

**Senior Salaries Review Body**  
**Review of Police and Crime Commissioner**  
**Remuneration**  
**Report on job evaluation**

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**Senior Salaries Review Body  
Review of Police and Crime Commissioner (PCC) Remuneration  
Report on job evaluation**

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## 1 Overview

1.1 Based on the Terms of Reference and scope of work set out in Section 2 the conclusions of this report are summarised below:

| Conclusion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Report reference                                                                                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. The elected office of PCC has been evaluated as marginally larger than the was anticipated in 2011. This is mainly due to additional responsibilities and influence that PCCs have acquired by agreement in each PCC area.</p>                                                                                                                                                                                                                                                       | <p>The evaluations are summarised in paragraph 3.10 and my conclusion in paragraph 3.13.</p>                                                                                                                                                                         |
| <p>2. The work of PCCs has expanded in scope and is expected to continue to expand in the future. This is partly due to the changes in the Policing and Crime Act 2017 but also due to the influence that PCCs are able to exercise across a range of public services in their local area.</p>                                                                                                                                                                                             | <p>The impact of the 2017 Act is reflected in the evaluations in Section 3 and this is confirmed by the views of interviewees as set out in paragraph 1.5.2.</p>                                                                                                     |
| <p>3. The evaluations show significant differences in the size of PCC offices by reference to the size and complexity of PCC areas. If job evaluation is to continue to be used to determine the pay of PCCs, the current range of pay is broadly correct. On this basis the current groupings, which are already a simplification of the groupings used to determine the pay of Chief Constables, should not be simplified further.</p>                                                   | <p>The basis of the evaluations is set out in Section 3 and my conclusion on the range PCC offices is in paragraph 3.12. The current salary groupings are shown in Annex B.</p>                                                                                      |
| <p>4. Some PCCs expect to formally take over Fire and Rescue services and others will have influence on the operation of Fire and Rescue Services through participation in local decision making. The involvement of PCCs in Fire and Rescue services is as part of their growing influence on local services identified in 2 above. It would not therefore be appropriate to pay a separate allowance to those PCCs who formally take on responsibility for Fire and Rescue services.</p> | <p>The evaluations in Section 3 include a PCC who has taken on responsibility for Fire and Rescue Services. Other PCCs who do not expect to take on this direct responsibility will have additional locally-agreed responsibilities relating to Fire and Rescue.</p> |
| <p>5. Other elected office holders are the most appropriate comparator for PCCs. The findings of the job evaluation exercise are that the office of PCC is most comparable in size to that of a Minister of State.</p>                                                                                                                                                                                                                                                                     | <p>The comparator roles and equivalent evaluations of these are in Section 4 with my conclusion set out in paragraph 4.4.</p>                                                                                                                                        |

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| <b>Conclusion</b>                                                                                                                                                                                                               | <b>Report reference</b>                   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| 6. During the course of the job evaluation exercise other issues were raised by interviewees. The most important of these was the need to find an objective mechanism for a regular uplift in salary during the term of office. | These issues are summarised in Section 5. |

## **2 Terms of reference**

2.1 The Review Body on Senior Salaries (the SSRB) have asked me to carry out job evaluation of the office of PCC as evidence for its review of the pay of PCCs. This is the first time the pay of PCC has been substantively reviewed since they were first elected in 2012.

2.2 The purpose of these evaluations is to establish:

- If the work of PCCs is similar to that expected before the first post-holders were elected;
- Whether the office of PCC has changed significantly in scope and responsibility since the first post-holders were elected and to identify what those changes have been;
- If the current differentials between PCCs in different areas are justified by differences in job size and responsibilities;
- The extent to which taking on responsibilities for Fire and Rescue Services affects the job size of the PCC office;
- What other public (or other) sector roles are of a similar job size and responsibility level.

### **Method of research**

2.3 The method through which the evaluations has been carried out has been to undertake a full desk review of the available documents on the work of PCCs and on how the office might develop further in the future. The full list of documents reviewed in carrying out this job evaluation exercise is attached as Annex A. The current rates of pay of PCCs are set out in Annex B.

2.4 The Association of Police and Crime Commissioners (APCC) then identified five PCCs who agreed to be interviewed as part of the evaluation process. The PCC areas are designated as follows:

| <b>PCC Area</b> | <b>Current Salary Banding</b> |
|-----------------|-------------------------------|
| PCC Area A      | £65,000                       |
| PCC Area B      | £70,000                       |
| PCC Area C      | £75,000                       |
| PCC Area D      | £85,000                       |
| PCC Area E      | £100,000                      |

2.5 The interviews were conducted based on the Briefing Note that is attached as Annex C and this was circulated to the interviewees in advance of the discussions. The interviews with the PCCs took place in April 2018 and the findings from the job evaluation exercise are set out in Section 3. Section 4 sets out the roles to which the office of PCC might be compared and Section 5 sets out some of the issues raised during the interviews that might be of interest to the SSRB.

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**3 Job evaluation**

3.1 The PCC offices listed in paragraph 2.4 have been evaluated using the standard job evaluation criteria which are set out below:

| Criteria            | Description                                                                                                                                                                                                                        | How these criteria have been assessed for PCCs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Impact              | This measures the impact of the decisions that the job holder is required to make. It looks at decision making authority and the impact of decisions both within and outside the organisation.                                     | This was measured by examining: <ul style="list-style-type: none"> <li>• The statutory responsibilities of the office of PCC;</li> <li>• The additional responsibilities and influence that PCCs have acquired beyond these statutory responsibilities;</li> <li>• The population size of the area for which each PCC is responsible.</li> </ul>                                                                                                                                                                                                                                                                                                                                              |
| Knowledge           | Knowledge is the information the jobholder needs to can carry out the job. It is acquired through structured education/training and from experience.                                                                               | In common with other elected offices there are no formal qualification requirements that need to be met before running for the office of PCC and during the interviews I asked PCCs what they considered to be the most important areas knowledge that were required. The responses included knowledge and understanding of: <ul style="list-style-type: none"> <li>• Issues in the local area for which the PCC is responsible;</li> <li>• Policing, including an understanding of operational policing issues;</li> <li>• Management and governance in a public services environment;</li> <li>• Wider public services, including local government, health and criminal justice.</li> </ul> |
| Specialist Skills   | Specialist skills involve the application of knowledge to achieve outputs from the job. It includes skills that are required in decision making and also measures the degree of creativity required in applying specialist skills. | The specialist skills deployed by PCCs include: <ul style="list-style-type: none"> <li>• Influences skills;</li> <li>• Chairing meetings;</li> <li>• Dealing with the press and media, including giving interviews;</li> <li>• Dealing with the public and responding to concerns and complaints;</li> <li>• Financial management, including policing budgets and national and local government finance;</li> <li>• Other public service management issues, including arrangements for the sharing services and building partnerships.</li> </ul>                                                                                                                                             |
| Relationship Skills | These are skills in working through other people, including communication and people management skills. Relationship skills can be deployed within the organisation and externally.                                                | The relationship skills deployed include: <ul style="list-style-type: none"> <li>• The ability to build and maintain professional working relationships with the Chief Constable and the Chief Officer team.</li> <li>• Relationships across the local political landscape, including with local authorities, health, probation, the CPS, victim support and various pressure groups.</li> </ul>                                                                                                                                                                                                                                                                                              |

## **How evaluations differ between PCC areas**

- 3.2 Using the job evaluation criteria in paragraph 3.1 the five PCC offices that were evaluated were found to vary in size by reference to:
- The scale of force area in terms of population. Where there is a larger population of the office of the PCC impacts on a greater number of people and this adds to the size of the job;
  - The scale of the force area in terms of its geographic size and diversity;
  - The political landscape of the area, including the numbers of local authorities and their political make up and the structure of multi-agency working. This includes the involvement of the PCCs in chairing local Criminal Justice Boards;
  - The extent to which the local police force has national functions such as counter-terrorism;
  - The responsibility of the PCC for Fire and Rescue Services and other responsibilities, such as chairing Criminal Justice Boards, which are allocated locally;
  - The complexity of relationships with local authorities within the PCC area and with other elected bodies, such as the Devolved Welsh Government and elected Mayors in those areas where the PCCs operate alongside an elected mayor.

## **Interviewee views on evaluation criteria**

- 3.3 The comments of the PCCs interviewed on how their jobs fit with the job evaluation criteria are summarised in the following paragraphs. The evaluations of the office of PCC have been based on this evidence, together with the documentary evidence listed in Annex A and the other publically available information on the characteristics of each PCC area.
- 3.4 There was unanimous agreement amongst interviewees that the impact of the PCC office has been considerable. The most frequently cited aspects of the impact of PCCs are as follows:
- The ability to influence operational policing so it takes account of the needs of local people. PCCs pointed out that Senior Police Officers tend to see problems from a professional policing perspective and do not always take into account the concerns of local people on such matters as nuisance crimes (fly-tipping, for example). Several interviews cited their influence as being critical in the maintenance of neighbourhood policing in the local area in the face of significant financial constraints.
  - PCC's have a direct influence on budgetary and financial matters relating to the police force in their areas. Interviewees cited specific examples where they had stopped the signing of contracts which would not have been good value for money, and areas where the existing budgets have been changed because money was not being spent well. PCCs have also been able to use their influence with local politicians, including their Police and Crime Panels, to increase the funding available through the precept.
  - PCCs have also influenced policing in their areas through the relationships they have built with Chief Constables. Although the Chief Constable has legal responsibility for operational policing, there are no areas into which PCCs do not feel able to challenge and ask questions. Where the relationship is working well, the Chief Constable may ask the PCC for views on operational matters, obtaining independent advice which may not be available from the Chief Constable's Chief Officer team.

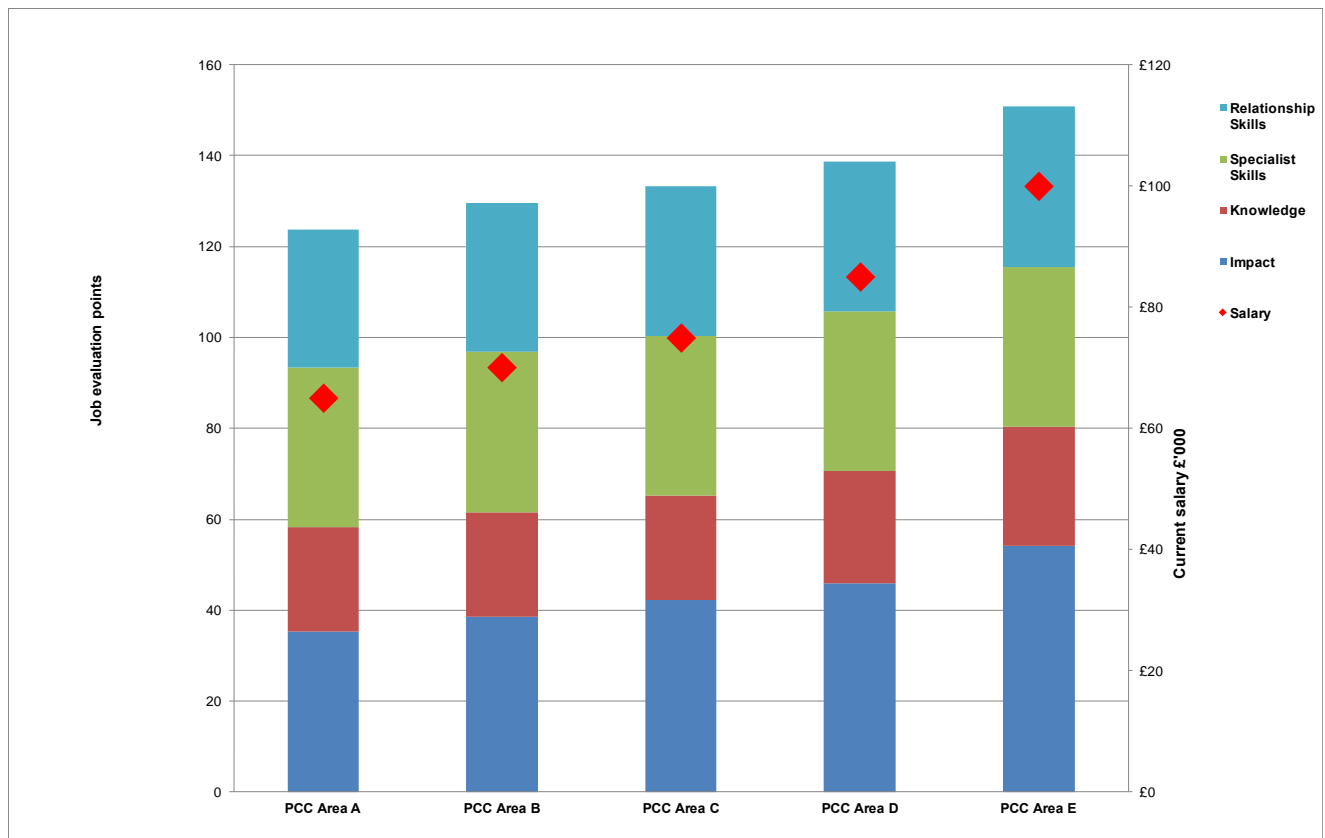
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- 3.5 Interviewees identified a range of areas of knowledge that are necessary to carry out the functions of the office. The areas of knowledge most commonly cited were:
- Knowledge of governance especially in a public sector environment, and the processes through which decisions are made;
  - Knowledge and understanding of the local area, including the local political landscape;
  - Understanding of budgeting and finance;
  - Some knowledge of operational policing was also considered to be helpful.
- 3.6 The specialist skills that interviewees identified relating to the application of the knowledge set out above. These include:
- The ability to chair meetings and build consensus, ensuring that all different views are considered and discussed;
  - The ability to review and understand complex documents and especially those relating budgets and financial proposals;
  - Political skills, such as being able to distinguish between what is a political imperative and the political goals that are longer-term aspirations but not essential;
- 3.7 Interviewees identified the need to maintain relationship with a wide variety of people exert the influence necessary to successfully deliver their Police and Crime Plans. The most important relationships are with:
- The Chief Constable and the Chief Officer team;
  - The public and the local media;
  - The Police and Crime Panel;
  - Other local partners, including local authorities, other emergency services (Fire and Ambulance) the Ministry of Justice (the Crown Prosecution Service, Prisons and Probation etc) and Health (the importance of Mental Health was cited by most interviewees).
- 3.8 All of the PCC's interviewed cited the importance of the personal accountability that they have for policing in the local area. Several drew contrasts with other elected offices where there are political colleagues who are collectively responsible for the administration of services. Two of the PCC's interviewed had been chairs of former Police Authorities and noted a significant change from their former roles due to the personal accountability for decisions that comes with the office of PCC.
- 3.9 PCCs also made the point that they do not make decisions based on the advice of the Civil Servants or Officials in the same way as other political decision makers. Although they have support from their offices they are not usually presented with options from which they can select the best alternative. Many decisions have to be made by the PCC alone.



## Conclusions on the evaluation of the office of PCC

3.10 Evaluations for the five PCC offices are set out below:



3.11 The detailed assessments of the Levels into which jobs have been placed which are the basis for these evaluations are provided in Annex D.

3.12 The range of evaluation outcomes is consistent with the current ranges of pay between the smallest and largest PCC areas. Although the levels of Relationship Skills, Specialist Skills and Knowledge that are required to carry out each of the PCC offices is very similar, the Impact of the job varies by reference to the population size of the area. The smallest of the PCC offices, PCC Area A, impacts on a population of around 0.5 million people. In contrast, the largest, PCC Area E impacts on a population of over 2 million people. Even though the jobs might be similar in terms of workload and the daily activities undertaken, the difference in scale means that the jobs differ in size and that this should be recognised in the levels of pay.

3.13 This review has also found that the PCC offices are marginally larger than was anticipated by PwC in 2011. This is because the 2011 evaluations were carried out based on the statutory responsibilities before any PCCs were elected and they did not take account of the broader areas of public services in which PCCs have become involved as a result of local agreement. These include the responsibilities that many PCCs have undertaken relating to the local Criminal Justice Boards and the co-ordination of emergency services. As PCCs have become established in their local areas they have become more influential and this trend is expected to continue.

## 4 Comparator roles

4.1 I have identified the following elected office holders with which the office of PCC could be compared and have carried out evaluations of these based on publically available information. The roles and their key dimensions are summarised below:

| <b>Comparator role</b>              | <b>Key Characteristics</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Member of Parliament                | <p>No direct accountability for public services, budgets or any form of executive decision making.</p> <p>Responsible as one of 650 MPs for legislation and other parliamentary functions.</p> <p>Represents constituencies, each with an average electorate of around 72,000, on a wide range of matters, including public services.</p>                                                                                                                                                                                                                                                                                                          |
| Elected Mayor of West Midlands      | <p>Currently responsible for transport, economic development and regeneration and these powers are expected to be expanded further.</p> <p>The population of the region is 2.8<sup>1</sup> million and the 2018/19 budget is £178 million with further funding expected from central government to over the coming years.</p>                                                                                                                                                                                                                                                                                                                      |
| Elected Mayor of Greater Manchester | <p>Responsible for Planning, Housing, Policing and Fire (including the functions of the PCC), Waste management, Skills, Justice, Health and Transport for a population of 2.7 million people.</p> <p>The 2018/19 budget is over £500 million including money from central government.</p>                                                                                                                                                                                                                                                                                                                                                          |
| Minister of State                   | <p>A Minister of State (commonly referred to as a junior minister) is usually directly responsible to a Secretary of State taking responsibility for part of a government department.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Secretary of State                  | <p>These offices are directly responsible for a government department and are of Cabinet rank. The size of these jobs varies considerably with the most important being the Chancellor of the Exchequer. The actual responsibilities vary by reference to the role that the individual may have in Cabinet Committees which are the route through which most executive decisions are made.</p> <p>For the purpose of the evaluations a mid-ranking Cabinet Minister office has been selected. Examples would be the Secretaries of State for Transport, Business, Energy and Industrial Strategy or Housing, Communities and Local Government.</p> |

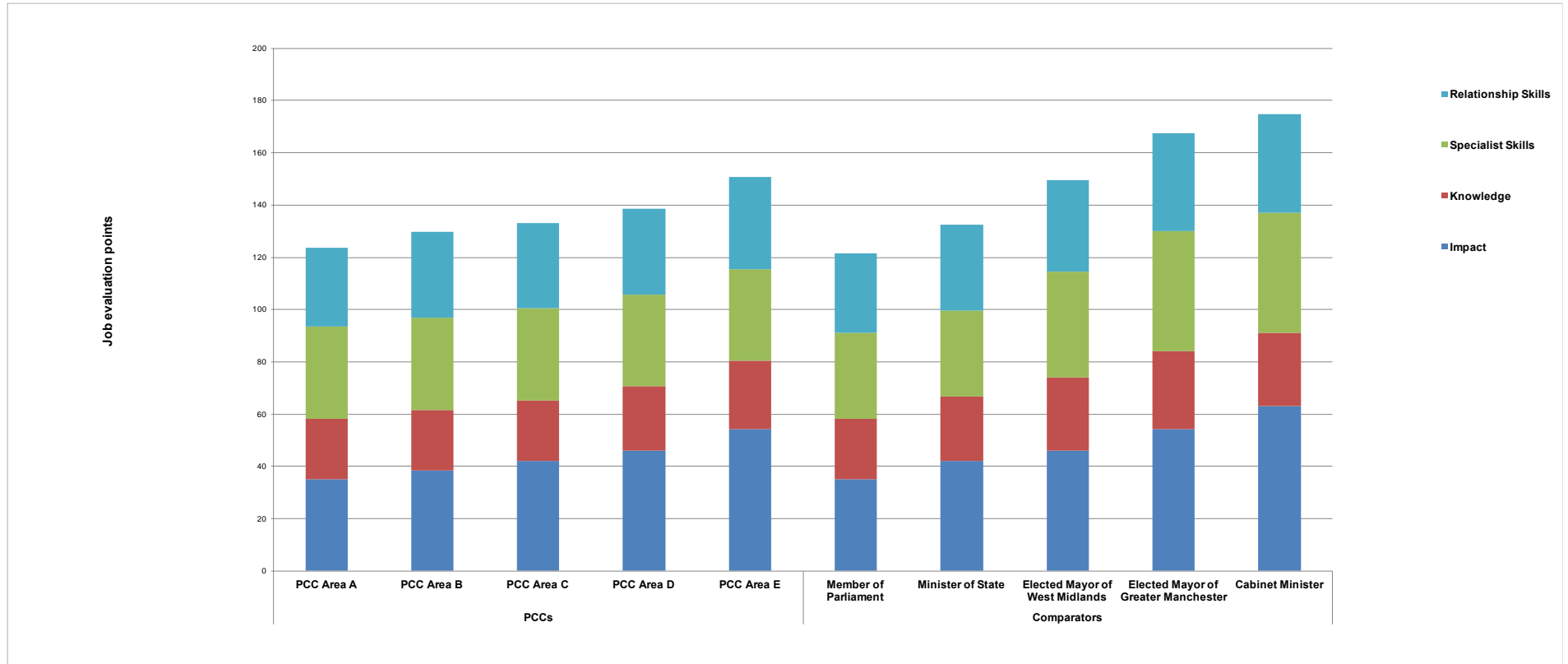
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<sup>1</sup> Population statistics taken from the ONS Combined Authority economic indicators article dated 14 March 2017.

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**Conclusions on comparators**

4.2 Evaluations for the comparator roles are set out below alongside the five PCC offices that have been evaluated.



4.3 The detailed assessments of the Levels into which these jobs have placed are in Annex D.

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- 4.4 This shows that all of the PCC offices are greater in job size than that of an MP, including the smallest PCC office at PCC Area A. Most of the PCC offices are comparable to a Minister of State. The largest PCC office for PCC Area E is similar to that of the Elected Mayor for the West Midlands Combined Authority, but is smaller than that of the Elected Mayor for the Greater Manchester Combined Authority and a Cabinet Minister.

## **5 Other matters**

- 5.1 During the interviews, PCCs commented on some of the other matters that related to the size of the PCC office and their views are summarised in the following paragraphs.
- 5.2 There was a clear view that the office of PCC will continue to grow in terms of its scope and impact. As set out in paragraph 3.13 this is not necessarily due to the changes in statutory powers, but to enhancements in the functions of PCCs that are agreed locally, in the areas as Criminal Justice, other emergency services and mental health.
- 5.3 There was widespread agreement that levels of pay should reflect the differences in the size of PCC areas, and especially that the larger force areas are of a different order of magnitude to the smaller areas. Nevertheless, questions were raised about the differences in between smaller tier PCC areas that appear to be similar in size.
- 5.4 Several interviewees expressed concern that no mechanism exists for an annual uplift in pay. The concerns were not about the absence of a pay increase, as such, but rather that the current system creates the need for larger occasional increases to catch up. Political difficulties that can result if it is perceived that PCCs are receiving large pay increases. One interviewee suggested that the best approach would be for the SSRB to set the salary of PCCs prior to each election and the salary should then be uplifted according to a fixed earnings/prices index during the term of office. This would give candidates who are running for the office the necessary certainty as to what the salary should be.
- 5.5 Most interviewees provided views on what the most appropriate comparator roles for PCCs. The most commonly expressed view was that the best comparator was a government minister, not of cabinet rank, but the important differences identified in paragraphs 3.8 and 3.9 should also be taken into account. Many interviewees based their comments on the size of the PCC office on their own past experiences in offices such as Cabinet positions in local government, Charing Police Authorities and Ministerial positions in Devolved Administrations.

## **Annex A – Documents reviewed**

1. The PCC job description and statutory responsibilities.
2. Association of Police and Crime Commissioners (APCC) submission to the SSRB dated 7 March 2018.
3. Home Office Evidence to the SSRB on Police and Crime Commissioners – 2018/19 Pay Round.
4. The APCC briefing on PCC statutory responsibilities dated April 2016.
5. The local Police and Crime Plans for the areas which the PPCs interviewed are responsible – ie PCC Area D, PCC Area A, PCC Area B, PCC Area C and PCC Area E.
6. Home Affairs Select Committee report dated 22 March 2016 on the work of PCCs, including the evidence provided to the Select Committee by PCCs, by the Government and by the National Police Chiefs Council.

## Annex B - Current pay based on force weightings

### Recommended PCC groupings and salaries

| Force Weighting | Forces                                                                                                                                                 | PCC groupings by weighting band | Proposed PCC salary |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------|
| 10              | West Midlands<br>Greater Manchester                                                                                                                    | 8 – 10                          | £100,000            |
| 8               | West Yorkshire                                                                                                                                         |                                 |                     |
| 6.5             | Thames Valley                                                                                                                                          | 4.5 - 6.5                       | £85,000             |
| 6               | Merseyside<br>Northumbria                                                                                                                              |                                 |                     |
| 5.5             | Hampshire                                                                                                                                              |                                 |                     |
| 5               | Kent<br>Lancashire<br>Devon & Cornwall                                                                                                                 |                                 |                     |
| 4.5             | South Yorkshire<br>Essex<br>Avon & Somerset<br>Sussex<br>South Wales                                                                                   |                                 |                     |
| 3.5             | Nottinghamshire                                                                                                                                        | 3 - 3.5                         | £75,000             |
| 3               | Hertfordshire<br>West Merca<br>Cheshire<br>Humberside<br>Staffordshire<br>Leicestershire<br>Derbyshire                                                 |                                 |                     |
|                 | 2.5                                                                                                                                                    |                                 |                     |
| 2               | Cleveland<br>Durham<br>Cambridgeshire<br>North Wales<br>North Yorkshire<br>Gwent<br>Northamptonshire<br>Suffolk<br>Dorset<br>Wiltshire<br>Bedfordshire | 2 - 2.5                         | £70,000             |
| 1.5             | Gloucestershire<br>Lincolnshire<br>Cumbria<br>Warwickshire<br>Dyfed-Powys                                                                              | 1.5                             | £65,000             |

## Annex C – Briefing Note provided to interviewees

### Objectives

The purpose of this job evaluation exercise is gain a fuller understanding of the PCC role. This will enable the SSRB to determine:

1. How the level of responsibility and impact of the PCC role compares with other comparable jobs, and especially other elected office holders.
2. The changes that have arisen from developments in the PCC role since 2011, including the new responsibilities in the Policing and Crime Act 2017.
3. Whether existing range of pay for PCCs properly reflects the differences in the role between smaller and larger police force areas.

PCCs will not be asked to comment on whether their own level of pay is appropriate during the discussion.

### Evaluation

An analytical job evaluation system will assess the size of the job using the following criteria:

|                            |                                                                                                                                                                                                                                    |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Impact</b>              | This measures the impact of the decisions that the job holder is required to make. It looks at decision making authority and the impact of decisions both within and outside the organisation.                                     |
| <b>Knowledge</b>           | Knowledge is the information the jobholder needs to carry out the job. It is acquired through structured education/training and from experience.                                                                                   |
| <b>Specialist Skills</b>   | Specialist skills involve the application of knowledge to achieve outputs from the job. It includes skills that are required in decision making and also measures the degree of creativity required in applying specialist skills. |
| <b>Relationship Skills</b> | These are skills in working through other people, including communication and people management skills. Relationship skills can be deployed within the organisation and externally.                                                |

The job evaluation will relate to the requirements of the job and **is not an assessment of how individual PCCs are carrying out their responsibilities.**

When the job has been evaluated comparisons will be made with jobs of similar size in other organisations. This will enable the level of pay and the other terms and conditions that are appropriate to the job to be considered.

### Confidentiality

The job evaluation discussion will be kept on confidential and the discussions will not be presented in a way that can be attributed to individual office holders.



## Annex D – Basis of evaluations

|             | <b>Impact</b>                                                                                                                                                                | <b>Knowledge</b>                                                                                                                                                                                                    | <b>Specialist Skills</b>                                                                                                                              | <b>Relationship Skills</b>                                                                                                                                                                                                                  |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>PCCs</b> |                                                                                                                                                                              |                                                                                                                                                                                                                     |                                                                                                                                                       |                                                                                                                                                                                                                                             |
| PCC Area A  | <b>Level 13</b> - Responsible as a CEO within an organisation that delivers a simple service or business with a or alternatively makes decisions which impact on the public. | <b>Level 13</b> - Job specific knowledge at a level typically acquired through a technical/professional qualification or alternatively would typically gained from a range of practical experience over many years. | <b>Level 15</b> - Acknowledged expertise in a particular discipline or specialism and exercising this expertise and skill in a variety of situations. | <b>Level 13</b> - The communication and influencing skills that are required to work regularly with external partners and to deal with the public.                                                                                          |
| PCC Area B  | <b>Level 14</b> - Responsible as a CEO within an organisation that delivers a complex service or business with a turnover/budget of between £100 million and £150 million    | <b>Level 13</b> - Job specific knowledge at a level typically acquired through a technical/professional qualification or alternatively would typically gained from a range of practical experience over many years. | <b>Level 15</b> - Acknowledged expertise in a particular discipline or specialism and exercising this expertise and skill in a variety of situations. | <b>Level 14</b> - The exceptional communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations. |
| PCC Area C  | <b>Level 15</b> - Responsible as a CEO within an organisation that delivers a complex service or business with a turnover/budget of around £200 million.                     | <b>Level 13</b> - Job specific knowledge at a level typically acquired through a technical/professional qualification or alternatively would typically gained from a range of practical experience over many years. | <b>Level 15</b> - Acknowledged expertise in a particular discipline or specialism and exercising this expertise and skill in a variety of situations. | <b>Level 14</b> - The exceptional communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations. |

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|                      | <b>Impact</b>                                                                                                                                                                | <b>Knowledge</b>                                                                                                                                                                                                        | <b>Specialist Skills</b>                                                                                                                              | <b>Relationship Skills</b>                                                                                                                                                                                                                                                                   |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PCC Area D           | <b>Level 16</b> - Responsible as a CEO within an organisation that delivers a complex service or business with a turnover/budget of around £300 million.                     | <b>Level 14</b> - Job specific knowledge at a level would be acquired through a technical/professional qualification and the practical application of that qualification over many years.                               | <b>Level 15</b> - Acknowledged expertise in a particular discipline or specialism and exercising this expertise and skill in a variety of situations. | <b>Level 14</b> - The exceptional communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations.                                                  |
| PCC Area E           | <b>Level 18</b> - Responsible as a CEO within an organisation that delivers a highly complex service or business with a turnover/budget of around £500 million.              | <b>Level 15</b> - Job specific knowledge at a level would be acquired through a technical/professional qualification and the practical application of that qualification over many years in a wide range of situations. | <b>Level 15</b> - Acknowledged expertise in a particular discipline or specialism and exercising this expertise and skill in a variety of situations. | <b>Level 15</b> – Nationally recognised communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations and have impact several millions of people. |
| <b>Comparators</b>   |                                                                                                                                                                              |                                                                                                                                                                                                                         |                                                                                                                                                       |                                                                                                                                                                                                                                                                                              |
| Member of Parliament | <b>Level 13</b> - Responsible as a CEO within an organisation that delivers a simple service or business with a or alternatively makes decisions which impact on the public. | <b>Level 13</b> - Job specific knowledge at a level typically acquired through a technical/professional qualification or alternatively would typically gained from a range of practical experience over many years.     | <b>Level 14</b> – Broad expertise in a range of disciplines or specialisms and exercising this expertise and skill in a variety of situations.        | <b>Level 13</b> - The communication and influencing skills that are required to work regularly with external partners and to deal with the public.                                                                                                                                           |
| Minister of State    | <b>Level 15</b> - Responsible as a CEO within an organisation that delivers a complex service or business with a                                                             | <b>Level 14</b> – Job specific knowledge at a level would be acquired through a technical/professional qualification and the practical                                                                                  | <b>Level 14</b> - Broad expertise in a range of disciplines or specialisms and exercising this expertise and skill in a variety of situations.        | <b>Level 14</b> - The exceptional communication and influencing skills that are required to work regularly with external partners and to deal                                                                                                                                                |

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|                                     | <b>Impact</b>                                                                                                                                                     | <b>Knowledge</b>                                                                                                                                                                                                                                | <b>Specialist Skills</b>                                                                                                                                                 | <b>Relationship Skills</b>                                                                                                                                                                                                                                                                                       |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                     | turnover/budget of around £200 million.                                                                                                                           | application of that qualification over many years.                                                                                                                                                                                              |                                                                                                                                                                          | with the public. These skills will regularly be deployed in complex and sensitive situations.                                                                                                                                                                                                                    |
| Elected Mayor of West Midlands      | <b>Level 16</b> - Responsible as a CEO within an organisation that delivers a complex service or business with a turnover/budget of around £300 million.          | <b>Level 16</b> - Job specific knowledge at a level typically acquired by applying a technical/ professional qualification in a wide range of situations over many years, combining the technical/ professional knowledge with other expertise. | <b>Level 17</b> – Nationally recognised expertise in a range of disciplines or specialisms and exercising this expertise and skill in a variety of situations.           | <b>Level 15</b> - Nationally recognised communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations and have impact several millions of people.                     |
| Elected Mayor of Greater Manchester | <b>Level 18</b> - Responsible as a CEO within an organisation that delivers a highly complex service or business with a turnover/budget of around £500 million.   | <b>Level 17</b> - Managerial knowledge combined with deep knowledge of public services gained through many years of practical application of that knowledge.                                                                                    | <b>Level 19</b> – Nationally recognised expertise in a wide range of disciplines or specialisms and exercising this expertise and skill in a wide variety of situations. | <b>Level 16</b> - Nationally recognised communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations and have a substantially impact the public at a national level. |
| Cabinet Minister                    | <b>Level 20</b> - Responsible as a CEO within an organisation that delivers a highly complex service or business with a turnover/budget of around £1,000 million. | <b>Level 16</b> - Job specific knowledge at a level typically acquired by applying a technical/ professional qualification in a wide range of situations over many years, combining the technical/ professional                                 | <b>Level 19</b> - Nationally recognised expertise in a wide range of disciplines or specialisms and exercising this expertise and skill in a wide variety of situations. | <b>Level 16</b> - Nationally recognised communication and influencing skills that are required to work regularly with external partners and to deal with the public. These skills will regularly be deployed in complex and sensitive situations and have a                                                      |

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|  | <b>Impact</b> | <b>Knowledge</b>                | <b>Specialist Skills</b> | <b>Relationship Skills</b>                           |
|--|---------------|---------------------------------|--------------------------|------------------------------------------------------|
|  |               | knowledge with other expertise. |                          | substantially impact the public at a national level. |