

Sheffield Hallam University: Intellectual Property Policy for Employees

PREAMBLE

Sheffield Hallam University's strategy, *Transforming Lives*, was launched in May 2017 and it set a vision for the University to become 'the world's leading applied university'. The following Intellectual Property Policy is consistent with realising the University's vision and notably, it contributes to the strategic pillar, *Creating Knowledge*, by:

“enhancing the impact of our research through incentivising consultancy and knowledge exchange, embedding commercialisation into our research activities” and “becoming a beacon for business creation and growth, both as a ‘business-ready’ university, and through supporting start-ups and student enterprise”.

This Intellectual Property Policy specifies the governance structures, decision-making mechanisms, regulations and procedures associated with intellectual property created by all University employees. Its primary aim is to support the University and its employees in achieving impact and especially, societal and economic benefit, from academic and professional endeavours.

Although the costs of technology transfer often outweigh the direct financial returns, engagement with the protection and commercialisation of University intellectual property has other important benefits, such as establishing relationships with companies, developing business skills and contributing to research impact. Nevertheless, because intellectual property protection and commercialisation are often long and costly processes, the University must consider each case on its merits before committing support.

This Intellectual Property Policy does not deal with procedures for establishing companies to commercialise University intellectual property.

While University policies and regulations relating to student intellectual property are outside the scope of this policy, parts of this policy may be cited within policies and regulations for students.

1. DEFINITIONS

For the purposes of this document, the following terms shall have meaning as defined below:

- 1.1. **'Commercialisation Opportunities Group (COG)'** means a panel chaired by the Pro Vice-Chancellor (PVC) with responsibility for the strategic management and oversight of the University's commercialisation portfolio and its approach to the protection and exploitation of IP/IPRs.

- 1.2. **'Composite Income'** means income to the University arising from IP/IPRs corresponding to two or more distinct items of IP where the respective contribution of each item of IP to that income is not separately accounted for upon its receipt by the University.
- 1.3. **'Confidential'** means information or materials not generally known to or available to the public and that are of a sensitive or commercially valuable nature, requiring them to be withheld from public disclosure and kept secret.
- 1.4. **'Creator'** means a person who is an employee of the University and who, alone or with others, creates a Disclosable Work. Creator will apply to the following categories of University employees when they create a Disclosable Work:
- (a) Professor
 - (b) Reader
 - (c) Senior Lecturer
 - (d) Principal Lecturer
 - (e) Lecturer
 - (f) Associate Lecturer
 - (g) Researchers employed on a contract basis (including post-doctoral)
 - (h) Other personnel employed on a contract basis
 - (i) Administrative, professional services and technical staff
 - (j) Academics or lecturers carrying out duties for the University when they are employed on a fractional basis
 - (k) Any of the above when they are concurrently undertaking a research degree at the University
- 1.5. **'Creator Distribution'** means a payment due to Creators that is a portion of a Distributable Sum and whose amount is calculated in accordance with Annex 2.
- 1.6. **'Disclosable Work'** means IP that has or that can reasonably be anticipated to have commercial value and/or that can be applied to some useful end beyond:
- (a) teaching University students;
 - (b) serving as a point of reference for further research.
- 1.7. **'Distributable Sum'** means a sum that is calculated at a Financial Review, in accordance with Annex 2, to be a positive balance of Net Income.
- 1.8. **'Financial Review'** means a calculation of Net Income in accordance with Annex 2 and performed in any year when, during the preceding twelve

months, income has been received by the University in respect of use the corresponding IP

- 1.9. **'Intellectual Property (IP)'** means intangible assets of intellectual creativity in which Intellectual Property Rights exist or can be obtained, including (without limitation) inventions, designs (including semiconductor topography), trade marks and service marks, written works, software, musical compositions, recorded media, databases, trade secrets and know-how.
- 1.10. **'Intellectual Property Policy (IP Policy)'** means this document.
- 1.11. **'Intellectual Property Rights (IPRs)'** means any and all rights (registerable or otherwise, wherever in the world they may apply) pertaining to Intellectual Property where such rights establish, for a party vested with them, a valid basis for legal proceedings against unauthorised users of corresponding Intellectual Property. Intellectual Property Rights shall include (without limitation) patent rights, design rights, semiconductor topography rights, trade mark and service mark rights, copyright, database rights, geographical indication rights and plant breeders' rights.
- 1.12. **'Investment Costs'** means funding provided by the University, from an institutional budget, to support the creation and/or development of an IP-based commercial opportunity, such support including (without limitation) laboratory work, materials, travel, consultancy services and market reports.
- 1.13. **'Moral Rights'** means non-transferable rights associated with copyright works including the right of attribution, the right to object to false attribution and the right of integrity.
- 1.14. **'Net Income'** means the amount (in pounds sterling) that remains when the sum of Related Costs accrued during a defined period is deducted from the sum of income (less any applicable tax or other obligatory deductions) received by the University during the same period in respect of use (or the right to use) corresponding IP/IPRs on a commercial basis. For the avoidance of doubt, funding received by the University for the purpose of performing work to create and/or develop IP shall not be included as income in the calculation of Net Income from such created or developed IP.
- 1.15. **'Operational Costs'** means costs relating to the provision of goods or services on a commercial basis by the University, or by a wholly owned subsidiary of the University, where such goods or services depend upon using an item of IP.
- 1.16. **'Related Costs'** means costs, expenses or such other sums incurred by the University in respect of an item of IP and corresponding IPRs, including but not limited to Investment Costs, Operational Costs, royalty distributions to third parties and costs associated with the processes of seeking and maintaining registered IPRs (irrespective of outcome and all cases relating to the IP taken together, as a combined cost) and defending and enforcing IPRs (irrespective of outcome and all cases relating to the IP taken together,

as a combined cost). For the avoidance of doubt, Related Costs shall not include salary costs of University employees working within RIS unless there is an exceptional and specific commitment of such employee time that goes beyond their normal duties (e.g. secondment).

- 1.17. **'Research and Innovation Services (RIS)'** means the part of the University whose responsibilities include managing protection and exploitation of the University's Intellectual Property.
- 1.18. **'Revenue Sharing Scheme'** means the mechanism defined in Annex 2 for determining the percentages payable from any given Distribution to beneficiaries entitled to receive such according to this IP Policy.
- 1.19. **'Salary Related Costs'** means costs that the employer is liable to pay (whether by law or by agreement) in respect of salary paid to an employee including but not limited to income tax, employer and employee National Insurance, employer and employee pension contribution.
- 1.20. **'SHUEL'** means Sheffield Hallam University Enterprises Ltd.
- 1.21. **'University'** means Sheffield Hallam University.

2. RESPONSIBILITIES

- 2.1. This IP Policy acknowledges that:
 - (a) University employees have responsibilities in relation to IP that arises and/or is used by them in the course of their teaching, research, employment and studies;
 - (b) Creators require particular support and assistance to help them to meet their responsibilities; and
 - (c) the University has responsibilities to provide support and assistance to its employees in relation to IP that is created or used by them.
- 2.2. University employees shall abide by the terms of agreements that govern the University's handling and use of information and materials that are Confidential.
- 2.3. University employees shall treat with due care all IP arising from their work and from the work of other University employees; information and materials that are Confidential, or that can reasonably be expected to be Confidential, shall be maintained as such.
- 2.4. University employees shall properly consider whether IP that they create in the course of performing their contracted duties is Disclosable Work and if in doubt, they shall consult RIS.

- 2.5. University employees shall not publish Disclosable Work, nor otherwise make it available outside of the University, without first consulting RIS.
- 2.6. University employees whose work involves the creation, use or handling of IP shall keep proper records of their work and of their dissemination of information relating to it.
- 2.7. Negotiation and preparation of any agreements involving the transfer to any third party of University IP/IPRs shall be undertaken only by persons having responsibility for dealing with such matters on behalf of the University. Issues that will be addressed in such agreements may include, without limitation:
 - (a) ownership of and rights in and to existing IP/IPR;
 - (b) ownership of and rights in and to IP/IPR yet to be created;
 - (c) IP protection strategy and process;
 - (d) revenue from proceeds of exploitation;
 - (e) publication and other disclosure.
- 2.8. The personal use of University related trademarks, logos, devices, acronyms, initials and other such representations or their likeness, whether graphically or in some other form, specifically, but not exclusively, in the registration of domain names, authoring of websites and use in other electronic media, is strictly prohibited, save where explicitly authorised in advance by the University.

3. REPORTING THE CREATION OF DISCLOSABLE WORK

- 3.1. When a University employee becomes aware that they have individually or jointly created a Disclosable Work (i.e. that they are a Creator in respect of the relevant IP) they shall promptly notify RIS.
- 3.2. University employees shall treat Disclosable Work as Confidential unless advised otherwise by RIS.
- 3.3. At the request of RIS, Creators shall provide detailed information relating to their Disclosable Work by means of an Invention Disclosure Form (IDF; example shown at Annex 1, but the document may be updated from time to time and the current version should be requested from RIS, or downloaded from the University intranet). RIS will offer assistance in completing the IDF.
- 3.4. RIS will promptly acknowledge receipt of completed IDFs and in consultation with the corresponding Creator(s), RIS will decide whether the University has an interest in protecting and exploiting IP in the Disclosable Work. If RIS's decision is unacceptable to the Creator(s) then the matter may be referred to the COG and the COG's decision shall be final.

4. OWNERSHIP OF IP

- 4.1. In accordance with the provisions of the Patents Act 1977, the Copyright, Designs and Patents Acts 1988, Copyright and Rights in Databases Regulations 1997, Design Right (Semiconductor Topographies) Regulations 1989 and the Registered Designs Act 1949, the University is the first owner of IP arising from the work of its employees in the course of carrying out their duties.
- 4.2. If a University employee is also registered as a PhD student at the University then any IP that they create in either capacity shall be governed by the terms of this IP Policy and not by the policies and regulations for students (in the absence of any agreement that states otherwise and that has the University as a party).
- 4.3. Agreements with funders and/or collaborators may encumber the University's ownership of project IP and its freedom to exploit it. Accordingly, University employees should familiarise themselves with key terms in such agreements before beginning a project and seek assistance from RIS, if needed.
- 4.4. The University's standard contract of employment for lecturers assigns to corresponding University employee authors the copyright in books and other scholarly/academic articles and publications (but not software), where such works are not explicitly commissioned by or through the University, on the understanding that in consideration for doing so the authors will grant to the University a non-exclusive, royalty free right to use such scholarly work, publications and articles for the purpose of assessment and dissemination.
- 4.5. If a University employee wishes to enter an agreement with a publisher in relation to a copyright work and such agreement would conflict with the University's rights referred to at 4.4, the University may limit or waive its aforesaid rights in order to accommodate the University employee's agreement with the publisher, but always subject to approval by the University of a valid request made in accordance with the prevailing University policy on publication.
- 4.6. In addition to any personal Moral Rights that a University employee may have in their copyright works the University undertakes to appropriately acknowledge the authorship and inventorship of its employees in respect of IP to which it holds title as employer.

5. RIGHTS TO COMMERCIALISE

- 5.1. Except as provided for at 5.7, University employees shall not personally (on their own behalf) apply for patents or other registerable IPRs relating to University IP.
- 5.2. University employees shall not personally (on their own behalf) enter agreements involving the transfer to any third party of University IP/IPRs

unless authorised to do so by a person with responsibility for dealing with such matters on behalf of the University.

- 5.3. RIS will decide (if necessary, in consultation with the COG) whether IP protection will be sought in respect of Disclosable Work and it will instruct and manage all actions required in such matters.
- 5.4. If IP protection is sought according to 5.3 then the Creator(s) shall cooperate with RIS and RIS's nominated representatives to support the process.
- 5.5. Where Disclosable Work is intended to be (or is being) exploited by the University, or by a third party under agreement with the University, the Creator(s) shall cooperate with RIS and RIS's nominated representatives to support the process.
- 5.6. In agreements concerning University IP/IPRs (whether created, or yet to be created), the University will generally seek to secure its right to use the IP/IPRs for its charitable purpose. In circumstances where the University will not secure such rights in dealing with its IP/IPRs, RIS will discuss the implications with relevant Creators and in the event of objection from them, the matter will be referred to the COG and the COG's decision shall be final.
- 5.7. If RIS elects not to seek protection of University IP in a Disclosable Work, nor to attempt to commercially exploit it, the University may offer the IP to its Creator(s); such an offer will only be made when the University is satisfied that retention of the IP provides no benefit to the University and that divestment of the IP presents minimal risk of:
 - (a) reputational harm to the University;
 - (b) impediment to the University's business, whether in research, teaching, commercialisation or other related activity.
- 5.8. If RIS intends to terminate its support for IPRs already registered, or in the process of being registered, or to otherwise cease activities aimed at commercially exploiting certain IP/IPRs, the reasons will be explained to the Creator(s); if the Creator(s) and RIS are not in agreement on the intended course of action then the matter will be referred to the COG and the COG's decision shall be final.
- 5.9. In the event of a termination or cessation according to 5.8 the University may elect to offer the IP to its Creator(s); such an offer will only be made when the University is satisfied that retention of the IP provides no benefit and that divestment of the IP presents minimal risk of impediment to the University's ongoing business, whether in research, teaching, commercialisation or other related activity.
- 5.10. Where title to IP is offered to the Creator(s) pursuant to 5.7 or 5.9 and is accepted by at least one Creator, the accepting Creator(s) shall become solely responsible, upon assignment of the IP, for all aspects of its

administration and all costs and any other liabilities associated with the IP. In cases of IP having more than one Creator it shall be for the Creators to decide among themselves what arrangements shall apply in the event that not all of them wish to accept the IP offered to the.

- 5.11. In order to facilitate the process of commercialisation, the University may transfer ownership of its IP to SHUEL, or for the same purpose, to such other company as might be established by the University.

6. REVENUE SHARING SCHEME

- 6.1. Creators can benefit from the University's Revenue Sharing Scheme (Annex 2) if their Disclosable Work generates Net Income.
- 6.2. For IP/IPRs attributable to more than one Creator, any Creator Distribution shall be allocated to them collectively in the amount as though they were a single Creator and the division of that sum shall be a matter for them to determine among themselves; such Creators shall specify the agreed division to RIS, or notify RIS that they are unable to reach agreement.
- 6.3. In the event that Creators are unable to reach agreement among themselves on the division of a sum that is a collective Creator Distribution according to 6.2 then the division will be prescribed by the COG, taking into account each Creator's contribution and the COG's decision shall be final.
- 6.4. In cases of Composite Income, RIS will consult with relevant Creators to reach agreement on proportional attribution of the income to the corresponding IP/IPRs and if the Creator(s) and RIS cannot reach agreement, then the matter will be referred to the COG and the COG's decision shall be final.
- 6.5. After proportional attribution of Composite Income according to 6.4, the calculated income arising from each of the IP/IPR items within that Composite Income will be added correspondingly, for the purposes of Financial Review, to any other income derived from each of those IP/IPR items.
- 6.6. Creator Distributions shall be paid via University payroll within 60 days of the corresponding Financial Review unless exceptional circumstances apply (in which case payment shall be made as soon as is reasonably practicable).
- 6.7. Creators may waive all or part of payments due to them under the Revenue Sharing Scheme and may request that the corresponding sum is instead used for research purposes within their research centre, but they may not then derive personal (i.e. non work-related) benefits from its use (subject to which, the transfer of funds, for research purposes, will be made without any deductions).

- 6.8. The University may adjust Creator Distributions in the event that the corresponding IP/IPRs are to be commercially exploited by a company established for that purpose with equity vested in Creator(s).

7. CHANGE IN STATUS

- 7.1. Cessation of employment is not, under normal circumstances, expected to affect a Creator's entitlement under the Revenue Sharing Scheme.
- 7.2. In the event of a Creator's death (in or out of service), entitlement under the Revenue Sharing Scheme may continue, at the discretion of the University, for the benefit of the deceased Creator's estate.
- 7.3. The University will use reasonable endeavours to obtain and maintain contact details for its former employees (and their estates, in the event of death) with entitlement under the Revenue Sharing Scheme. If, despite such endeavours, contact is lost for six consecutive months, the University may send notice to the last known address of such person (or their estate) to warn that any sums due to them may be re-allocated and if there is a failure to respond within one month, the University may re-allocate as follows:
- a) for IP attributable to more than one Creator, the applicable sums to be shared among the contactable Creator(s) (or their estate(s)) pro rata to existing entitlements (their proportional allocations of the Creator Distribution adjusted upward to account for the entirety of it);
 - b) for IP attributable to a sole Creator, the applicable sums to be retained by the University for its own benefit.
- 7.4. If a person (or their estate) with entitlement under the Revenue Sharing Scheme re-establishes contact with the University after re-allocation according to 7.3, no adjustments will be made in respect of any re-allocated Creator Distribution payments already made, but the University will restore the eligibility of that Creator (or their estate) to benefit from future Distribution.
- 7.5. All the above (7.1, 7.2, 7.3, 7.4) are all subject to the discretion of the University.

8. DISPUTE RESOLUTION

- 8.1. The COG has responsibility for resolving disputes between RIS and Creators and in dealing with such matters, the COG will review all information that it considers relevant and then deliver its decision within 60 days thereafter.
- 8.2. The COG may decide that the nature of a dispute requires the opinion of one or more independent expert advisors (e.g. a patent attorney) and where this is the case, the University will strive to reach agreement with the Creator(s)

on the selection of independent expert advisor(s), but if agreement cannot be reached within 30 days, the University will alone make the selection.

9. BREACH OF THE REGULATIONS

Breach of the regulations listed in this IP Policy by University employees may be a disciplinary matter to be addressed under internal regulations and law.

10. GENERAL

10.1. This IP Policy shall be governed by and construed in accordance with English law.

10.2. The interpretation of this IP Policy shall be without prejudice to any University employee's legal rights.

10.3. In respect of material changes, this IP Policy may be amended only by the University Executive Board.

Annex 1: Invention Disclosure Form (IDF)

Research and Innovation Services

Title

Invention Disclosure Form

IP-1 Form

V1.5c



Contents

1. Purpose
2. Invention Disclosure Form

1 Purpose

The invention disclosure form (IDF) is a written description of your invention. It serves a number of purposes including:

- Helping Research and Innovation Services (RIS) assess intellectual property (IP) protection options relating to the invention;
- Helping RIS and the University's Commercial Opportunities Group understand the University's ownership of your invention and identify issues that need to be addressed downstream;
- Providing a convenient summary, for reference, during preparation of a patent application, or design registration (in the event that RIS decides to proceed with such);
- Recording the date of invention, which can be important when seeking IP protection.

IMPORTANT: Discussions between you and RIS concerning your invention are confidential, but public disclosure of your invention (whether in full or in part) may harm the prospects for obtaining IP protection. Unless advised otherwise by RIS, you should use a suitable confidentiality agreement when discussing your invention with anyone outside the University. Contact Legal Services at RIS-LegalServices@shu.ac.uk to request help with confidentiality agreements.

Completed Invention Disclosure Forms should be returned to the IP and Commercialisation team at ip@shu.ac.uk. Requests for help completing the form should also be sent to the same email address.

2. Invention Disclosure Form

Please answer the following questions, either on these two pages or on separate sheets.

1. Descriptive Title of the Invention.

Please type here:

2. Who was involved? Please tell us for each individual who contributed, invented or authored (if software):

- a. Their names and if any are foreign nationals
- b. Who their employer is; are any contracts or arrangements in place?
- c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)

Name	Nationality	Employer(s)	What did this person contribute?

3. Please tell us about your invention:

What do you think your invention is?

What will your invention be used for?

What are the advantages of your invention and how does it improve on the present situation?

What is new about your invention?

How and why does it work? What is the science behind the invention?

Are there any other uses of the invention?

4. **Are you aware of any companies who have an interest in the area, e.g. companies who sponsor research or who attend relevant conferences? If so, please supply the companies' names (and contact details, if you have them).**

Please type here

5. **Do you know of any published literature (including patents) relevant to your invention? Have you done any searching for published literature, and if so where? Please provide any details.**

Please type here

6. **Please tell us the story of the development of the invention:**

Please type here

When and where the invention was first conceived?

When was the invention first reduced to practice?

What practical work has been done to date on the invention? Has the invention been tested in the laboratory or has it been used? If so please give results.

Who did what in the development of the invention?

7. **What are your future plans for developing the technology? Do you have funds in place for this work, and what do you think you will achieve in this area in the next 12 months?**

Please type here

8. **Who have you told about the invention? When did you do this and where?**

Please type here

9. **When did you first describe the invention in writing or electronically? Do lab book records exist, or personal notes?**

Please type here

10. **Have you published, verbally, electronically or in writing, anything relevant to the invention, and if so when and what? Please tell us about abstracts, web pages and presentations as well as any published articles.**

Please type here

11. **Do you have plans to publish the work? If so, what is the timescale and where will the publication take place? If a draft paper exists please provide a copy.**

Please type here

12. **What is the funding background of the work you have done on the invention? Did you use any equipment, materials, samples, gifts or other in kind support provided by third parties, or biological materials obtained from humans? If so, please give details; specifically: was patient consent obtained?**

Please type here

For inventions that include software please provide the following additional information.

13. **Please provide the software application name and version number.**

Please type here

14. **For source code developed by the researchers identified in question 2 above:**

What source files were used? Please provide a list.

Which programming languages were used?

Which development tools were used to create or generate the source files? Please provide a list.

What copyright protection notices are included in the source files?

For new versions, which source files have been changed, added or removed since the previous version?

What documentation or other files are required for others to use, develop and maintain the software? Please provide a list.

Please indicate if the source files have been distributed outside the University, and if so, in what form and to whom?

Are the source files available as a web download? If so, please provide the download URL and state the terms under which the download is available.

15. For other source files or libraries that are required to build the software application (external software):

Please list all external software (files and libraries) used that provide functions required by the application.

Which organisation owns each piece of software?

How was each piece of software obtained?

Please provide details of the licence terms, or if it was a standard Open Source licence please provide the name of that licence.

Please email ip@shu.ac.uk to return the completed form, or to seek assistance completing it.

Annex 2: Revenue Sharing Scheme

- A2.i In any year when a Financial Review is performed it shall determine, in accordance with A2.ii or A2.iii (whichever shall apply), Net Income accrued **to** the last day of July of that year.
- A2.ii Until a Distributable Sum first arises, the reference period for calculating Net Income at each Financial Review shall **begin** from the date of the first recorded Related Costs.
- A2.iii Once a Distributable Sum has first arisen according to A2.ii, thereafter the reference period for calculating Net Income at each Financial Review shall **begin** from the end of the reference period of the Financial Review that most recently produced a Distributable Sum.
- A2.iv In respect of any Distributable Sum arising according to A2.ii or A2.iii there shall be a Creator Distribution as set out in Table A, with applicable band(s)/percentage(s) determined by the cumulative value of each Distributable Sum having arisen to date (including the Distributable Sum being considered at that time).
- A2.v For any given Creator Distribution that is to be made according to A2.iv where the Distributable Sum falls into more than one band, such parts of said Distributable Sum that fall within each band shall be subject to the corresponding percentage allocation.
- A2.vi For the avoidance of doubt, Related Costs shall always and without limitation be a first charge against income received by the University in respect of IP/IPRs under this IP Policy.
- A2.vii Any Creator Distribution calculated according to this IP Policy is a gross figure inclusive of corresponding Salary Related Costs; corresponding payment to Creators shall be net of corresponding Salary Related Costs.

Table A: Distribution banding

Band	Distributable Sum (cumulative)	Creator(s)	University	College(s)
1	£0 - 10,000	100%	0%	0%
2	£10,001 - £50,000	65%	15%	20%
3	£50,001- £250,000	50%	22%	28%
4	>£250,001	40%	30%	30%

Table B: Examples of Distributions to Creator(s), to the University and to College(s)

Years since disclosure of IPR to RIS	Related Costs	Income	Net income cumulative to year since last positive value	Sum falling in each band	Distributions		
					Creator(s)	University	College(s)
1	£0	£0	£0		£0	£0	£0
2	£4,000	£0	-£4,000		£0	£0	£0
3	£6,000	£0	-£10,000		£0	£0	£0
4	£2,000	£0	-£12,000		£0	£0	£0
5	£10,000	£0	-£22,000		£0	£0	£0
6	£5,000	£50,000	£23,000	£10,000 in Band 1; £13,000 in Band 2	£18,450	£1,950	£2,600
7	£32,000	£0	-£32,000		£0	£0	£0
8	£10,000	£0	-£42,000		£0	£0	£0
9	£3,000	£10,000	-£35,000		£0	£0	£0
10	£3,500	£15,000	-£23,500		£0	£0	£0
11	£4,000	£30,000	£2,500	£2500 in Band 2	£1,625	£375	£500
12	£4,500	£70,000	£65,500	£24,500 in Band 2; £41,000 in Band 3	£36,425	£12,695	£16,380
13	£5,000	£80,000	£75,000	£75,000 in Band 3	£37,500	£16,500	£21,000
14	£5,500	£50,000	£44,500	£44,500 in Band 3	£22,250	£9,790	£12,460
15	£6,000	£50,000	£44,000	£39,500 in Band 3; £4500 in Band 4	£21,550	£10,040	£12,410
16	£6,500	£30,000	£23,500	£23,500 in Band 4	£9,400	£7,050	£7,050
17	£7,000	£10,000	£3,000	£3000 in Band 4	£1,200	£900	£900
18	£7,500	£10,000	£2,500	£2500 in Band 4	£1,000	£750	£750
19	£8,000	£5,000	-£3,000		£0	£0	£0
20	£8,500	£0	-£11,500		£0	£0	£0