



# Helpdesk Report: Director of Public Affairs/Policy Engagement

by

Incomes Data Research

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This report has been produced by Incomes Data Research Limited as part of the ECC Labour Market and Pay Data Service.

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## 1. Introduction

This report has been prepared by Incomes Data Research (IDR) and, as requested, it provides market salary data for the following role(s):

- Director of Public Affairs

## 2. Market salary data

This section presents the market salary data. We aim to provide a minimum of three sources of information for each job to enable ‘triangulation’ of the results, and thereby provide the widest possible assessment of the market for this role.

### 2.1. Market data

The tables in the following sections provide the aggregate market salary for a full-time Director of Public Affairs.

#### 2.1.1. Official earnings data

The data provided below is based on the Government’s latest Annual Survey of Hours and Earnings (ASHE), for November 2018. This survey, conducted by the Office for National Statistics, provides a snapshot of earnings each April and is based on a 1% sample of National Insurance numbers. ASHE is considered a reliable source of official earnings data.

The following table details the median and average UK gross annual pay for full time employees in the closest-matched occupational category. It also provides information on the annual percentage change which can be an indicator of labour market pressures.

## Annual pay - Gross (£)<sup>1</sup> - For full-time employee jobs: United Kingdom, 2018

Description	Code	No. of jobs (000s)	Median	Annual percentage change	Average	Annual percentage change
Advertising and public relations directors	1134	9	65,074	10.7	67,405	8.7

Source: Table 14.7a, ASHE 2018.

### 2.1.2. NHS data

In this section we provide information on the salary range for the pay band likely to cover comparator jobs in the NHS. The NHS, with 1.2m staff is the largest employer in the UK and as such plays a key role in influencing market for many non-medical roles, particularly in education, given the links between parts of higher education and the NHS.

Directors of a similar scope in the NHS are typically employed on Band 8c and the current salary range is between £59,090 and £71,243 a year outside of London and high-cost areas in the South East/South.

Roles based in high-cost areas qualify for the following supplements:

- Inner London – 20% of basic salary, subject to a minimum payment of £4,400 and a maximum payment of £6,777;
- Outer London – 15% of basic salary, subject to a minimum payment of £3,722 and a maximum payment of £4,743;
- Fringe – 5% of basic salary, subject to a minimum payment of £1,017 and a maximum payment of £1,762.

<sup>1</sup> Gross pay excludes bonuses but includes basic pay, shift premium payments, overtime pay, paid leave, maternity pay, sick pay and other pay.

### 2.1.3. IDR data

The following tables contain data from IDR Pay Benchmarker, our internal database of salary information. This data has been collected by IDR directly from employers and employee bodies through surveys and data collection for the IDR Pay Benchmarker service.

#### Function head, public sector, London

Job level	Company count	Lower quartile	Median	Upper quartile	Average
Level 9	11	£68,363	£82,500	£91,028	£83,419

Source: IDR Pay Benchmarker.

### 3. Job advertisements

This section details current comparable vacancies from our database of advertised positions.

#### 3.1. Data and summary

##### Director of Policy/Public Affairs, higher education – advertised positions summary

Minimum		Maximum
Average	£65,186	£71,611

##### Director of Policy/Public Affairs - job advertisements

Reference ID	Organisation	Job title	Min	Max	Hours	Location
IN353	The Office for National Statistics	Deputy Director, Census and Transformation Policy	£68,000	£68,000	Part Time	London
IN354	National Infrastructure Commission	Director of Policy	£68,000	£68,000	Full Time	London
IN355	RICS	Associate Director Engagement	£65,000	£75,000	Full Time	London
IN356	CITB	Head of Policy and External Affairs	£56,931	£79,056	Full Time	London
IN357	HM Treasury	Deputy Director, Public Value Unit	£68,000	£68,000	Part Time	London

#### 3.2. Job advertisements

The following pages present the job advertisements for the above vacancies.

# Deputy Director, Census and Transformation Policy

[UK Government - Office for National Statistics](#)

59 reviews

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London SW1V

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London SW1V

Part-time, Permanent

£68,000 a year

Are you an experienced policy professional, looking for an exciting and challenging new role?

We are looking for an enthusiastic and transformational leader, with significant experience of leading policy development, and providing policy advice at the highest levels, for the new role of Deputy Director for Census and Transformation Policy at The Office for National Statistics.

As the leading producer of official statistics, we play a unique role in informing debate and improving decision making. As well as being highly influential, this places a responsibility on us to set and maintain standards and deliver statistics that are easy to use and designed to meet the wider public good as well as the needs of government.

Never has there been a more exciting time to join ONS. Our “Better Statistics, Better Decisions” strategy is driving a transformational change throughout the organisation and ONS has already taken huge strides forward to becoming a modern, technically focused, data driven organisation. As part of this, ONS will deliver the first digital Census in 2021 and be a leading producer of online surveys across government and beyond.

The 2021 Census will be the UK’s first predominantly online census. For future decades ONS is exploring the possibility of a Census based on linking together administrative data supported by survey information. The Deputy Director for Census and Transformation Policy will maximise opportunities to engage across Whitehall and beyond, supporting delivery of Census 2021 through effective support of parliamentary engagement and the legislative process, whilst providing policy support and guidance for the longer-term strategy of Population and Public Policy and the future of population and social statistics after 2021.

As well as supporting Census and Transformation policy specifically, this role will support driving forward wider policy initiatives across the Population and Public Policy group within ONS.

In return, you will enjoy excellent Civil Service Benefits including pension, generous holiday allowance, and flexible working options. You will also benefit from our commitment to support your ongoing development.

To discover more about this opportunity, please see the attached candidate pack.

Benefits

## Pensions

Civil Service pension schemes may be available for successful candidates.

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# Director of Policy

UK Government - National Infrastructure Commission

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London EC4A

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Saved

London EC4A

Permanent

£68,000 a year

About the Team

The Commission's secretariat stands at approximately 40 staff, composed of a mixture of policy, analytical and specialist staff, and industry secondees. It is led by our Chief Executive Phil Graham, supported by a senior management team, comprising the Chief Economist, Director of Policy and Chief Operating Officer. The Director of Policy leads the Commission's policy function of around 20 staff. The Commission is independently chaired by Sir John Armitt, supported by seven commissioners. We are a small, friendly and dynamic organisation, which works to its values of being supportive, rigorous and creative.

## Key accountabilities

We are looking for a senior policy professional, with experience in one or more infrastructure sector, who will be responsible for directing and coordinating the Commission's policy development work, as well as for its activities to hold the Government to account for delivery and its engagement with Whitehall and industry.

You will need first-rate policy skills – including the ability to scope, define and manage projects, engage with stakeholder groups at every level, quickly get to grips with new areas and issues, develop creative and effective policy options, and reach clear and deliverable conclusions. You will need to be credible with senior stakeholders, with excellent communication skills, both written and oral, and the confidence to influence effectively within and outside the Commission. And you will need the skills to monitor and track progress towards the Commission's recommendations, the strategic instincts to know when and how to press for urgent action, and the ability to plan for the long term.

The work will be fast-paced and rigorously evidence-based, requiring the skill to prioritise and drive progress across a broad range of issues, to draw conclusions from complex and often conflicting evidence, and to motivate teams and manage projects to deliver high-quality outputs to ambitious timescales.

The postholder will be a key adviser to the Chair and Commission, and have a crucial role in establishing the NIC's overall policy narrative and credibility. They will also be a core member of the Commission's Senior Management Team, and play a key role in managing the Commission's senior relationships with Government and other stakeholders, and in leading elements of the organisational development of the NIC.

Key areas of focus for the postholder will include:

- Leading the Commission's policy-making function, ensuring the Commission has the right mix of skills and expertise to deliver its policy projects (including through secondments and loans), that they are scoped and planned properly, that they are driven forward with rigour and creativity, and that they result in well-evidenced, convincing and deliverable recommendations and reports

- Providing coordination, challenge and quality assurance for the Commission's policy work, in particular through chairing the Commission's policy board, but also in some cases through direct review of individual projects, reports and publications
- Identifying and agreeing future policy projects, including through engagement with Commissioners and Whitehall, ensuring appropriate remits and terms of reference are agreed and identifying resources to take them forward
- Leading the Commission's work in holding the Government to account, including establishing and embedding effective processes to monitor delivery of NIC recommendations, creating strong networks across Whitehall to drive delivery and preparing an annual report
- Positioning the Commission as a credible, forward-thinking and influential body across the infrastructure sector – establishing strong networks for the NIC at senior levels, including in regulators and private sector infrastructure companies, developing effective influencing strategies and, working closely with the Head of Communications, ensuring the Commission is perceived as a well-informed and heavyweight voice
- Representing the Commission's policy programme and recommendations to Commissioners and externally, including through direct engagement with stakeholders and participation in speaking engagements and events
- Line management of four G6 Assistant Directors, and overall leadership of a policy-making team of c. 20 staff; together with a broader internal leadership role – for example through coaching and mentoring Commission staff at all levels
- Membership of the NIC's senior management team, contributing to the development of the Commission's overall strategy and culture, and to its oversight of recruitment and retention, risk management and resourcing, as well as leading on specific aspects of organisational development and management

Candidates at interview will be assessed using the following criteria:

Behaviours (Changing and improving, Making effective decisions, Communicating and influencing)

Strengths

Technical skills

Experience

### **Responsibilities**

Sift criteria

Required Behaviours, Experience and Technical Skills:

1. Behaviour – Making Effective Decisions. Ability to make bold, unbiased strategic decisions, and to make sense of a wide range of political and national pressures to develop strategies and recommendations which meet the Commission's goals.

2. Behaviour – Communicating and Influencing. Ability to communicate with conviction and clarity (in both written and spoken form), including in the face of challenge, and to influence external partners, stakeholders and senior customers such as Commissioners to secure mutually

beneficial outcomes.

3. Behaviour – Changing and Improving. Ability to challenge the way things are done and suggest improvements, recognising initiative and ideas from a wide range of people, and encouraging innovation to deliver better approaches.

4. Experience. Evidence of a successful track record leading and managing teams with diverse professional skills and backgrounds, and supporting individuals' development.

5. Technical – Policy Skills (Analysis and Use of Evidence). Ability to confidently use and interpret different types of data and methodological approaches in at least one infrastructure sector covered by the Commission (energy, digital, transport, water, waste, flood risk management), drawing on evidence and knowledge from a wide range of sources to come to logical conclusions, performing sound high-level evaluation, and challenging assumptions and current approaches.

### **Behaviours**

We'll assess you against these behaviours during the selection process:

- Changing and Improving
- Making Effective Decisions
- Communicating and Influencing

### **Technical skills**

We'll assess you against these technical skills during the selection process:

- The interview panel will ask you questions related to the 'Analysis and Use of Evidence' section of the Government's policy profession standards at Level 3.

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# Associate Director Engagement

[RICS](#)

12 reviews

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London

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London

£65,000 - £75,000 a year

This brand new role will provide strategic leadership on all elements of engagement. The role brings together oversight of our engagement with our 80,000 strong professional base, located in every corner of the United Kingdom, our political and public affairs offering, designed to build trust and influence with leading politicians and their advisers from national and local government and our newly formed city programme, focussed on engaging with the key players in our major metropolitan areas as we put the RICS in the driving seat for regional growth. We want to scale up the quality and the quantity of our engagement in all these areas, ensuring that we are trusted by our professionals, stakeholders and society as a whole as the preeminent voice for the built environment.

## Key Achievements & Responsibilities

Key Responsibilities:

- Taking overall responsibility on all engagement issues
- Provide direct line management for the: Head of Professional Engagement; Head of Government Relations and the Head of City Strategy
- Oversee the development and subsequent execution of a membership engagement strategy designed to rebuild our relationship with our professionals, focussed on new and innovative ways of communicating
- Build a network of key relationships within government at both the national and the local level designed to raise the influence of the RICS and ensure we are the first port of call for all main decision makers
- Identify which metropolitan areas will offer us the best opportunities for growth and develop a strategy for realising the full potential of the local market
- Provide oversight to each of the four heads on budgeting matters and have clarity on the total budget in their area
- When appropriate deputising for the Director of Communications & Engagement

Success in this role is all about how the successful candidate can grow the quality and the quantity of all our engagement channels

We use a range of barometers to measure how well we are doing – for example the twice yearly Survey of the Profession which goes out to all our members and the Stakeholder audit which goes to our leading networks.

## Experience Required

The successful candidate will need to be an innovative self-starter with experience of building networks and utilising different channels to develop engagement strategies

They must be able to navigate complex stakeholder environments

They must be able to develop processes for delivering our objectives and have a strong attention to detail

They must be able to provide strong and thoughtful leadership, getting the most out of their teams

They will need to be confident and be able to act as an ambassador for the organisation in the corridors of power

They will be able to manage a complex budget and ensure resource is targeted where it can make the most impact

Experience of working in a professional body is desirable though not essential

RICS - 13 days ago - report job - [original job](#)

# Head of Policy and External Affairs

[CITB](#)

23 reviews

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London

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London

£56,931 - £79,056 a year

## The Role

Are you a highly organised self-starter looking to lead a dynamic, high-performing team to address some of the big issues facing construction today? Do you have a proven track record of managing media relations and policy campaigns to make a real impact?

We're looking to recruit a Head of Policy and External Affairs, to lead and provide strategic direction for developing CITB's reputation, profile and engagement with media and government across the three nations, making it the go-to organisation for expertise on skills in the construction sector.

You will work across the organisation to develop and promote CITB's policy insight on critical skills issues for construction, including specialist areas of future skills and innovation; careers; education; and health and safety.

This role will be responsible for a team of up to 25 people, including the Press Office, Policy and Government Relations Team and Strategic Policy Leads

## About You

The successful candidate will be highly organised, with excellent communication skills, including strong editing and presentation skills. You will need highly developed influencing skills and the ability to represent CITB effectively at senior levels within government, the media and industry. A recognised qualification at degree level or equivalent is required, along with strong leadership experience, ideally managing teams across different disciplines.

This is a critical role that will give you the opportunity to work closely with Senior Management and the CEO, and provide strategic leadership on some of the biggest issues affecting construction, the skills system, and UK plc.

This role will be primarily based in London, but you will be expected to travel throughout the UK.

## About Us

CITB is the Industrial Training Board and partner in the Sector Skills Council for the Construction Industry.

We are devoted to building competitive advantage for the construction industry and the people who work in it. We seek to make a difference by ensuring:

- Individuals have the skills to compete for the best jobs and develop fulfilling careers;
- The industry has the skills to meet its clients' needs and future challenges;
- UK Plc has an industry that is world class and can compete with the best on the world stage.

## Benefits

We offer excellent training and prospects, as well as an attractive salary and benefits package including a defined contributions pension scheme.

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# Deputy Director, Public Value Unit

[HM Treasury](#)

15 reviews

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London SW1A

[Apply On Company Site](#)  
Saved

London SW1A  
Part-time, Contract  
£68,000 a year  
About the Team

The Public Value Unit is a small, high-profile team at the heart of HM Treasury. The team is leading HM Treasury's work to establish a renewed focus on maximising value and the outcomes being delivered for taxpayers' money, including through the implementation of Sir Michael Barber's Public Value Framework, designing an outcomes-focused approach to SR19 and beyond, and delivery and improvement of annual Single Departmental Plans. These are new and exciting areas of work which are of real strategic importance to HMT and the Government for the Spending Review and beyond. They involve working closely with very senior stakeholders in HMT, the Cabinet Office and across Whitehall.

The Public Value Unit is a 10-strong team made up of two E2-led branches, a Public Value branch and a Public Sector Planning and Performance branch, with 4 Range Es, 3 Range Ds and a Policy Apprentice. It is a relatively new team, established in January 2018 to take forward the implementation of the Public Value Framework. It has developed rapidly to establish itself as a core team in Public Spending Group with a central role in SR19 and beyond.

## Key Accountabilities

The Deputy Director will:

1. Lead HMT's strategy for maximising value and have a renewed focus on outcomes at SR19, including through embedding the Public Value Framework and ensuring the approach is integrated with existing planning and performance tools around government, notably Single Departmental Plans;
2. Oversee HMT's work to identify and agree priority outcomes and metrics with departments in exchange for SR allocations. They will design and implement the steady state system for systematically tracking and responding to performance data on public services over the whole SR19 period;
3. Develop excellent relationships with key stakeholders in Whitehall and beyond, and ensure that the team has a clear and effective strategy for engagement;
4. Oversee HMT's role in Single Departmental Plans, working with Cabinet Office and the Prime Minister's Implementation Unit to oversee the annual cycle and reporting process;
5. Ensure the National Leadership Centre, announced by the Chancellor at Budget 2017, is set up on time and meets the CX / CST's objectives;
6. Lead a strongly performing Public Value Unit, with clear objectives, a shared sense of purpose and a focus on continuous improvement across public spending in HMT.

## Responsibilities

Sift criteria

Candidates – Please note, you will be asked to give evidence in your application of how you meet these criteria.

Required Skills, Knowledge and Experience:

The successful candidate will be an outstanding leader with excellent judgement, self-awareness and resilience to steer the Public Value Unit through the next phase of its policy development

and implementation work.

The successful candidates must be able to clearly demonstrate evidence of the following:

- Strong people leadership skills, with the ability to inspire and engage your team to deliver a challenging and complex new agenda at pace.
- Proven success in developing and driving new policy agendas across Whitehall, and ability to lead change both in HMT and in other government departments.
- A proven ability to exercise excellent judgement, respond to challenges and communicate your decisions, often under time pressure.
- Highly developed interpersonal and influencing skills, with a track record of developing and leveraging strong networks and operating confidently with a wide variety of internal and external stakeholders including at Board and Ministerial level.

Experience of public spending and the management of performance in public services is not necessary to the role, but would be an advantage.

**Leadership Assessment:**

Scenario-based leadership exercise

If you are shortlisted, you will be asked to undertake a scenario-based leadership exercise as part of the interview process. This assessment will not result in a pass or fail decision. Rather it is designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

### **Behaviours**

We'll assess you against these behaviours during the selection process:

- Seeing the Big Picture
- Making Effective Decisions
- Leadership
- Working Together
- Delivering at Pace

Benefits

### **Benefits**

- Access to learning and development tailored to your role
- A working environment that supports a range of flexible working options
- A working culture which encourages inclusion and diversity
- A civil service pension

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