



Subcontracting and Supply Chain Fees and Charges Policy 2026/2027

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Subcontracting and Supply Chain Fees and Charges Policy

1. Policy Statement

The purpose of this policy is to define the basis on which supply chain arrangements will be managed as defined by the Department for Education's subcontracting regulations. <https://www.gov.uk/government/publications/subcontracting-funding-rules-for-DfE-funded-post-16-funding-excluding-apprenticeships>

Nacro will provide a transparent process for all Supply Chain Partners, Funding Organisations and other associated parties or individuals. This policy includes the rationale for Subcontracting, Procurement, Supply Chain Fees, Support Monitoring and Controls, Partner Expectations, Implementation, and Approval process for being a partner in the delivery Nacro's contract with the Department for Education. All organisations that contract with Nacro will be subject to the requirements set in this policy. This policy is reviewed on an annual basis and published on Nacro's website: - [Our Policies and Procedures | About us | Nacro](#)

2. Scope

All education providers who intend to subcontract Government monies are required to produce an annual Subcontracting and Supply Chain Fees and Charges Policy. This policy is produced in accordance with the Department for Education's funding guidance and rules apply to all potential and actual subcontracting.

This policy outlines our procurement processes, the rationale for utilising subcontractors to support delivery of Nacro's education programmes, the support we provide to subcontractors and the range of management fees that are charged, fulfilling our obligations to both students and commissioners.

This policy is provided to all potential subcontractors during the procurement exercise and existing subcontractors during the annual re-contracting process (if applicable).

Nacro recognises that it holds full accountability for the delivery of subcontracted activity and that this cannot be assigned to subcontractors.

This policy is shared with our Board of Trustees and is approved by Nacro's Principal and Director of Education and Director of Finance and Corporate Services or CEO.

3. Strategic Aim and Rationale for Subcontracting

Organisational Overview - Nacro is committed to increasing social inclusion by delivering high-quality services that improve the lives of individuals, families, and communities across England. We design and deliver programmes that equip people with the skills, knowledge, confidence, and support required to achieve their goals and progress in education, employment, and life.

Our Education and Skills provision deliver a broad range of programmes, including vocational qualifications from Entry Level to Level 3, English and mathematics, employability training, and personal development programmes for young people and adults. Delivery takes place through our network of Education and Skills Centres, community-based settings, and other contracted provision across England.

Our curriculum offer is regularly reviewed to ensure it remains responsive to student needs, employer demand, local priorities, and government policy objectives. As such, the range of programmes delivered may be expanded or adapted in line with emerging funding opportunities and strategic priorities.

Subcontracting Rationale and Strategic Approach - Nacro will always consider direct delivery as the preferred option when seeking to expand provision and respond to local, regional, and national education and skills needs. However, we recognise that well-managed subcontracting arrangements can add significant value by enabling access to specialist expertise, innovative delivery models, and geographic reach that may not otherwise be available through direct delivery alone.

We will therefore work with carefully selected organisations that share our commitment to social justice, inclusion, and improving outcomes for students. Through these partnerships, Nacro aims to broaden participation, enhance student choice, and increase access to high-quality provision for both individuals and employers.

Nacro's subcontracting arrangements are established to meet clearly identified educational and skills needs and to support strategic objectives. We will not enter into subcontracting arrangements that unnecessarily duplicate or compete with existing provision, except where there is a strategic requirement, a need to improve quality, address gaps in provision, or better meet student and employer demand.

Subcontracting is not used by Nacro as a mechanism to achieve short-term funding objectives. All subcontracting arrangements must demonstrate a clear educational rationale, deliver value for money, support positive student outcomes, and align with Nacro's mission, strategic priorities, and funding body requirements.

We consider subcontracting in the following circumstances: -

- Where our existing students or stakeholders require additional provision which is beyond our existing scope or capacity.
- Where subcontracting will allow us to build capacity in new areas, both geographical and within new sectors or skills areas.
- Enable us to build strong local partnerships with like-minded organisations to broaden our offer in a single geographical area.
- Fill in gaps in niche or expert provision or to provide better access to training facilities, which Nacro would not be able to adequately resource.
- Enhance the offer to our students, creating a wider network of opportunities and offer an entry point for disadvantaged students.
- Where subcontracting would create an enhanced and innovative enterprise offer.
- In response to local and regional demand.
- Develop links with employers to create programmes matched to needs of industry.
- To share good practice between like-minded organisations for the benefit of students, employers, and communities.

4. Procurement

Advertising Opportunities - Tender opportunities are advertised on our website and through Contracts Finder. Interested suppliers are required to complete a Pre-Qualification Questionnaire (PQQ), an Invitation to Tender (ITT), and a funding profile. Each tender opportunity includes a clear programme specification outlining the funding model,

performance targets, fee structure, and all relevant delivery requirements, enabling suppliers to submit fully informed and competitive bids.

Tender Evaluation and Selection - Comprehensive due diligence is undertaken on all Pre-Qualification Questionnaires (PQQs) and Invitations to Tender (ITTs). Suppliers who successfully meet the minimum requirements progress to a quality assessment stage, where submissions are scored against published evaluation criteria and predetermined quality thresholds. Due diligence considers factors including track record, reputation, quality assurance arrangements, responsiveness, specialist expertise, geographical coverage, and capacity to meet student and employer demand. Nacro will only engage with subcontractors that demonstrate high-quality delivery standards and present a low risk to public funds, ensuring compliance, value for money, and positive outcomes for students and employers.

Contracting and Onboarding - Suppliers who successfully pass both the due diligence and tender evaluation stages are invited to attend a pre-contract meeting. During this process, additional quality assurance checks are undertaken, including the review of safeguarding arrangements, compliance with the Prevent Duty, health, safety and welfare policies, and quality assurance systems. Subject to satisfactory completion of these checks, a subcontracting agreement is issued, setting out the terms and conditions of delivery and including an indicative funding allocation. This process ensures that all subcontractors are fully compliant and appropriately equipped to deliver high-quality provision in line with Nacro's expectations and statutory requirements.

Re-Contracting and Annual Review - Existing subcontractors are required to submit an updated Pre-Qualification Questionnaire (PQQ) and a curriculum plan detailing their proposed delivery for the forthcoming academic year. These submissions are reviewed by a panel of key staff with specialist expertise in subcontracting, funding compliance, quality assurance, and curriculum planning before any contract renewal is approved. As part of Nacro's ongoing subcontractor management arrangements, due diligence, performance monitoring, and financial health assessments are undertaken periodically throughout the year to ensure continued compliance with contractual requirements, maintenance of high-quality provision, and the effective management of public funds.

5. Defined Roles for Contract Ownership

- Senior Responsible Owner (SRO) and Budget Holder is **Elise Temple** (Principal/Director of Education & Skills)
- Contract Manager is **Dani Small** (Head of Funding, Compliance & MIS)

6. Supply Chain Fees and Charges

The 'Supply Chain Fees and Charges' applies to subcontractors of Nacro, as listed on the 'declaration of Subcontractors' and notified to the DfE.

We calculate a charge based on several factors, including the type of contract, the outcomes of the due diligence process, the pre-contract risk assessment, and the support services subcontractors require.

We seek an indicative management fee of a minimum 15% of published funding rates. The overall fee is determined by the value of contract & delivery locations *. We provide pricing schedules and funding models that are transparent, fair, realistic, and achievable.

Risk Assessment and Banding

As part of the due diligence and subcontractor management process, each organisation is assessed against a range of financial, quality, compliance, and operational criteria. The outcomes of these assessments are used to determine an overall risk banding, which informs the level of monitoring, support, and oversight required. The risk band is determined using the table below:

Risk Band	Low	Medium	High
Management Fee Range	15%	17.50%	20%
Value of Contract	Under £50,000	£50,000 > £100,000	Over £100,000
			<i>* Both inner & outer London delivery locations may benefit from a reduced management fee</i>

A breakdown of our management fees is included within our Contract for Services and in [Appendix 1](#) of this policy.

[Appendix 2](#) and [Appendix 3](#) outline our Funding Model and Funding Band template.

[Appendix 4](#) outlines our Fee's retained at the end of each academic year. Added to this policy after R14 ILR Upload.

Management Fee - Our management fee covers the costs associated with the effective oversight, administration, quality assurance, and compliance management of subcontracted provision. This includes, but is not limited to, administrative support for data processing and Individualised Learner Record (ILR) management; day-to-day contract and performance management; monitoring learner progress and outcomes; the collection, review, and maintenance of due diligence documentation; and ensuring compliance with funding and audit requirements.

The fee also supports the provision of guidance and assistance in response to partner queries, the delivery of regular refresher training and updates throughout the year, coordination of self-assessment and quality improvement processes, and ongoing quality assurance, compliance monitoring, and risk management activities. These arrangements ensure that subcontracted provision is delivered to a high standard, achieves positive outcomes for learners, and remains compliant with all relevant regulatory and funding requirements.

Nacro's funding models are designed to ensure the effective and appropriate use of public funds while driving performance against agreed contractual outcomes. Payment arrangements are linked to key performance indicators, including learner starts, retention, achievement, and progression outcomes, and are based on an agreed delivery profile established at the commencement of the contract.

Nacro is committed to ensuring that management fee arrangements are fair, transparent, and proportionate. Management fees will reflect the level of oversight, support, quality assurance, and compliance activity required and will be applied consistently across subcontractors, considering the nature, scale, and risk profile of the provision being delivered.

Where additional or exceptional services are required beyond the standard contract management arrangements, an additional fee may be agreed. Examples may include enhanced quality assurance activities, internal verification, specialist compliance support,

or other bespoke services requested by or required for the subcontractor. Any such arrangements will be clearly documented and agreed by both parties.

Nacro reserves the right to apply funding adjustments or recover payments where there is under-delivery against agreed profiles, non-compliance with funding rules, or late notification of learner withdrawals where funding has already been claimed or released. Any recovery of funding will be proportionate, evidence-based, and undertaken in accordance with the terms of the subcontracting agreement and relevant funding body requirements.

7. Support, Monitoring and Controls

Ongoing support, monitoring and control of our subcontractors includes: -

- Day-to-day contract management and operational support are provided by a dedicated Subcontractor Manager, who acts as the primary point of contact for subcontractors and oversees the effective delivery of contracted provision. This role is supported by a range of internal specialists, including colleagues with expertise in quality assurance, funding compliance, data management, safeguarding, curriculum development, and performance improvement, ensuring that subcontractors receive appropriate guidance and support throughout the contract period.
- Regular performance and review meetings are held throughout the year, including tri-monthly monitoring meetings, ad hoc support sessions, and an annual contract review. These meetings provide opportunities to review performance against agreed key performance indicators (KPIs), learner outcomes, compliance requirements, quality standards, and contractual obligations. They also support the identification and implementation of continuous improvement actions, ensuring that all subcontractors are supported to meet Nacro's expectations and deliver high-quality outcomes for learners.
- The quality of teaching, learning and assessment is monitored and supported through Nacro's dedicated Performance, Improvement and Innovation team. This enhanced quality assurance approach ensures that subcontracted provision meets both Nacro's internal quality standards and external regulatory expectations, including those of Ofsted and relevant funding bodies.

The team works collaboratively internal specialist colleagues and with subcontractors to identify strengths, share best practice, and drive continuous improvement, supporting the delivery of high-quality learning experiences and positive learner outcomes. Areas covered include:

- Teaching, learning and assessment observations - visits both announced and unannounced, of which at least one will be a short notice visit.
- Quality assurance reviews and improvement planning
- Curriculum intent, implementation and impact
- Learner progress, achievement and progression destination
- Learner voice and satisfaction surveys
- Staff qualifications, professional development and continuing professional development (CPD)
- Assessment practice, standardisation and internal quality assurance activities
- Attendance, retention and achievement rates
- Compliance with safeguarding, Prevent and British Values requirements
- Review of learner support arrangements and additional learning support provision
- Monitoring of data accuracy and performance against key performance indicators (KPIs)
- Preparation for external inspection, audit and funding assurance reviews
- Sharing of best practice and targeted quality improvement support where required.

- We administer the (DfE) 16-19 Bursary Fund and Free Meals in Further Education process on behalf of subcontractors, ensuring that eligible learners are able to access the financial support available to them. This includes providing guidance on eligibility requirements, processing applications, and managing the allocation and distribution of funds.
- Safeguarding Training, including access to nominated safeguarding and Prevent co-ordinator for queries, concerns and reporting of incidents.
- Access to Nacro's Continuous Improvement Programme, staff training, annual teacher development training programme and working groups.
- Validation of enrolment paperwork and data input for ILR data upload service to the DfE by a dedicated Data Centre.
- Student tracking documents including access to our national licence for the EBS management information system and use of our programme planning tool to assist in lesson planning, creation of learning agreements, recording of attendance, progression of students and other operational activities.
- We provide a suite of DfE compliant student paperwork designed to aid the enrolment, monitoring and support evidence requirements of our funders.
- Offer full training on paperwork, processes, compliance and provide on-going support to all staff involved in the delivery and administration of programme.
- We conduct a schedule of annual Compliance Audit's to ensure high levels of contractual compliance and minimal funding risks to both parties.
- Regular weekly/monthly funding and analysis reports including detailed MIS performance on overall programme and individual student.

8. Funding and Payment Arrangements

- Payments to subcontractors are calculated on a cumulative basis at the end of each month in which eligible delivery activity has been successfully completed and satisfactorily evidenced in accordance with the requirements set out in the subcontracting agreement, Service Level Agreement (SLA), and agreed submission deadlines.
- Following the submission and validation of learner data through the Individualised Learner Record (ILR) process, Nacro will calculate the payment due to the subcontractor based on the level of funding earned and validated for that period, less the agreed management fee and any other contractually agreed deductions.
- A funding report will then be issued to the subcontractor, detailing the validated learners, funding earned, management fee applied, and the amount due for invoicing. Subcontractors are required to submit an invoice in line with the value stated on the funding report.
- Subject to receipt of a valid invoice, payment will be made within 30 days. Nacro reserves the right to withhold, delay, or adjust payments where required evidence has not been provided, data validation issues remain unresolved, or activity is found to be non-compliant with funding rules or contractual requirements.
- This process ensures transparency, accuracy, and accountability in the management of public funds while providing subcontractors with a clear and auditable basis for payment.

9. Subcontractor Expectations and Standards

As a social justice charity, Nacro seeks to work with organisations that share our values and commitment to creating a socially just society where people feel safe, are supported to achieve their aspirations, and live within strong, resilient, and crime-free communities. We expect all subcontractors to demonstrate these values through their culture, policies, and delivery practices.

- **Quality Standards** - Subcontractors are expected to maintain high standards of teaching, learning, assessment, and learner support. Delivery should be aligned with recognised quality assurance frameworks and sector best practice, including the requirements and principles of the Ofsted Education Inspection Framework (EIF). Partners must engage fully with Nacro's quality assurance processes and demonstrate a commitment to continuous improvement.
- **Use of Public Funds** - As recipients of public funding, subcontractors must ensure that all funding is used appropriately, efficiently, and solely for the delivery of funded programmes and activities. Public funds must not be used to support non-essential or ancillary expenditure that falls outside the scope of the funded provision, such as memberships of sports, leisure, or social clubs, unless explicitly permitted within funding rules.
- **Safeguarding** - Subcontractors must provide safe, inclusive, and supportive learning environments in which learners can thrive. Robust safeguarding arrangements must be in place to protect learners from harm and promote their wellbeing. Partners are expected to equip learners with the knowledge, skills, and behaviours required to participate safely and positively in modern British society.
- **Prevent Duty and British Values** - Subcontractors must comply with all statutory duties relating to the Prevent agenda and demonstrate effective arrangements for identifying, managing, and reporting concerns relating to radicalisation and extremism. British Values should be actively promoted and embedded throughout the learner experience, supporting learners to develop respect, tolerance, democratic understanding, and individual liberty.
- **Communication and Contractual Compliance** - Subcontractors are expected to maintain open, timely, and professional communication with Nacro and comply with all contractual, regulatory, and funding requirements. This includes meeting deadlines for data returns, documentation, and reporting; responding promptly to requests for information; and adhering to all relevant Department for Education (DfE), funding body, and Nacro policies, procedures, and contractual obligations.

10. References

- Funding guidance for young people 2026/2027 Funding regulations
<https://www.gov.uk/government/publications/advice-funding-regulations-for-post-16-provision>
- Funding guidance for young people 2026/2027 rates and formula
<https://www.gov.uk/government/publications/funding-rates-and-formula>

11. Definitions used.

- **DfE:** refers to the Department for Education also referred to as The Agency.
- **EBS Management System:** refers to the management information system used by Nacro.
- **KPI:** Key Performance Indicators
- **ILR:** means the Individualised Learner Record which is the ongoing collection of Student data undertaken by Nacro.
- **Ofsted:** means the Office for Standards in Education, Children's Services and Skills.
- **Subcontracting:** refers to providers delivering education or training on behalf of Nacro. This encompasses subcontractors listed on the Department for Education (DfE) 'Declaration of Subcontractors', together with any updates or subsequent listings from the DfE or the relevant funding authority.

12. Appointment of Subcontracting Partners

Using the Procurement rationale set out in this document, the Board of Trustees, CEO, Director of Education and Director of Finance consider and subsequently approve the role and contribution of each proposed subcontract partner.

Distribution of Funding – A copy of our Subcontracting and Supply Chain Fees and Charges Policy 2026/2027 can also be found here:

[Our Policies and Procedures](#) | [About us](#) | [Nacro](#)

Signed:		Signed:	
Date:	13/08/2026	Date:	13/08/2026
Elise Temple: Principal/Director of Education & Skills		Helen Dyson - Director of Support & Advice Services	

Appendix 1 – Management Fee Explained

Management Fee			
Nacro Activity	Proportion of funding retained by Nacro	Contribution to high quality learning	Explanation of how cost is proportionate to the delivery of teaching and learning
Quality Assurance and Oversight	8% > 10%	Direct observation of initial guidance, assessment and delivery of learning programmes, training, and direct observation of assessment. Best practice advice and guidance on teaching, delivery and development of programmes and tutors where necessary including annual review of curriculum and programme pathways. Announced and unannounced funding assurance audits that test compliance with DfE funding rules. Verification that students exist and meet the eligibility criteria for DfE Funding. Provider development including access to training opportunities and CPD for staff and students, provided by Nacro. Ongoing student satisfaction survey monitoring.	To ensure high quality delivery that is value for money and public funds are safeguarded. Ensure each student receives the highest level of support from a programme that is tailored to their needs and aspirations. Ensure programmes are well planned and well-structured to support achievement and progression. To ensure a wide and well promoted range of progression opportunities are available. To ensure teaching delivery is undertaken by a professional workforce supported by appropriate training.
Subcontractor Management	3.5% > 5%	Ensuring subcontractor staff are trained in Safeguarding, Prevent, UK GDPR and any other relevant training. Regular contract and performance review meetings. Providing regular updates on policy / funding developments and the impact on funding and delivery. Provide expert advice and support. Health and Safety risk assessments and audits. Regular audit and compliance support and reviews that ensure adherence to the DfE's funding rules and guidance.	Protecting students by ensuring staff have the most up to date knowledge and ability to safeguard them. Take action to address under-representation from any group(s) Public funds are being safeguarded through regular monitoring of progress and performance of the subcontractor.
Administrative Functions	3.5% > 5%	Data returns submissions Management Information Student tracking systems Financial due diligence	To help ensure data sent to DfE is 100% accurate and compliant with DfE Funding Rules and ILR Submission Rules. To facilitate regular reporting of performance vs targets.

Appendix 2 – Study Programme Funding Model

The following arrangements will be adopted:

1. Management fee applied to the Full Funding Rate (income paid to Nacro by the DfE, includes all available disadvantage, area, and student retention uplifts).
2. Funding split: -
 - 80% for delivery
 - 10% for minimum 75% overall achievement rate (per student)
 - 10% for Positive Progression outcome (per student).
3. Additional English and Maths achievement bonus linked to overall programme size and set at a maximum of 2 per student in any one contract year.
4. Delivery funding will be paid monthly in accordance with the agreed delivery profile, commencing from the month in which a learner is confirmed as a valid start and continuing through to their planned programme end date, which will normally be the latest planned end date of the qualifications being delivered.
5. For early leavers, funding will be reconciled to the month of the student's last day of evidenced attendance.
6. Students must meet the qualifying period to be eligible for funding, criteria to count as a start:

Study programme bands	Planned length in-year	Qualifying period
Bands 4 and above	2 weeks or longer	6 weeks (42 days)
Bands 1, 2 and 3	24 weeks or longer	6 weeks (42 days)
Bands 1, 2 and 3	2 to 24 weeks	2 weeks (14 days)

7. High Needs Funding

- Where Element 2 Place Funding is agreed as part of a subcontracting arrangement, Nacro will provide the subcontractor with a payment schedule detailing the timing and value of payments. Payments will be aligned, as far as reasonably practicable, to Nacro's receipt of funding from the Department for Education (DfE).
- Subcontractors in receipt of High Needs Funding will be required to comply with all relevant funding regulations, evidence requirements, and reporting obligations associated with the delivery of provision for learners with high needs. Nacro reserves the right to adjust payment schedules where funding arrangements are amended by the DfE or where delivery and evidence requirements have not been met.

Appendix 3 - Total funding available per funding band is based on the delivery location *

As determined by the DFE, if funding band rates change, Nacro will update this template accordingly and advise each subcontractor.

Funding Band & Fee Template 2026/2027 as at 05/8/25 (pre 1st R02 FIS Upload where actual funding band rates are identified)

Non-London *

Band	Full funding Rate	Management Fee (20%)	Subcontractor Funding	Delivery Funding 80%	Outcome Funding 20%		English & Maths Bonuses
					Achievement 10% 75% KPI	Progression 10% 80% KPI	Rate = maximum 2 per learner
Band 5 - 580+ Hours	8,294.25	£1,658.85	£6,635.40	£5,308.32	£663.54	£663.54	£150.00
Band 4 - 485 to 579 Hours	6,861.24	£1,372.25	£5,488.99	£4,391.19	£548.90	£548.90	£100.00
Band 3 - 385 to 484 Hours	5,579.33	£1,115.87	£4,463.46	£3,570.77	£446.35	£446.35	£100.00
Band 2 - 300 to 384 Hours	4,411.15	£882.23	£3,528.92	£2,823.14	£352.89	£352.89	£100.00
Band 1 - up to 299 hours	2,264.54	£452.91	£1,811.63	£1,449.31	£181.16	£181.16	£100.00

Outer London *

Band	Full funding Rate	Management Fee (18%)	Subcontractor Funding	Delivery Funding 80%	Outcome Funding 20%		English & Maths Bonuses
					Achievement 10% 75% KPI	Progression 10% 80% KPI	Rate = maximum 2 per learner
Band 5 - 580+ Hours	8,294.25	£1,492.97	£6,801.29	£5,441.03	£680.13	£680.13	£150.00
Band 4 - 485 to 579 Hours	6,861.24	£1,235.02	£5,626.22	£4,500.97	£562.62	£562.62	£100.00
Band 3 - 385 to 484 Hours	5,579.33	£1,004.28	£4,575.05	£3,660.04	£457.51	£457.51	£100.00
Band 2 - 300 to 384 Hours	4,411.15	£794.01	£3,617.14	£2,893.71	£361.71	£361.71	£100.00
Band 1 - up to 299 hours	2,264.54	£407.62	£1,856.92	£1,485.54	£185.69	£185.69	£100.00

Inner London *

Band	Full funding Rate	Management Fee (17.5%)	Subcontractor Funding	Delivery Funding 80%	Outcome Funding 20%		English & Maths Bonuses
					Achievement 10% 75% KPI	Progression 10% 80% KPI	Rate = maximum 2 per learner
Band 5 - 580+ Hours	8,294.25	£1,451.49	£6,842.76	£5,474.21	£684.28	£684.28	£150.00
Band 4 - 485 to 579 Hours	6,861.24	£1,200.72	£5,660.52	£4,528.42	£566.05	£566.05	£100.00
Band 3 - 385 to 484 Hours	5,579.33	£976.38	£4,602.95	£3,682.36	£460.29	£460.29	£100.00
Band 2 - 300 to 384 Hours	4,411.15	£771.95	£3,639.20	£2,911.36	£363.92	£363.92	£100.00
Band 1 - up to 299 hours	2,264.54	£396.29	£1,868.25	£1,494.60	£186.82	£186.82	£100.00