

## **Community360 Staff Remuneration Policy**

At Community360 (C360) we believe that professionalism does not conflict with the values that lie at the heart of our organisations. We see good management, good staff and good values as mutually reinforcing. Experience shows that committed, professional empowered employees, with the support of their boards, produce exceptional outcomes for the beneficiaries and causes that they join C360 for.

We also believe good pay means that boards, beneficiaries, supporters and employees agree that it provides value for money. As a small employer with limited resources, it is very important that we use the money we have available for remuneration effectively. We also take into consideration the imperative to retain valued staff within a mission-driven organisation. The process of recruiting new staff costs considerable time and money, and worse, it can divert focus from the organisation's core aims. High staff turnover can adversely affect our service to members due to a loss of institutional memory and disruption of working arrangements.

When setting and reviewing pay, our board follows the five principles of good pay set out here: transparency, proportionality, performance, recruitment and retention, and process.

### **How we set our pay**

Our salary levels are set based on an assessment of job descriptions and person specifications following a benchmarking process that assesses pay norms associated with that type of post in the sector, linked to the National Joint Council (NJC). Salary ranges at each job level are benchmarked against the NJC job roles of the Sector. C360's pay structure is based on market rates for equivalent roles at equivalent-sized organisations.

Staff pay is reviewed annually by the members of the Board Payroll Committee, in relation to individuals' responsibilities and performance, the external economic environment and financial affordability for C360. The Senior Leadership Team will advise The Board accordingly of promotions and performance uplifts.

Any cross-organisational cost of living pay increases are approved by C360's Payroll Committee, which also regularly reviews the organisation's pay policy. The committee comprises C360 Board members, who also chairs the committee, with guidance from the CEO. C360's Board is responsible for approving the chief executive's remuneration: recommendations for any pay increase are made by the Payroll Committee, taking account of the skills and experience required and sector norms for charities of similar size and scope. Other research and sector trends will be factored into the Payroll Committees decision making and guidance on tailored roles.

### **Pay equality and Living Wage**

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C360 strives to be an equal opportunity employer. This means our intention is to treat all staff equitably with regards to the terms and conditions of employment offered, including pay. C360 is a Living Wage employer.

**Gender and ethnicity pay gap**

C360 aims to be an inclusive and equitable employer. We know that transparency and accountability on pay data and a commitment to closing the gaps is crucial to helping us achieve this.

**New staff**

New staff will be offered a salary that takes into account the nature of the role, the skills and experience the staff member brings to a role, pay equality and affordability. Jobs will be advertised with a salary range to allow for differing skill levels and experience to be considered when appointing staff. When C360 makes a job offer the applicant is told what the salary will be. Once they accept the job the understanding is that the applicant has accepted it at the stated salary. As part of C360's commitment to fair and equal pay C360 will not normally negotiate on salary outside the advertised range at the point of offer.

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