

# Pay Policy

**Signed:**

**Chair: S. Gribbin**

**Head: L. Jackson**

**Date: 26<sup>th</sup> October 23**

**Review date: October 24**

## Introduction

This Policy sets out the framework for making decisions on pay for teachers' and support staff including the procedures for determining appeals. It has been developed to comply with current legislation and the requirements of the Academy Teachers Pay and Conditions Document (STPCD) and the locally agreed 'Framework for Support Staff Profiles'. The Pay Policy has been consulted on with the teacher and support staff trade unions.

In adopting this pay policy the decisions on pay will be managed in a fair, just and transparent way. This policy aims to support the Academy Improvement Plan by recognising that the academies staff are its most important resource and by providing a system which will enable Directors to recruit, retain and motivate staff of the best quality.

Pay decisions at Collective Vision Trust are made by the Pay Committee or Board of Directors.

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## Policy

### Introduction

P1. When taking pay decisions, academies must have regard both to their pay policy and to the individual's particular post within the staffing structure. The staffing structure/establishment of the academy should be available and a copy should be attached to the pay policy. See Annex A

All teachers employed at Collective Vision Trust will be paid in accordance with the statutory provisions of the current STPCD. A copy of the latest version may be found in the academy office and is also on-line at the DfE website.

All support staff will be paid in accordance with the scheme of conditions of service agreed by the National Joint Council for Local Government Services (referred to as the "Green Book" in this policy), unless specifically advised to apply alternative conditions.

The Headteacher, CEO and Directors will consult staff and unions on this policy and review it each year, or when other changes occur to:

- a) The Teachers' Pay and Conditions Document, to ensure that it reflects the latest legal position. The pay policy will comply with the current Teachers' Pay and Conditions Document and the accompanying statutory guidance. It will be used in conjunction with them, but, in the event of any inadvertent contradictions, the Document and guidance will take precedence.
- b) The scheme of conditions of service agreed by the National Joint Council for Local Government Services (referred to as the "Green Book" in this policy), as adopted and applied by Collective Vision Trust.

### P2. Support Staff

- (a) all decisions will be based on an objective approach to pay and grading.
- (b) decisions will be applied as consistently as possible across the staff groups concerned as well as within those staff groups;
- (c) any differences in pay between two employees within the same staff group will be justified in terms of a genuine and material difference in their circumstances and duties and responsibilities undertaken;

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- (d) all decisions will have regard to equality of opportunity, and in particular, relevant employment legislation;
- (e) posts carrying similar levels of responsibility will be rewarded equally and all staff will be treated equitably.

Directors will determine the staffing structure for Collective Vision Trust. This will set out the agreed posts, duties and responsibilities, and reporting lines. Both the STPCD and Green Book require that salaries and salary ranges attached to each post be based on the duties and responsibilities attached to it in the staffing structure.

### P3. Pay Reviews

The Directors will ensure that every teacher's salary is reviewed annually, with effect from 1 September and by no later than 31 October each year and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled.

Reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which it was made.

Decisions on the pay of the Headteacher will be communicated by the chair of the Board of Directors, in writing, in accordance with the STPCD timing of salary determination and notification.

Where a pay determination leads or may lead to the start or cessation of a period of safeguarding, the Directors will give the required notification as soon as possible and no later than one month after the date of the determination.

Annual pay reviews are conducted by the pay committee which comprises the members of the Trust. Pay decisions at other times of the year are made by the Directors or Local Governing Committee as per delegated powers.

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### P4. Appeals

All employees are entitled to seek a review of any determination in relation to their pay and therefore the appeals process contained in this document will be adopted in all cases where an employee wishes to [make an appeal](#) against a pay decision.

### P5. Headteachers

The unit total for The Trust are as follows:

Chesterton Community Sports College: 8113

Churchfields Primary School: 2758

Chesterton Primary School: 1113

Crackley Bank Primary School: 1407

Bursley Academy: 2590

and Directors have previously assigned the academy Headteacher groups as follows.

CEO: L35-L39

Deputy CEO and HT Chesterton Community Sports College: L33-L38

Churchfields Primary School: L15-L21 (Group 3)

Chesterton Primary School: L14-L20 (Group 2)

Crackley Bank Primary School: L14-L20 (Group 2)

Bursley Academy: L18-21\*\* (Group 3)

The total sum of additional payments made to a Headteacher in any academic year must not exceed 25% of the amount of the Headteacher's point on the leadership group spine other than in wholly exceptional circumstances where the payments have been approved by the Directors after receiving external independent advice.

This does not apply to additional payments made:

- in accordance with any payments for residential duties as a requirement of the post or;

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- in respect of relocation expenses which relate solely to the personal circumstances of that Headteacher.

For further information refer to part 2 of the STPCD.

\* Based on October 2022 pupil numbers.

\*\* Determined by Praxis Trust and transferred via TUPE

### **P6. Deputy and Assistant Headteachers**

Directors have assigned the following salary ranges for other members of the leadership group.

Collective Vision Trust:

- All responsibility holders are combined with other posts

Chesterton Community Sports College:

- Deputy Headteacher 1: Points L18 -L22
- Assistant Headteacher 2: Points L13-L17

Churchfields Primary School:

- Deputy Headteacher 1: Points L6-L10

Chesterton Primary School:

- No additional leadership posts

Crackley Bank Primary School:

- Deputy Headteacher 1: Points L6-L10

Bursley Academy:

- Assistant Headteacher 2: Points L2-5

### **P7. Leadership Group Progression Criteria**

Members of the leadership group must demonstrate sustained high quality performance, with particular regard to leadership, management and pupil progress at the academy and will be subject to a review of performance against performance objectives before any performance points will be awarded.



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The Directors will consider movement by more than one point in line with the provisions of the STPCD.

The salary of members of the leadership group will be reviewed bi-annually taking account of the performance objectives set under the Academies appraisal system over the previous two years and the progression arrangement set out in the STPCD.

The Directors have agreed the following values for Leadership points.

Leadership Pay Structure ***	
Point	Salary
<b>L2</b>	£48,366
<b>L3</b>	£49,574
<b>L4</b>	£50,807
<b>L5</b>	£52,074
<b>L6</b>	£53,380
<b>L7</b>	£54,816
<b>L8</b>	£56,082
<b>L9</b>	£57,482
<b>L10</b>	£58,959
<b>L11</b>	£60,488
<b>L12</b>	£61,882
<b>L13</b>	£63,430
<b>L14</b>	£65,010
<b>L15</b>	£66,628
<b>L16</b>	£68,400
<b>L17</b>	£69,970
<b>L18</b>	£71,729
<b>L19</b>	£73,509

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	<b>L20</b>	£75,331
	<b>L21</b>	£77,195
	<b>L22</b>	£79,112
	<b>L23</b>	£81,070
	<b>L24</b>	£83,081
	<b>L25</b>	£85,146
	<b>L26</b>	£87,253
	<b>L27</b>	£89,414
	<b>L28</b>	£91,633
	<b>L29</b>	£93,902
	<b>L30</b>	£96,239
	<b>L31</b>	£98,616
	<b>L32</b>	£101,067
	<b>L33</b>	£103,578
	<b>L34</b>	£106,138
	<b>L35</b>	£108,776
	<b>L36</b>	£111,470
	<b>L37</b>	£114,240
	<b>L38</b>	£117,067
	<b>L39</b>	£119,921
<p><b>P8 Recruiting Teaching Staff</b></p> <p>Advertisements for vacant posts in the academy will be considered by Directors. All posts will be advertised usually via social media.</p>		

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The advertisement will include the relevant pay range for the post determined by the Directors as appropriate for the post and as contained in the relevant section of this pay policy. The advertisement must reflect the expected level of skills and experience for appropriate candidates relevant to the post. The advertisement will also include details of any additional payments or allowances applicable to the post.

Where the post is on a temporary or fixed term basis, the advertisement will specify the reason for and duration of the post.

The advertisement will clearly state the pay range applicable to the post.

### **P9. Basic Pay Determination on Appointment of a classroom teacher**

On appointment the Directors will determine the starting salary within that range to be offered to the successful candidate.

In making such determinations, the Directors will take into account a range of factors including;

- the nature of the post
- the nature of the qualifications, skills and number of years' experience required
- the wider academy context
- current salary

There is no assumption in the STPCD that a teacher will be paid at the same rate as they were being paid in a previous academy/school.

It is the responsibility of Directors to decide on this issue.

### **P10. Pay Progression based on Performance for Main Pay Range Teachers**

In Collective Vision Trust all teachers can expect to receive regular constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs the plan for their future development and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the appraisal policy.

The Directors have agreed the professional skill levels for teachers at the Academy these are detailed in the Multi-Academy Appraisal Policy.

Progression between pay points will be based on the teacher demonstrating, through their appraisal that they meet the teacher standards and Professional Skills Level Descriptors for the new pay point.

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In the case of ECTs, whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.

The Directors have determined that normally progression within a range will be by annual increments. However, in exceptional circumstances, where a teacher's performance has been of a sustained high quality, exceeding academy expectations at that level, the Directors may award accelerated progression within the range. Progression to the next point will be subject to the criteria (career stage expectations) for the higher point being met.

To be fair and transparent, assessments of performance will be properly rooted in evidence. In Collective Vision Trust we will ensure fairness by the arrangements detailed in the Appraisal Policy.

The evidence used will be only that available through the appraisal process and this is detailed in the Appraisal Policy.

Teachers' appraisal reports will contain pay recommendations. Final decisions about whether or not to accept a pay recommendation will be made by the Directors, having regard to the appraisal report and taking into account advice from the designated member of the senior leadership team.

Reviews will be deemed to be successful unless significant concerns about their performance have been raised in writing with the teacher during the annual appraisal cycle and have not been sufficiently addressed through support provided by the academy by the conclusion of that process.

For teachers on the upper pay range, pay progression will be based on STPCD.

For unqualified teachers on the unqualified teachers' pay range, pay progression will be awarded following each successful appraisal review.

### **P11. Leading Practitioner Roles**

Collective Vision Trust has decided not to establish posts of Leading Practitioner.

### **P12. Working Time**

A qualified teacher employed full-time must be available for work for 195 days, of which:

- (a) 190 days must be days on which the teacher may be required to teach pupils and perform professional duties; and
- (b) 5 days must be days on which the teacher may only be required to perform other duties

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#### P13. Upper pay range and assessment

Any qualified teacher may apply to be paid on the upper pay range and **any such application must be assessed in line with this policy**. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range.

The Directors have established the following pay structure for classroom teacher posts paid on the upper pay range.

Teachers upper pay range***		
Range	Point	Salary
Minimum	1	£43,266
	2	£44,870
Maximum	3	£46,525

#### P 14. Application Process

Applications may be made once a year. A teacher wishing to apply for assessment against the threshold standards should indicate this during their annual performance management review and should outline the evidence for this to their line manager.

If a teacher is simultaneously employed at another academy within the Trust, they may submit separate applications if they wish to apply to be paid on the upper pay range in that academy or other academies. Academies will not be bound by any pay decision made by another Academy.

The appraisal review must be completed prior to submitting an application. Teachers must indicate to the Headteacher during the performance management meetings that they intend to apply.

Academy Headteachers are responsible for informing staff of the application process and in particular the final date for submission.

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### P15. Evidence to be included in the application

All applications should be made via the annual performance management process and evidence that demonstrates that the teacher has met the assessment criteria should be discussed and agreed with the appraiser.

All pay related decisions will be taken in accordance with relevant equalities legislation, Employment Relations Acts and Part-time Workers and Fixed-term Employees Regulations. Appropriate consideration will be given where staff have been absent for long periods e.g. due to sickness or maternity leave.

### P16. The Assessment

An application from a qualified teacher will be successful where the Directors are satisfied that:

1. the teacher is **highly competent** in all elements of the relevant standards and;
2. the teacher's achievements and contribution to the academy are **substantial** and **sustained**. (STPCD 15.2), in this Academy it is envisaged that sustained will cover a period of at least 2 years.

For the purposes of this policy the Directors will be satisfied that the teacher has met the expectations for progression to the Upper Pay Range where the above assessment criteria have been evidenced.

The assessment will be made within 10 working days of the receipt of the application or the conclusion of the appraisal process whichever is later.

If successful, a teacher will move to the Upper Pay Range from the previous 1 September and will be placed on point 1 of the range.

If unsuccessful, feedback will be provided by the Headteacher as soon as possible and at least within 5 working days of the decision.

This will include the right of appeal against this pay decision under the [appeal arrangements](#)

### P17. The Teachers Main Pay Range

Other qualified teachers will be paid on the main pay range and must be paid such salary within the minimum and maximum of the main pay range set out below:

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<b>Teachers main pay range***</b>		
Range	Point	Salary
Minimum	1	£30,000
	2	£31,737
	3	£33,814
	4	£36,051
	5	£38,330
Maximum	6	£41,333

### P18. Unqualified Teachers Pay Range

An unqualified teacher will be paid on the pay range for unqualified teachers and must be paid such salary within the minimum and maximum of the unqualified pay range set out below:

<b>Unqualified Teachers pay range***</b>		
Range	Point	Salary
Minimum	1	£20,598
	2	£22,961
	3	£25,323
	4	£27,406
	5	£29,772
Maximum	6	£32,134

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Payment will be graded according to experience and assessed on a case by case basis.

Unqualified teachers may not hold TLRs or SEN allowances.

### P19. Part-time Teachers

Teachers employed on an ongoing basis at a academy but who work less than a full working day or week are deemed to be part-time. The Academy will provide a written contract detailing their working time obligations and the mechanism used to determine their pay, subject to the provisions of the statutory pay and working time arrangements and by comparison with the academies timetabled teaching week for a full time teacher in an equivalent post.

Please refer to the [STPCD Part 6 P 42](#) for guidance on how remuneration for part-time teachers is to be calculated.

### P20. Short Notice/Supply Teachers

Teachers who work on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

All Supply Teachers working at Collective Vision Trust will be paid in accordance with the rate agreed with the Agency who employs them.

### P21. Allowances and Payments

Not Applicable in the Academy Trust

### P22. Recruitment and Retention

The Directors will consider paying recruitment awards on a case by case basis to a value to be determined by the Directors where it is considered necessary as an incentive to the recruitment of new teachers, for a fixed period of time.

The Directors will consider paying retention awards on a case by case basis to a value to be determined by the Directors where it is considered necessary to retain or reward the service of existing teachers, for a fixed period of time.



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The Directors should make clear at the outset the expected duration of any incentive and benefits and the review date after which they may be withdrawn.

The Directors will conduct annual review of all incentives, support or benefits.

### P23. Teaching and Learning Responsibility Payments (TLRs)

TLRs will be awarded to the holders of the posts indicated in the attached staffing structure. The values of the TLRs\*\*\* to be awarded are set out below:

TLR2s will be awarded to the following values:

Chesterton Community Sports College:

£3,214 TLR 2.1 7 posts

£5,347 TLR 2.5 6 posts

£7,847 TLR 2.8 3 posts

Churchfields Primary School:

£3,214 TLR 2.1 2 posts

Chesterton Primary School:

£3,214 TLR 2.1 2 posts

Crackley Bank Primary School:

£3,214 TLR 2.1 3 posts

Bursley Academy:

£3,214 TLR 2.1 2 posts

TLR1s will be awarded to the following value:

Chesterton Community Sports College:

£9,272 TLR 1.1 5 posts

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£11,406	TLR 1.2	1 post
£13,547	TLR 1.3	3 posts

## 24. Additional Payments

The circumstances in which additional payments may be made to teachers are set out in Part 4 of the STPCD

The STPCD does not provide for the payment of "honoraria" to teachers in any circumstances. Directors accept that the absence from the normal duties of a Teacher undertaking training will cause disturbance to the pupils' education. They have therefore authorised the payment of a special allowance where, in the opinion of the Headteacher, essential training can be received outside of the normal year and it is in the interests of the academy for it to be received then. All such payments must be contained within the training budget.

The allowance will be calculated as follows:

A daily rate of 1/195 of Point Main Scale 6 on the Classroom Teachers' Scale, irrespective of the actual salary point of the Teacher concerned.

Payments for part days will be based on the hours involved; a full day being deemed to be 6½ hours.

The basis of these payments will be reviewed annually.

In all cases, the Teacher's participation in training outside of the normal year is voluntary.

## P25. Residential duties

Collective Vision Trust does not employ staff with residential duties.

## P26. Acting-Up Allowances

Directors reserve the right to pay any member of staff additional salary where he/she covers in the prolonged absence of a more senior colleague.

## P27. Cover Arrangements

Teachers should be required to cover only rarely, and only in circumstances that are not foreseeable;

This does not apply to teachers who are employed wholly or mainly for the purpose of providing such cover.

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### P28. Appeals - Teachers

The arrangements for considering appeals are as follows:

An employee may seek a review of any determination in relation to his/her pay or any other decision taken by the Directors (or a committee or individual acting with delegated authority) that affects his/her pay.

The following list includes the usual reasons for seeking a review of pay. i.e. that the person or committee by whom the decision was made –

- a) incorrectly applied any provision of the relevant conditions of service;
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;
- d) took account of irrelevant or inaccurate evidence;
- e) was biased; or
- f) otherwise unlawfully discriminated against the employee.

### P29. Support Staff

The Academy Support Staff Profiles and the Green Book Pay and Grading Structure form part of the Trust Pay Policy.

All support staff will be appointed to a profile within the Academy Support Staff Profiles.

The Pay and Grading Structure reflects a points-to-pay relationship; the points attached to each post within the Framework determine the salary that will be paid.

The Pay and Grading Structure has grades with incremental points within it. New employees will start at the bottom of the grade. The penultimate point is a Contribution Based Point.

The staffing structure is reviewed in line with the business needs. When this review covers the support staff staffing structure the Directors (through an appropriate Committee) will use the Academy Support Staff Profiles to determine the positions within the support staff structure and the pay grade applicable to the post.

When a position is not currently covered by a job profile in the Academy Collective Vision Trust will take advice from their HR provider to ensure that duties and responsibilities are evaluated and an appropriate grade attached.

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### **P30. Pay Progression for Support Staff**

In April of each year employees will normally move to the next incremental point.

When the employee is due to move to the final incremental point within the grade it will always be dependent upon their satisfactory performance which will be identified within their Performance Management Review (PMR) or the Abbreviated Performance Management Process.

### **P31. Salary Sacrifice Arrangements/childcare Vouchers**

The Directors will offer salary sacrifice arrangements to allow staff to participate in voluntary schemes such as the childcare voucher scheme.

### **P32. Procedure for Considering Appeals Relating to Salary**

The order of proceedings is as follows:

1. The employee receives written confirmation of the pay determination and where applicable the basis on which the decision was made.
2. If the employee is not satisfied, he/she should seek to resolve this by discussing the matter informally with the Headteacher making the recommendation to the Board of Directors within ten working days of the decision. Where this is not possible or where the employee continues to be dissatisfied, he/she may follow a formal appeal process.
3. The employee should set down in writing the grounds for questioning the pay decision and send it to the chair of the appeal committee who was not involved in the original determination normally within 10 working days of receiving the outcome of the informal discussion with the Headteacher.
4. Any appeal should be heard by a panel of three Directors who were not involved in the original determination. The teacher will be given the opportunity to make representations in person. The decision of the appeal panel will be given in writing, and where the appeal is rejected will include a note of the evidence considered and the reasons for the decision.

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### Note:

## Annex A

### Staffing Structure CCSC

Headteacher

Deputy Headteacher

2 Assistant Headteacher

Key Stage 4 Leader & Head of English TLR 1.3  
Key Stage 3 Leader & Head of Technology TLR 1.3  
SENCo/Inclusion Leader and Head of Art TLR 1.3

Second in English TLR 2.1  
Head of Maths TLR 1.1  
Second in Maths & House Co-ordinator TLR 2.5  
Head of Science TLR 1.1  
Second in Science and Parent/Pupil Engagement TLR 2.5  
Head of MFL TLR 1.1  
Parent/Pupil engagement and Second in MFL TLR 2.5  
Head of Humanities and Head of Year TLR 1.1  
Head of Vocational Studies and Head of Year TLR 1.2  
Head of Business Studies TLR 2.1  
Head of Boys PE and Head of Year TLR 2.5  
Head of Girls PE 2.1

Head of Performing Arts & RMS TLR 2.8  
Head of Computing and Website TLR 2.8  
Head of PHSE TLR 2.5  
Transition Leader TLR 2.8  
Teaching and learning mentor and deputy SENCO TLR 1.1  
Teaching and Learning Mentor and second in English TLR 2.5  
2 x Head of Year TLR 2.1  
STEM Co-ordinator TLR 2.1

19 x Teachers.  
2 x UQ teacher

1 x Inclusion Support, Deputy DSL  
2 x Senior Teaching & Learning Assistant  
10 x LSA.  
1 x Apprentice LSA  
1 x LSA plus technical support  
3 x technical support  
1 x Librarian

CFO/Company Secretary  
Office Manager/Exam Secretary  
Assistant Office Manager  
Admin Assistant  
Medical Care Support and Admin Assistant  
2 x Finance Support Officers

Site Manager  
Deputy Site Manager  
Site Officer

ICT Technical Manager  
Lead ICT Tech  
Deputy Lead ICT Tech  
2 x ICT Tech  
Sports Centre Manager

4 x Lunchtime Supervisors

**Staffing Structure Churchfields Primary School**

Headteacher

Deputy Headteacher

2 x Senior teachers with TLR 2.1

10 x Teachers (FTE)

1 x 0.8 Teacher

1 x 0.5 Teacher

15 x LSA.

1 x LSA part-time

1 x Sports Coach

6 x Apprentice LSA

1 x Nursery nurse

1 x Office Manager

1 x School secretary

1 x PT School Secretary

1 x Site supervisor

1 x Key holder PT

7 x Lunchtime Supervisors

**Staffing Structure Chesterton Primary School**

Headteacher

2 x Senior Teachers with TLR 2.1

6 x Teachers

1 x Nursery Leader

1 x Pre Nursery Leader

2 x Senior Teaching Assistants

7 x Teaching Assistants

1 x Sports coach

1 x Site supervisor

1 x Office Manager

1 x Office staff

1 x Keyholder (PT)

4 x Lunchtime supervisors.

## **Staffing Structure Crackley Bank Primary School**

Headteacher

Deputy Headteacher

1 x Senior Teachers, TLR 2.1

2 x Part-time Senior Teacher, TLR 2.1

1 x Temporary Senior Teacher, TLR 2.1 (equivalent)

6 x (FTE) Teachers

2 x Part-time teacher

11 x LSA (mixture of FT and PT)

1 x Office Manager (part time)

1 x Admin Officer

1x Admin Assistant

1 x Caretaker

1 x PT Key Holder

6 x Lunchtime Supervisors

## **Staffing Structure Bursley Academy**

Headteacher

2 x Assistant Headteacher

2 x Teachers with additional responsibility (TLR 2.1)

11 x Teachers

Teaching Assistant FT (Nursery)

12 x Teaching Assistant (mixture FT & PT)

Teaching Assistant (Apprentice) contract ends December

Teaching Assistant (Apprentice) contract ends January



Ancillary Assistant (Nursery)

Trust Accountant  
Office Manager  
Admin Assistant  
Admin Assistant (Apprentice VACANCY)

Site Supervisor  
Janitor (Vacancy)  
Senior Cleaner (P/T)  
2 x Cleaners (P/T)

Catering cashier/midday supervisor  
Senior Midday Supervisor  
8 x Midday Supervisor

## **Annex B**

### **Procedure for Considering Appeals Relating to Salary**

1. Introduction by Chair: explanation of procedure.
2. The Pay Committee representative (who may be the Headteacher) should put the case for the salary assessment decision.
3. The employee (or representative) may ask question of the Pay Committee representative.
4. The Appeals Committee may ask questions of the Pay Committee representative.
5. The employee (or representative) should put the case explaining the objection to the decision of the Pay Committee.
6. The Pay Committee representative may ask questions of the employee.
7. The Appeals Committee may ask questions of the employee and ask further questions of the Pay Committee representative regarding the case made on behalf of the employee.
8. The Headteacher to be invited to express their views if they have not already done so.
9. The Pay Committee representative to sum up case.
10. The employee (or representative) to sum up case.

11. The parties to retire.

12. The Appeals Committee to consider the case and to notify parties of their decision.

**This procedure may be varied by agreement of all the parties.**

**The Appeals Committee may ask a representative of the HR Services provider to attend to offer advice to Directors.**