



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

Feedback	Management response
<p>"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."</p>	<p>Noted, thank you. The HR team are exploring the use of career grades and apprenticeships to help us grow our own replacements.</p>
<p>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.</p>	<p>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.</p>
<p>"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.</p> <p>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.</p> <p>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. "</p>	<p>All noted and thank you for your considered response and understanding.</p> <p>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%. *</p> <p>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.</p> <p>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.</p>

<p>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.</p>	<p>Noted. All employees will benefit in some way from this proposal.</p>
<p>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.</p> <p>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 preferred 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.</p> <p>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 opportunity 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.</p> <p>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.</p>	<p>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**</p> <p>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.</p> <p>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.</p> <p>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</p>
<p>"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 fairer, safer and more in</p>	<p>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.</p> <p>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</p>

<p>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 remuneration. If we intentionally introduce a structural weakness/incongruity, 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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>
<p>"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!</p> <p>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 :</p>	<p>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.</p> <p>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.</p> <p>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%.</p> <p>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</p>

<p>""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""</p> <p>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""</p> <p>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.</p> <p>thanks for considering. "</p>	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>"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?"</p> <p>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?"</p>	<p>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.</p> <p>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.</p>
<p>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</p>	<p>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</p>

<p>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.</p>	<p>remains and will be monitored over the next year in to the mid-term financial plan.</p> <p>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.</p>
<p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>	<p>Thank you for this full and highly considered response – specific points made below. Noted.</p> <p>Agreed, but we cannot afford option 3a at this time.</p> <p>Agreed. The SMT now plan to focus on developing more detailed business cases for a number of potential income generation ideas.</p> <p>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'</p>

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 lower 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

<p>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.</p>	<p>agreed list of recruitment and retention incentives to be used for hard to fill posts.</p> <p>The preferred option is option 3 which was modelled in March and shared during the organisational change consultation.</p> <p>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.</p> <p>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.</p>
<p>We welcome this long overdue review of the Authorities pay structure and strategy.</p> <p>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.</p> <p>Staff Committee have received some feedback from staff members which is summarized below:</p> <p>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.</p> <p>b) There was some concern that more jobs would need to be made redundant to afford a new pay structure.</p> <p>c) Some comments suggested more weight should be given to lower paid grades to help them with the cost of living crisis.</p>	<p>a) Agreed. The third objective agreed by the Joint Working Group is to review our current range of allowances, this will include inconvenience allowance.</p> <p>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.</p> <p>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.</p> <p>d) Noted.</p>

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.

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.

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.

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.

i) There was a comment on the potentially misleading 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.

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) 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) Noted. From feedback we are looking at an option of making the distance of our grades from the regional public sector median consistent.

h) Noted. Point well-made and explored.

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.

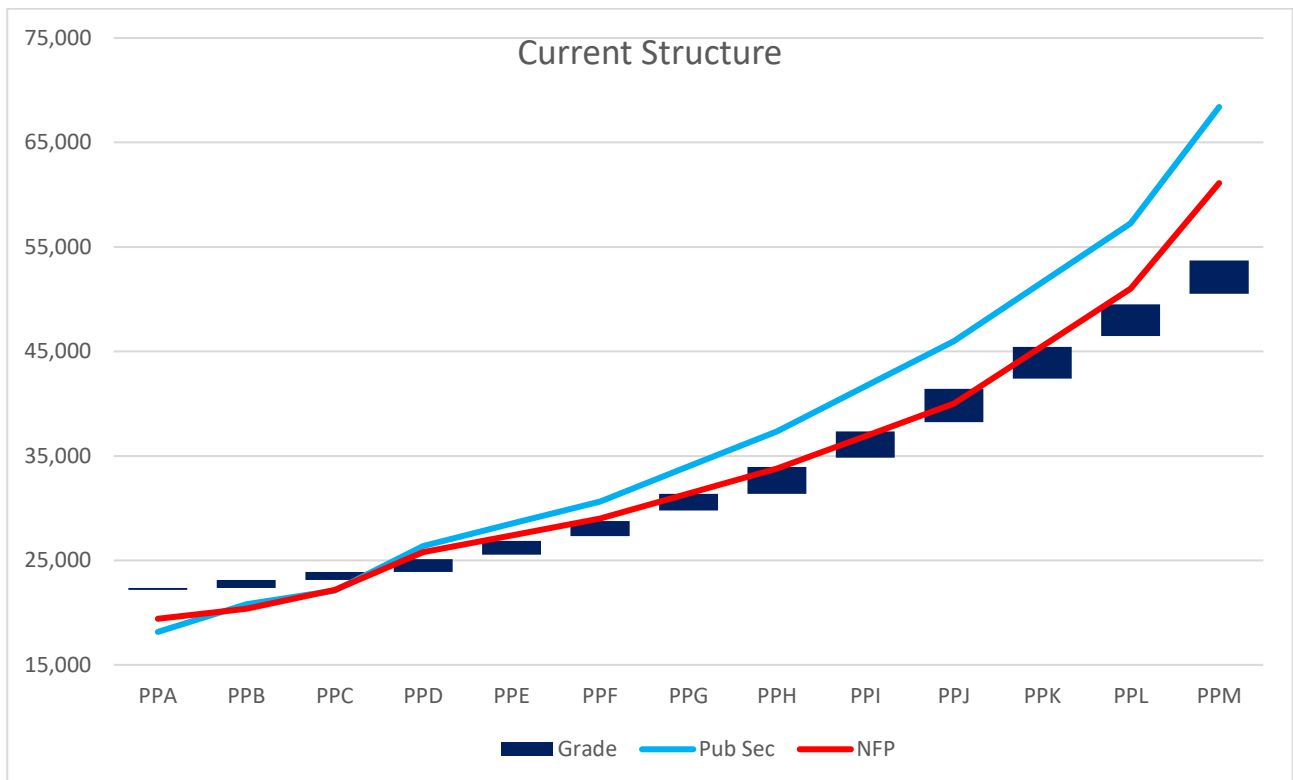
The points above made in June are noted. We agree that no trade union should completely oppose a proposal which sees a pay rise for its members.

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	<i>Deleted wef 1 April 2023</i>	
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

