

Xpert **HR**

Cendex



**Confederation
of School Trusts**

Salary Survey of Executive Leadership Roles in School Trusts

Summary Report
October 2021



supported by

brownejacobson_{LLP}



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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
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Summary by religious character of the trust

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Diocesan (CofE)	149	11.8%	14
Mixed	46	3.6%	8
No religious character	859	68.0%	86
Other	31	2.5%	4
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Salary Tables

Level 10 (CEO)

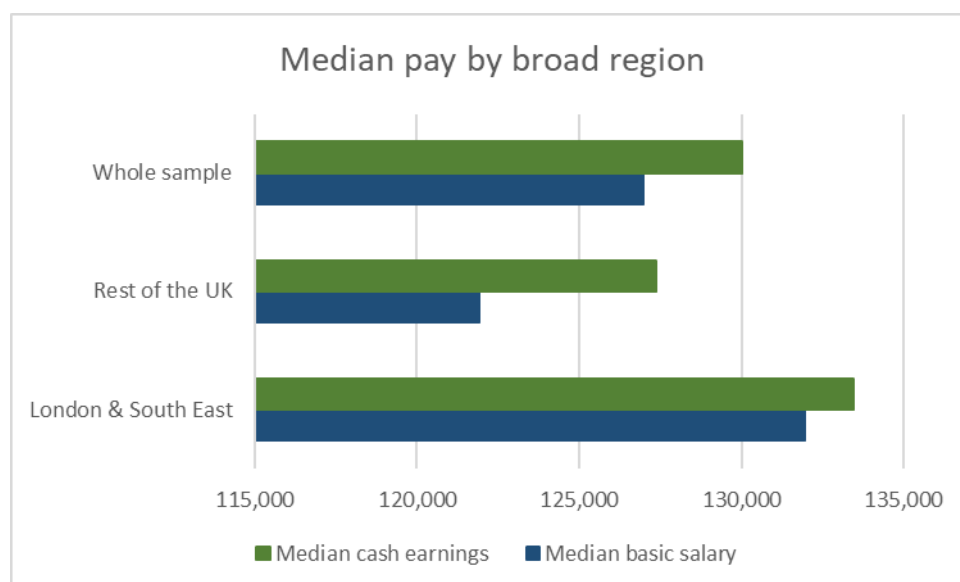
Incumbents at this level will hold the most senior executive role in an organisation. They are accountable for the educational achievement of pupils and the mid to long term financial viability of the organisation. Along with the rest of the executive team, is responsible for creating trust strategy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

Broad 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)

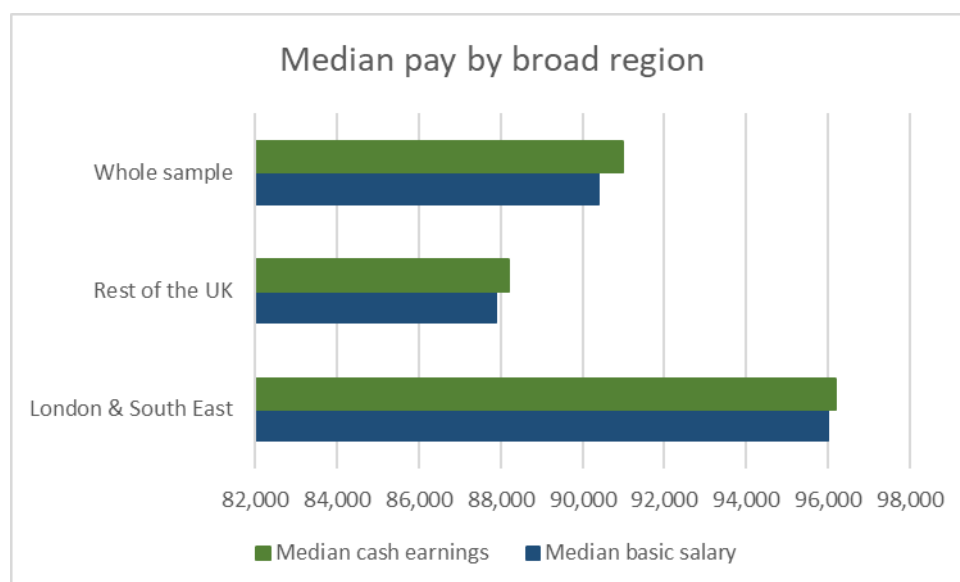
Incumbents at this job level will hold the next most senior executive role below the chief executive. An executive head teacher, responsible for a number of schools or academies will likely be found here or a Deputy CEO or other Senior Director, having seniority over other executive level Directors. 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)

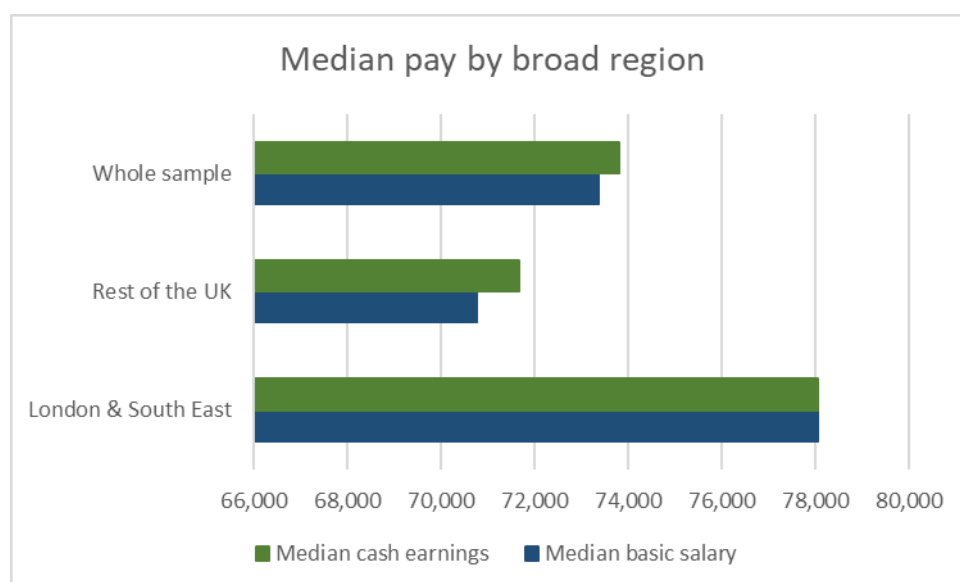
Job holders at this level will almost always attend the board or executive committee of the organisation. Anyone sitting on the executive team in a supporting capacity (eg Executive Assistant, Chief of Staff) should not be coded at this level. Any Director level roles who do not attend the board or sit 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)

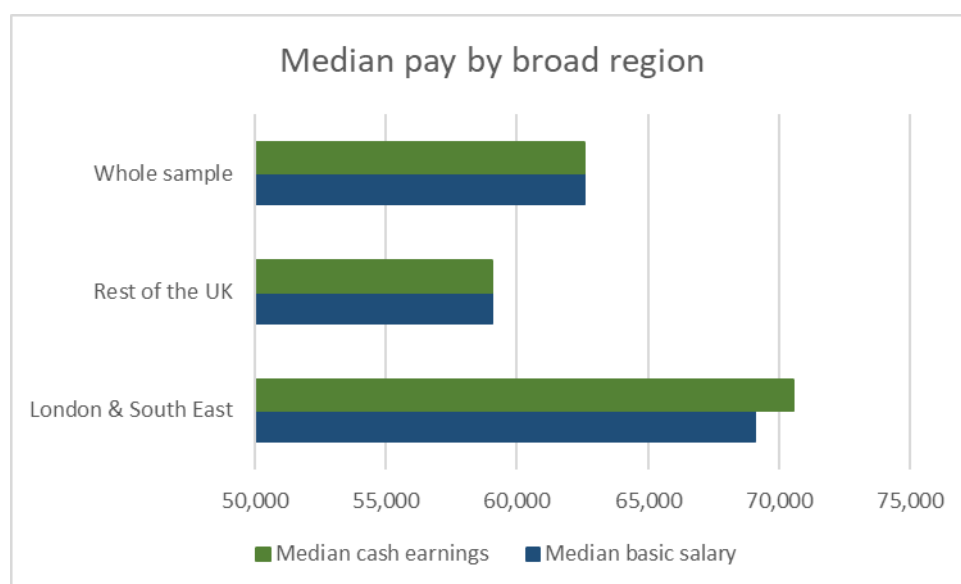
Job holders at this level of seniority are often directors and senior managers who do not attend the main board or executive team but may otherwise part of the senior leadership team and have significant managerial input into the direction of the Trust. Smaller trusts may not have staff operating at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

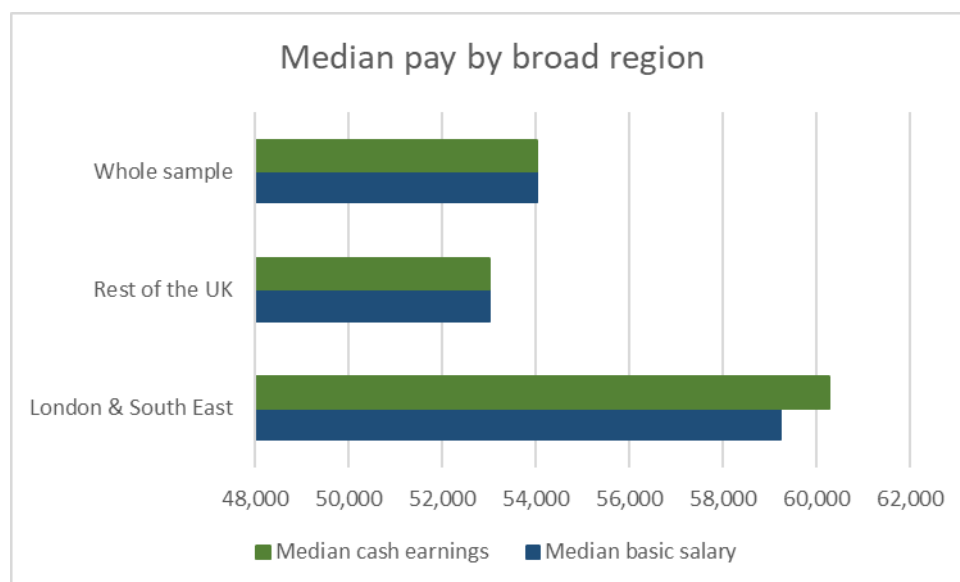
Incumbents at this job level will head up a functional area of an organisation. They are unlikely to sit on the SLT though may work closely with executive team members. In smaller Trusts staff at this level may sit just below the main executive team as they may not have staff at level 13.

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



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)

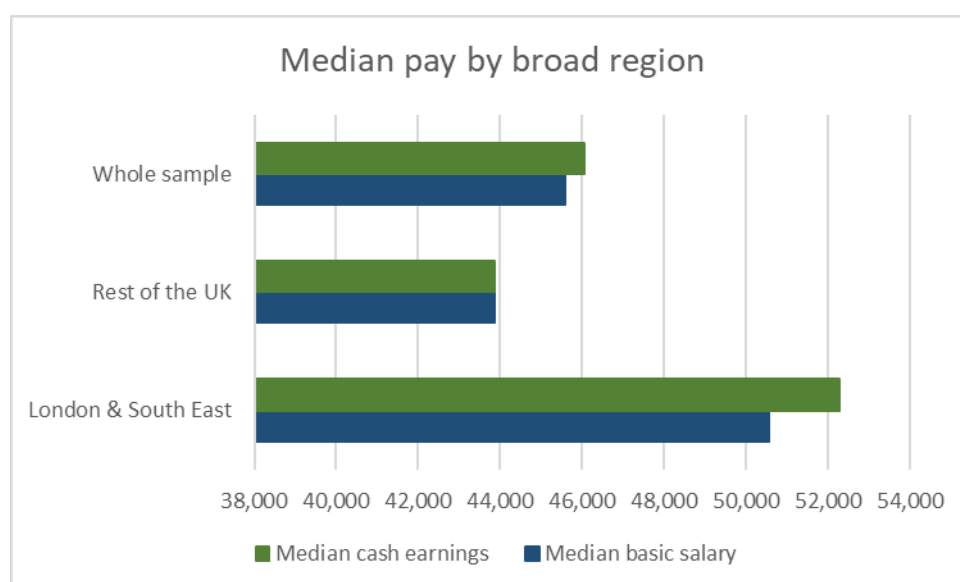
Incumbents at this level will lead a particular department area and will most likely report to a head of function, though in smaller trusts may report directly to a Director.

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.

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Confederation
of School Trusts

Salary Survey of Executive Leadership Roles in School Trusts

Summary Report: additional payments,
pensions and health benefits
January 2022



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Background

About this survey

This report follows up on the initial, key findings from the first national annual salary survey of executive leadership roles for school trusts. This report analyses some of the additional information collected during the course of the survey, focussing on bonuses and additional payments, pension contributions and health benefits.

The data collected through this research will give trust boards much-needed robust benchmark data to support fair and transparent decisions about executive reward. The earlier, headline report focused on high level results and was 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.

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Bonus payments

Incidence of bonus payments and bonus arrangements

The majority of participating organisations indicated that they operated no bonus scheme for any of the executive leaders covered by this survey. Where a scheme is operated, there is an equal split (in terms of employers offering such schemes) between basing it on personal performance only and a mixture of Trust and personal performance.

	Ind. %.	Org. %.
No bonus scheme	92.5%	87.1%
Fixed annually	0.0%	0.0%
Trust performance related	0.0%	0.0%
Personal performance related	4.3%	11.9%
Trust & personal performance related	3.1%	11.9%
Some other basis	0.2%	0.0%
Whole sample	100.0%	100.0%

The table below shows the distribution of bonus payments by basis of payment, according to level of seniority. It shows that where bonus is related purely to personal performance, the distribution is split across the 3 most senior levels of seniority, with Directors being the category most likely to receive a bonus on this basis

Where bonus is allocated on the basis of both Trust and personal performance the allocation is more likely to be based on seniority, with CEO most likely to benefit, followed by Senior Directors and reducing by seniority.

	Personal performance related	Trust and personal performance related
10 Chief executive	21.9%	50.0%
11 Senior director	28.1%	33.3%
12 Director	46.9%	11.1%
13 Senior function head	0.0%	5.6%
14 Function head	0.0%	0.0%
15 Department manager	3.1%	0.0%
10 Chief executive	21.9%	50.0%

Note: the table above is based only on those in receipt of a bonus payment based on one of the above criteria.

Bonus payments

Value of bonus payments by level

The tables below show the value of bonus payments by level of seniority, irrespective of the basis on which they were made.

	In receipt of Bonus %	Average Basic salary £	Average Bonus £	Average Bonus plus Basic salary £	Bonus as % of Basic salary
10 Chief executive	13.5	139,477	7,424	146,901	5.3
11 Senior director	6.4	108,968	6,327	115,295	5.8
12 Director	6.7	81,567	5,791	87,358	7.1
13 Senior function head	-	-	-	-	-
14 Function head	-	-	-	-	-
15 Department manager	-	-	-	-	-
Whole sample	4.3	106,167	6,306	112,472	5.9

This table is based on 54 individuals from 22 organisations.

	LQ £	Med £	UQ £	Av £	Ind. No.	Org. No.
10 Chief executive	2,000	7,124	10,000	7,424	17	16
11 Senior director	3,650	4,685	10,000	6,327	16	9
12 Director	2,500	4,583	10,000	5,791	18	6
13 Senior function head	-	-	-	-	2	2
14 Function head	-	-	-	-	0	0
15 Department manager	-	-	-	-	1	1
Whole sample	2,500	4,268	10,000	6,306	54	22

Other allowances and honorarium

Value of other allowances and honorarium by level

The tables below show the value of other allowances and honorarium by level of seniority.

	In receipt of Allowance %	Average Basic salary £	Average Allowance £	Average Allowance plus Basic salary £	Allowance as % of Basic salary
10 Chief executive	6.3	132,277	24,004	156,281	18.1
11 Senior director	4.0	107,078	15,227	122,305	14.2
12 Director	4.9	92,605	5,044	97,649	5.4
13 Senior function head	5.3	67,512	1,990	69,502	2.9
14 Function head	4.3	59,143	1,613	60,756	2.7
15 Department manager	6.5	53,041	3,932	56,974	7.4
Whole sample	5.1	82,348	7,754	90,102	9.4

This table is based on 65 individuals from 22 organisations.

	LQ £	Med £	UQ £	Av £	Ind. No.	Org. No.
10 Chief executive	21,343	26,149	30,525	24,004	8	8
11 Senior director	4,000	11,060	18,000	15,227	10	10
12 Director	1,034	5,138	6,000	5,044	13	4
13 Senior function head	1,000	1,034	1,416	1,990	12	7
14 Function head	-	1,034	-	1,613	7	2
15 Department manager	1,125	2,524	5,000	3,932	15	4
Whole sample	1,034	3,500	10,000	7,754	65	22

Pensions

Type of scheme in operation

The majority of individuals covered by this survey were on the Local Government pension scheme, with a very significant 45% of senior leaders on the Teachers' pension scheme and just a very small minority on some other pension scheme.

	Ind. No.	Ind. %.	Org. No.
1 Teachers' pension scheme	559	45.0	111
2 Local Government pension scheme	655	52.8	117
3 Some other pension scheme	27	2.2	7
Whole sample	1,241	100.0	121

Value of employer's contribution by job level and type of scheme

Teachers' pension scheme

	LQ %	Med %	UQ %	Av %	Ind. No.	Org. No.
10 Chief executive	24.0	24.0	24.0	20.1	77	75
11 Senior director	23.0	24.0	24.0	28.3	119	68
12 Director	12.0	24.0	24.0	18.0	146	43
13 Senior function head	24.0	24.0	24.0	23.0	100	30
14 Function head	24.0	24.0	24.0	23.4	56	10
15 Department manager	24.0	24.0	24.0	23.3	33	10
Whole sample	24.0	24.0	24.0	22.5	531	105

Local Government pension scheme

	LQ %	Med %	UQ %	Av %	Ind. No.	Org. No.
10 Chief executive	12.0	18.0	21.0	15.6	29	27
11 Senior director	13.5	18.5	21.0	26.5	104	80
12 Director	17.0	20.0	21.0	17.0	103	53
13 Senior function head	11.0	18.0	21.0	15.7	108	44
14 Function head	8.0	18.0	21.0	14.2	97	37
15 Department manager	12.0	18.0	21.0	19.6	169	48
Whole sample	11.0	18.0	21.0	18.6	610	111

Other pension scheme

	LQ %	Med %	UQ %	Av %	Ind. No.	Org. No.
10 Chief executive	-	3.0	-	4.5	4	4
11 Senior director	0.0	5.0	10.0	5.0	8	3
12 Director	-	-	-	-	1	1
13 Senior function head	-	-	-	-	2	1
14 Function head	-	6.0	-	6.8	4	2
15 Department manager	-	-	-	-	7	1
Whole sample	0.0	5.0	10.0	5.4	26	6

Private health insurance

Individuals in receipt of private health insurance as part of their reward package

The majority of individuals covered by this survey were not in receipt of private health insurance as part of their reward package.

	Ind. No.	Ind. %.	Org. No.
No, not in receipt of private health insurance	1,003	88.2	102
Yes, in receipt of private health insurance	134	11.8	19
Whole sample	1,137	100.0	111

Individuals in receipt of private health insurance, by job level

Where staff are in receipt of private health insurance, there does seem to be a clear link between provision of this benefit and level of seniority. It is rare that individuals below level 13 receive this benefit or for organisations to offer it to staff below this level of responsibility.

	% Ind.	% Org.
10 Chief executive	16.8%	15.7%
11 Senior director	12.9%	14.1%
12 Director	16.4%	13.8%
13 Senior function head	12.1%	16.7%
14 Function head	4.4%	9.3%
15 Department manager	6.6%	9.8%
15 Department manager	11.8%	17.1%

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.

Definition of job levels

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.

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.

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.

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.

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.

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.

