

## Creative Lives salary system

### The salary system

There are five salary bands, distinctions between posts are made on the basis of significant and material differences using salary band factors (see appendix, below), with equal pay for posts within each salary band.

- A cost-of-living award agreed by the Board as part of budget planning will be awarded to all staff at the start of each financial year (April)
- No staff will be employed at less than a living wage – the salary bands will be adjusted to comply with the current Living Wage UK and Living Wage London
- The starting salary for each band will be increased annually by the agreed cost of living increase.
- Extra responsibility allowance can be used to allow for staff covering other roles when necessary but only for short-term situations.

### APPENDIX: Creative Lives salary band factors

To clarify which salary band each post belongs to the panel developed a simple system of 5 key factors shown by the table below. This system will also help to clarify when an extra responsibility allowance might be appropriate.

	<b>Chief Executive</b>	<b>Senior Manager</b>	<b>Officer</b>	<b>Administrator</b>	<b>Admin Assistant</b>
<b>Complexity of role (Management + Organisational)</b>	4: Work planning needs to occur over the long term – job will be required to develop and deliver organizational strategies across all areas of operation	3: Work planning needs to occur over the long term – job will be required to develop and deliver organizational strategies	2: Plans own workload over a short and medium term timescale	2: Plans own workload over a short and medium term timescale	1: Job is mainly around routine tasks: no requirement for planning beyond the short term

<b>Creative/ analytical work involved</b>  <b>(Organisational + Communications/ coordination)</b>	3: Job is highly creative: work problems will often not have a right answer – problem often not clearly defined at outset – significant evaluative judgement required	3: Job is highly creative: work problems will often not have a right answer – problem often not clearly defined at outset – significant evaluative judgement required	2: Solutions to work problems not straight forward – but nature of problem defined – responsibilities include research, writing or acting as a trainer	2: Solutions to work problems not straight forward – but nature of problem defined – responsibilities include research, writing or acting as a trainer	1: Work is routine and straight forward
<b>Impact on finances or objectives of organisation</b>  <b>(Financial and Compliance)</b>	4: Responsible for determining organizational priorities and setting and managing the process for ensuring their delivery across all areas of operation: management of significant budgets: management of high value, complex financial transactions: responsible for raising significant levels of income	3: Responsible for management of significant budgets: management of high value, complex financial transactions: responsible for raising significant levels of income	2: Responsible for management of some elements of a team budget under the authority of the team leader.	1: Little or none – may be required to order goods and services within specific brief, handle or process cash or cheques.	1: Little or none – may be required to order goods and services within specific brief, handle or process cash or cheques.

<b>Level of external relations</b>  <b>(Communications/coordination)</b>	3: Responsible for instigating and developing a wide range of relationships at a senior level: act as spokesperson for the organisation at public meetings etc	3: Responsible for instigating and developing a wide range of relationships at a senior level: act as spokesperson for the organisation at public meetings etc	2: Responsible for developing relationships in a defined area of work, usually with people at Equivalent level in other organizations : may be required to speak or make presentations	1: Dealing with basic enquiries and correspondence: may require establishing and maintaining good relationships with equivalent staff in other organizations	1: Dealing with basic enquiries and correspondence: may require establishing & maintaining good relationships with equivalent staff in other organizations
<b>Supervisory and/or line management responsibilities</b>  <b>(Management)</b>	3: Responsibility for the management and development of a large number of staff covering more than one area of operations	2: Management responsibility for a number of staff and/or consultants	1: Little or none – occasional supervision of volunteers on specific tasks for short periods of time	1: Little or none – occasional supervision of volunteers on specific tasks for short periods of time	1: Little or none – occasional supervision of volunteers on specific tasks for short periods of time
	<b>17</b>	<b>14</b>	<b>9</b>	<b>7</b>	<b>5</b>