# Salary Survey of Executive Leadership Roles in School Trusts

Summary Report
October 2021

# Contents

# Background

## About this survey

This report summarises some of the initial, key findings from the first national annual salary survey of executive leadership roles for school trusts. This is the first in an annual series of surveys and we anticipate that the survey will grow and strengthen over time, with future editions enabling the reporting of trend data across the sector.

The data collected through this research will give trust boards much-needed robust benchmark data to support fair and transparent decisions about executive reward. This headline report focuses on high level results and is not intended to provide sufficient information to inform decision making. We strongly urge those who wish to undertake further work as a result of this exercise, to access and scrutinise the full survey results. Those wishing to delve deeper into the data can subscribe to the XpertHR Cendex platform, to get a credible evidence base for their trusts decisions around pay.

## Full survey results

The full survey results offer great depth and granularity in the breakdown of the results, allowing comparisons to be refined by parameters such as trust size (both number of schools within the trust and pupil numbers across the trust), phase, religious character, as well as detailed UK region, comparisons of part time and full time staff employees and article based content summarising pension provision and contribution and health benefits.

## Why you need robust market pay data

HR professionals across all industry sectors increasingly turn to salary survey reports to access reliable, accurate, market pay data to inform and implement reward strategies. This data is increasingly used in ensuring pay levels are competitive yet fair, making informed pay review decisions and setting the right pay levels for new employees.

## How to access the full survey results

The full benchmark dataset is now available for trusts to purchase and interrogate via our Cendex platform. CST members and all participants in this benchmarking study are able to subscribe to Cendex at significantly preferential rates. Please get in touch with us at cendex@xperhr.co.uk for further information or to register your interest.

# Foreword

The Confederation of School Trusts, as the sector body for academy and multi-academy trusts, is delighted to bring you this salary survey of executive roles in School Trusts, working with XpertHR, Cendex and supported by our platinum partner, Browne Jacobson. Over time, we intend to build on this initial work to create a comprehensive annual salary report of executive roles in School Trusts.

We are very pleased that over 120 School Trusts participated in this first salary survey and we would like to thank the participating trusts for their contributions. Without these data, it is increasingly difficult to understand and benchmark the remuneration of different levels of executive roles in the sector.

I am particularly pleased to note that average rates of CEO pay compared to other relevant industry sectors demonstrates clearly that pay in the Trust sector is not disproportionate. In fact, pay in the Trust sector is comparatively lower than other industry sectors, particularly taking into account the level of accountability for School Trust CEOs.

It was our intention in undertaking this piece of work to help Trust Boards make evidence-informed decisions on remuneration. Different Trusts, and indeed different roles within Trusts, may attract levels of remuneration higher or lower than these benchmarks because of the context of the organisations. It is not our intention that this report become a 'blunt instrument' but rather a point of evidence supporting good, informed and rigorous remuneration decisions.

Leora Cruddas

Chief Executive

Confederation of School Trusts

# Number of participating organisations

The tables below summarise the number of participating organisations (Org. No.) and the number of individual employees they provided data for (Ind. No.) as well as a summary of the number of individual records as a percentage of the overall total.

## Summary by Job Level of employee

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **10 Chief executive** | 126 | 10.0 | 118 |
| **11 Senior director** | 249 | 19.7 | 107 |
| **12 Director** | 268 | 21.2 | 72 |
| **13 Senior function head** | 227 | 18.0 | 62 |
| **14 Function head** | 164 | 13.0 | 47 |
| **15 Department manager** | 230 | 18.2 | 56 |
| **Whole sample** | 1,264 | 100.0 | 121 |

## Summary by Gender of employee

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **Male** | 500 | 39.6% | 108 |
| **Female** | 732 | 57.9% | 114 |
| **Other (inc. transgender, non-binary, prefer not to say)** | 7 | 0.6% | 3 |
| **Not provided** | 25 | 2.0% | 3 |
| **Whole sample** | 1,264 | 100.0 | 121 |

## Summary by Job Function of employee

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **Academic leadership - schools** | 350 | 27.7 | 80 |
| **General management** | 211 | 16.7 | 110 |
| **Finance - general** | 101 | 8.0 | 80 |
| **HR Generalist** | 97 | 7.7 | 74 |
| **Strategy and planning** | 78 | 6.2 | 38 |
| **Quality assurance, quality control** | 78 | 6.2 | 32 |
| **General management - IT** | 60 | 4.7 | 46 |
| **Facilities management / services** | 44 | 3.5 | 32 |
| **Management accounting** | 44 | 3.5 | 25 |
| **Governance or committee services** | 41 | 3.2 | 39 |
| **Project management - general** | 34 | 2.7 | 22 |
| **Standards, regulatory enforcement and inspection** | 19 | 1.5 | 15 |
| **Financial accounting** | 16 | 1.3 | 15 |
| **Staff development, training** | 13 | 1.0 | 10 |
| **Other functions** | 78 | 6.1 | 20 |
| **Whole sample** | 1,264 | 100.0 | 121 |

## Summary by number of pupils within the trust

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **2000 or fewer** | 129 | 10.2% | 27 |
| **2001-5000** | 381 | 30.1% | 43 |
| **5001-10000** | 456 | 36.1% | 32 |
| **More than 10000** | 184 | 14.6% | 12 |
| **Not provided** | 114 | 9.0% | 7 |
| **Whole sample** | 1,264 | 100.0 | 121 |

## Summary by number of schools within the trust

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **1-5** | 234 | 18.5% | 37 |
| **6-10** | 429 | 33.9% | 43 |
| **11-20** | 335 | 26.5% | 27 |
| **21 or more** | 194 | 15.3% | 13 |
| **Not provided** | 72 | 5.7% | 1 |
| **Whole sample** | 1,264 | 100.0 | 121 |

## Summary by religious character of the trust

|  | Ind. No. | Ind. %. | Org. No. |
|---|---|---|---|
| **Diocesan (Catholic)** | 12 | 0.9% | 2 |
| **Diocesan (CofE)** | 149 | 11.8% | 14 |
| **Mixed** | 46 | 3.6% | 8 |
| **No religious character** | 859 | 68.0% | 86 |
| **Other** | 31 | 2.5% | 4 |
| **Not provided** | 167 | 13.2% | 7 |
| **Whole sample** | 1,264 | 100.0 | 121 |

# Salary Tables

## Level 10 (CEO)

Incumbents at this level will hold the most senior executive role in an organisation. They are accountable for the educational achievement of pupils and the mid to long term financial viability of the organisation. Along with the rest of the executive team, is responsible for creating trust strategy for ratification by the board.

## Whole sample

|  | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| Basic salary | 97,272 | 111,114 | 126,974 | 149,834 | 180,555 | 132,285 | 126 | 118 |
| Total cash earnings | 97,272 | 111,114 | 130,000 | 150,834 | 184,128 | 135,000 | 126 | 118 |

## Brad region of the UK

|  | Median basic salary | Median cash earnings |
|---|---|---|
| London & South East | 131,948 | 133,448 |
| Rest of the UK | 121,912 | 127,361 |
| Whole sample | 126,974 | 130,000 |
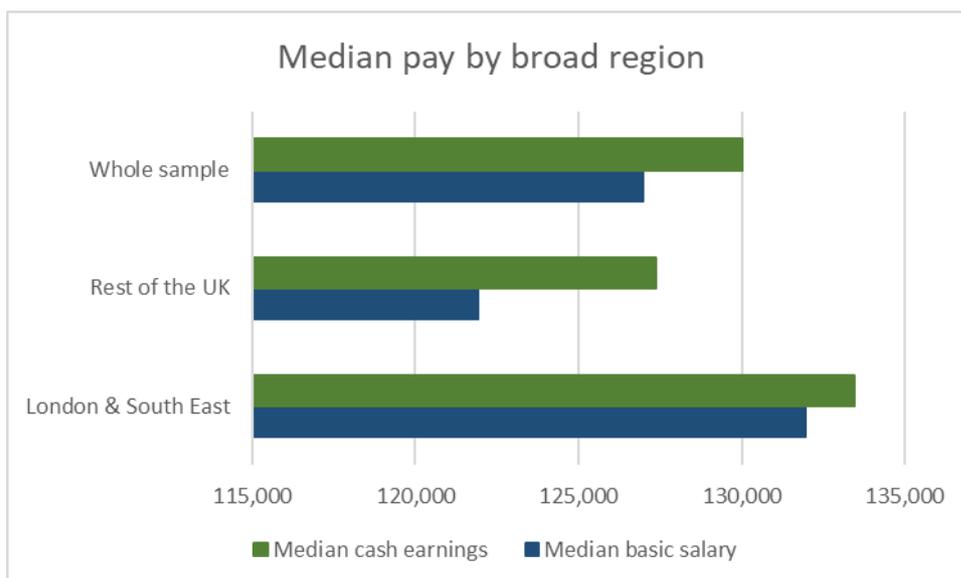


## Gender

|  | Male | Female | Female pay as a % male |
|---|---|---|---|
| Basic salary (median) | 135,000 | 120,000 | 88.9% |
| Cash earnings (median) | 136,372 | 121,541 | 89.1% |

# Salary Tables

## Level 11 (Senior Director / Executive Head teacher)

Incumbents at this job level will hold the next most senior executive role below the chief executive. An executive head teacher, responsible for a number of schools or academies will likely be found here or a Deputy CEO or other Senior Director, having seniority over other executive level Directors. As part of the executive team, is responsible for creating trust strategy for ratification by the board and then delivering this strategy.

## Whole sample

|  | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| Basic salary | 64,143 | 75,000 | 90,379 | 109,647 | 127,300 | 93,395 | 249 | 107 |
| Total cash earnings | 64,143 | 75,000 | 90,977 | 110,000 | 130,492 | 94,704 | 249 | 107 |

## Broad region of the UK

|  | Median basic salary | Median cash earnings |
|---|---|---|
| London & South East | 96,000 | 96,168 |
| Rest of the UK | 87,876 | 88,187 |
| Whole sample | 90,379 | 90,977 |
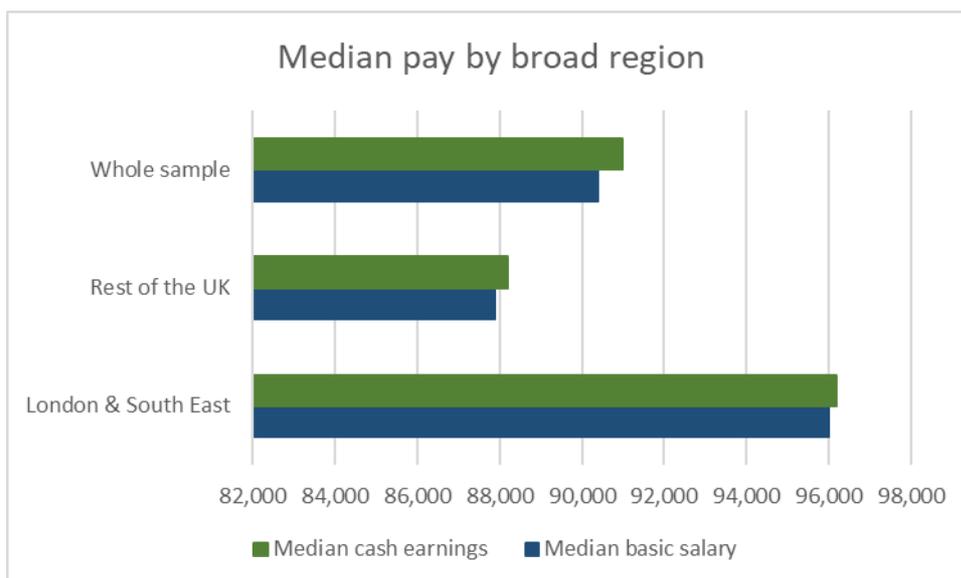


## Gender

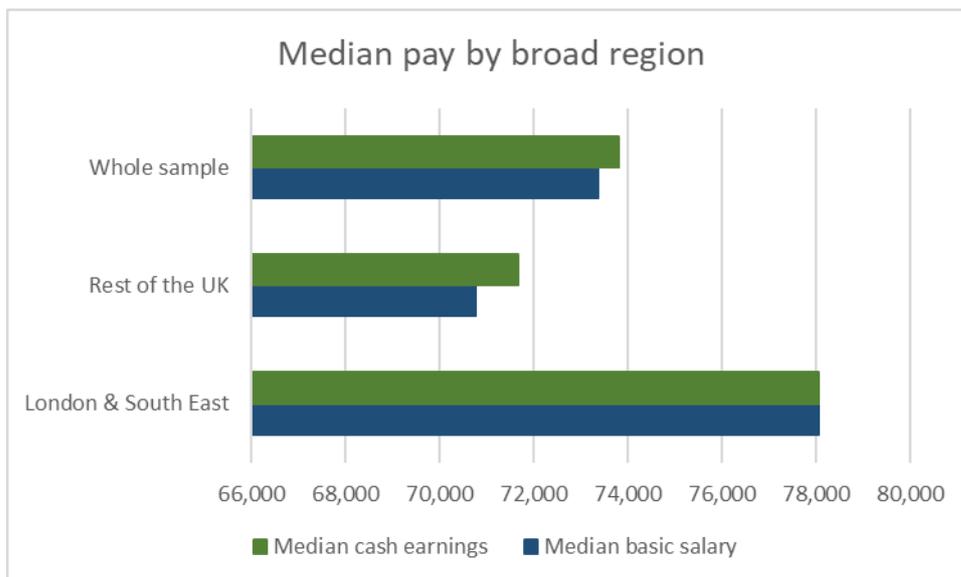|  | Male | Female | Female pay as a % male |
|---|---|---|---|
| Basic salary (median) | 98,026 | 82,719 | 84.4% |
| Cash earnings (median) | 99,841 | 83,155 | 83.3% |

# Salary Tables

## Level 12 (Director)

Job holders at this level will almost always attend the board or executive committee of the organisation. Anyone sitting on the executive team in a supporting capacity (eg Executive Assistant, Chief of Staff) should not be coded at this level. Any Director level roles who do not attend the board or sit on the executive team should usually be coded to Levels 13 or 14. As part of the executive team, is responsible for creating trust strategy for ratification by the board and then delivering this strategy.

## Whole sample

|  | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| **Basic salary** | 55,337 | 62,666 | 73,365 | 89,663 | 102,750 | 76,480 | 268 | 72 |
| **Total cash earnings** | 55,337 | 63,922 | 73,797 | 90,379 | 105,509 | 77,324 | 268 | 72 |

## Broad region of the UK

|  | Median basic salary | Median cash earnings |
|---|---|---|
| **London & South East** | 78,043 | 78,043 |
| **Rest of the UK** | 70,746 | 71,658 |
| **Whole sample** | 73,365 | 73,797 |



## Gender

|  | Male | Female | Female pay as a % male |
|---|---|---|---|
| **Basic salary (median)** | 79,958 | 70,745 | 88.5% |
| **Cash earnings (median)** | 79,958 | 70,745 | 88.5% |

# Salary Tables

## Level 13 (Senior Function Head)

Job holders at this level of seniority are often directors and senior managers who do not attend the main board or executive team but may otherwise part of the senior leadership team and have significant managerial input into the direction of the Trust. Smaller trusts may not have staff operating at this level and heads of function may be found at level 14.

## Whole sample

| | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| Basic salary | 42,689 | 50,307 | 62,570 | 72,497 | 92,624 | 65,375 | 227 | 62 |
| Total cash earnings | 42,821 | 50,307 | 62,570 | 73,521 | 92,624 | 65,691 | 227 | 62 |

## Broad region of the UK

| | Median basic salary | Median cash earnings |
|---|---|---|
| London & South East | 69,087 | 70,552 |
| Rest of the UK | 59,040 | 59,040 |
| Whole sample | 62,570 | 62,570 |
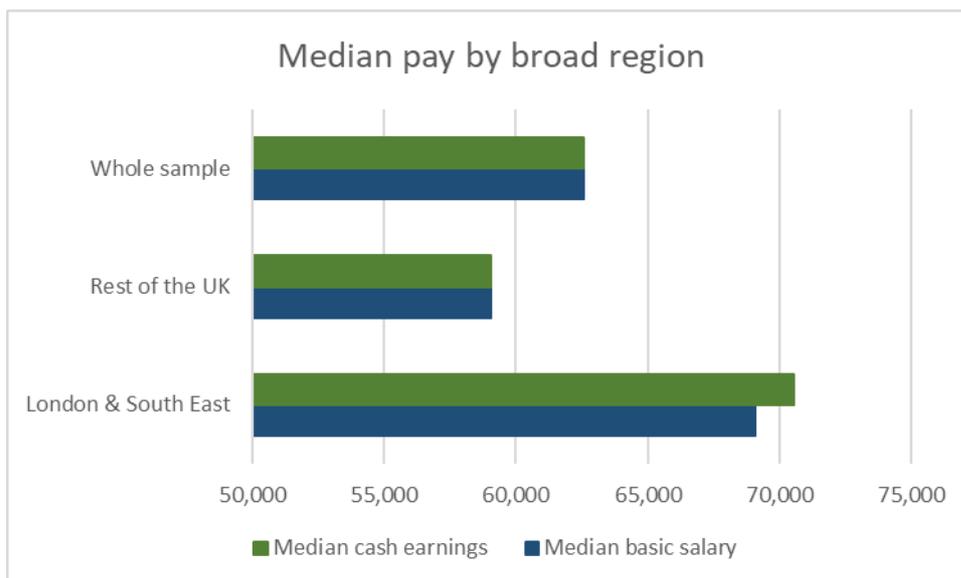


## Gender

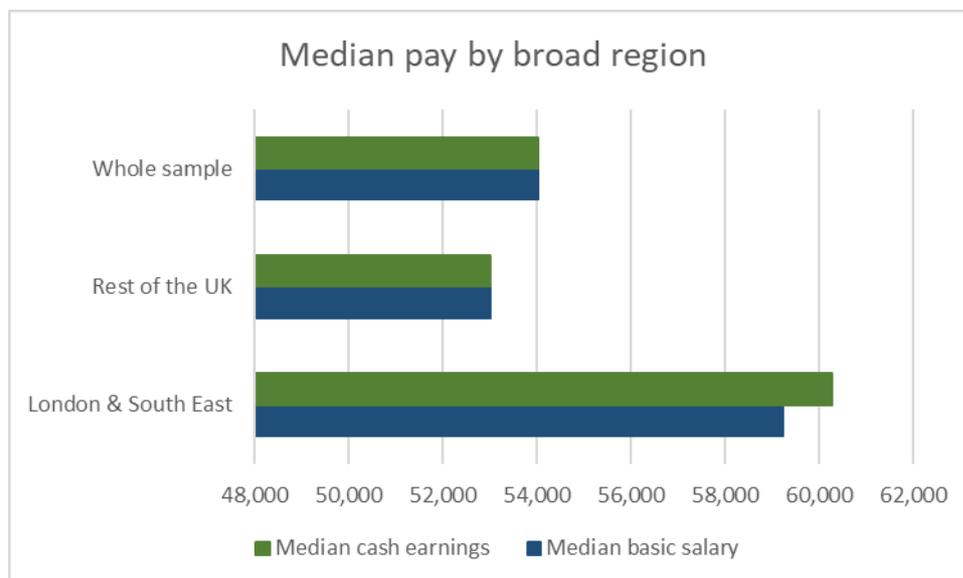| | Male | Female | Female pay as a % male |
|---|---|---|---|
| Basic salary (median) | 67,364 | 61,100 | 90.7% |
| Cash earnings (median) | 67,364 | 61,100 | 90.7% |

# Salary Tables

## Level 14 (Function Head)

Incumbents at this job level will head up a functional area of an organisation. They are unlikely to sit on the SLT though may work closely with executive team members. In smaller Trusts staff at this level may sit just below the main executive team as they may not have staff at level 13.

## Whole sample

|  | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| Basic salary | 41,881 | 46,352 | 54,038 | 61,750 | 69,146 | 55,005 | 164 | 47 |
| Total cash earnings | 41,881 | 46,352 | 54,038 | 62,124 | 69,146 | 55,086 | 164 | 47 |

## Broad region of the UK

|  | Median basic salary | Median cash earnings |
|---|---|---|
| London & South East | 59,237 | 60,271 |
| Rest of the UK | 53,010 | 53,010 |
| Whole sample | 54,038 | 54,038 |



Median pay by broad region

## Gender

|  | Male | Female | Female pay as a % male |
|---|---|---|---|
| Basic salary (median) | 54,091 | 53,589 | 99.1% |
| Cash earnings (median) | 54,091 | 53,589 | 99.1% |

# Salary Tables

## Level 15 (Department Manager)

Incumbents at this level will lead a particular department area and will most likely report to a head of function, though in smaller trusts may report directly to a Director.

## Whole sample

|  | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
|---|---|---|---|---|---|---|---|---|
| Basic salary | 34,289 | 38,890 | 45,594 | 55,023 | 64,490 | 47,485 | 230 | 56 |
| Total cash earnings | 34,380 | 39,025 | 46,063 | 58,054 | 67,170 | 48,419 | 230 | 56 |

## Broad region of the UK

|  | Median basic salary | Median cash earnings |
|---|---|---|
| London & South East | 50,559 | 52,276 |
| Rest of the UK | 43,857 | 43,857 |
| Whole sample | 45,594 | 46,063 |
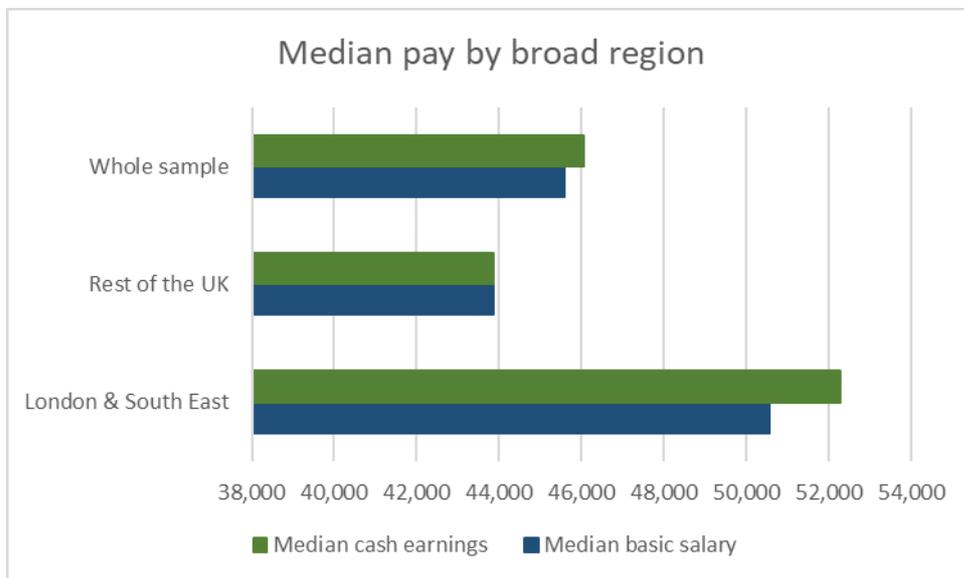


## Gender

|  | Male | Female | Female pay as a % male |
|---|---|---|---|
| Basic salary (median) | 46,386 | 44,863 | 96.7% |
| Cash earnings (median) | 46,754 | 45,228 | 96.7% |

# Salary Tables

## Comparison to other industry sectors

The tables below show the median basic salary and cash earnings, for staff across a range of broadly defined industry sectors, taken from the overall Cendex database of UK wide roles, based on 1.25 million employees. For context, the first table shows average size of school trusts compared to the average size of participants in the other industry sectors, both in terms of annual income / turnover and number of employees.

## Average size of participating organisations

|  | Average annual turnover | Average number of employees | Number of participating organisations |
|---|---|---|---|
| **Private sector services** | 12,367,467,851 | 76196 | 256 |
| **Manufacturing and production** | 847,305,869 | 4845 | 92 |
| **Public services** | 526,966,744 | 6070 | 187 |
| **Charities / not for profit** | 225,498,202 | 3289 | 292 |
| **School trusts** | 652,941,424 | 1447 | 121 |

## Median basic salary, by broad industry sector

|  | School trusts | Private sector services | Manufacturing and production | Public services | Charities / not for profit |
|---|---|---|---|---|---|
| **10 Chief executive** | 126,974 | 269,116 | 246,648 | 129,465 | 135,503 |
| **11 Senior director** | 90,379 | 200,000 | 190,000 | 109,028 | 117,854 |
| **12 Director** | 73,365 | 131,195 | 119,438 | 109,370 | 94,100 |
| **13 Senior function head** | 62,570 | 106,708 | 95,000 | 87,326 | 75,000 |
| **14 Function head** | 54,038 | 89,450 | 81,312 | 78,012 | 65,000 |
| **15 Department manager** | 45,594 | 72,960 | 66,708 | 69,122 | 53,313 |

## Median cash earnings, by broad industry sector

|  | School trusts | Private sector services | Manufacturing and production | Public services | Charities / not for profit |
|---|---|---|---|---|---|
| **10 Chief executive** | 130,000 | 325,595 | 255,500 | 129,465 | 137,334 |
| **11 Senior director** | 90,977 | 231,637 | 202,800 | 110,200 | 119,183 |
| **12 Director** | 73,797 | 155,000 | 148,600 | 110,000 | 95,684 |
| **13 Senior function head** | 62,570 | 126,844 | 112,423 | 88,771 | 75,919 |
| **14 Function head** | 54,038 | 103,798 | 91,865 | 80,335 | 65,388 |
| **15 Department manager** | 46,063 | 82,974 | 74,773 | 70,410 | 53,969 |

# Glossary of terms

## Salary tables

**Table Title**

| Basic salary | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | LD £ | LQ £ | Med £ | UQ £ | UD £ | Av £ | Ind. No. | Org. No. |
| **Level** | | | | | | | | |

**Lower decile:** When all salaries are set out in ascending order, the figure below which one-tenth of all salaries lie. Shown in salary tables as LD.

**Lower quartile:** When all salaries are set out in ascending order, the figure below which one-quarter of all salaries lie. Shown in salary tables as LQ.

**Median:** When all salaries are set out in ascending order, the figure below which half of all salaries lie. Shown in salary tables as Med.

**Upper quartile:** When all salaries are set out in ascending order, the figure below which three-quarters of all salaries lie. Shown in salary tables as UQ.

**Upper decile:** When all salaries are set out in ascending order, the figure below which nine-tenths of all salaries lie. Shown in salary tables as UD.

**Average:** The sum of all individual salaries divided by the number of individuals. Shown in salary tables as Av.

**Sample:** The data used in a given survey or table. NB: the sample size (ie number of records) for many tables is likely to be less than the sample size for the survey as a whole as refinements (eg by region or job function) will lead to the exclusion of some individuals.

**Number in sample:** The number of individual salaries in the sample. Shown in salary tables as Ind. No.

**Basic pay or basic salary:** Annualised cash payment of basic salary including London or other location allowances, merit/performance pay and skills supplement if they are pensionable items and excluding Mortgage subsidies, standby allowances, car allowances, shift, overtime and bonus payments.

**Total earnings:** Basic annual salary before deductions for tax, national insurance, pension contributions etc but including London or other location allowances, performance or skills supplements plus any bonuses, commission payments and mortgage subsidies as well as any shift or standby allowance paid and other cash allowances and honorarium.

## How we collect the data

XpertHR uses a consistent methodology to collect, verify and analyse data.

All data for any given survey is collected as accurate on a given date, to ensure that pay data is consistent from one participant to the next, and to allow year-on-year trends (eg in salaries and labour turnover to be accurately calculated and reported.

Participants are asked to complete two questionnaires for each survey:

- an organisation questionnaire which establishes characteristics of the company which can be applied to all individuals within it (eg the number of employees, sales turnover and industry group); and

- an individual questionnaire which collects demographic, pay and benefits data for each employee as a unique line in a standard spreadsheet. Please note that for data protection reasons we cannot accept data which includes individual employee names, initials or similar information which might lead to their identification. However, we do ask participants to provide a unique but anonymous number or code enabling us to track changes in pay and employment status from one year to the next.

Data submitted to XpertHR on both questionnaires is further anonymised by the removal of the company name and contact details before it is added to our database and analysed.

## How we check the data

XpertHR carries out a series of validation checks and audits on data to ensure that it is accurate and to identify anomalies that can be checked before being released for analysis and reporting. These include:

- checks within one organisation's spreadsheet – to ensure that all salaries submitted are within expected parameters, and that answers to linked questions are as expected;

- checks between one organisation's data and the whole survey data – to ensure that the salaries for one organisation are not consistently out of line with those for all other organisations; and

- checks from one year's survey database to the next – to ensure that trends are either as expected or can be explained.

Where anomalies are identified, XpertHR staff will ask participants to verify or amend data to ensure it is accurate. Further audits of the data are then carried out to ensure that no organisation dominates any given survey or table.

Where an organisation has previously submitted data for a XpertHR salary survey, this will be returned to the organisation for checking before subsequent publication – saving the participant from the time and effort involved in the initial submission.

## How we analyse the data

Our reports include the most commonly requested salary tables. Where the data permit, they include, for any given survey, every possible breakdown by job level and job function plus one other variable (e.g. location, industry, or company size). This particular survey also shows industry and function grouped by company turnover. Further and more detailed breakdowns are available using the online JobPricing tool.

Where possible, the sample size is shown on each line of every table. By default, we report the average, median and quartile salaries for each line. However, to protect the identity of participating organisations and individual employees:

- no figures of any sort will be shown where the sample is less than four;

- median or average figures only are shown where the sample is greater than four; and

- a full quartile distribution is shown where the sample is greater than eight.

As an additional safeguard, no data will be published where all individuals in a data line are drawn from a single company.