



The Scottish Parliament
Pàrlamaid na h-Alba

Kenneth Gibson MSP
Convener
Finance and Public
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By email

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Dear Kenneth

At the SPCB's evidence session to the Committee on 14 January 2025 in relation to its budget for 2025-26 we offered to provide the following supplementary information:

1. Pay Benchmarking Reports

The two most recent pay benchmarking reports referred to by the clerk / chief executive are attached as annexes. They will be updated in due course.

2. Balance Sheet schedule

The figures contained within the Budget 25/26 Balance Sheet schedule are derived from the 2023/24 actual figures as contained within the latest set of [audited statutory accounts](#). This is then adjusted to reflect forecast changes for 25/26 to non-current assets. Examples of such changes would be any capital additions, revaluations and depreciation.

As there are no changes that are expected to significantly impact either current assets (inventories, debtors, and cash) or current liabilities (creditors, accruals and the Scottish Consolidated Fund (SCF)), we forecast for them to be static for both 24/25 and 25/26.

It should be noted that any cash balances held at year-end will be offset by an equal and opposite creditor due to the SCF. The figures are required to be shown grossed up for presentation in the annual accounts, but they will net off to zero.

3. Ministerial salary sacrifice

Ministerial pay has been voluntarily frozen for 15 years by Scottish Ministers and we understand that there are no plans for Scottish Government to change this.

- £2.23million was estimated to have been sacrificed between 1 April 2009 and 31 March 2025. These savings have been surrendered back to the Scottish Consolidated Fund (SCF) on a quarterly basis.
- The 2025/26 freeze is expected to result in a further £0.49million sacrifice bringing the total to £2.72million by 31 March 2026 and will be surrendered to SCF in the same way.

4. Bridgeside House Rent review

- The Scottish Public Services Ombudsman (SPSO) entered into a 10-year lease at Bridgeside House Edinburgh on 15 August 2018 as part of the SPCB's shared services agenda. The Commissioner for Children and Young People, the Scottish Human Rights Commissioner and the Biometrics Commissioner are co-located with the SPSO in Bridgeside House. The Patient Safety Commissioner for Scotland will also be co-located at Bridgeside House. Subject to available space, we will endeavour to co-locate any new officeholders in Bridgeside House or with another SPCB supported officeholder.
- Although Officeholder Services ran the co-location project, the SPSO is the leaseholder for Bridgeside House.
- The lease provides for a rent review at year 5 (August 2023).
- The landlord contacted the SPSO in February 2024 and the SPSO in turn contacted Officeholder Services to assist with the rent review process. Using one of the SPCB's contracts, a surveyor at Avison Young was engaged to lead the rent review negotiations.
- Once negotiations had been completed, a Rent Review Memo was drafted by the landlord's solicitors, approved by the SPSO's solicitor's, signed by both parties and recorded in the Books of Council and Session. The rent review process was completed by end August 2024.

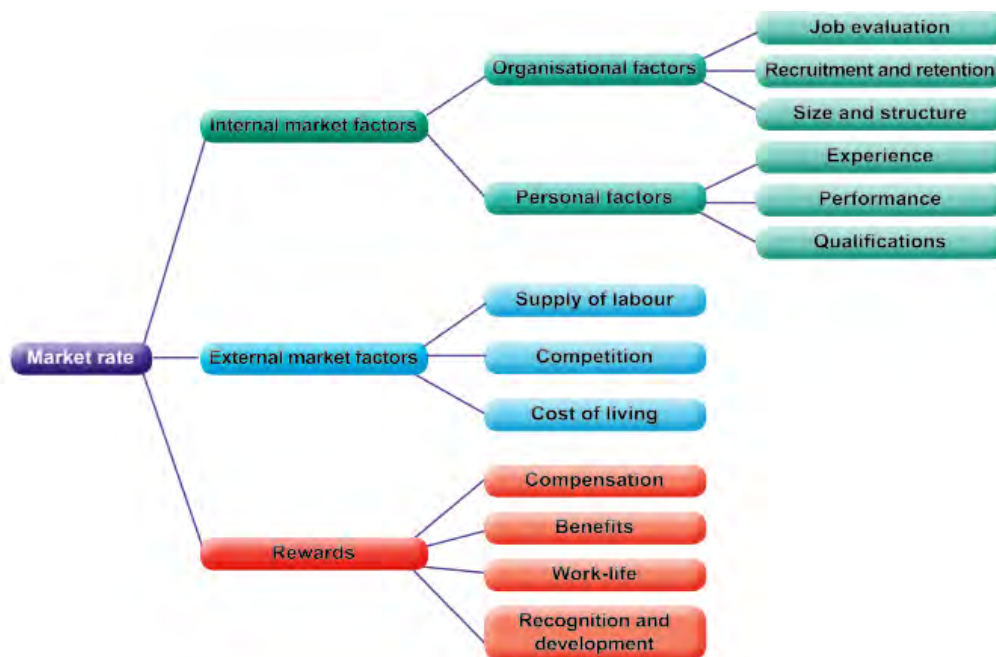
I hope this information sufficiently addresses the outstanding issues raised in the Committee session.

Kind regards

Sara Glass
Chief Financial Officer/Director of Finance and Resilience
cc: David McGill, Clerk/Chief Executive

Pay benchmarking: The purpose of this report is to provide a snapshot of how pay for senior roles in the SPS compare with the external market.

1. Pay benchmarking is a process of collecting data on pay for similar roles in other organisations to establish their “market rate” and track movement in those rates. To determine the prevailing rate for a job, organisations benchmark jobs against data from other organisations, comparing rates of pay offered for *similar* jobs.
2. Within the Scottish Parliamentary Service (SPS), jobs are required to meet internal equality standards, so that similar jobs are compensated at similar levels. This can create a tension between the need to meet equalities duties and the desire to target pay at the right rate for the market, although this can be overcome using job market pay supplements. Despite this tension, pay benchmarking remains one of the single most crucial elements of accurately assessing the levels of pay that an organisation should offer.
3. The aim of pay benchmarking is to help set our own pay rates based on the following considerations.



4. This pay benchmarking exercise will focus on internal and external market factors only.

Internal job market factors (job evaluation)

5. Job evaluation is a method of measuring a job by assessing the role and responsibilities against others in the organisation. The job is measured in terms of the actual requirements of the role, rather than the experience or skills

possessed by a particular individual in the job, i.e., it measures the job, not the jobholder.

6. Job evaluation allows for a fair comparison of widely differing jobs, and provides a measurement, usually in the form of a numerical score, by which this comparison can be understood. In this way, it provides a consistent and agreed framework to support management decision-making and policies in areas such as grading, pay and organisation structure. This is an important aspect of the SPCB meeting its responsibilities under equal pay legislation and helps to ensure the coherence of our grading structure.
7. We recognise that all posts change over a period of time. For most, the job evaluation outcome will not normally be affected unless there are significant changes. Some job outcomes may be close to grade boundaries and consequently the grading of these jobs may change within only limited changes to job demands.
8. We understand that the Review of the Scottish Parliament Leadership Team focuses on the current Leadership Team only. It does not include any restructuring of the existing Grade 6 and 5 roles in the organisation, although it is possible that some offices may move reporting lines as a consequence of this review. Once confirmed, implementing the new structure will require a detailed transition plan, which will be developed and implemented as the reorganisation progresses. The transition plans will consider all areas, such as changes to the Leadership Team Behavioural Framework, review of the Clerk/Chief Executive Scheme of Delegations and job roles below Grade 7, and assessment of all roles against the new job evaluation factor.
9. For completeness, we have evaluated all roles in the new senior structure, including Grade 6 roles, using the new factor (Factor 12), the Clerk/Chief Executive's Scheme of Delegations, job descriptions and objectives in Weekly10 which have been agreed by Group Heads. We have also assessed Grade 5 roles - those reporting to the new director roles only - on that basis. The job evaluation outcome is attached as Annex 1 and the analysis of the Grade 6, and 5 role responsibilities against Factor 12 is attached as Annex 2 of this report.
10. Based on this information, you will see that we have awarded all Grade 6 roles level 1 and Grade 5 level 0. We have also adjusted other factors to reflect the current responsibilities of the roles. This has not changed the grading of these posts and all roles remain within the points boundaries of the grade. However, we understand that the review report recommends that should directors wish to consider any changes over the medium to longer term to directorate structures and/or other roles they would need to follow the normal organisational processes.
11. It is worth noting here that should an evidenced based business case be submitted in the future to re-evaluate a Grade 6 role at level 2, this would not change the grading of this post. As you know grading is determined on an assessment of all job evaluation factors and changing one factor will not

necessarily affect the job evaluation outcome. We would however be happy to review such business cases in the future based on new business requirements and responsibilities, in line with the timescales set out in the transition plan.

External job market factors (rate of pay for comparable roles)

12. What job evaluation does not do is determine the pay level or rate. This is determined separately using external data.
13. Market pricing involves an element of job matching to enable pay rates to be compared with equivalent jobs in other organisations. Defining the market i.e., peer group of organisations that are appropriate to compare against is critical as it has a significant impact on the pay benchmarking results. Central to this is the issue of 'like for like' comparisons.
14. The simplest way to compare roles is via job titles and pay, but this is prone to error as job titles vary so much in their meaning. This brings into question the true comparability of the roles we are comparing. Comparing by job profile is much less prone to classification error. Using a job profile (a description of the role and its duties and responsibilities) makes it much easier to ensure that we are comparing "like with like."

Approach

15. We have invested time in considering these issues in detail to ensure the most appropriate comparators are identified and concluded that specific comparisons with other legislatures and public sector organisations would be of particular value, and the internal labour market that operates across the SPS should also be considered.
16. Senior manager/Executive pay in publicly accountable organisations (such as the SPS) are subject to higher level of scrutiny and restraint than the broader market, and as such we have provided data from other UK legislatures and public sector organisations. Accordingly, the peer group benchmark below consists of a small selection of organisations.
17. It should be noted that the peer group includes organisations that are smaller and larger than the SPS. This is not a material factor as it is the size and complexity of the role and complexity of the organisation that are the determining factors.
18. We have used published data which is referenced throughout to demonstrate transparency and openness in the process. We have used the same evidenced based approach to benchmarking that was used to inform 2023-24 pay reform. That is, we compared the roles based on the scope and responsibilities, as well as their seniority within their organisations and scope of the organisation itself.

19. Some of the ¹data is not current, and our benchmark will be updated as new information becomes available. In any event this data will be refreshed as part of our annual benchmarking exercise ahead of 2024-25 pay negotiations.

Deputy Chief Executive

- Audit Scotland
- House of Commons
- House of Lords
- ²NHS

Directors

- Audit Scotland
- House of Commons
- ³UK Government, including devolved administrations (in this case DWP)
- Senedd (we decided to remove this from 'peer group' – see footnotes, page 8)

Grade 7

- Audit Scotland
- Registers of Scotland
- ⁴UK Government, including devolved administrations (in this case Scottish Government)
- House of Commons
- Senedd (we decided to remove this from 'peer group' – see footnotes, page 10)

Benchmarking Results

20. The tables below compare the minimum and maximum points of each grade with the market average salary for each of the comparator roles. This data provides a useful 'snapshot' of information that can help guide decisions on pay setting.

21. There are some variations in salaries across the benchmark; however, the SPS is broadly comparable with the majority of the posts. In one case, our starting salary is lower, but the maximum point of the scale is comparable.

¹ Current salary data if disclosed, or salary paid in the prior year if not.

² We previously included Edinburgh Council (Executive Director) but due to the changes in role, included comparable role in the NHS role.

³ [Pay for Senior SG Civil Servants is reserved to the UK Government](#)

⁴ [Pay for Senior SG Civil Servants is reserved to the UK Government](#)

Deputy Chief Executive (external comparator Chief Operating Officer and Director General at HoC)

Organisation	Comparable roles	Minimum	Maximum
⁵ Audit Scotland	<p>1. The Chief Operating Officer is a key leadership position supporting the Accountable Officer (Auditor General for Scotland) and the Board to ensure that Audit Scotland operates efficiently and effectively. The role includes considerable delegated authority from the Accountable Officer and the Board. The Chief Operating Officer will maintain and enhance the capability of Audit Scotland to achieve its vision and objectives and ensure effective corporate working across the Executive Team, business groups and partners. Executive Roles audit-scotland-2022.spideronline.co.uk</p>	£130,381	£141,129
⁶ House of Commons	<p>2. The Director General (Operations) is a substantial leadership, delivery, and transformation role with both an internal and external focus. The post holder will be responsible, working with other senior stakeholders, for the stewardship of one of the most famous buildings in the world; the House of Commons is an active legislature, a workplace for thousands of people and an architectural masterpiece forming part of a UNESCO world heritage site.</p> <p>The post holder will be specifically responsible and accountable to the Clerk of the House for all the services delivered through three of the House's key operational teams on a day-to-day basis – In-House Services and Estates, Parliamentary Digital Service and Parliamentary Security – which also deliver services to the House of Lords. Director General (Operations) – Houses of Parliament (tal.net)</p>	£140,000	£150,000

⁵ Based on 2022-23 pay scale. 2023-24 cost of living award pending

⁶ Based on salary published in job ad dated May 2021

House of Lords	3. ⁷ Chief Operating Officer will have a wide-ranging Board responsibility, including acting as the Deputy to the Clerk as Chief Executive. Job description attached and pay scale (SB2)	£125,000	£158,805
⁸ Royal United Hospitals Bath NHS Foundation Trust	4. The Chief Operating Officer is a key member of our Executive Team and it a voting member of the Board of Directors. As an Executive Director, the post holder shares responsibility with Director colleagues for the overall strategic direction and performance of the Royal United Hospitals NHS Foundation Trust. Job Advert (jobs.nhs.uk)	£140,000	⁹ £140,000
Scottish Parliament	5. Deputy Chief Executive – job role has been updated to reflect new accountabilities – attached as Annex 3 of this report.	£112,194	£132,765
Average against benchmark		£129,515	£144,540
Median against benchmark		£130,381	£141,129
Recommendation			
Uprate the minimum and maximum of the scale in line average with benchmark in April 2024 while maintaining 5% between grades following the 2024-25 pay negotiations.		£129,515	£144,540

Director (external comparator – Executive/Strategic Director level and Managing Director at HoC)

Organisation	Comparable roles	Minimum	Maximum
¹⁰ Audit Scotland	1. As part of Audit Scotland’s Executive Team, the Executive Director of Innovation and Quality oversees the delivery of independent public audit across Scotland that provides scrutiny and assurance on £57 billion of public spending annually. This is achieved through the continuous development of world-class public audit to the highest professional, technical, and ethical standards. The Executive Roles audit-scotland-2022.spideronline.co.uk shows that Audit Scotland has 3 Executive Director posts.	£117,760	£127,466

⁷ Based on published pay scale – SB3

⁸ Based on 2023 job advert

⁹ top of scale not defined, based on [‘Very Senior Manager’ level in NHS](#)

¹⁰ Based on 2022-23 pay scale. 2023-24 cost of living award pending

<p>¹¹House of Commons</p>	<p>2. The Managing Director of Research and Information is a member of the House of Commons Executive Board, giving research professionalism a presence at the Board, helping to take forward some of the most important objectives. The Research and Information team are responsible for the provision of an impartial, analytical and information service within the House of Commons Library and for the work of the Parliamentary Office of Science and Technology which works across both Houses and research producers. Our Corporate Business Plan provides more information about these objectives and the challenges ahead. On a day-to-day basis, the team provides a wide range of impartial, non-partisan high quality, and well respected, research briefings to all Members, on legislation, debates, and other topical issues. Managing Director, Research and Information - Houses of Parliament (tal.net)</p> <p>3. Managing Director of People and Culture</p> <p>4. Clerk of Legislation</p> <p>See publication of senior pay details.</p>	<p>£110,000</p> <p>£120,000</p> <p>£125,000</p>	<p>¹²Not provided</p> <p>¹³£125,000</p> <p>¹⁴£130,000</p>
<p>¹⁵DWP (based on UK Senior Civil Service pay ranges)</p>	<p>5. The People Strategy Director has overall accountability for the expert advice and consultancy services in relation to People and Workforce Strategy, Employee Experience, Insight, Diversity and Inclusion, Wellbeing and People Performance. They will define relevant strategic people goals through external scanning of the political, economic, social, and technological factors that influence organisations, and they will work across the People and Capability Group to deliver these goals as well as in partnership with colleagues in Business Strategy, Major Change Programmes and Service Delivery areas. Reports to the</p>	<p>£97,000</p>	<p>£120,000</p>

¹¹ Based on job advert October 2023.

¹² The advert includes starting salary only. [Based on published data, other MDs are paid between £110,000 – £130,000.](#)

¹³ Using information from HoC publication of senior pay details in 2022

¹⁴ As above

¹⁵ Based on a job advert October 2023

	Director General of People and Capability. People Strategy Director - Civil Service Jobs - GOV.UK		
Senedd	6. As Director of Communications and Engagement you will be the principle strategic lead on our Communications and Engagement channels and responsible for the positive step change in delivering our ambition of enhancing the Assembly’s reputation as an open, digital parliament that sets the benchmark for other parliamentary institutions. You will be responsible for ensuring that the Assembly’s work and the Assembly’s Commission’s priorities are communicated proactively across all the media, demonstrating impact, and showing clear understanding of political and operational considerations. Working with and reporting to the Chief Executive and Clerk to the Assembly, and as a member of the Commission’s Executive Board, you will provide strategic leadership on all aspects of the Commission’s work, demonstrating our ‘one team’ values and behaviours.	¹⁶ £85,346	£111,429
Scottish Parliament	¹⁷ Directors – job roles already shared with LT and TUS. This is a new role, and a new pay scale will need to be created.	N/A	N/A
Average against benchmark		£113,952	£125,617
Median against benchmark		£117,760	£125,000
Recommendation			
Set minimum and maximum of the pay scale in line with the average benchmark while maintaining 5% between grades following the 2024-25 pay negotiations		£113,952	£125,617

¹⁶ We previously included Senedd in the ‘peer group’ for Grade 7 roles – see benchmarking data attached. Following changes to the structure we have decided that it would not be appropriate to use this grade below as it is not a “like for like” comparison. Director roles have more complex responsibilities. Similarly, it would not be appropriate to include this in the Grade 7 peer group as they do not provide strategic leadership across on all aspects of the SPCB’s work programme and strategies.

¹⁷ This is a new role so there is no internal benchmark.

Grade 7 (external comparator Director level or equivalent)

Organisation	Comparable roles	Minimum	Maximum
*Audit Scotland	1. Secretary to the Accounts Commission. You will provide strategic policy advice to the Accounts Commission across a range of complex local government areas and policies. The post holder will work at a senior level across Audit Scotland, alongside the Accounts Commission chair and members, as well as officers across a range of public sector bodies. You will be key to the Commission fulfilling their responsibility of securing and reporting upon the audit of Scottish local government. Secretary to the Accounts Commission	£79,859	£91,125
Registers of Scotland	2. Director of Digital, Data and Technology. In this role you will manage a directorate of circa 300 colleagues and will be accountable for creating and implementing product strategies for our digital, data, and technology services. You will play an essential role in enabling RoS' digital transformation and will be the primary lead on the delivery of our strategic objective to develop and deliver digital and data improvements that support a sustainable business where the needs of our customers are fully satisfied. Director of Digital, Data and Technology	£77,902	£89,059
¹⁸ Scottish Government	3. As Solicitor to the Scottish Government and Director of the Scottish Government Legal Directorate (SGLD), you will oversee the SGLD which provides legal services and advice to the Scottish Government and its agencies. The role holder:	£95,000	£100,000

¹⁸ Based on 2022 figures. SG uses a pay range to compensate senior staff based on SCS terms and conditions. This is not a pay scale. Compensation is based on market rate (internal and external factors) and individual performance. [See guidance here.](#)

	<ul style="list-style-type: none"> • is Head of the Government Legal Service for Scotland • is Council member for the Law Society of Scotland SCS Director: Senior Civil Service pay: March 2022 - gov.scot (www.gov.scot) <p>4. As Director of the Digital Directorate at the Scottish Government, you will be responsible for:</p> <ul style="list-style-type: none"> • enabling an effective digital government, providing strategic leadership, and delivering cross-cutting digital components and services which support delivery across the organisation. This aims to achieve a shared vision of a modern, digital, and collaborative government, designed around the people we serve • programmes on common platforms, connectivity, the Scottish Digital Academy, Connecting Scotland and CivTech – commitments which deliver tangible, real-world impacts and feature in high-profile publications such as Programme for Government, the National Strategy for Economic Transformation and lay the essential foundations for delivering digital transformation of our public services <p>Both roles report to the Director General Corporate</p>	£100,000	£105,000
¹⁹ House of Commons	<p>5. The Director of Delivery will bolster the support provided to the executive to ensure they have the right resources and capacity to implement their plans and priorities. These improvements form part of a process to improve the coherence of the governance model and the lines of accountability at the centre of the organisation. The OoE is a standalone team housing the private offices of the Clerk and the DG (Ops), the Communications Office and the D&I team. The Corporate Resilience Team will also join the OoE but separating from the safety and risk teams which will remain in the Governance Office. Director of Delivery - Houses of Parliament (tal.net)</p>	£80,000	£98,500

¹⁹ Based on job advert February 2023.

Senedd	6. Head of Legal Services leads and manages the Assembly Legal Service (legal and administrative staff) to achieve the delivery of appropriate professional and quality assurance standards, and with optimum customer service. They are also responsible for managing and monitoring any ongoing contractual relationships with external legal advisers. The operational delivery of excellent, comprehensive, objective, and impartial legal advice, drafting and other legal services to Assembly Members, with particular focus on Assembly Committees, Assembly Commission colleagues and the National Assembly for Wales Remuneration Board. The Legal Service sits within the Assembly Business Directorate	²⁰ £71,124	£83,281 (plus deputising allowance)
Scottish Parliament	7. Job roles already shared with LT and TUS and 2023-24 pay scale	£83,656	£97,672
Average against benchmark		£86,070	£96,893
Median against benchmark		£81,828	£98,086
Recommendations			
Uprate the minimum of the scale in line with the average benchmark in April 2024 while maintaining 5% between grades following the 2024-25 pay negotiations.		£86,070	
Retain the maximum of the scale and uprate in line with the 2024-25 cost of living award.			£97,672
*Reduce the bottom of the Solicitor to Parliament in April 2024 while maintaining 5% between grades following the 2024-25 pay negotiations. Red circle this in line with the outcome of the review of the Solicitor's salary scale.		£92,875	£108,212
**Red circle top of the Solicitor to Parliament as it is at the 'target rate' of the G7 role.			

²⁰ Previously included Senedd in the 'peer group' for Grade 7 roles – see benchmarking data attached. Following changes to the structure we have decided that it would not be appropriate to use the grade below as it is not a "like for like" comparison. Solicitor to the Scottish Parliament has more complex responsibilities.

Recommended pay scale, subject to 2024-25 pay negotiations and application of our pay policy

22. This report provides relevant data from the peer groups discussed above and is tailored to meet the specific requirements set out in the findings and recommendations of Review of the Scottish Parliament Leadership Team Report.
23. We believe that our approach provides for robust and consistent outcomes for the benchmarked roles and is a good reflection of the talent market. Nevertheless, we recommend that this report be independently reviewed by a third party to provide rigor, transparency and assurance to the Clerk/Chief Executive as Principal Accountable Officer and Head of Paid Service.

When to use mean salary vs median salary

24. Organisations target their pay arrangements at either the average or median rate to ensure staff receive competitive pay while managing overall costs. Depending on the nature of the data, either the average or the median may be more useful for describing the centre of the dataset. Despite their similar approach, the values of the average and the median salary can vary significantly even from the same set of data points.
25. While the average salary is the simple average of the different salary figures, median salary represents the middle value in a set of salaries. Half the salaries in the dataset are more, and the other half are less than the median salary value.
26. Both average and median salary calculations are useful and should be reviewed beyond the simple, straightforward mathematical equations to determine the best use of each in any given situation. It is a balance between “art” and “science” and requires analysis to investigate which is most relevant and meaningful.

A balance of data and judgement

22. Pay benchmarking does not negate the need for judgement when deciding on levels of pay. The data in this report should not be viewed as a precise recommendation but a representation range within which it is appropriate to position the minimum and maximum levels in our grades.
23. We recommend that we use the average since the distribution across the datasets are fairly symmetrical and there are no clear outliers. As set out above, we have already removed the Senedd roles from the Director and Grade 7 datasets because they were not representative of the peer group.


24. The average is also closer to the outcome of our previous benchmark to inform pay reform in 2023-24, albeit the top of the Grade 7 role is slightly lower. See attached table.

25. Furthermore, our pay arrangements must be in line with our strategic requirements, medium term financial plan and pay policy arrangements and as such the average rate of pay is more appropriate. For example, the starting salary, using the median, for the Deputy Chief Executive is higher than the previous benchmark. This does not represent value for money.

26. We also recommend that the target rate for the Grade 7 role should be in line with our previous benchmark, that is, £108,212 to attract and retain higher calibre staff with experience, track record and/or capability to match and deliver our ambitious agendas.

27. We will aim to achieve this by 2025-26 subject to overall market benchmarking and pay negotiations over remainder of this session.

Grade	Pay scale
7	£86,070
	£89,026
	£91,981
	£94,936
	£97,672
Director	£113,952
	£116,868
	£119,784
	£122,700
	£125,617
Deputy Chief Executive	£129,515
	£133,271
	£137,027
	£140,783
	£144,550


 Target rate of pay £108,212 by 2025-26

Job Evaluation Profiles: Roles in scope of the Review of the Scottish Parliament's Leadership Team.													
Job Title	Qualifications	Previous Experience	Specialist knowledge and skills	Autonomy and accountability	Problem Solving	Decision Making	Use of Resources	Leadership	Communication and interpersonal skills	Parliamentary Context	Parliamentary Impact	Service development	Grade
Clerk/Chief Exec	5	4	6.5	6	5.5	6.5	6.5	6.5	6	4.5	5.5	4	C/CE
Deputy Chief Exec	5	4	6	6	5.5	6	6.5	6.5	5.5	4.5	5.5	3	D/CE
Director Finance and Resilience	6	4	6	5.5	5	5.5	6	6	5.5	4	5	3	8
Director People and Communications	6	4	6	5.5	5	5.5	6	6	5.5	4	5	3	8
Director Operations and Digital	5	4	6	5.5	5	5.5	6	6	5.5	4	5	3	8
Director Parliamentary Business	5	4	6	5.5	5	5.5	6	6	5.5	4	5	3	8
Solicitor to Parliament	6	4	6	5	5	5	5	5.5	5	4	4	2	7
Head of Legislation and Parliamentary Operations	5	4	6	5	5	5	5	5.5	5	4	4	2	7
Head of Scrutiny	5	4	6	5	5	5	5	5.5	5	4	4	2	7
Head of Digital Services	5	4	6	5	5	5	5	5.5	5	4	4	2	7
Head of Operations – Chief exec Group	5	4	6	5	5	5	5	5.5	5	4	4	2	7

Job Evaluation Profiles: Roles not in scope of the Review of the Scottish Parliament's Leadership Team. For completeness, we have reviewed the following roles using the new factor (Factor 12), the Clerk/Chief Executive's Scheme of Delegations, job descriptions and objectives in Weekly10 which have been agreed by Group Heads.													
Job Title	Qualifications	Previous Experience	Specialist knowledge and skills	Autonomy and accountability	Problem Solving	Decision Making	Use of Resources	Leadership	Communication and interpersonal skills	Parliamentary Context	Parliamentary Impact	Service development	Grade
Financial Controller	6	4	5	4	4	5	5	4	4.5	3	4	1	6
Head of Strategy and Portfolio Management	5	4	5	4	4.5	5	5	4	4.5	4	4	1	6
Lobbying Registrar	5	4	5	4	4	5	5	4	5	4	4	1	6

Head of People Services and Diversity & Inclusion	5	4	5	4	4.5	5	5	4	5	3.5	4	1	6
Clerk Team Leader, Chamber Office	5	4	5	4	4	4.5	5	4	5	4	4.5	1	6
Head of Public Engagement Services	5	4	5	4	4	5	5	4	4.5	3.5	4	1	6
Head of Parliament Communications Office	5	4	5	4	4	5	5	4	5	3.5	4	1	6
Head of Events & Exhibitions	5	3	5	4	4	5	5	4	5	4	4	1	6
Head of Security	5	4	5	4	4	5	5	5	4	4	4	1	6
Head of Organisational Development and Colleague Experience	5	4	5	4	4.5	5	5	4	4.5	3	4	1	6
Head of Internal Audit and Risk	6	4	5	4	4.5	5	5	2	5	4	4	1	6
Head of Broadcasting	5	4	5	4	4.5	4.5	5	4	4.5	3.5	4	1	6
Head of SPICe	5	4	5	4	4	4.5	4	4	4.5	3.5	4	1	6
Head of Procurement	5	4	5	4	4	5	5	4	4.5	3	4	1	6
Head of Facilities Management	5	4	5	4	4	5	5	4	4	3	3.5	1	6
Head of Business Applications	5	3	5	4	4.5	4.5	4.5	4	4	3	4	1	6
Clerk Team Leader, Committee Office	5	4	5	4	4	4.5	4	4	4.5	4	4.5	1	6
Head of Clerking Operations and Development	5	4	5	4	4	4.5	4	4	4.5	4	4	1	6
Head of Official Report & Editor	5	4	4.5	4	4	4.5	4	4	4	4	4	1	6
Head of BIT Resources and Governance	5	4	5	4	4.5	5	4	4	4	3	4	1	6
Head of Resilience	5	3	5	4	4	5	5	4	4	3	4	1	6
Head of Participation and	4	4	5	4	4	4.5	4	4	4.5	3	4	1	6

Communities Team													
Principal Private Secretary to PO	4	3	4.5	4	4	5	4	4	5	3.5	4	1	6
Private Secretary/Head of Office	4	3	4.5	4	4	5	4	4	5	3.5	4	1	6
Head of Infrastructure	5	3	5	4	4.5	4.5	4	4	4	3	4	1	6
Head of Payroll and Pensions Office	5	3	4	3.5	4.5	4.5	4	4	4.5	3.5	4	0	5
Head of Allowances	4	3	4	3.5	4	4.5	4.5	4	4.5	3.5	4	0	5
Sustainable Performance Manager	5	3	4	3	3.5	4	4	4	4	3	4	0	5

Comparison of roles reporting to Group Heads – G5 and G6

Office Head roles exist at both Grade 5 and Grade 6 level. However, there are only 3 Grade 5 Office Head roles which report directly to a Group Head. In all other cases, Grade 5 Office Heads report to a Grade 6 Office Head, who is accountable for the services delivered by the Grade 5 Office Head. Where a Grade 5 Office Head reports to a Group Head the agreed Job Description for the role, and agreed Objectives for the role-holder, have been compared with a cross-section of Grade 6 Office Heads.

This document considers role similarities and differences having regard to the Service Development and Transformation Factor (Factor 12) of the Job Evaluation Scheme. In doing so it seeks to provide assurance that Factor 12 properly assesses responsibility for developing and transforming services and setting corporate policy.

Grade 6:

	Head of FSU	Head of People Services	Head of Procurement	²¹ Head of Finance	Clerk Team Leader
Stewardship	<p>Working with SPICe Head of Office colleagues to set strategic direction, focused on delivering a modern, dynamic, parliamentary democracy, and inspiring and motivating team members to deliver high-quality, impartial, and impactful services</p> <p>Leading a multi-subject research team to support innovative scrutiny of government and policy making, to grow SPICe's reputation as a source of trusted and valued information</p> <p>Continuous improvement and innovation, with the ability to look beyond the Parliament's boundaries to anticipate future trends in research and identify how these will improve SPICe</p>	<p>Leading all D&I activity in line with the People and Culture Strategy, including developing our Race Equality Plan and continuing to stretch and enhance the work we do.</p> <p>Overseeing the delivery of workforce plans ensuring the strategic capacity and capability requirements of the organisation are met through people-centric, effective resourcing activities and processes.</p> <p>Measuring the impact of all initiatives, refining plans to ensure continuous improvement, and ensuring data analytics and reporting is in place and operates effectively and adds value.</p> <p>Ensuring that all statutory obligations relating to people management, recruitment, learning and development, D&I and Occupational Health are adhered to and all audit requirements are met.</p>	<p>Setting strategic and operational direction for the procurement function, promoting a team culture of continuous improvement that delivers a customer focused, responsive and forward-looking professional procurement service</p> <p>Driving change through the delivery of the Corporate Procurement Strategy, including leveraging the contribution of procurement to embedding sustainable development throughout our operations</p> <p>Improving contract and supply chain resilience, providing effective risk management frameworks to support contract managers in maintaining continuity of business-critical services</p>	<p>Providing the Chief Financial Officer and senior management with support, advice and information in respect of financial data, financial management, finance systems and process</p> <p>Ensuring robust financial controls are in place over financial processes, procedures and systems, minimising the risk of errors and fraud</p> <p>Overseeing change initiatives and programmes, anticipating events or organisational considerations and reprioritising whilst maintaining a focus on delivery. Driving continuous improvements across our systems, processes and services</p>	<p>Providing impartial, robust procedural and constitutional advice to the Presiding Officer, Committee Conveners and other MSPs on a range of matters relating to parliamentary business drawing on specialist support from others</p> <p>Assimilating information to identify key issues across complex policy areas and overseeing the production of reports and other documentation to support scrutiny in the face of competing demands in a balanced and persuasive way</p> <p>Contributing to corporate initiatives to improve and develop the parliamentary service</p>
Objectives	Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing	Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team's check ins	Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team' s check ins and	Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team' s check ins and personal development plans, and setting	Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team' s check ins and personal

²¹ This is the highest ranking of the grade 6 roles.

<p>my team's check ins and personal development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Lead your team(s) to ensure that business needs are met and create and ensure a consistent and integrated approach to clerking, including the flexible use of resources.</p> <p>Lead your team(s) to ensure that business needs are met, in an environment that enables staff to thrive, develop, collaborate and perform at a high level.</p> <p>Represent the Parliament at external events and networks to increase the visibility and profile of SPICe; and, where appropriate, foster and develop networks and collaborations.</p> <p>Promote colleague to colleague support within and among SPICe teams, to strengthen and develop knowledge and experience, to ensure a consistent and integrated approach to the provision of research and information services, and to ensure flexible use of resources.</p> <p>Prioritise your time to ensure your focus is on delivering value-added work that directly supports the delivery of the Strategic</p>	<p>and personal development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions</p> <p>Sponsor the delivery of Leadership Team investment plan</p> <p>Identify ways to free up time and ensure efficient use of resources in operations and decision making.</p> <p>Act as Senior User for People Services on the Corporate Systems Programme and ensure that subject matter experts are enabled to contribute to the programme when required to do so</p> <p>Identify and prioritise opportunities for automation of people processes by August 2023</p> <p>Engage with service users to ensure that a user-centred approach to the design/automation of people processes is adopted, including involving service users in the evaluation of HR/Payroll software during the procurement process, system build and implementation</p> <p>Review our consultation and negotiation arrangements, including our Partnership Agreement</p> <p>Create and embed a reward framework that is strategically aligned and recognises effective performance and behaviours</p>	<p>personal development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Develop supply chain resilience framework</p> <p>Undertake pilot test with selected contract and record feedback</p> <p>Contribute to the development of the next corporate procurement strategy</p> <p>Engage discussion with Strategy & Portfolio management and Group Heads for corporate priorities, involving new H of P</p> <p>Present report to SPCB and publish on Parliament site, having complied with all requirements of the Procurement Reform (Scotland) Act 2014</p>	<p>clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Robust financial controls. Ensure NFI investigations completed to timetable (Sep 2023) and reported to AAB (Dec 2023)</p> <p>Provide a high quality budgeting, costing and forecasting service delivering management information and monthly Finance reports.</p> <p>Lead aspects of annual budget preparation, scrutiny and implementation including directly responsible for members budgets and adviser to Officeholder liaison on budgets and other financial aspects. Prepare the schedules and briefing to support our budget submission 2024-25</p> <p>Lead preparation of SPCB's 2022-23 annual report and accounts including overall compilation of the document and specific areas of accounts work. Manage the inputs of others. Lead liaison with AAB and Audit Scotland ensuring address all matters arising promptly.</p> <p>Lead Finance team inputs and support project manager in the corporate systems programme. Ensure resourcing in place to deliver required outputs re migration, processes, systems support and training to ensure a successful go live.</p> <p>Takes responsibility for cascading LT decisions, feeding back to CFO on office views and actively promotes change, and collaborates to resolve issues.</p>	<p>development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Prioritise, promote and actively seek peer support to strengthen and develop knowledge and experience for you and your team(s) and foster an environment that enables staff to thrive, develop, collaborate and perform at a high level.</p> <p>Take on lead role for development of one assistant clerk and support clerk of committee with wider staff and team development.</p> <p>Lead your team(s) to ensure that business needs are met and create and ensure a consistent and integrated approach to Clerking, including the flexible use of resources.</p> <p>Prioritising your time to ensure your focus is on supporting value-added work that directly supports operational excellence in terms of delivering democratic accountability through effective scrutiny and debate; and being accountable for demonstrating the impact that the team(s) have had in delivering impact/innovation and supporting Conveners Group priorities and Scrutiny Improvement Programme outcomes and implementation.</p> <p>Add value to all reports across teams by reviewing and offering feedback. Keep track of key feedback and on a quarterly basis use this to provide development across teams - e.g. by developing 'top tips', incorporating into group or team meetings etc</p>
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	<p>Plan and be accountable for promoting innovation and improving the impact of scrutiny.</p> <p>Be accountable for the successful implementation of corporate or office policies and projects, including the successful implementation of the new performance management system in line with Leadership Team's agreed approach, system & timescales</p>				<p>Lead for clerking at an organisational level on the area for which you are responsible to help ensure delivery of our Session 6 strategic change objectives including the change objective to develop a modern, dynamic parliamentary democracy.</p> <p>Contribute to office and Parliament wide change programmes and initiatives.</p>
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Grade 5:

	Head of Allowances	Head of Pay and Pensions²²	Sustainable Development Performance Manager²³
Stewardship	<p>Lead and manage the Allowances and Travel and Expenses teams, ensuring that a high quality service is delivered to Members and SPCB staff, including providing coaching and mentoring to staff to bring out the best in them.</p> <p>Take the lead on engaging with Members, dealing with issues and concerns; identifying opportunities to continuously improve services provided to Members; and ensuring that claims for reimbursement are dealt with promptly, in accordance with expected service levels.</p> <p>Provide guidance to Members and their staff on the provision made within the Reimbursement of Members' Expenses Scheme and associated SPCB policies.</p> <p>Ensure that systems and processes operated by the Allowances Office are maintained and developed, working closely with Finance Office colleagues to ensure that expenditure is processed</p>	<p>Ensuring colleagues, MSPs and Commissioners are paid in accordance with the relevant pay arrangements, Scottish Public Finance Manual, contracts and service level agreements.</p> <p>Ensuring all payroll and pensions matters are managed effectively to meet statutory and audit obligations, including the completion of all year-end processing.</p> <p>Overseeing the continual review and streamlining of the pay and pensions processes, identifying and supporting the implementation of changes to service provision.</p>	<p>The postholder will be responsible and accountable for the development and implementation of the sustainable development strategy and any associated organisational policies and priorities in respect of overall strategic performance of the organisation.</p> <p>The main issue faced by this post holder will be to create a sustainable development strategy which is ambitious enough to deliver the required outcomes (e.g. net zero) while still being acceptable to the key internal and external stakeholders of the organisation.</p> <p>This will be a mix of problem solving, best practice research through allied sustainability networks with a degree of deeper analysis and information gathering to develop innovative solutions potentially drawing on lean methodologies and 6-sigma philosophies, for example.</p> <p>The postholder will make decisions on what activities should be progressed and prioritised in order to meet the sustainable development strategy. Decisions on spend to reduce environment impact within the project programme context. Development of procedures to aid data collection and reporting to meet legal requirements. The postholder will work closely with Group Head and the ACE with the Sustainable Development remit. The</p>

²² This is the highest ranking of the Grade 5 roles.

²³ No job description found. Based on agreed Job Evaluation form.

	<p>in accordance with corporate requirements.</p> <p>Ensure that the reporting of Members' expenditure is published in accordance with the SPCB's Publication Scheme.</p> <p>Work with current and future system providers to develop system capability to meet the needs of the Allowances Office and to ensure that the processing and reporting of claims for reimbursement of expenses is as efficient as it can be.</p> <p>Ensure that operational workloads across the Allowances Office are managed, and that resources are deployed flexibly to deal with peaks and troughs.</p> <p>Ensure that responses are provided on time to complaints raised in relation to Members' use of resources; FOI requests; PQs and Members' requests for advice on the operation of the Scheme.</p>		<p>impacts of these decisions are significant for the organisation in a positive way. For example, meeting legal requirements, reducing budget and delivering impact.</p> <p>Influencing skills are required to compel senior management to support sustainable development initiatives which may require a fundamental change in how the organisation operates.</p>
Objectives	<p>Provide accurate, consistent and timely support to Members and their staff on the Members' Expenses Scheme and any related policies.</p> <p>Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team's check ins and personal development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Provide support and guidance to managers and staff in the accurate timely and efficient processing of claims and invoices under the Members Expenses Scheme and the Parliamentary Staff travel policy.</p>	<p>Be accountable for the successful implementation of the new performance management approach and system within my team, supporting this by reviewing my team's check ins and personal development plans, and setting clear expectations and measurable objectives for the year ahead in terms of deliverables, behaviour and contributions.</p> <p>Payroll and Pension Service and Statutory Obligations</p> <p>HR/ Payroll system project</p> <p>Scottish Parliamentary Pension Scheme (SPPS)</p> <p>Pay Award and Pay Policy</p> <p>Job Evaluation</p>	<p>Create a Business travel policy as part of sustainable travel plan</p> <p>Oversees our progress towards Net Zero</p> <p>Effective management of sustainability within the Parliament</p> <p>Embed and engage on SD</p>

	<p>Support staff and managers by ensuring processes are efficient, staff can take account of any politically sensitive matters and have the appropriate level of financial literacy and required capabilities.</p> <p>Ensure reputation and transparency of Members' Expenses Scheme is maintained by ensuring accurate and timely publication of Members' Expenses as required under the Scheme, being aware of current political issues in relation to Members' Expenses</p> <p>Ensuring timeous and accurate office planning and submission of an annual office budget bid which appropriately reflects the resources required to deliver the day-to-day Allowances Office service and any proposed or agreed project bids as detailed in the office plan. Provide information to support the bid submission for the wider Members costs budget.</p> <p>Provide advice to Members on the publication policy and parliamentary funded publications issued under it, ensuring Members' publications are within the policy and where not advise accordingly to bring within policy, building trust and consistency in guidance provided by the Allowances Office and overall understanding of the requirements of the policy</p> <p>Develop and review the Travel and Expenses system to ensure that user feedback can be considered and processes within the system can be streamlined wherever possible with improvements made to the user experience of the system where possible. Provide a pro-active support service to users in using the system building knowledge and understanding through training, guidance and one to one support which takes account of the users needs</p>	<p>Effective contract management and service provision</p> <p>Data Protection Action Officer and FOI Officer</p> <p>Effective Leadership</p>	
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	<p>Develop the Allowances Office team by:</p> <ul style="list-style-type: none"> • Setting clear expectations with direct reports through measurable objectives and goals for the year ahead in terms of deliverables, behaviour, and contributions. • Providing feedback, discussing development needs, and supporting activities to enhance performance. • Supporting the successful implementation of our new performance management system in line with our agreed approach and timescales by April 2023. <p>Take responsibility for cascading LT decisions, providing feedback to the Group head on office views, actively promote change and collaborate to resolve issues as they arise taking account at all times of the wider organisational picture beyond the transactional nature of the day to day Allowances Office role.</p> <p>Continue to promote new ways of working within the Allowances Office by supporting the team to develop and implement a plan for improving services and procedures following phase one and two of NWOW and the suggestions raised during those discussions by the team</p>		
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Job Evaluation Scheme – Operation of Factor 12 (Service Development and Transformation)

Factor 12 of the Job Evaluation Scheme measures the extent to which roles are responsible for facilitating new, improved and transformed service delivery. Roles are assessed taking account of the extent to which the role-holder is expected to initiate corporate and strategic priorities or simply to ensure that existing services are delivered in such a way that account is taken of pre-existing vision, mission and strategic change objectives.

If a role does not have evidenced responsibility for changing the way in which the parliament, or services the SPCB delivers, operate it will not receive a score for this Factor. At the lowest level for this Factor, role-holders will be expected to develop services within existing, defined, change parameters. At the highest level, role-holders will operate in a dynamic way to initiate corporate, organisation-wide change and set the organisation’s strategic priorities.

Evidence from agreed Job Descriptions and Objectives for a sample of Grade 6 roles, and for all Grade 5 Office Head roles that report directly to a Group Head, demonstrates that the Service Development and Transformation Factor, when applied on an evidence-based approach to Job Evaluation, appropriately differentiates service delivery and continuous improvement responsibilities from service transformation and change responsibilities. Based on agreed job descriptions and objectives, sample Grade 6 roles are contributing to service development and transformation (meriting a score at level 1 of the Factor) whereas Grade 5 roles are not and would not merit a score for this Factor.

Delivering for Excellence **Deputy Clerk/Chief Executive**

Launching our new Senior Executive Team structure, we are looking for a Deputy Clerk/Chief Executive with a successful track record of understanding what it takes to build and support successful cultures and organisations. This is a substantial leadership, delivery and transformation role, and is specifically responsible and accountable to the Clerk/Chief Executive for all services delivered in the Scottish Parliamentary Service (SPS). The role includes considerable delegated authority from the Clerk/Chief Executive, including leading our strategic thinking and decision-making processes as we look to the longer-term vision for the Parliament.

What makes this a particularly attractive role is the autonomy to initiative changes that permeate the whole organisation through major transformation programmes. The role requires an outstanding leader with experience of working in a complex organisation with a strong reputation for excellent service, and the ability to create cohesion and togetherness across the SPS. Your ability to drive performance in the here and now, as a truly values-based leader, with the confidence to work with and support our political leaders, will be most important.

Job description

As a key member of the Senior Executive Team, you will be working alongside highly skilled, engaged and committed professionals who are equally ambitious for the organisation and its staff. The team will be chaired by the Clerk/Chief Executive and its membership includes this role and four directors. The team will have collective decision-making responsibility for strategic planning and resourcing, strategic workforce planning and change management. Members of the team will have mutual accountability for creating and shaping strategies and implementing these across the Parliament's operations.

Working with the Clerk/Chief Executive, you will plan and manage the business of the Senior Executive Team, including ensuring the team performs effectively, achieving a culture where colleagues are motivated, developed and empowered to perform effectively. A key objective for the Senior Executive Team will be to develop and utilise the talent of all staff to ensure that they have the skills and experience necessary for the future and that as a whole the SPS reflects the diversity of the People of Scotland.

As Deputy Clerk/Chief Executive, you will play a critical role in the future success of the SPS, shaping our strategic direction and ensuring all directorates are aligned to our long and short-term strategic goals and ambitions. You will have senior oversight of our business improvement and performance processes and overall responsibility for defining and developing our long-term strategic plan. This will include defining the Parliament 2035 vision and driving forward transformational programmes that drives forward service improvement and strengthens democratic scrutiny. You will ensure appropriate governance is in place and is effective in promoting good standards of propriety, stewardship, risk management and accountability.

You will exercise management responsibility over and provide strategic leadership to the directors to advance innovation and challenge conventional thinking in the pursuit of improved impact on outcomes for Members, the public and our people. You will bring knowledge and insights into digital transformation and how this can be harnessed at both organisation and parliament level to improve service delivery, drive efficiency, and deliver better outcomes. You will ensure resources are well managed and innovatively and effectively deployed across the SPS to the best possible effectiveness assuring value for money in all activities. This will include seeking evidence on root cause, ensuring we measure the effectiveness of our services from the user's point of view and that resources are invested where we can have most impact and achieve maximum value. A data-driven mindset, with experience in taking a risk-based portfolio approach to improvement will be key.

To succeed you will be a visible leader with an exceptional understanding of the political context and financial challenges facing the public sector in Scotland, gained through considerable experience at Director General/Chief Operating Officer level. You will thrive in a fast-changing environment, comfortable with high profile scrutiny and challenge. You will have a proven ability to achieve financial balance, whilst helping to foster a collaborative, supportive and ambitious working environment in line with our values. Most importantly you will be committed to building and inspiring our directors with innovation and delivery, with a leadership style that supports a continuous improvement culture.

Key responsibilities and person specification

The Scottish Parliament is a values-led organisation which means our values (Stewardship, Excellence, Inclusiveness, and Respect) are at the centre of everything we do. These values are embedded in this role.

Stewardship: Focusing on the longer term to ensure we are leaving things better than we found them and putting our shared interests ahead of any individual or team.

Your main responsibilities will involve:

- Operating with strategic credibility at the highest levels within the Parliament, including deputising for the Clerk/Chief Executive and guiding the SPCB in establishing its strategic direction and goals and ensuring that these goals are delivered.
- Providing strategic leadership on all matters of corporate strategy, ensuring that all relevant plans, policies, and statutory requirements are effectively developed and implemented.
- Senior oversight for defining an overall framework for delivery of our services and organisational development needs to ensure that services, staff, and other resources are organised, coordinated, and developed in the most effective manner.

And in delivering these you will have:

- Proven ability to lead in a complex, multifaceted organisation where agility of thought and navigation and an appreciation of complex governance arrangements is key.
- Exceptional communication skills and high personal impact, including the proven ability to demonstrate acute political sensitivity in working closely and effectively with politicians; must be able to forge effective working relationships with politicians and instil confidence.
- Strong motivational leadership experience, with the proven capability to align, support and develop people and organisations to deliver on priorities.

Excellence: Taking care to enhance our reputation in everything we do. Using our skills and resources efficiently and effectively to deliver high-quality sustainable results.

Your main responsibilities will involve:

- Stimulating and influencing a progressive approach to shaping the future organisation, by working with external and internal stakeholders, setting the parliamentary staffing group up for success.
- Harnessing innovation and creativity in service delivery models to ensure the parliamentary service is run effectively and efficiently, delivering value for money so that we maximise our impact and reach.
- Senior oversight for developing a robust performance culture throughout the SPS which nurtures talent and capability, celebrates excellent contributions, and holds colleagues to account for the effective delivery of agreed strategic and individual targets and objectives.
- Leading the development of our Senior Executive Team to ensure there is a shared responsibility and empowered direction throughout the SPS to support a high calibre, motivated and flexible workforce.

And in delivering these you will have:

- Compelling evidence of strategic and creative thinking, with the ability to set an ambitious vision for the organisation as a whole, inspire continuous improvement, and drive forward implementation through motivating others towards a common goal.
- Proven ability to provide a clear and compelling strategic narrative so that our people understand and collectively embrace our ambitions, priorities, and ways of working.
- Experience of providing a consistent strategic vision to ensure multiple competing priorities are met. Championing collaboration and constructively holding colleagues to account thereby ensuring a cohesive leadership team.

Respect: Appreciating difference, building cohesive teams, and fostering the values and experiences of diversity.

Your main responsibilities will involve:

- Representing the SPCB in sensitive situations, delivering difficult messages when required to high-level audiences.
- Ensuring strong, visible, and positive corporate leadership across the Senior Executive Team, ensuring directors are role-models for our values, that they listen. and continuously learn from our elected Members and our people.
- Leading by example in advocating and furthering fairness, equality, and diversity within the workforce and in the delivery of services.

And in delivering these you will have:

- Considerable experience of handling difficult, sensitive, and high-profile issues, including scrutiny by the media, public or stakeholders.
- Proven ability to promote collegiate working at executive level and, working across organisational boundaries, playing a critical part in our Senior Executive Team
- Human-centred change management skills to champion innovation and foster an organisational culture that is positive about change and committed to the delivery of the Parliament's strategic goals and priorities.

Inclusiveness: Understanding the big picture and seeking out alternative perspectives. Every colleague feels they can make a valued contribution and deliver their best work.

Your main responsibilities will involve:

- Setting clear expectations with direct reports through measurable objectives and goals for the year ahead in terms of deliverables, behaviour, and contributions in line with our Senior Executive Team purpose, vision, framework via the performance process.
- Promoting an inclusive culture of ambition, high performance, and user-centred service delivery in the interests of the parliamentary service and the Parliament as a whole.
- In pursuit of the parliament's objectives ensuring that partnerships are forged with key stakeholders across all sectors.

And in delivering these you will have:

- A clear and motivational leadership style with the vision to shape, empower and maintain a high-performance culture in which people thrive and are trusted to deliver to shared objectives.
- Outstanding and inclusive leadership and influencing skills with a proven ability to build and engage leadership teams, as well as extensive experience of managing complex relationships.
- Proven ability to look beyond the Parliament's boundaries to identify approaches and best practices nationally and internationally that deliver improved outcomes for our elected Members and the public.

Job Evaluation Profile

Factor 1 – 5

Factor 2 – 4

Factor 3 – 6

Factor 4 – 6

Factor 5 – 5.5

Factor 6 – 6

Factor 7 – 6.5

Factor 8 – 6.5

Factor 9 – 5.5

Factor 10 – 4.5

Factor 11 – 5.5

Factor 12 – 3 (new factor)

Level	No. of staff in grade @ 31/1/2023	Salary Scale 2022-23	Median of benchmark (based on 2022-23 pay data)	Pay Reform	Salary Scale 2023-24 based on 5.6% uplift in staff salary budget and pay reform	% Uplift at the top of scale including pay reform	****Against median of benchmark %	Design Principles						Overall assessment and future next steps	
								5% minimum between grades Y/N	Even increments – Y/N	Min. £15 per hour – Y/N	Competitive in market			RAG	Action in future years
											Bottom of grade 100% against benchmark – Y/N	****Top of scale within tolerance levels – Y/N	*****Pay progression journey time +/-		
*Admin/Technician /ACO	151	£25,125 £26,591 £28,998	24,972 27,785	Remove 26,591 28,998	28,860 31,318	8%	125% 113%	✓	✓	✓	✓	✓	In line with benchmark	Green	N/A
*Specialist/Supervisor	116	29,850 33,068 37,007	29,273 37,305	30,448 33,068 37,305	32,884 36,241 40,000	7.2%	112% 107%	✓	✓	✓	✓	✓	In line with benchmark	Green	N/A
*Professional/Managerial	149	37,932 40,048 42,734 47,244	39,525 48,995	Remove 40,048 42,734 47,244	42,000 46,091 50,079	6%	106% 102%	✓	✓	✓	✓	✓	In line with benchmark	Green	N/A
*Senior Professional/Office Head (level 1)	97	48,426 50,806 54,041 59,572	50,629 62,454	50,629 53,946 57,263 60,580	52,583 56,104 59,625 63,147	5.7%	104% 101%	✓	✓	✓	✓	✓	In line with benchmark	Green	N/A
*Office Head (level 2)	38	61,062 62,791 66,018 69,245 75,375	64,709 78,456	64,709 62,791 66,018 69,245 76,102	66,305 69,646 72,987 76,328 79,672	5.7%	102% 101%	✓	✓	✓	✓	✓	+1 above benchmark	Green	N/A
**Leadership Team (level 1)	8	77,260 78,526 82,047 85,566 92,658	85,680 108,212	83,656 87,226 90,796 94,366 97,672	83,656 87,226 90,796 94,366 97,672	5.4%	98% 90%	✓	✓	✓	✗	✗	+1 above benchmark	Red	AP1: Reform bottom of grade 2024-25 AP2: Reform top of grade in 2024-25 and 2025-26
***Leadership Team (level 2)	1	94,975 99,982 105,381 111,079 117,090 125,849	112,194 144,054	Remove 112,194 117,401 122,608 127,815 132,765	112,194 117,401 122,608 127,815 132,765	5.4%	100% 92%	✓	✓	✓	✓	✗	In line with benchmark	Red	AP: Reform top of grade in 2024-25 and 2025-26
***Clerk/CE	1	153,828 157,628 161,523 165,514 169,607 175,268	160,943 180,348	Remove 160,943 164,524 168,105 171,686 175,268	160,943 164,962 168,981 173,000 177,021	1%	100% 98%	✓	✓	✓	✓	✓	In line with benchmark	Green	N/A

*Benchmark: Scottish Government, Registers of Scotland, Social Security Scotland, and Edinburgh Council

** Benchmark: Senior Civil Service (UK Govt, SG, Social Security Scotland), Registers of Scotland, House of Commons, Senedd, Edinburgh Council and Audit Scotland

*** Benchmark: House of Commons, Senedd, Edinburgh Council and Audit Scotland

****Against 2022-23 pay data.

*****During the cost-of-living crisis the tolerance levels for Admin/Technician/ACO is +/- 3% of the target rate of 103% (3% above other grades). Tolerance levels for Supervisor/Specialist and Professional/Managers is +/- 3% of the target rate of 100%. For grades above, there is -3% of the target rate of 100%.

*****Compared to the time it takes for staff to progress to the top of their grade vs the benchmark.

Pay benchmarking 2024/25

Executive Summary

1. The purpose of this report is to provide a snapshot of how pay for Scottish Parliamentary Service (SPS) at grades 2 to 6 compare with the external market. The data in this report is based on pay scales for roles in comparator organisations as at April 2023, unless otherwise stated.
2. Based on this benchmark we are satisfied that pay scales for these roles are sufficient to ensure that we can continue to attract and retain staff, whilst also ensuring that we stay within what is affordable. A full analysis is available at Annex A. In summary:

At Grade 2 our pay is within 105-106% of the average of the benchmark.
At Grade 3 our pay is within 102%-105% of the average of the benchmark.
At Grade 4 our pay is within 98-101% of the average of the benchmark.
At Grade 5 our pay is within 97-99% of the average of the benchmark.
At Grade 6 our pay is within 98-99% of the average of the benchmark.
3. We will seek to bring the bottom and top of the grades in line with the relevant benchmarks by 2025-26.

Background

4. Pay benchmarking is a process of collecting data on pay for similar roles in other organisations to establish their “market rate” and track movement in those rates. To determine the prevailing rate for a job, organisations benchmark jobs against data from other organisations, comparing rates of pay offered for *similar* jobs.
5. Within the Scottish Parliamentary Service (SPS), jobs are required to meet internal equality standards, so that similar jobs are compensated at similar levels. This can create a tension between the need to meet equalities duties and the desire to target pay at the right rate for the market, although this can be overcome using job market pay supplements. Despite this tension, pay benchmarking remains one of the single most crucial elements of accurately assessing the levels of pay that an organisation should offer.

- The aim of pay benchmarking is to help set our own pay rates based on the following considerations.



- This pay benchmarking exercise will focus on internal and external market factors only.

Internal job market factors (job evaluation)

- Job evaluation is a method of measuring a job by assessing the role and responsibilities against others in the organisation. The job is measured in terms of the actual requirements of the role, rather than the experience or skills possessed by a particular individual in the job, i.e. it measures the job, not the jobholder.
- Job evaluation allows for a fair comparison of widely differing jobs, and provides a measurement, usually in the form of a numerical score, by which this comparison can be understood. In this way, it provides a consistent and agreed framework to support management decision-making and policies in areas such as grading, pay and organisation structure. This is an important aspect of the SPCB meeting its responsibilities under equal pay legislation and helps to ensure the coherence of our grading structure.
- We recognise that all posts change over a period of time. For most, the job evaluation outcome will not normally be affected unless there are significant changes. Some job outcomes may be close to grade boundaries and consequently the grading of these jobs may change within only limited changes to job demands.

External job market factors (rate of pay for comparable roles)

11. What job evaluation does not do is determine the pay level or rate. This is determined separately using external data.
12. Market pricing involves an element of job matching to enable pay rates to be compared with equivalent jobs in other organisations. Defining the market i.e., peer group of organisations that are appropriate to compare against is critical as it has a significant impact on the pay benchmarking results. Central to this is the issue of 'like for like' comparisons.
13. The simplest way to compare roles is via job titles and pay, but this is prone to error as job titles vary so much in their meaning. This brings into question the true comparability of the roles we are comparing. Comparing by job profile is much less prone to classification error. Using a job profile (a description of the role and its duties and responsibilities) makes it much easier to ensure that we are comparing "like with like."

Approach

14. We have invested time in considering these issues in detail to ensure the most appropriate comparators are identified and concluded that specific comparisons with other public sector organisations would be of particular value, and the internal labour market that operates across the SPS should also be considered.
15. It should be noted that the peer group includes organisations that are smaller and larger than the SPS. This is not a material factor as it is the size and complexity of the role and complexity of the organisation that are the determining factors.
16. We have used the same evidenced based approach to benchmarking that was used to inform 2023-24 pay reform. That is, we compared the roles based on the scope and responsibilities, as well as their seniority within their organisations and scope of the organisation itself.
 - Scottish Government
 - Registers of Scotland
 - Social Security Scotland
 - City of Edinburgh Council

When to use mean salary vs median salary

17. Organisations target their pay arrangements at either the average or median rate to ensure staff receive competitive pay while managing overall costs. Depending on the nature of the data, either the average or the median may be more useful for describing the centre of the dataset. Despite their similar approach, the values of the average and the median salary can vary significantly even from the same set of data points.

18. While the average salary is the simple average of the different salary figures, median salary represents the middle value in a set of salaries. Half the salaries in the dataset are more, and the other half are less than the median salary value.
19. Both average and median salary calculations are useful and should be reviewed beyond the simple, straightforward mathematical equations to determine the best use of each in any given situation. It is a balance between “art” and “science” and requires analysis to investigate which is most relevant and meaningful.

A balance of data and judgement

20. Pay benchmarking does not negate the need for judgement when deciding on levels of pay. The data in this report should not be viewed as a precise recommendation but a representation range within which it is appropriate to position the minimum and maximum levels in our grades.
21. We recommend that we use the average since the distribution across the datasets are fairly symmetrical and there are no clear outliers.

Benchmarking Results

22. The tables below compare the minimum and maximum points of each grade with the market average salary for each of the comparator roles. This data provides a useful ‘snapshot’ of information that can help guide decisions on pay setting.
23. There are some variations in salaries across the benchmark; however, the SPS is broadly comparable with the majority of the posts.

Grade 6 (external comparator Head of Function level or equivalent)

Organisation	Comparable roles	Minimum	Maximum
Social Security Scotland	<p>1. Head of Security Operations provides leadership to the security operations team, acting as a coach for C-Band team leaders, and provide overall management of the team. Initiating and influencing relationships with key stakeholders, acting as a senior point of contact for senior stakeholders and influencers. Providing leadership and direction to those responsible for the assessment and response to cyber threats, ensuring compliance with relevant obligations. Operating as a key contact for security expertise, providing authoritative advice and guidance on operational security controls. Deputising for the Head of Digital Risk & Security when required, including preparing and presenting material to Ministers and the Cabinet Secretary. Representation at security meetings, boards, committees, and forums</p>	£71,967	£83,065
Social Security Scotland	<p>2. Head of Business Analysis leads analysis of significant improvement programmes, taking responsibility for the quality of the business analysis service performed and measurable business benefits. Collaborates with the most senior client/user management teams in establishing the contribution that digital can make to the business objectives. Defines strategies, agreeing and prioritising high-level requirements including conducting feasibility studies, producing both high-level and detailed business models, overseeing the development and implementing. Leads scoping and business prioritisation for strategic business changes involving both business and policy stakeholders.</p>	£71,967	£83,065
Scottish Government	<p>3. Head of (Estate) Projects is a high-profile specialist role overseeing the planning and delivery of inclusive, innovative, secure, flexible, and compliant buildings and workplaces across the core SG estate. member of Workplace Division's senior management team overseeing project governance, strategy, delivery and development. The post</p>	£71,967	£83,065

	holder will play an important role in designing and implementing workplace change as part of Corporate Transformation and providing an estate that is fit for purpose and aligns with the principles of our Estate Strategy. Responsible for a team of project managers and various other role holders who support delivery of programmes as established by the estate asset plan.		
Social Security Scotland	4. Platform Delivery Manager is the technical lead and senior owner for a portfolio of digital services. Ensuring discovery and initial assessment of technical solutions is comprehensively conducted and documented, socialised with key stakeholders, and approved in line with the agreed plan. Ensuring tight commercial controls of finances, resources, and contracts to meet strategic priorities. Engages, liaison, and continuous dialogue across the Chief Digital Office division and SG Digital Directorate to ensure alignment of service provision, avoid duplication and manage risks, issues and dependencies. Assures and sponsors technical Option Appraisals and Outline/Full Business Case documents for submission to support quality programme and investment decisions. Provides advice, guidance, and escalation for Senior Product Managers on technical and delivery approach, governance, supplier management and risk/issue management	£71,967	£83,065
Scottish Parliament	5. 2023-24 pay scale	£66,305	£79,672
Average against benchmark		£70,835	£82,386
Median against benchmark		£71,967	£83,065
Recommendations			
Look to address this anomaly and uprate in line with the outcome of the 2024-25 pay negotiations.		£66,305	
Look to address this anomaly and uprate in line with the outcome of the 2024-25 pay negotiations.			£79,672

Grade 5 (external comparator senior professional/head of function level or equivalent)

Organisation	Comparable roles	Minimum	Maximum
Scottish Government	1. Finance Business Partner is one of five areas reporting to the Chief Financial Officer in the Scottish Government's Finance Directorate. Providing financial advice and support relating to the development and delivery of devolved policy across all the government's front-line spending programmes, encapsulating expenditure of some £50 billion annually. responsibility for one or more Ministerial spending portfolios or are embedded within specific business areas. Providing high quality financial support and advice to a range of stakeholders, including Ministers and Senior Officers, as well as supporting effective financial management, best value decision making and robust financial control.	£54,973	£68,540
Social Security Scotland	2. Application Architect plays a vital role in designing and implementing cutting-edge application architectures. Collaborate with stakeholders, identify problems, and recommend innovative solutions. Engage with projects and partners to understand and design appropriate application architectures. Acts as the application architecture domain expert in information gathering with stakeholders. Supports governance activities and contributes to the development of architectural strategies. Builds a deep understanding of the business and digital strategies and leverages them to identify suitable solutions. Analyse options and recommend the most appropriate approach across different environments. Provides guidance on technology best practices and continuous improvement.	£54,973	£68,540
City of Edinburgh Council	3. Senior Project Manager (Major Projects) Project manages and coordinates major building construction related Projects (typically, but not exclusively, projects over £2m). Ensures all capital projects are delivered on programme, within budget,	£50,550	£60,506

	upholding governance and reporting controls and to specified quality standards with best value delivery. Advising and making recommendations to relevant Investment Steering Groups and / or Project Boards of project progress and cost. Directing internal and external project managers, cost consultants, design teams and external project managers (when not providing this role directly) to deliver successful completion of projects, meeting quality programme and budget criteria for the Council.		
City of Edinburgh Council	4. Lead HR Consultant, Workforce Planning and Information has the primary responsibility for ensuring a Workforce Plan is in place for the Council which aligns to our strategic drivers to deliver our People Strategy and Business Plans to 2027. Develops and promotes workforce planning techniques across our organisation to support scenario modelling, system demand, future workforce design and transformation. In addition, the individual will develop our workforce data systems, storyboards, and intelligence to develop internal processes to support local service plans, consider risks and actions.	£50,550	£60,506
Social Security Scotland	5. Solution Architect works as part of Agile delivery and traditional project teams to understand and identify technical needs then deliver the design for appropriate solution / technical architectures. Collaborates with peers and senior stakeholders to provide technical leadership and resolve conflicting interests and requirements. Leads groups of other architects to take forward related architectural work. Drives continuous improvement initiatives in the Architecture Practice. Contributes to the development of architectural strategies. Provides technical assurance for governance activities.	£54,973	£68,540
Scottish Parliament	6. 2023-24 pay scale	£52,583	£63,147
Average against benchmark		£53,100	£64,963
Median against benchmark		£53,778	£65,844

Recommendations		
Retain the minimum of the scale and uprate in line with the 2024-25 cost of living award.	£52,583	
Retain the maximum of the scale and uprate in line with the 2024-25 cost of living award.		£63,147

Grade 4 (external comparator professional/Manager level or equivalent)

Organisation	Comparable roles	Minimum	Maximum
Social Security Scotland	<p>1. Senior Procurement Specialist leads all stages of the procurement process to deliver a variety of contracts including and up to high value/ high risk contracts in line with procurement policy, best practice, and Public Contracts Scotland Regulations. This includes procurement strategy development, tender management, evaluation to contract award. Effectively manages a range of customers/stakeholders internally and in the wider public sector to optimise value for money while ensuring key objectives are achieved e.g., sustainability, community benefits, fair work practices. Engages and influences internal and external stakeholders at all levels of seniority to encourage the delivery of business objectives. Prepares and submits a range of reports to facilitate decisions taken by stakeholders on procurements and contracts.</p>	£43,725	£52,353
Registers of Scotland	<p>2. Senior OD Practitioner maximises the contribution of our people to drive organisational outcomes. Contributes expertise in organisational design, culture, and people-performance systems to support successful adaption to the changing demands of the external environment. Supports continuous improvement within the organisation by influencing effective people-processes, people management and leadership. Design and delivery of OD interventions indicated through your diagnostic and research findings to drive performance improvements Leading/participating on mission teams in response to briefs from governance groups. Participates in the life of the broader People & Change function with active involvement in whole-function events, comms, engagement planning and learning of asks of the function such as input to governance processes such as audits.</p>	£44,470	£52,359
Scottish Government	<p>3. Senior Finance Officer supports the Minister and senior officials in the preparation of financial and forecasting advice, considering</p>	£43,725	£52,353

	effective methodologies to ensure for value for money and ensuring effectiveness of funds used. Responsible for full knowledge of finances within the division. End-to-end management of the funding process to issue funds. Monthly reconciliation of funding issued via Programme Monitoring. Responsible for the financial related policy input		
Scottish Government	4. Senior Content Designer creates and iterates content for end-to-end services that makes complex language and processes easy to understand and directs others in the pursuit of this as needed. Identifies, analyses, manages, and monitors relationships with and between stakeholders, using evidence to explain decisions made and balancing competing priorities. Leads the design and implementation of content strategies, directing the evaluation of strategies and policies to ensure business requirements are being met. Offers recommendations on the best content design tools and methods to use. Reviews content produced by others against digital standards and guidelines.	£43,725	£52,353
Scottish Parliament	5. 2023-24 pay scale	£42,000	£50,079
Average against benchmark		£43,529	£51,935
Median against benchmark		£43,725	£52,353
Recommendations			
Retain the minimum of the scale and uprate in line with the 2024-25 cost of living award.		£42,000	
Retain the maximum of the scale and uprate in line with the 2024-25 cost of living award.			£50,079

Grade 3 (external comparator professional level, supervisory, or equivalent)

Organisation	Comparable roles	Minimum	Maximum
Social Security Scotland	1. Business Analyst engages with stakeholders to build strong working relationships through stakeholder analysis and management, working closely with the project team to define an approach to meet the customer needs. Supports customers/stakeholders through transformational/change programmes. Leads and delivers business analysis products for small to medium size initiatives and support on large and complex initiatives, in accordance with project requirements and overall business objectives, including pre-and post-project work such as impact analysis and benefits management. Responsible for components of options appraisals, impact assessments and benefits realisation.	£35,196	£40,246
City of Edinburgh Council	2. Communications Officer is experienced in using a wide range of communications tools and channels as well as producing creative social and digital content. Working across a wide variety of portfolios and projects, building positive relationships with senior managers and service delivery colleagues as well as elected members and partners.	£36,312	£42,717
City of Edinburgh Council	3. Media and Social Media Officer develops compelling news and content that promotes the work of the City of Edinburgh Council, for communicating via a range of relevant media to ensure maximum positive impact in press and social media. Develops, manages, and deliver media and social media plans ensuring that outcomes are delivered on time and to a high standard. Prepares media materials, news and social media content, Proactively develops and recommends actions to manage and protect the reputation of the Council to local, national international audiences, media (where appropriate), elected members, the public, senior managers.	£34,057	£40,275

Scottish Government	4. Content Designer is responsible for creating, updating and reviewing content around the end-to-end user journey and are comfortable using evidence, data and research. Works autonomously to create and iterate content for end-to-end services that makes complex language and processes easy to understand. Understands and implements appropriate content styles and standards. Identifies analyses, manages and monitors relationships with and between stakeholders, using evidence to explain decisions made and balancing competing priorities.	£35,196	£40,246
Scottish Parliament	2023-24 pay scale	£32,884	£40,000
Average against benchmark		£34,729	£40,697
Median against benchmark		£35,196	£40,246
Recommendations			
Retain the minimum of the scale and uprate in line with the 2024-25 cost of living award.		£32,884	
Retain the maximum of the scale and uprate in line with the 2024-25 cost of living award.			£40,000

Grade 2 (external comparator security, administration level or equivalent)

Organisation	Comparable roles	Minimum	Maximum
Scottish Government	1. Security Control Room Team Member. Required to work a shift pattern with responsibility for proactively monitoring the estate CCTV system through camera patrols and the use of analytics, responding to incidents and event which have been detected in a timely manner. Responding to actual or potential security incidents reported to the Security Control Room from a variety of sources.	£26,999	£29,122
City of Edinburgh Council	2. Contract Assistant. Working in the heart of the Neighbourhood Environmental Services with responsibility for logging, monitoring and reporting on non-recycling and recycling waste, providing support to the Contracts team by assisting in the management of contracts and monitoring performance of individual contracts, including raising purchase orders and invoices.	£26,788	£30,751
Scottish Parliament	3. 2023-24 pay scale	£28,860	£31,318
Average against benchmark		£26,894	£29,937
Median against benchmark		£26,894	£29,937
Recommendations			
Retain the minimum of the scale and uprate in line with the 2024-25 cost of living award.		£28,860	
Retain the maximum of the scale and uprate in line with the 2024-25 cost of living award.			£31,318

Annex A

Scottish Parliament	£	Scottish Government	£	Registers of Scotland	£	Social Security Scotland	£	City of Edinburgh Council	£	Average bottom across benchmark	Average top across benchmark	In line with our strategy
Grade 2	28,860-31,318 (mid-point 30,089)	A4 Grade	26,999-29,122 (mid-point 28,061)	AO	25,628-28,145 (mid-point 26,887)	A4 Grade	26,999-29,122 (mid-point 28,061)	5	26,788-30,751 (mid-point 28,770)	£27,055 +1,805 +6.25% (106%)	£29,692 +1,626 +5.19% (105%)	Yes
Grade 3	32,884-40,000 (mid-point 36,442)	*B1+B2 Grades	30,558-40,246 (mid-point 35,402)	EO &HEO	30,655-39,591 (mid-point – 35,123)	*B1+B2 Grades	30,558-40,246 (mid-point 35,402)	6	30,751-36,312 (mid-point 33,532)	£31,082 +1,802 +5.48% (105%)	£39,279 +721 +1.8% (102%)	Yes
Grade 4	42,000-50,079 (mid-point 46,040)	B3	43,725-52,353 (mid-point 48,039)	SEO	42,353-49,866 (mid-point 46,110)	B3	43,725-52,353 (mid-point 48,039)	7&8	36,312-50,550 (mid-point 43,431)	£41,623 +377 +0.9% (101%)	£51,040 -961 -1.92% (98%)	Yes
Grade 5	52,583-63,147 (mid-point 57,865)	C1	54,973-68,540 (mid-point 61,757)	C1	52,359-65,103 (mid-point 58,731)	C1	54,973-68,540 (mid-point 61,757)	9	50,550-60,506 (mid-point 55,528)	£53,088 -505 -0.96% (99%)	£65,167 -2,020 -3.2% (97%)	Yes
Grade 6	66,305-79,672 (mid-point 72,989)	C2	71,967-83,065 (mid-point 77,506)	C2	68,359-78,136 (mid-point 73,248)	C2	71,967-83,065 (mid-point 77,506)	10	60,506-72,266 (mid-point 66,386)	£67,821 -1516 -2.29% (98%)	£79,241 -431 -0.54% (99%)	Yes