

Public Document Pack

Executive Member Decisions

Friday, 10th November, 2023
10.00 am

AGENDA

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Date Published: W/E 10th November 2023
Denise Park, Chief Executive

EXECUTIVE MEMBER DECISION



REPORT OF:	Leader
LEAD OFFICERS:	Chief Executive
DATE:	10 November 2023

PORTFOLIO/S AFFECTED:	Departments
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WARD/S AFFECTED:	(All Wards);
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SUBJECT: Procurement of Bus Shelter Digital Advertising Services

1. EXECUTIVE SUMMARY

The council currently uses paper poster advertising throughout all 66 of its bus shelters across the borough. In an attempt to modernise the borough and increase revenue to the council, a concession contract for digital advertising services, which will require a supplier to provide, maintain and sell advertising slots on 25 digital boards within bus shelters across Blackburn with Darwen. Following consultations with other councils, it is estimated that this contract will bring an additional revenue of £75k per year to the council across the lifetime of the contract which is in addition to the existing revenue already generated by selling paper advertising slots to local companies.

2. RECOMMENDATIONS

That the Executive Member:

- Approve the procurement strategy for the provision of a Bus Shelter Digital Advertising Services Contract.

3. BACKGROUND

Last year, a requirement for a bus shelter advertising contract was identified to help fill some of the empty advertising space on the bus shelters throughout the borough and increase revenue for the council. Advertising slots of the two large digital screens located in the town centre and Barbara Castel Way were also included within the requirement. An expression of interest exercise was conducted through The Chest E-Tendering portal in order to get a better understanding of the market.

This process saw responses from 4 providers:

1. Alight Media
2. Clear Channel UK Ltd
3. Community Partners Limited
4. UK Partnerships Ltd

Following on from these responses, Teams meetings were held with Alight Media and UK Partnerships Ltd to discuss our requirement and the market in more detail. These discussions and EOI responses highlighted 2 major changes that needed to be made to our specification, these are below:

1. Digital advertising instead of paper. **Page 2**

2. A 10-year contract duration instead of 4/5 years.

Digital advertising is required in order to keep up with the rapid technology advancements in the advertising market, which has made paper advertising almost obsolete. A 10-year contract duration is required to ensure suppliers can make a return on their initial investment of installing the digital screens in the bus shelters across the borough. It is important to mention that the supplier, as part of the agreement, will cover all installation costs.

We recommend using a 'Flat-fee' payment option for this contract as it guarantees revenue to the council and reduces administrative burden. However, a summary of the 3 payment options are below:

1. Flat fee – Successful supplier pays the council a standard fee every month/quarter etc. regardless of the number of advertising slots sold. This option makes budgeting much easier and is proposes the lease risk to the council with a guaranteed revenue. However, there is the potential for the council to miss out on increased income if the revenue share figure exceeds the flat fee figure.
2. Revenue share – Successful supplier pays the council an agreed % of the revenue generated from the sale of BwD's advertising slots for that month/quarter etc. This is a higher risk payment option that can see payments fluctuate and rise above or fall below the flat fee figure. This method would require open book accounting and potentially increase internal administrative burden. However, there is the potential for increased revenue to the council.
3. Flat fee + Revenue share – Successful supplier pays the council a smaller flat fee along with a smaller revenue share % every month/quarter etc. A combination of the two methods above which combines the benefits and drawbacks of each.

Tenders will be evaluated against the following criteria:

- Price - 50%
- Quality - 35%
- Social Value - 15%

Quality will be evaluated based on a series of approximately 20 different questions. The 20 quality questions will be a combination of scored, information-only and pass/fails questions based on how important the Council views these elements to digital advertising in the borough. Some of the key questions will aim to gather information regarding suppliers' potential installation and maintenance plans, availability and accessibility of suppliers' content management systems and suppliers' security protocols.

In summary, the council is looking to award a concession contract for the provision of Bus Shelter Digital Advertising Services, which will require a supplier to provide, maintain and sell advertising slots on 25 digital boards across bus shelters across the borough and on the two large digital screens, in order to maximise revenue for the council.

4. KEY ISSUES & RISKS

- Using a 'Flat Fee' payment option. The flat fee payment option is the lowest risk payment option as it guarantees revenue to the council irrespective of the number of advertising slots that are sold. However, there is the potential for the council to obtain greater revenue, providing the sale of the advertising slots is performing well.

- Digitalisation of the council's bus shelters. This would involve removing the paper poster advertising which is currently present at the 25 bus shelters. The potential negative impact on local businesses has been recognised and we will be building in a contract condition that ensures 20% of advertising time can be reserved for council or local business advertising across the 25 bus shelters.
- Digitalisation of the council's bus shelters. The process of building digital screens into the existing bus shelters may result in the bus shelters being out of action for a short period of time, which may be seen as an inconvenience to residents of the borough. This has been recognised and we aim to reduce the time this construction process takes by scoring suppliers based on their installation plan.
- Inappropriate advertisements and cyber security. By passing over control to third party organisation, this increases the risk that something inappropriate is advertised as well as the constant threat of cyber-attacks. This has been recognised and suppliers will be scored (within their quality submission) on their ability to respond to emergency council requests to remove any advertisements as well as what cyber security systems they have in place to prevent cyber-crimes. The chosen supplier will also be required to comply with BwDBC's advertising policy, which should help reduce inappropriate advertisement.
- Digital bus shelters are more susceptible to the effects of power outages: revenue may need to be refunded to accommodate for lost time advertising in this scenario.

5. POLICY IMPLICATIONS

- The chosen supplier will be required to comply with BwDBC's advertising policy.

6. FINANCIAL IMPLICATIONS

- This concession contract will result in an increased revenue to the council at an estimated amount of £75,000 per annum.

7. LEGAL IMPLICATIONS

- No implications, the procurement process will be conducted in accordance with the Council's Contract and Procurement Procedure rules and the Public Procurement Regulations.

8. RESOURCE IMPLICATIONS

- Officers from the CAPS team and advertising team will need sufficient time to construct a suitable invitation to tender document and supporting schedules as well as evaluate the tenders that are received.
- Officers from the advertising team will need to develop a strong working relationship with the chosen provider to help ensure an efficient service is provided to the council. This is particularly crucial in the early stages of the contract, which will involve the installation of the digital screens and any 'teething' problems with the first few months of advertisement.
- Involvement will be required by IT to help ensure the chosen supplier has compatible systems to work with the council etc.
 - Involvement will be required by the planning department to support with the installation of the new digital screens.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. *(insert EIA link here)*

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. *(insert EIA attachment)*

10. CONSULTATIONS

None

11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded and published if applicable.

VERSION:	1
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CONTACT OFFICER:	Rob Dawson
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DATE:	22/8/23
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BACKGROUND PAPER:	N/A
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EXECUTIVE MEMBER DECISION



REPORT OF:	Executive Member for Children, Young People and Education
LEAD OFFICERS:	Strategic Director of Children & Education (DCS)
DATE:	Thursday, 9 November 2023

PORTFOLIO/S AFFECTED:	Children, Young People and Education
WARD/S AFFECTED:	(All Wards);
KEY DECISION:	Y

SUBJECT: EB Teacher's Pay Policy 2023-24

1. EXECUTIVE SUMMARY

The School Teacher's Pay and Conditions Document 2023 ("the STPCD") has been issued, and therefore Blackburn with Darwen Borough Council's Teachers' Pay Policy has been updated as required to implement the new STPCD. This policy (attached as Appendix 1) also includes the two other appendices attached to this paper (Appendix 2 is the Process Flowchart and Appendix 3 is the Payscale for 2023-24).

2. RECOMMENDATIONS

That the Executive Member endorse the contents of the Teachers' Pay Policy for 2023-24.

3. BACKGROUND

Maintained schools and Local Authorities must comply with the statutory requirements for teachers' pay and conditions set out in the STPCD annually, and must also have regard to the statutory guidance issued within the STPCD. The Local Authority and maintained schools in Blackburn with Darwen should adopt this updated policy which takes into account the 2023 STPCD. It is also commended to all other schools in the borough.

4. KEY ISSUES & RISKS

Failure to adopt the Teachers' Pay Policy 2023 could lead employers to breach the statutory requirements mandated by the STPCD 2023.

5. POLICY IMPLICATIONS

Adopting this policy will keep BwD in line with the STPCD 2023.

6. FINANCIAL IMPLICATIONS

In line with the recommendations in the STRB's 33rd Report, from 1 September 2023 a 6.5% increase will be applied to all pay and allowance ranges and advisory points, with higher increases to some parts of the Main Pay Range to achieve a minimum starting salary of £30,000.

All pay uplifts will be back dated to 1 September 2023 of 6.5% for all scale points.

The Government expected schools to budget 3.5% pay increase from their original budget allocation for 2023/24 following the outcome of the pay offer the Government issued a Teachers Pay Additional Grant which will be funding the additional 3% of this pay award.

The award will be paid to Teachers in November if time permits alternatively it would be December salaries.

7. LEGAL IMPLICATIONS

The STPCD 2023 has retrospective effect from 1st September 2023 in accordance with the School Teachers' Pay and Conditions (England) Order 2023. When pay decisions are made, any pay increases awarded to teachers will be backdated to 1st September 2023 (as noted in the STPCD).

8. RESOURCE IMPLICATIONS

For those schools who purchase payroll services from Blackburn with Darwen Borough Council, any movement up pay scales following the 2023 appraisal round may be applied at a later date in order to prioritise the payment of the pay award.

9. EQUALITY AND HEALTH IMPLICATIONS

Please select one of the options below. Where appropriate please include the hyperlink to the EIA.

Option 1 Equality Impact Assessment (EIA) not required – the EIA checklist has been completed.

Option 2 In determining this matter the Executive Member needs to consider the EIA associated with this item in advance of making the decision. (*insert EIA link here*)

Option 3 In determining this matter the Executive Board Members need to consider the EIA associated with this item in advance of making the decision. (*insert EIA attachment*)

10. CONSULTATIONS

This policy wording has been approved by Trade Unions through the Schools' Policy Development Group Meeting (SPDG) and Local Joint Negotiating Consultative Committee (LJNCC) for Schools in Autumn 2023 and is subject to adoption by Governing Bodies following Executive Member approval.

11. STATEMENT OF COMPLIANCE

The recommendations are made further to advice from the Monitoring Officer and the Section 151 Officer has confirmed that they do not incur unlawful expenditure. They are also compliant with

equality legislation and an equality analysis and impact assessment has been considered. The recommendations reflect the core principles of good governance set out in the Council's Code of Corporate Governance.

12. DECLARATION OF INTEREST

All Declarations of Interest of any Executive Member consulted and note of any dispensation granted by the Chief Executive will be recorded in the Summary of Decisions published on the day following the meeting.

VERSION:	1
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CONTACT OFFICER:	Gillian Shaw
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DATE:	23/10/23
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BACKGROUND PAPER:	
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Pay Policy - Teachers

1. Introduction

This policy sets out the framework for making decisions on teachers' pay and clarifies the basis on which this will be achieved. It outlines the date by which the teachers' annual pay review will be determined and also sets out procedures for dealing with appeals. It has been developed to comply with current legislation and the requirements of the School Teachers' Pay and Conditions Document 2023 (the STPCD) and has been consulted on with key stakeholders and/or recognised Trade Unions/Professional Associations.

In adopting this pay policy the aim is to:

- maximise the quality of teaching and learning at the school;
- support the recruitment and retention of a high quality teacher workforce;
- enable the school to recognise and reward teachers appropriately for their contribution to the school;
- help to ensure that decisions on pay are managed in a fair, just and transparent way.

Throughout the policy reference is made to the Pay Committee; however, it is recognised that for some schools this function may be carried out by another committee of the Governing Body.

For those teachers employed centrally by the Local Authority (LA), where reference is made throughout the policy to the Governing Body, the appropriate service manager will take responsibility for dealing with pay matters in line with the STPCD.

2. Scope

This policy applies to teaching staff in community and voluntary controlled schools and those employed centrally by the LA under the STPCD. It is also commended to all other schools in the borough.

3. Principles Governing Application of the Policy

The Governing Body will ensure the application of the policy using fair, transparent and objective criteria in order to secure consistency and fairness in pay decisions and to comply with the school's commitment to equal opportunities.

The Governing Body recognises that it is bound by the terms of the STPCD; the National Conditions of Service for School Teachers in England and Wales ('the Burgundy Book'); and relevant local collective agreements on conditions of service. These documents are available from the Headteacher of the school or the School's HR provider.

The Governing Body will also ensure compliance with the following legislation:

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

The Governing Body will, at all times, have regard to the terms of statutory guidance and other advice and guidance issued by the LA, and where applicable Diocesan/Church Authorities.

The Governing Body will have regard to the outcomes of performance management under the Teachers' Appraisal Policy.

The school staffing structure, setting out the number of teaching posts, allocation of responsibilities to each post and any Teaching and Learning Responsibility Payment (TLR) attached to each post should be available from the Headteacher on request.

4. Responsibility for Application of the Policy

The Governing Body should delegate responsibility in relation to this policy to a committee (referred to in this policy as "the Pay Committee"). The Pay Committee shall be responsible for the establishment and review of the policy, subject to the approval of the full Governing Body, and shall have full authority to take decisions on behalf of the Governing Body on pay matters in accordance with the policy.

The Pay Committee will comprise of at least three governors. Headteachers and staff governors cannot be on this committee. Any other governors with an interest in the pay proceedings should declare an interest and not take part in discussions or sit on the committee.

Establishment and Application of the Policy The Pay Committee is responsible for:

- establishing the policy, in consultation with the Headteacher, employees and recognised trade union representatives, and submitting it to the Governing Body for approval;
- considering an annual report, including statistical information, on decisions taken in accordance with the terms of the policy;
- taking decisions regarding the pay of the Deputy and Assistant Headteacher(s) and classroom teachers following consideration of the recommendations of appraisers and the advice of the Headteacher;
- taking decisions regarding the pay of the Headteacher following consideration of the recommendations of the governors responsible for the Headteacher's performance review;
- submitting reports of these decisions to the Governing Body;
- ensuring the Headteacher is informed of the outcome of all pay decisions made by the Pay Committee and of the right of appeal;
- taking decisions on applications for movement to the upper pay range.

The Governing Body is responsible for:

- formal approval of a policy that sets out the basis on which it determines teachers' pay and the date by which it will determine the teachers' annual pay review;
- ensuring that this policy also provides a procedure for pay review hearings and appeals, to deal with all grievances, reviews and appeals in relation to pay;
- ensure that appraisers/pay committee and appeal committee members are appropriately trained and have the adequate skills/knowledge;
- determining the starting salaries for all new appointments;
- making decisions with regard to Teaching and Learning Responsibility Payments (TLRs), SEN Allowances, and CPD, ITT and out of hours learning activities;
- considering the Pay Committee's decisions and ensure that appropriate funding is allocated for pay progression at all levels;
- formally approving the decisions of the Pay Committee.

The Headteacher is responsible for:

- developing clear arrangements for linking appraisal to pay progression and consulting with employees and their recognised trade union representatives on the appraisal and pay policies;
- ensuring that effective appraisal arrangements are in place and that any appraisers have the knowledge and skills to apply procedures fairly;
- ensuring that pay recommendations for the Deputy and Assistant Headteacher(s) and classroom teachers are made and submitted to the Pay Committee in accordance with the terms of the policy;
- advising and supporting the Pay Committee on its decisions;
- ensuring that employees are informed of the outcome of decisions of the Pay Committee and of the right of appeal;
- using fair, transparent and objective criteria in order to secure consistency and fairness in pay decisions and to comply with the school's commitment to equal opportunities.

Teachers' obligations are to:

- 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;
- ensure they have an annual review of their performance.

The Appeals Committee of the Governing Body is responsible for:

- taking decisions on appeals with regard to the decisions of the Pay Committee in accordance with the terms of the appeals procedure within the policy.

Any teacher employed centrally by the LA who wishes to appeal the pay decision of the service manager should submit their appeal in writing to the appropriate Head of Service.

5. Pay Reviews

The Governing Body will ensure that each teacher's salary is reviewed annually, with

effect from 1 September and no later than 31 October each year or, in the case of the Headteacher, 31 December each year, and that all teachers are given a written statement setting out their salary and any other financial benefits to which they are entitled.

Where a teacher is absent on maternity leave or long term sick leave, their pay review may be deferred until after their return to work, depending on the effect of the timing and length of the absence on the ability to carry out a performance review.

The Headteacher will ensure that each employee is provided with a job description in accordance with the staffing structure agreed by the Governing Body. Job descriptions may be reviewed, in consultation with the employee(s) concerned, in order to make reasonable changes in 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.

Pay reviews may take place at other times of the year to reflect any changes in circumstances or job description that lead to a change in the basis for calculating an individual's pay. A written statement will be given after any review and where applicable will give information about the basis on which the decision was made.

Where a pay determination leads or may lead to the start of a period of pay safeguarding (in accordance with the STPCD), the Governing Body will give the required notification as soon as possible and no later than one month after the date of the determination.

The Governing Body will formally approve all decisions taken by the Pay Committee in respect of payments in accordance with the statutory provisions of the STPCD.

6. Leadership Group

The Governing Body must determine a pay range for Headteachers, Deputy Headteachers and/or Assistant Headteachers.

Determinations of leadership pay under this policy should only be applied to individuals appointed to a leadership post on or after 1 September 2014, or whose responsibilities have significantly changed on or after that date.

There is no automatic requirement to review the pay of existing leadership teachers in accordance with the new arrangements introduced in the 2014 Document. However, the Governing Body may choose to review the pay of all their leadership posts in accordance with those new arrangements if they determine that this is required to maintain consistency either with pay arrangements for new appointments to the leadership group made on or after 1 September 2014 or with pay arrangements for a member or members of the leadership group whose responsibilities have significantly changed on or after that date.

When determining an individual pay range, the Governing Body must take into account all of the permanent responsibilities of the role, any challenges that are specific to the role, and all other relevant considerations.

The Governing Body must also ensure that there is appropriate scope within the range to allow for performance related progress over time.

Governing Bodies will be entitled to determine appropriate pay differentials between leadership posts and classroom teacher posts, reflecting relative responsibilities within the school.

6.1 Headteachers

The Governing Body must assign its school to a Headteacher Group in accordance with the requirements of the STPCD 2023.

Pay ranges for Headteachers will cover a range of seven consecutive points on the Leadership Pay Range and should not normally exceed the maximum for the Headteacher group. However, the Headteacher's pay range may exceed the maximum where the relevant body determines that circumstances specific to the role or candidate warrant a higher than normal payment.

The Governing Body must ensure the maximum of the Headteacher's pay range and any additional payments made does not exceed the maximum of the Headteacher group by more than 25% other than in exceptional circumstances; in such cases, the Governing Body must seek external independent advice before providing such agreement and support its decision with a business case.

Please see **Appendix 1** for the full Leadership pay range.

Pay on Appointment of Headteacher

The Governing Body will determine the pay range to be advertised and agree starting salary on appointment, taking account of the full role of the Headteacher.

Determination of Discretionary Payments to Headteachers

Subject to the STPCD, the Governing Body/Pay Committee may determine that additional payments be made to a Headteacher for clearly additional temporary responsibilities or duties that are in addition to the post for which their salary has been determined. In each case the relevant body must not have previously taken such reason or circumstance into account when determining the Headteacher's pay range.

However, the total sum of the temporary payments must not exceed 25% of the Headteacher's annual salary, and the total sum of salary and other payments made to a Headteacher must not exceed 25% above the maximum of the Headteacher group other than in exceptional circumstances. If the Pay Committee determines that additional payments should be made to a Headteacher which exceed the limit stated above, they must obtain the agreement of the Governing Body. The Governing Body must seek external independent advice before producing a business case, seeking such agreement.

It will also consider the salary and workload of other teachers where such payments are made for responsibilities undertaken by the Headteacher in respect of other schools.

6.2 Deputy/Assistant Headteachers

Pay on Appointment of Deputy/Assistant Headteachers

The Governing Body will, when a new appointment needs to be made, determine the pay range to be advertised and agree pay on appointment as follows:

- the Governing Body will determine a pay range in accordance with the STPCD, taking account of the role of the Deputy/Assistant Headteacher;
- Pay ranges for Deputy/Assistant Headteachers will cover a range of five consecutive points on the Leadership Pay Range;
- The maximum of the Deputy or Assistant Headteacher pay range must not exceed the maximum of the Headteacher Group for the school. The pay range for a Deputy or Assistant Headteacher should only overlap the Headteacher's Pay Range in exceptional circumstances.

Please see **Appendix 1** for the full Leadership pay range

6.3 Pay Progression based on Performance – Leadership Group

The Pay Committee must consider annually whether or not to increase the salary of members of the Leadership Group (Headteachers, Deputy Headteachers and Assistant Headteachers) who have completed a year of employment since the previous pay determination and, if so to what salary within the relevant pay range.

- The decision whether or not to award pay progression must be related to an individual's performance, as assessed through the school's appraisal arrangements.
- A recommendation on pay must be made in writing as part of the individual's appraisal report, and the Pay Committee must have regard to this recommendation.
- The decision made by the relevant decision-making body will be based on the objectives set, the statutory criteria and guidance set out in the STPCD and the relevant Teachers' Standards.
- Where it is clear from the evidence that the individual's performance is exceptional, the Pay Committee may award enhanced pay progression of a performance point on the leadership pay range.

6.4 Acting Allowances

Where classroom teachers agree to act as Headteacher, Deputy Headteacher or Assistant Headteacher for a period in excess of four weeks, they will receive additional allowances. They will be paid at an appropriate point of the Headteacher's range, Deputy Headteacher's range or Assistant Headteacher's range, as determined by the Pay Committee.

Payment of acting allowances will be backdated to the day the teachers assumed those duties.

In the event of a planned and prolonged absence, an acting allowance will be agreed in advance and paid from the first day of absence.

7. Teachers

7.1 Pay on Appointment – Teachers

On appointment the Governing Body will determine the starting salary within the pay range to be offered to the successful candidate.

In making such determinations, the Governing Body may take into account a range of factors, including:

- the nature of the post;
- the level of qualifications, skills and experience required;
- the wider school context;
- the DfE guidance on equalities.

The Governing Body will consider the current pay point of teachers within the scale when appointing teachers to vacancies and will match their current salary.

Please see **Appendix 1** for the pay scale for main pay range teachers.

7.2 Pay Progression Based on Performance - Teachers

All teachers can expect to receive regular, constructive feedback on their performance and are subject to annual appraisal that recognises their strengths, informs plans for their future development, and helps to enhance their professional practice. The arrangements for teacher appraisal are set out in the Teachers' Appraisal Policy.

Decisions regarding pay progression will be made in relation to the teachers' appraisal reports and the pay recommendations they contain. A recommendation on pay must be made in writing as part of the individual's appraisal report, and the Pay Committee must have regard to this recommendation (and any advice from the Headteacher).

In the case of Early Career Teachers (ECTs), whose appraisal arrangements are different, pay decisions will be made by means of the statutory induction process.

To move up the main pay range, one annual point at a time, teachers will need to have made good progress towards their objectives. The decision made by the relevant decision-making body will be based on the objectives set, the statutory criteria and guidance set out in the STPCD and the relevant Teachers' Standards.

It will be possible for a "no progression" determination to be made without recourse to the capability procedure.

Where it is clear from the evidence that the teacher's performance is exceptional, the Pay Committee may award enhanced pay progression of a performance point.

8. Unqualified Teachers

8.1 Pay on Appointment – Unqualified Teachers

The Pay Committee will pay any unqualified teacher in accordance with the STPCD. The

Pay 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.

8.2 Pay Progression Based on Performance – Unqualified Teachers

In order to progress up the unqualified teacher range, unqualified teachers will need to show that they have made good progress towards their objectives.

If the evidence shows that a teacher has exceptional performance (in line with DfE guidance), the Pay Committee may award enhanced pay progression of a performance point.

Judgments will be properly rooted in evidence. As unqualified teachers move up the scale, this evidence should show:

- 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.

The Pay Committee will be advised by the Headteacher in making all such decisions. Pay progression on the unqualified teacher range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

Please see **Appendix 1** for the pay scale for unqualified teachers

9. Teaching and Learning Responsibility Payment (TLRs)

The Governing Body will allocate TLR payments to classroom teachers who occupy posts of additional responsibility in accordance with the statutory provisions of the STPCD and the provisions of the school's staffing structure. The school's staffing structure will identify those posts to which TLR payments are attached and the levels and values of those payments. Unqualified teachers may not be awarded TLRs.

The Governing Body will determine the levels and values of the TLR payments attached to individual posts, as appropriate to the defined and sustained additional duties and responsibilities of those posts, using the statutory framework within the STPCD, for the purposes of ensuring the continued delivery of high quality teaching and learning.

These values will be increased as required by the STPCD or, where any discretion is permitted to governing bodies, at least by the level of any increases in the value of the Main and Upper Pay Scales.

The Governing Body may award a TLR3 for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The Governing Body will set out in writing to the teacher the duration of the fixed term, and the amount of the award. No salary safeguarding will apply in relation to an award of a TLR3. Although a teacher cannot hold a TLR1 and a TLR2 concurrently, a teacher in receipt of either TLR1 or TLR2 may

also hold a concurrent temporary TLR3. Where a TLR3 is awarded to a part-time teacher, the value should not be amended to reflect the part time hours of the individual.

The Governing Body will ensure that decisions on the allocation of TLR payments, as with other allowances, are made in the context of the Governing Body's whole school approach to pay policy principles of equal pay.

Please see **Appendix 1** for details of the TLR Payment Scales

10. Special Educational Needs

The Governing Body will allocate an SEN allowance in accordance with the STPCD to all teachers who satisfy the statutory criteria and the teacher's written notification should specify the amount, and the reason for the award. Should the amount or eligibility change under the STPCD then any allowances will be paid in accordance with those changes. 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 also establish differential values in relation to SEN roles in the school in order to reflect significant differences in the nature and challenge of the work entailed so that the different payment levels can be objectively justified. The Governing Body will take account of the STPCD guidance.

Please see **Appendix 1** for details of SEN Allowances.

11. Additional Payments

The Governing Body may make payments to teachers, including those on the Leadership Spine and Lead Practitioners, in respect of:

- (a) continuing professional development (CPD) undertaken outside the school day;
- (b) activities relating to the provision of initial teacher training (ITT) as part of the ordinary conduct of the school;
- (c) participation in out-of-school hours learning activity that has been agreed between the teacher and head or between the Headteacher and the Governing Body;

Additional payments will not be used to reward additional hours worked or to recognise regular work (this should be incorporated into the person's job description), nor should they be used to recognise long service or performance within the person's main job. It is a basic assumption that all staff perform well and work hard, so to differentiate in this way would be unfair to the majority of staff who do not receive such payments.

Payments must be authorised by either the Headteacher or the Chair of Governors and all such payments must be recorded in the Governing Body minutes, which should be kept available at the school for audit purposes. In all cases schools should identify whether the payment is for CPD, ITT or OSLA.

The Governing Body will decide:

- which CPD activities teachers may be paid for and set an appropriate level of payment in their pay policy.

- whether to make additional payments to any teacher for activities related to providing initial teacher training (ITT). Such payments may be made only for ITT which is provided as an ordinary incident in the conduct of the school
- whether to make payments to teachers who agree to participate in out-of-school hours learning.

The Governing Body should set an appropriate level of payment for ITT activities in their pay policy. Payments to full time classroom teachers should only be made in respect of those activities undertaken outside the 1,265 hours of directed time.

Some teachers may not wish, or be able, to attend training courses in the evenings, at weekends or during holidays. Headteachers and School Governors should respect the right of individuals to make their own choice and take proper account of equal opportunities and contractual requirements for reasonable work-life balance.

The Governing Body must record their formal decision (as to whether or not they will make any Additional payments and set appropriate levels for any such payments they agree will be made) in the Governing Body meeting where they adopt a pay policy.

Please see **Appendix 1** for the Governing Body's decision regarding such payments (and the levels of such payment where relevant).

12. Movement to the Upper Pay Range

12.1 Application and Evidence

Any qualified teacher may apply to be paid on the upper pay range and any such application must be assessed in line with this policy. It is the responsibility of the teacher to decide whether or not they wish to apply to be paid on the upper pay range. One application may be made annually.

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 upper range in that school or schools. This school will not be bound by any pay decision made by another school.

All applications should include the results of reviews or appraisals under the Appraisal Regulations 2012, including any recommendation on pay (or, where that information is not applicable or available, a statement and summary of evidence designed to demonstrate that the applicant has met the assessment criteria).

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

12.2 Process

The process for applications is as follows:

1. Complete the school's application form.
2. Submit the application form and supporting evidence (as above) to the Headteacher by the cut-off date of 31 October.
3. The teacher will receive notification of the name of the assessor of their application within 5 working days.
4. The assessor will assess the application, which will include a recommendation to the Pay Committee.
5. The application, evidence and recommendation will be passed to the Headteacher for moderation purposes, if the Headteacher is not the assessor.
6. The Pay Committee will make the final decision, advised by the Headteacher.
7. Teachers will receive written notification of the outcome of their application by 31 December, including confirmation of the right of appeal. 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 'The Threshold Assessment' below).
8. If requested, oral feedback will be provided by the assessor. Oral feedback will be given within 10 school days of the date of notification of the outcome of the application. 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.
9. Successful applicants will move to the minimum of the Upper Pay Range on 1 September of the academic year in which the 31 October deadline lies.
10. Unsuccessful applicants can appeal the decision.

12.3 The Threshold Assessment

An application from a qualified teacher will be successful where the Governing Body is satisfied that:

- the teacher is highly competent in all elements of the relevant standards; and
- the teacher's achievements and contributions to an educational setting(s) are substantial and sustained.

For the purposes of this pay policy:

- "highly competent" means - performance which is not only good but also good enough to provide coaching and mentoring to other teachers, give advice to them and demonstrate to them effective teaching practice and how to make a wider contribution to the work of the school, in order to support them as they aim to meet the relevant standards and develop their teaching practice.
- "substantial" means - of real importance, validity or value to the school; play a critical role in the life of the school; provide a role model for teaching and learning; make a distinctive contribution to the raising of pupil standards; take advantage of appropriate opportunities for professional development and use the outcomes effectively to improve pupils' learning; and
- "sustained" means - maintained over a long period i.e. two consecutive successful appraisal cycles.

12.4 Movement through the Upper Pay Range (UPR)

The pay scale for Upper Pay Range is outlined in **Appendix 1**.

All teachers are entitled to an annual pay review. The Pay Committee will determine whether there should be any movement for a teacher on the Upper Pay Range, in accordance with the STPCD). In making such a determination, it will take into account:

- the evidence base, which should show that the teacher has had a successful appraisal and has made good progress towards objectives;
- evidence that the teacher has maintained the criteria set out in the STPCD, 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;
- pay progression on the Upper Pay Range will be clearly attributable to the performance of the individual teacher. The Pay Committee will be able to objectively justify its decisions.

Where it is clear that the evidence shows the teacher has made good progress, i.e. they continue to maintain the criteria set out above, and have made good progress towards their objectives, the teacher will move to the next point on the Upper Pay Range; or if already on the mid-point, will move to the top of the Upper Pay Range.

Where it is clear from the evidence that the teacher's performance is exceptional, in relation to the criteria set out above (see 'Applications to be Paid on the Upper Pay Range'), and where the teacher has met or exceeded their objectives, the Pay Committee will use its flexibility to decide on enhanced pay progression from the minimum to the maximum of UPR.

The Pay Committee will be advised by the Headteacher in making all such decisions.

13. Leading Practitioners

The Governing Body will take account of the STPCD when determining the role of leading practitioner in this school. Additional duties will be set out in the job description of the 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 improvement of teaching skills within school [and within the wider school community] which impact significantly on pupil progress;
- improving the effectiveness of staff and colleagues.

13.1 Pay on Appointment – Leading Practitioner

The Leading Practitioner Pay Range is only applicable to qualified teachers who are employed in posts that the school has determined have the primary purpose of modelling and leading improvements of teaching skills.

On appointment the Governing Body will determine the starting salary for each leading practitioner post within the pay range to be offered to the successful candidate.

The individual pay range for each post will cover a range of 3 consecutive points and need to be determined within the minimum and maximum of the Leading Practitioner

Pay Range (which is set out in the STPCD). The overall pay range for Leading Practitioners is detailed in **Appendix 1**

The individual post ranges should be determined separately for each post and need not be identical, in line with the overall range detailed in Appendix 1.

13.2 Movement through the Leading Practitioner Pay Range

The Headteacher will agree appraisal objectives for the leading practitioner.

The Pay Committee shall have regard to the results of the leading practitioner's appraisal, including the pay recommendation, when considering their pay.

The Pay Committee will take account of other evidence. The evidence should show the leading practitioner:

- has made good progress towards 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.

The Pay Committee will determine pay progression such that the amount is clearly attributable to the performance of the leading practitioner. The Pay Committee will be able to objectively justify its decision.

Where it is clear from the evidence that the leading practitioner's performance is exceptional, the Pay Committee will award enhanced pay progression of a performance point.

The Pay Committee will be advised by the Headteacher in making all such decisions.

14. Appeals Against Pay Decisions

Appeals against decisions made by the Pay (or other nominated) Committee will be referred to the Governing Body's Appeals Committee for resolution under the terms of the following procedure. Where the teacher is employed centrally by the LA, appeals against decisions made by the service manager will be considered by the appropriate LA Head of Service.

Teachers may appeal against any determinations in relation to their pay or any other decision taken by the Governing Body that affects their pay. The grounds for appeal are that the person or committee by whom the decision was made:

- incorrectly applied the school's pay policy;
- incorrectly applied any provision of the STPCD;
- failed to have proper regard for statutory guidance;
- failed to take proper account of relevant evidence;

- took account of irrelevant or inaccurate evidence;
- was biased; or
- otherwise unlawfully discriminated against the teacher.

Prior to any appeal, the following initial stages of the process should have already been followed:

1. The teacher receives written notification of the pay recommendation being made by the appraiser which will include the grounds/basis on which the recommendation was made. A teacher who is dissatisfied with a pay recommendation will have the opportunity to discuss the recommendation with the appraiser or the Headteacher before the recommendation is actioned and confirmation of the pay decision is made by the school.
2. If, having had an informal discussion with the Headteacher/person making the pay recommendation, the teacher believes that an incorrect recommendation has been made he/she may make representation to the person/Pay Committee that makes the pay decision. The teacher should submit a formal written statement to the person/Pay Committee making the determination, setting down in writing the grounds for not agreeing with the pay recommendation. This must be within 10 working days of the notification of the decision being appealed against, or of the outcome of the discussion referred to in point 1 above.
3. The committee or person who made the pay determination should arrange a formal meeting within 10 working days of receipt of the written grounds for questioning the pay decision.
4. At that meeting, the teacher should be given the opportunity to make representations in person, present evidence, call witnesses, have the opportunity to ask questions and be afforded the right of being accompanied at that hearing by a recognised Trade Union representative or work colleague. Following the meeting the person/Pay Committee will make a pay determination that will be communicated to the teacher in writing, along with confirmation of their right to appeal. Should the teacher not agree with the pay determination, the teacher may appeal against the decision.

The order of proceedings for the appeal is as follows.

5. Any appeal against the decision of the hearing should be heard by a panel of three governors (or appropriate Head of Service for centrally employed teachers) who were not involved in the original determination, normally within 10 working days of the written appeal notification. In the hearing before governors, both the teacher and the management/Committee representative will have the opportunity to present their evidence and call witnesses, and to question each other. The Panel may ask exploratory questions also. The teacher has a right to be accompanied at this appeal by a work colleague or a recognised Trade Union representative. The appeal hearing will be formally clerked and a note of proceedings will be produced.
6. Having heard the appeal, the panel must reach a decision, which it must give to the teacher in writing (including their rationale for reaching that decision). The decision of the appeal panel is final and (as set out in Section 3, Paragraph 7, STPCD 2023 there is no recourse to any general grievance procedures in respect of this decision.

15. Part-time Teachers

Teachers employed on an ongoing basis at the school but who work less than a full working week are deemed to be part-time. The Governing Body will give them a written statement detailing their working time obligations and the standard mechanism used to determine their pay. These will be calculated in accordance with the provisions of the STPCD and by comparison with the school's timetabled teaching week for a full-time teacher in an equivalent post.

16. Short Notice/Supply Teachers

Teachers employed on a day-to-day or other short notice basis will be paid on a daily basis calculated on the assumption that a full working year consists of 195 days; periods of employment for less than a day being calculated pro-rata.

All teachers are paid in accordance with the statutory provisions of the STPCD as updated from time to time.

17. Recruitment and Retention Incentive Benefits

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

The Governing Body will consider exercising its powers where they consider it is appropriate to do so in order to recruit or retain relevant employees. Where any incentive or benefit is granted, the Governing Body/Pay Committee will give written notification to the teacher, at the time of the award, which will state:

- a) whether the award is for recruitment or retention;
- b) the nature of the award (cash sums, travel or housing costs etc.);
- c) when/how it will be paid (as applicable);
- d) unless it is a 'one-off' award, the start date and expected duration of the incentive;
- e) the review date after which it may be withdrawn; and
- f) the basis for any uplifts which will be applied (as applicable).

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

Headteachers, Deputy Headteachers and Assistant Headteachers may not be awarded any such payments other than as reimbursement of reasonably incurred housing or relocation costs. All other recruitment and retention considerations in relation to a Headteacher, Deputy Headteacher or Assistant Headteacher, including non-monetary benefits, must be taken into account when determining the pay range.

Where the relevant body pays a recruitment or retention incentive or benefit awarded to a Headteacher, Deputy Headteacher or Assistant Headteacher under a previous STPCD, subject to review, it may continue to make that payment at its existing value until such time as the respective pay range is determined under this Document.

18. Linked Policies/Documents

- Appraisal Policy - Teachers

- Teachers' Pay Policy – Pay Scales (Appendix 1)
- Teachers' Pay Policy – Process Flowchart (Appendix 2)

19. Further Guidance

If managers require any general advice regarding the application of policy and guidance, please contact your HR provider. If schools require specific guidance or a LA view on any aspect of policy and guidance they may contact the LA who will be happy to provide advice.

20. Policy Review

The Pay Committee, on behalf of the Governing Body, will monitor the outcomes and impact of this policy annually including trends in progression across specific groups of teachers to assess its effect and the school's continued compliance with equalities legislation, by seeking and considering a written report from the Headteacher on decisions taken in accordance with the policy, in order to ensure that pay decisions have been taken objectively and fairly.

The Pay Committee will ensure that a copy of the current school's staffing structure is attached to this policy if and when circulated in school.

The Pay Committee will review the policy and Headteacher's report annually, in consultation with the Headteacher, staff and recognised trade union representatives; and submit it to the governing body for approval.

21.

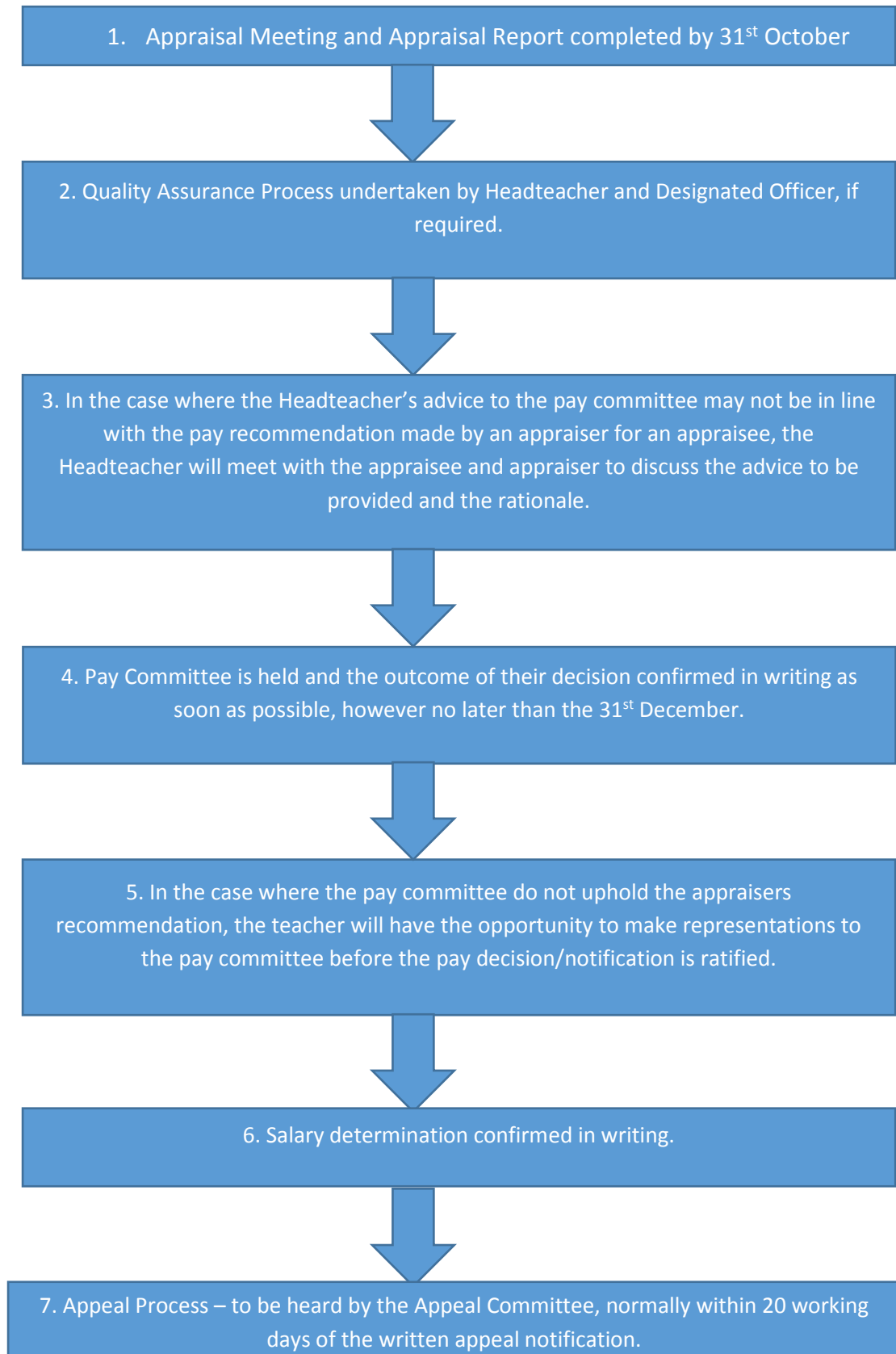
In the event the Government recommends future changes to the link between pay increases and appraisals it is agreed that at that time full consultations will take place.

22 Document Control

Approving Body	LJNCC Meeting (Schools)
Date Agreed	
Date of Next Review	October 2024
Review Period	Every Year

Appendix 2

Teachers' Pay Policy – Process Flowchart



Teacher's Pay Scales
Appendix 1 – Pay Scales (Effective 1st September 2023)

		2020	2021	2022	2023
Salary range		£ p.a.	£ p.a.	£ p.a.	£ p.a.
Unqualified Teacher Pay Range	Unqualified Teacher Point 1 (Minimum)	18169	18419	19340	20,598
Unqualified Teacher Pay Range	Unqualified Teacher Point 2	20282	20532	21559	22,961
Unqualified Teacher Pay Range	Unqualified Teacher Point 3	22394	22644	23777	25,323
Unqualified Teacher Pay Range	Unqualified Teacher Point 4	24507	24507	25733	27,406
Unqualified Teacher Pay Range	Unqualified Teacher Point 5	26622	26622	27954	29,772
Unqualified Teacher Pay Range	Unqualified Teacher Point 6 (Maximum)	28735	28735	30172	32,134
Main Pay Range	Main Reference Point 1 (Minimum)	25714	25714	28000	30,000
Main Pay Range	Main Reference Point 2	27600	27600	29800	31,737
Main Pay Range	Main Reference Point 3	29664	29664	31750	33,814
Main Pay Range	Main Reference Point 4	31778	31778	33850	36,051
Main Pay Range	Main Reference Point 5	34100	34100	35990	38,330
Main Pay Range	Main Reference Point 6 (Maximum)	36961	36961	38810	41,333
Upper Pay Range	Upper Reference Point 1 (Minimum)	38690	38690	40625	43,266
Upper Pay Range	Upper Reference Point 2	40124	40124	42131	44,870
Upper Pay Range	Upper Reference Point 3 (Maximum)	41604	41604	43685	46,525
Teaching and Learning Responsibility Payments	Fixed Term TLR 3 (Minimum)	571	571	600	639
Teaching and Learning Responsibility Payments	Fixed Term TLR 3 (Maximum)	2833	2833	2975	3,169
Teaching and Learning Responsibility Payments	TLR 2 A (Minimum)*	2873	2873	3017	3,214
Teaching and Learning Responsibility Payments	TLR 2 C (Maximum)	7017	7017	7368	7,847
Teaching and Learning Responsibility Payments	TLR 1 A (Minimum)*	8291	8291	8706	9,272
Teaching and Learning Responsibility Payments	TLR 1 D (Maximum)	14030	14030	14732	15,690
Special Educational Needs Allowances	SEN Point 1 (Minimum)	2270	2270	2384	2,539
Special Educational Needs Allowances	SEN Point 2	4479	4479	4703	5,009
Leading Practitioners	Leading Practitioner Point 1	42402	42402	44523	47,417
Leading Practitioners	Leading Practitioner Point 2	43464	43464	45638	48,604
Leading Practitioners	Leading Practitioner Point 3	44549	44549	46777	49,818
Leading Practitioners	Leading Practitioner Point 4	45658	45658	47941	51,057
Leading Practitioners	Leading Practitioner Point 5	46795	46795	49135	52,329
Leading Practitioners	Leading Practitioner Point 6	47969	47969	50368	53,642
Leading Practitioners	Leading Practitioner Point 7	49261	49261	51725	55,087
Leading Practitioners	Leading Practitioner Point 8	50397	50397	52917	56,357
Leading Practitioners	Leading Practitioner Point 9	51655	51655	54238	57,763
Leading Practitioners	Leading Practitioner Point 10	52983	52983	55633	59,249
Leading Practitioners	Leading Practitioner Point 11	54357	54357	57075	60,785
Leading Practitioners	Leading Practitioner Point 12	55610	55610	58391	62,186
Leading Practitioners	Leading Practitioner Point 13	57000	57000	59850	63,740
Leading Practitioners	Leading Practitioner Point 14	58421	58421	61343	65,330
Leading Practitioners	Leading Practitioner Point 15	59875	59875	62869	66,955

Leading Practitioners	Leading Practitioner Point 16	61467	61467	64541	68,736
Leading Practitioners	Leading Practitioner Point 17	62878	62878	66022	70,313
Leading Practitioners	Leading Practitioner Point 18	64461	64461	67685	72,085
Group 0	Leadership Point 1	42195	42195	44305	47,185
Group 0	Leadership Point 2	43251	43251	45414	48,366
Group 0	Leadership Point 3	44331	44331	46548	49,574
Group 0	Leadership Point 4	45434	45434	47706	50,807
Group 0	Leadership Point 5	46566	46566	48895	52,073
Group 1	Leadership Point 6	47735	47735	50122	53,380
Group 1	Leadership Point 7	49019	49019	51470	54,816
Group 1	Leadership Point 8	50151	50151	52659	56,082
Group 1	Leadership Point 9	51402	51402	53973	57,481
Group 1	Leadership Point 10	52723	52723	55360	58,958
Group 1	Leadership Point 11	54091	54091	56796	60,488
Group 1	Leadership Point 12	55338	55338	58105	61,882
Group 1	Leadership Point 13	56721	56721	59558	63,429
Group 1	Leadership Point 14	58135	58135	61042	65,010
Group 1	Leadership Point 15	59581	59581	62561	66,627
Group 1	Leadership Point 16	61166	61166	64225	68,400
Group 1	Leadership Point 17	62570	62570	65699	69,969
Group 1	Leadership Point 18	63508	63508	66684	71,019
Group 2	Leadership Point 8	50151	50151	52659	56,082
Group 2	Leadership Point 9	51402	51402	53973	57,481
Group 2	Leadership Point 10	52723	52723	55360	58,958
Group 2	Leadership Point 11	54091	54091	56796	60,488
Group 2	Leadership Point 12	55338	55338	58105	61,882
Group 2	Leadership Point 13	56721	56721	59558	63,429
Group 2	Leadership Point 14	58135	58135	61042	65,010
Group 2	Leadership Point 15	59581	59581	62561	66,627
Group 2	Leadership Point 16	61166	61166	64225	68,400
Group 2	Leadership Point 17	62570	62570	65699	69,969
Group 2	Leadership Point 18	64143	64143	67351	71,729
Group 2	Leadership Point 19	65735	65735	69022	73,508
Group 2	Leadership Point 20	67364	67364	70733	75,331
Group 2	Leadership Point 21	68347	68347	71765	76,430
Group 3	Leadership Point 11	54091	54091	56796	60,488
Group 3	Leadership Point 12	55338	55338	58105	61,882
Group 3	Leadership Point 13	56721	56721	59558	63,429
Group 3	Leadership Point 14	58135	58135	61042	65,010
Group 3	Leadership Point 15	59581	59581	62561	66,627
Group 3	Leadership Point 16	61166	61166	64225	68,400
Group 3	Leadership Point 17	62570	62570	65699	69,969
Group 3	Leadership Point 18	64143	64143	67351	71,729
Group 3	Leadership Point 19	65735	65735	69022	73,508
Group 3	Leadership Point 20	67364	67364	70733	75,331
Group 3	Leadership Point 21	69031	69031	72483	77,194
Group 3	Leadership Point 22	70745	70745	74283	79,111
Group 3	Leadership Point 23	72497	72497	76122	81,070
Group 3	Leadership Point 24	73559	73559	77237	82,258
Group 4	Leadership Point 14	58135	58135	61042	65,010
Group 4	Leadership Point 15	59581	59581	62561	66,627
Group 4	Leadership Point 16	61166	61166	64225	68,400
Group 4	Leadership Point 17	62570	62570	65699	69,969
Group 4	Leadership Point 18	64143	64143	67351	71,729
Group 4	Leadership Point 19	65735	65735	69022	73,508
Group 4	Leadership Point 20	67364	67364	70733	75,331
Group 4	Leadership Point 21	69031	69031	72483	77,194
Group 4	Leadership Point 22	70745	70745	74283	79,111
Group 4	Leadership Point 23	72497	72497	76122	81,070

Group 4	Leadership Point 24	74295	74295	78010	83,081
Group 4	Leadership Point 25	76141	76141	79949	85,146
Group 4	Leadership Point 26	78025	78025	81927	87,252
Group 4	Leadership Point 27	79167	79167	83126	88,530
Group 5	Leadership Point 18	64143	64143	67351	71,729
Group 5	Leadership Point 19	65735	65735	69022	73,508
Group 5	Leadership Point 20	67364	67364	70733	75,331
Group 5	Leadership Point 21	69031	69031	72483	77,194
Group 5	Leadership Point 22	70745	70745	74283	79,111
Group 5	Leadership Point 23	72497	72497	76122	81,070
Group 5	Leadership Point 24	74295	74295	78010	83,081
Group 5	Leadership Point 25	76141	76141	79949	85,146
Group 5	Leadership Point 26	78025	78025	81927	87,252
Group 5	Leadership Point 27	79958	79958	83956	89,413
Group 5	Leadership Point 28	81942	81942	86040	91,633
Group 5	Leadership Point 29	83971	83971	88170	93,901
Group 5	Leadership Point 30	86061	86061	90365	96,239
Group 5	Leadership Point 31	87313	87313	91679	97,639
Group 6	Leadership Point 21	69031	69031	72483	77,195
Group 6	Leadership Point 22	70745	70745	74283	79,111
Group 6	Leadership Point 23	72497	72497	76122	81,070
Group 6	Leadership Point 24	74295	74295	78010	83,081
Group 6	Leadership Point 25	76141	76141	79949	85,146
Group 6	Leadership Point 26	78025	78025	81927	87,252
Group 6	Leadership Point 27	79958	79958	83956	89,413
Group 6	Leadership Point 28	81942	81942	86040	91,633
Group 6	Leadership Point 29	83971	83971	88170	93,901
Group 6	Leadership Point 30	86061	86061	90365	96,239
Group 6	Leadership Point 31	88187	88187	92597	98,616
Group 6	Leadership Point 32	90379	90379	94898	101,066
Group 6	Leadership Point 33	92624	92624	97256	103,578
Group 6	Leadership Point 34	94914	94914	99660	106,138
Group 6	Leadership Point 35	96310	96310	101126	107,700
Group 7	Leadership Point 24	74295	74295	78010	83,081
Group 7	Leadership Point 25	76141	76141	79949	85,146
Group 7	Leadership Point 26	78025	78025	81927	87,252
Group 7	Leadership Point 27	79958	79958	83956	89,413
Group 7	Leadership Point 28	81942	81942	86040	91,633
Group 7	Leadership Point 29	83971	83971	88170	93,901
Group 7	Leadership Point 30	86061	86061	90365	96,239
Group 7	Leadership Point 31	88187	88187	92597	98,616
Group 7	Leadership Point 32	90379	90379	94898	101,066
Group 7	Leadership Point 33	92624	92624	97256	103,578
Group 7	Leadership Point 34	94914	94914	99660	106,138
Group 7	Leadership Point 35	97273	97273	102137	108,776
Group 7	Leadership Point 36	99681	99681	104666	111,469
Group 7	Leadership Point 37	102159	102159	107267	114,239
Group 7	Leadership Point 38	104687	104687	109922	117,067
Group 7	Leadership Point 39	106176	106176	111485	118,732
Group 8	Leadership Point 28	81942	81942	86040	91,633
Group 8	Leadership Point 29	83971	83971	88170	93,901
Group 8	Leadership Point 30	86061	86061	90365	96,239
Group 8	Leadership Point 31	88187	88187	92597	98,616
Group 8	Leadership Point 32	90379	90379	94898	101,066
Group 8	Leadership Point 33	92624	92624	97256	103,578
Group 8	Leadership Point 34	94914	94914	99660	106,138
Group 8	Leadership Point 35	97273	97273	102137	108,776
Group 8	Leadership Point 36	99681	99681	104666	111,469
Group 8	Leadership Point 37	102159	102159	107267	114,239
Group 8	Leadership Point 38	104687	104687	109922	117,067

Group 8	Leadership Point 39	107239	107239	112601	119,920
Group 8	Leadership Point 40	109914	109914	115410	122,912
Group 8	Leadership Point 41	112660	112660	118293	125,982
Group 8	Leadership Point 42	115483	115483	121258	129,140
Group 8	Leadership Point 43	117197	117197	123057	131,056