NLW) which applies to workers aged 23 and over:

- **National Living Wage:** Workers aged 23 or over, no upper age limit
- **Standard (Adult) Rate:** Workers aged between 21 and 22 inclusive
- **Development Rate:** Workers aged between 18 and 20 inclusive
- **Young Workers Rate:** Workers aged under 18 but above the compulsory school age that are not apprentices
- **Apprentice Rate:** Apprentices under 19 years of age or those aged 19 and over, but in the first year of their apprenticeship

5.18 The National Minimum Wage and the National Living Wage rates change every April. As stated above, for the latest figures please see the link to the Government website in the References section.

5.19 The minimum wage does not apply to volunteers who:

- Receive only reimbursement for genuine or reasonable out-of-pocket expenses
- Receive no benefits other than the training necessary for them to carry out their work
- Receive accommodation and/or meals because it is necessary in order for them to carry out their work
- Receive a payment towards subsistence. However, this only stands if (a) the volunteer is working for a charity, voluntary organisation, associated fundraising body or statutory body, and (b) the volunteer has been placed with that body by a charity acting in pursuance of its charitable objects
- Are residential members of a charitable religious community (provided the community is not an independent school and does not provide further or higher education courses)

The minimum wage is likely to apply to volunteers who receive payment above genuine reimbursement. This could include, for example, lump sum expenses, sessional fees, one-off payments, 'honoraria' etc. It is also likely to apply where volunteers receive training beyond what is needed for them to do their work, or where they receive other benefits.

5.20 Real Living Wage

The real living wage (RLW) is a voluntary wage which is a rate set by the Living Wage Foundation each year. Employers can choose to pay the RLW but are not obliged to. It is important to note, however, that the RLW is different from the NMW, and the NMW rates are compulsory rates which are set by the Government.

The current rates of the RLW can be found [here](#).



6. Definitions

6.1 RLW

- Real Living Wage

6.2 Pay Reference Period

- The period of time that is used to calculate the wage payment. The number of hours worked in the period must at least be paid at the relevant National Minimum Wage rate. The maximum pay reference period is one month

6.3 National Minimum Wage (NMW)

- National Minimum Wage, established by The National Minimum Wage Act 1998. It is the minimum wage per hour that any worker can legally receive, and varies dependent upon age

6.4 National Living Wage (NLW)

- National Living Wage established by the National Minimum Wage (Amendment) Regulations 2016. It applies to workers over the age of 23

6.5 Worker

- A worker is an individual who has entered into, or works under a contract of employment
- A worker is an individual who has entered into work under any other contract, whether express or implied and (if it is express) whether oral or in writing, whereby the individual undertakes to do or perform personally any work or services for another party to the contract, whose status is not by virtue of the contract that of a client or customer of any profession or business undertaking carried on by the individual



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- There are specific additional payments and income which can be included and may affect the National Minimum Wage calculations
- If there are any specific concerns about how National Minimum Wage calculations are made, then the full policy should be referred to
- Staff are entitled to a minimum hourly wage
- These rates are set by Government and it is law to meet the requirements. The National Minimum Wage and National Living Wage rates change in April each year
- The National Living Wage is used to describe the National Minimum Wage for staff over the age of 23
- The National Minimum Wage increases annually
- National Minimum Wage pay is worked out on gross income before tax and national insurance have been deducted



Key Facts - People affected by the service

People affected by this service should be aware of the following:

- The sanctions above would affect a Registered Manager's and or Director's ability to be a fit and proper person
- Registered Managers and Directors of Commenciz Ltd need to ensure that at least the National Minimum Wage rate is paid to all those eligible. Failure to do so can result in fines and criminal sanctions up to and including disqualification as a director



Further Reading

As well as the information in the 'underpinning knowledge' section of the review sheet we recommend that you add to your understanding in this policy area by considering the following materials:

People Management - What are the implications of the Mencap sleep-in ruling for businesses?

<https://www.peoplemanagement.co.uk/experts/legal/what-are-the-implications-of-the-mencap-sleep-in-ruling-for-businesses#gref>



Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- Pay rates for all staff are regularly reviewed and the service can evidence that they are doing everything they can to pay staff as much as possible for their work
- The quality of staff is recognised and pay rates are above the National Minimum Wage
- Innovative methods of recognising and rewarding the quality of staff have been developed
- There are very low staff turnover rates and staff vacancies are effectively managed within the framework of the National Minimum Wage
- The National Living/Minimum Wage is widely publicised, and the service works with staff to help them understand the difficulties in paying above the National Living/Minimum Wage



Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Template Letter Confirming New Band for NMW - PC09	To confirm when there is a NMW band change.	Commenciz Ltd
Template Letter Confirming Changes to NMW - PC09	To confirm when there is a change to NMW.	Commenciz Ltd
Template Letter Confirming Deductions from Pay - PC09	To confirm when a deduction has been made.	Commenciz Ltd
Template Letter Confirming Overpayment of Wages - PC09	To confirm when an overpayment has been made and by how much.	Commenciz Ltd
Template Letter Confirming Pay Freeze - PC09	To confirm when wages are not going to increase.	Commenciz Ltd
Template Letter Confirming Recovery of Training Costs - PC09	To agree deductions from wages for training costs.	Commenciz Ltd
Template Salary Review Increase Letter - PC09	To confirm an increase in wages.	Commenciz Ltd
Template Letter Confirming No Salary Increase - PC09	To confirm when a salary is not being increased.	Commenciz Ltd

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Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

New Band for National Minimum Wage (“NMW”)

We believe that you recently celebrated a birthday on **[insert date]** and that you are now **[insert age]** years old.

As you are probably aware, the NMW due to an individual is calculated in relation to their age. There are three different age bands as follows:

- 16 - 17 years old (the “Young Workers Rate”)
- 18 - 20 years old (the “Development Rate”)
- 21 - 22 years old (the “Standard Adult Rate”); and
- 23+ years old (who receive the National Living Wage)

Accordingly, you now fall within **[insert band]** and your rate of pay will increase from **[insert previous rate]** to **[insert new rate]** with effect from **[insert birthday]**.

If you have any questions, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

National Minimum Wage Increase

From **[Insert date]**, the National Minimum Wage rates increased.

Your current rate of pay is in accordance with the National Minimum Wage, which means that your rate of pay will be increased in line with the changes from **[insert previous amount]** to **[insert new amount]**. The increase is to take effect from **[insert date]**.

If you need any further information on this issue, please do not hesitate to contact me.

Yours sincerely,

[Insert name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

Deduction from Wages

We write to confirm that £**[insert sum]** **[will be/has been]** deducted from your final salary.

You owed £**[insert amount]**, to Commenciz Ltd, due to **[insert any reasons]**.

The deduction has been made **[further to your agreement on [insert date]] [and/or] [pursuant to clause [x] of your contract of employment]**.

We now consider all sums owed to Commenciz Ltd by you to be satisfied.

If you have any questions in relation to this matter, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

Overpayment of [Wages/Commission]

We write to confirm that an overpayment of **[wages/commission]** has been made to you by Commenciz Ltd.

[An overpayment of £[insert amount] was made on [insert date].]

OR

[You were overpaid an amount of £[insert amount] which covers the period from [insert date] to [insert date].]

The above overpayment resulted from **[insert reason – e.g. an administrative mistake]**.

Commenciz Ltd will recover this overpayment by deducting £**[insert amount]** from your next wage which is due to be paid on **[insert date]**, provided that this will not cause you any problems. If the deduction of £**[insert sum]** from your next wage will cause you any problems, or you wish to suggest an alternative repayment plan, please contact **[me/[insert name of person]]** as soon as possible.

If we do not hear from you before **[date]** we shall proceed to deduct £**[insert sum]** from your next wage as set out above.

Please accept our apologies for any inconvenience this may have caused you.

If you have any questions in relation to this matter, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

Pay Freeze

Further to the Company's annual review of the pay of all employees, which took place on **[insert date]**, we regret to inform you that Commenciz Ltd will be putting in place a pay freeze. As such, there will be no pay increases awarded in **[insert month]** this year.

Commenciz Ltd values the contribution that all employees make and regrets to have to make this decision. However, it is necessary to implement a pay freeze this year because **[insert reason]**.

Commenciz Ltd hopes that this situation will improve as soon as possible so that the pay freeze can be lifted.

Please note that if an employee is promoted, **[their pay will be reviewed on an individual basis.] OR [they will receive a salary increase in line with the promotion, regardless of the pay freeze.] OR [they will not receive a salary increase at the time of promotion. However, a further review of salary will be scheduled with those employees.]**

[Commenciz Ltd will review the pay of employees again on [insert date]. Until this time, the pay freeze will remain in place. We are unable to guarantee that the pay freeze will be lifted upon further review, but we will of course keep you updated with the on-going position.]

OR

[Unfortunately, we are not in a position to confirm when Commenciz Ltd will be able to complete a further salary review. However, we shall inform you once we do know.]

Again, Commenciz Ltd would like to express its regret in having to come to the decision to implement a pay freeze.

If you have any further questions, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear [insert name of employee],

Recovery of Training Costs

We write to you in relation to the repayment of your [insert name of training course].

We enclose a copy of an Agreement that you made with Commenciz Ltd dated the [insert date] ("the Agreement").

Pursuant to [insert clause] of the Agreement, you agreed to repay the costs of your [insert name of training course] if you resigned from Commenciz Ltd within [insert number] years of completion.

The Agreement sets out the repayment structure of the course as follows:

Period of Time and Percentage of Costs Payable by the Employee

- Before attending the training course, but when the Employer has already incurred liability for the cost of the training: 100% of all training costs incurred (or the unrecoverable proportion of the costs from the course provider if applicable)
- Before the completion of the course or within [3 months] of completion of the course: [insert amount, e.g. 100%] of all the training costs.
- More than [3 months], but not more than [6 months] from the date of completion of the course: [insert amount, e.g. 50%] of all the training costs.
- More than [6 months], but not more than [12 months] from the date of completion of the course: [insert amount, e.g. 25%] of the training costs.
- More than [12 months]: 0% of all the training costs.

You have now resigned from Commenciz Ltd, your final day of employment [is/was] [insert date]. As such, you are required to repay Commenciz Ltd £[insert amount and how it is calculated].

Your final salary payment amounts to £[insert sum], which is due to be paid to you on [insert date], is greater than the £[insert sum] repayment figure. As such, we will deduct the amount owed to repay [insert name of course] from your final salary payment.

OR

Your final salary payment of £[insert amount], is due to be paid to you on [insert date] and does not cover the repayment figure of £[insert sum]. Your final salary will not be paid to you and will be used to offset the repayment sum. Additionally, you are required to pay to Commenciz Ltd the outstanding balance of £[insert amount] by the [insert date].

[Please contact us as soon as possible if you do not think you will be able to make the full payment by the date stated. It may be possible for us to consider allowing you to make payments in instalments. Please can you ensure that all payments are made by cheque to [insert name] and send the payments directly to me.]

We enclose a copy of this letter for you to sign and return to us, to indicate that you have understood and accepted these arrangements.

Should you have any further questions, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

I have read, understood and accepted the arrangements for recovery of the training costs in relation to the **[insert name of training course]**.

Signed:

Date:

Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

Salary Review – Increase to Salary

We write further to the salary review which Commenciz Ltd completed across the organisation on **[insert date]**.

We are pleased to inform you that the Company has decided to increase your weekly/monthly/annual salary by **[insert percent figure]** per cent. Consequently, your salary will be increased from £**[insert previous figure]** per week/month/annum to £**[insert new figure]** per week/month/annum. The salary increase will take effect from **[insert date]**.

We would like to take this opportunity thank you for your efforts this past year in contributing to Commenciz Ltd. We look forward to continued success over the next financial year.

If you have any questions, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd

Commenciz Ltd
Fairgate House, 205 Kings Road, Tyseley, Birmingham, England, B11 2AA

[Insert name]

[Insert address of employee]

[Insert Date]

Dear **[insert name of employee]**,

Salary Review

We write further to the salary review which Commenciz Ltd completed across the organisation on **[insert date]**.

Unfortunately, the organisation will not be increasing your salary this year. This is because **[the organisation is currently experiencing financial difficulties and will not be increasing any salaries at this time] OR [there is an active written disciplinary warning on your personnel file and it against our policy to give salary increases to anyone with warning on their record] OR [your recent appraisal ratings fell below the standard required to enable a salary increase] OR [other]**.

We appreciate that you may be disappointed by our decision not to increase your salary. However, we do hope you understand the reasoning behind our decision.

We would like to reassure you that there will be a further salary review on **[insert date]**. We hope that the above situation has improved by then.

If you have any questions, please do not hesitate to contact me.

Yours sincerely,

[Name]

On behalf of Commenciz Ltd