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Report:

Market Facing Pay

HayGroup



Cabinet Office



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1. Linking Civil Service grades to Hay Group evaluations

The purpose of this report is to provide departments with comparative salary market information for the broader market. Hay Group has worked, over the years, with the Cabinet Office and SSRB on Senior Civil Service pay comparability and with departments where we have evaluated the job weight (including levels of accountability and responsibility) of Civil Service roles and provided salary market information from our database for comparable private sector jobs.

We continually review the mapping between our Reference Levels and the Civil Service Grades. This year, based on discussions with Cabinet Office stakeholders we have aligned the AO grade with our Reference Level 11 as opposed to the previous Reference Level 10. The movement of this grade to be aligned with a slightly larger job size is reflective of the growing levels of accountability and responsibility for Civil Service roles of this size.

The following table indicates the mapping between Civil Service Grade and Hay Reference Level.

Fig.1. Civil Service grades

Civil Service Grade	Reference Level (Hay Point Range)
AA	8 (98 - 113)
AO	11 (161 - 191)
EO	13 (228 - 268)
HEO	15 (314 - 370)
SEO	17 (439 - 518)
7	19 (614 - 734)
6	20 (735 - 879)



2. Market facing pay

The following section of the report outlines analysis of our database and a sample zonal pay model based aligned with the Civil Service grading structure.

2.1. Methodology

To build up a picture of the variations of pay within the private sector information was collated using Travel to Work Areas and then a median salary for each Hay Job Reference Level by Travel to Work Area was calculated.

The Office of National Statistics, together with Newcastle University, developed the TTWAs in order to analyse commuting patterns. A TTWA is based on the data of the resident economically active population defined as; at least 75 per cent must work in the area, and also, of everyone working in the area, at least 75 per cent must actually live in the area.

The median salary data was quality assured for size and compared to Government data sources with small sample sizes removed. Travel to Work Areas with similar median private sector salaries were then grouped together to produce pay zones. Typical private sector models conform to either 4 or 5 zones for more junior responsibility levels and 2-3 for more senior levels. Analysis of the Travel to Work Area median salaries suggested a 5 zone model for civil service grades Administrative Assistant (AA) to Higher Executive Officer (HEO). Within the broad zones a small number of labour market hotspots were identified and these are identified in the zonal model.

More senior roles tend to operate in National markets and analysis of the Travel to Work Area median salaries suggested a 3 zone model was appropriate for civil service grades Senior Executive Officer (SEO) to Grade 6.

In practical terms zonal models are responsive to local labour market conditions and are administratively simple to operate.



2.2. Market facing pay zones – HEO level and below

Fig.3. Base salary pay zones

Base Salary					
Grade (Hay Point Range)	Zone 5	Zone 4	Zone 3	Zone 2	Zone 1
8 (98 - 113)	£19,156	£16,920	£16,103	£14,753	£13,945
11 (161 - 191)	£24,932	£22,431	£20,770	£19,302	£17,329
13 (228 - 268)	£29,651	£28,015	£25,877	£25,587	£23,883
15 (314 - 370)	£37,780	£35,214	£34,201	£32,530	£30,960

Fig.4. Total cash pay zones

Total Cash					
Grade (Hay Point Range)	Zone 5	Zone 4	Zone 3	Zone 2	Zone 1
8 (98 - 113)	£19,766	£17,075	£16,603	£14,738	£14,267
11 (161 - 191)	£25,538	£23,317	£21,456	£20,594	£18,330
13 (228 - 268)	£31,373	£29,247	£27,000	£26,756	£25,000
15 (314 - 370)	£40,446	£37,223	£36,449	£34,666	£33,199

Fig.5. Total remuneration pay zones

Total Remuneration					
Grade (Hay Point Range)	Zone 5	Zone 4	Zone 3	Zone 2	Zone 1
8 (98 - 113)	£21,646	£19,120	£18,196	£16,671	£15,758
11 (161 - 191)	£28,173	£25,347	£23,470	£21,811	£19,582
13 (228 - 268)	£34,099	£32,217	£29,759	£29,425	£27,465
15 (314 - 370)	£43,447	£40,496	£39,331	£37,410	£35,604

2.3. Market facing pay zones - SEO level and above

It should be noted that functional specialists are most commonly found at the levels below. As the earlier section on functional pay shows, at these levels we would expect to see a premium paid for specific skills and experience in fields such as Accountancy, I.T, Legal and Audit. We would expect to see a lower zonal median below if these roles were to be removed from the sample.



Fig.6. Base salary pay zones for SEO and above

Base Salary			
Grade (Hay Point Range)	Zone 3	Zone 2	Zone 1
17 (439 - 518)	£51,534	£47,946	£41,385
19 (614 - 734)	£75,112	£70,000	£62,998
20 (735 - 879)	£91,852	£80,539	£72,657

Fig.7. Total cash pay zones for SEO and above

Total Cash			
Grade (Hay Point Range)	Zone 3	Zone 2	Zone 1
17 (439 - 518)	£56,339	£51,924	£44,521
19 (614 - 734)	£84,544	£78,664	£68,684
20 (735 - 879)	£106,311	£93,518	£83,547

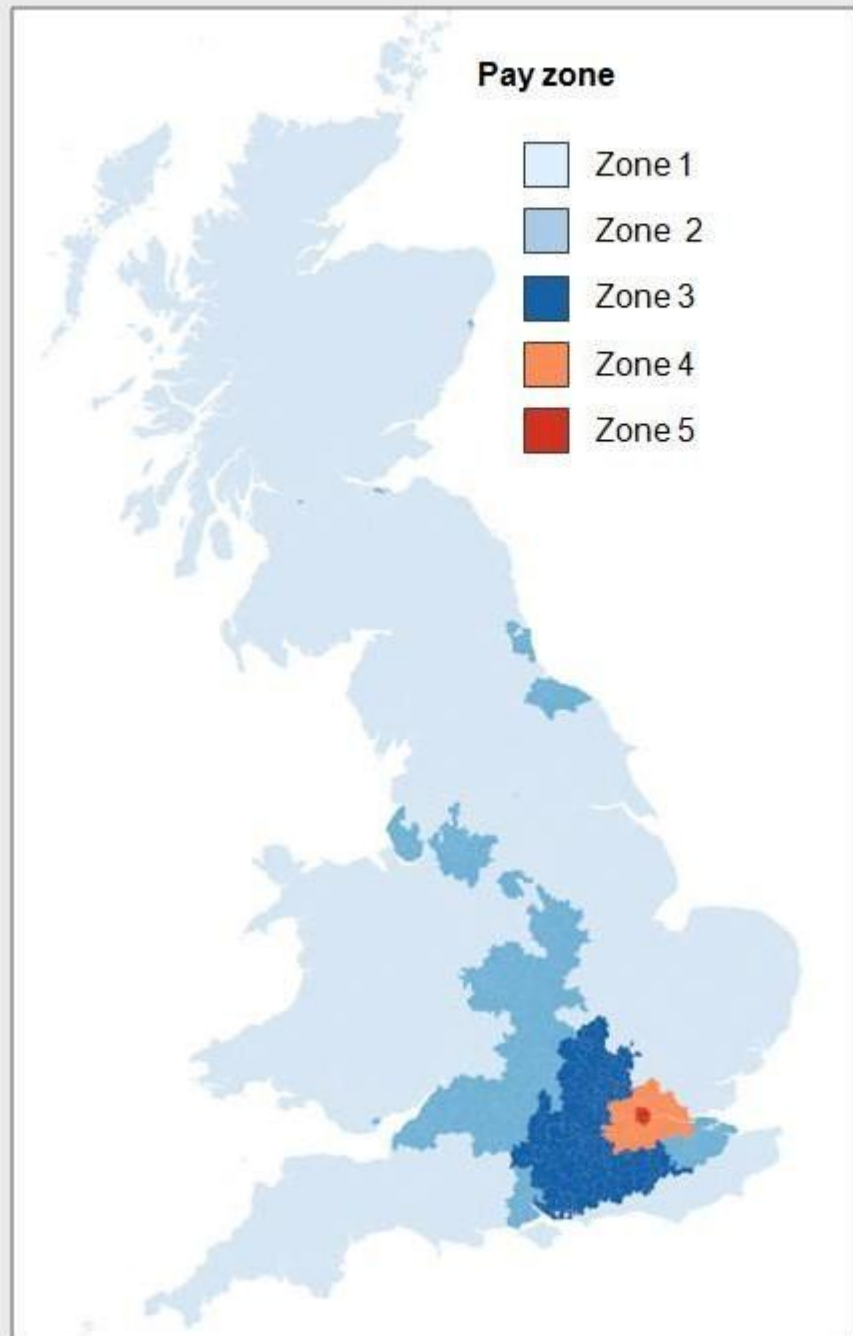
Fig.8. Total remuneration pay zones for SEO and above

Total Remuneration			
Grade (Hay Point Range)	Zone 3	Zone 2	Zone 1
17 (439 - 518)	£60,810	£56,576	£48,834
19 (614 - 734)	£89,383	£83,300	£74,967
20 (735 - 879)	£109,304	£95,841	£86,462



2.4. Zonal map – HEO level and below

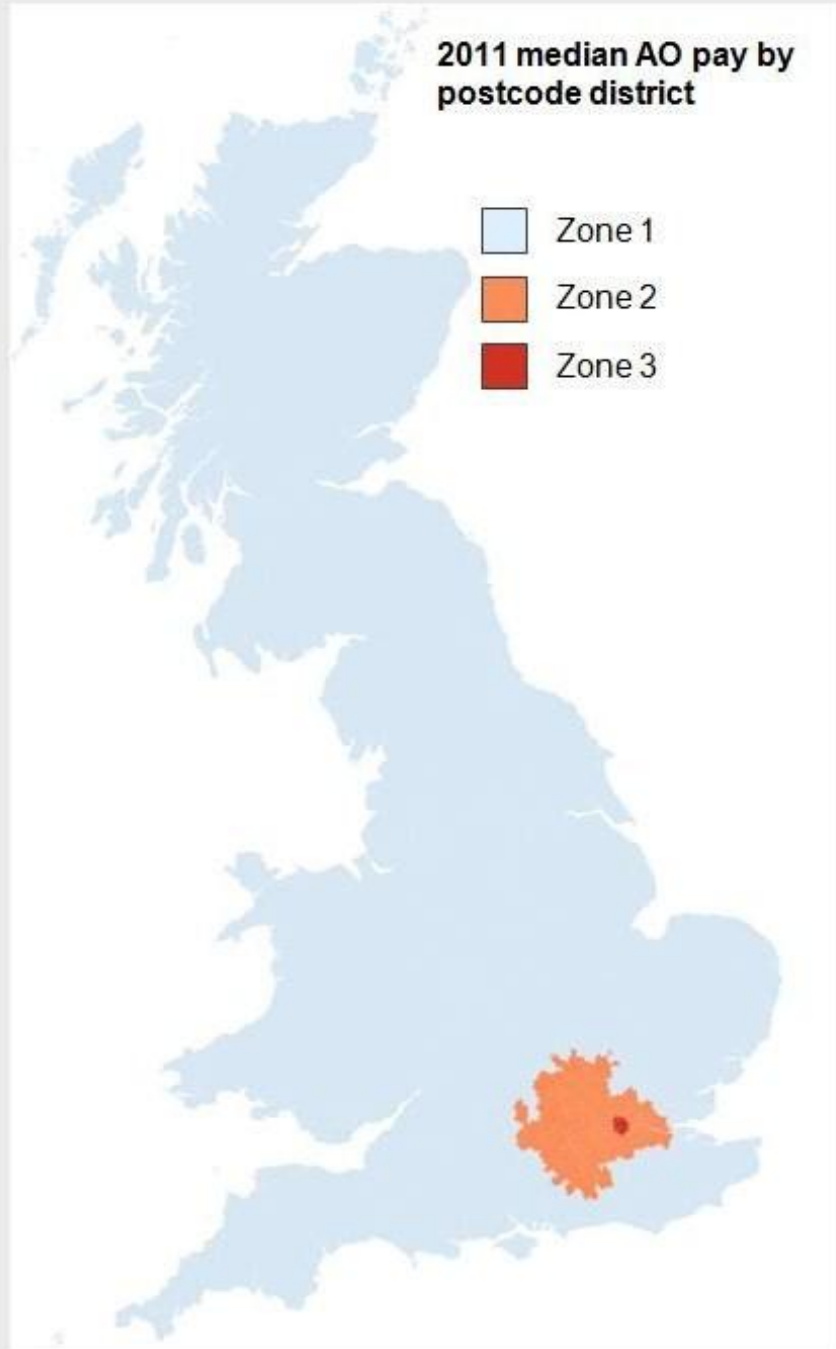
Proposed AA to HEO pay zones





2.5. Zonal map – SEO level and above

Proposed SEO to G6 pay zones





3. Appendix I – Hay Group compensation element terminology

Base salary

Base Salary (BS) is the sum of Basic Payments (BP) and Fixed Payments (FP). Basic payments are (annualised) cash amounts paid for work performed as stated in an employment contract, excluding all fixed and variable payments. Fixed payments are (annualised) cash amounts paid where the same absolute or percentage amounts have been awarded to eligible jobholders automatically year over year irrespective of individual, unit or company performance.

Total cash

Total Cash (TC) is the sum of Base Salary and Short Term Variable Payments (VP).

Total remuneration

Total Remuneration (TR) is the sum of Total Direct Compensation and Benefit Values (BV) and Total Allowances (TA).



4. Appendix II – Organisations providing reward data (Oct 11)

3M UK	Audit Commission for Local Authorities and the NHS	Bolton Metropolitan Borough Council
A B B	Aunt Bessie's	Bombardier Transportation
A C S International Schools	Automobile Association, The	Borealis
A E S	Avenues Trust, The	Bracknell Town Council
A G C Automotive	Avis Europe	Brambles Europe
A S Watson	Avis Rent-a-car UK	Bridge Energy UK
Abercrombie & Fitch	Aviva	Bridgestone
Abertis	Avon and Somerset Constabulary	Brighton & Hove City Council
Accenture	Axway UK	British Airways
Acco Europe	Aylesford Newsprint	British Council, The
Accolade Wines	B A A	British Library, The
ADM International	B A S F	British Transport Police
Admin Re UK	B I C	British-American Tobacco Company
Afren	B O C UK Gases	Bromford Housing Group
Ageas Insurance	B P	Buckinghamshire County Council
Ageas Insurance Solutions	B U P A	Buckinghamshire Primary Care Trust
Ageas UK	B U P A International	Bulgari UK
Agfa Graphics	B U P A Health & Wellbeing	Burberry
Agfa Healthcare UK	Bacardi Martini	Bureau Veritas
Agfa Materials (UK)	Bakemark UK	C A B I
Agfa-Gevaert	Bakkavor	C E V A Logistics
Air New Zealand	Baltimore Aircoil	C G G Veritas Services
Air Products	Bank of Ireland UK Financial Services	C R H
Akzo Nobel UK	Barclaycard	Cadbury
Alcoa Europe	Bare Escentuals UK	Cairn Energy
Alere Technologies	Barratt Developments	Calor Gas
Aleris Recycling	Barry Callebaut	Cambridge Assessment
Alliance Boots	Barts and London NHS Trust	Cambridge Building Society
Allianz Insurance	Bayer	Cambridge City Council
Allied Irish Banks	Bayer CropScience	Canada Life
Alstom Power	Beam Global Spirits & Wine	Carbon Disclosure Project
Amcor	Beiersdorf UK	Cargill
American Airlines	Bel UK	Carlsberg UK
Amway (Europe)	Benetton	Caterpillar Articulated Trucks
Arcelor Mittal	Berkshire East Teaching Primary Care Trust	Caterpillar Remanufacturing
Arch Chemicals	Berkshire West Primary Care Trust	Caterpillar UK
Arena Housing Association	Bernhard Schulte Shipmanagement	Celsa Steel
Argos	Bexley Council	CEMEX UK Operations
Armacell UK	Big Lottery Fund	Centrica
Armstrong World Industries	Biomerieux UK	Certis Europe
Asda	Birmingham City University	Charities Aid Foundation
Ashland UK	Birmingham International Airport	Chelmsford Borough Council
Astellas Pharma Europe	Blackpool Borough Council	Chemtura
AstraZeneca	Body Shop International, The	Chep UK



Cherwell District Council	De Agostini UK	Fat Face
Chevron	De Beers UK	Federal Express Europe
Chiquita Brands International	De Lage Landen Leasing	Ferrero UK
Chivas Brothers	Diageo	Finning
Christies International	Diageo Great Britain	Finpro UK
Church & Dwight UK	Diageo Supply	Firmenich UK
Church of England	Diamdel	Fisher & Paykel Appliances
Cigna European Services	Donaldson Filter Components	Fisher & Paykel Healthcare
Circle Anglia	Dong Wind UK	Flowserve GB
Citigroup	Doosan Babcock	Forbo-Nairn
City & Guilds	Dow Agrosciences	Ford Motor Company
City of London Police	Dow Chemical	Fortis Life
City of York Council	Dow Corning	Fortum Energy
City West Housing Trust	Dragon LNG	Friends Provident
Civil Aviation Authority	Dumfries and Galloway Constabulary	Fritz Egger Gesellschaft
Civil Nuclear Constabulary	Dun & Bradstreet	Fulleon
Co-operative Financial Services	Dunnhumby	G E Aviation Systems
Co-operative Group	DuPont UK	G E Corporate
Coca-Cola Enterprises	Dwr Cymru Welsh Water	G E Energy (UK)
Cognis UK	E D F Energy	G E Healthcare
Cold Drawn Products	E D F Energy Renewables	Gallions Housing Association
Colgate Palmolive	E N I UK	Gas Transportation Company (GTC), The
Compass Group UK	E R M	Gassco AS
Componenta	E.ON Climate and Renewables	Gatwick Airport
ConocoPhillips UK	Eagle Ottawa	GEFCO UK
Consolidated Contractors International	East Sussex County Council	Gemalto UK
Continental Teves UK	Eastman Chemical Europe	Georgia-Pacific Europe
Cooper Bussmann	Easyjet Airline Company	Glatfelter
Cooper Crouse-Hinds	Eaton and associated companies	Glencore UK
Cooper Industries UK	Electrical Contractors' Association	Gloucester City Homes
Cooper MEDC	Elizabeth Finn Care	Goodrich
Corning	Enertrag	Google UK
Costa	Environment Agency, The	Graham & Brown
Cott Beverages	Equity Insurance Group	Greene King
Coty UK	Essex County Council	Griffith Laboratories
Countess of Chester NHS Foundation Trust	Eurocell Profiles	Group 4 Securicor (G 4 S)
Covance	Euroclear	Groupe SEB UK
Creation Financial Services	European Bank for Reconstruction and Development	GrowHow UK
Crown Estate, The	Eurostar UK	Guide Dogs for the Blind Association
Crown Europe Group Services	Eurotunnel	Gulfands Petroleum
Crown Prosecution Service	Evonik Degussa	Gullivers Travel
Cytec Industries	Experian Group	Guy's & St Thomas' Hospital NHS Foundation Trust
D N V	ExxonMobil	Gwynedd Council
D P World	ExxonMobil Chemicals	H J Heinz Company
Daikin Airconditioning UK	F C E Bank	Hager
Dairy Crest	F G Wilson Engineering	Hallmark Cards
Danfoss	F M G Support	Hampshire County Council
Dartington Hall Trust, The	Falck Renewables	Hampshire Primary Care Trust
Hanson Aggregates	Jaguar Land Rover	Lukoil Overseas



Harborough District Council	John Davidson Pipes	Lyondell Chemical
Harrods	John Deere	M E I UK International
Hazeldene Foods	Johnson Matthey	Mabey Holdings
Health Foundation, The	K M E	Maidstone Borough Council
Health Protection Agency	K P S S	Manchester Airport
Heathrow Express	Kellogg Europe	Marathon Oil
Heineken UK	Kemet Electronics	Marie Stopes International
Henkel	Kent County Council	Marks & Spencer
Hertfordshire County Council	Kent Police	Mars UK
Hertfordshire Partnership NHS Foundation Trust	Kia Motors UK	Matthew Clark
Hilti Gt. Britain	Kimberly-Clark	Mazda Motors UK
Hitachi Europe	Kingston Primary Care Trust	McCormick UK
Home Retail Group	Kongsberg Automotive	Mercedes-Benz UK
Homebase	Koppers UK	Metropolitan Police
Hong Kong Trade Development Council	Kraft Foods UK	Michelin Tyre
Honourable Society of the Inner Temple, The	Kuehne and Nagel	Midlands Co-Operative Society
Houghton International Inc	Kuwait Petroleum International Aviation Company	Mileage Company, The
Howden	KWS SAAT	Millenium Inorganic Chemicals
Huhtamaki (UK)	L V =	Milton Keynes Primary Care Trust
Hull Teaching Primary Care Trust	L'Oreal	Mitsubishi Pencil
Huntsman	Lafarge Cements	Moet Hennessy
I M I	Lafarge Plasterboard	Molson Coors Brewing Company (UK)
I N G Direct	Lafarge Services	Monsanto UK
I P F International	Lafarge UK	Motability
Imdex Technology UK	Laing O'Rourke	Muller Dairy
Immigration New Zealand	Lanxess	Murco Milford Haven Refinery
Imperial College of Science Technology & Medicine	Lavendon Group	Murco Petroleum
InBev UK	Lead Development Association International	N F U Mutual
Ineos Group	Legal & General Group	N H S Confederation, The
Infineum	Legal Services Commission	N S G
Infinis	Lego	Nampak Holdings
Innospec	Leicestershire County Council	National Air Traffic Services
Innovia Films	Lenzing Services	National Audit Office
International Baccalaureate Organization	Lewisham College	National Centre for Young People with Epilepsy
International Flavours & Fragrances	Lloyd's of London	National Grid
International Fund for Animal Welfare	Lloyd's Register	National Savings & Investments
International Power	Lloyds Banking Group	National Trust for Scotland
Invacare	London & Scandinavian Metallurgical	National Trust, The
iPSL	London Borough of Barnet	Nationwide Building Society
Isle of Wight NHS PCT	London Pensions Fund, The	Natures Way Foods
Itochu Europe	LondonWaste	Nespresso UK
J Sainsbury	Lotte Chemical	Nestle UK
J T I UK (Gallaher)	Lotus Bakeries	NetJets Europe
Jackson's Bakery	Lucite International	Network Planning & Maintenance Anglia



Network Rail Infrastructure	POhWER	Royal Pharmaceutical Society of Great Britain
Next	Police Mutual Assurance Society	S A Brain & Co.
Nielsen Marketing Research	Polimeri Europa UK	S C A Hygiene Products UK
Nike	Port of London Authority	S C A Packaging
Norfolk County Council	Portsmouth City Teaching Primary Care Trust	S G B Group
Norfolk Police Authority	Powys County Council	S I T A UK
North West Development Agency	Premier Farnell	S S E Renewables
Northamptonshire Police	Premier Foods	Sabic
Northern Bank	Preview Services	SABMiller
Northern Foods	Procter & Gamble	Saint-Gobain
Northern Lighthouse Board	Provident Financial	Saipem UK
Northern Rail	Q V C	Samlerhuset
Northumbrian Water	Quadrant Engineering Plastic Products	Sanctuary Group
Notting Hill Housing Trust	Quantum Care	Sanden International (Europe)
Nutreco	Queen Elizabeth Hospital Kings Lynn	Sandvik Coromant UK
O-I Europe	NHS Foundation Trust	Sandvik Information Systems
Octapharma	Queen Mary University of London	Sanlam
Odfjell	R A C Insurance	Sanlam Investments and Pensions
Office Depot UK	R I A S	Sara Lee Coffee & Tea
Olympus	R O C UK	Sasol Petroleum International
Ordnance Survey	R P M I	Sasol UK
Otis	R S P C A	Saudi Petroleum Overseas
Outokumpu Stainless Holdings	R W E Dea UK	Schlumberger Oilfield UK
Oxford Radcliffe Hospitals	R W E IT UK	Schneider Electric UK
Oxford University Press	R W E nPower	Scottish & Southern Energy
Oxfordshire Primary Care Trust	R W E nPower Renewables	Scottish Environment Protection Agency
P B Gelatins	R W E Supply & Trading	Scottish Power
P R S for Music	R W E Technology UK	Scottish Power Renewables
Panasonic	Randstad Holdings	Scottish Water
Pandrol International	Rank Xerox Systems	Serco Defence, Science & Technology
Panini	Recall	Severn Trent
Parripak Foods	Refresco	Shell Chemicals UK
Partnership for Renewables	Renewable Energy Systems	Shell UK
Peabody Trust	REpower UK	Sibelco UK
Peel Airports Group	ResMed	Siegwerk UK
Penske Logistics Europe	Rexam	Siemens
PepsiCo UK	Rexam Beverage Can Europe	Siemens Metering Services
Perfetti Van Melle UK	Rhodia	Sika
Perkins Engines Company	Richemont International	Silverspoon Company, The
Perrigo	Ridgeons	Singapore Economic Development Board
Petrobras	Rio Tinto	Skills For Justice
Petroplus Refining & Marketing	Rolls-Royce	Skretting
Peugeot Citroen Automobiles UK	Royal Borough of Kensington & Chelsea	Smurfit Kappa UK
Philip Morris	Royal British Legion	Sodexo
Philips Electronics	Royal Brompton and Harefield NHS Foundation Trust	Sojitz Europe
Philips International	Royal Jordanian	Solutia
Phoenix Group	Royal Mail Group	Solvay Interox
	Royal Marsden NHS Foundation Trust	



Somerset County Council	Tesa SE	University of Edinburgh
Sony Europe	Tesco	University of Lincoln
South African Airways	Tessengerlo Group	University of Newcastle-upon-Tyne
South Hook LNG Terminal Company	Tetley Group, The	University of Northampton
South Northamptonshire District Council	Thames Valley Police	University of Oxford
South West Trains	Thames Water	University of Southampton
South West Yorkshire Partnership NHS Foundation Trust	Thatcham	University of Warwick
South Yorkshire Police	Thomas Cook Group	University of York
Southampton City Council	Thompsons Solicitors	V F Northern Europe
Southampton City Primary Care Trust	Timken UK	Vaillant
Southern Water	Tokio Millenium Re (UK)	Vale UK
Southwark Council	Tom Tom Sales UK	Vallourec Mannesmann Oil & Gas UK
Specialist Schools and Academies Trust	Toshiba International Finance	Vattenfall Wind Power
Speedo International	Toshiba of Europe	Ventura
Spirit Aerosystems (Europe)	Total E&P	Veolia Environmental Services
ST Ericsson	Total Gas & Power	VocaLink
St James's Place Wealth Management	Total Lindsey Oil Refinery	Volkswagen Financial Services (UK)
St Mungo's	Total Petrochemicals	Volkswagen Group UK
Statkraft UK	Total UK	Vopak
Statoil UK	Tourism New Zealand	W S Atkins
Sturrock and Robson	Toyota Motors Europe	Wandsworth Borough Council
Suez Group	Training 2000	Warburtons
Suffolk Police	Translink	Warner Music International Services
Sun Life Financial of Canada UK	Transport for London	Warwickshire County Council
Surrey Police	Travis Perkins Group	Wavin
Sussex Police	Treasury Wines Estates	Wealden District Council
Synthomer	Trelleborg Offshore	West Northamptonshire Development Corporation
T C R Belgium	Trinity House Corporation	West Sussex County Council
T D Williamson	Trinity Mirror New Media	Whitbread & Company
T J X Companies	Tullis Russell Group	Whitbread Hotels & Restaurants
T M D Friction	Tunbridge Wells Borough Council	Wilkinson Hardware Stores
T N T Post UK	U K Atomic Energy Authority	William Grant & Sons
T N T UK	U M I P	William Jackson Food Group
T U I Travel	UK Power Networks	Wiltshire County Council
Tait Electronics	Umicore Coating Services	Wind Prospect
Talisman Energy (UK)	Unilever	Wokingham Borough Council
Target Group	United Biscuits	Working Links (Employment)
Tarmac	United Kingdom Accreditation Service	World Vision
Tata Chemicals Europe	United Utilities	Wrigley Company, The
Tate & Lyle Sugars	University College London	Yorkshire Water
Tech Data	University of Birmingham	Zurich Financial Services
Teekay Shipping Glasgow	University of Central Lancashire	



5. Appendix III – Postcode readacross for zonal maps

Grouping (HEO & below)	Grouping (SEO & above)	Postcodes covered
5	3	E1, E1W, E2, E77, E8, E98, EC1, EC1A, EC1M, EC1N, EC1P, EC1R, EC1V, EC1Y, EC2, EC2A, EC2M, EC2N, EC2P, EC2R, EC2V, EC2Y, EC3, EC3A, EC3M, EC3N, EC3P, EC3R, EC3V, EC4, EC4A, EC4M, EC4N, EC4P, EC4R, EC4V, EC4Y, N1, N19, N1C, N5, N7, NW1, NW3, NW5, NW6, NW8, SE1, SE11, SE15, SE16, SE17, SE1P, SE24, SE5, SW1, SW10, SW11, SW1A, SW1E, SW1H, SW1P, SW1V, SW1W, SW1X, SW1Y, SW2, SW3, SW4, SW5, SW6, SW7, SW8, SW9, SW95, W1, W11, W14, W1A, W1B, W1C, W1D, W1F, W1G, W1H, W1J, W1K, W1M, W1N, W1P, W1R, W1S, W1T, W1U, W1V, W1W, W1X, W1Y, W2, W8, W9, WC1, WC1A, WC1B, WC1E, WC1H, WC1N, WC1R, WC1V, WC1X, WC2, WC2A, WC2B, WC2E, WC2H, WC2N, WC2R, WC99
4	2	BR1, BR2, BR3, BR4, BR5, BR6, BR7, BR8, CR0, CR1, CR2, CR3, CR4, CR44, CR5, CR6, CR7, CR8, CR9, DA1, DA10, DA11, DA12, DA13, DA14, DA15, DA16, DA17, DA18, DA2, DA3, DA4, DA5, DA6, DA7, DA8, DA9, E10, E11, E12, E13, E14, E15, E16, E17, E18, E3, E4, E5, E6, E7, E9, EN1, EN10, EN11, EN2, EN3, EN4, EN5, EN6, EN7, EN8, EN9, HA0, HA1, HA2, HA3, HA4, HA5, HA6, HA7, HA8, HA9, IG1, IG10, IG11, IG2, IG3, IG4, IG5, IG6, IG7, IG8, IG9, KT1, KT10, KT11, KT12, KT13, KT14, KT15, KT16, KT17, KT18, KT19, KT2, KT20, KT21, KT22, KT23, KT24, KT3, KT4, KT5, KT6, KT7, KT8, KT9, N10, N11, N12, N13, N14, N15, N16, N17, N18, N2, N20, N21, N22, N3, N4, N6, N8, N81, N9, NW10, NW11, NW2, NW4, NW7, NW9, RM1, RM10, RM11, RM12, RM13, RM14, RM15, RM16, RM17, RM18, RM19, RM2, RM20, RM3, RM4, RM5, RM6, RM7, RM8, RM9, SE10, SE12, SE13, SE14, SE18, SE19, SE2, SE20, SE21, SE22, SE23, SE25, SE26, SE27, SE28, SE3, SE4, SE6, SE7, SE8, SE9, SM1, SM2, SM3, SM4, SM5, SM6, SM7, SW12, SW13, SW14, SW15, SW16, SW17, SW18, SW19, SW20, TW1, TW10, TW11, TW12, TW13, TW14, TW15, TW16, TW17, TW18, TW2, TW20, TW3, TW4, TW5, TW6, TW7, TW8, TW9, UB, UB1, UB10, UB11, UB18, UB2, UB3, UB4, UB5, UB6, UB7, UB8, UB9, W10, W12, W13, W3, W4, W5, W6, W7
3	2	AL1, AL2, AL3, AL4, AL5, GU1, GU10, GU11, GU12, GU13, GU14, GU15, GU16, GU17, GU18, GU19, GU2, GU20, GU21, GU22, GU23, GU24, GU25, GU27, GU3, GU35, GU4, GU46, GU47, GU5, GU51, GU52, GU6, GU7, GU8, GU9, GU95, HP1, HP10, HP11, HP12, HP13, HP14, HP15, HP16, HP17, HP18, HP2, HP22, HP23, HP27, HP3, HP4, HP5, HP6, HP7, HP8, HP9, LU1, LU2, LU3, LU4, LU5, LU6, LU7, MK17, OX11, OX14, OX2, OX39, OX49, OX9, RG1, RG10, RG11, RG12, RG13, RG18, RG19, RG2, RG27, RG29, RG3, RG30, RG31, RG4, RG40, RG41, RG42, RG45, RG5, RG6, RG7, RG8, RG9, RH12, RH14, RH5, SG4, SG5, SL0, SL1, SL2, SL3, SL4, SL5, SL6, SL7, SL8, SL9, SL95, TW19, WD1, WD17, WD18, WD19, WD2, WD23, WD24, WD25, WD3, WD4, WD5, WD6, WD7, WD99
3	1	GU26, GU28, GU29, GU30, GU31, GU32, GU33, GU34, HP19, HP20, HP21, MK1, MK10, MK11, MK12, MK13, MK14, MK15, MK16, MK18, MK19, MK2, MK3, MK4, MK43, MK46, MK5, MK6, MK7, MK77, MK8, MK9, NN7, PO1, PO10, PO11, PO12, PO13, PO14, PO15, PO16, PO17, PO18, PO2, PO3, PO4, PO5, PO6, PO7, PO8, PO9, RG14, RG15, RG20, RG21, RG22, RG23, RG24, RG25, RG26, RG28, RH1, RH10, RH11, RH13, RH15, RH16, RH17, RH18, RH19, RH2, RH20, RH3, RH4, RH6, RH7, RH77, RH8, RH9, SO18, SO21, SO23, SO24, SO3, SO31, SO32, SO97, SP11, TN16, TN3, TN7, TN8



Grouping (HEO & below)	Grouping (SEO & above)	Postcodes covered
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Groupin g (HEO & below)	Groupin g (SEO & above)	Postcodes covered
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Grouping (HEO & below)	Grouping (SEO & above)	Postcodes covered (cont'd)
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Grouping (HEO & below)	Grouping (SEO & above)	Postcodes covered (cont'd)
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