

AC 09/09/21 Staffing Update

<b>Audit committee</b>		AC 09/09/2021 - 7
HR Update		
<b>Report by</b>	Wayne Hubbard	
<b>Job Title</b>	Chief Executive Officer	
<b>Date of decision</b>	Audit Committee Meeting 09/09/2021	

**Summary**

This paper presents an update on staff changes since the previous meeting, planned recruitment activity.

**Recommendation**

The committee is recommended to:

- Note the restructure of the back office and staff changes since the previous meeting.
- Approve the deletion of one Grade 7 Circular Economy Strategic Advisor in the Business Transformation and Sector Support team, to be replaced with one 60% FTE Digital Product Manager and one 60% FTE Research Assistant (exact grades to be determined but anticipated to be Grade 5 and 7).
- Note planned recruitment activity.
- Approve the proposed amendment to the pay policy.
- Approve the cost of living increment for 2021/22.

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**Report**

**Back office re-organisation**

Following a confidential discussion at the last Audit Committee meeting, a Written Resolution on the restructure of the back office was approved by the Board. The new structure is attached at Appendix 1.

In detail the following changes have been made:

These roles have been removed:

- Head of Finance and Operations;
- Community Coordinator and Office Manager (vacant and no longer required);
- Finance and Admin Officer (#2) (currently vacant).

The following entirely new roles have been created:

- Director of Operations and Governance;
- Finance Controller;
- HR & Project Delivery Executive;

The following roles have been changed:

- Governance and Secretariat Officer becomes Governance and Project Management Lead (change in responsibilities and line management);
- Fundraising Lead (change in line manager);
- Finance and Admin Officer (#1) becomes Finance Admin Executive (grade re-evaluation and change in responsibilities).

Following consultation with the affected staff the restructure has now been undertaken and the team is transitioning to the new responsibilities. The Head of Finance and Operations has left ReLondon, as that post has been deleted.

Gatenby Sanderson have been engaged to help find suitable candidates for new position of Director of Operations and Governance. The post is currently being advertised with a closing date of September 17.

A verbal update on the restructuring process will be provided.

**Staff turnover**

Since the last meeting of the committee the following staff changes have taken place or been notified.

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### *Leavers*

Natalia Agathou (Head of Business Transformation) and Eddie Confoy (Head of Finance and Operations) have left.

Violetta Lynch (London Recycles Campaign Lead) and Andrea Crump (Circular Economy Strategic Advisor) will be leaving in October.

### *Starters*

Lamia Sbiti has been appointed to the role of Head of Business Transformation and Graeme English has been appointed Circular Economy Advisor. Lara Pohl-Martell will join the team as a Business Advisor in October.

Amy Casey and Liz Horsfield (starting 13<sup>th</sup> September) have been appointed as Project Co-ordinators in the Local Authority Support team.

Cecila Law has been appointed as the Corporate Communications Lead.

Arielle Vetro has been appointed as the Food Wave Campaign Lead.

### **Changes to the establishment**

On receipt of the Circular Economy Strategic Advisor's resignation, the Head of Programme Business Transformation & Sector Support has re-evaluated the need for such a role in the team and has concluded that ReLondon's objectives would be better met by replacing that position with a Digital Product Manager (60% FTE) and a Research Assistant (60% FTE).

The Digital Product Manager role would manage the development of the Circular Economy Directory platform and oversee the strategy for the continuous development of our digital tools, working closely with the Commercial Manager.

The Research Assistant will be responsible for supporting and conducting research projects, in particular in respect to electricals.

Job descriptions for these two positions need to be defined, from which an appropriate grading will be determined. It is anticipated that the Digital Project Manager will be a Grade 7 and the Research Assistant a Grade 5.

Assuming that the Digital Project Manager and Research Assistant positions are filled at the first point of their grade, the total cost of these two posts (salary + estimated PRP, + NI + pension contributions) will be approximately £1,250 more than the current costs for the Circular Economy Strategic Advisor. (Note, this does not include the extra costs of a cost of living increment due for 2021/22).

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Approval is requested for from the Committee to delete the Circular Economy Strategic Advisor position and establish the posts of Digital Product Manager (60% FTE) and a Research Assistant (60% FTE), on the basis that the grades will be no higher than 7 and 5 respectively.

### **Recruitment activity update**

The following positions are vacant and will be recruited to in the coming weeks:

#### *Recruitment underway*

Director of Operations & Governance, London Recycles Campaign Lead.

#### *Forthcoming recruitment*

Finance Controller, HR and Projects Executive, Senior Business Advisor (BTT), CIRCuiT Economic Analyst (40% FT 6 month - fixed term/secondment) Digital Product Manager (60% FTE) & Research Assistant (60% FTE) – subject to establishment changes above.

### **Pay Policy**

A full-scale review of ReLondon's pay and benefits to employees will be undertaken in the coming year following the appointment of the Director of Operations and Governance.

The current pay policy is attached at Appendix 2. To date, ReLondon's annual cost of living award has followed that agreed by the National Joint Council for Local Government Services. As ReLondon has grown and developed over the past decade, the close alignment with the local authority pay settlement has become less and less relevant as that settlement has to take into account a range of factors that relate to local authorities which are not relevant to ReLondon.

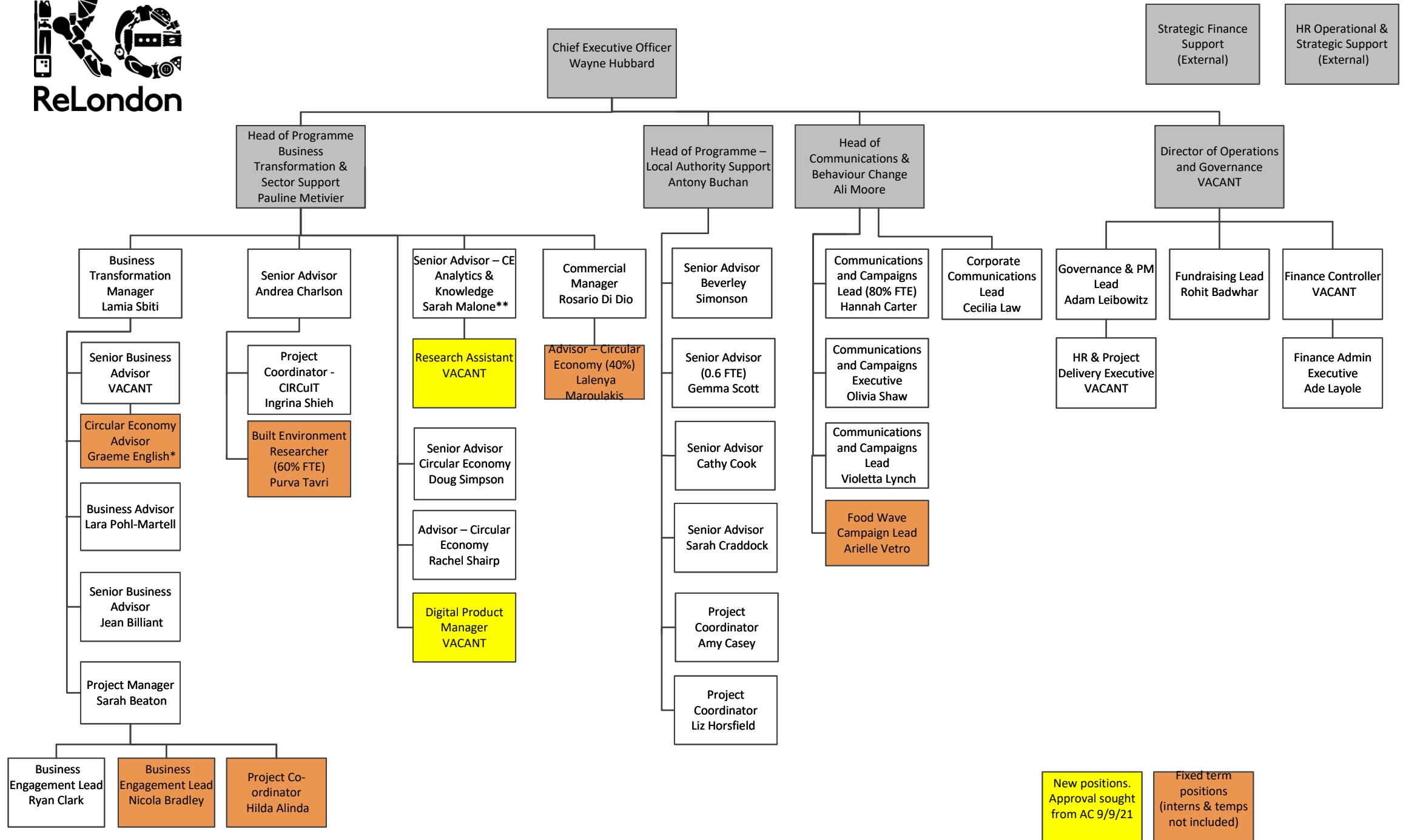
It is proposed therefore to amend the pay policy such that ReLondon will seek to make an annual increment in line with the inflation rate in the preceding year. (See 'track changes' in Appendix 2). It is likely that the pay policy will be further updated following the full-scale review.

It is therefore proposed that a 1.5% uplift be applied to all pay points from 1<sup>st</sup> April 2021 in line with the RPI at the end of March 2021.

### **Appendices**

Appendix 1: Revised staff structure.

Appendix 2: Pay Policy



New positions.  
Approval sought  
from AC 9/9/21

Fixed term  
positions  
(interns & temps  
not included)

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## ReLondon Pay Policy

1. **Pay Principles** - The ReLondon pay policy adopts the following reward principles:
  - a. To work within financial constraints and use those limited funds in the most effective way to support the business and workforce needs
  - b. To provide a relationship between pay and performance with annual salary and Performance Related Pay (PRP) reflecting performance (behaviours and delivery) in the job
  - c. To ensure that total remuneration (salary and cash benefits e.g. pension) are appropriately aligned with external job market so that ReLondon can recruit and retain people with the right skills
  - d. To effectively tailor and promote all aspects of the employee offer (pay, benefits, personal development, career progression, work-life balance, and environment and culture) to attract, engage and retain the right talent
  - e. To promote an equal pay agenda by ensuring that pay systems meet legislative requirements.
  - f. To ensure that the pay system is simple to understand and administer and does not impose a disproportionate administrative burden, and that it does not act as unintended disincentive.
  
2. **Pay Components** - An employee's pay shall consist of two components: a basic salary and Performance Related incentive payment.
  
3. **Basic Salaries** - ReLondon jobs are set at a grade and within each grade there are five salary increments (see appendix). In order to reward employee development, acquisition of skills and competencies, and aid retention, employees will normally progress through the grade incrementally. Incremental progression will depend upon a satisfactory performance review. Normally an employee should be awarded a single increment progression, upon completion of a satisfactory performance review and subject to satisfactory conduct, from 1 April each year, until the grade's maximum is reached. Backdating of the award may be necessary as performance reviews normally take place in April.

The basic salary of the Chief Executive Officer will be set at a spot salary, to be agreed by the Chair of the Board and the Chair of the Audit Committee.
  
4. **New Starters** - Any new starter who commences employment between 1 October and 31 March in any year will be granted his/her first increment six months after the date of commencement of employment, subject to successful completion of probation, performance and conduct, thereafter increments are payable on 1 April each year (subject to performance and conduct) until the grade maximum is reached.
  
5. **Promotions** - An existing employee who is promoted or re-graded between 1 October and 31 March in any year will normally be appointed to the bottom point of the relevant grade except where grades overlap in which case transfer will normally

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be to the next higher point. He/she will be granted their first increment six months after the effective date of the promotion or re-grading, subject to satisfactory performance and conduct.

6. **New Appointments - Advertising Arrangements** Starting salaries to be quoted in recruitment advertisements will normally be the minimum incremental point on the relevant salary grade . In the accompanying information pack the full salary range will normally be detailed. In addition it will be made clear that appointment is normally at the bottom of the relevant grade.
7. **Salaries on appointment** - All appointments will normally be at the bottom of the relevant grade. In exceptional circumstances appointments above the bottom of the grade can be made at the discretion of the Chief Executive Officer. In any event, no appointment will normally be made above the third incremental point of a five-point scale. All requests for appointments above the bottom of the scale shall have due regard for equalities and the implications for equal pay challenges.
8. **Circumstances in which there will be no incremental progression** - Incremental progression is not automatic and depends on a satisfactory annual performance review and conduct. In general, no incremental increase will be awarded to an employee whose conduct, performance or capability have been found to be unsatisfactory during the previous twelve months. The decision to withhold a incremental increase will normally be made by the Chief Executive Officer in consultation with the employee's line manager where this is applicable.
9. The Chief Executive Officer will set out in a letter to the employee the reasons that the incremental increase has been withheld, and set out the measure(s) that are required in order to be considered for an incremental increase in the following year. Where a decision has been made not to award the next available increment to an employee no further increment will normally be payable until such time as the subsequent increment becomes due. Payment of any subsequent increments will be dependent upon achievement of a satisfactory standard of conduct, performance or capability. An employee can appeal against this decision to the Board or a committee delegated by the Board to hear such appeals. Appeals must be lodged in writing to the Chairman of the Board or delegated committee within 20 working days from the receipt of the letter from the Chief Executive Officer not to award an incremental increase.
10. **Accelerated Increment** - In exceptional circumstances, as reward for excellent performance, an additional increment may be awarded at the Chief Executive Officer's discretion. Any accelerated increment to be awarded to the Chief Executive Officer is to be approved by the Chairman of the Board.
11. **Unpaid leave** - An employee who has been on unpaid leave of absence for any reason for over six months in the previous twelve months will not normally receive an increment. Each case will be treated on its merits and must be consistent with equality considerations and legislation. In any event, the Chief Executive Officer can

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use discretion to make exceptions. Where a decision is made not to make an incremental payment, this is subject to appeal as described above.

## 12. Performance Related Pay.

At the end of each financial year, all employees who have been employed by ReLondon for 12 months or longer will be entitled to receive a Performance Related Pay (PRP) payment of up to 5% of their gross salary, provided they remain employees at the point at which the PRP is agreed across the organisation. The actual percentage for individual staff will be determined by the CEO in discussions with line managers and reflect the achievement of targets that are set for staff at the start of each performance review period. The CEO PRP payment will be determined by the Chair.

## 13. Cost of Living Review.

ReLondon shall review the pay scales annually at the start of each financial year and, subject to ReLondon's financial position, will normally seek to approve an uplift in line with the inflation rate over the previous 12 months, and will normally seek to align its annual pay award with the pay award agreed by the National Joint Council for Local Government Services. Any such annual pay award will have regard to ReLondon's current financial position.

## 14. Pension arrangements

- ReLondon matches employee's pension contributions up to a maximum of 4% of basic salary. PRP payments are not pensionable.