

Xpert **HR**

Cendex



**Confederation
of School Trusts**

Salary Survey of Executive Leadership Roles in School Trusts

Summary Report
October 2022



supported by

brownejacobson_{LLP}



About us

About the Confederation of School Trusts

The Confederation of School Trusts is the national organisation and sector body for School Trusts in England, advocating for, connecting, and supporting executive and governance leaders. Our members are responsible for the education of more than three million young people. Bringing together trusts from every region and of every size, CST has a strong, strategic presence with access to government and policy makers to drive real change for education on the big issues that matter most.

About Cendex from XpertHR

Cendex is one of the largest reported reward datasets in the UK with over 1.5 million employees. Cendex is an XpertHR product, and part of the RELX Group – a trusted provider of data since 1968. It provides expert insight and practical tools to help organisations make fair, data-driven reward benchmarking decisions – from submission to using the data – as easily and efficiently as possible.

About Browne Jacobson

Independently recognised as one of the best education law practices in the country, Browne Jacobson has a wealth of sector-specific knowledge and experience to assist School Trusts, managing estate and construction projects, employment issues and funding matters, to intellectual property, health and safety, defamation and disputes. The firm has bases in London, Birmingham, Manchester, Exeter, Dublin and Nottingham.

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Foreword

Welcome to this second salary survey of executive roles in School Trusts, presented by the Confederation of School Trusts alongside XpertHR and Browne Jacobson.

Our sector is relatively young and continuing to evolve. While many outside it may think they understand the traditional role of a headteacher, that rarely reflects today's reality. Running a family of modern schools within a trust is complex, and the roles of chief executives and other leaders need to reflect that. They require diverse expertise across human resources, finance, estates, information technology, and communications to name just a few.

This year's report brings together intelligence from even more Trusts about remuneration in the sector, with information on more than 2,000 job roles across 147 trusts. I thank my colleagues from across the sector for their help in compiling this valuable insight, and XpertHR and Browne Jacobson for collating the data.

As last year, the report suggests that pay in the Trust sector is comparatively lower than other sectors when taking into account the level of responsibility carried by trust chief executives and senior staff. In addition, chief executives are typically designated as 'accounting officers' with direct personal responsibility to Parliament for discharge of public funds, an unusually high level of accountability. The data suggests that pay has risen less quickly than in other sectors: below the average increase for charities and on par with the wider public sector.

Different Trusts, and indeed different roles within Trusts, may attract levels of remuneration higher or lower than the headline figures in this report because of the context of the organisations. Our intention is not to set out a template of pay scales to be slavishly followed, but rather to help Trust Boards make evidence-informed decisions on remuneration taking all their circumstances into account.

Leora Cruddas

Chief Executive

Confederation of School Trusts

Glossary of terms

Salary tables

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.

Region: Regional breakdowns are provided for two broad areas – London and the UK excluding London. This is in order to reflect some significant variations in the London market compared to the rest of the UK

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	154	6.5	139
11 Senior director	320	13.5	119
12 Director	445	18.7	90
13 Senior function head	384	16.2	68
14 Function head	401	16.9	59
15 Department manager	670	28.2	64
Whole sample	2,374	100.0	147

Summary by Gender of employee

	Ind. No.	Ind. %.	Org. No.
Male	838	35.3	126
Female	1,487	62.6	136
Other (inc. transgender, non-binary, prefer not to say)	7	0.3	3
Not provided	42	1.8	7
Whole sample	2,374	100.0	147

Summary by number of schools within the trust

	Ind. No.	Ind. %.	Org. No.
1-5	264	11.1	42
6-10	474	20.0	44
11-20	437	18.4	34
21 or more	457	19.3	16
Not provided	742	31.3	11
Whole sample	2,374	100.0	147

Summary by Broad Job Function of employee

	Ind. No.	Ind. %.	Org. No.
Administration	21	0.9	12
Commercial / procurement	10	0.4	9
Consultancy	43	1.8	26
Education	406	17.1	6
Finance	20	8.5	108
Fundraising	3	0.1	3
General management	1,220	51.4	147
HR	120	5.1	81
Information services and advice	14	0.6	13
Legal	47	2.0	42
Marketing	20	0.8	12
Media, advertising and communications	9	0.4	8
Property and estates	42	1.8	29
Sales	4	0.2	1
Service provision	1	0.0	1
Standards and compliance	118	5.0	49
Technology	94	4.0	63
Whole sample	2,374	100.0	147

Summary by number of pupils within the trust

	Ind. No.	Ind. %.	Org. No.
2000 or fewer	153	6.4	33
2001-5000	391	16.5	47
5001-10000	498	21.0	33
More than 10000	519	21.9	18
Not provided	813	34.2	16
Whole sample	2,374	100.0	147

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	97,275	110,700	129,733	150,000	180,555	135,167	154	147
Total cash earnings	97,275	110,700	131,670	152,070	190,000	136,982	154	147

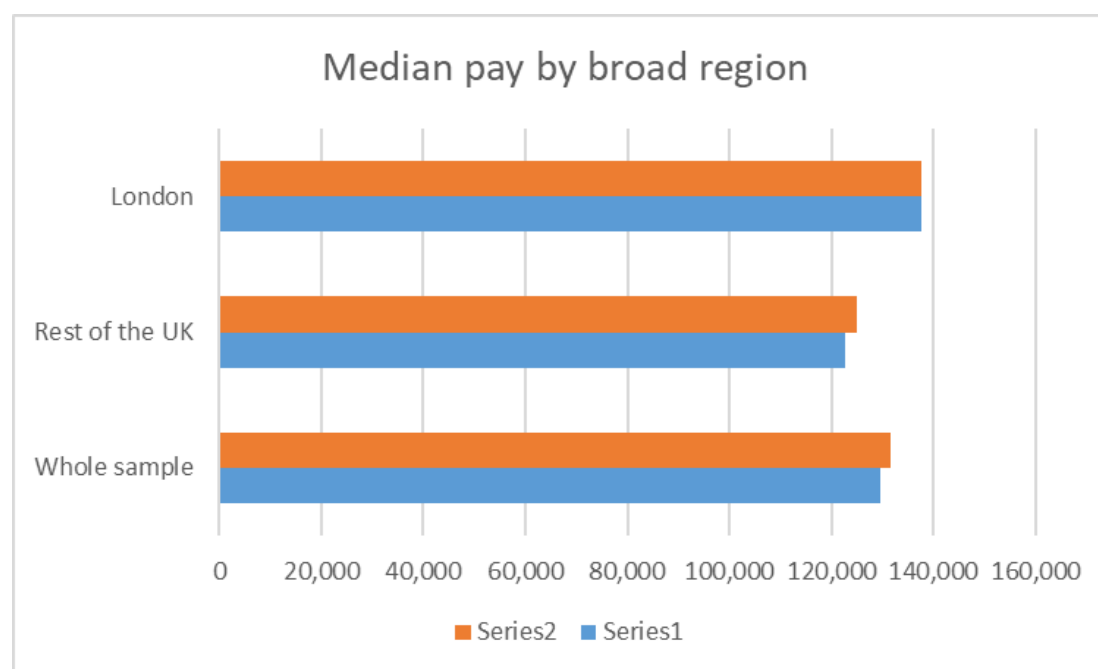
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	2.2%	2.2%
Total cash earnings	1.3%	1.5%



Broad region of the UK

	Median basic salary	Median cash earnings
London	137,670	137,670
Rest of the UK	122,786	125,000
Whole sample	129,733	131,670



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	135,788	120,884	89.0%
Cash earnings (median)	137,356	123,840	90.2%

Salary Tables

Level 11 (Senior Director / Executive Head teacher)

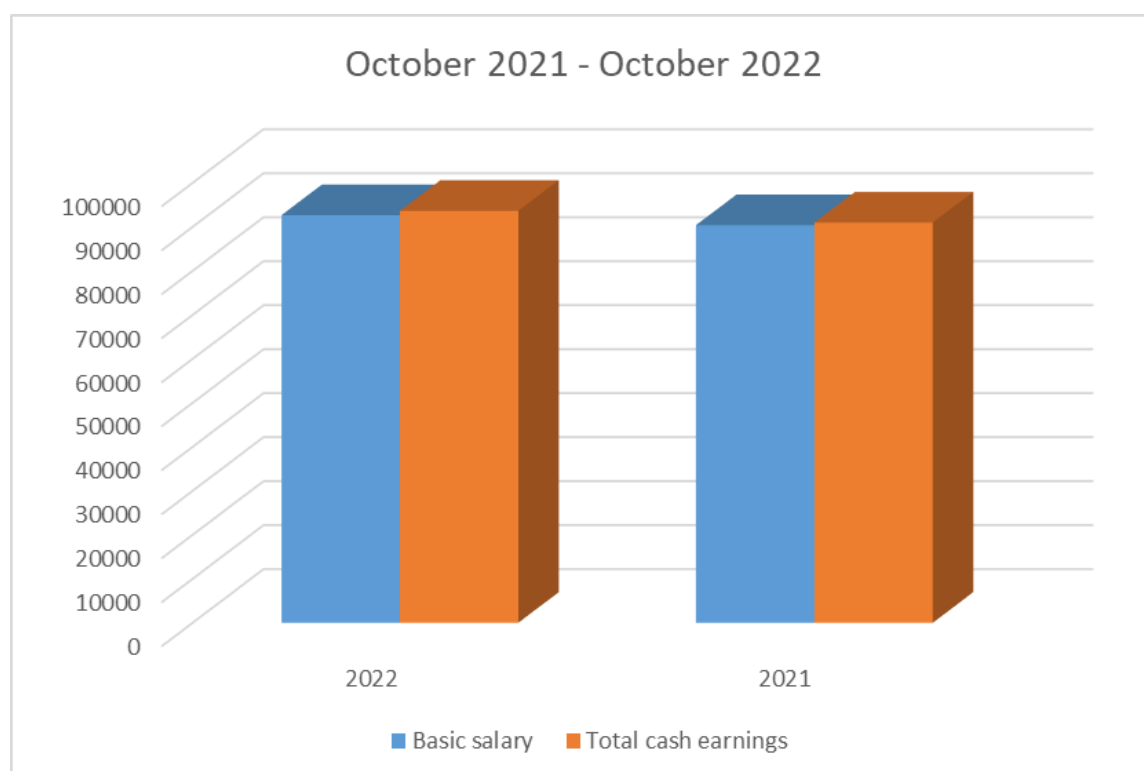
Incumbents at this job level will hold the next most senior executive role below the chief executive. An executive head teacher, responsible for a number of schools or academies will likely be found here or a Deputy CEO or other Senior Director, having seniority over other executive level Directors. 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	76,543	92,659	115,483	133,082	97,600	320	119
Total cash earnings	64,143	76,789	93,636	117,483	140,252	99,111	320	119

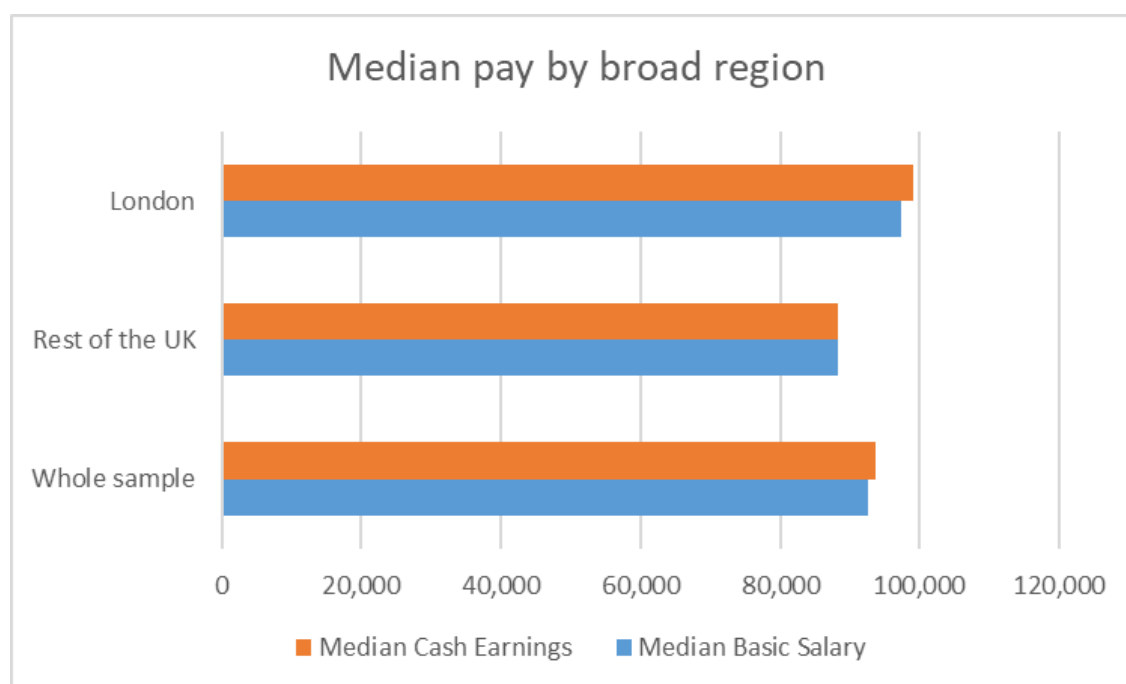
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	2.5%	4.5%
Total cash earnings	2.9%	4.7%



Broad region of the UK

	Median basic salary	Median cash earnings
London	97,443	99,037
Rest of the UK	88,187	88,187
Whole sample	92,659	93,636



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	99,681	88,187	88.5%
Cash earnings (median)	101,585	88,187	86.8%

Salary Tables

Level 12 (Director)

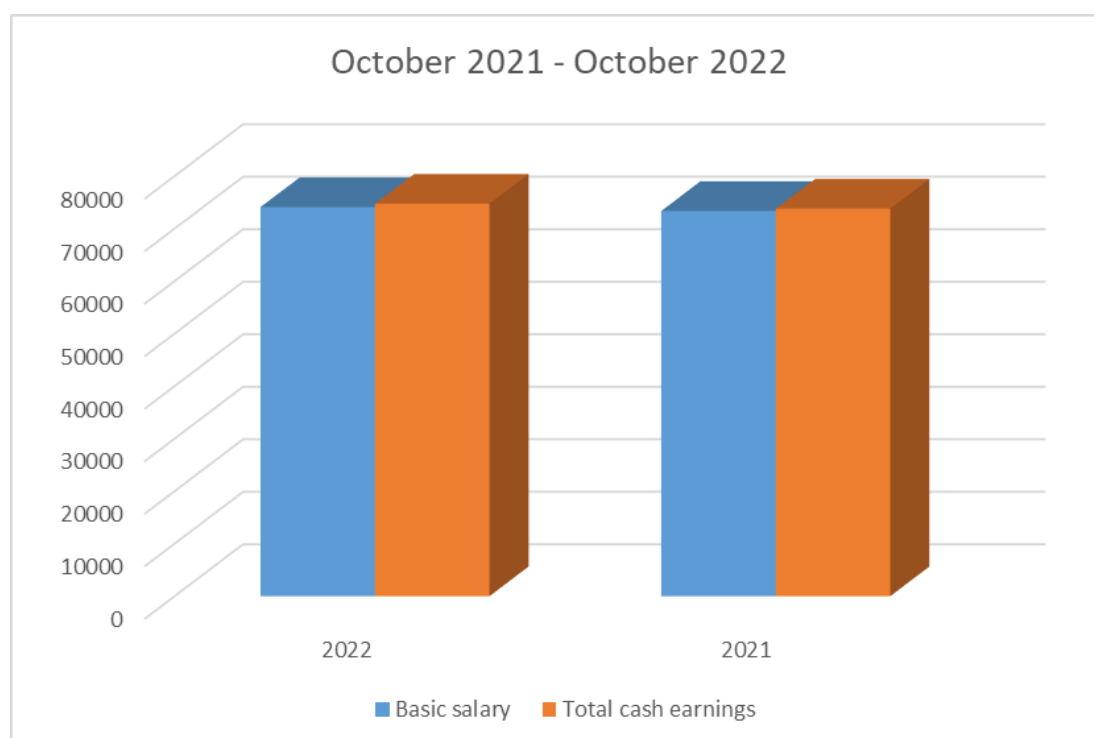
Job holders at this level will almost always attend the board or executive committee of the organisation. Anyone sitting on the executive team in a supporting capacity (eg Executive Assistant, Chief of Staff) should not be coded at this level. Any Director level roles who do not attend the board or sit 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	58,135	64,218	74,093	88,924	104,687	78,213	445	90
Total cash earnings	58,135	64,827	74,744	90,270	106,750	78,845	445	90

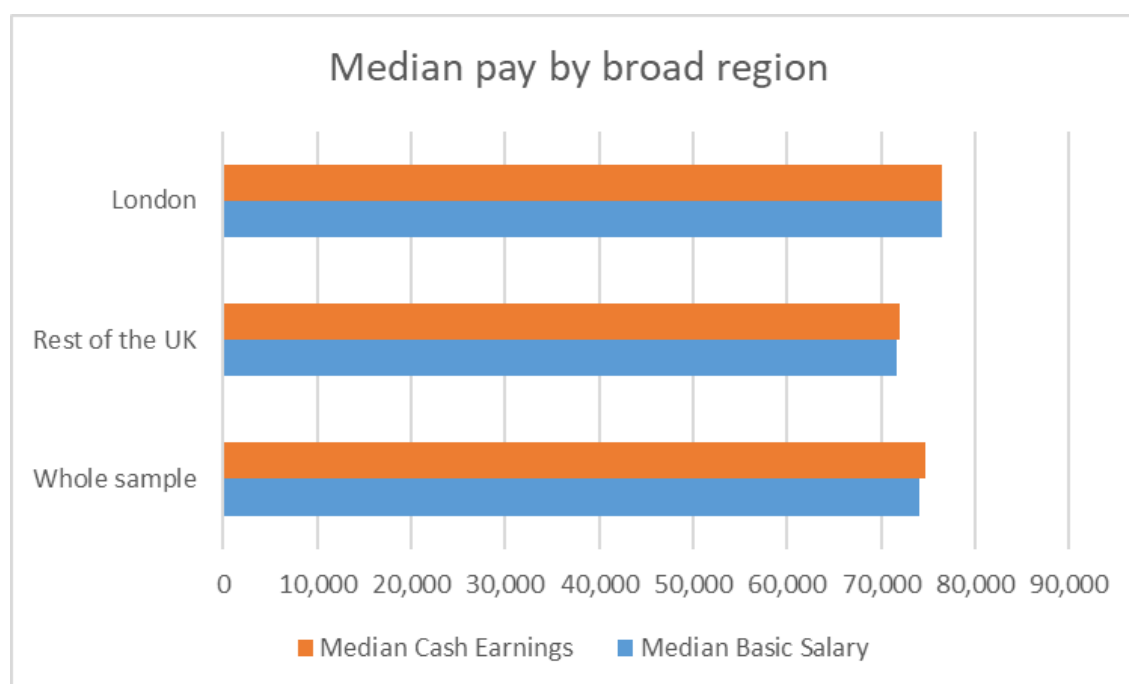
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	1.0%	2.3%
Total cash earnings	1.3%	2.0%



Broad region of the UK

	Median basic salary	Median cash earnings
London	76,500	76,500
Rest of the UK	71,685	72,000
Whole sample	74,093	74,744



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	79,921	71,718	89.7%
Cash earnings (median)	79,921	71,955	90.0%

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	50,307	58,135	68,946	79,378	92,624	70,477	384	68
Total cash earnings	50,307	58,135	69,031	79,759	92,624	70,640	384	68

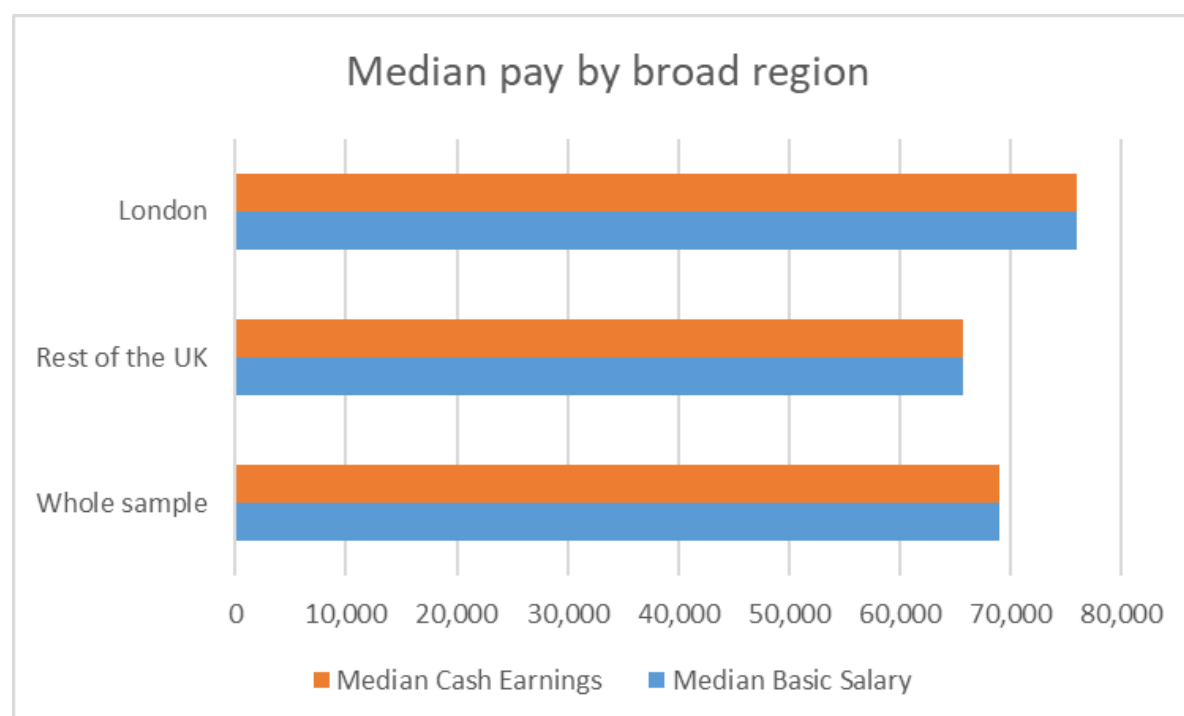
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	10.2%	7.8%
Total cash earnings	10.3%	7.5%



Broad region of the UK

	Median basic salary	Median cash earnings
London	76,000	76,000
Rest of the UK	65,735	65,735
Whole sample	68,946	69,031



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	72,497	67,364	92.9%
Cash earnings (median)	72,497	67,364	92.9%

Salary Tables

Level 14 (Function Head)

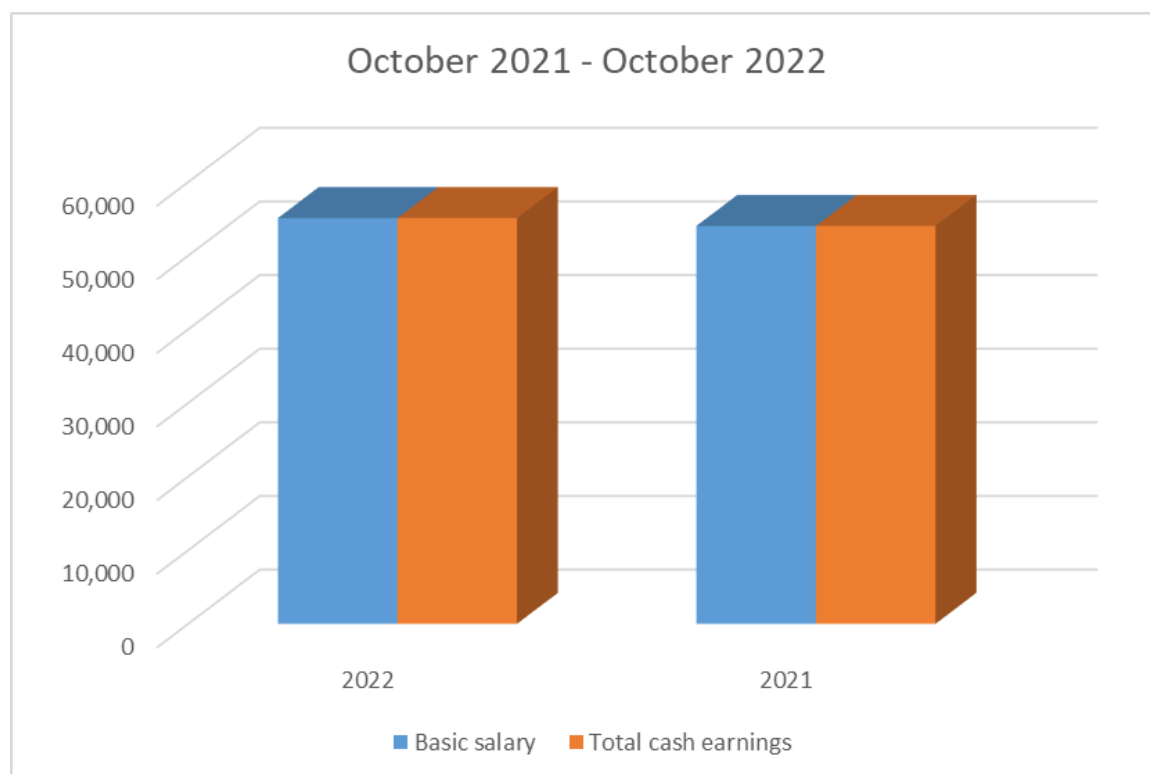
Incumbents at this job level will head up a functional area of an organisation. They are unlikely to sit on the SLT though may work closely with executive team members. In smaller Trusts staff at this level may sit just below the main executive team as they may not have staff at level 13.

Whole sample

	LD £	LQ £	Med £	UQ £	UD £	Av £	Ind. No.	Org. No.
Basic salary	41,604	45,434	55,108	62,570	75,055	55,738	401	59
Total cash earnings	41,604	45,434	55,108	62,570	75,345	55,810	401	59

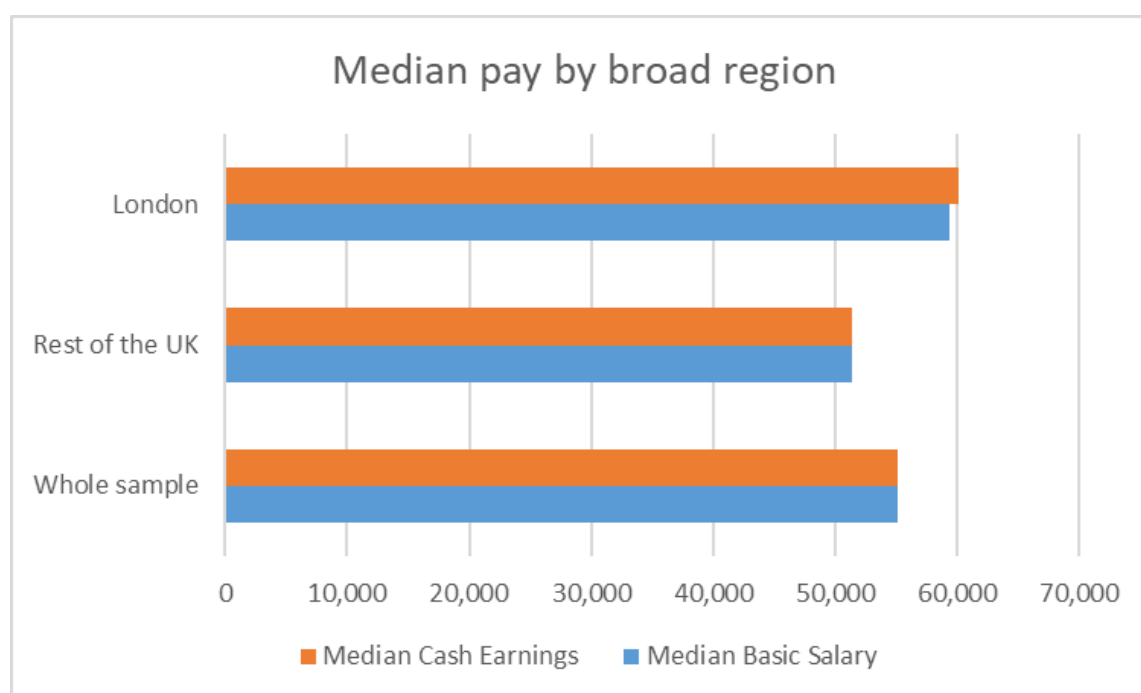
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	2.0%	1.3%
Total cash earnings	2.0%	1.3%



Broad region of the UK

	Median basic salary	Median cash earnings
London	59,319	60,073
Rest of the UK	51,402	51,402
Whole sample	55,108	55,108



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	54,091	55,338	102.3%
Cash earnings (median)	54,091	55,338	102.3%

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.

Please note: This year's sample data includes nearly three times as many positions at this level than in 2021. Comparisons between the findings should therefore be treated with caution.

Whole sample

	LD £	LQ £	Med £	UQ £	UD £	Av £	Ind. No.	Org. No.
Basic salary	41,642	46,845	53,020	58,911	64,520	52,985	670	64
Total cash earnings	41,642	47,043	53,058	59,265	65,073	53,339	670	64

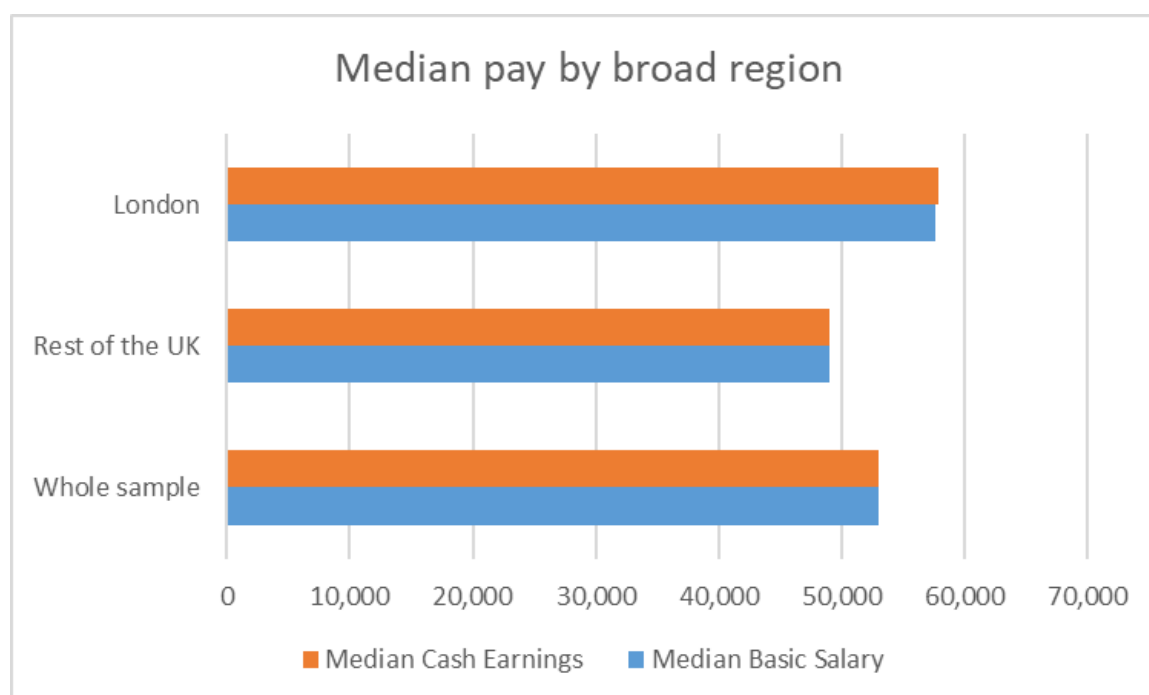
Percentage change in key measures since October 2021

	% change in Median	% change in Average
Basic salary	16.3%	11.6%
Total cash earnings	15.2%	10.2%



Broad region of the UK

	Median basic salary	Median cash earnings
London	57,609	57,813
Rest of the UK	49,050	49,050
Whole sample	53,020	53,058



Gender

	Male	Female	Female pay as a % male
Basic salary (median)	53,040	53,000	99.9%
Cash earnings (median)	53,052	53,040	100.0%

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 1.5 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	Average increase in basic salary (12 months)
Private sector services	11,189,831,466	71,844	298	4.1%
Manufacturing and production	907,255,241	5,086	109	4.5%
Public services	673,888,160	5,939	306	3.3%
Charities / not for profit	202,269,433	3,004	331	4.5%
School trusts	113,298,952	2383	147	3.3%

Median basic salary, by broad industry sector

	School trusts	Private sector services	Manufacturing and production	Public services	Charities / not for profit
10 Chief executive	129,733	248,240	225,000	133,020	134,640
11 Senior director	92,659	183,750	176,245	102,159	118,755
12 Director	74,093	135,000	120,000	90,862	95,472
13 Senior function head	68,946	113,956	101,450	77,493	78,109
14 Function head	55,108	87,465	85,000	75,345	66,117
15 Department manager	53,020	72,612	73,000	64,837	55,650

Median cash earnings, by broad industry sector

	School trusts	Private sector services	Manufacturing and production	Public services	Charities / not for profit
10 Chief executive	131,670	281,497	254,744	134,642	135,850
11 Senior director	93,636	204,000	218,533	102,867	120,000
12 Director	74,744	150,800	139,073	92,370	96,990
13 Senior function head	69,031	133,147	116,427	77,785	79,715
14 Function head	55,108	98,904	95,531	76,313	66,758
15 Department manager	53,058	79,659	81,013	65,786	56,240

Background

About this survey

This report summarises some of the key findings from the second national annual salary survey of executive leadership roles for school trusts. This is the second in an annual series of surveys and we are delighted to see significant growth in participation rates, compared to the first edition released a year ago.

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@xperthr.co.uk for further information or to register your interest.

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.