Public Document Pack

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Our Values: Care – Enjoy – Pioneer

Our Ref: A.1142/4869

Date: 23 November 2023

NOTICE OF MEETING

Meeting: **National Park Authority**

Date: **Friday 1 December 2023**

Time: **10.00 am**

Venue: **Aldern House, Baslow Road, Bakewell**

PHILIP MULLIGAN
CHIEF EXECUTIVE

AGENDA

1. **Apologies for Absence, Roll Call of Members Present and Members Declarations of Interest**

2. **Urgent Business**

3. **Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

FOR DECISION

4. **New Pay Grade Structure (TR)** *(Pages 5 - 66)* 30 mins
Appendix 5

5. **2023/24 Revised Revenue Budget** *(Pages 67 - 72)* 30 mins

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Authority will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Authority has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting. These are also available on the website http://democracy.peakdistrict.gov.uk

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected on the Authority's website.

Public Participation and Other Representations from third parties

Since the Coronavirus restrictions have eased the Authority has returned to physical meetings. However, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell when necessary. Public participation is still available and anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Head of Law to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

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The Authority uses an audio sound system to make it easier to hear public speakers and discussions during the meeting and makes an audio visual broadcast and recording available after the meeting. From 3 February 2017 the recordings will be retained for three years after the date of the meeting. During the period May 2020 to April 2021, due to the Covid-19 pandemic situation, Authority meetings were broadcast via YouTube and these meetings are also retained for three years from the date of the meeting.

General Information for Members of the Public Attending Meetings

Since the Coronavirus restrictions have eased the Authority has returned to physical meetings. However, meetings of the Authority and its Committees may still take place at venues other than its offices at Aldern House, Bakewell when necessary, the venue for a meeting will be specified on the agenda. There may be limited spaces available for the public at meetings and priority will be given to those who are participating in the meeting. It is intended that the meetings will be visually broadcast via YouTube and the broadcast will be available live on the Authority's website.

This meeting will take place at Aldern House, Baslow Road,Bakewell, DE45 1AE.

Aldern House is situated on the A619 Bakewell to Baslow Road. Car parking is available. Local Bus Services from Bakewell centre and from Chesterfield and Sheffield pick up and set down near Aldern House. Further information on Public transport from surrounding areas can be obtained from Traveline on 0871 200 2233 or on the Traveline website at www.travelineeastmidlands.co.uk.

Please note that there is no refreshment provision for members of the public before the meeting or during meeting breaks. However, there are cafes, pubs and shops in Bakewell town centre, approximately 15 minutes walk away.

To: Members of National Park Authority:

Chair: Mr K Smith
Deputy Chair: Mr J W Berresford

Cllr M Beer	Cllr P Brady
Cllr M Buckler	Cllr M Chaplin
Cllr C Farrell	Cllr P G Fryer
Cllr N Gourlay	Cllr C Greaves
Cllr A Gregory	Prof J Haddock-Fraser
Cllr B Hanley	Ms A Harling
Cllr A Hart	Cllr L Hartshorne
Cllr Mrs G Heath	Cllr I Huddlestone
Cllr D Murphy	Cllr A Nash
Cllr C O'Leary	Cllr Mrs K Potter
Cllr V Priestley	Cllr K Richardson
Miss L Slack	Dr R Swetnam
Mr S Thompson	Cllr J Wharmby
Ms Y Witter	Cllr B Woods

Constituent Authorities
Secretary of State for the Environment
Natural England

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4. NEW PAY GRADE STRUCTURE (TR)

1. Purpose of the report

To inform Members about the Authority's current labour market position regarding its pay structure; and to seek a decision from Members on proposal for new pay grade structure.

Key Issues

- The Authority's pay structure has fallen behind regional comparators meaning it is harder to recruit and retain skilled and experienced staff.
- Since 2021, the Authority's employee turnover rate has almost doubled from the pre-pandemic rate of 9%.
- It is Government policy that the National Living Wage (NLW) will reach 66% of average earnings by April 2024. The National Employers' Side of the National Joint Committee (NJC) believe local government should not be a minimum wage employer, so maintain headroom between the NLW and bottom of national pay spine. As a result, since 2015, the national pay awards have been weighted towards the lower grades.
- The flat cash NJC pay award in the last two years is disproportionately beneficial for lower grades, equating to a higher percentage increase (in total 22%) than higher grades. The Authority's current pay structure shows that higher graded posts are furthest from the regional Public Sector median.
- The economic environment remains volatile. In May to July 2023, annual growth in wages (excluding bonuses) was 7.8%, the same as the previous 3-month period and the highest regular annual growth rate since comparable records began in 2001.
- The Authority's ability to pay the amounts believed fair and competitive, is hampered by the continued Defra grant freeze National Park Authorities are experiencing.

2. Recommendations

1. **That Members note the Authority's market position of its pay structure in comparison to direct competitors for labour.**
2. **That Members approve the new pay grade structure proposed – Option 3B**
3. **That Member support exploration of recruitment and retention incentives to be used for hard to fill posts**
4. **That Members support a review of Authority allowances with regional local authorities and other national park authorities.**

How does this contribute to our policies and legal obligations?

3. Our ambitions for 2023/24. Enabling Delivery Aim: The Authority is inspiring, pioneering and enabling in delivering the National Park vision. Objective C (People) to have highly engaged, healthy and inclusive staff and volunteers. Action for transformative change: Develop and implement our pay strategy.

Background Information

4. Pre-pandemic, employee turnover rate was constantly below 10%. The last two years

have shown a marked increase in staff turnover, and the rate remains at 17% as at 30 September 2023. The turnover rate in the Planning service during this time has been 25%.

The current pay structure was adopted in November 2019 following the implementation of the new National Pay Spine with effect from April 2019 which merged 12 points into 6 at the bottom of the pay scale and added 5 pay points between 20 and 28 points. A pay modelling exercise was undertaken to identify a pay grade structure to comply with the Age regulations within the Equality Act 2010 and develop a consistent number of increments in the grades with no overlaps. This new pay grade was implemented at an additional cost of at least £215K.

At the same time an additional exercise was undertaken to estimate the cost of moving our salaries to align with the median for Public Sector (East Midlands) and Not for Profit (National). This exercise arose as a result of a benchmarking exercise on National Parks salaries conducted by Yorkshire Dales NPA, which showed our Authority in the lower quartile for most comparator roles. The financial position at the time meant any move towards the either of these medians was unaffordable.

In March 2020, the first lockdown measures came into force across the UK finally lifting in early 2022. An outcome from the pandemic has been that flexible working and in particular, working from home, has become the norm for UK office-based employees. The advantage the Authority had as an employer offering excellent flexible working arrangements has been eroded.

In 2021, the ‘great resignation’ was the name given to the trend of people in the UK who chose to quit or change their jobs, largely attributed to the life changes caused by the pandemic. It became an employee’s market with low unemployment rates (4.5%) and a rise in the economic in activity rate (thousands of over-50s left the labour market). There were record number of vacancies (1.2million in September) and a rise in ‘hard-to-fill’ vacancies. Wages started to rise, 6% higher than in 2020, in response.

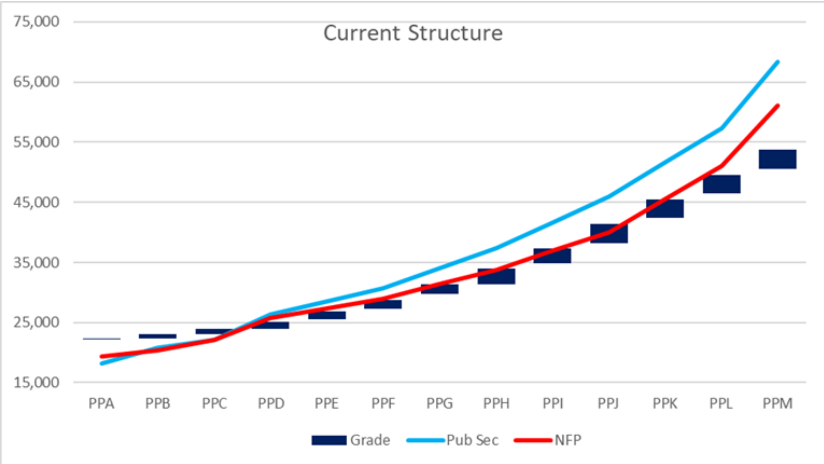
In 2022, Russia invaded Ukraine in February which had a negative impact on cost of fuel, food and energy. The Consumer Prices Index (CPI) which measures inflation surged to 10.1% in the year to July, reaching 11.1% in October – taking it to its highest level in 41 years. Wage growth, despite rising at their fastest rate in more than 20 years, were still much lower than CPI rate and marked a cut in real term pay (source: Office for National Statistics).

With increasing numbers of hard to fill vacancies at the Authority, the CEO, Phil Mulligan set out what he was minded to do with the organisational restructure in order to afford an improved pay strategy. In February 2023, the Members approved in principle the recalibration of the Authority’s pay grades based on pay modelling exercise from December 2022 data. The preferred, and affordable pay modelling option at that time was for the pay grades to rise to 102% of the East Midlands Public Sector median (although some of the lower grades are already on or above the median).

At the Authority meeting on 28 July 2023 to approve the new organisational structure, the CEO’s intention remained to set the pay grades above the current EM PS median (102%) to allow for the lag of annual pay awards being implemented across the sector. At the time it was noted that the economic environment remained volatile, with the UK annual wage growth rate at 7.3% in the three months to May 2023 compared with the same period the year before. Therefore, for due diligence and to provide up to date information regarding the labour market position of the Authority’s pay structure, another pay report was commissioned.

The September exercise demonstrated the Authority has fallen even further behind the market since starting to explore pay in early 2023. The exercise included the proposed pay award of £1,925 or 3.88% (whichever is higher to the salary figures) to enable appropriate comparison of the market. This pay award was agreed on 1 November.

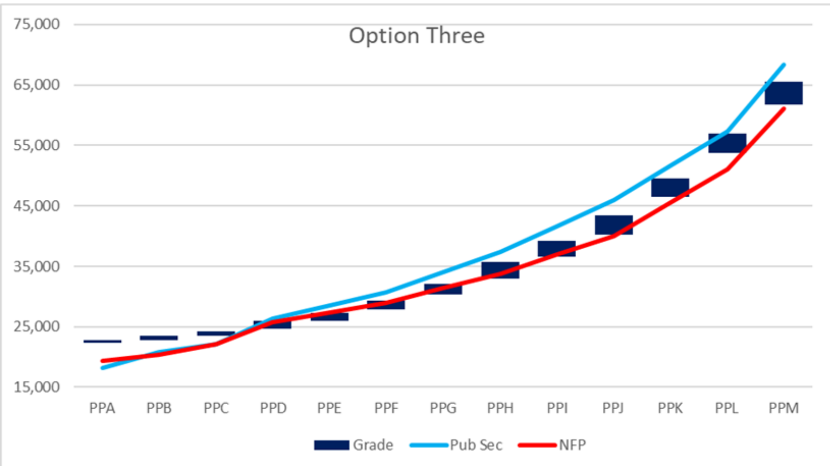
The Current Structure graph shows our market position as at 15 September 2023 compared to the East Midlands Public Sector median (light blue) and the Whole country Not for Profit Sector median (red). Our pay grades A to M are shown as boxes (dark blue)



The market data suggests that grades A to C are either around the market median or above and that grades D to M are below market median for the Public Sector and slightly below compared to the Not-for-Profit Sector (NFP). This, in part, is due to the NJC's drive to increase the pay for lower paid employees, whereas the data will tend to sit around the National Living Wage rates.

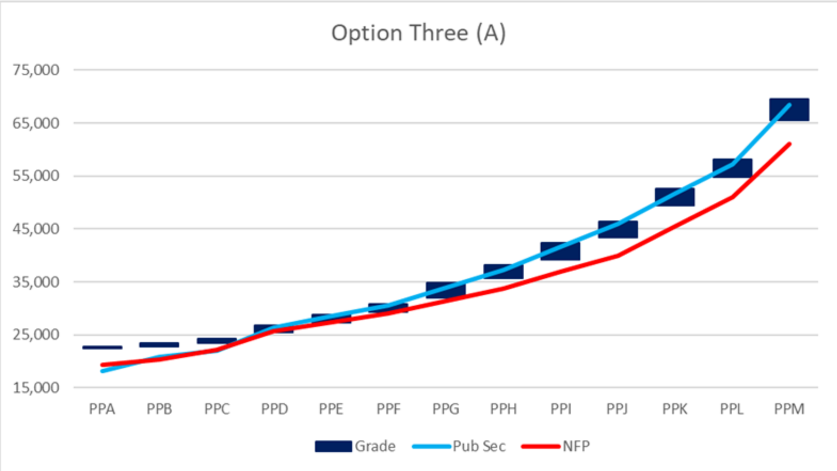
The forecast in the pay report (Sept 2023) shows that the current pay structure, without any pay increases, will cost 2.8% more by the year 2028/29. The forecast does not account for inflation.

The Option Three graph below, is the same pay grade option as included in the previous reports, and was originally designed around 102% of the regional Public Sector median in March this year. However, the revised data for the Public Sector has significantly shifted and this model no longer meets the market median for the public sector. However, it is an affordable option and is the closest to matching the regional Public Sector Median. This was the preferred option that went to consultation.



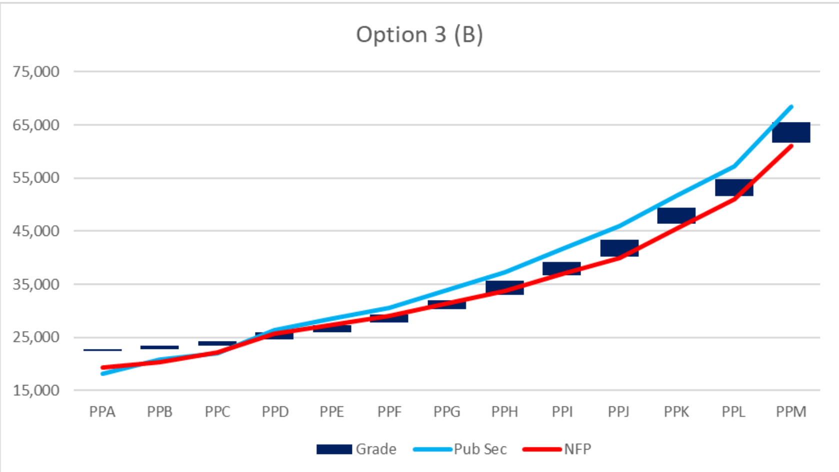
The forecast in the pay report (Sept 2023) shows that the cost for this structure will increase to around 4.7% by the year 2028/29.

This Option 3A graph show the structure designed around 102% of regional Public Sector median as at 15 September. As pay is moving relatively quickly due at the moment due to high levels of inflation and a 'tight' job market, just matching the median will in fact mean the Authority is 'behind the curve' due to the built-in lag in collecting data, analysing data, and then uploading the database. Therefore, this structure aimed to be above the median to account for the lag described.



The forecast in the pay report (Sept 2023) shows that the cost for this structure will increase to around 11.1% by the year 2028/29. The five-year projection costs are forecast to be £0.938 million more than the current structure costs.

This Option 3B graph below is a variation of Option 3 on the previous page. This structure was generated as a result of feedback from staff during the consultation period where it was suggested that one option could be to move to a structure where there was a standard distance below the regional Public Sector median. From the current structure grades A – D are already above or within one spinal column point of the Public Sector median. This structure grades E – M are two spinal column points below the maximum increment of the Public Sector median grade structure.



The forecast in the pay report (Sept 2023) shows that the cost of this structure will increase by 4.5% by the year 2028/29.

The diagram below shows our current grade structure and on the far right, our grade structure at the regional Public Sector (PS) median. The middle grade structure shows option 3, the preferred option at the start of the consultation on the National Pay Spine with the orange boxes indicating the two spinal column difference from the PS Median. The emboldened demarcation for grade L indicates where it moves to with option 3B

2023/24 - Current Pay Structure				2023/24 - Option 3/3B				2023/24 - PS Median			
SCP				SCP				SCP			
1				1				1			
2	A	£22,366	B	2	A	£22,366		2	A	£22,366	
3		£22,737	B	3	A	£22,737	B	3	A	£22,737	B
4	C	£23,114	B	4		£23,114	B	4		£23,114	B
5	C	£23,500		5	C	£23,500	B	5	C	£23,500	B
6	C	£23,893	D	6	C	£23,893		6	C	£23,893	
7		£24,294	D	7	C	£24,294		7	C	£24,294	
8		£24,702	D	8		£24,702	D	8		£24,702	
9		£25,119	D	9		£25,119	D	9		£25,119	D
10	E	£25,545		10		£25,545	D	10		£25,545	D
11	E	£25,979		11	E	£25,979	D	11		£25,979	D
12	E	£26,421		12	E	£26,421		12		£26,421	D
13	E	£26,873		13	E	£26,873		13	E	£26,873	
14		£27,334	F	14	E	£27,334		14	E	£27,334	
15		£27,803	F	15		£27,803	F	15	E	£27,803	
16		£28,282	F	16		£28,282	F	16	E	£28,282	
17		£28,770	F	17		£28,770	F	17		£28,770	F
18		£29,269		18		£29,269	F	18		£29,269	F
19	G	£29,777		19		£29,777		19		£29,777	F
20	G	£30,296		20	G	£30,296		20		£30,296	F
21	G	£30,825		21	G	£30,825		21		£30,825	
22	G	£31,364	H	22	G	£31,364		22	G	£31,364	
23		£32,076	H	23	G	£32,076		23	G	£32,076	
24		£33,024	H	24		£33,024	H	24	G	£33,024	
25		£33,945	H	25		£33,945	H	25	G	£33,945	
26	I	£34,834		26		£34,834	H	26		£34,834	H
27	I	£35,745		27		£35,745	H	27		£35,745	H
28	I	£36,648		28	I	£36,648		28		£36,648	H
29	I	£37,336		29	I	£37,336		29		£37,336	H
30		£38,223	J	30	I	£38,223		30	I	£38,223	
31		£39,186	J	31	I	£39,186		31	I	£39,186	
32		£40,221	J	32		£40,221	J	32	I	£40,221	
33		£41,418	J	33		£41,418	J	33	I	£41,418	
34	K	£42,403		34		£42,403	J	34		£42,403	J
35	K	£43,421		35		£43,421	J	35		£43,421	J
36	K	£44,428		36		£44,428		36		£44,428	J
37	K	£45,441		37		£45,441		37		£45,441	J
38		£46,464	L	38	K	£46,464		38		£46,464	
39		£47,420	L	39	K	£47,420		39		£47,420	
40		£48,474	L	40	K	£48,474		40	K	£48,474	
41		£49,498	L	41	K	£49,498		41	K	£49,498	
42	M	£50,512		42		£50,512		42	K	£50,512	
43	M	£51,515		43		£51,515		43	K	£51,515	
44	M	£52,615		44		£52,615		44		£52,615	
45	M	£53,716		45		£53,716	L	45		£53,716	L
				46		£54,791	L	46		£54,791	L
				47		£55,886	L	47		£55,886	L
				48		£57,004	L	48		£57,004	L
				49		£58,144		49		£58,144	
				50		£59,307		50		£59,307	
				51		£60,493		51		£60,493	
				52	M	£61,704		52		£61,704	
				53	M	£62,938		53		£62,938	
				54	M	£64,197		54	M	£64,197	
				55	M	£65,481		55	M	£65,481	
								56	M	£66,817	
								57	M	£68,154	
								58		£69,490	

SEE Appendix 1 Pay Modelling Report – Sept 2023 v4, which has been revised as a result of feedback to include Option 3B, for full details.

Proposals

5. The Authority can afford to pay for options 1, 2, 3 and 3B.

Option 3 was the preferred option set out to the Members at the end of July Authority meeting and shared with staff during the consultation period.

Feedback from the consultation proposed an option where ‘*bands from D to M move to a standard percentage point below the East Midlands median’*. This proposal was explored. As part of the terms and conditions set out in the ‘Green Book’ (page 13, section 5.1): *'the basic pay of each employee will consist of either a point or points in the local government pay spine'*. Therefore, the standard measurement to use must be in spinal column points. This approach to pay modelling had been considered previously by the management team, as seen in the Pay report (June 2021).

In Option 3, grades A to D are either above on within one spinal column point of the regional Public Sector median, and therefore it is not proposed to move them. Grades E to M with the exception of grade L, are two spinal column points below the maximum increment of the grade as set at the regional Public Sector median. In Option 3, grade L sits on the regional Public Sector median at scale points 45 to 48. Moving grade L to scale points 43 to 46 in option 3B, makes the model more robust and seen to be fairer and more in line with the objective to follow the regional Public Sector median

Are there any corporate implications members should be concerned about?

Financial:

6. SEE Appendix 2 – which shows the impact of options 2,3,3A, 3B and 5 on the Mid Term Financial Plan (MTFP)

Option 1 was excluded as it was felt that this would not go far enough to address any of the recruitment and retention issues.

The MTFP forecasts for options 2, 3, 3A, 3B and 5 were calculated based on the establishment from the outcome of the organisational change including all temporary and permanent posts. The data provided to Members in July 2023 excluded temporary funded posts on the basis that the costs and income would be equal and opposite.

The assumptions included within the MTFP forecasts are shown at appendix 2. All options were calculated in the same way with the same assumptions with only pay being changed for each option.

All of the forecast options show that the budget surpluses from the earlier financial years would need to be held in reserves to fund the later financial years.

Option 2 shows a cumulative surplus figure across financial years 2023/24 to 2026/27, with a cumulative deficit of £601k for 2027/28. This option will give the Authority a full 3 financial years to put measures in place to increase income or reduce costs for the 2027/28 budget.

Option 3 shows a cumulative surplus figure across financial years 2023/24 to 2025/26, with a small cumulative deficit of £51k for 2026/27 and a cumulative deficit of £711k for 2027/28. This option will give the Authority 2 financial years to put measures in place to increase income or reduce costs for the 2026/27 and 2027/28 budgets. It is felt that the deficit of £51k in 2026/27 at 0.32% of the gross expenditure budget can be covered by the plans for additional income generation.

Both options 3a and 5 show in year and cumulative deficits from 2024/25. This is too soon and the values involved are too large for the Authority to address in the timeframe available. The costs of implementation are simply too great compared to the funding available to the Authority.

Option 3B shows a forecast cumulative surplus figure across financial years 2023/24 to 2026/27, with a cumulative deficit of £634k for 2027/28. This option will give the Authority 3 financial years to put measures in place to increase income or reduce costs for the 2027/28 budgets and beyond.

Risk Management:

7. The main risk is that the pay proposal is insufficient to attract and retain key staff in business-critical posts therefore we continue to generate a high number of hard to fill vacancies. This in turn may lead to more frequent use of market supplement payments which will undermine the integrity of the job evaluation scheme.

Changes to pay is invariably divisive and can impact on morale particularly where the proposal is to pay some of the grades proportionally more than others.

SEE Appendix 3 – consultation feedback
See Appendix 4 – staff representative feedback on option 3B

Equality, Diversity and Inclusion:

All of the pay structure options within the Pay Report have been developed to comply with the Age regulations in the Equality Act 2010 in relation to the Act's section on pay and benefits that are related to length of service.

Overall, analysis of the proposed pay grade structure shows an improved position on the equality of pay when looking at sex and age.

SEE Appendix 5 – Peak District National Park Authority – equality analysis.

9. Appendices

Appendix 1 - Pay report – September 2023 v4

Appendix 2 - MTFP OPTIONS 2, 3, 3A, 3B AND 5

Appendix 3 - CONSULTATION FEEDBACK

Appendix 4 - STAFF REPRESENTATION FEEDBACK ON OPTION 3B

Appendix 5 - EQUALITY ANALYSIS

Report Author, Job Title and Publication Date

Theresa Reid, Head of People Management, 22 November 2023
Theresa.Reid@peakdistrict.gov.uk

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Appendix 1

Peak District National Park

Pay Report

September 2023

Version Four

Project HR

REWARD SPECIALISTS

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Table of contents

1 Introduction

1.1 This report provides a summary of options for the organisation to consider regarding the labour market position of its pay structure. The Peak District National Park Authority has experienced high levels of staff turnover and recruitment difficulties in recent years. A contributory factor to this is thought to be the organisation's labour market position. As such a report was commissioned from Project HR Limited to determine the organisation's current position and to carry out cost modelling on potential proposed structures.

2 Terms of Reference

2.1 Following a discussion with the Head of People Management the terms of reference for the project are to:

- Determine the organisation's current market position
- Specifically, to cost model the current pay structure but increased to around market median or just below
- Estimate cost of pay structure options on new organisational structure and propose potential changes to the organisation's current structure.

3 Scope

3.1 The costs and forecasts in this report cover all employees on NJC terms and conditions of employment on Grade A to M, as supplied in September 2023. This is the third iteration of the report as the situation has continued to change throughout the year.

4 Assumptions

4.1 The assumptions used for pay modelling are listed below:

- Incremental progression during the forecast period until the grade maximum has been reached
- Staff turnover at 10%
- On-costs have been accounted for based on an average of 30%
- All costs are in 2023/4 'prices' unless otherwise stated (i.e. no assumptions about future cost of living awards)
- The proposed NJC pay offer has been assumed to be agreed and has been applied to the modelling salaries (i.e. £1,925 or 3.88% on salaries, whichever is higher)

4.2 The 'reducing' effect of staff turnover on forecasts has been calculated as follows:

(Grade Minimum for job – Employee's FT salary) x turnover rate x Employee's FTE

For example

(29,636 – 31,371) x 10% x 0.80FTE = -138.80

4.3 This is applied to each line of data and aims to allow for the cost difference between somebody leaving on a higher salary and a new recruit coming in at a lower salary.

5 Methodology

5.1 A cost forecast based on the current structure was produced. This establishes a baseline cost forecast that all other cost forecasts are compared to. This is on the assumption that if the organisation 'did nothing' then this is the cost forecast.

5.2 Market data was gathered from IDR to assess the organisation's relative position.

5.3 Different pay structure options have been modelled to determine cost forecasts.

5.4 The impact of each option has been assessed noting the number of people affected by a salary change.

6 Market Position

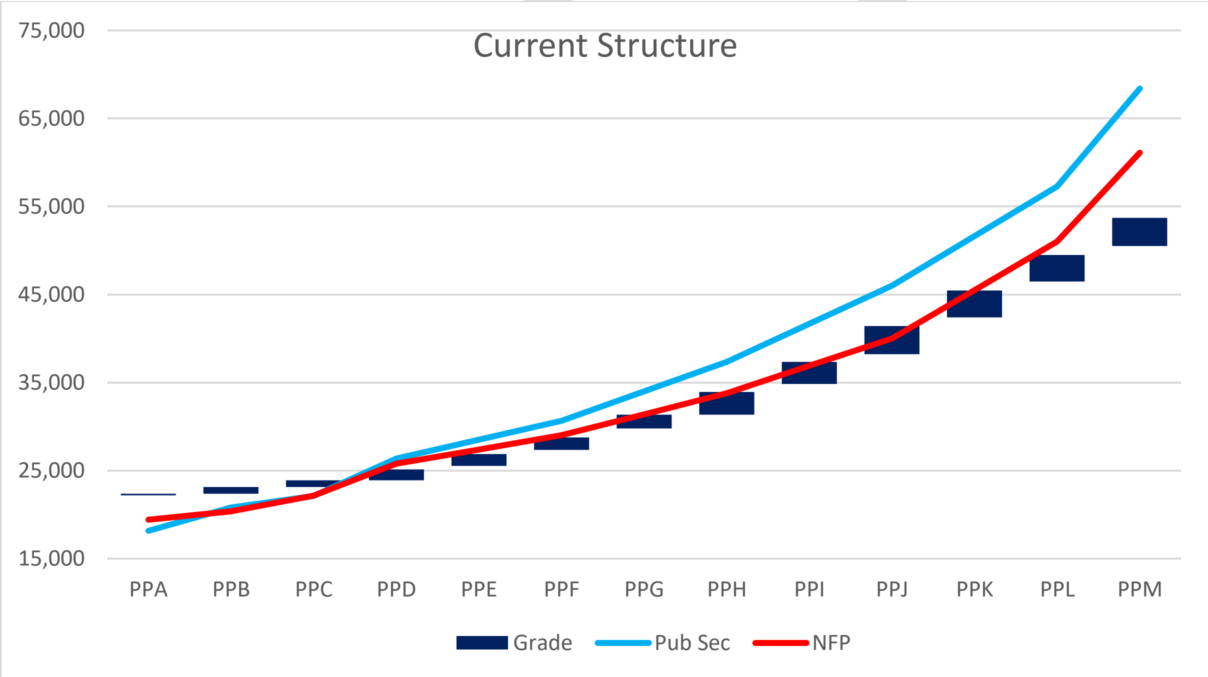
6.1 IDR (Incomes Data Research) market data has been used to assess the relative market position of the organisation. The data provided by IDR is base salary only (i.e. it does not include additional payments such as marker supplements or location allowances etc…) Appendix 2 shows data from 29 December 2022, 31 March 2023 and 15 September 2023. Whilst there was not a great deal of difference between the first two sets of data (with some levels increasing a little and others decreasing) there is a greater difference between the first two sets of data and the third – especially for public sector. This is thought to be caused by more public sector bodies having a pay rise with effect from April each year – the previous two sets of data were December and March where there is little public sector pay settlements. For the purposes of this report the maximum value of each level has been used. The data is organised into levels (see Appendix 1) and it is important that these levels are 'matched' to the grade structure of the organisation. This is also shown at Appendix 1.

6.2 The two sets of data were selected as potential comparisons. All three are shown at Appendix 2 and the figures include the lower quartile, median, upper quartile and average (mean) for each IDR level. Data was collected on 29 December 2022, 31 March 2023 and 15 September 2023. The first set of data relates to Whole Country and the sector selected was Not for Profit & Related Services. The reason why the whole country has been selected is because there is insufficient data in the geographical area for reliable market data within the Not for Profit & Related Services sector. The second set of data relates East Midlands and the sector selected was Public Sector and is an amalgamation of the data collected in December 2022, March 2023 and September 2023. In the following charts the red line represents the Not-for-Profit market data and the blue line is the Public Sector data.

7 Current Pay & Grading Arrangements (Assuming 2023/24 pay offer is accepted)

7.1 The current pay structure is shown in the table below.

Current									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	overlap
PPA	1	2	22,183	22,366	2	183	0.82%		
PPB	2	4	22,366	23,114	3	748	3.29%	0	0.0%
PPC	4	6	23,114	23,893	3	779	3.31%	0	0.0%
PPD	6	9	23,893	25,119	4	1,226	5.00%	0	0.0%
PPE	10	13	25,545	26,873	4	1,328	5.07%	0	0.0%
PPF	14	17	27,334	28,770	4	1,436	5.12%	0	0.0%
PPG	19	22	29,777	31,364	4	1,587	5.19%	0	0.0%
PPH	22	25	31,364	33,945	4	2,581	7.90%	0	0.0%
PPI	26	29	34,834	37,336	4	2,502	6.93%	0	0.0%
PPJ	30	33	38,219	41,418	4	3,199	8.03%	0	0.0%
PPK	34	37	42,403	45,441	4	3,038	6.92%	0	0.0%
PPL	38	41	46,464	49,498	4	3,034	6.32%	0	0.0%
PPM	42	45	50,512	53,717	4	3,205	6.15%		



7.2 The market data suggests that grades A to C are either around the market median or above and that grades D to M are below market median for the Public Sector and slightly below compared to the Not-for-Profit Sector (NFP). This, in part, is due to the NJC's drive to increase the pay for lower paid employees, whereas the data will tend to sit around the National Living Wage rates.

7.3 The forecast cost of the current structure is shown in the tables below for employees in scope of the review. The cost of the current structure is £8.213m (2023/4) based on the data supplied by the organisation and includes employers' on-costs at an average of 30%. The forecast cost of the current structure is:

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cost (£'000)	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)		0.138M	0.192M	0.231M	0.231M	0.231M
Change (%)		1.7%	2.3%	2.8%	2.8%	2.8%

Note: Forecasts are based on the assumptions listed at section 5

7.4 The forecast shows that the pay structure will increase by £231k p.a. by the year 2028/29, which is 2.8% more than the current cost. All forecast costs are in 2023/24 'prices' – they do not account for inflation.

8 Potential Pay Structure Options

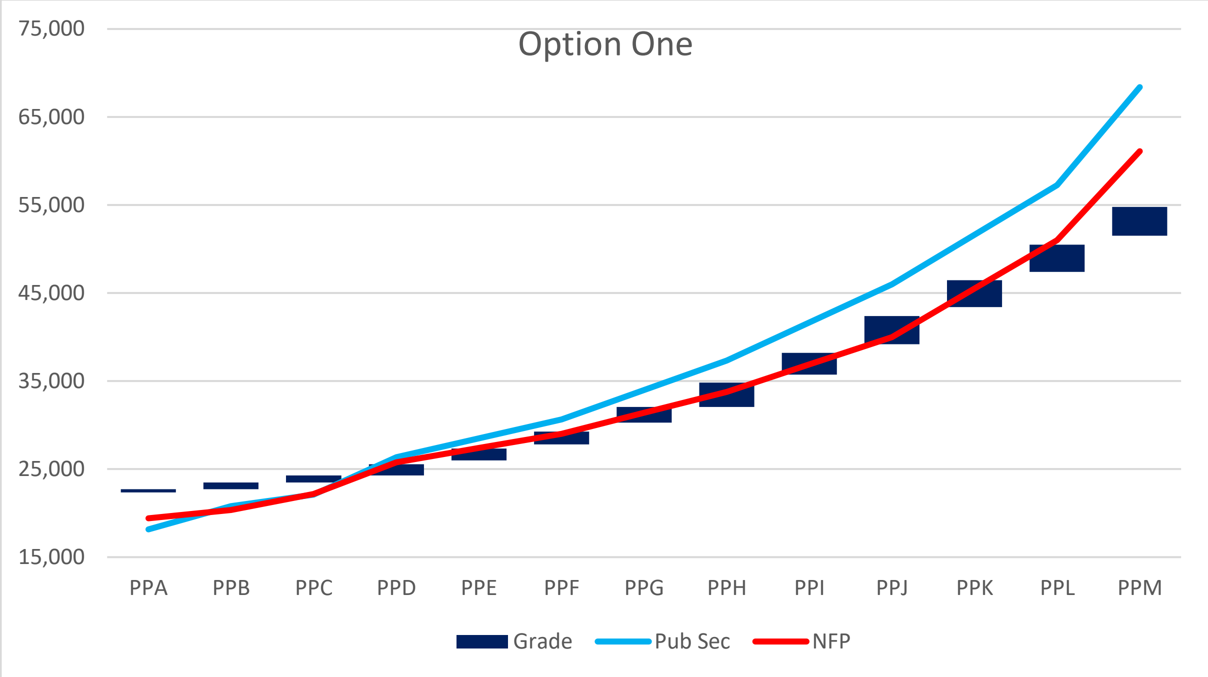
8.1 The following section provides costs on four pay structure options designed to address the market position and help to improve recruitment and retention.

8.2 All of the pay structure options have been developed to comply with the Age regulations in the Equality Act 2010 in relation to the Act's section on pay and benefits that are related to length of service. See Appendix 3 for further details.

Option One

8.3 This option increases each grade by one increment – effectively 'lifting' the whole structure. The value of an increment is around 2% - therefore the value of the structure has increased by 2%.

Option One									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	7	10	24,294	25,545	4	1,251	5.02%	0	0.0%
PPE	11	14	25,979	27,334	4	1,355	5.08%	0	0.0%
PPF	15	18	27,799	29,269	4	1,470	5.15%	0	0.0%
PPG	20	23	30,296	32,076	4	1,780	5.71%	0	0.0%
PPH	23	26	32,076	34,834	4	2,758	8.24%	0	0.0%
PPI	27	30	35,745	38,219	4	2,474	6.69%	0	0.0%
PPJ	31	34	39,186	42,403	4	3,217	7.89%	0	0.0%
PPK	35	38	43,421	46,464	4	3,043	6.77%	0	0.0%
PPL	39	42	47,420	50,512	4	3,092	6.31%	0	0.0%
PPM	43	46	51,515	54,791	4	3,276	6.16%		



8.4 The forecast cost of this option compared to the current forecast is shown in the table below:

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cost (£'000)	8.388M	8.530M	8.584M	8.625M	8.625M	8.625M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.175M	0.178M	0.179M	0.182M	0.182M	0.182M
Change (%)	2.1%	2.1%	2.1%	2.2%	2.2%	2.2%

8.5 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.182M p.a. more than the current structure costs. This will increase by around 2.2% in addition to the cost of incremental progression related to the current structure cost.

8.6 The table below shows the impact of the option on staff by grade. All employees benefit by the value of one increment and the average value per grade is also shown.

Grade	Green Number	Average Green Change
PPA	3	371
PPC	42	396
PPD	2	417
PPE	20	449
PPF	29	487
PPG	50	622
PPH	30	865
PPI	35	873
PPJ	18	1,020
PPK	6	1,020

Grade	Green Number	Average Green Change
PPL	6	996
PPM	4	1,038
Total	**245**	**669**

8.7 The advantages and disadvantages of this option include the following:

Advantages	Disadvantages
▪ Easy model to explain ▪ Simple and straightforward model to apply ▪ Would be seen as fair and equitable – all employees would benefit ▪ Moves closer to market median	▪ Does not target additional resources (blanket approach) ▪ Lower grades already above median and this extends that position further ▪ Does not match median at higher grades

Option Two

8.8 This is an extension of Option One and increase the current pay structure by two incremental points. As each increment is roughly a 2% increase from the one before this option increases the value of the pay structure by approximately 4%.

Option Two									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	3	4	22,737	23,114	2	377	1.64%		
PPB	4	6	23,114	23,893	3	779	3.31%	0	0.0%
PPC	6	8	23,893	24,702	3	809	3.33%	0	0.0%
PPD	8	11	24,702	25,979	4	1,277	5.04%	0	0.0%
PPE	12	15	26,421	27,799	4	1,378	5.08%	0	0.0%
PPF	16	19	28,282	29,777	4	1,495	5.15%	0	0.0%
PPG	21	24	30,825	33,024	4	2,199	6.89%	0	0.0%
PPH	24	27	33,024	35,745	4	2,721	7.91%	0	0.0%
PPI	28	31	36,648	39,186	4	2,538	6.69%	0	0.0%
PPJ	32	35	40,221	43,421	4	3,200	7.65%	0	0.0%
PPK	36	39	44,428	47,420	4	2,992	6.52%	0	0.0%
PPL	40	43	48,474	51,515	4	3,041	6.08%	0	0.0%
PPM	44	47	52,575	55,887	4	3,312	6.11%		

8.9 The forecast cost of this option compared to the current structure costs forecast is shown in the table below:

Year	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Cost (£'000)	8.575M	8.720M	8.778M	8.824M	8.824M	8.824M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.362M	0.369M	0.374M	0.380M	0.380M	0.380M
Change (%)	4.4%	4.4%	4.4%	4.5%	4.5%	4.5%

8.10 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.380M p.a. more than the current structure costs. This will increase by around 4.5% in addition to the cost of incremental progression related to the current structure cost.

8.11 The table below shows the impact of the option on staff by grade. All employees benefit by the value of two increments and the average value per grade is also shown.

Grade	Green Number	Average Green Change
PPA	3	748
PPC	42	799
PPD	2	843
PPE	20	904
PPF	29	985
PPG	50	1,384
PPH	30	1,781
PPI	35	1,798
PPJ	18	2,045

Grade	Green Number	Average Green Change
PPK	6	2,010
PPL	6	2,018
PPM	4	2,101
Total	**245**	**1,384**

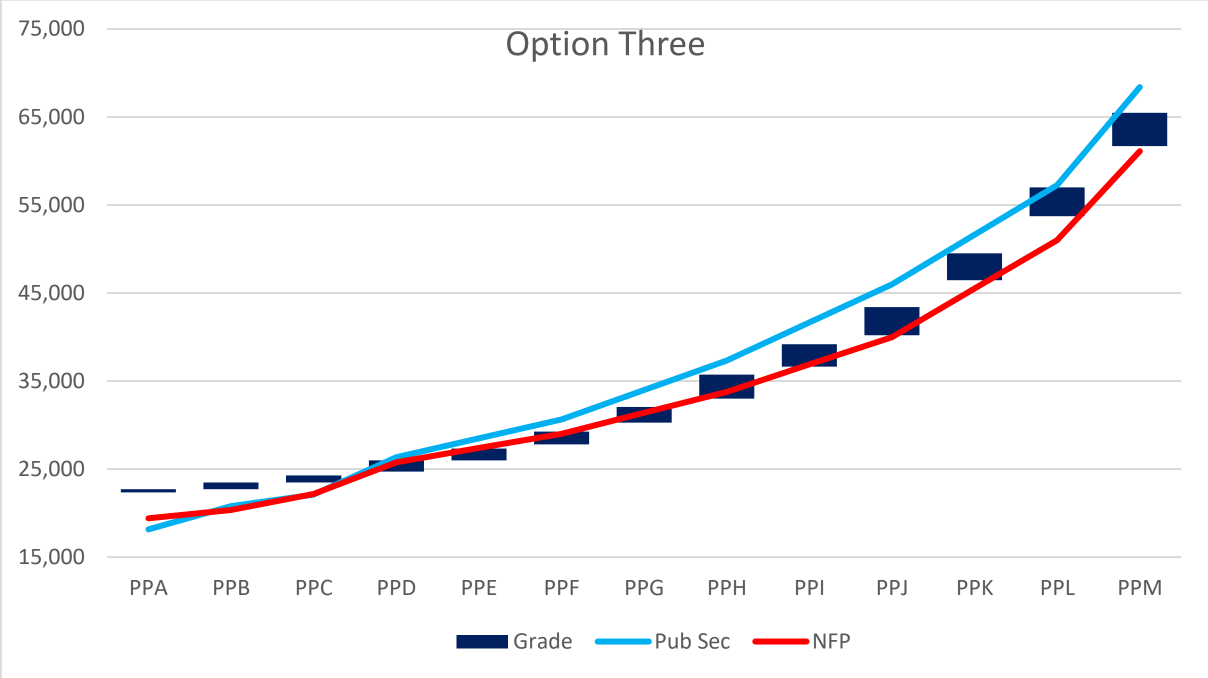
8.12 The advantages and disadvantages of this option include the following:

Advantages	Disadvantages
▪ Easy model to explain ▪ Simple and straightforward model to apply ▪ Would be seen as fair and equitable – all employees would benefit ▪ Moves closer to market median	▪ Does not target additional resources (blanket approach) ▪ Lower grades already above median and this extends that position further ▪ Does not match median at higher grades

Option Three

8.13 This option three is the same as included in the previous reports and was originally designed to be around the Public Sector market data. However, the revised data for the Public Sector has significantly shifted and this model no longer meets the market median for the public sector. However, it has been left in as a comparison to previous work.

Option Three									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	8	11	24,702	25,979	4	1,277	5.04%	0	0.0%
PPE	11	14	25,979	27,334	4	1,355	5.08%	0	0.0%
PPF	15	18	27,799	29,269	4	1,470	5.15%	0	0.0%
PPG	20	23	30,296	32,076	4	1,780	5.71%	0	0.0%
PPH	24	27	33,024	35,745	4	2,721	7.91%	0	0.0%
PPI	28	31	36,648	39,186	4	2,538	6.69%	0	0.0%
PPJ	32	35	40,221	43,421	4	3,200	7.65%	0	0.0%
PPK	38	41	46,464	49,498	4	3,034	6.32%	0	0.0%
PPL	45	48	53,717	57,005	4	3,288	5.94%	0	0.0%
PPM	52	55	61,704	65,481	4	3,777	5.94%		



8.14 The forecast cost of this option compared to the current structure costs forecast is shown in the table below:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Cost (£'000)	8.388M	8.635M	8.762M	8.838M	8.838M	8.838M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.175M	0.283M	0.357M	0.395M	0.395M	0.395M
Change (%)	2.1%	3.4%	4.2%	4.7%	4.7%	4.7%

8.15 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.395M p.a. more than the current structure costs. This will increase by around 4.7% in addition to the cost of incremental progression related to the current structure cost.

8.16 The table below shows the impact of the option on staff by grade.

Grade	Green Number	Average Green Change
PPA	3	0
PPC	42	110
PPD	2	0
PPE	20	130
PPF	29	144
PPG	50	166
PPH	30	427
PPI	35	388
PPJ	18	391
PPK	6	3,048

Grade	Green Number	Average Green Change
PPL	6	5,401
PPM	4	10,676
Total	**245**	**598**

8.17 The advantages and disadvantages of this option include the following:

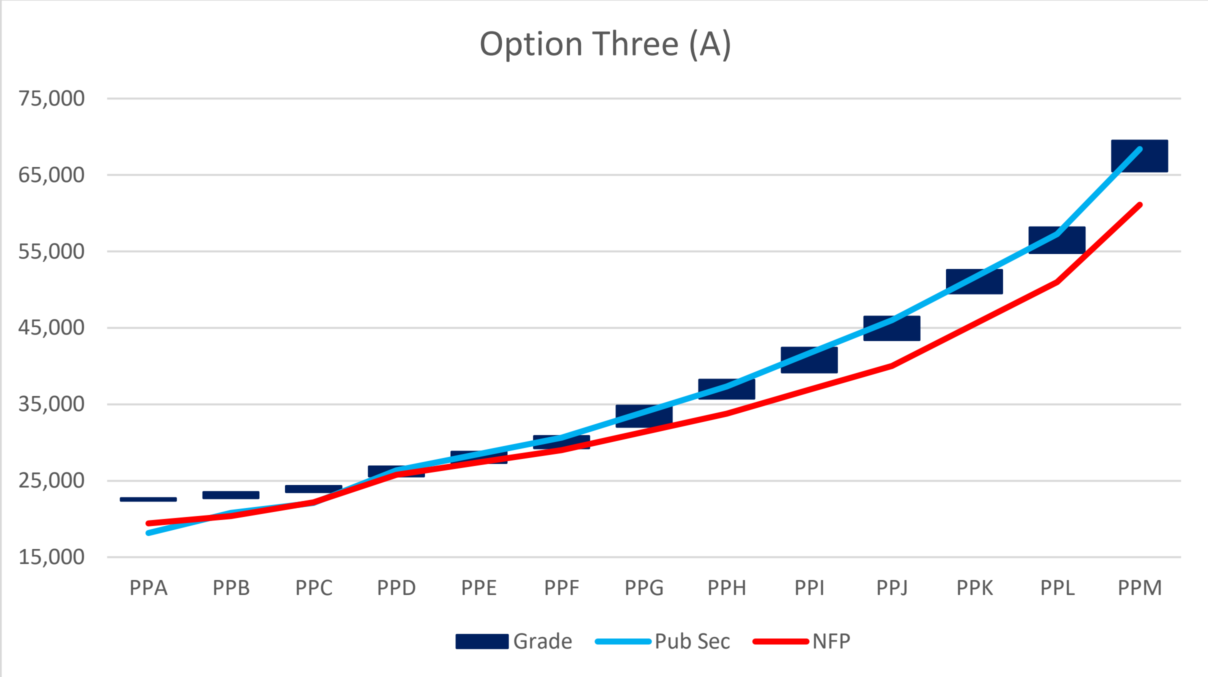
Advantages	Disadvantages
▪ Originally designed to match market position ▪ Should support the recruitment & retention of staff ▪ Targets additional resources to match market ▪ Costs around the same as option two	▪ May not be seen as fair equitable ▪ Larger increases for higher paid staff may be unpopular with unions

Option Three (A)

8.18 This option has been designed around the Public Sector market data. As pay is moving relatively quickly currently due to high levels of inflation and a 'tight' job market, just matching market median (from data base sources) will in fact mean the organisation is 'behind the curve' due to the built-in lag in collecting data, analysing data and then uploading data into the database.

8.19 Option Three (A) is therefore based on aiming to be around 2% above the market median (from database sources – to account for the lag described above).

Option Three (A)									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	10	13	25,545	26,873	4	1,328	5.07%	0	0.0%
PPE	14	17	27,334	28,770	4	1,436	5.12%	0	0.0%
PPF	18	21	29,269	30,825	4	1,556	5.18%	0	0.0%
PPG	23	26	32,076	34,834	4	2,758	8.24%	0	0.0%
PPH	27	30	35,745	38,219	4	2,474	6.69%	0	0.0%
PPI	31	34	39,186	42,403	4	3,217	7.89%	0	0.0%
PPJ	35	38	43,421	46,464	4	3,043	6.77%	0	0.0%
PPK	41	44	49,498	52,575	4	3,077	6.03%	0	0.0%
PPL	46	49	54,791	58,145	4	3,354	5.94%	0	0.0%
PPM	55	58	65,481	69,490	4	4,009	5.94%		



8.20 The forecast cost of this option compared to the current structure costs forecast is shown in the table below:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Cost (£'000)	8.752M	9.037M	9.213M	9.382M	9.382M	9.382M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.539M	0.686M	0.808M	0.938M	0.938M	0.938M
Change (%)	6.6%	8.2%	9.6%	11.1%	11.1%	11.1%

8.21 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.938M p.a. more than the current structure costs. This will increase by around 11.1% in addition to the cost of incremental progression related to the current structure cost.

8.22 The table below shows the impact of the option on staff by grade.

Grade	Green Number	Average Green Change
PPA	3	0
PPC	42	110
PPD	2	843
PPE	20	1,061
PPF	29	1,045
PPG	50	1,348
PPH	30	2,657
PPI	35	2,474
PPJ	18	2,860
PPK	6	6,082

Grade	Green Number	Average Green Change
PPL	6	6,475
PPM	4	14,453
Total	**245**	**1,944**

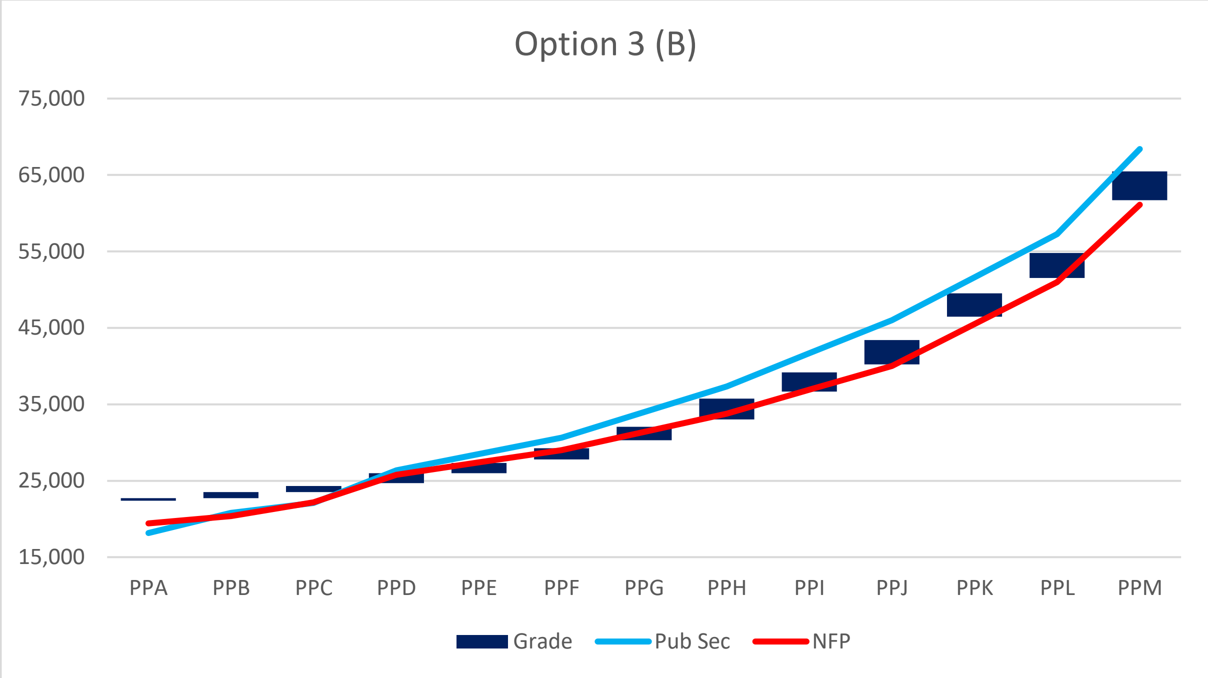
8.23 The advantages and disadvantages of this option include the following:

Advantages	Disadvantages
▪ Designed to match market position @c102% of market median ▪ Should support the recruitment & retention of staff ▪ Targets additional resources to match market	▪ May not be seen as fair equitable ▪ Larger increases for higher paid staff may be unpopular with unions ▪ High cost

Option Three (B)

8.24 This option is a variation of option three. The only difference is an amendment to Grade L, which has moved down by two spinal column points.

Option Three (B)									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	8	11	24,702	25,979	4	1,277	5.04%	0	0.0%
PPE	11	14	25,979	27,334	4	1,355	5.08%	0	0.0%
PPF	15	18	27,799	29,269	4	1,470	5.15%	0	0.0%
PPG	20	23	30,296	32,076	4	1,780	5.71%	0	0.0%
PPH	24	27	33,024	35,745	4	2,721	7.91%	0	0.0%
PPI	28	31	36,648	39,186	4	2,538	6.69%	0	0.0%
PPJ	32	35	40,221	43,421	4	3,200	7.65%	0	0.0%
PPK	38	41	46,464	49,498	4	3,034	6.32%	0	0.0%
PPL	43	46	51,515	54,791	4	3,276	6.16%	0	0.0%
PPM	52	55	61,704	65,481	4	3,777	5.94%		



8.25 The forecast cost of this option compared to the current structure costs forecast is shown in the table below:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Cost (£'000)	8.372M	8.619M	8.746M	8.822M	8.822M	8.822M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.159M	0.267M	0.341M	0.378M	0.378M	0.378M
Change (%)	1.9%	3.2%	4.1%	4.5%	4.5%	4.5%

8.26 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.378M p.a. more than the current structure costs. This will increase by around 4.5% in addition to the cost of incremental progression related to the current structure cost.

8.27 The table below shows the impact of the option on staff by grade.

Grade	Green Number	Average Green Change
PPA	3	0
PPC	42	110
PPD	2	0
PPE	20	130
PPF	29	144
PPG	50	166
PPH	30	427
PPI	35	388
PPJ	18	391
PPK	6	3,048

Grade	Green Number	Average Green Change
PPL	6	3,199
PPM	4	10,676
Total	**245**	**544**

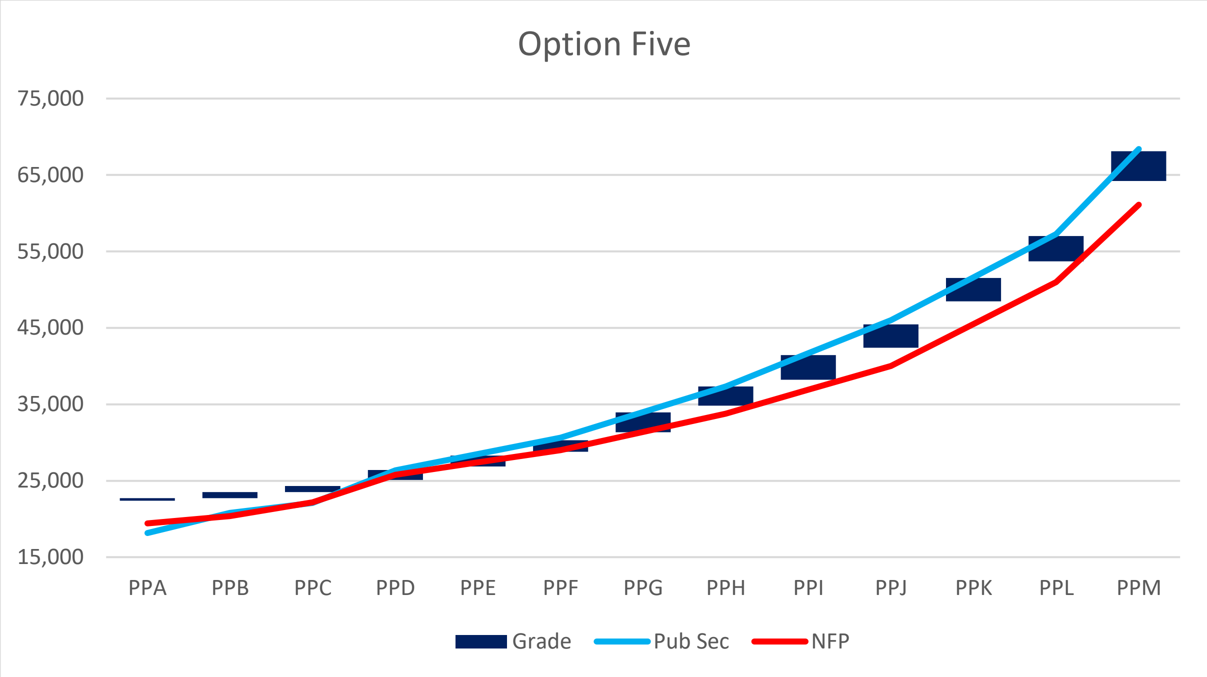
8.28 The advantages and disadvantages of this option include the following:

Advantages	Disadvantages
▪ Originally designed to match market position ▪ Should support the recruitment & retention of staff ▪ Targets additional resources to match market Costs around the same as option two	▪ May not be seen as fair equitable ▪ Larger increases for higher paid staff may be unpopular with unions ▪

Option Five

8.29 This option has been designed around the Public Sector market data (East Midlands – Public Sector).

Option Five									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	9	12	25,119	26,421	4	1,302	5.05%	0	0.0%
PPE	13	16	26,873	28,282	4	1,409	5.11%	0	0.0%
PPF	17	20	28,770	30,296	4	1,526	5.17%	0	0.0%
PPG	22	25	31,364	33,945	4	2,581	7.90%	0	0.0%
PPH	26	29	34,834	37,336	4	2,502	6.93%	0	0.0%
PPI	30	33	38,219	41,418	4	3,199	8.03%	0	0.0%
PPJ	34	37	42,403	45,441	4	3,038	6.92%	0	0.0%
PPK	40	43	48,474	51,515	4	3,041	6.08%	0	0.0%
PPL	45	48	53,717	57,005	4	3,288	5.94%	0	0.0%
PPM	54	57	64,197	68,127	4	3,930	5.94%		



8.30 The forecast cost of this option compared to the current structure costs forecast is shown in the table below:

Year	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Cost (£'000)	8.579M	8.848M	9.025M	9.196M	9.196M	9.196M
Benchmark cost	8.213M	8.352M	8.405M	8.444M	8.444M	8.444M
Change (£'000)	0.365M	0.496M	0.620M	0.752M	0.752M	0.752M
Change (%)	4.4%	5.9%	7.4%	8.9%	8.9%	8.9%

8.31 This option forecasts an increase in costs compared to the current structure costs. After the five-year projection period the costs are forecast to be £0.752M p.a. more than the current structure costs. This will increase by around 8.9% in addition to the cost of incremental progression related to the current structure cost.

8.32 The table below shows the impact of the option on staff by grade.

Grade	Green Number	Average Green Change
PPA	3	0
PPC	42	110
PPD	2	417
PPE	20	600
PPF	29	546
PPG	50	636
PPH	30	1,746
PPI	35	1,507
PPJ	18	1,842
PPK	6	5,058

Grade	Green Number	Average Green Change
PPL	6	5,401
PPM	4	13,169
Total	**245**	**1,301**

8.33 The advantages and disadvantages of this option include the following:

Advantages	Disadvantages
▪ Designed to match market position @ c100% of median ▪ Should support the recruitment & retention of staff ▪ Targets additional resources to match market	▪ May not be seen as fair equitable ▪ Larger increases for higher paid staff may be unpopular with unions ▪ High cost

Appendix 1 – Market Data Assimilation to Peak District Authority Grades

Category	Level	Description	Peak District Grade
Administrative, Manual & Support	1	Work requires basic literacy and numeracy skills and the ability to perform a few straightforward and short-term tasks to instructions under immediate supervision. Previous experience is not necessary	Grade A
	2	Work requires developed literacy and numeracy skills and the ability to perform some routine tasks within procedures that may include keyboard and practical skills and initial contact with customers. Some previous experience is required	Grade B
Secretarial / Craft	3	Work requires specific administrative, practical, craft or technical skills gained by previous experience and qualifications to carry out a range of less routine work and to provide specialist support, and could include closer contact with the public/customers	Grade C
	4	Work requires broad and deep administrative, technical or craft skills and experience to carry out a wider range of activities including staff supervision, undertaking specialist routines and procedures and providing some advice	Grade D/E
Vocational / Supervisory	5	Work requires detailed experience and possibly some level of vocational qualification to be able to oversee the operation of an important procedure or to provide specialist advice and services, involving applied knowledge of internal systems and procedures	Grade F/G
	6	Work requires a vocational qualification and sufficient relevant specialist experience to be able to manage a section or operate with self-contained expertise in a specialist discipline or activity	Grade H/I
Professional / Managerial	7	Work is concerned with the provision of professional services and requires an experienced and qualified professional to provide expertise and advice and operate independently. Also includes operational managers responsible for service delivery	Grade J/K
	8	Work requires deep professional experience and qualifications in a specific discipline to be able to carry out a range of specialist technical or scientific activities, which may include the management of a team or services. May also include specialist management roles responsible for delivery of a major service	Grade L/M
Senior Management	9	Senior managerial roles involved in managing an important activity or providing authoritative expertise, also contributing to the organisation as a whole through significant experience	Director15
Director	10	Member of a company board or an executive/senior management team in public sector organisations, with overall functional responsibility and input to the strategy of the wider organisation, through deep and broad experience	N/A

Appendix 2 – IDR Market Data

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	14	11	£17,337	£19,222	£19,318	£18,486
Level 2	212	76	£18,278	£19,239	£19,725	£18,828
Level 3	187	85	£20,109	£20,709	£22,472	£21,424
Level 4	135	72	£22,795	£25,000	£31,000	£26,204
Level 5	138	78	£25,664	£27,500	£32,000	£28,778
Level 6	141	73	£30,000	£32,893	£36,948	£33,042
Level 7	115	68	£35,500	£39,571	£43,752	£39,432
Level 8	73	47	£43,928	£48,000	£54,294	£49,481
Level 9	28	25	£63,000	£65,194	£68,068	£67,118
Level 10	25	24	£79,892	£85,000	£90,000	£83,914

Source: Incomes Data Research (PayBenchmarker)

Date collected: 29/12/22

Region(s): Whole Country

Sector: Not for Profit & Related Services

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	3	3		£18,156		£18,156
Level 2	44	13	£18,933	£20,794	£20,794	£20,023
Level 3	52	20	£20,096	£21,110	£22,454	£21,630
Level 4	49	18	£21,742	£23,832	£25,116	£23,462
Level 5	83	26	£24,668	£26,576	£29,180	£27,284
Level 6	108	31	£30,452	£33,147	£35,572	£33,040
Level 7	137	36	£37,922	£40,147	£43,806	£41,023
Level 8	137	33	£51,572	£53,066	£56,894	£54,780
Level 9	81	25	£64,866	£71,000	£79,426	£73,301
Level 10	23	11	£93,774	£106,812	£120,000	£108,839

Source: Incomes Data Research (PayBenchmarker)

Date collected: 29/12/22

Region(s): East Midlands

Sector: Public Sector

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	14	11	£17,337	£18,902	£19,318	£18,244
Level 2	224	80	£18,472	£19,318	£20,116	£19,500
Level 3	208	88	£20,737	£22,166	£23,895	£22,755
Level 4	159	76	£23,936	£25,709	£30,000	£26,868
Level 5	160	79	£26,000	£29,004	£33,177	£30,036
Level 6	158	73	£30,842	£33,328	£37,835	£35,257
Level 7	127	68	£35,875	£39,500	£43,500	£40,351
Level 8	98	53	£44,196	£50,000	£55,315	£50,907
Level 9	34	27	£65,048	£70,700	£76,584	£71,096
Level 10	17	17	£86,144	£90,000	£95,000	£92,980

Source: Incomes Data Research (PayBenchmarker)

Date collected: 31/03/23

Region(s): Whole Country

Sector: Not for Profit & Related Services

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	3	3				£18,156
Level 2	46	15	£19,124	£20,794	£20,794	£20,074
Level 3	56	20	£20,113	£21,136	£22,454	£21,877
Level 4	52	20	£21,690	£23,659	£25,116	£23,477
Level 5	84	27	£24,668	£27,618	£29,180	£27,751
Level 6	102	31	£30,452	£33,147	£35,572	£33,074
Level 7	130	37	£37,922	£40,842	£43,806	£41,336
Level 8	134	33	£51,573	£53,066	£56,894	£55,555
Level 9	82	29	£64,866	£72,169	£80,000	£74,516
Level 10	20	9	£93,774	£108,750	£120,000	£107,514

Source: Incomes Data Research (PayBenchmarker)

Date collected: 31/03/23

Region(s): East Midlands

Sector: Public Sector

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	12	11	£19,015	£19,415	£21,732	£20,169
Level 2	249	85	£19,615	£20,374	£21,189	£20,429
Level 3	204	90	£21,000	£22,000	£24,067	£23,319
Level 4	148	70	£23,987	£25,782	£30,000	£27,000
Level 5	158	77	£26,018	£29,004	£33,224	£30,138
Level 6	158	72	£31,000	£33,790	£39,661	£35,901
Level 7	126	69	£36,000	£40,000	£45,000	£41,265
Level 8	117	57	£45,000	£51,000	£57,140	£52,149
Level 9	71	34	£65,059	£71,225	£77,464	£72,715
Level 10	30	21	£88,126	£95,631	£114,307	£103,525

Source: Incomes Data Research (PayBenchmarker)

Date collected: 15/09/23

Region(s): Whole Country

Sector: Not for Profit & Related Services

Job Level	Salary Count	Company Count	Lower Quartile	Median	Upper Quartile	Average
Level 1	3	3				£20,057
Level 2	49	16	£20,102	£20,666	£22,383	£21,111
Level 3	56	25	£20,102	£22,108	£23,576	£21,991
Level 4	39	13	£22,090	£26,372	£26,372	£24,814
Level 5	48	16	£28,923	£30,639	£30,639	£30,510
Level 6	41	19	£35,806	£37,350	£37,350	£37,022
Level 7	61	20	£41,130	£45,996	£45,996	£43,868
Level 8	99	22	£54,151	£57,254	£61,194	£58,697
Level 9	54	21	£73,269	£79,538	£89,974	£81,652
Level 10	9	5		£114,304		£113,197

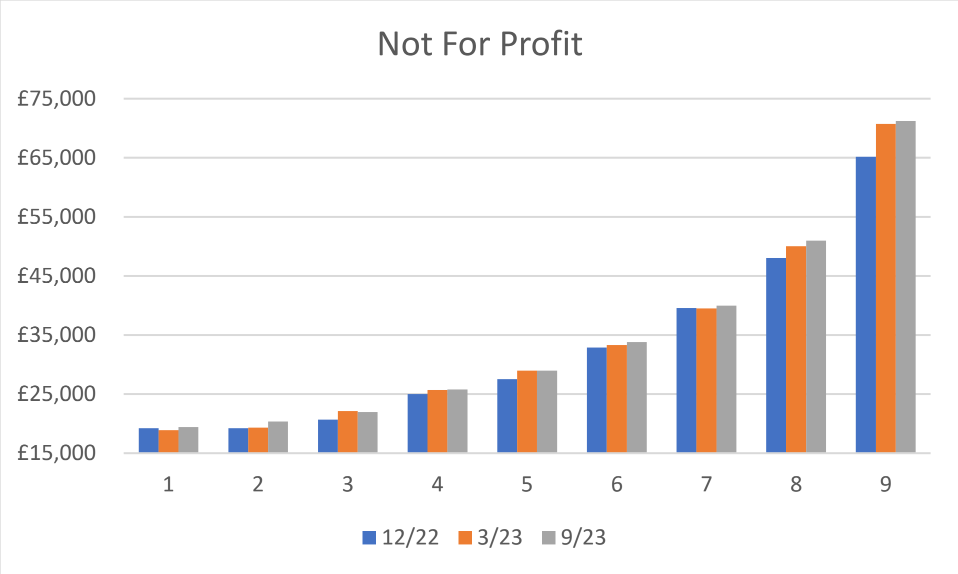
Source: Incomes Data Research (PayBenchmarker)

Date collected: 15/09/23

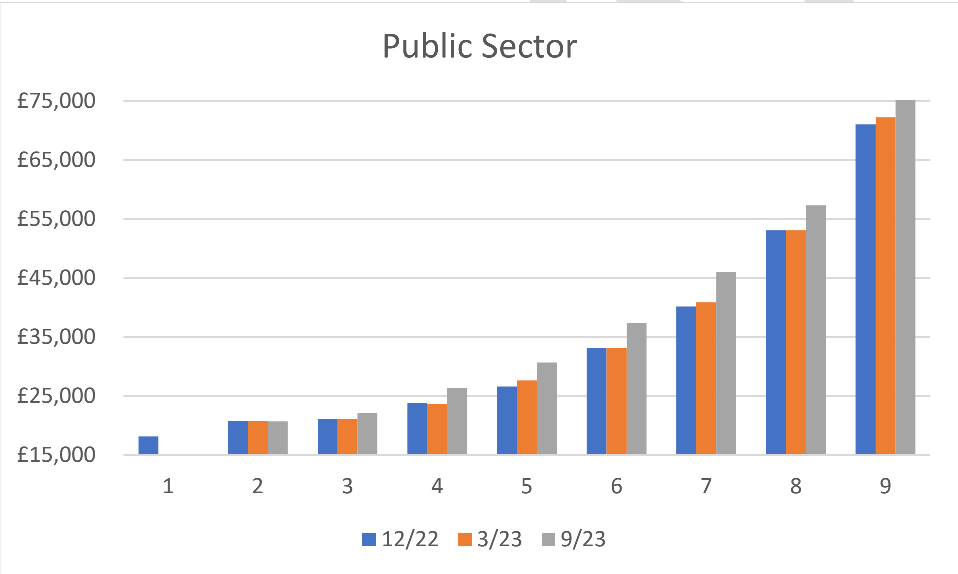
Region(s): East Midlands

Sector: Public Sector

Not For Profit Chart



Public Sector Chart



Appendix 3 – Explanation of Age Considerations in Pay Structure Design

It is generally accepted that pay and benefits that relate to length of service (and therefore indirectly to age – as employees get older with length of service) are ‘automatically exempt’ from discrimination because of specific passages in the Equality Act 2010. The specific detail is contained in Schedule 9 Work Exceptions (Equality Act 2010) Part Two.

The wording in the Act is as follows:

Benefits based on length of service

10 (1) It is not an age contravention for a person (A) to put a person (B) at a disadvantage when compared with another (C), in relation to the provision of a benefit, facility or service in so far as the disadvantage is because B has a shorter period of service than C.

(2) If B's period of service exceeds 5 years, A may rely on sub-paragraph (1) only if A reasonably believes that doing so fulfils a business need.

What this is saying is that age-related (or service-related) benefits (such as incremental progression) will not contravene the Act as long they do not exceed five years. The second statement adds a qualification that exceeding five years will not automatically be discriminatory. As long as the employer ‘reasonably believes’ that having service-related benefits fulfils a business need they should be able to defend an age-related discrimination claim. Business needs could include staff retention, staff morale etc…

Risks

Keeping the number of increments in a grade to six or less (five years from bottom to top) will protect the organisation from potential age-related claims. Whenever Project HR advises on the development of a new grading structure we always promote grades that consist of six increments or fewer (if it is an incremental structure).

Having more increments in a grade may ‘open the door’ to legal challenge. If challenged the employer would need to argue the ‘reasonably believes a business benefit’ defence. This will be easier if the length of service is just over the five-year threshold – but will become increasingly difficult to defend as the length of service increases above the five-year threshold.

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MTFP JULY 2023 AUTHORITY PAPER

Pay Award Assumption		@5%	@5%	@3%	@3%

	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
Net Expenditure	**7,334**	**7,232**	**7,576**	**7,799**	**8,056**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(729)	(657)	(678)	(682)	(696)
Funding	**(7,428)**	**(7,356)**	**(7,377)**	**(7,381)**	**(7,394)**
(Surplus) or Deficit after financing	(93)	(124)	199	418	661
Cumulative Position	**(93)**	**(217)**	**(18)**	**400**	**1,061**

NB Assumptions

2023/24 pay award at £1,925 or 3.88% as accepted (accepted October 2023)
All employees maintain their current scale position within their grade (not reset to the b
Pay increases at 5% for 2024/25 & 2025/26
Pay increases at 3% for 2026/27 & 2027/28
5% Vacancy factor
Donation for Visitor Centres starts Jan 2024 for 3 calendar year
Donation for Visitor Centres replaced by income by January 2027
25% (£60k) increase in planning fees from 2024/25
£81k additional car park income realised 2024/25
£50k estimate for general additional income from 2024/25
Includes pay allowances with small increases linked to average pay increases
Assumes FiPL ends in 31/03/2025
MFFP as at September 2024 as increases or decreases in costs would be met by correspc
Previously agreed reduction to MFFP to continue
Includes small increases for Members allowances
Assumes reserves and grant funded posts ends as per current dates
Interest receipts £360k 2023/24, reduced to £200k from 2024/25

MTFP OPTION 2 - 4% GLOBAL INCREASE

		@5%	@5%	@3%	@3%
	2023/24 £000's	**2024/25 £000's**	**2025/26 £000's**	**2026/27 £000's**	**2027/28 £000's**
Net Expenditure	**7,244**	**7,365**	**7,793**	**7,989**	**8,101**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(858)	(933)	(959)	(876)	(771)
Funding	**(7,557)**	**(7,632)**	**(7,658)**	**(7,575)**	**(7,469)**
(Surplus) or Deficit after financing	(313)	(267)	135	414	632
Cumulative Position	**(313)**	**(580)**	**(445)**	**(31)**	**601**

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ɔnding changes in income

MTFP OPTION 3 - 102% MARKET @ MARCH 2023

	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
	@5%	@5%	@3%	@3%	
Net Expenditure	**7,250**	**7,386**	**7,819**	**8,017**	**8,130**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(858)	(932)	(958)	(877)	(772)
Funding	**(7,557)**	**(7,631)**	**(7,657)**	**(7,576)**	**(7,470)**
(Surplus) or Deficit after financing	(307)	(245)	162	441	660
Cumulative Position	**(307)**	**(551)**	**(390)**	**51**	**711**

MTFP OPTION 3B - 2 SCP BELOW MARKET @ SEPT 2023

	2023/24 £000's	2024/25 £000's @5%	2025/26 £000's @5%	2026/27 £000's @3%	2027/28 £000's @3%
Net Expenditure	**7,240**	**7,370**	**7,801**	**7,999**	**8,112**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(858)	(931)	(957)	(876)	(771)
Funding	**(7,557)**	**(7,630)**	**(7,656)**	**(7,575)**	**(7,470)**
(Surplus) or Deficit after financing	(317)	(260)	145	424	642
Cumulative Position	**(317)**	**(577)**	**(432)**	**(8)**	**634**

MTFP OPTION 3A - 102% MARKET @ SEPT 2023

	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	2027/28 £000's
		@5%	@5%	@3%	@3%
Net Expenditure	**7,371**	**7,940**	**8,385**	**8,598**	**8,720**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(864)	(978)	(1,005)	(922)	(809)
Funding	**(7,563)**	**(7,677)**	**(7,704)**	**(7,621)**	**(7,508)**
(Surplus) or Deficit after financing	(191)	264	681	977	1,212
Cumulative Position	**(191)**	**72**	**753**	**1,731**	**2,943**

MTFP OPTION 5 - 100% MARKET @ SEPT 2023

		@5%	@5%	@3%	@3%
	2023/24 £000's	**2024/25 £000's**	**2025/26 £000's**	**2026/27 £000's**	**2027/28 £000's**
Net Expenditure	**7,329**	**7,743**	**8,182**	**8,389**	**9,101**
Financed by:					
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(862)	(962)	(989)	(907)	(826)
Funding	**(7,561)**	**(7,661)**	**(7,688)**	**(7,605)**	**(7,524)**
(Surplus) or Deficit after financing	(231)	82	494	784	1,576
Cumulative Position	**(231)**	**(149)**	**345**	**1,129**	**2,705**

CONSULTATION FEEDBACK and response on pay grade structure proposal 31 October 2023

Feedback	Management response
"I think the proposed is fine, and proportionate. However, at lower levels I think it should be easier to move through the grades, rather than being stuck at the top of a grade when you theoretically have lots of experience. This would help to retain staff who have worked at the Authority for many years."	Noted, thank you. The HR team are exploring the use of career grades and apprenticeships to help us grow our own replacements.
I have been working in the public sector for 24 years (since 1989). My job description has not changed substantially. According to the Bank of England's real monetary value calculator (which compares yearly real spending power), my highest earning year was 1992. It remained relatively unchanged until 2008 and has since declined by about 30%. So, the prospective regrading will only slightly improve my real spending power, and nowhere near bring it up to what it was in 1992.	Noted and thank you for the interesting analysis. The Authority's Defra grant has declined in real terms (spending power) by 40% in the last ten years and the grant itself does not even cover our wage bill, which is a major factor in why our salaries have not been able to keep colleagues' spending power where we would like it to be. We also know are lagging behind other organisations on pay. It remains our aspiration to have a pay scale that matches the regional public sector median.
"I welcome the pay review and I support employees getting a fair wage for the work they put in. I appreciate that the higher grades would get a proportionally higher increase as this is where the wages have typically been falling behind comparable organisations. I do think a larger increase for staff on lower grades would be welcomed by everyone in the Authority, but I appreciate that the National Pay Awards have played a role in ensuring these roles get proportionate increases in the last couple of years. With regard to the impact on my grade/job, I have concern that when we remove the £1925 national pay award (Note: I do not think this should have been included in the tables/documents as it could give a somewhat skewed outcome if we are looking at how our organisation compares to others), the increase in wage is still below those of similar roles in other local authorities. The rationale behind the pay award is to recruit and retain high-quality staff members, and I think the increase in salary to the Senior Planner role would fail to do this. I think this concern can be transferred to the Principal and Planner roles. Regardless of the above, I am grateful to Phil and the Senior Management team for looking into this issue and coming up with the solution they think works best for the Authority. "	All noted and thank you for your considered response and understanding. Since the introduction of the National Living Wage rate in 2015 by George Osborne, the annual pay award has included higher pay increases to those paid at the lower end of the national pay spine. Last year's pay award at the lowest pay point received the equivalent of 10.5% increase, and decreases with increment to the highest pay point which received the equivalent of 4.04%. This year, the lowest pay point will receive 9.42% again proportionately decreasing to the top pay point which will receive 3.88%. * Noted. The national pay award was included because when settled it will be back-dated to 1 April 2023 giving an accurate comparison with other organisations who have already received and applied their pay award. We acknowledge that where there is a national skills shortage, the pay grade proposal will not be sufficient to recruit or retain. The second phase of the pay review will focus on creating an agreed list of recruitment and retention incentives to help with hard-to-fill vacancies.

I realise that the proposed grade structure may be sensitive within the organisation and due to the grade of my post I will benefit from the proposal and therefore it is difficult for me to remove elements of subjectivity in my comments. However I fully understand the need to change the grade structure as the NPA continues to struggle to recruit at the higher grades and the proposal will bring us more into line with neighbouring authorities and other national parks.	Noted. All employees will benefit in some way from this proposal.
Pay is a touchy subject for a number of staff in the NPA, especially those who saw the massive hike in pay for the Senior Leadership Team back in 2019. There is always a need to be fair and to be seen to be fair, and may staff will see an across the board equal enhancement as the fairest approach. However, this feedback is based on what I understand to be the intention of the review; to bring the majority of staff in line with average public sector pay. This is aimed at retaining and attracting staff. The preffered option (Option 3) does not achieve this; it brings the higher grades (L&M) in line, whilst the lower grades are already in line or above the public sector average. Option 3 leaves Grades E to K adrift of that average; and this applies particularly to Grades I and J. The posts where we are losing staff and having difficulty in recruiting are those within this wider band (Grades E to K). Golden handshakes and market supplements for new staff may aid recruitment, but they do little for staff retention and can be divisive. The best fit to get all staff close to the public sector average is Option 3A, I appreciate that this is a more expensive option, but does offer the best oppprtunity of paying all staff at or very near to the average public sector pay. Funding currently used for golden handshakes or market supplements could be used to make up some of the shortfall and this approach would be less divisive overall. I am at one of the Scales (Scale I) that would be furthest from the public sector average. However, this feedback is based more on my understanding of what the review is intended to achieve and how best to do so, rather than what I stand to gain or lose.	The increase in pay to Heads of Service (Grade L) in 2019 was in response to recruitment and retention difficulties exacerbated by the fact it was the grade with the biggest variance from the East Midlands Public Sector median. It was seen as fair to decrease the variance for Grade L** The market data is constantly moving and the changes in the market do not happen uniformly. We have looked at data from 3 snapshots in time over the last 12 months. Where we thought we would be has moved on and by the time we have finished the consultation the picture will have changed again. Unfortunately, without massive savings, we can no longer afford to match the public sector median, although it remains an aspiration. However, we can afford to pay the amounts we put in the paper to the Authority at the end of July. SMT plan to focus on developing more detailed business cases for a number of potential income generation ideas and undertake more details reviews of whether there are any areas that reasonable cost savings can be made. Over the next year this will allow us to model if and when we could take another step towards meeting the regional public sector median
"The current model for option 3 will disproportionately advantage the higher grades (KLM) bringing them far closer to the Public Sector median than E-J. The gap will be increased by subsequent national pay settlements pushing the mid grades further away and creates a 'differential weakness' within this model. As such this is contrary to the terms of reference for the current exercise which has been presented as addressing structural anomalies to bring all posts to close to or on the median line (A-D post's position accepted). I believe it would be farer, safer and more in	Option 3 proposal does provide grades KLM a higher percentage increase. This is not by design or manipulation of the model but by default, that is, it is where the EM PS median was earlier in the year and on what we calculated we could afford. The national pay award last year was not a blanket percentage, the lowest pay point received the equivalent of 10.5% increase, and the award decreased in percentage with increment to the highest pay point which received the equivalent of 4.04%. The same

keeping with the objectives of the exercise to bring KLM in line with the position of F-J scales to 'smooth the curve' relative to the public sector median. KLM still get a significant, and higher, % rise than other grades but it will be demonstrably more proportionate and robust as a model. If the financial assumptions around this new model (3b?) are kept the same as for option 3 this will allow for some contingency for specific/more flexible staffing investment over the next 4 years to meet key challenges. It could also be used to reduce our exposure to pay budget deficits if necessary. Whilst pay is important it is not the only significant factor affecting recruitment and retention at any point of renumeration. If we intentionally introduce a structural weakness/incongruency, where the highest paid posts realise the most advantage in the terms of this exercise, and future national pay rises, the compound harm to morale and goodwill due to differential affects may well become significant. This will be particularly true if, as appears certain, there is no prospect of a near horizon real terms increase to the DEFRA grant. I have also highlighted to Staff Committee and to Natalie that I believe the RMM paper to be misleading. The graph/data presented there do not reflect the consultation material and give a false impression of the impact of option 3 as it currently stands. The effect on the pay structure of option 3 should be made clearer by including the correct current graph and data in the report rather than just an appendix.	approach has been adopted for this year's national award with the lowest pay point being offered 9.42%, and decreasing in percentage with each increment to the top pay point which will receive 3.88%. * As such the higher graded posts have been disadvantaged compared to the lower-middle graded posts. As a result of this feedback (and that from Staff Committee, point h), we have looked more at the detail of option 3. Apart from grade L, grades E to M are set two scp below the regional public sector median. So an option would be to bring grade L into alignment with that model so L would not get as large an increase as originally proposed. Noted, and will be amended in the final report. There was no intention to mislead. We have endeavoured to be completely transparent throughout this process with the documentation being available to all staff on the Hub.
"Option 3a rather than 3 is the best model if that has been scoped to be affordable and accounts for the lag in data and bringing pay scales in line with public sector pay which is what is going to attract and retain quality staff. The number of valuable staff lost in the last few years due to cuts, restructure, stress of overworking, has been disastrous really for the Peak Park. I;ve heard first hand of some colleague having left to go to better salaries and less pressure in the same roles in other local government! For Engagement Rangers who are on grade G pay needs to reflect the decrease in Ranger numbers and increase in areas – increased demand on individuals which can't be simply taken up by increasing vol ranger numbers. This is not a substitution Rangers. The salary doesn't currently recognise the varied role and expectations from the public of Rangers. We have to have knowledge and expertise in so many areas, differing even between different areas. We have to line manage a large group each of Volunteer Rangers which is not considered in our current grade G :	Option 3a to match the current regional public sector median is not affordable. Option 3 which is where the regional public sector was in March this year is affordable. In the UK from May to July 2023, annual growth in pay was at 7.8%, its highest annual growth rate since comparable records began in 2001. At the same time our Defra grant was held down without an inflationary increase. The Great Resignation is a phenomenon that describes the record numbers of people leaving their jobs after the Covid pandemic ended. Staff turnover rate here in the Authority pre Covid was stable at 9%, since 2021 it has climbed to and remained at 17%. There have been significant recruiting and retention difficulties in the Planning Service reflected in its turnover rate of 25%. As part of any pay grade structure review it is essential to review the job evaluation scheme used to ensure confidence in the consistency of its application. The job evaluation process awards points to a job dependent on skills, knowledge and responsibilities. The grade is

""Work requires detailed experience and possibly some level (recent appointments required degree)of vocational qualification to be able to oversee the operation of an important procedure or to provide specialist advice and services, involving applied knowledge of internal systems and proceduresGrade F/G"" But in H/I there is reference to management and also requirement to have a vocational qualification, the recent recruitment for new Engagement Rangers has specified essential to have a vocational qualification H/I ""I Work requires a vocational qualification and sufficient relevant specialist experience to be able to manage a section or operate with self-contained expertise in a specialist discipline or activity"" Also in previous restructures in the last few years Engagement Rangers have had paycuts as the inconvenience allowance has been significantly reduced so we feel undervalued for being the face of the National Park at weekends when most others are off. This is the busiest time of the week and we get about £10 extra a day to recompense that. Now would be the time to review this to show we are valued ambassadors at the busiest times and account for this also in option 3a which for Grade G is the best increase in salary. thanks for considering. "	identified by the total points scored for the job falling into one of the ranges of scores allocated for each grade. So, we sampled jobs across all grades to check the information in the JE questionnaire was correct, the scores fit within the scheme's technical notes, the jobs scores fit within the distribution of the scores. This task was undertaken by members of the Joint Working Group and trained JE panellists. The results demonstrated a high level of confidence in our application of the Local Government Job Evaluation Scheme. Where a postholder believes their job description does not accurately reflect their work, in the first instance this should be discussed with their line manager. Where the line manager agrees with the postholder, they should liaise with their HR Adviser to amend the job description and where appropriate (i.e. there is a significant change in work or responsibilities) prepare to have the post re-evaluated. The pay report did not consider the details of each job within the grade, it took a general overview of what is typical in that grade to match with a category. As part of the pay grade structure review, we then consider where each grade sits on the National Pay Spine, then benchmark with the market data. The Joint Working Group on Pay have agreed that one of the three objectives in this pay review is to review our current range of allowances with regional local authorities and other national parks. We aim to do this in spring 2024.
"Only looked at a couple of the scales, as we currently are and option 3, point 15-23 seem to go up gradually slightly more each time then suddenly increase substantially at Point 23, with an even bigger leap once at point 24 onwards (option 3). wondered why the sudden increase? Also option 3 scale no 19 this is not allocated to any grade, (same on current option point 18 and a few others) What is this grade for? Presume no one is on it?"	This reflects the East Midlands Public Sector median as at 31 March 2023. The scale points for the grade reflect the EM PS market rate for that category of job. The higher the grade the more skills, experience and knowledge are required. As well as significantly more responsibility. The increase in salary reflect the market rate to attract and retain employees in these categories of roles. The grades reflect the market rate for a category of job. We restrict our grades to 4 increments for fairness and equality. The grade range will straddle the best fit for the grade. A pay grade structure does not need to have contiguous grades. The differentials between grades (salaries) indicates the increase responsibilities of the postholders.
The preferred option 3 is disappointing. Wages in equivalent authorities within the region have risen since option 3 was modelled, so option 5 is more representative of the current situation. The problem with the preferred option is that it will immediately be lagging behind which does not address the recruitment	Agreed, it is disappointing. UK wages have increased this summer at the highest rate in over 20 years. We can only work within the financial envelope we have. Our ability to pay the amounts we would like is hampered by the continued Defra grant freeze. Our aspiration to match the EM public sector median

and retention issue faced by the Authority particularly at higher levels. I understand financial constraints may prohibit implementation of options 3A and 5, but other mechanisms should be considered to bridge the gap at higher levels which are illustrated on the graph on page 12 of the Pay Modelling Options document to be lagging behind. Potential recruitment and retention payment options could include consideration of market supplement payments, retention payments and recommend a friend payments used elsewhere. Payment of annual subscriptions to professional bodies, such as MRTPI, when essential to a role as listed in the job description, should also be considered.	remains and will be monitored over the next year in to the mid-term financial plan. The Joint Working Group on Pay have agreed that one of the three objectives in this pay review is to create a list of recruitment and retention incentives to be used for hard to fill posts. Payments of annual subscriptions to professional bodies will be considered. We have a market supplement policy.
I am pleased that the Authority has sought to address the pay structure that has been below that of other Local Authorities for a number of years. Ideally I feel the Authority should be seeking to implement pay option 3A that proposes the current East Mids LA median +2% to account for lag in market data and rising wages elsewhere in the region. This option would bring salaries across the organisation in line with other LA's in the region. I understand this is an approach that was proposed in March this year (Option 3) but increases in wages have meant the original calculations are now outdated. The principle of this option is a sound one and would allow for us to become an attractive proposition in a competitive jobs market in the immediate and short/medium term. I understand the financial implications of adopting Option 3A and it appears to be unsustainable for the Authority on the basis of the current budget. With this in mind I would encourage further consideration of ways and means for income generation to allow for the implementation of the principle of Option 3/3A to reflect up to date market data at the time of implementation as soon as is reasonably possible. Assuming it is not possible to implement Option 3A at this time, I would encourage further consideration of Option 5 that seeks to raise salaries in accordance with the current East Mids LA median. This option would at least bring wages in line with direct competitors within commutable distance to much of the existing work force. Implementing this option may be somewhat of a calculated risk where we may end 24/25 in a deficit, but funding may have been increased after the general election and/or we may have realised further independent income streams. Ensuring we are at least on a par with direct competitors at present would make us less likely to lose staff in the immediate/short term. If Option 3A and 5 are not pursued by the Authority as this time, the only remaining suitable option to raise salaries proportionately against the East Mids median	Thank you for this full and highly considered response – specific points made below. Noted. Agreed, but we cannot afford option 3a at this time. Agreed. The SMT now plan to focus on developing more detailed business cases for a number of potential income generation ideas. Option 5 is also deemed too high a financial risk for the Authority as outlined in the consultation document 'Impact of pay grade options 2, 3, 3a & 5 over next 5 years'

is Option 3. Implementation of this option would still means we are lower than competitors and will continue to face difficulties retaining and hiring staff, particularly to higher grades and hard to fill posts, but it would be an immediate wage improvement and appears to be sustainable for the Authority in the short term on the basis of existing projected funding.	Noted.
It is important to consider that posts at higher grades have been well below the market average for a number of years and this has no doubt resulted in many experienced professionals leaving the Authority and made it extremely difficult to recruit high calibre people. Conversely, the pay at lowers grades is at or even above the market median. It is also worthy to note that the flat cash NJC pay award last year and likely for this year is disproportionately beneficial for lower graded posts, equating to a higher percentage increase than at higher grades. Whilst acknowledging the challenging economic climate we are all living in, and as a Unison member having voted in favour of the flat cash pay award last year, I feel this is something I cannot support again this year. Flat cash settlements across the structure are progressively devaluing the salaries paid to the higher grades to the effect that post holders are being paid less in real terms than the post holder 10 years ago. Yet are almost certainly operating with less resources and support but increased responsibility in a more challenging working environment. Post holders at higher grades are also more likely to be paying back student loans, which are effectively a further tax that lowers net income on a monthly basis. Lower grade post holders are less likely to meet the threshold for student loan repayment and are less likely to have a student loan to repay.	Noted.
If Option 3 is to be implemented I would encourage the use of market supplements for key posts that are hard to recruit/retain to ensure we are able to attract and retain experienced staff of a high calibre while further work is done to bring pay in line with the market median across the board. Retention payments should also be considered for key posts.	Noted. We have a market supplement policy that we have implemented for hard to fill posts. The second of the three objectives of the pay review is to create an

	agreed list of recruitment and retention incentives to be used for hard to fill posts.
From my perspective on grade E, Option 3 is the worst option, with the smallest pay increase which seems unfair compared to the much higher salaries at the higher grades. Option 3a is of course much better, but I'm not sure what the preferred option is.	The preferred option is option 3 which was modelled in March and shared during the organisational change consultation. It is understandable that it seems unfair. However, to those in higher grades it may seem unfair that those in lower grades have received proportionately higher pay increases than them since 2015. In the last two pay awards Grade E last year received between 8.36 – 8.87% increase, and this year, 7.72 – 8.15% while those on Grade L received 4.22 – 4.52% last year, and 4.05 – 4.32% this year.
We welcome this long overdue review of the Authorities pay structure and strategy. Staff Committee welcome the objective of moving the Authorities pay structure in line with the Public Sector Median for the East Midlands but also recognize this must be done in a fiscally responsible manner. Staff Committee have received some feedback from staff members which is summarized below: a) It was noted that the majority of those working weekends are on the Authorities lowest pay bands, it was requested that rates paid for weekend working were included in this pay review. b) There was some concern that more jobs would need to be made redundant to afford a new pay structure. c) Some comments suggested more weight should be given to lower paid grades to help them with the cost of living crisis.	a) Agreed. The third objective agreed by the Joint Working Group is to review our current range of allowances, this will include inconvenience allowance. b) What we are proposing is affordable in the new organisational structure. To meet our aspiration of matching the regional public sector median in the future, SMT will plan to focus on developing more detailed business cases for a number of potential income generation ideas. c) The National Employers for local government services have weighted this and last year's pay award to the lower paid grades. Local government is committed to pay above the national minimum wage. This along with government's request of the Low Pay Commission (the independent panel that sets the NMW) to work towards lifting the new pay floor to 60% of median earnings, means that the lower pay grades have received proportionately higher pay increases than they would have otherwise expected. d) Noted.

d) Other comments were broadly supportive of the proposed changes. e) Some comments reflected on the high percentage pay offer proposed to bands K - M and the potential impact on staff morale amongst staff on the lower grades.	e) The higher percentage pay offer to grades K to M reflect the regional PS median market rate as at March 2023. Our main aim in this pay review was to match the median paid by our competitors at every grade. It is important that we are able to attract and retain at every level. It is a simple business fact that most of our business critical posts are in the higher grades and therefore we must be competitive to ensure we can fill these posts.
f) There was some reflection that, in terms of a percentage pay rise, the Authorities middle bands (D to G) gain the least from pursuing Option 3. Some of the roles within this band bracket have also struggled to retain quality staff, the role of Monitoring and Enforcement Officer been one case in point which has been successfully recruited to on a number of occasions but has failed to retain the appointed person for more than a few months with pay been cited as a contributing factor.	f) Noted. Currently with high employment the labour market favours the employee giving them greater ability to choose where they work. This is reflected in high turnover rate which has been fuelled by the cost of living crisis and a higher than normal rates of wage increases across the country. In general, we have had least difficulty recruiting to grades D to G.
g) There was some concern raised over the gap between the proposed salary and the Public Sector median rises gradually between grades D-J. The disparity in between the two measures becomes quite noticeable for grades I and J and there is concern that staff members on these grades will feel like they are benefitting the least from the changes when compared to the Public Sector median.	g) Noted. From feedback we are looking at an option of making the distance of our grades from the regional public sector median consistent.
h) There was recognition that Bands A - C are already at or above the East Midlands Median pay point whilst bands K to M are the furthest below. It was suggested that one option could be to move to a point where all bands from D to M move to a standard percentage point below the East Midlands median. This could be potentially be the fairest outcome and result in a consistent reference point for all bands.	h) Noted. Point well-made and explored.
i) There was a comment on the potentially mis-leading nature of the graph presented in the draft RMM report. Staff Committee understand this comment has also been made directly to HR and the final report will be clearer in showing the position as it was in February 2023 compared to where it is at now-October 2023. We hope this document is of use and will inform the next stages of this change process.	i) Noted, there was no intention to mislead. The feedback has been taken on board and the final report will be clearer.

UNISON - Dave Gorton, Area Organiser for Derbyshire, asked for his comments on the proposed pay grade restructure made in June as part of feedback on the organisational restructure proposal, be re-submitted for this consultation. Below is an excerpt from the PDF document which can be found as an appendix on the Hub/Human Resources/Consultation/Feedback

Although I reiterate that we stand by the submissions our members have submitted from right across the authority and feel there is no further need to comment on them, I must, on UNISON's behalf, continue to express my concern on the proposed pay restructure.

Obviously, no trade union is going to completely oppose moves which could see higher pay rises for its members. It is also no secret to yourself in the short time you have been in post that UNISON has raised this matter during normal consultation. However, we do not trade off pay rises for some with job losses for others.

I am yet to see proposals which identify far more specifically which posts are hard to fill. Clearly, we know there are specific problems within planning but it needs much more detail for me to comment on whether we think the proposals would tackle such problems. A quick glance at the new pay grade structure shows minimal pay rises for the majority of UNISON members, who populate the lower end of the structure but potentially vast rises for those at the top end.

A Grade F, for example, would benefit by between £469-£499 per annum whereas a Grade K's increases would be between £4,061-£4,057 and a Grade M's £10,812-£11,325. These are huge differences which will do nothing to raise the morale of staff. I can see no justification for this at the present time and the authority hasn't presented any.

I will, therefore, end on that note of morale. It has been battered by your restructure. I have never known so many of our members looking elsewhere for employment, which will nullify any of the, even unsupportable, attempts to tackle low(er) pay. You will lose staff. It will just sow seeds of discontent going well into the future and threaten working relationships. It is not too late to accept this restructure will not deliver the Peak District National Park Authority what it needs and deserves.

Derbyshire UNISON remains willing and committed to working with the employer to mend, build and develop those relationships and the work of the authority as we move forward but we cannot support redundancies, outsourcing, closures and inadequate pay proposals.

Yours sincerely

Management response:

Thank you, Dave, for being a member of the Joint Working Group looking at Pay representing Unison, and for Unison's willingness and commitment to working with us as we move forward.

The points above made in June are noted. We agree that no trade union should completely oppose a proposal which sees a pay rise for its members.

Our current list of hard to fill vacancies with grades are:

Rural Surveyor	I	Area Team Manager (Development management)	K
Building Surveyor	H	Senior Planner	I
Visitor Centre Manager	F	Minerals Planner	J
Principal Planner	J	IT Systems and Database Officer/Manager	I
Planner	G/H	Head of Resources	M
Senior Monitoring & Enforcement Officer	I		

There are greater increases to the higher grades G – M in the proposal but that is due to these higher grades being furthest away from the regional public sector median. Our ambition is our pay grade structure to reflect the regional public sector median.

The graph below is our current structure with the 2023 pay award applied, and highlights the increasing variance from the public sector median as the grades go up the pay scale:

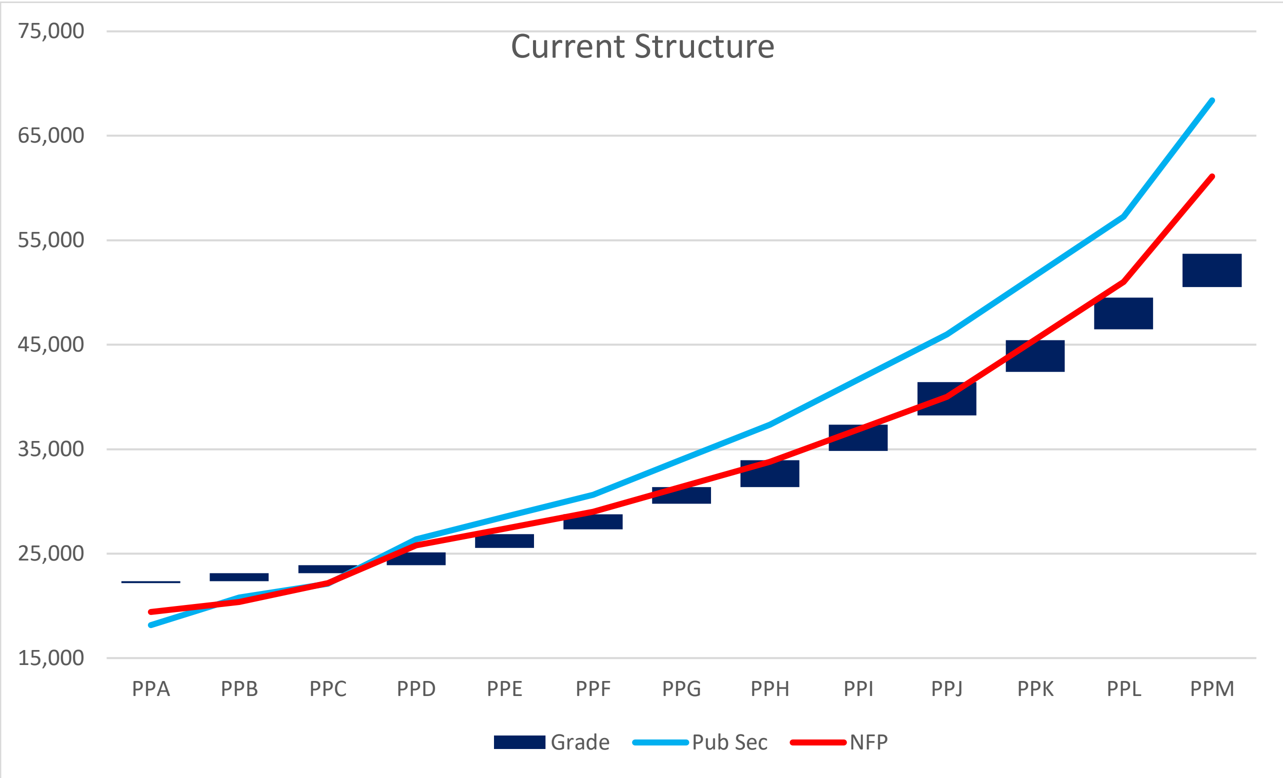
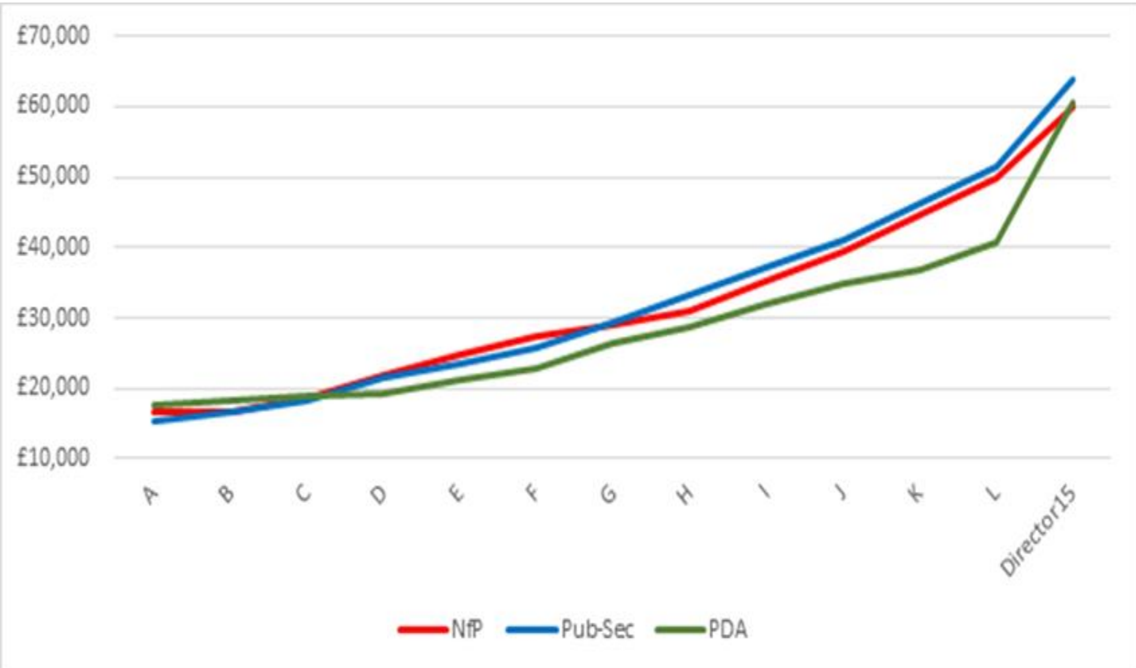


*Table shows percentage pay increase for each scale point on the national pay spine

SCP	Employer offer	Equivalent percentage
1	*Deleted wef 1 April 2023*	
2	£1,925	9.42%
3	£1,925	9.25%
4	£1,925	9.08%
5	£1,925	8.92%
6	£1,925	8.76%
7	£1,925	8.61%
8	£1,925	8.45%
9	£1,925	8.30%
10	£1,925	8.15%
11	£1,925	8.00%
12	£1,925	7.86%
13	£1,925	7.72%
14	£1,925	7.58%
15	£1,925	7.44%
16	£1,925	7.30%
17	£1,925	7.17%
18	£1,925	7.04%
19	£1,925	6.91%
20	£1,925	6.79%
21	£1,925	6.66%
22	£1,925	6.54%
23	£1,925	6.38%
24	£1,925	6.19%
25	£1,925	6.01%
26	£1,925	5.85%
27	£1,925	5.69%
28	£1,925	5.54%
29	£1,925	5.44%
30	£1,925	5.30%
31	£1,925	5.17%
32	£1,925	5.03%
33	£1,925	4.87%
34	£1,925	4.76%
35	£1,925	4.64%
36	£1,925	4.53%
37	£1,925	4.42%
38	£1,925	4.32%
39	£1,925	4.23%
40	£1,925	4.14%
41	£1,925	4.05%
42	£1,925	3.96%
43	£1,925	3.88%

**Pay modelling exercise in 2019 showing variance from the median



16th November 2023

Staff Committee Response to Draft 231121 RMM Report

Staff Committee welcome this long overdue review of the Authorities pay structure and strategy.

Staff Committee welcome the objective of moving the Authorities pay structure in line with the Public Sector Median for the East Midlands but also recognize this must be done in a fiscally responsible manner.

Staff Committee comments on this draft report are:

a) The proposal to move all bands from E to M to within 2 spinal column pay points of the East Midlands Public Sector median is welcomed.

b) The inclusion of all the graphs showing the various options is welcomed.

c) The stated desire to move the PDNPA pay structure to match that of the East Midlands Public Sector as and when finances enable this is supported.

Thanks for offering Staff Committee the opportunity to comment.

Kind regards,
Staff Committee

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Appendix 5

Peak District National Park Authority

Equality Analysis

On

Proposed Pay Structure Option 3(B)

1 Introduction

1.1 This report provides an equality analysis on the proposed pay structure (Option 3(B)) carried on behalf of the Peak District National Park Authority by Project HR Consultants Ltd.

1.2 The authority provided data for pay modelling and the equality strands of gender and age.

2 Current Pay Structure

2.1 The current pay structure is as follows:

Current									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	1	2	22,183	22,366	2	183	0.82%		
PPB	2	4	22,366	23,114	3	748	3.29%	0	0.0%
PPC	4	6	23,114	23,893	3	779	3.31%	0	0.0%
PPD	6	9	23,893	25,119	4	1,226	5.00%	0	0.0%
PPE	10	13	25,545	26,873	4	1,328	5.07%	0	0.0%
PPF	14	17	27,334	28,770	4	1,436	5.12%	0	0.0%
PPG	19	22	29,777	31,364	4	1,587	5.19%	0	0.0%
PPH	22	25	31,364	33,945	4	2,581	7.90%	0	0.0%
PPI	26	29	34,834	37,336	4	2,502	6.93%	0	0.0%
PPJ	30	33	38,219	41,418	4	3,199	8.03%	0	0.0%
PPK	34	37	42,403	45,441	4	3,038	6.92%	0	0.0%
PPL	38	41	46,464	49,498	4	3,034	6.32%	0	0.0%
PPM	42	45	50,512	53,717	4	3,205	6.15%		

3 Proposed Pay Structure - Option 3(B)

3.1 The proposed pay structure is as follows:

Option Three (B)									
Grade	Min	Max	Min	Max	Inc	Span	Span	overlap	
PPA	2	3	22,366	22,737	2	371	1.65%		
PPB	3	5	22,737	23,500	3	763	3.30%	0	0.0%
PPC	5	7	23,500	24,294	3	794	3.32%	0	0.0%
PPD	8	11	24,702	25,979	4	1,277	5.04%	0	0.0%
PPE	11	14	25,979	27,334	4	1,355	5.08%	0	0.0%
PPF	15	18	27,799	29,269	4	1,470	5.15%	0	0.0%
PPG	20	23	30,296	32,076	4	1,780	5.71%	0	0.0%
PPH	24	27	33,024	35,745	4	2,721	7.91%	0	0.0%
PPI	28	31	36,648	39,186	4	2,538	6.69%	0	0.0%
PPJ	32	35	40,221	43,421	4	3,200	7.65%	0	0.0%
PPK	38	41	46,464	49,498	4	3,034	6.32%	0	0.0%
PPL	43	46	51,515	54,791	4	3,276	6.16%	0	0.0%
PPM	52	55	61,704	65,481	4	3,777	5.94%		

4 Methodology

4.1 The Equality and Human Rights Commission (EHRC) advises that patterns of pay differences of +/-3% should be investigated and all pay differences of +/-5% should be investigated. The approach has been to analyse the current and proposed pay gaps by grade. For sex, this is done by calculating the average pay of women and comparing this to the average pay of men for each grade. This has been done for both the mean and median levels. For age, employees have been placed in age bands at five-year intervals and the mean and median pay per age category calculated – this has then been compared to the overall mean and median of each grade.

5 Sex Analysis

5.1 The table below shows the mean and median pay for each grade using current pay. The last two columns show female pay expressed as a percentage of male pay. Any percentages that are greater than +/-3% have been colour-coded 'Amber' and any that are greater than +/-5% 'Red'.

5.2 The analysis of current salary values highlights just one grade where the pay of women is greater than +/-3%

Grade	Female	Male	Female Mean	Male Mean	Female Median	Male Median	F pay as % of M Mean	F pay as % of M Median
PPA	3	0	22,366	0	22,366	0	0.0%	0.0%
PPB	0	0	0	0	0	0	0.0%	0.0%
PPC	19	16	23,749	23,698	23,893	23,893	100.2%	100.0%
PPD	0	2	0	24,702	0	24,702	0.0%	0.0%
PPE	9	9	26,279	26,428	26,421	26,873	99.4%	98.3%
PPF	14	8	28,598	28,168	28,770	28,282	101.5%	101.7%
PPG	19	24	30,805	30,944	31,364	31,364	99.5%	100.0%
PPH	14	14	33,046	33,377	33,024	33,945	99.0%	97.3%
PPI	14	18	37,287	36,577	37,336	37,336	101.9%	100.0%
PPJ	8	8	40,719	40,989	41,418	41,418	99.3%	100.0%
PPK	0	5	0	43,618	0	42,403	0.0%	0.0%
PPL	3	1	49,157	49,498	49,498	49,498	99.3%	100.0%
PPM	1	1	50,512	52,575	50,512	52,575	96.1%	96.1%

5.3 The table below shows the same analysis using the proposed pay structure. This shows there are no grades where the pay of women exceeds the +/-3% threshold.

Grade	Female	Male	Female Average	Male Average	Female Median	Male Median	F pay as % of M Mean	F pay as % of M Median
PPA	3	0	22,366	0	22,366	0	0.0%	0.0%
PPB	0	0	0	0	0	0	0.0%	0.0%
PPC	19	16	23,790	23,770	23,893	23,893	100.1%	100.0%
PPD	0	2	0	24,702	0	24,702	0.0%	0.0%
PPE	9	9	26,375	26,525	26,421	26,873	99.4%	98.3%
PPF	14	8	28,631	28,284	28,770	28,282	101.2%	101.7%
PPG	19	24	30,914	31,052	31,364	31,364	99.6%	100.0%
PPH	14	14	33,419	33,682	33,024	33,945	99.2%	97.3%
PPI	14	18	37,287	37,030	37,336	37,336	100.7%	100.0%
PPJ	8	8	40,969	41,119	41,418	41,418	99.6%	100.0%
PPK	0	5	0	46,464	0	46,464	0.0%	0.0%
PPL	3	1	51,515	51,515	51,515	51,515	100.0%	100.0%
PPM	1	1	61,704	61,704	61,704	61,704	100.0%	100.0%

5.4 The table shows the mean and median increase by grade and sex.

Grade	Mean		Median	
	Female	Male	Female	Male
PPA	0	0	0	0
PPB	0	0	0	0
PPC	386	386	386	386
PPD	0	0	0	0
PPE	434	434	434	434
PPF	465	465	465	465
PPG	519	519	519	519
PPH	1,304	1,423	1,304	1,423
PPI	0	1,359	0	1,359
PPJ	2,002	1,035	2,002	1,035
PPK	0	2,846	0	2,846
PPL	2,358	2,017	2,358	2,017
PPM	11,192	9,129	11,192	9,129

6 Age Analysis

6.1 Age analysis has been carried out in a similar way to sex analysis and results colour-coded in the same way. Employee age has been put in five-year age categories from 20 years to over 70 and the mean and median calculated for each. This has then been compared to the mean/median of the whole grade.

6.2 The two tables below show the analysis based on mean and median (respectively) pay for current salaries.

Grade	Up to 20 yrs	20 to 25 yrs	25 to 30 yrs	30 to 35 yrs	35 to 40 yrs	40 to 45 yrs	45 to 50 yrs	50 to 55 yrs	55 to 60 yrs	60 to 65 yrs	65 to 70 yrs	over 70 yrs
PPA	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
PPC	97.8%	0.0%	99.5%	98.9%	101.1%	100.5%	101.1%	101.1%	101.1%	101.1%	100.3%	101.1%
PPD	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
PPE	0.0%	97.2%	102.3%	98.9%	98.9%	100.6%	97.2%	101.9%	101.4%	97.2%	0.0%	0.0%
PPF	0.0%	0.0%	101.9%	0.0%	100.2%	100.8%	101.9%	100.9%	99.4%	101.9%	101.9%	0.0%
PPG	0.0%	0.0%	0.0%	100.3%	99.4%	97.9%	101.6%	101.4%	100.9%	102.1%	102.1%	0.0%
PPH	0.0%	0.0%	102.6%	94.8%	97.8%	100.5%	100.5%	99.2%	102.6%	102.6%	0.0%	0.0%
PPI	0.0%	0.0%	94.9%	96.1%	99.6%	101.3%	101.7%	100.7%	100.7%	101.7%	101.7%	0.0%
PPJ	0.0%	0.0%	0.0%	0.0%	0.0%	102.1%	100.1%	98.2%	100.4%	102.1%	102.1%	0.0%
PPK	0.0%	0.0%	0.0%	0.0%	104.7%	0.0%	97.7%	0.0%	0.0%	97.7%	104.7%	0.0%
PPL	0.0%	0.0%	0.0%	0.0%	0.0%	101.4%	0.0%	0.0%	0.0%	102.4%	0.0%	0.0%
PPM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	103.0%	0.0%	99.0%	0.0%	0.0%

Grade	Up to 20 yrs	20 to 25 yrs	25 to 30 yrs	30 to 35 yrs	35 to 40 yrs	40 to 45 yrs	45 to 50 yrs	50 to 55 yrs	55 to 60 yrs	60 to 65 yrs	65 to 70 yrs	over 70 yrs
PPA	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
PPC	96.7%	0.0%	98.4%	96.7%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.2%	100.0%
PPD	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
PPE	0.0%	96.7%	101.7%	98.3%	98.3%	100.0%	96.7%	101.7%	101.7%	96.7%	0.0%	0.0%
PPF	0.0%	0.0%	100.0%	0.0%	99.2%	100.0%	100.0%	100.0%	97.5%	100.0%	100.0%	0.0%
PPG	0.0%	0.0%	0.0%	98.3%	96.6%	94.9%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
PPH	0.0%	0.0%	100.0%	92.4%	94.5%	98.6%	97.3%	97.2%	100.0%	100.0%	0.0%	0.0%
PPI	0.0%	0.0%	93.3%	94.5%	98.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
PPJ	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	97.1%	96.1%	100.0%	100.0%	100.0%	0.0%
PPK	0.0%	0.0%	0.0%	0.0%	107.2%	0.0%	100.0%	0.0%	0.0%	100.0%	107.2%	0.0%
PPL	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	101.0%	0.0%	0.0%
PPM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	104.1%	0.0%	100.0%	0.0%	0.0%

6.3 The two tables below show the analysis based on mean and median (respectively) pay for the proposed structure.

Grade	Up to 20 yrs	20 to 25 yrs	25 to 30 yrs	30 to 35 yrs	35 to 40 yrs	40 to 45 yrs	45 to 50 yrs	50 to 55 yrs	55 to 60 yrs	60 to 65 yrs	65 to 70 yrs	over 70 yrs
PPA	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
PPC	99.0%	0.0%	99.4%	99.6%	100.7%	100.3%	100.7%	100.7%	100.7%	100.7%	99.8%	100.7%
PPD	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
PPE	0.0%	98.4%	101.8%	98.4%	98.4%	100.1%	98.4%	101.4%	100.9%	98.4%	0.0%	0.0%
PPF	0.0%	0.0%	101.4%	0.0%	100.1%	100.3%	101.4%	100.4%	99.7%	101.4%	101.4%	0.0%
PPG	0.0%	0.0%	0.0%	99.8%	99.6%	98.8%	101.1%	100.8%	100.5%	101.5%	101.5%	0.0%
PPH	0.0%	0.0%	101.3%	98.5%	99.1%	99.9%	99.2%	99.9%	101.3%	101.3%	0.0%	0.0%
PPI	0.0%	0.0%	98.8%	98.8%	99.4%	100.3%	100.6%	100.0%	100.4%	100.6%	100.6%	0.0%
PPJ	0.0%	0.0%	0.0%	0.0%	0.0%	101.1%	99.2%	99.7%	100.0%	101.1%	101.1%	0.0%
PPK	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%
PPL	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
PPM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%

Grade	Up to 20 yrs	20 to 25 yrs	25 to 30 yrs	30 to 35 yrs	35 to 40 yrs	40 to 45 yrs	45 to 50 yrs	50 to 55 yrs	55 to 60 yrs	60 to 65 yrs	65 to 70 yrs	over 70 yrs
PPA	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%
PPC	98.4%	0.0%	98.4%	98.4%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	99.2%	100.0%
PPD	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
PPE	0.0%	98.3%	101.7%	98.3%	98.3%	100.0%	98.3%	101.7%	101.7%	98.3%	0.0%	0.0%
PPF	0.0%	0.0%	100.0%	0.0%	99.2%	100.0%	100.0%	100.0%	98.3%	100.0%	100.0%	0.0%
PPG	0.0%	0.0%	0.0%	98.3%	96.6%	96.6%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
PPH	0.0%	0.0%	100.0%	97.3%	97.3%	98.6%	97.3%	98.6%	100.0%	100.0%	0.0%	0.0%
PPI	0.0%	0.0%	98.2%	98.2%	98.2%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	0.0%
PPJ	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	97.1%	98.6%	100.0%	100.0%	100.0%	0.0%
PPK	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	100.0%	100.0%	0.0%
PPL	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
PPM	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%

7 Conclusions

7.1 When comparing the analysis between current and proposed structures there are less instances where the EHRC's +/-3% to 5% thresholds are breached.

7.2 Pay increases, whether mean or median, are fairly consistent between men and women in each grade.

7.3 Age analysis on the proposed structure shows just two instances colour-coded amber compared to the current structure where there are 8 Amber instances and 7 Red instances.

7.4 Overall, analysis of the proposed structure shows an improved position on the equality of pay when looking at sex and age.

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5. 2023/24 REVISED REVENUE BUDGET (JW)

1. Purpose of the report

This report presents to Members revisions to the 2023/24 budget as a result of the pay strategy.

Key Issues

- The Authority wishes to introduce a new pay strategy following the organisational restructure which was approved by Members in July 2023.
- The current budget for 2023/24 does not reflect the new organisational structure and the budgets required for each service.
- Interest income is greater than budget due to higher than forecast increases in interest rates.
- The revised budget also includes the receipt of a donation to support Visitor Centres.
- Approval of the budget revisions will be subject to the approval of the adoption of the pay strategy on this same agenda.

2. Recommendations

1. **Subject to the approval of the Pay Strategy (on the same agenda), to approve the changes to the revenue budget based on Pay Strategy Option 3B for 2023/24 set out in the table below .**

How does this contribute to our policies and legal obligations?

3. The Authority is required to set a balanced revenue budget for 2023/24 which was approved on 3 February 2022 (Minute reference 11/23). The changes to the organisational structure and pay strategy need to be fully funded and therefore, the approved budget needs to be revised to ensure that the Authority continues to have a balanced budget for 2023/24.

Background Information

4. As discussed in the New Pay Grade Structure paper (on this same agenda) the new pay structure is intended to improve the ongoing issue with recruitment and retention.

5. It is proposed that the new the pay grade structure be effective from January 2024 and therefore, requires a change to the Authority revenue budget for 2023/24.

Proposals

6. The main financial impact of the revised budget relates to:

- Net increase to pay budget for pay strategy changes from January to March 2024 £194k;
- Changes to project budgets for Farming in Protected Landscapes (FiPL), Moors for the Future Partnership (MFFP) and Environmental Land Management (ELM) Test and Trial (net income increase of £61k);

- Increase in planned use of reserves (£60k);
- Increase in vacancy factor (£79k);
- Increase in income from interest received (£250k);
- Proportion of donation for Visitor Centres in 2023/24 (£60k).

7. The original pay budget for 2023/24 has been reduced for January to March 2024 and replaced by the increased pay strategy pay budgets. This results in a net increase of £194k. This is based on the new organisational structure agreed by Members in July 2023.

8. The funding available from Defra for FiPL in 2023/24 was increased after the 2023/24 budget was approved. This included additional funding to increase the staff associated with delivering the project as well as additional grant funding to distribute. This has therefore this has been included in the budget revision to allow for an accurate budget for FiPL. The changes in the pay strategy has also increased the pay costs of delivering FiPL which is included in the pay budget amount.

9. The activity for MFFP is revised throughout the financial year as projects flex and change as well as the changes in pay costs as a result of the pay strategy (included in the pay cost increase). Overall there is a decrease in income of £92k which has been included in the revised budget.

10. The changes to the pay strategy have also resulted in a change in pay costs for the delivery of the ELM test and trial of £10k.

11. Included in the funding of the Authority is the addition of six grant funded posts that were approved in the organisational restructure. The 3 month effect for those posts is £60k from reserves.

12. As a result of the increase in the overall pay budget the vacancy factor (at 4%) has increased by £79k.

13. The changes also include £60k income from the Foundation for the Visitor Centres on the basis that is was originally expected that the Visitor Centres would be closed by January 2024, therefore the donation is included from this date.

14. Finally, the budget has been increased due to the increase in the amount of interest being received on balances held by the Authority. The actual interest received at the end of September 2023 was £197k against a budget of £110k. Based on the current rate of interest of 5.2% and average balances it is forecast that the outturn will be £360k, which is an increase of £250k.

15. Summary of changes:

	2023/24 Approved Budget £000's	**2023/24 Revised Budget £000's**	**Changes £000's**
Net Expenditure	7,166	7,299	133
Funding	(7,167)	(7,616)	(449)
(Surplus)/ Deficit	**(1)**	**(317)**	**(316)**
Reconciliation of Changes			**£000's**

Pay Strategy Pay Increases (Jan to March 2024)	194
Net increase in income for FiPL	(143)
Net decrease in income for MFFP	92
Net increase in income for ELM Test & Trial	(10)
Increase in planned use of reserves (reserve funded posts)	(60)
Increase in vacancy factor (at 4%)	(79)
Donation for Visitor Centres	(60)
Increase in interest receipts	(250)
Total Budget Changes	**(316)**

16. The changes to the organisational structure and the pay grade structure has a long term impact on the budgets of the Authority and this has been forecast in the Medium Term Financial Plan (MTFP) up to 2027/28 as shown below. The MTFP will be subject to change as the 2024/25 budget is pulled together:

MTFP Option 3B

	Original Budget	**Forecast Budget**				
	2023/24 £000's	**2023/24 £000's**	**2024/25 £000's**	**2025/26 £000's**	**2026/27 £000's**	**2027/28 £000's**
Pay Award Estimate			@5%	@5%	@3%	@3%
Net Expenditure	7,166	7,240	7,370	7,801	7,999	8,112
Financed by:						
National Park Grant	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)	(6,699)
Reserves and Interest	(468)	(858)	(931)	(957)	(876)	(771)
Funding	**(7,167)**	**(7,557)**	**(7,630)**	**(7,656)**	**(7,575)**	**(7,470)**
(Surplus) or Deficit after financing	**(1)**	**(317)**	**(260)**	**145**	**424**	**642**
Cumulative Position	**(1)**	**(317)**	**(577)**	**(432)**	**(8)**	**634**

17. The MTFP shows cumulative surpluses until 2027/28, however there are a number of assumptions included within the MTFP which could have an impact on the financial modelling in the medium to long term.

18. The MTFP is based the following assumptions:

- 2023/24 pay award at £1,925 or 3.88% is accepted (accepted in October 2023);

- All employees maintain their current scale position within their grade (not reset to the bottom of the scale);
- There is a continuation of the Defra flat cash award for the next four years (2024/25 to 2027/28);
- Pay increases at 5% for 2024/25 and 2025/26 and at 3% for 2026/27 and 2027/28;
- The vacancy factor increases to 5% from 2024/25;
- The donation for the Visitor Centres starts in January 2024 for 3 calendar years and is replaced by income by January 2027;
- There is a £60k increase in planning fees (from government increases) from 2024/25;
- £81k additional car park income realised in 2024/25;
- Assumes that FiPL ends as planned on 31 March 2025 but any extension or new scheme would be fully funded;
- MFFP is at 2023/24 revised budget as increases or decreases in expenditure would be met by corresponding changes in income and previous agreed reductions to continue;
- Assumes reserve and grant funded posts end as per current dates;
- Interest receipts of £360k in 2023/24 reduce to £200k per year as the level of reserves reduce.

19. The overall impact in 2023/24 is a surplus of £317k which will need to carried forward to support expenditure in future financial years.

Are there any corporate implications members should be concerned about?

Financial:

20. The issues are contained within the body of the report

Risk Management:

21. The Chief Finance Officer has a statutory responsibility under Sections 25 – 28 of the Local Government Act 2003 to report to Members, the Monitoring Officer and External Auditors on the robustness of the budget setting and monitoring process, and has an express duty to monitor the budget and underlying assumptions throughout the year, and to act when significant overspends or shortfalls in income occur. The External Auditor assesses the financial position of the Authority as part of its annual Value for Money conclusion.

Sustainability:

22. This report represents continuing to look after the sustainability of the Authority's budgets and to be able to financially manage unexpected events.

Equality, Diversity and Inclusion:

23. None

24. Climate Change

There are no issues relevant to this report

25. Background papers (not previously published)

None

26. Appendices

None

Report Author, Job Title and Publication Date

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