

Worlingham CEVC Primary School
PAY POLICY
Academic Year 2020 - 2021

*Like a tree firmly planted by streams of living water we will grow
in knowledge, love, faith and wisdom. Based on Psalm 1:3*



1. STATEMENT OF INTENT

The prime statutory duty of Governing Bodies in England, as set out in paragraph 21(2) of the Education Act 2002 is to "...conduct the school with a view to promoting high standards of educational achievement at the school." The Pay Policy is intended to support that statutory duty.

The Governing Body of Worlingham CEVC Primary School will act with integrity, confidentiality, objectivity and honesty in the best interests of the school; will be open about decisions made and actions taken, and will be prepared to explain decisions and actions to interested persons. Its procedures for determining pay will be consistent with the principles of public life: objectivity, openness and accountability.

This policy applies to all Worlingham CEVC Primary School staff. Where different arrangements apply to different groups of staff by virtue of their terms and conditions of employment, this is clearly stated.

For all staff, pay progression will be clearly attributable to the individual's performance and the Pay Committee will be able to objectively justify its decisions.

2. EQUALITIES LEGISLATION

The Governing Body will comply with relevant equalities legislation, including the following legislation, as amended:

- Employment Relations Act 1999
- Equality Act 2010
- Employment Rights Act 1996
- The Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- The Agency Workers Regulations 2010.

The Governing Body will promote equality in all aspects of school life, particularly as regards all decisions on advertising of posts, appointing, promoting and paying staff, training and staff development. See 'Governing Body obligations' in relation to monitoring the impact of this policy.

3. EQUALITIES AND PERFORMANCE RELATED PAY

The Governing Body will ensure that its processes are open, transparent and fair. All decisions will be objectively justified. Adjustments will be made to take account of special circumstances, e.g., an

absence on maternity or long-term sick leave. The exact adjustments will be made on a case-by-case basis, depending on the individual employee's circumstances and the school's circumstances.

4. JOB DESCRIPTIONS

The Headteacher will ensure that each member of staff is provided with a job description in accordance with the staffing structure agreed by the Governing Body (see Appendix 1). Job descriptions may be reviewed from time to time, in consultation with the individual employee concerned, in order to make reasonable changes in the light of the changing needs of the school. Job descriptions will identify key areas of responsibility. All job descriptions will be reviewed annually as part of the appraisal process.

At Worlingham CEVC Primary School job descriptions are the Dfe Teachers' Standards for all Teaching staff with an additional job description for the Designated Safeguarding Lead (Appendix 9) and Special Education and Additional Needs Coordinator (Appendix 9a). Support staff (including MDSA's) have job descriptions based on the Single Status model descriptions. In addition to their job descriptions Teaching Assistants, Cover Supervisors and HLTA's must adhere to the Teaching Assistant Standards.

5. ACCESS TO RECORDS

The Headteacher will ensure reasonable access for individual members of staff to their own employment records. Staff wishing to access their file should submit a request in writing to the Headteacher giving 24 hours notice.

6. APPRAISAL

Assessment will be based on evidence from a range of sources, as described in the school's Appraisal Policy. Although the school will establish a firm evidence base in relation to the performance of all employees, there is a responsibility on the individual and their appraiser to work together. Employees should gather any evidence that they deem is appropriate in relation to their objectives and other relevant criteria (eg, the Teachers' Standards and criteria to be paid on the Upper Pay Range), so that such evidence can be taken into account at the performance review. (Appendix 3 Teachers' Standards).

Appraisal objectives will become more challenging as staff progress up their pay range/grade. Staff who have progressed through the Upper Pay Scale Threshold will be expected to produce evidence to demonstrate and support sustained and significant improvements to the wider life of the school.

- a) that the teacher is highly competent in all elements of the relevant standards and
- b) that the teacher's achievements and contribution to an educational setting or settings are substantial and sustained.

7. GOVERNING BODY OBLIGATIONS

The Governing Body will fulfil its obligations to:

- Teachers: as set out in the School Teachers' Pay and Conditions Document ('the Document') and the Conditions of Service for School Teachers in England and Wales (commonly known as the 'Burgundy Book'). The Governing Body will also comply with The Education (School Teachers' Appraisal) (England) Regulations 2012 concerning the appraisal of teachers;
- Support staff: as set out in the National Joint Council for Local Government Services National Agreement on Pay and Conditions of Service (Green Book) and Suffolk County Council's Single

Status Agreement and local pay and grading arrangements, as they apply to schools and where not already amended as described in this policy or the school's Appraisal Policy.

The Governing Body will consider any updated policies to ensure that the appropriate arrangements for linking appraisal to pay are in place, can be applied consistently and that their pay decisions are properly documented and can be objectively justified. It will at all times assure itself that public money is being used effectively and with propriety, as necessary, seeking appropriate independent advice and complying with audit requirements.

The Governing Body will ensure that it makes funds available to support pay decisions, in accordance with this Pay Policy and the school's budgetary plan.

The Governing Body will monitor the outcomes of pay decisions, including the extent to which different groups of staff may progress at different rates, ensuring the school's continued compliance with equalities legislation.

8. HEADTEACHER OBLIGATIONS

The Headteacher will:

- Develop clear arrangements for linking appraisal to pay progression and consult with staff and school union representatives on the Appraisal and Pay Policies;
- In consultation with the Personnel/Finance Committee, submit any updated Appraisal and Pay Policies to the full Governing Body for approval;
- Ensure that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- In consultation with the Personnel/Finance Committee, submit pay recommendations to the full Governing Body and ensure the Governing Body has sufficient information upon which to make pay decisions;
- Ensure that each individual staff member is informed about decisions reached and that records are kept of recommendations and decisions made.

9. EMPLOYEE OBLIGATIONS

Employees will:

- Engage with appraisal - this includes working with their appraiser to ensure that there is a secure evidence base in order for an annual pay determination to be made;
- Keep records of their objectives and review them throughout the appraisal process;
- Share any evidence they consider relevant with their appraiser;
- Under normal circumstances ensure they have, as a minimum, an annual review of their performance.

10. DIFFERENTIALS

The need to create or maintain appropriate differentials between posts within the school will be considered, recognising: accountability and job weight; the Governing Body's need to recruit, retain and motivate sufficient employees of the required quality at all levels; and the more recent removal from the Document of prescribed differentials between leadership posts.

11. DISCRETIONARY PAY AWARDS

Criteria for the use of pay discretions are set out in this policy and discretionary awards of additional pay will only be made in accordance with these criteria.

12. SAFEGUARDING OF PAY

Where a pay determination leads or may lead to the start of a period of safeguarding, the Governing Body will comply with the relevant provisions of the Document or support staff terms and conditions of employment and will give the required notification as soon as possible and no later than one month after the determination.

13. PROCEDURES

At Worlingham CEVC Primary School, the Chair of the Personnel/Finance Committees in consultation with the Chair of the Governing Body and the Headteacher will be responsible for pay decisions. Staff Governors will be asked not to attend Personnel Committee meetings when pay is being discussed.

The Governing Body will determine the annual pay budget on the recommendation of the Personnel/Finance Committees.

The Governing Body has delegated its pay powers to the Personnel/Finance Committees. Any person employed to work at the school, other than the Headteacher, must withdraw from a meeting at which the pay or appraisal of any other employee of the school is under consideration. The Headteacher must withdraw from that part of the meeting where the subject of consideration is their own pay. A relevant person must withdraw where there is a conflict of interest or any doubt about their ability to act impartially.

The Personnel/Finance Committee will be attended by the Headteacher in an advisory capacity. Where the Personnel/Finance Committee has invited either a representative of the Local Authority or the external adviser to attend and offer advice on the determination of the Headteacher's pay, that person will withdraw at the same time as the Headteacher while the committee reaches its decision. Any member of the committee required to withdraw will do so.

The Terms of Reference for the Personnel/Finance Committee will be reviewed annually by the Governing Body and can be found in Appendix 6.

Reports from the Personnel/Finance Committee will be placed in the confidential section of the Governing Body's meeting agenda and minutes and will either be received or referred back. Reference back may occur only if the Personnel/Finance Committee has exceeded its powers under the policy.

14. ANNUAL DETERMINATION OF PAY

All staff salaries will be reviewed annually to take effect, where headroom is available, from:

- 1st September for all teaching staff, including the Headteacher, Deputy Headteacher(s), Assistant Headteacher(s); or
- 1st September for all support staff. (Backdated to 1st April).

The Governing Body agreed that support staff appraisals would be completed using the same cycle as teaching staff, i.e. September until August. Any pay remuneration for support staff will be backdated to April of that year. Teaching staff annual appraisals will take place by 31st October and the Headteacher's annual appraisal will take place by 31st December.

Annual pay progression is not automatic. It will only be considered where staff have met the expectations described in this policy, the school's Appraisal Policy and through their appraisal process, and will be subject to the maxima of the employee's relevant pay range/grade/grade mid-point and the Governing Body's annual decision making processes.

Pay progression will not be considered during any probationary period. Normal appraisal and pay review arrangements will apply following the successful completion of any probationary period and, for support staff, subject to the "11 month rule" described in pay arrangements specific to support staff.

15. ABSENCE AND/OR PARTIAL ACHIEVEMENT OF OBJECTIVES

Where any member of staff has been absent for some or all of the appraisal period, for example, as a result of long-term sickness absence or maternity leave, the assessment in relation to pay progression will be based on performance during any period of attendance and/or prior performance.

In exceptional circumstances, for example, where objectives have not been fully met due to factors entirely outside the control of the reviewee, the reviewer may apply discretion in recommending pay progression. Such discretion will normally only be applied where:

- For teachers: competency in all elements of the Teachers' Standards and 'good' teaching overall have been demonstrated, as described below
- For support staff: the standard of work more generally has been of a high level.

16. NOTIFICATION OF PAY DETERMINATIONS

Decisions will be communicated to each member of staff by the Headteacher, in writing, at the earliest opportunity and no later than one month (calendar 4 weeks) after the pay determination. Decisions on the pay of the Headteacher will be communicated by the Personnel/Finance Committee, again, in writing. All communication regarding pay determinations will set out the reasons why decisions have been taken. An instruction to amend pay from the relevant date will be issued as soon as practicable after the pay decision has been made.

In accordance with the Document, pay statements given to teachers, as part of the regular review process or when other pay decisions are taken, will state all remuneration, including any allowances, any payments or other financial benefits for recruitment and retention purposes, any safeguarded sums and any fixed term arrangements, as well as where a copy of the school's Pay Policy and staffing structure can be inspected. A copy of the current Pay Policy will be displayed on the staff notice board.

17. PART-TIME EMPLOYEES

The Headteacher and Governing Body will use their best endeavours to ensure that all part-time employees are treated no less favourably than a full-time comparator. For teaching staff, this will include the Governing Body applying the provisions of the Document in relation to part-time teachers' pay and working time.

18. RESIDENTIAL DUTIES

The Personnel/Finance Committee will take account of agreements reached in the National Joint Council for Teachers in Residential Establishments in determining payments for residential duties. A 'sleep in' payment, currently £ 33.60 per night, can be payable to any member of staff required to undertake overnight duties, including during residential trips. In the case of those paid on a leadership pay range, such payments will only be granted where the Governing Body has not already taken account of residential duties when determining base pay.

19. SALARY SACRIFICE ARRANGEMENTS

The Governing Body operates salary sacrifice schemes in relation to Childcare Vouchers/Cycle to Work/other arrangements. Staffing choosing to participate in this scheme will have their gross pay reduced according to the terms of the scheme for the duration of their participation.

20. APPEALS PROCEDURE

The appeals procedure in relation to pay decisions for all staff is set out in Appendix 5 of this policy.

The following sections of the policy cover further pay arrangements as they apply to, firstly, Support Staff and, secondly, Teaching Staff and Senco.

PAY ARRANGEMENTS SPECIFIC TO SUPPORT STAFF

21. SUPPORT STAFF PAY

Salary on appointment

- 21.1 The Personnel Committee notes its powers to determine the pay of support staff in accordance with paragraphs 17 and 29 of the School Staffing (England) Regulations 2009 and Chapter 7 of the associated guidance. The Personnel Committee will determine the pay grade of support staff on appointment in accordance with the scale of grades currently applicable in relation to employment with the Local Authority (where relevant), which the Personnel Committee consider appropriate for the post. In reaching its determination, the Personnel Committee will consider the advice of the Local Authority, where relevant, but will not consider itself bound by that advice.
- 21.2 The Governing Body will determine the pay range to be advertised, taking account of the full responsibilities of the post and, where relevant, the Local Authority's guidance on Single Status benchmark job descriptions.

Appointment in each case will normally be within the lower part of the grade (see Appendix Z), unless the post is specifically designated as appropriately placed in the higher part. Salary on appointment will normally be to the lowest point of that grade. Where the school is satisfied that it is necessary to pay a higher starting salary in order to attract the best candidate, the appointment may be made at any point up to and including the point below 'the bar' (midpoint of the grade).

Existing support staff

- 21.3 In any year in which the Governing Body agrees to award incremental progression to support staff, progression within the relevant part of the grade will be by a single increment, which is dependent on successful performance in post, as assessed through the appraisal process. Further information is contained in the school's Appraisal Policy.
- 21.4 Where performance has been assessed as exceptional, the Governing Body may apply its discretion and award enhanced progression of an additional point, where there is scope for this within the relevant part of the pay grade.
- 21.5 To ensure that an employee who is new in post is able to benefit from, where available, incremental progression when performance supports this, the school will ensure forward objectives are set as soon as possible upon completion of any probationary period and that an appraisal review is completed within four to six months of this. Provided that this is done, an increment will be paid from the first day of eleventh month after the employee's start date. This is referred to elsewhere as the "eleven month rule". After that, the employee will fit into the normal appraisal review cycle.
- 21.6 The eleven month rule will be applied to pay progression following promotion or the re-grading of an employee's post.

Acting-up Payments and Honoraria

- 21.7 The Governing Body may determine to make acting-up payment or an honorarium.
- 21.8 An acting-up payment may be appropriate where an employee takes on the full duties of a more senior post for a substantial period (usually four weeks or more) in the absence of the post-holder or where there is a vacancy pending recruitment to a vacant post. Where an acting-up payment is agreed, the employee will receive a salary which is not less than the minimum point of the salary for the “acting-up” post, and at least one incremental point higher than their substantive salary.
- 21.9 An honorarium may be appropriate where an employee takes on less than 100% of the full duties or additional duties of a higher paid post for a temporary period (for whatever reason), but not the full duties. Where an honorarium payment is agreed, the school will estimate the proportion of the duties at the higher level which the employee has undertaken, the period over which the duties have been undertaken and calculate a payment. Honoraria payments will be paid as a lump sum retrospectively.

PAY ARRANGEMENTS SPECIFIC TO TEACHING STAFF

22. PAY RANGE FOR LEADERSHIP AND SENCO POSTS

- 22.1 Leadership postholders will be paid in accordance with the pay ranges for school leaders set out in Appendix 7. In any determination or re-determination of leadership pay, the pay range for the Headteacher will start no lower than the minimum of the relevant Headteacher Group and the pay range for any Deputy or Assistant Headteacher will start no lower than the Leadership Minimum.
- 22.2 Wider leadership posts will need to meet the basic criterion of 'leadership responsibilities across the whole school' to be paid on the leadership pay ranges.
- 22.3 The Governing Body may seek independent advice and/or benchmarking data, as appropriate, when determining leadership and SENCO pay and roles within school.
- 22.4 The Governing Body will record the rationale for leadership pay determinations and the reasons for any re-determination of pay.
- 22.5 The Governing Body has determined the following pay points within the leadership pay range: Headteacher L11 – L24 and Deputy Headteacher L11 – L15. Appendix 7.

Headteacher, Deputy Headteacher or Assistant Headteacher - Pay on appointment, or following a significant change in responsibilities, or following an associated review of leadership pay.

In determining the starting point of a new appointee, the governors will ensure that any responsibility for the salary of the Deputy Head Teacher to progress that of the Headteacher is obviated.

In accordance with the document, the Governing Body will determine leadership pay on appointment and may re-determine leadership pay following any significant change in responsibilities. It may also determine that it is necessary to review the pay of all leadership to maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1st September 2014, or with pay arrangements for members of the leadership group whose responsibilities significantly change after that date.

- 22.6 The Governing Body will assign the school to a Headteacher Group (see Appendix 4) by reference to the school's total unit score, calculated in accordance with the Document, before determining the Leadership Pay Range for the post.
- 22.7 When determining the Leadership Pay Range, the Governing body will take into account:
- All the permanent responsibilities of the role, including any permanent responsibility as the Headteacher of more than one school.
 - Any challenges that are specific to the role.
 - All other relevant considerations, for example, any recruitment and retention difficulties, the requirement for a fixed-term appointment or candidate specific factors, including

how well the appointee meets the requirements of the post and how much room is appropriate for progression for the individual.

- 22.8 The Governing Body may also determine to use its discretion to set the leadership pay range up to 25% above the Headteacher Group. In exceptional circumstances and where supported by a business case, and having sought external independent advice, the Governing Body may agree to award above the 25% limit.
- 22.9 *Optional – option a:* When determining the Leadership Pay Range to advertise, the Governing Body may decide it is necessary to advertise an extended pay range to ensure that it attracts a good pool of potential candidates. It will make clear in its information to applicants that a narrower Leadership Pay Range will be offered to the successful candidate, having considered candidate specific factors.
- 22.10 *Optional – option b:* When determining the Leadership Pay Range to advertise, the Governing Body will consider whether or not it would pay above the advertised pay range for an exceptional candidate. If the Governing Body considers that it would, this information will be clearly stated in the advertisement and/or recruitment pack.

Serving Headteachers, Deputy Headteachers and Assistant Headteachers

- 22.11 The Personnel Committee will review the Headteacher, Deputy Headteacher and Assistant Headteacher's pay in accordance with the Document, the school's Appraisal Policy and this policy, having regard to the most recent appraisal report and the recommendation on pay that it contains. It will award one point progression where there has been a sustained high quality of performance, with particular regard to leadership, management and pupil progress at the school. The Governing Body may consider awarding two points progression where performance is assessed as having significantly exceeded the sustained and high quality of performance that must be demonstrated for one point progression.
- 22.12 All pay decisions (ie, no movement, one point, more than one point) will be clearly attributable to the performance of the leadership postholder. The Personnel Committee will be able to justify its decisions.
- 22.13 The Personnel Committee may re-determine the pay range for a serving Headteacher, Deputy Headteacher or Assistant Headteacher in accordance with the above arrangements and the Document, as at 1st September or at any time if they consider it is necessary, for example, as a result of a significant increase in pupil numbers or a significant change in responsibilities.
- 22.14 The Governing Body may also choose to review the pay of all of its leadership posts under the arrangements within the Document if it determines that this is required to maintain consistency with pay arrangements for new appointments to the leadership team made on or after 1st September 2014.

Temporary (replaces 'Discretionary') Payments to the Headteacher

- 22.15 An additional Temporary Payment (of up to 25% of annual salary) in accordance with the provisions of the Document will only be considered for additional Headteacher responsibilities that are undertaken on a temporary or irregular basis, and which have not already been taken account of when setting base pay, for example, any temporary

responsibility for additional schools. No additional payment will be considered for local collaboration as this forms part of the role of all Headteachers.

- 22.16 Ordinarily, the Personnel Committee will ensure that the total sum of salary and any other payments made to the Headteacher in any school year does not exceed 25% above the maximum of the Headteacher group, excepting any additional payments made for residential duties that are a requirement of the post or payment in respect of relocation benefits which relate solely to the personal circumstances of the Headteacher.
- 22.17 In wholly exceptional circumstances, the Personnel/Finance Committee may consider using its discretion to exceed the normal limits on a temporary payment and the sum of total salary, as set out in the Document. However, before agreeing to do so, it will seek the agreement of the Governing Body which in turn will seek external independent advice before providing such agreement.
- 22.18 The Governing Body may appoint a Headteacher on a fixed-term contract where it determines that the circumstances of the school require it. In establishing such a contract the relevant body will consider how reward should be structured and whether achievement of objectives should be assessed over a shorter or longer timescale that would normally be the case.

23. ACTING ALLOWANCES

The Governing Body may determine to pay an acting allowance in accordance with Document to any teacher who is assigned to carry out the duties of Headteacher, Deputy Headteacher, Assistant Headteacher or Senco. The Personnel Committee will, within a four week period of the commencement of acting duties, determine whether or not the acting postholder will be paid an allowance. In the event of a planned or prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

Any teacher who carries out the duties of Headteacher, Deputy Headteacher, Assistant Headteacher or Senco, for a period of four weeks or more may be paid at an appropriate salary on the leadership pay range with payment backdated to the commencement of the duties, as determined by the Personnel Committee. Where a pay range has been determined for the post for which an acting payment is being made, the 'appropriate salary' should not be lower than the minimum of that range.

24. OTHER TEACHERS

Pay on appointment (Unqualified, Main, Upper and Leading Practitioner pay ranges)

The Governing Body will determine the starting salary of any teaching post on the Unqualified, Main, Upper and Leading Practitioner pay ranges, having regard to: The requirements of the post;

- Any specialist knowledge required for the post;
- The experience required to undertake the specific duties of the post;
- The wider school context.

The Governing Body will, if necessary, use its discretion to award a recruitment incentive benefit to secure the candidate of its choice. (Appendix 7)

25. PAY PROGRESSION FOR EXISTING MAIN PAY RANGE TEACHERS

The pay scale for Main Pay Range teachers in this school is:

Option 1		
Main Pay Spine	Annual Salary	Percentage increase 2020-2021
Point 1	£25,714	5.50
Point 2	£27,600	4.95
Point 3	£29,664	4.40
Point 4	£31,778	3.85
Point 5	£34,100	3.30
Point 6a	£36,599	2.75
Max Point 6b	£36,961	2.75

To move up the main pay range, one annual point at a time, teachers will need to have met their objectives, shown that they are competent in all elements of the Teachers' Standards and teaching should be 'good' overall (based on successful appraisal and meeting all professional Teachers' Standards: See Appendix 3 – DfE Teachers' Standards).

If the evidence shows that a teacher has performed exceptionally, including overall teaching being **consistently outstanding**, the Governing Body will consider the use of its flexibilities to award enhanced pay progression, up to the maximum of one additional point.

Judgements will be properly rooted in evidence. As a teacher moves up the main pay range, this evidence should show:

- An increasing positive impact on pupil progress;
- An increasing impact on wider outcomes for pupils;
- Improvements in specific elements of practice identified to the teacher, eg, behaviour management or lesson planning;
- An increasing contribution to the work of the school;
- An increasing impact on the effectiveness of staff and colleagues.

Further information, including sources of evidence is contained in the school's Appraisal Policy and associated guidance.

The Personnel and Finance Committee will be advised by the Headteacher in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Personnel/Finance Committee will be able to justify its decisions.

26. APPLICATIONS TO BE PAID ON THE UPPER PAY RANGE

Any qualified teacher can apply to be paid on the Upper Pay Range. However, in order to be able to demonstrate that they meet the assessment criteria set out in the Document (see below), particularly around the teacher's achievements and contribution to the school being **substantial and sustained**, it is likely that applications will be submitted by teachers with a

number of years of classroom teaching experience, typically a minimum of three years and often significantly more. It is the responsibility of the teacher to decide whether or not they wish/when to apply to be paid on the Upper Pay Range.

If a teacher is simultaneously employed at another school(s), they may submit separate applications if they wish to apply to be paid on the UPR in that school(s). This school will not be bound by any pay decision made by another school.

Applications will normally include the results of the two most recent appraisals in this school, including any recommendation on pay. Where such information is not applicable or available, e.g. those newer to teaching or returning from maternity or sickness absence, a written statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria must be submitted by the applicant.

In order for the assessment to be robust and transparent, it will be an evidence-based process only. Teachers therefore should ensure that they build a mainly paper evidence base to support their application. Those teachers who are not subject to the Appraisal Regulations 2012, or who have been absent, through sickness, disability or maternity, may cite written evidence from a 3 year period before the date of application in support of their application.

Application Process:

Only one application may be submitted in any one academic year see application form in Appendix 8. The closing date for applications is normally 31st October each year; however, exceptions will be made in particular circumstances, e.g. those teachers who are on maternity leave or who are currently on sick leave. The process for applications is:

- The teacher must complete the school's application form (Appendix 8);
- The teacher should submit the application form and supporting evidence to the Headteacher by the deadline of 31st October;
- The teacher will receive notification of the name of the assessor for their application within 5 working days;
- The assessor will assess the application, which will include a recommendation to the Personnel/Finance Committee;
- The application, evidence and recommendation will be passed to the Headteacher for moderation purposes, if the Headteacher is not the assessor;
- The Personnel/Finance Committee will make the final decision, advised by the Headteacher;
- The teacher will receive written notification of the outcome of their application within 21 days of receipt of application. Where the application is unsuccessful, the written notification will include the areas where it was felt that the teacher's performance did not satisfy the relevant criteria set out in this policy (see 'Assessment' below);
- Following an unsuccessful application, if requested, oral feedback can be provided by the assessor. Oral feedback will be given within 10 school working days of the date of notification of the outcome of the application/request for feedback. Feedback will be given in a positive and encouraging environment and will include advice and support on areas for improvement in order to meet the relevant criteria for the next potential application;

- Successful applicants will move to the minimum of the UPR on 1st September of the year in which the application was submitted.
- Unsuccessful applicants can appeal against the decision. The appeals process is set out in Appendix 5.

Assessment:

The teacher will be required to meet the criteria set out in the Document, namely that:

- The teacher **is highly competent** in all elements of the relevant standards; and
- The teacher’s achievements and contribution to the school are **substantial and sustained**.

In Worlingham CEVC Primary School this means:

“Highly Competent”: the teacher’s performance is assessed as having exceptional depth and breadth of knowledge, skill and understanding of the Teachers’ Standards in particular role they are fulfilling and the context in which they are working.

“Substantial”: the teacher’s achievements and contribution to the school are significant, not just in raising standards of teaching and learning in their own classroom, or with their own groups of children, but also in making a significant wider contribution to school improvement, which impacts on pupil progress and the effectiveness of staff and colleagues.

“Sustained”: typically, the teacher will have had two consecutive successful appraisal reports in this school and will have met their objectives during this period (see exceptions, eg, maternity/sick leave, in the introduction to this section). They will be expected to show that their teaching expertise has grown over the relevant period and is consistently good to outstanding. It is likely that a teacher will need at least 5 years experience to demonstrate a sustained impact.

Further information, including information on examples of evidence please refer to Appendix 8.

27. PAY PROGRESSION FOR EXISTING UPPER PAY RANGE TEACHERS

The pay scale for Upper Pay Range teachers in this school is:

2020-2021 Rates – 2.75% increase to all points	
Minimum Point 1	£38,690
Point 2	£40,124
Maximum Point 3	£41,604

To move up the main pay range, one point biennially, upper pay range teachers will need to have had two successful performance reviews in which they have met their objectives, maintained the criteria set out in paragraph 26 (namely that the teacher is highly competent in all elements of the relevant standards; and that the teacher’s achievements and contribution to the school are **substantial and sustained**, as defined above) and teaching should be overall ‘good’ (based on successful appraisal and meeting all professional Teachers’ Standards) and increasingly ‘outstanding’.

Where it is clear from the evidence that the teacher's performance has been exceptional in relation to the above criteria, teaching is consistently outstanding and the teacher has exceeded some or all of their objectives, the Personnel/Finance Committee may use its flexibility to decide on enhanced progression from the minimum to the maximum of Upper Pay Range.

Further information, including sources of evidence is contained within the school's Appraisal Policy.

The Personnel/Finance Committee will be advised by the Headteacher in making all such decisions. Any increase (i.e. no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Personnel/Finance Committee will be able to justify its decisions.

28. LEADING PRACTITIONER ROLES

The Governing Body will take account of the Document when determining the role of any leading practitioner in this school. Additional duties will be set out in the job description of any leading practitioner and will include:

- A leadership role in developing, implementing and evaluating policies and practices in the school that contribute to school improvement;
- The modelling and leading improvement of teaching skills within school;
- Improving the effectiveness of staff and colleagues, within school and other settings as appropriate, defined by the Headteacher.

The Headteacher will agree appraisal objectives for any leading practitioner.

To move up the agreed leading practitioner pay range, one annual point at a time, the most recent appraisal should show that the leading practitioner:

- Has met their objectives;
- Is an **exemplar of teaching skills**, which **should impact significantly on pupil progress, within school and within the wider school community**, if relevant;
- Has made a **substantial impact** on the effectiveness of staff and colleagues, including any specific elements of practice that have been highlighted as in need of improvement;
- Is highly competent in all aspects of the Teachers' Standards;
- Has shown strong leadership in developing, implementing and evaluating policies and practice in their workplace that contribute to school improvement.

"Highly Competent" and **"Substantial"** are defined in the section entitled, "Applications to be paid on the Upper Pay Range".

Where it is clear from the evidence that the teacher's performance is exceptional, the Personnel/Finance Committee may award enhanced pay progression of one additional point.

Further information, including sources of evidence is contained within the school's Appraisal Policy.

The Personnel/Finance Committee will be advised by the Headteacher in making all such decisions. Any increase (ie, no movement, one point, more than one point) will be clearly attributable to the performance of the teacher in question. The Personnel/Finance Committee will be able to justify its decisions.

29. PAY ON APPOINTMENT AND PROGRESSION FOR UNQUALIFIED TEACHERS

The pay scale for Unqualified Teachers in this school is:

2020-2021 Rates – 2.75% increase to all points	
Minimum Point 1	£18,169
Point 2	£20,282
Point 3	£22,394
Point 4	£24,507
Point 5	£26,622
Maximum Point 6	£28,735

The Personnel/Finance Committee will pay any unqualified teacher in accordance with this policy and the Document. The Personnel/Finance Committee will determine where a newly appointed unqualified teacher will enter the scale, having regard to any qualifications or experience s/he may have, which they consider to be of value. The Personnel/Finance Committee will also consider whether it wishes to pay an additional allowance, in accordance with the provisions of the Document.

To move up the main pay range, one annual point at a time, unqualified teachers will need to have met their objectives and demonstrated:

- An improvement in teaching skills;
- An increasing positive impact on pupil progress;
- An increasing impact on wider outcomes for pupils;
- Improvements in specific elements of practice identified to the teacher;
- An increasing contribution to the work of the school;
- An increasing impact on the effectiveness of staff and colleagues.

If the evidence shows that an unqualified teacher has achieved exceptional performance, the Personnel/Finance Committee may use its discretion to award enhanced pay progression of one additional point.

Information on sources of evidence is contained within the school's Appraisal Policy.

The Personnel/Finance Committee will be advised by the Headteacher in making all such decisions. Any increase (ie, no movement, one point, more than one point) will be clearly

attributable to the performance of the teacher in question. The Personnel/ Finance Committee will be able to justify its decisions.

30. TEACHING AND LEARNING RESPONSIBILITY (TLR) PAYMENTS

The Personnel/Finance Committee may award a TLR to a classroom teacher in accordance with this policy and the Document. A TLR 1 or 2 will be for clearly defined and sustained additional responsibility in the context of the school's staffing structure for the purpose of ensuring the continued delivery of high quality teaching and learning. All job descriptions will be regularly reviewed and will make clear, if applicable, the responsibility or package of responsibilities for which a TLR is awarded, taking into account the criterion and factors set out in the Document.

The Personnel/Finance Committee may award a TLR3 of between £ 571 to £ 2,833 for clearly time-limited school improvement projects, or one-off externally driven responsibilities as set out in and taking into account the criterion set out in the Document. The Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award, which will be paid in monthly instalments. No safeguarding will apply in relation to an award of a TLR3. In accordance with the Document, the Governing Body will not award consecutive TLR3 payments for the same responsibility. **There are currently no TLRs awarded in the school staffing structure.**

SEE ADDITIONAL TLR GUIDANCE (APPENDIX 2)

31. SPECIAL NEEDS ALLOWANCE

The Personnel/Finance Committee will award an SEN spot value allowance on a range of between £2,270 and £4,479 to any classroom teacher who meets the criteria as set out in the Document, where responsibilities are not separately recognised through payment on the leadership pay spine or through a TLR or other allowance.

When deciding on the amount of the allowance to be paid, the Governing Body will take into account the structure of the school's SEN provision, whether any mandatory qualifications are required for the post, the qualifications or expertise of the teacher relevant to the post; and the relative demands of the post.

The Governing Body will keep SEN allowances and associated responsibilities under regular review and ensure that any additional responsibilities are clearly specified in individual teacher's job descriptions, and are clear in the school's published staffing structure. Whilst the Governing Body may review SEN allowances at any time, normally, any review will follow recommendations arising from the annual performance review meeting.

32. TEACHERS EMPLOYED ON A SHORT NOTICE BASIS

Teachers who work on a day-to-day or other short notice basis will have their pay determined in accordance with the Document. They will be paid on a daily basis, calculated on the assumption that a full working year consists of 195 days, with periods of work of less than a day being calculated pro-rata. This will be calculated by dividing the full-time equivalent annual salary by 195 and then dividing again by 6.5 to arrive at an hourly rate.

33. ADDITIONAL PAYMENTS

The Governing Body in exceptional circumstances may make payments as they see fit to a teacher in respect of:

- Activities relating to the provision of initial teacher training as part of the ordinary conduct of the school;
- Participation in out-of-school hours learning activity agreed between the teacher and the Headteacher or, in the case of the Headteacher, between the Headteacher and the Governing Body;
- Participation in out-of-school hours CPD agreed between the teacher and the Headteacher or, in the case of the Headteacher, between the Headteacher and the Governing Body;
- Additional responsibilities and activities due to, or in respect of, the provisions of services by the Headteacher relating to the raising of educational standards to one or more additional schools.

In the case of the Headteacher, such payments will only be granted where the Governing Body has not already taken account of the activity or responsibility determining base pay and the activity or responsibility is undertaken on a temporary or irregular basis. In accordance with the Document, any such payments will be 'time bound' and be subject to the overall limits on pay set out in paragraphs 22.16 and 22.17 of this policy.

The Personnel /Finance Committee will make additional payments to teachers in accordance with this Document where advised by the Headteacher (or Chair of Governors in the case of the Headteacher). Payment will be as the Governing Body see fit.

34. RECRUITMENT AND RETENTION INCENTIVE BENEFITS

The Governing Body can award lump sum payments, periodic payments, or provide other financial assistance, support or benefits for a recruitment or retention incentive for teaching staff.

The Personnel/Finance Committee will consider exercising its powers under this Document where they consider it is appropriate to do so in order to recruit or retain relevant staff. It will make clear at the outset, in writing, the expected duration of any such incentive or benefit, and the review date after which they may be withdrawn.

The Governing Body will, nevertheless, conduct an annual formal review of all such awards.

In the case of the Headteacher, such payments will be limited to reasonably incurred housing/relocation costs where pay has been set under the 2014 or later Document (and has already been taken account of when determining base pay) and subject to the overall limits on pay set out in paragraphs 22.16 and 22.17 of this policy.

35. HONORARIA

The Governing Body will not pay any honoraria to any member of the teaching staff for carrying out their professional duties as a teacher, recognising that there is no provision within the Document for the payment of bonuses or honoraria in any circumstances.

36. APPLICATION OF NATIONAL PAY FRAMEWORK UPLIFT TO SALARIES AND ALLOWANCES – SEPTEMBER 2021

Any agreed uplift to the national pay framework will be applied to all pay ranges, salaries and allowances in payment on 1st September, 2021.

V8– SEPTEMBER 2020



Staffing Structure



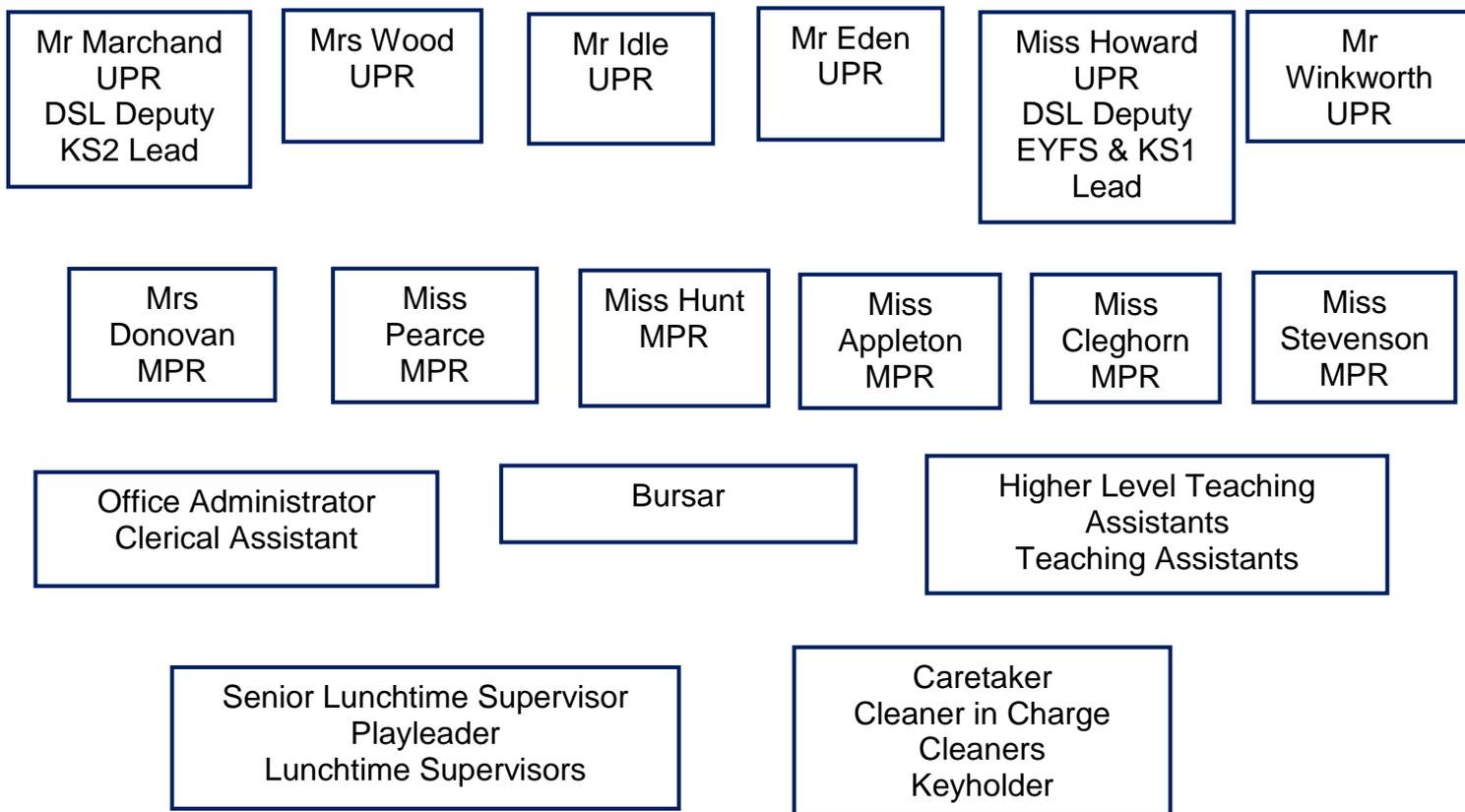
Mr Paul Seeman
Headteacher/DSL Deputy



Mr Matthew Brown
Deputy Headteacher/Designated Safeguarding Lead



Mrs Wendy Jennings
UPR Teacher/SENCO/DSL Deputy



APPENDIX 2

Teaching and Learning Responsibilities Additional Staff Guidance

TLR Payments

A teaching and learning responsibility (TLR) payment may be awarded:

To a classroom teacher for undertaking a **sustained** additional responsibility, for the purpose of ensuring the continued delivery of high-quality teaching and learning and for which the teacher is made accountable.

There are 3 types of TLR payments -

- TLR 1 Payment: for **sustained additional responsibilities**, with line management responsibilities for a **significant** number of people.
- TLR 2 Payment: for **sustained** additional responsibilities.
- TLR 3 Payment: fixed-term payments for time-limited additional responsibilities relating to school improvement projects or one-off externally driven responsibilities.

Values of Payments -

The annual value of a TLR payments must be :

TLR 1 Payment	-	No less than £8,291 and no greater than £14,030
TLR 2 Payment	-	No less than £2,873 and no greater than £7,017
TLR 3 Payment	-	No less than £571 and no greater than £2,833

Criteria for TLR Award

Before awarding a TLR payment, the Governing Body must be satisfied that the teacher's duties include a '**significant responsibility**' that is **not required** of all teachers.

In order to satisfy the criteria for the award of a **TLR1** or **TLR2**, the teacher's responsibility should:

- a) Be focused on teaching and learning
- b) Require the exercise of a teacher's professional skills and judgement
- c) Require the teacher to lead, manage and develop a subject or curriculum area or to lead and manage pupil development across the curriculum
- d) Have an impact on the educational progress of pupils other than the teacher's assigned classes or groups of pupils
- e) Involve leading, developing and enhancing the teaching practice of other staff

School Expectations & Evidence

To qualify for a **TLR3**, the teacher must satisfy points 1, 2 and 4 of the criteria above.

The impact would be largely within the teachers own area of work, but would be retained and used by the school for other staff to use as appropriate.

The teacher may also be expected to assist other colleagues as appropriate with the development of similar projects in their own areas.

The teacher may be expected to work across the key stage in delivering the key aspects of the additional responsibility. They would be expected to have an input in to the management of the key stage, although they would not be involved in the key stage on a permanent basis.

For a **TLR2** to be awarded in addition to the five points listed above, the teacher must be responsible for additional sustained duties.

At this level the teacher would be expected to work across the school in delivering the key aspects of the additional responsibility. They would also lead and develop their particular area of responsibility, including curricular areas. Teachers at this level could have responsibility across a small group of staff (without direct line management responsibility). They would be expected to have an input in to the management team although they would not necessarily be on the team on a permanent basis. Their input would be on an ad hoc invitation basis.

For a **TLR1** to be awarded in addition to the five points listed above, the teacher must have professional line management responsibility for a significant number of people.

In a primary school this might also be someone who has a major functional rather than a people management responsibility. At this level the member of staff would play a major part in the running of the school.

As well as the above, the teacher would be expected to work across the school in delivering key aspects of the additional responsibility. They would lead and develop their particular area of responsibility, including curricular areas. They would be expected to have an input in to the management team, although they would not necessarily be in the team on a permanent basis. Their input would be on an ad hoc basis.

One way to assess the sustained impact at this level would be to look at the number of pupils on whose educational progress the teacher has impact, and the numbers of teachers/staff whose teaching practice the teacher is enhancing.

TLR payments may be awarded only to classroom teachers for additional responsibilities. Page 55 of the STPCD defines a 'classroom teacher' as a qualified teacher who is not a member of the *leadership group* or on the pay range for *leading practitioners*.

Therefore, staff members who are part of the leadership group or who are on the pay range for leading practitioners cannot receive TLR payments. Likewise, the definition of a classroom teacher does not include support staff.

In accordance with the Document, the Governing Body **will not** award consecutive TLR 3 payments for the same responsibility.

Review & Assessment

Termly recorded reviews will take place between the teacher and their line manager, to ensure there is evidence to support the additional payment.

An annual recorded review will take place between the teacher, their line manager and a member of the Personnel/Finance Committee to ensure there is sufficient evidence to support any further Teaching and Learning Responsibility payment. (This is likely to be during the same week as their normal performance appraisal, but will be a separate meeting.)

If there is sufficient evidence to support a further TLR payment, the written evidence will be sent to the Chair of the Personnel/Finance Committee advising of the decision.

If there is insufficient evidence of the teacher performing the necessary additional responsibilities to an acceptable standard, the Headteacher in consultation with the Chair of the Personnel/Finance will consider :

- whether training is necessary
- whether the TLR payment should cease
- whether there are grounds to consider capability

It will be expected that any performance that falls short of expectations, will be quickly evidenced through the termly recorded reviews.

A standard assessment proforma will be used to record the TLR Review/Assessment against all TLR payments.

As set out in the School Teachers Pay and Conditions Document (STPCD) 2020.

APPENDIX 4

RECOMMENDED PAY RANGES FOR SCHOOL LEADERS, 2020-2021

	England and Wales (excluding the London Area) - 2.75% Uplift
Leadership Minimum¹	£42,195
Headteacher Group	
1	47,735 - 63,508
2	50,151 - 68,347
3	54,091 – 73,559
4	58,135 – 79,167
5	64,143 – 87,313
6	69,031 – 96,310
7	74,295 – 106,176
8	81,942 – 117,197
Headroom for Headteachers of multiple very large schools	

1 Minimum for Deputy and Assistant Headteachers only

APPENDIX 5

PAY APPEALS PROCEDURE

Introduction

The employee will be informed at their annual appraisal meeting or in the case of UPR application, after assessment of the rating of their performance and the pay recommendation. As highlighted earlier it is a requirement that for a UPR application to be successful a minimum of two successful performance review periods immediately prior to the UPR application must have been achieved.

If your application for UPR is unsuccessful you have the right to appeal the decision. The appeals process is as follows;

1. You must submit an appeal in writing to the Chair of the Governing body within 10 school working days of the written decision of the unsuccessful application.
2. You must clearly state the reason(s) for appeal.
3. Your appeal will be heard within 20 school working days after the date on which the written appeal was received.
4. The appeal panel will consist of three governors who have not previously been involved in the pay determination process and are not employees of the school. The recommendation provider and the decision maker will be required to attend the meeting.
5. The chair of the appeal committee will invite the employee to set out their case. Both the recommendation provider and decision maker will be asked to provide the rationale behind the original decision and the procedures observed in reaching their decision.
6. Following the appeal panel meeting you will be informed in writing of the outcome of the appeal.
7. The decision of the appeal committee is final.

Employees have a statutory right to be accompanied at a Formal Pay Appeal hearing by a companion who may be either a work colleague or a trade union representative.

The Modified Procedure

There will be no entitlement to invoke the appeal procedure in relation to a pay decision if the teacher has left the employment of the school.

Where an employee has, whilst employed at the school, lodged an appeal against a pay decision but has then subsequently left the school's employment before any appeal hearing is held, the following steps will be observed:

1. The employee must have set out details of their appeal in writing;
2. The employee must have sent a copy of their appeal to the Chair of the governing body;
3. The Chair of the governing body will consult with relevant school personnel and provide the employee with an appropriate written response on behalf of the school.

APPENDIX 6

Personnel Committee

Terms of reference:

- To draft and keep under review the staffing structure in consultation with the Headteacher and the Finance Committee.
- To establish a Pay Policy for all categories of staff and to be responsible for its administration and review.
- To oversee the appointment procedure for all staff.
- To establish and review a Performance Management policy for all staff*.
- To oversee the process leading to staff reductions.
- To keep under review staff work/life balance, working conditions and well-being, including the monitoring of absence.
- To make recommendations on personnel related expenditure, including pay, to the Finance Committee.

* The Headteacher Performance Review Group could be formed from this committee, but its members should have received the appropriate training

Disqualification –

Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school

These terms of reference agreed by the Governing Body	23.06.2020
--	------------

Name of Governor/Associate Member	G/AM	Date Appointed to the Committee
Mr P Seeman	G H/T	
Mrs C Crossland	G	19.09.17
Mr P Hobbs	G	08.03.16
Mrs H Marchand	G	03.12.18
Mr O Garwood	G	03.12.19

Chair of the Committee	Mr P Hobbs
-------------------------------	------------

Clerk to the Committee	To be appointed by the Chair of Governors as appropriate.
-------------------------------	---

Quorum (minimum of 3, committee can determine higher number)	3
---	---

Date Committee Established:	2000
------------------------------------	------

Date of next review:	23.06.21
-----------------------------	----------

APPENDIX 6.1

Finance Committee

Terms of reference:

- In consultation with the Headteacher, to draft the first formal budget plan of the financial year.
- To establish and maintain an up to date 3 year financial plan.
- To consider a budget position statement and present to the Governing Body at least termly.
- To consider all virements and present them to the Governing Body for approval.
- To ensure that the school operates within the Financial Regulations of the County Council..
- To annually review charges and remissions policies and expenses policies.
- To make decisions in respect of service agreements.
- To make decisions on expenditure following recommendations from other committees.
- To ensure, as far as is practical, that Health and Safety issues are appropriately prioritised.
- To determine whether sufficient funds are available for pay increments as recommended by the Headteacher.
- In the light of the Headteacher Performance Management Group's recommendations, to determine whether sufficient funds are available for increments.

Disqualification –

Any relevant person employed to work at the school other than as the Headteacher, when the subject for consideration is the pay or performance review of any person employed to work at the school

These terms of reference agreed by the Governing Body	23.06.20
--	----------

Name of Governor/Associate Member	G/AM	Date Appointed to the Committee
Mr P Seeman	G H/T	
Mrs H Marchand	G	19.09.17
Mr M Bodmer	G	24.11.15
Mrs S Holbrough	G	03.12.19
Mrs L Hughes	Bursar	01.09.04

Chair of the Committee	Mr Matt Bodmer
-------------------------------	----------------

Clerk to the Committee	To be appointed by the Chair of Governors as appropriate.
-------------------------------	---

Quorum (minimum of 3, committee can determine higher number)	3
---	---

Date Committee established	2000
-----------------------------------	------

Date of next review:	23.06.21
-----------------------------	----------

APPENDIX 7

2020/21 PAY RATES

Teacher pay rates, all effective 01/09/20

Unqualified Teacher Pay Range	
Minimum	18,169
Reference point 2	20,282
Reference point 3	22,394
Reference point 4	24,507
Reference point 5	26,622
Maximum	28,735

Main Pay Range	
Minimum	25,714
Reference point 2	27,600
Reference point 3	29,664
Reference point 4	31,778
Reference point 5	34,100
Reference point 6a	36,599
Maximum (Reference point 6b)	36,961

Upper Pay Range	
Minimum	38,690
Reference point 2	40,124
Maximum	41,604

Leading Practitioner Pay Range	
Minimum	52,402
Maximum	64,461

Teaching and Learning Responsibility (TLR) 3	
Minimum	571
Maximum	2,833

Teaching and Learning Responsibility (TLR) 2	
Minimum	2,873
Maximum	7,017

Teaching and Learning Responsibility (TLR) 1	
Minimum	8,291
Maximum	14,030

Special Educational Needs Allowance (SEN)	
Minimum	2,270
Maximum	4,479

Reference point 35	97,273
Reference point 36	99,681
Reference point 37	102,159
Reference point 38	104,687
Reference point 39	107,238
Reference point 40	109,914
Reference point 41	112,660
Reference point 42	115,483
Maximum	117,197

Max	*89,874		90,773		90,773
			93,020		93,020
			95,333		95,333
			97,692		97,692
		Max	*99,081		100,072
					102,570
					105,132
					107,766
				Max	109,366

Single Status Salaries 2020-2021 (Full Time Equivalents)

SCP 20/21	Apr-20	Grades		Hourly Rate	Not Paying Pensions		Paying Pension Contributions		
				Apr-19	NI Costs	Total Salary Costs	Pension	Total On Cost	Total Salary Costs
1	17,842	Grade 1	Grade 2	9.25	1,249	19,091	4,460	5,710	23,551
2	18,198				9.43	1,299	19,497	4,550	5,848
3	18,562	Grade 3		9.62	1,349	19,911	4,640	5,989	24,551
4	18,933			9.81	1,400	20,333	4,733	6,133	25,066
5	19,312			10.01	1,452	20,764	4,828	6,280	25,592
6	19,698			10.21	1,506	21,204	4,925	6,430	26,128
7	20,092			10.42	1,560	21,652	5,023	6,583	26,675
8	20,493			10.62	1,615	22,109	5,123	6,739	27,232
9	20,903	Grade 4		10.84	1,672	22,575	5,226	6,898	27,801
10	21,748			11.27	1,788	23,537	5,437	7,226	28,974
11	22,183			11.50	1,848	24,031	5,546	7,394	29,577
12	23,080			11.96	1,972	25,052	5,770	7,742	30,822
13	23,541	Grade 5		12.20	2,036	25,577	5,885	7,921	31,462
14	24,491			12.70	2,167	26,659	6,123	8,290	32,781
15	25,481			13.21	2,304	27,785	6,370	8,674	34,155
16	25,991			13.47	2,374	28,365	6,498	8,872	34,862
17	27,041			14.02	2,519	29,560	6,760	9,279	36,320
18	27,741			14.38	2,616	30,357	6,935	9,551	37,292
19	28,672			14.86	2,744	31,416	7,168	9,912	38,585
20	29,577			15.33	2,869	32,445	7,394	10,263	39,840