

HUNGERFORD PRIMARY SCHOOL

TEACHERS PAY POLICY

2025 - 2026

Change History

Version	Date	Description	Change ID
0.1	7/7/25	4% pay uplift added, inclusion of appeals process.	LP

Date Adopted by Governing Board	1 st October 2025
Date of next annual review	Sept 2026
Responsible committee	Resources

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1. Aim

The overall aim of the policy is to ensure that decisions on pay are transparent and that Teachers are paid fairly and equitably.

2. Roles and responsibilities

The governing board are responsible for:

- Making any pay decisions relating to teacher at the school.
- Reviewing each teacher's salary on an annual basis.
- Ensuring arrangements are in place for notifying Teachers of their position on the pay range, as well as any allowances that they have been awarded.
- Ensuring that sufficient funds are available to support pay decisions.
- Determining the extent to which specific functions relating to pay determination and the appeals process will be delegated to others.
- Assuring themselves that any pay decisions can be objectively justified.
- Monitoring the outcomes of this policy and reviewing any changes as necessary.

The headteacher is responsible for:

- Where pay progression is linked to performance, ensuring that effective appraisal systems are in place, and that members of staff have the knowledge and skills necessary to apply these procedures fairly.
- Submitting any pay recommendations to the governing board for approval.
- Maintaining records or decisions and recommendations made, and evidencing that all decisions have been made fairly and equitably.

Teachers will be responsible for:

- Deciding whether they wish to apply for progression to the upper pay range.
- Taking part in discussions relating to their own pay progression decisions.

3. Working time and cover

Teachers employed on a day-to-day or other short notice basis will be paid in accordance with the provisions of the STPCD 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.

Teachers employed full-time will be available to work 195 days a year of which:

- 190 days will be spent teaching pupils and performing other duties.
- 5 days will be spent performing other duties only.

Teachers employed full-time will be available to perform their duties at such times and places as specified by the headteacher for 1265 hours which will be allocated reasonably throughout the days in the academic year on which the teacher is required to be available

for work. The amount of time a teacher spends taking their daily break or travelling to and from the school does not count towards their hours or the pro rata equivalent.

Members of the leadership group, employees on the leading practitioner pay range and unattached teachers will not operate on a time-bound contract; therefore, the working time provisions stipulated within the STPCD will not apply to these employees.

All members of teaching staff will be required to work additional hours, within reason, to enable the effective discharge of their professional duties as set out in the STPCD.

Part-time teachers

Part-time teachers are bound by the same conditions of employment as full-time teachers, except that the number of hours the teacher must be available for work will be that proportion of 1265 hours which corresponds to the proportion of total remuneration the teacher is entitled to be paid.

Part-time teachers will not be required to work or attend work on non-pupil days, or parts of days, on days which they would not normally be expected to work. Part-time teachers may be required to carry out duties, other than teaching pupils, outside school sessions on any day on which the teacher is normally required to be available to work (whether the teacher is normally required to be available to work for the whole of that day or for only part of that day).

The total amount of time that a part-time teacher may be required to be available for duties, when expressed as a proportion of the total amount of time that the teacher would be required to be available for such work if employed in the same post on a full-time basis, will not exceed the equivalent of that proportion of total remuneration that the teacher is entitled to be paid.

All members of part-time teaching staff at the school will be provided with a written agreed statement which sets out the expectations of the school and the employee in relation to the deployment of working time.

Planning, preparation and assessment (PPA) time

Teachers will be entitled to periods of PPA time as part of their 1265 hours or pro rata equivalent to enable the discharge of the professional responsibilities of teaching and assessment. PPA time will be provided in units of not less than half an hour during the school's timetabled teaching week and will amount to not less than 10 percent of the teacher's timetabled teaching time. Teachers will not be required to carry out any other duties during their PPA time.

4. Leadership group pay scale

The following leadership posts exist in the school. The governing body has determined that the headteacher salary scale should consist of 7 points and that posts of Deputy Headteacher should consist of 5 points as follows:

Headteacher	L18-24
Deputy Headteacher	L5-9

In accordance with section 6 of the STPCD, the headteacher's salary has been calculated by using the number of pupils at the school to determine the appropriate headteacher group. Our school has been determined as a group 3. An appropriate 7 point salary range has been determined within the minimum and maximum of the relevant school group.

When determining where within the individual pay range the headteacher is placed, the governing board is required to consider the responsibilities of the role and any challenges specific to the role, as well as any other relevant considerations.

The governing board may determine that payments be made to the headteacher for clearly temporary responsibilities or duties that are in addition to the post for which their salary has been determined. These responsibilities will not be taken into account when determining the headteacher's pay range.

The total sum of the temporary payments made to the headteacher in any academic year will not exceed 25 percent of the headteacher's annual salary. This does not apply to the following payments:

- Any payment made to the headteacher for residential duties
- Any recruitment and retention incentives and benefits to the extent that the payment is in respect of housing or relocation expenses which relate solely to the personal circumstances of the headteacher

The governing board will only make additional payments to the headteacher that exceed the limit of the school group in exceptional circumstances, and only after seeking external independent advice to inform a business case for the payment to be made. The governing board will ensure that any payment above the maximum pay range for headteachers is not exceeded by more than 25 percent.

Where a teacher is appointed as a member of the leadership group for a fixed period, or under a fixed-term contract, they will be notified of the circumstances which will bring the fixed period, or fixed-term contract, to an end.

The deputy headteacher/assistant headteacher's pay range will not exceed the maximum pay range of the headteacher group for the school; the pay range for the deputy headteacher/assistant headteacher will not overlap the headteacher's pay range, unless in exceptional circumstances.

5. Classroom teacher pay scale

The governing board will determine the pay range for a Teacher vacancy prior to advertising it, having regard to the following:

- The requirements of the role

- Any specialist skills required for the role
- The experience required to undertake the specific duties of the role
- The wider school context

The governing board will determine the starting salary within the given pay range to be offered to the successful candidate following a recommendation from the Headteacher.

The governing board has established the following six point and three point pay scale range for classroom teacher posts on the main pay range and the upper pay range respectively which align with the advisory pay points set out in the STPCD:

Group	England (excluding the London Area) £
Main Pay Range	
Minimum M1	32,916
M2	34,823
M3	37,101
M4	39,556
M5	42,057
M6 Maximum	45,352
Upper Pay Range	
Minimum U1	47,472
U2	49,232
U3 Maximum	51,048

The governing board will pay a teacher on the upper range if:

- The teacher is employed in the school as a 'post-threshold teacher', defined as such in accordance with the definition outlined in the STPCD's 'Annex 2'.
- The teacher applied to be paid on the upper pay range in accordance with section [11](#) of this policy and their application was successful.
- The teacher was employed as a member of the leadership group in the school on or after September 2000, and has held that position for an aggregated period of one year or more.

The governing board may pay a teacher on the upper range if:

- The teacher is defined as a post-threshold teacher, but was not employed as such at the school, or was employed as such before a break in the continuity of their employment.
- The teacher applied to another educational setting to be paid on the upper pay range and their application was successful.
- In the case of an unattached teacher, the teacher previously applied to be paid on the upper pay range and that application was successful.

6. Unqualified teacher pay scale

Where a staff member is a graduate teacher or is on the employment-based teacher training scheme, the governing board will determine whether the teacher is to be paid and be eligible for allowances as a qualified teacher or unqualified teacher.

The governing board has established the following **six** point pay scale for unqualified teacher posts which aligns with the advisory pay points in the STPCD:

Group	England (excluding the London Area) £
Minimum	22,601
U2	25,193
U3	27,785
U4	30,071
U5	32,667
Maximum	35,259

A member of staff on the unqualified teacher pay scale will be notified of their position on the pay range and any allowances that has been awarded to them.

The governing board may determine that an additional allowance is appropriate for unqualified teachers, where the individual has:

- Taken on a sustained additional responsibility which is focussed on teaching and learning, and requires the use of the teacher's professional skills and/or judgement.
- Qualifications or experience which adds significant value to the role being undertaken.

An individual who works as an unqualified teacher, gains QTS and continues to work as a qualified teacher at the school will be transferred to a salary within the main pay range once they have obtained QTS.

7. Part-time and short-notice teachers

Part-time teachers, i.e. those who work on an ongoing basis but for less than a full working week, will receive equivalent pro rata pay determined in accordance with the school's timetabled teaching week for a full-time teacher in an equivalent post.

Teachers employed on a day-to-day basis, or by other short notice, such as supply teachers, will be paid on a daily rate equal to the pay determined for that post.

The salary and any allowances, except for TLR 3 payments, of part-time teachers will be determined in accordance with the pro rata principle. This means that the proportion of total remuneration corresponds to the number of hours that the teacher is employed in that capacity during the school's timetabled teaching week.

8. Pay reviews

The governing board will review each teacher's salary on an annual basis, with effect from 1 September, each academic year. The governing board will conduct pay reviews at other times during the academic year to reflect any changes in circumstances or job description which, in turn, reflect the teacher's pay entitlements.

The governing board will conduct a pay review when a teacher joins the school or moves to the upper pay range.

All individual pay progression decisions will account for any uplift applied within the STPCD. Any recommendations in pay will be made in writing as part of teachers' annual appraisals.

The governing board will provide each teacher with a written statement no later than one month after any review, outlining the teacher's salary details, including:

- Any payments and financial benefits awarded to the teacher, as well as the period for which they are awarded.
- Any safeguarding financial entitlements.
- The nature of any fixed-term contract.
- In the case of a leadership group or leading practitioner teacher, the basis and criteria on which remuneration has been determined.

Where a pay determination leads to, or may lead to, the start of a period of safeguarding, the governing board will give the required notification as soon as possible, and no later than one month after the date of a pay determination.

9. Pay progression

The governing board will consider annually whether to increase the salary of teachers who have completed a year of employment since their previous annual pay determination.

For Teachers who were not in post when the last annual determination took place, to be eligible for consideration of pay progression teachers must normally have been in post for at least 26 weeks in aggregate during the previous academic year (including periods of absence for school closures, sickness or family-related leave). Newly appointed teachers who have not been in post for 26 weeks as of 1st September will not be eligible for pay progression with effect from 1st September in that year unless their offer letter states otherwise

Decisions regarding pay progression will be adjusted where appropriate to take into account special circumstances, for example, long-term absence resulting from sick leave or maternity leave. A decision on what adjustments may be necessary will be made on a case-by-case basis depending on the exact circumstances.

Pay progression for teachers will take place annually on the following basis unless documented concerns exist regarding a teacher's performance:

- Unqualified teachers will progress one point up the unqualified teacher pay range (including ECT's).
- Qualified teachers paid on the Main Pay range will progress one point.
- Teachers paid on the Upper Pay Range will progress one scale point after every two years of successful performance.
- Teachers on the leadership scale will progress one point on their individual pay range.

All progression referred to above will be to the maximum of the relevant pay range only.

The governing board will ensure that ECTs are not negatively affected by the extension of the induction period from one to two years and therefore ECT can also expect to receive annual pay progression in the absence of any performance concerns being documented.

The decision to award pay progression will be withheld where a teacher is subject to formal capability proceedings or where a performance improvement plan has been implemented to address performance concerns at an early stage or other documented concerns exist, that have been shared with the Teacher regarding the Teachers performance.

All pay recommendations will be submitted to the governing board in writing. Final decisions regarding pay recommendations as a result of the teacher appraisal process will be made by the governing board, taking into account the appraisal report and evidence presented by the SLT.

For any teacher due to go on maternity leave, the school will ensure that appraisals are conducted before maternity leave commences, and that the teacher receives any pay progression entitled to them upon their return.

The school will make reasonable adjustments to the appraisal process as it sees fit for any teachers who are absent due to illness or disability. Upon their return, the teacher will be entitled to any pay progression as outlined before their absence.

10. Application to be paid on the upper pay range

Teachers can apply to be paid on the upper pay range once they have reached the maximum of the Main Pay Range.

Applications for the upper pay range will only be made once a year using the [Upper Pay Range Application Form](#). This form will be submitted to the teacher's appraiser at their performance appraisal meeting.

The evidence provided will be used to decide whether the teacher can be moved to the upper pay range.

Teachers simultaneously employed at an additional school can submit more than one application; however, the school is not bound by any pay progression made at an additional school.

To move a teacher to the upper pay range, the governing board will be satisfied that both of the following criteria have been met, in accordance with the STPCD:

- The teacher is highly competent in all elements of the relevant standards
- The teacher's achievements and contributions to the school are substantial and sustained and that they are 'highly competent.'
- Highly competent means:

Practice 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 help them 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 continuously over 2 school years.

Substantial and sustained achievements and contribution to an educational setting will be judged by reference to at least two annual appraisal reviews, in which the appraiser should confirm that the teacher has demonstrated consistent high standards of competence.

There should be evidence of the teachers' positive impact on pupil achievement (for those pupils for which they are directly responsible and in the school more generally).

There should be evidence of the teacher's wider contribution to the life of the school.

The appraiser of the teacher, in conjunction with the headteacher, will make the initial decision as to whether the individual's application is successful. The governing board will make the final determination as to whether the individual's application is successful.

If unsuccessful, teachers will receive feedback from their appraiser outlining the reasons for the decision, as well as future aims and objectives based on the unsuccessful criteria.

If successful, applicants will be moved to the upper pay range back dated to 1 September

In normal circumstances, the governing board will place the teacher on the minimum point in the pay range. However, the Governing Body has the discretion to decide where on the upper pay range an applicant will be placed, in accordance with the individual's performance. Teachers may be placed at different points on the upper pay range with consideration to:

- The nature of the post and the responsibilities required.
- The level of qualifications, skills and experience of the individual teacher.

11. TLR payments

The governing board will consider awarding qualified classroom teachers with a TLR payment if they undertake sustained additional responsibility for ensuring high-quality teaching and learning.

The governing board has the freedom to determine for themselves the appropriate levels of reward for TLR posts within the maximum and minimum amount for each TLR, as set out in the STPCD.

The values of the TLRs to be awarded in this school are set out below:

TLR2 annual value £3,527 to be awarded to the holder of Phonics lead

TLR3 annual value £3,478 to be awarded to the Maths lead and Mentoring lead

The governing board will consider awarding a fixed-term TLR3 payment to a qualified classroom teacher for clearly time-limited school improvement projects, or one-off externally driven responsibilities. The governing board will establish the time frame of any fixed-term payment before the payment is made. The payment will be provided monthly for the duration of the specified fixed term.

Teachers are unable to hold a TLR1 payment and a TLR2 payment at the same time; however, they can hold a TLR3 payment with either a TLR1 or TLR2 payment.

To be awarded a TLR payment, the governing board will be satisfied that the teacher's additional responsibilities are not required of all other classroom teachers and that they:

- Are focussed on teaching and learning.
- Require the use of the teacher's professional skills and judgement.
- Require the teacher to lead and manage pupil development across the curriculum.
- Have an impact on the educational progress of pupils other than those who are in the teacher's assigned classes.

TLR3s may also be awarded where teachers are undertaking planning, preparation, coordination of, or delivery of tutoring to provide catch-up support to pupils on lost learning due to the coronavirus (COVID-19) pandemic, and where that tutoring work is taking place outside of normal directed hours but during the school day.

To be awarded a TLR1 or TLR2 payment, the governing board will be satisfied that the teacher meets all the criteria outlined above, as well as responsibilities which:

- Require the teacher to lead, manage and develop a subject or curriculum area.
- Involve leading, developing and improving the teaching practice of other teachers.

Before awarding a TLR1 payment, the governing board will also be satisfied that the teacher's additional responsibility includes acting as a line manager for a significant number of staff.

12. SEND allowance

The governing board will award SEND allowances to all classroom teachers who:

- Are successful for any teaching post which requires a mandatory SEND qualification.
- Are required to teach pupils in one or more designated special classes.

The governing board will consider the following factors when awarding SEND allowances and deciding how much will be paid:

- Whether any mandatory qualifications are required for the role
- The qualifications and expertise of the teacher selected for the role
- The responsibilities and demands of the role

13. Acting allowances

The governing board will consider whether to award allowances to any teacher who is required to act as headteacher or deputy headteacher for a period more than four weeks.

If the teacher is to be awarded an acting allowance, the teacher will receive an acting allowance which is equal to that of the minimum of the relevant post's determined salary range.

If the governing board decides to not award an acting allowance, but the teacher continues to be assigned to carry out the duties of a headteacher or deputy headteacher/assistant

headteacher (and has not been appointed as an acting headteacher or deputy headteacher/assistant headteacher), the board may at any time after that decision make a further determination as to whether an acting allowance must be paid.

14. Additional payments

The governing board may decide to award additional payments to teachers in respect of:

- CPD outside of the school day.
- Activities relating to the provision of ITT which contribute to the conduct of the school.
- Participation in an out-of-school hours learning activity which was previously agreed between the teacher and headteacher.
- Additional responsibilities and activities which relate to raising educational standards.

Additional payments in respect of the above will be worked out at an hourly or daily rate with reference to the teacher's position on their relevant pay scale range. All agreements and additional payments to be made will be documented.

The governing board may decide to make payments to teachers, as it deems necessary, as an incentive for the recruitment of new teachers and the retention of existing teachers. The governing board will ensure that the amount of retention and recruitment payments teachers will receive is clear, as well as the duration of the payment and the review date after which they may be withdrawn.

Recruitment and retention payments will not be awarded to the headteacher or deputy headteacher – including non-monetary benefits other than as a reimbursement of reasonably incurred housing or relocation costs. These considerations will be taken into account when determining their pay range.

The governing board may award additional payments to the headteacher for any temporary responsibilities which are in addition to their usual duties and the post for which their pay has been determined.

Additional payments to the headteacher will not exceed the headteacher's annual salary or the maximum of headteacher group by 25 percent, except where the governing board deems there to be exceptional circumstances. The governing board will obtain external independent advice and create a business case where it believes that the headteacher's salary should be increased by above 25 percent.

Where a teacher is temporarily seconded to a post as headteacher in a school causing concern that is not the teacher's normal place of work, and the governing board of that school considers that the teacher merits additional payment to reflect sustained high quality of performance throughout the secondment, the governing board will pay the teacher a lump sum accordingly. This payment will not exceed 25 percent above the maximum of the headteacher group for the school to which the teacher is seconded.

15. Safeguarding pay arrangements

All entitlements to safeguarding allowances for Teachers will be made in accordance with the relevant sections of the STPCD.

The safeguarding provisions outlined in this section, and Part 5 of the STPCD, only apply when:

- A teacher loses their post as a result of the discontinuance of, or a prescribed alteration to, a school, or as the result of the closure or the reorganisation of a school, and takes up a new post on or after 1 January 2006, and is employed by the same authority or at a school maintained by the same authority.
- The relevant body determines that, because of a change to the school's pay policy or staffing structure, the duties for which the teacher was awarded a TLR1, TLR2 or unqualified teacher's allowance no longer include the responsibility for which the respective allowance was awarded, include a different responsibility, or the responsibility merits an allowance of a lower annual value.
- The relevant body decides to reduce the number of members of the leadership group or teachers paid on the range for leading practitioners.
- The relevant body decides to lower a pay range applicable to a member of the leadership group or a teacher on the pay range for leading practitioners.

Where a safeguarded sum is payable, the relevant body will notify the teacher in writing within one month of making the decision that a sum is payable. The teacher will be notified of the following information:

- The reason for the decision
- The date on which the decision will take effect (if known)
- The value of the teacher's pre-safeguarding salary
- The value of any allowances the teacher was entitled to before the circumstances in the above list took effect
- The amount of the safeguarded sum or enough information to reasonably determine the maximum amount of the safeguarded sum
- The date the safeguarding period will end, or the circumstance which will result in payment of the safeguarded sum ending
- The location of a copy of the school's staffing structure and Teachers' Pay Policy

The length of period the safeguarded sum will be paid for will be in accordance section 32 and 33 of the STPCD.

Where the total of a safeguarded sum exceeds £500, the relevant body will review the teacher's assigned duties and allocate additional duties to the teacher which are considered appropriate and proportionate with the safeguarded sum. The teacher will carry out these additional duties for as long as they continue to be paid the safeguarded sum which exceeds £500.

Where a teacher refuses to carry out such additional duties, they will not be paid the safeguarded sum and they will be notified of this decision at least one month before the payments cease.

During the safeguarding period, where a teacher receiving a safeguarded sum in respect of the loss or reduction to an allowance becomes entitled to an allowance or an increased allowance, the safeguarded sum will be reduced by the amount of the allowance, or the increase therein, for as long as the teacher is entitled to the new/increased allowance.

Where a safeguarded sum is payable due to the circumstances outlined above, the safeguarded sum will be discontinued whilst the teacher occupies a post as a member of the leadership group, or carries out the duties of a teacher paid on the pay range for leading practitioners in the absence of that teacher, for as long as the teacher occupies the post or carries out the duties in question.

The safeguarded sum will be reduced by the value of any subsequent TLR or SEND allowance awarded to the teacher, for as long as the teacher is entitled to the TLR or SEND allowance, in the following circumstance: a teacher loses their post as a result of the discontinuance of, or a prescribed alteration to, a school, or as the result of the closure or the reorganisation of a school, and takes up a new post on or after 1 January 2006, and is employed by the same authority or at a school maintained by the same authority.

Participation in a salary sacrifice arrangement has no effect on the determination of any safeguarded sum to which the staff member is entitled under the STPCD.

Salary safeguarding arrangements do not apply to support staff.

16. Appeals procedure

Procedures for addressing grievances will be in accordance with the ACAS Code of Practice.

Grievances regarding pay matters will be dealt with in accordance with the school's appeals procedure. The school strives to resolve all potential grievance issues informally.

Procedure for considering pay appeals:

A Teacher may seek a review of any determination in relation to his/her pay or any other decision taken by the governing body (or a committee or individual acting with delegated authority) that affects his/her pay.

Reasons for seeking a review of a pay determination may include:

That the person or committee by whom the decision was made –

- a) incorrectly applied any provision of the STPCD document (Teachers only);
- b) failed to have proper regard for statutory guidance;
- c) failed to take proper account of relevant evidence;

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

Stage 1 - Informal

If, following receipt of the written confirmation of the pay determination and where appropriate the basis upon which the decision was made, the member of staff is not satisfied, he / she should seek to resolve this initially by discussing the matter informally with the person who put the recommendation forward within 5 working days of the decision.

If the Teacher is still not satisfied, he/she should seek to resolve this by raising the matter informally with the Head Teacher within 10 working days of the decision. A meeting will be held with the teacher to discuss their concerns.

Where this is not possible, or where the member of staff continues to be dissatisfied with the decision, he / she may follow the formal Stage 2 Appeal process.

Stage 2 - Formal

The member of staff should submit a written appeal, setting out the grounds and the detail upon which the pay decision is appealed. This should be sent to the Chair of Governors within 10 working days of the outcome of the informal discussion.

The Governors Appeal Panel will arrange a hearing, normally within 10 working days of receipt of the written appeal, at which they will consider the appeal and give the staff member an opportunity to make representations in person and / or be accompanied by a colleague or trade union representative.

If the teacher wishes to submit any written evidence as part of his/her appeal then this must be submitted at least 5 working days prior to the Appeal Hearing.

The appeal will be heard by a panel of 3 Governors who were not involved in the original determination. The appeal will normally be heard within 10 working days of the receipt of the written notification of appeal, however with agreement with the teacher, this may be held up to 20 working days depending on the availability of Governors. The staff member will be given an opportunity to make representations in person and / or be accompanied by a colleague or trade union representative.

The decision of the appeal panel will be given in writing within 5 working days. Where further investigation is required, the Governors will liaise with the member of staff to extend this period. Where the appeal has been rejected the letter will include a note of the evidence considered and the reasons for the decision.

2.6 The decision of the panel will be final. There will be no further right of appeal.

17. Monitoring and review

The governing board will review this policy on an annual basis, ensuring that all processes and values are up-to-date and guarantee the equality of teachers in all instances.

Any changes made to this policy will be communicated to all members of staff.

Appendix 1: Leadership payscales

Leadership Pay Range (at 2025 rates)	
Salary point	Annual salary
L5	57,137
L6	58,569
L7	60,145
L8	61,534
L9	63,070
L10	64,691
L11	66,368
L12	67,898
L13	69,596
L14	71,330
L15	73,105
L16	75,049
L17	76,772
L18	78,702
L19	80,675
L20	82,654
L21	84,699
L22	86,803
L23	88,951
L24	91,158

Appendix 2 : Staffing structure

