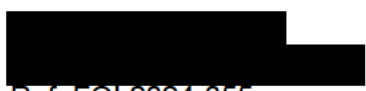




Loch Lomond & The Trossachs National Park Authority
Carrochan
Carrochan Road
Balloch
G83 8EG



Ref: FOI 2024-055
Date: 07 November 2024



REQUEST UNDER FREEDOM OF INFORMATION (SCOTLAND) ACT 2002

Thank you for your email of 10 October 2024, in which you requested access to information held by the National Park Authority. We have responded to the various elements of your request below.

Your Request

- **How many employees do you have?**
- **Gender breakdown of employees**

Our Response

The National Park Authority currently has 164 employees. This is made up of 77 males and 87 females.

Your Request

- **Rank order of jobs with job evaluation scores and gender breakdown for each role**

Our Response

After careful consideration, we have determined that this information should not be disclosed under the Freedom of Information (Scotland) Act 2002. This is because the number of people employed in each role is very small and we are concerned that disclosure of the requested information could lead to a breach of personal data under the Data Protection Act 2018. We are therefore withholding the information in line with Section 38(1)(b) of the Freedom of Information (Scotland) Act 2002.

LOCH LOMOND & THE TROSSACHS NATIONAL PARK AUTHORITY

National Park Headquarters, Carrochan, Carrochan Road, Balloch, G83 8EG Long: 4°34'24"W Lat: 56°00'12"N

t: 01389 722600 f: 01389 722633 e: info@lochlomond-trossachs.org w: lochlomond-trossachs.org

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Your Request

- A copy of the job evaluation scheme and application used to evaluate roles within your organisation

Our Response

A copy of the job evaluation scheme and application used to evaluate roles within the National Park Authority is attached.

Your Request

- Copy of the pay structure including salary and gender breakdown for each grade

Our Response

Band	Pay Band	Male	Female
A	20811 - 26615	1	8
B	27060 - 29259	12	12
C	29988 - 34776	10	14
D	35122 - 42092	22	30
E	42721 - 49797	8	12
F	49864 - 56785	1	2
G	60479 - 70373	2	1
A1	21487 - 28301	6	2
B1	28770 - 32511	11	4
C1	33189 - 38577	3	2

Your Request

- Process of application for pay progression including any policy or procedure that applies

Our Response

Subject to affordability and satisfactory performance, pay progression through the Band is applied on 1st April each year until staff reach the top of the band. The first progression increase following appointment, promotion or regrading is awarded as from 1 April each year, except in the case where the appointment, promotion or regrading is made between 1 October and 31 March in any year. In these circumstances staff would be entitled to progression on 1st October.

Your Request

- Pay awards that have been applied over the last 5 years

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Our Response

2023/24 Pay Award
Setting a guaranteed wage floor of £11.39 per hour, going beyond the real living wage rate of £10.90
a basic pay increase of £1500 applied to salaries up to £35,000
a basic pay increase of 4% applied to salaries above £35,000 and up to and including Band E
a basic pay increase of 3.5% applied to Band F and G
up to 1.5% pay progression for anyone that has not reached top of their band

2022/23 Pay Award
5.25% consolidated increase for salaries up to £28,000
4.85% consolidated increase for salaries above £28,000
up to 2.5% pay progression for anyone that has not reached top of their banding
A cash underpin of £1,500 – e.g. where the above consolidated increases plus progression increases (where applicable) do not produce an overall uplift of £1,500, a non-consolidated top-up will be applied to achieve a total cash value of £1,500

2021/22 Pay Award
a guaranteed £800 cash underpin for those earning £25,000 or less (pro rata)
a guaranteed 2% basic pay award for those earning more than £25,000 up to £40,000
a guaranteed 1% basic pay award for those earning more than £40,000 up to £80,000
a cash cap of £800 for those earning £80,000 and above
up to 2.5% progression for anyone that has not reached top of their banding

2020/21 Pay Award
A guaranteed 3% per cent basic pay award for those earning up to £80,000
A guaranteed £750 cash underpin for those earning £25,000 or less (pro rata)
A cash cap of £2,000 for those earning £80,000 and above
Up to 2.5% pay progression for anyone that has not reached top of their banding
Removal of the Band C cap on overtime payments with effect from 01.02.21

2019/20 Pay Award
a cash underpin of up to £750 (pro rata) to those earning £25,000 or less
3% "basic" award to all staff earning between £25,000 and £36,500
2% "basic" award to all staff earning more than £36,500
1% one off non-consolidated payment for staff who are at the top of their salary bands as at 31st March 2019.
Up to 2.5% pay progression for anyone that has not reached top of their banding

Right to Review

If you are unhappy with our response, you can ask us to review our handling of your request. Further information on the review process can be found in the attached sheet.

Yours sincerely

Information Management
Loch Lomond and the Trossachs National Park Authority

Review Procedure

If you are dissatisfied with this decision, or the way in which the Authority has dealt with your request, you are entitled to require the Authority to review its decision. Please note that in order for a review to take place you are required to:

- Send your request for review in writing, setting out in full the reasons why you are requesting a review.
- Submit your review request within 40 working days of either the date on which you received a response from the Authority or the date by which you should have received a response under the terms of the Freedom of Information (Scotland) Act 2002, whichever is the later.
- address your review request to:

Information Manager
Loch Lomond & The Trossachs National Park Authority
National Park Headquarters
Carrochan
Carrochan Road
Balloch
G83 8EG
E-mail: info@lochlomond-trossachs.org

The review will be handled by staff who were not involved in the original decision. You will receive notice of the result of your review within 20 working days.

If you are not satisfied with the response to your request for review, you can contact the Scottish Information Commissioner, the independent body which oversees the Freedom of Information (Scotland) Act 2002, at:

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
St Andrews
Fife
KY16 9DS
Tel: 01334 464610
Website: www.itspublicknowledge.info
E-mail: enquiries@itspublicknowledge.info



JOB EVALUATION POLICY

Version: December 2021

Owner: HR/Corporate Services

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1. Introduction

- 1.1 This document sets out our procedure on job evaluation which is the way of determining the value of a job in relation to other jobs within the Park Authority.
- 1.2 This procedure applies to all posts below the level of Chief Executive.
- 1.3 As we have the same pay and grading structure as the Cairngorms National Park Authority this is a joint policy.

2. Grading Policy – the approach to new posts

- 2.1 The grade for a post is based on the roles, responsibilities, skills and qualifications required of the job, as determined by managers within the relevant organisation and set out in an agreed job description.

- 2.2 It is the responsibility of appropriate managers in both National Park Authorities to draw up, and seek agreement to, a business case for the establishment of a new post. The Executive/Senior Management Team of the relevant National Park Authority will consider such business cases in determining whether the post is approved.
- 2.3 Creation of an acceptable job description, in standard format, will be led by the appropriate manager with support as necessary from the Human Resources (HR) team.
- 2.4 The HR team will coordinate the evaluation of the post to determine its grade, using the procedure set out below.
- 2.5 The Executive/Senior Management Team may then make a decision on the economy, efficiency and effectiveness of the proposed role, in light of the determined grade of the post.
- 2.6 The policy expectation is that, following recruitment to new posts, staff will be appointed at the minimum point of the agreed salary band for the post. In the case of an internal promotion ¹, the starting salary within the agreed salary band should ensure an increase of 5% over the successful candidate's previous salary.

3. Regrading Policy - the approach to changes in role and job description

- 3.1 A post will be regraded, and salary of a post-holder amended accordingly, where agreed changes to a job description and the associated responsibilities of a post are such that the job evaluation of the post indicates that the appropriate salary falls within a different salary band from that which applied prior to the change being made.
- 3.2 Prior to undertaking a regrading procedure, the same process as that for establishing a new post should be followed. In line with points 2.2 to 2.5, where significant potential changes to a job description are identified, relevant managers should prepare a business case to be submitted to the appropriate Executive/Senior Management Team for consideration.
- 3.3 Where the job evaluation indicates a higher salary band is appropriate, the post holder will be placed on the minimum point of the revised salary band for the post, subject to para 2.6. The next potential progression from the minimum point, subject to performance and reward policies, will be from 1 April following the agreed date of regrading, or 1 October following the date of regrading if the period to 1 April is less than 6 months.
- 3.4 Where the job evaluation indicates a lower salary band is appropriate, the post-holder's recognised salary will be set at the highest point of the lower band. Current

¹ An internal promotion represents a case where a candidate successfully secures a post graded at a band higher than their existing salary band when applying for the post.

salary will be conserved (i.e. marked time will apply) until either the highest point of the lower salary band exceeds the post-holders salary, or two years from the date of regrading have elapsed. Should the two year rule apply, salary will be reduced to the recognised salary - i.e. the highest salary point in the lower band on the second anniversary of the date of the evaluation.

- 3.5 In cases to which point 3.4 applies, any Performance Related Pay (PRP) awards will be limited to non-consolidated components, which will be assessed at the recognised salary point for the post rather than current conserved salary.

4. Rationale for Regrading Policy

- 4.1 The Regrading Policy is intended to reflect significant, ongoing changes to job content and job responsibilities in salary amendments.
- 4.2 The proposed retention of a salary structure incorporating relatively wide bands rather than a system of narrow bands or spot salaries is intended to reflect that staff will develop into posts, and develop those posts, over time. They are also intended to reflect the circumstances of the Authority, where the organisation's role and therefore those of its staff, are likely to change over time. Salary progression within these bands, subject to performance assessment, will reflect smaller scale changes to posts and responsibilities, whether arising from requests from line managers or identified and developed by the post holders themselves. Changes in job content and responsibility will also often be made as part of agreed means to retain interest and motivation through job enrichment and staff development. These changes need not always be reflected in a regrading and higher salary.
- 4.3 It is appropriate that significant changes are recognised through a regrading, while smaller scale changes and performance will continue to be recognised financially through existing pay and PRP mechanisms.

5. Procedure

- 5.1 Any grading request should be made on the basis of a new job description.
- 5.2 The new or revised job description should be put forward to HR with a request that the revised post be considered for grading together with, as appropriate:
- an analysis of changes made to the original job description
 - a background explanation of the role to be undertaken by the post holder; and,
 - reason for changes in individual, team, organisational or partnership responsibilities giving rise to the proposed new role or changes in existing role.
- 5.3 Revised job descriptions will typically be agreed and forwarded to HR by the appropriate manager. Where agreement cannot be reached on a job description between a member of staff and their manager, reference should be made to the Authority's Grievance Procedure.

- 5.4 The HR Manager will convene an evaluation panel to consider the submission. This panel will typically comprise of the HR Manager, Corporate Services Director, and another Director or Senior Manager. Panel members can be from either Park Authorities
- 5.5 Where the post is within Corporate Services and the Director of Corporate Services is therefore putting forward the proposal, the HR Manager will bring another Director or Senior Manager from another service/directorate onto the panel.
- 5.6 The panel will undertake a job evaluation scoring based on the required duties set out in the proposed job description in order to determine the appropriate salary band for the post. The job evaluation will be undertaken on the basis of the Authority's adopted factor profile, see Appendix A.
- 5.7 Following the panel's determination, alterations will be made to salary in line with point 2.6 for recruitment to a new post or points 3.3 to 3.5 for a regraded post. The HR Manager will inform staff of the decision.
- 5.8 Job evaluation factor scores will be made available to all post-holders.

6. Appeals Process

- 6.1 Should a member of staff wish to appeal the grade awarded for their post under this policy and procedure, they should notify HR, stating the factor scores they wish to appeal and giving brief reasons of their basis of appeal for each factor score contested.
- 6.2 The appeal will be considered by a panel comprising of at least 2 senior managers/Directors not involved in the original evaluation and can be from either Park Authority. The appeal process will be supported by HR.
- 6.3 The member of staff making the appeal or, should they wish, an appointed union or staff representative, may state the basis of appeal.
- 6.5 The HR Manager will support this process, maintaining appropriate records of the appeal hearing and of decisions taken, and communicating those decisions to parties involved in the case.
- 6.6 There is no further right of appeal.

7. Policy Review

This Policy will be reviewed on a regular basis by HR to make sure that its aims are being achieved.

8. Equality and Diversity Impact Assessment

An equality and diversity impact assessment was carried out and no discriminatory effects were identified for any particular group within the workforce. This will be monitored on an ongoing basis.

9. Document Controls

Prepared by	
Date effective from	December 2021
Review frequency	3 Year
Contact	HR

Revision history

Version	V0_3
Date	December 2021
Summary of changes	Change to appeal panel
Name	

Distribution

This document has been distributed to:

Name	Park Central
Title/Division	
Date of Issue	December 2021
Version	V0_3

Knowledge and Experience

This factor measures all the forms of knowledge required to fulfil the job responsibilities satisfactorily. This includes theoretical and practical knowledge; professional, specialist or technical knowledge; and knowledge of the policies, practices and procedures associated with the job. It takes account of the educational level normally expected, as well as the equivalent level of knowledge gained without undertaking a formal course of study; and the practical experience required to fulfil the job responsibilities satisfactorily.

Level	Description
1	Basic Knowledge: Understanding of a range of work procedures and practices, which require a base level of knowledge. The role may require formal training or the possession of School Educational qualification.
2	Developed Knowledge: The role requires the holder to be fully conversant with all major aspects within their chosen area through prior experience or education. Would typically be in a position to provide advice and guidance to others in their work area. Likely to require Pre-Degree level qualification (e.g. HNC/HND).
3	Specialist Knowledge: Knowledge and understanding of a range of work procedures and practices within a recognised specialism. May be part qualified or gaining the experience that will count towards a professional qualification. Likely to be educated to Higher Education Degree level.
4	Expert knowledge: Role holder is a recognised expert in the organisation and would be expected to work autonomously. Likely to be called upon to provide definitive advice to others. Is likely to possess a professional qualification.
5	Strategic Knowledge: Role holder must have extensive experience of the management of a major functional business area. The role holder will be recognised as an organisational expert in their business area and have extensive managerial experience.

Decision Making and Judgement

Indicates the contribution the role holder's judgement makes to the decisions for which the role is responsible, the role-holder's influence on decisions made by others in the organisation. It also includes the complexity of the decisions made and the level of competence required by the role in exercising judgement and using independence and initiative to resolve issues.

Level	Description
1	Directed Work: Work involving well-defined procedures or recognised practices; Choices of action limited to routine day to day matters; Restricted discretion as to how work is organised.
2	Limited Discretion: Decisions may involve some scope for the exercise of a limited degree of personal responsibility or initiative, but within, specified lines. Issues requiring judgement are readily identified and standard solutions are available.
3	Procedural Interpretation: Decisions on matters within the context of established policy or procedures where initiative and judgement are required. Role requires the interpretation of policy and practice and the role holder has the authority to do so. Reference is made to established priorities and precedents.
4	Complex Interpretation: Decisions on complex matters within the context of established policy or procedures where initiative and a high level of judgement are required. Novel or unique problems frequently arise that require the exercise of judgement in solving them by interpreting the fit of established priorities and precedents. Authority to act on judgements made will be a key element of the role.
5	Contentious Decisions: The post holder would be expected to exercise independent judgement and initiative to make frequent recommendations or decisions on more complex matters where policy or procedures are yet to be decided, leading to the solving of contentious problems.
6	Strategic Decisions: The post holder exercises a high degree of responsibility, judgement and initiative. Decisions may relate, for example, to the development of assigned resources within broad objectives and accountability for the outcome, or involve reviewing and proposing strategic changes. The role requires the exercise of constant judgement and strategic thinking to solve problems.

Communication and Influence

This factor measures the skills required to achieve the expected level of competence in communicating in all its forms, responding to people inside and outside the organisation, exercising influence over colleagues, visitors, clients, suppliers and other contacts outside the organisation, negotiating and dealing with people generally.

Level	Description
1	<p>Rudimentary Communication. Routine contact involving transfer of factual information. A degree of explanation may be required. Also would cover receiving instructions / advice. Skills indicators include: Routine exchange of Information.</p>
2	<p>Developed Communication. Communication is required on a regular basis and as such role requires a well developed competence in both interpersonal and written form. Contact is made with people outside the organisation to resolve issues. Skills indicators include: Ability is required to influence others. Ability to communicate on matters concerning team operations or performance. Ability to produce documentation of a reasonably standard nature (e.g. original letters/emails).</p>
3	<p>Highly Developed Communication. Ability to influence and persuade people in other teams, representing their own team on complex issues; Handling external customer relationships over a period of time to maintain relationships; Explaining complex/detailed matters clearly so that the listener can readily and fully understand them; Tact and Diplomacy Skills are required such that the role holder has access to sensitive information. Producing Complex written documents (e.g. new manuals / detailed procedures/policies, detailed reports).</p>
4	<p>Advanced Communication. Communication is required at a Senior level within the organisation, including: Senior Management Teams. Skills Indicators include: Ability to 'sell' services, ideas or proposals to win acceptance and commitment from people who are in a relatively strong position to refuse. Leadership skills such that he/she maintains strong and willing cooperation of and commitment from staff in order to achieve objectives. High levels of tact and diplomacy such that the job holder has to deal with sensitive matters which if not handled well can become "issues" and/or cause damage to the organisation's interests. Issues will generally have an immediacy of response with limited or no preparation available;</p>
5	<p>Critical Communication Communication required with those with a critical influence on the service provider/client relationship. Skills indicators include: The ability to represent the organisation at the highest political levels; The ability to design and deliver strategic objectives to internal staff. Ability to lead key negotiations with long-term implications for the organisation both internally and externally.</p>

Resource Management

This factor measures the extent to which the role requires the planning, organisation, direction and control of resources in order to achieve specified objectives. If the role strongly satisfies any of the defined criteria then the appropriate level will be selected.

Level	Description
1	<p>Minor Responsibility</p> <p>The role will be held responsible for allocated company or client assets. E.g. (Cash/equipment/tools) Safe and secure use of equipment/vehicles/assets; Responsible for Data Collection and Input. Standard document management e.g. filing.</p>
2	<p>Limited Responsibility</p> <p>The role is responsible for limited organisational resources, such as: Supervisor of staff, but not as a line manager; Responsibility for ad-hoc project budgets; Responsibility for security and accuracy of information assets (e.g. Finance, HR, legal, Planning whether electronic or manual); Responsibility for ensuring safe and secure operation of company assets by others with the authority to ensure safety measures are in place and control the use of the equipment in all areas of safety.</p>
3	<p>Moderate Responsibility</p> <p>The role is responsible for moderate organisational resources, such as: People Management Responsibility including; discipline, performance management. Management of Financial Resources e.g. regular on-going budgets, significant project budgets and/or responsible for securing funding;</p>
4	<p>High Responsibility.</p> <p>The role holder is responsible for high levels of resources, such as; Management of significant Human, Financial or Organisational Assets; Leading an Operational Business Area (such as Finance, IT, HR, Ranger Service, etc.); Co-ordination of on-going significant projects (covering a substantial duration of time and resource allocation).</p>
5	<p>Major Responsibility</p> <p>The role is responsible for major levels of Resource such as: Oversee all resources within a broad Service or Programme area of the organisation such as: Responsibility for leading a collection of functions/projects or defined business areas. Management of cross functional budgets.</p>
6	<p>Definitive Responsibility</p> <p>The role has a definitive impact on organisational resources such as; Setting/allocating multi-year budgets; Overall leadership of the Directorate Resources;</p>

Strategic Focus

This factor measures the level at which the post helps to deliver the aims of the organisation and takes on responsibility for risk. The role MUST satisfy the entire statement unless specified as AND/OR.

Level	Description
1	<p>Personal Focus Priorities will be set by others or through scheduled work patterns. Work planning horizons are generally up to a month.</p>
2	<p>Delivery Focus Prioritises and determines how actions in personal work plan are delivered. Work planning horizons are generally quarterly. AND/OR; Regularly carries responsibility for the risk of others such as duty of care to the public.</p>
3	<p>Defined Output Delivery Determines how actions are delivered in the Operational or Business plan. Work planning horizons are generally annual. OR; Contributes to setting standards within their designated area of responsibility. Responsible for the delivery of Defined Policy. Ensures high quality standards are attained and regularly reviews that they are met.</p>
4	<p>Cross Organisational Delivery Responsible for the delivery of the Operational or Business plan and associated targets and outcomes for their designated responsibility area. Ensures these deliver aspects of the organisational corporate plan. The impact of the areas of responsibility will extend beyond their own area across several operational areas.</p>
5	<p>Strategic Leadership Development and delivery of longer term organisational corporate plan priorities. Responsible for the management of at least one defined organisational strategic risk area.</p>
6	<p>Corporate Governance Defining influence on overall organisational strategic direction. Key influence on shaping corporate strategy.</p>