

LOCAL INFRASTRUCTURE ORGANISATION SALARIES: A SNAPSHOT

Kerrie Fletcher – Community Action Derby (February 2022)

HEADLINES:

Based on a comparison of 171 posts/salaries in 37 LIOs:

Salaries for different kinds of posts vary within a fairly narrow range for most posts (with a few outliers). Summarised in Table 1 (below).

As you might expect – **larger LIOs tend to pay their Chief Executives more** – though this was less of an influence on salaries of less senior posts.

There's **no obvious correlation of salaries with the local labour market or cost of living** (using local salaries and house prices as proxies).

- The average local house price ranged from **1.9 x to 11.7 x the Chief Executives salary**. For Officers the range was from **3.8 x to 24.7 x**.
- Chief Executive pay was between **114% and 280%** of the **local average** (the **average salary of all local workers NOT just CEOs**) in their local authority area. Officers were paid between **56% and 128%** of the local average.

Again, not surprising given that LIO funding is often historic rather than needs based, and cost of living uplift in grants/contracts (anecdotally) the exception. This would also help account for some reported challenges in recruiting and retaining staff.

LIO salaries seem not to have kept pace with local government salary scales and posts – some LIOs reporting a particular issue of losing staff to local public sector services (who of course also have more generous terms and conditions, pensions etc.)

For those of you who want more detail, this can be found in the explanation below and the tables that follow.

Where the data came from

14 local infrastructure organisations (LIOs) provided their salary structure and/or a full list of posts and salaries. I haven't named them or identified their location below regional level, for confidentiality (the relatively small number would make it possible to identify individual organisations/employees).

I also did a desktop search for vacant posts within LIOs advertised (Feb 2022) on NAVCA jobs page and/or Charity Jobs website. So the information below is based on a total of **171 posts** from **37 different LIOs**. The organisations range in size from an **annual income of just over £100k to nearly £4m**, and from **3 to 141 employees**. There was a reasonable geographic spread – though none from Yorks & Humber region and very few from London; East Midlands (particularly Derbyshire) is strongly represented.

How different posts and salaries were compared

I used the 8 tier salary structure used by one of the LIO respondents as a starting point (with thanks to them for letting me borrow it). Details of their indicators for each tier are provided as Table 7. While some specifics won't translate to different LIO sizes or structures, it provided a helpful framework.

The 14 organisations who responded to me directly were asked to check I had allocated their roles to the appropriate tier; for the job adverts I made a 'best guess' based on the job title and description.

I've also benchmarked the range of salaries for each tier against NJC local government scales and given examples of local government posts are advertised at comparable pay tiers. This was based on a not-very-scientific desktop search of advertised local authority jobs.

Finally I used publicly available data (most recent set of annual accounts filed with the Charity Commission) to ascertain the annual income and average number of staff of the organisations posts were based in, as well as Office for National Statistics data on average house price and average local salary (at lower tier local authority level)

1. LOCAL INFRASTRUCTURE ORGANISATION SALARIES - SUMMARY

Tier		Range		Average (mean)	Mid-range (median)	No. of examples	Notes
		Low	High				
		FTE salary £					
1	Chief Executive	30,000	70,000	46,663	46,000	15	Most in the range £40-£54k (1 paid above and 2 paid below this rate)
2	Deputy Chief Executive	30,475	44,651	37,605	38,500	6	5/6 paid above £35k
3	Executive Manager	28,518	50,000	33,657	33,000	22	Most in £30k-£40k range (3 paid below this and 1 above)
4	Manager	25,655	40,000	30,324	29,000	21	Main range £27k-£33k 3 paid above this (2 finance and 1 digital specialists) 1 paid below
5	Senior Officer	24,377	31,917	27,889	28,000	22	Even spread across the range
6	Officer (all roles)	17,000	30,451	24,172	24,426	59	See below for variation between different kinds of roles. 1 above £30k and 3 below £20k
	Finance Officer	24,500	30,000	25,740	25,800	7	
	Social Prescriber	24,146	27,000	25,682	25,742	6	
	Communications/Marketing	24,000	25,800	24,899	24,898	4	
	Development Worker	20,000	30,451	24,780	24,463	18	
	Community Engagement	18,037	26,470	23,907	25,039	5	
	Project Officer	19,698	25,500	22,863	22,564	12	
	Volunteer Coordinator	17,000	27,500	21,762	21,000	7	
7	Administrative Officer	17,290	22,500	19,990	20,000	19	2 below £18k and 2 £22k+
8	Assistant	17,143	20,000	18,755	19,000	6	all but 1 above £18.5k
9	Apprentice	Not enough examples to generalise				1	
						171	

2. LOCAL FACTORS

As you'd expect there does seem to be some correlation between Chief Executive Salary and organisation size (income/number of employees) - though this is much less of an obvious factor for less senior posts.

Local cost of living / local salaries seem to be less of a factor - perhaps reflecting that our salary offers reflect local variation in funding, limiting potential to respond to the local market. This would also help account for some reported challenges in recruiting and retaining staff:

Local house prices as a multiple of salary

- The average local house price ranged from **1.9 x** to **11.7 x** the **Chief Executives salary**
- For Officers the range was from **3.8 x** to **24.7 x** salaries.

How do they compare with local average salary?

- Chief Executives pay was between **114%** and **280%** of the **average local salary** (the **average salary of all local employees, NOT just CEOs**) for their local authority area.
- Officers were paid between 56% and 128% of the **average local salary** (as above – the **average for all workers**) for their local authority area.

More detail in tables 2(a), 2(b) and 2(c) below, showing salaries for **Tier 1 Chief Executive** (all 15 posts) and **Tier 6 Officer** (the top 15 and bottom 15 of all 59 salaries, alongside their organisation's annual income and number of employees, and the average house price and average local salary for their lower tier or unitary local authority area

The colours indicate whether their annual organisation incomes, employee numbers, house prices and local salaries are among the highest or lowest compared with other LIOs reporting/advertising posts in this tier.

Quartile 1	Organisations in the highest 25%
Quartile 2	
Quartile 3	
Quartile 4	Organisations in the lowest 25%

Source:

- **Organisation's annual income** from most recent set of accounts filed with the Charity Commission.
<https://www.gov.uk/find-charity-information>
- **Number of employees:** In most cases, individuals employed rather than full time equivalent posts. Average no.of employees stated in most recent accounts as above, or current number provided by the organisation.
- **Average local house price** June 2021 median house price for the lower tier local authority of the organisation's main area of benefit.
<https://www.ons.gov.uk/peoplepopulationandcommunity/housing/bulletins/housepricestatisticsforsmallareas/yearendingjune2021>
- **Average local salary:** 2021 median gross annual pay 2021 for the lower tier local authority of the organisation's main area of benefit.
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork>

2 (a): CHIEF EXECUTIVE POSTS

Chief Executive Salary Highest to lowest FTE £	Organisation's annual income £	No. of employees	Average local house price £	Average local salary £
70,000	2m +	20>30	150-200k	25k>26k
54,130	1.5>2m	50>60	100-150k	23k>24k
52,556	1.5>2m	30>40	250-300k	21k>22k
52,000	2m+	50>60	500k+	26k>27k
52,000	1.5>2m	50>60	200-250k	26k>27k
47,000	500k > 1m	10>20	100-150k	24k>25k
46,450	250k>500k	0>10	300-350k	28k>29k
46,000	1.5>2m	30>40	150-200k	26k>27k
45,000	500k > 1m	20>30	150-200k	22k>23k
44,000	250k>500k	10>20	200-250k	27k>28k
42,779	500k > 1m	20>30	500k+	28k>29k
41,614	500k > 1m	70>80	150-200k	24k>25k
40,744	500k > 1m	20>30	150-200k	25k>26k
35,667	100>250k	0>10	150-200k	23k>24k
30,000	100>250k	0>10	150-200k	26k>27k

Quartile 1 (highest 25%)
Quartile 2
Quartile 3
Quartile 4 (lowest 25%)

2(b) OFFICER POSTS (£PA highest 25%)

Officer salary FTE £	Organisation's annual income £	No. of employees	Average local house price £	Average local salary £
30,451	500k>1m	10>20	250k>300k	23k>24k
28,659	4.5m>5m	20>30	150k-200k	23k>24k
27,857	1m>1.5m	20>30	200k-250k	23k>24k
27,500	1m>1.5m	10>20	350k>400k	29k>30k
27,000	500k>1m	10>20	600k>650k	29k>30k
26,999	1.5m>2m	50>60	100k>150k	23k>24k
26,500	2.5m>3m	20>30	350k>400k	29k>30k
26,500	2.5m>3m	20>30	150k-200k	25k>26k
26,500	1m>1.5m	10>20	150k-200k	25k>26k
26,484	4m>4.5m	90>100	150k-200k	24k>25k
26,470	1m>1.5m	40>50	250k>300k	28k>29k
25,991	250k>500k	0>10	300k>350k	22k>23k
25,880	500k>1m	20>30	500k>550k	28k>29k
25,880	500k>1m	20>30	500k>550k	28k>29k
25,800	100>250k	10>20	150k-200k	26k>27k

Quartile 1 (highest 25%)
Quartile 2
Quartile 3
Quartile 4 (lowest 25%)

2 (c) OFFICER POSTS (£PA lowest 25%)

Officer salary FTE £	Organisation's annual income £	No. of employees	Average local house price £	Average local salary £
22,783	1.5m>2m	30>40	250k>300k	21k>22k
22,783	1.5m>2m	30>40	250k>300k	21k>22k
22,629	250k>500k	10>20	200k-250k	23k>24k
22,500	2.5m>3m	20>30	150k-200k	25k>26k
22,345	1.5m>2m	50>60	100k>150k	23k>24k
21,777	100>250k	0>10	150k-200k	22k>23k
21,620	500k>1m	70>80	150k-200k	24k>25k
21,322	1.5m>2m	50>60	100k>150k	23k>24k
21,164	500k>1m	70>80	150k-200k	24k>25k
21,000	500k>1m	10>20	300k>350k	28k>29k
21,000	250k>500k	0>10	150k-200k	23k>24k
20,596	500k>1m	20>30	500k>550k	28k>29k
20,210	500k>1m	20>30	500k>550k	28k>29k
18,500	4m>4.5m	140>150	400k>450k	33k>34k
18,500	4m>4.5m	140>150	400k>450k	33k>34k
18,037	4m>4.5m	90>100	150k-200k	24k>25k

Quartile 1 (highest 25%)
Quartile 2
Quartile 3
Quartile 4 (lowest 25%)

3. RANGE OF SALARIES PAID AND REGION

Highest to lowest salaries for each tier and English Region in which the organisation operates. Full time equivalent salary £PA

1			2			3			4			5		
CHIEF EXECUTIVE			DEPUTY CHIEF EXECUTIVE			EXECUTIVE MANAGER			MANAGER			SENIOR OFFICER		
Salary £	Region		Salary £	Region		Salary £	Region		Salary £	Region		Salary £	Region	
1	70,000	North West	1	43,155	East	1	45,000	South West	1	40,000	London	1	31,917	North West
2	54,130	North West	2	40,000	North West	2	39,052	East	2	37,890	South West	2	31,746	E Midlands
3	52,556	South West	3	38,500	East	3	38,890	North West	3	37,000	North West	3	30,475	East
4	52,000	W Midlands	4	37,500	E Midlands	4	37,318	North West	4	33,000	North West	4	30,000	London
5	52,000	East	5	36,000	W Midlands	5	37,000	E Midlands	5	31,346	North West	5	30,000	East
6	47,000	North East	6	30,475	East	6	35,328	South West	6	30,752	North West	6	29,577	South East
7	46,450	East				7	35,148	East	7	30,752	North West	7	29,173	South East
8	46,000	E Midlands				8	34,000	South East	8	30,000	E Midlands	8	28,598	South West
9	45,000	E Midlands				9	34,000	W Midlands	9	30,000	E Midlands	9	28,598	South West
10	44,000	South West				10	34,000	E Midlands	10	30,000	E Midlands	10	28,437	North West
11	42,779	East				11	33,000	W Midlands	11	29,000	E Midlands	11	28,000	North West
12	41,614	E Midlands				12	33,000	W Midlands	12	28,682	East	12	28,000	North West
13	40,744	North East				13	32,000	East	13	28,672	North West	13	28,000	North West
14	35,667	E Midlands				14	32,000	East	14	28,595	E Midlands	14	26,764	East
15	30,000	E Midlands				15	31,616	East	15	28,168	South West	15	26,511	South East
						16	31,529	E Midlands	16	28,000	W Midlands	16	26,000	W Midlands
						17	31,000	W Midlands	17	27,500	W Midlands	17	26,000	E Midlands
						18	30,500	E Midlands	18	27,500	W Midlands	18	25,500	W Midlands
						19	30,122	North East	19	27,072	North East	19	25,500	W Midlands
						20	29,504	South West	20	27,000	W Midlands	20	25,500	W Midlands
						21	28,518	South West	21	25,880	East	21	24,882	E Midlands
						22	27,939	East				22	24,377	E Midlands

6 OFFICER						7 ADMIN OFFICER			8 ASSISTANT		
Salary £	Region		Salary £	Region		Salary £	Region		Salary £	Region	
1	30,451	South East	31	24,426	North East	1	22,183	South East	1	19,602	East
2	28,659	North West	32	24,426	North East	2	22,000	E Midlands	2	19,240	W Midlands
3	27,857	North West	33	24,146	E Midlands	3	21,500	W Midlands	3	19,000	E Midlands
4	27,500	South East	34	24,146	E Midlands	4	21,250	E Midlands	4	19,000	North West
5	27,000	London	35	24,000	East	5	21,139	East	5	18,546	E Midlands
6	26,999	North West	36	24,000	W Midlands	6	21,000	W Midlands	6	17,143	E Midlands
7	26,500	North West	37	24,000	W Midlands	7	20,810	North East			
8	26,500	North West	38	24,000	W Midlands	8	20,500	North West			
9	26,500	South East	39	24,000	W Midlands	9	20,000	W Midlands			
10	26,484	North West	40	23,627	E Midlands	10	20,000	W Midlands			
11	26,470	W Midlands	41	23,627	E Midlands	11	20,000	North West			
12	25,991	South East	42	23,627	E Midlands	12	20,000	North West			
13	25,880	East	43	23,227	East	13	19,918	E Midlands			
14	25,880	East	44	22,783	South West	14	19,312	South West			
15	25,800	E Midlands	45	22,783	South West	15	19,312	South West			
16	25,800	E Midlands	46	22,629	E Midlands	16	18,278	E Midlands			
17	25,295	W Midlands	47	22,500	North West	17	18,000	East			
18	25,295	W Midlands	48	22,345	North West	18	17,316	E Midlands			
19	25,250	E Midlands	49	21,777	E Midlands	19	17,290	South West			
20	25,039	East	50	21,620	E Midlands						
21	25,000	East	51	21,322	North West						
22	25,000	South West	52	21,164	E Midlands						
23	25,000	E Midlands	53	21,000	East						
24	25,000	North West	54	21,000	W Midlands						
25	24,500	E Midlands	55	20,596	East						
26	24,500	W Midlands	56	20,210	East						
27	24,500	W Midlands	57	18,500	South East						
28	24,500	W Midlands	58	18,500	South East						
29	24,500	W Midlands	59	18,037	North West						
30	24,462	London									

4. RANGE OF SALARIES – BENCHMARKED TO NJC LOCAL GOVERNMENT SALARIES

NJC Point: NJC pay scales are the local government pay scales negotiated between trade unions and Local Government Association. The scale has 43 points/pay bands. Some employers implement a wider scale up to point 65 - included for guidance only. The *old (pre 2019) NJC bands and scale points* (SCP) are provided alongside - for those of you who still think (as I do) in old money. NIVCA (Northern Ireland Council for Voluntary Action) historically provided some guidance for members on how to attribute roles to NJC bands, although it has not been updated since its 2016-18 NJC Settlement briefing – however, this is included below (Table 7)

Current £PA: Current NJC salary rates implemented from 1 April 2020. The 2021/22 NJC settlement is still being negotiated - National Employers' final offer was 2.75% increase for SCP 1 and 1.75% increase for SCP 2 upwards.

Also included:

- **UK National Living Wage:** The legal minimum for those aged 23+ = £8.91 per hour (Rises to £9.50 per hour from 1 April 2022). Based on 37 hour week; excluding London weightings.
- **Real Living Wage:** 2021/22 rate £9.90 per hour outside London. Based on 37 hour week. www.livingwage.org.uk

The **range of LIO salaries for each tier** and the **average salary in that tier** is shown in colour to the right (based on actual salary if fixed, or the mid-point of a LIO's salary range for posts if applicable)

Old NJC Band SCP		New NJC SCP	Current £PA	Range of LIO salaries in each tier							Admin Officer	Assistant
				Chief Executive	Deputy Chief Executive	Executive Manager	Manager	Senior Officer	Officer			
UK Minimum wage			17,189									
1	6/7	1	17,842									
	8/9	2	18,198									
	10/11	3	18,562									
2	10/11	3	18,562									Average
	12/13	4	18,933									
Real Living Wage			19,099									
3	14/15	5	19,312									
	16/17	6	19,698									
4	18	7	20,092									
	19	8	20,493									
	20	9	20,903									
		10	21,322									
	21	11	21,748									

5	22	12	22,183								
		13	22,627								
	23	14	23,080								
	24	15	23,541								
		16	24,012								
6	25	17	24,491								
		18	24,982								
	26	19	25,481								
	27	20	25,991								
		21	26,511								
SO1	28	22	27,041								
	29	23	27,741								
	30	24	28,672								
	31	25	29,577								
	32	26	30,451								
SO2	33	27	31,146								
	34	28	32,234								
	33	27	31,146								
PO1	34	28	32,234								
	35	29	32,910								
	36	30	33,782								
PO2	35	29	32,910								
	36	30	33,782								
	37	31	34,728								
	38	32	35,745								
PO3	38	32	35,745								
	39	33	36,922								
	40	34	37,890								
PO4	41	35	38,890								
	42	36	39,880								
	43	37	40,876								
	44	38	41,881								
PO5	44	38	41,881								
	45	39	42,821								
	46	40	43,857								
	47	41	44,863								

PO6	46	40	43,857								
	47	41	44,863								
	48	42	45,859	Average							
	49	43	46,845								
- End of NJC pay scale -											
PO7	49	43	46,845								
	50	44	47,846								
	51	45	48,847								
	52	46	49,864								
PO8	52	46	49,864								
	53	47	50,888								
	54	48	51,958								
PO9	54	48	51,958								
	55	49	53,050								
	56	50	54,130								
	57	51	55,204								
PO10	57	51	55,204								
	58	52	56,281								
	59	53	57,355								
	60	54	58,422								
PO11	60	54	58,422								
	61	55	59,495								
	62	56	60,584								
	63	57	61,672								
PO12	62	56	60,584								
	63	57	61,672								
	64	58	62,735								
	65	59	63,818								
			70,000								

5. EXAMPLES OF LOCAL AUTHORITY POST AND ADVERTISED SALARY BAND

OLD NJC BAND SCP		NEW NJC SCP	Current £PA	Public sector jobs (rate shown in external job adverts Feb 2022)
UK minimum wage £8.91/hour (age 23+ based on 37 hpw)			17,189	
SCALE 1	6	1	17,842	Domestic/Cleaner Support Worker
	7			
	8	2	18,198	
	9			
	10	3	18,562	
	11			
SCALE 2	10	3	18,562	Learning Support Assistant (bottom of range)
	11			
	12	4	18,933	
	13			
UK Real Living Wage £9.90/hour (based on 37hpw) www.livingwage.org.uk			19,099	
SCALE 3	14	5	19,312	Caretaker Learning Support Assistant (top of range) Resource Centre Worker Care Worker / Home Care Support Worker Pension Administration Officer (bottom of range) Leisure Attendant Library Assistant Assistant Residential Children's Worker Sheltered Housing Support Officer
	15			
	16	6	19,698	
	17			
SCALE 4	18	7	20,092	School Crossing Patrol Senior Care Worker Clerk to Governors Neighbourhood Assistant (bottom of range) Health Improvement Advisor (bottom of range)
	19	8	20,493	
	20	9	20,903	
		10	21,322	
	21	11	21,748	
SCALE 5	22	12	22,183	Health Improvement Advisor (top of range) Pension Administration Officer (top of range) Neighbourhood Assistant (top of range) Public Health Community Support Officer (bottom of range)
		13	22,627	
	23	14	23,080	
	24	15	23,541	
		16	24,012	
	25	17	24,491	
SCALE 6		18	24,982	Highways Team Leader Family Support Worker Emergency Planning Officer Domiciliary Services Organiser (bottom of range) Social Worker (bottom of range) Asset Management Officer Parks & Green Space Officer (bottom of range) Volunteer Co-ordinator: Health & Wellbeing Neighbourhood Partnerships Community Development Worker (bottom of range) Connecting Communities Support Officer
	26	19	25,481	
	27	20	25,991	
		21	26,511	
	28	22	27,041	

SO1	29	23	27,741	Public Health Community Support Officer (top of range)
	30	24	28,672	Parks & Green Space Officer (top of range)
	31	25	29,577	Engagement Officer (bottom of range) Neighbourhood Partnerships Community Development Worker (top of range)
SO2	32	26	30,451	Archivist (top of range)
	33	27	31,146	Social Worker (bottom of range) Public Health Development Officer (bottom of range)
	34	28	32,234	Communications/Marketing Officer (top of range) Senior Environmental Health Officer (top of range) Neighbourhood Partnerships Officer (bottom of range)
PO1	33	27	31,146	Public Health Development Officer (top of range)
	34	28	32,234	Development Officer - Physical Activity
	35	29	32,910	Waste Contracts Officer
	36	30	33,782	Engagement Officer (top of range)
PO2	35	29	32,910	Project Officer - Transport
	36	30	33,782	Team Manager (bottom of range)
	37	31	34,728	Member Development, Awareness & Support Officer (bottom of range)
	38	32	35,745	Neighbourhood Partnerships Officer (top of range)
PO3	38	32	35,745	Regeneration & Development Project Manager
	39	33	36,922	HAF Marketing & Engagement Project Manager
	40	34	37,890	Experienced Social Worker (top of range)
	41	35	38,890	Member Development, Awareness & Support Officer (top of range)
PO4	41	35	38,890	IT Project Manager
	42	36	39,880	Practice Supervisor - Children & Families (bottom of range)
	43	37	40,876	Practice Manager (Planning)
	44	38	41,881	Town Hall Manager (bottom of range) Contracts Manager (bottom of range) Brokerage Team Leader
PO5	44	38	41,881	Practice Supervisor - Children & Families (top of range)
	45	39	42,821	Partnership & Improvement Manager
	46	40	43,857	Town Hall Manager (top of range) Contracts Manager (top of range)
	47	41	44,863	Development Manager Asset Manager Safeguarding Board Manager Strategic Manager
PO6	46	40	43,857	Team Manager (top of range)
	47	41	44,863	Programme Manager
	48	42	45,859	Hub Manager (bottom of range)
	49	43	46,845	Team Leader (bottom of range)
- NJC Scale ends -				
PO7	49	43	46,845	Team Leader (top of range)
	50	44	47,846	Senior Commissioning Manager
	51	45	48,847	Hub Manager (top of range)
	52	46	49,864	CEO Town Council (smaller council - bottom of range)
PO8	52	46	49,864	CEO Town Council (smaller council - top of range)
	53	47	50,888	
	54	48	51,958	

PO9	54	48	51,958	Principal Social Worker
	55	49	53,050	
	56	50	54,130	
	57	51	55,204	
PO10	57	51	55,204	Service Manager - CYP (bottom of range) CEO Town Council (£1m income - bottom of range) Senior Contract Manager (bottom of range)
	58	52	56,281	
	59	53	57,355	
	60	54	58,422	
PO11	60	54	58,422	Service Manager - CYP (top of range) Heads of Service (bottom of range)
	61	55	59,495	
	62	56	60,584	
	63	57	61,672	
PO12	62	56	60,584	CEO Town Council (£1m income - top of range) Senior Contract Manager (top of range)
	63	57	61,672	
	64	58	62,735	
	65	59	63,818	
			70,000	Assistant Director (bottom of range)
			80,000	Heads of Service (top of range)
			90,000	Director (bottom of range)
			100,000	Assistant Director (top of range)
			110,000	
			120,000+	Director (top of range)

6. NJC SCALES – NIVCA (Northern Ireland Council for Voluntary Action) GUIDANCE

OLD NJC Scale SCP		NEW NJC SCP	NIVCA GUIDANCE (2016) https://www.nicva.org/sites/default/files/d7content/attachments-articles/nicva_njc_payscale aug_2016.pdf
SCALE 1	6-11	1 -3	Administrative/Clerical/Finance/Accounts, Care staff, Receptionist, Caterer, Support staff, Trainee Staff. Regular or routine duties may include clerical duties, or semi-skilled manual work. Junior or trainee roles in non-admin functions. Often work under supervision or direction
SCALE 2	10 -13	3 -4	
SCALE 3	14 -17	5 -6	Secretary, Finance/Admin staff, Care Assistant, Accounts Clerk. A range of clerical and admin tasks. Assists in projects, research and specialist admin or clerical duties. Have specific skills or knowledge such as word-processing or book-keeping, or is more generally involved in supporting other staff with clerical and related services, with minimum supervision
SCALE 4	18- 21	7-11	
SCALE 5	22 - 25	12 - 17	Research/Development/Project Assistant (usually responsible to a Coordinator), Supervisory, Office Manager, PA, Senior administrative staff. Specialist administrative or clerical duties may involve supervision of others. Requires specialist technical input for some clerical positions but is not classified as technical or management. Follows standard procedures, requiring much local or technical knowledge in limited area.
SCALE 6	26 - 28	18 - 22	Development/Education/Publications/Information/Fundraising/Advice Officer, Clerical supervisor/ Training or Care Staff. Professional/technical expertise with either detailed operational expertise in specific areas or broad development skills. May be responsible for operation of a unit within a department or home or assisting or reporting to specialist staff or Manager. May have some supervisory responsibility for less experienced staff. Receives on-the job training, assisting more senior staff or working on simple projects. Work is assigned with detailed instructions and is subject to close supervision. Guidance should always be made available.
SO1	29 - 31	23 - 25	Senior Officer 1: Information & Development Officer, Senior Advice Officer, Project Coordinator, Specialist, Professional, Technical Staff (usually applies where there is limited budgetary or staffing responsibility). Senior professional or functional expertise responsible for specific functional specialism and responsibilities. May lead small team or project, performs responsible and varied duties within projects. Work is assigned in terms of detailed objectives and priorities with support and guidance on areas of difficulty. Responsible to Functional Manager or Director.
SO2	32 - 34	26 - 28	As above but with greater budgetary and staffing responsibilities. Senior professional or functional expertise. Management responsibility for small team or project. May hold the title of Manager.
PO1	33 - 36	27 - 30	Functional/Project Manager, Finance / Human Resources / IT / Fundraising / Development / Centre Manager. Management responsibility for a small function, sub-function or project, reports to Director, Deputy/Assistant Director, Senior Manager (Chief Executive in smaller organisations). Plans, conducts and coordinates work of some complexity and is responsible for staff within a specific business area. Work is assigned in terms of general objectives and priorities but guidance is to be sought on policy or unusually complex problems. Work is reviewed for effectiveness only
PO2	35 - 38	29 - 32	

PO3	38 - 41	32 - 35	Function/dept or Unit Head, Senior Function Head with full responsibility for a complete function or activity without membership of a Board/Committee and/or senior management team. Responsible for service delivery and the administration of a function, with some policy information. Has full hands-on responsibility for projects, including long-term and short-term planning with budgetary control and decisions on work programmes. Receives senior manager/executive direction on generic objectives. Work is reviewed only for adherence to policy and general effectiveness. May be a member of a larger operational management team. Responsible to the Chief Executive, Directors.
PO4	41 - 44	35 - 38	
PO5	44 - 47	38 - 41	Deputy/Assistant Director, Operations Director (could apply to Chief Executive/Executive Director in smaller organisations depending on scale/size/income etc). Head of Department or Functions with membership of the Board/Committee and/or senior management team. Overall responsibility for matters across function, region or defined activity. Formulation and implementation of policy in a major functional area. Receives executive direction on broad corporate policy but may retain discretion on matters of local policy. Has responsibility for overseeing the implementation of corporate decisions and staff across the whole organisation at a strategic rather than operational level. Responsible to the Chief Executive, Board or Management Committee.
PO6	46 - 49	40 - 43	
- End of NJC Scale -			
PO7	49 - 52	43 - 46	
PO8	52 - 54	46 - 48	
PO9	54 - 57	48 - 51	Deputy to Chief Executive as well as having own PO5-7 responsibilities.
PO10	57 - 60	51 - 54	Chief Executive, Director, Chief Officer (applicable in larger organisations depending on scale/size/income etc) with considerable staffing and budgetary responsibilities. Primary responsibility for the organisation with overall responsibility for initiating corporate policy and decision-making and applying the board or committee's strategy. Works unsupervised. Responsible to the Board/Committee for the overall performance of the organisation. Has responsibility for staff across the whole organisation at a strategic rather than operational level.
PO11	60 - 63	54 - 57	
PO12	62 - 65	56 - 59	

7. SALARY FRAMEWORK & INDICATORS

Tier		Description & Indicators
1	Chief Executive	<p>An executive managerial post with responsibility for overall service:</p> <ul style="list-style-type: none"> • Reports directly to the Board • Responsible for planning all services • Responsible for all teams • Responsible for all external relationships • Responsible for all staff • Responsible for all budgets
2	Deputy Chief Executive	<p>An executive managerial post with significant responsibility for multiple teams and/or covering multiple localities:</p> <ul style="list-style-type: none"> • Reports directly to the Chief Executive and regularly attends Board of Trustees, addressing the Board directly and deputising for the Chief Executive when required • Responsible for planning for their localities and/or service areas, taking a lead on significant business objectives with a large degree of autonomy • Responsible for their teams and effective implementation of delivery plans • Handles external relationships in their localities and service areas, and on behalf of the organisation with a large degree of autonomy • Manages staff, likely to include other managers and other executive managers • Budget holder for significant proportion of total budgets
3	Executive Manager	<p>An executive managerial post with responsibility for more than one team and/or covering multiple localities:</p> <ul style="list-style-type: none"> • Reports directly to the Chief Executive or Deputy Chief Executive, and may attend Board of Trustees • Responsible for planning for their localities and/or service areas • Responsible for their teams and effective implementation of delivery plans • Handles external relationships in their localities and service areas • Manages staff, likely to include other managers • Budget holder • High level experience and/or qualification may be required such as post-graduate qualification or chartered status.
4	Manager	<p>A managerial post with responsibility for a large team and/or with responsibilities having implications across the area of benefit/organisation:</p> <ul style="list-style-type: none"> • Leads planning for their service area • Responsible for their team and effective implementation of delivery plans • Has many contacts outside of the organisation, including customers and other stakeholders for which they are responsible • Handles some external relationships formally on behalf of organisation • Manages staff • Budget holder

Tier	Band title	Indicative line management responsibility	Indicative budget/financial responsibility
1	Chief Executive	Overall responsibility for all staff team Manages mainly other Executive Managers.	Budget Holder Total responsibility likely to be over £1,000,000 Spending authorisation to £5,000 Bank signatory
2	Deputy Chief Executive	Line manage 6 or more permanent staff posts, including 3 or more managers Has significant influence across the organisation; directing or influencing others work beyond their direct line management	Budget Holder Total responsibility likely to be over £500,000 and/or significant trading/fundraising income targets Spending authorisation to £1,000, or deputising for Chief Executive as required Regular second signatory
3	Executive Manager	Line manage 3 or more permanent staff posts, including other managers Has significant influence across the organisation; directing or influencing others work beyond their direct line management May manage volunteers.	Budget Holder Total responsibility likely to be over £200,000 and/or significant trading/fundraising income targets Spending authorisation to £1,000 May also be bank signatory
4	Manager	Line manage 3 or more permanent staff posts Has significant influence across the organisation; directing or influencing others work beyond their direct line management Manage volunteers.	Budget Holder Total responsibility likely to be under £200,000 Significant influence over income streams, especially trading income Spending authorisation to £1,000

Tier	Band title	Description & Indicators
5	Senior Officer	<p>A managerial post with responsibility for a small team and/or localised implications (geographically or thematically):</p> <ul style="list-style-type: none"> • Makes a contribution to planning and decides significant detail of delivery • Responsible for their own delivery and working with colleagues effectively; managing their own time • Has many contacts outside of the organisation, including customers and other stakeholders for which they are responsible. • Handles some localised external relationships formally on behalf of organisation • Manages staff
5	Officer	<p>A post with significant responsibility for delivering against agreed plans:</p> <ul style="list-style-type: none"> • Makes a contribution to planning and decides detail of delivery • Responsible for their own delivery and working with colleagues effectively; managing their own time to a large extent • Has many contacts outside of the organisation, including customers and other stakeholders for which they are responsible.
6	Administrative Officer	<p>A support post acting on delegated responsibility within agreed plans:</p> <ul style="list-style-type: none"> • Usually works on varied tasks delegated from colleagues and overseen regularly • Responsible for their own delivery and working with colleagues effectively • Has limited contacts outside of the organisation for which they are responsible
7	Assistant	<p>A support post acting on delegated responsibility within agreed plans:</p> <ul style="list-style-type: none"> • Usually works on routine and consistent tasks delegated from colleagues and overseen regularly • Responsible for their own delivery and working with colleagues effectively • Has few or no contacts outside of the organisation
8	Apprentice	<p>A support post acting on delegated responsibility within agreed plans:</p> <ul style="list-style-type: none"> • Usually works on routine and consistent tasks delegated from colleagues and overseen regularly • Responsible for their own delivery and working with colleagues effectively • Has few or no contacts outside of the organisation • A developmental role with significant training or study aspects that sit alongside the completion of tasks on a weekly basis.

Tier	Band title	Indicative line management responsibility	Indicative budget/financial responsibility
5	Senior Officer	Line manage 2-3 permanent staff posts or regular sessional staff Manage volunteers.	Could be a budget holder for 1-2 budgets and/or simpler cost centres with limited discretionary spend. Can authorise line management expenses to £200.
5	Officer	No permanent line management of staff May line manage temporarily, sessional staff, or with a view to professional development. Manage volunteers.	Could be a budget holder for 1-2 budgets and/or simpler cost centres with limited discretionary spend.
6	Administrative Officer	No line management of staff. Might supervise volunteers in administrative roles.	Not a budget holder. Cannot authorise spend.
7	Assistant	No line management of staff or volunteers.	Not a budget holder. Cannot authorise spend.
8	Apprentice	No line management of staff or volunteers.	Not a budget holder. Cannot authorise spend.