



# AGBIS/Baines Cutler Heads and Bursars Remuneration Survey

Report February 2021



Dear Member

I am delighted to bring you the results of this year's survey, with an improved format and methodology which I hope will make it even more useful than before.

Heads' and Bursars' pay and benefits are increasingly complex subjects, with the market for top talent not only national but international. In addition, whilst there have always been pay variations by type and size of school, in recent years pension changes and the way accommodation and benefits are taxed has led to much greater variation in pay and benefit packages, with the "headline" pay level no longer being reliable as the single remuneration indicator.

In order to reflect these complexities, we have this year made a significant change to the way our annual pay survey is conducted and reported, and we have teamed up with Baines Cutler, already known to most of you through their extensive experience in financial and pay benchmarking. Doing this brings together the annual AGBIS Heads and Bursars pay survey and the triennial Baines Cutler teacher pay and benefit surveys to provide a fuller pay benchmarking service to our schools.

Our joint intention is that schools are encouraged to participate annually in this Heads' and Bursars' Survey, which will provide governing boards with a "snapshot" of senior pay trends. These annual survey reports are free to participants (but charged to non-participants), and as in the past will use standardised grouping criteria, but in a new report and style covering key pay sub-groups. Rhiannon Cutler, Baines Cutler's MD, has also provided a brief commentary with some key issues highlighted. I am sure that this single, fuller report format and commentary will be welcomed by members. This survey complies with the "code of conduct for the exchange of commercially sensitive information" issued by the Independent Schools' Council and agreed with the OFT at the time in that it is anonymous, aggregated, historic and conducted by a third party, the four criteria set out in the code.

We are then encouraging all schools to participate every 3 years in the full Baines Cutler teacher pay survey, which is much more comprehensive and extends into the pay and benefits of each major role in the senior leadership team and considers all aspects of teacher pay, scales, allowances, reward and progression systems and connected benefits. These reports are bespoke, i.e. each school works with Baines Cutler to establish their own peer group. Since they are also much fuller, these reports are paid-for, with prices varying by size and type of school. The next 3-yearly survey is in Autumn 2022 and details will be published next Spring.

With warmest thanks to all those member schools contributing data to this year's survey.

Kind regards,

Richard Harman  
Chief Executive, AGBIS  
February 2021

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**Dear Chairman, Head or Bursar,**

On behalf of Baines Cutler, I am delighted that we have teamed up with AGBIS to work together on their annual Heads and Bursars survey. Our joint aim is to provide a fuller pay-benchmarking service to our schools.

Heads' and Bursars' remuneration packages are becoming more complex and, with the recruitment market becoming increasingly international, it is important that Boards have the best data available when making such key decisions as appointing and incentivising their top teams. And, as Richard has explained in his letter, working together allows us to provide you with both an authoritative annual report under the AGBIS banner, and 3-yearly peer-to-peer in-depth pay benchmarking. The 3-yearly survey covers not only Heads' and Bursars' pay, but the pay and benefits of each member of a school's senior management team (including support staff) and all aspects of teacher pay from pay scales, role allowances, fee remission and pay progression. The next 3-yearly survey is in 2022/23 and I will provide you with more details this time next year.

We have also taken the opportunity of our new partnership to refresh the way in which the data in this annual report is presented. In the past, the key variables were viewed as school size and UK region, and most of the reporting was directed towards these two factors. However, our in-depth 3-yearly surveys have shown that school size and region are relatively lesser elements in determining comparative pay – for example some of the UK's leading schools are senior-only, and, whilst often smaller in size, they can pay more than many larger all-age schools. Similarly, in an international pay market, the physical location of the school is becoming less important.

To our mind there are three key variables – whether a school is boarding or day, whether the Head and/or Bursar is provided with accommodation (and its associated benefits) and, increasingly, whether the individual is part of a defined benefit pension scheme (for example the TPS). In the latter case if they are not (and an increasing number of Heads' are opting out due to the "lifetime allowance" rules), then it is important to know whether such Heads opt to take up a separate school-provided money-purchase pension or opt-out of pension completely and take a higher salary. These developments mean that simply comparing gross pay levels is not only unhelpful; it is dangerous to do so without understanding the other aspects.

### **Benchmarked Roles**

This report examines four main senior roles – the head teacher (or Principal) of a senior or all-age school or schools, the head teacher of a stand-alone junior or prep school, the head teacher of a junior or prep school within an all-age school foundation, and the bursar of a school (with separate analyses for bursars of senior and all-age schools and bursars of stand-alone junior/preps schools). This benchmarking forms the bulk of this report. Additionally, there are now 25 or so schools/groups which operate with a principal (typically the head of a foundation including more than one senior school), with each school then having an additional head who reports to them. Whilst not a large enough group to allow full benchmarking, we have looked at the pay of the head of the senior school (reporting to a principal) towards the end of this report.

## How to use the report

Data from our 3-yearly teacher pay survey suggests that regional pay differentials, and differences arising from the size of the school are not as important in understanding comparative pay as boarding/accommodation, and pension provision. The main body of the report therefore concentrates on these two key variables, and we cover regional pay differentials in appendix 1 and school size differentials in appendix 2.

The way we recommend that this report is then used to do the main role benchmarking using the main report data and then use the percentages in the two appendices for school size and region to adjust up or down the answer. As an example, to assess the pay of a senior-head in a boarding school who is provided with accommodation and is still in the TPS, first look for that data in the main report. Then if the school is in the South Central region a 12% premium can be applied from appendix 1 and if the school has 600 to 750 total pupils a 6% discount can be applied from appendix 2.

It is important to note that this annual survey can only ever take the analysis “so far”, since we place each school into a type/group without knowing its specific character, structure or market. In our experience what most schools really need is full peer-to-peer benchmarking, where they can choose the peer group, and compare their pay and benefits with that group alone. This is the service we provide every 3-years, and we work with each school to determine the appropriate peer group, with the report being unique to that school. The next full pay survey is in Autumn 2022 and we encourage everyone to participate.

## A few highlights

Turning to this year’s report, I have identified a few highlights:

- Most schools did not provide their senior leaders with a pay rise in September 2020 – many schools froze both their fee levels and teacher pay, and, with most schools also having some staff on furlough, providing the head with a pay rise was often viewed as giving out the wrong message. When a pay rise was awarded for a specific reason, this tended to be in the 1% to 2% range.
- Whilst over 80% of Heads in senior or all-age day schools are still in the TPS, this reduces to only two thirds in boarding schools. When no pension is taken at all, the increased salary is often quite significant (maybe indicating how much of a benefit pensions are). Over 90% of junior heads are still in the TPS.
- Schools which are part of foundations (and so have additional senior school heads) on average pay their senior head 60% of the pay level of the foundation head.
- One might think that heads who are provided with accommodation would be paid less than schools which did not provide accommodation. However, this is regularly not the case – many schools which accommodate their heads (both boarding and day schools) view the benefit as part of attracting the right individual, and often the fact that accommodation is provided is part of that school’s high-standing. This is a good example where our 3-yearly peer-to-peer reports are more helpful as they can properly compare like with like.
- The average age bracket for heads of senior schools is 51 to 55, compared with 46 to 50 for junior heads. The average length of time in post is 4 to 5 years across all heads’ roles.
- The Bursar/COO is typically the second most highly paid member of school staff, but they are much less likely to be accommodated. Most bursars take up a school-provided pension, with typical contribution rates being 10%+ employer, 5% employee.
- Please see appendices 1 and 2 for regional and school-size variations.

I hope you find this report useful. If you would like to discuss senior pay with me further, do feel free to contact me.

Yours sincerely

Rhiannon Cutler  
Managing Director, Baines Cutler Solutions Ltd  
February 2021



## HEADS AND BURSARS PAY AND BENEFITS SURVEY REPORT

### Introduction

Welcome to the inaugural AGBIS/Baines Cutler Heads and Bursars Pay and Benefits Survey. The survey was conducted from November 2020 to January 2021 and covers heads' and bursars' pay and benefits for the 20/21 academic year. 368 schools participated. Please note that in the survey when we refer to "day schools", this allows up to 10% boarding and when we refer to junior/prep schools, these can be providing education up to age 11 or age 13. Schools may or may not have a pre-prep department, this does not tend to be a differential factor in heads' pay and benefits.

This report covers the pay of Heads and Bursars but in doing so we are aware that there are several different senior-team models which need to be addressed. For example, some larger schools or foundations/groups operate systems whereby a "principal" or "warden" has overall responsibility for more than one senior school, as well as often one or two connected junior schools. Such schools would usually have an additional "head of the senior school" role. Furthermore, in relation to junior/prep heads, there are often significant pay/benefit differentials between heads of stand-alone junior/prep schools and those where the junior/prep school is part of an all-age school or foundation.

Our benchmarking therefore considers **five roles/scenarios**, and in each we consider the key pay/benefit differentiators. These vary by role but include type of school (day, day-boarding and boarding), accommodation provision and pension arrangements. Benefit packages are also considered for each group. The issues of school size and UK region are addressed in Appendices 1 and 2 but tend to be lesser factors. The roles we have addressed are:

- 1) The Principal/Head Teacher of the Senior School and/or the Head Teacher overseeing an all-age school including one or more junior schools. This section also covers the role of Principal/Warden/Senior Head overseeing several schools (e.g. within a Foundation). To cover the wider scope of this latter role we provide mean/median information as to the number of schools Head Teachers are responsible for.
- 2) The Head Teacher of the Senior School (but ONLY if a Principal role ALSO exists) covering the whole Foundation i.e. this person reports to the Principal). Since this role is relatively unusual, full benchmarking is not possible and so we have provided summary pay/benefit data only for this role.
- 3) The Head Teacher of a stand-alone junior/prep school. Our analysis suggests that the pay and benefits for this role are quite similar as between schools where pupils leave at age 11 and age 13, so the data for both groups are considered together.
- 4) The Head Teacher of a junior/prep school within an all-age school. Our analysis suggests that the pay and benefits for this role are quite similar as between schools where the junior head reports to the senior head, or reports directly to the Governors, so the data for both groups are considered together.
- 5) The Bursar/COO/Head of Operations/Director of Finance. This is the most senior role in charge of Operations (including the traditional Bursar role). Note that if an additional Head of Finance (or equivalent) role also exists we do not cover that role in this survey – please refer to our detailed three-yearly pay survey for more information on this and other support roles. We have provided separate data for bursars of senior-only/all-age schools and stand-alone junior/prep schools, as the pay/benefit packages can be different.

Please note that this report works at an aggregated level only i.e. we place each school's pay data into a peer group of our choosing. We encourage schools wanting to carry out more detailed benchmarking of their pay within a peer group of similar schools to participate in our detailed 3-yearly teacher pay survey (which also covers all the roles in this survey), and when schools can select their own peer groups/criteria. The next 3-yearly survey is in Autumn 2022 – details are available from Rhiannon Cutler.

## AGBIS/Baines Cutler Heads and Bursars Remuneration Survey 2021

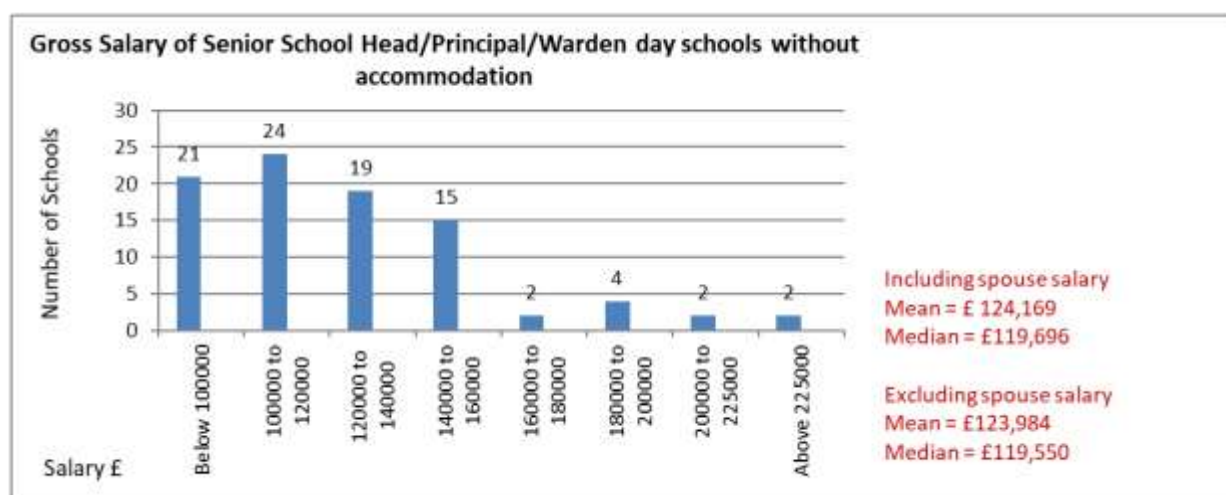
### Pay of the Senior School Head Teacher/Principal/Warden

This section examines the pay and benefits of the Senior School Head Teacher/Principal/Warden i.e. the most senior role in the school.

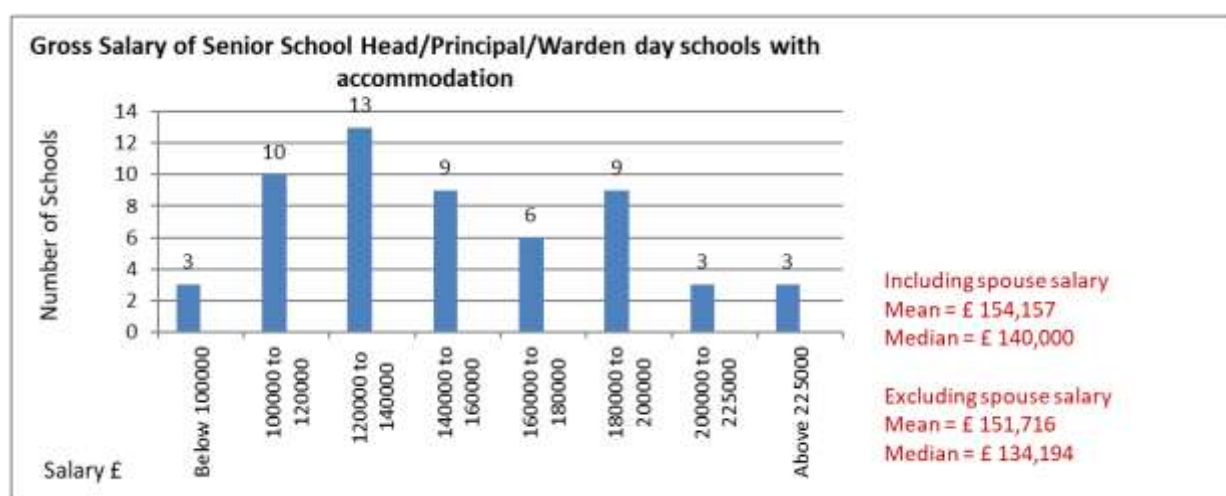
Our pay benchmarking work over many years has shown that the pay and benefits of senior school heads/principals do not vary much between senior-only and all-age schools. This is because whilst heads at all-age schools will have responsibility for more than one school, many of the UK's senior-only schools tend to be quite high-profile, and often command a pay premium. The main pay differentiators are therefore whether the school has boarding or not, and whether accommodation is provided. The four graphs below cover these four scenarios. The other key issue is pension provision which is considered below each sub-section and the issue of additional benefits is considered at the end of the whole Heads' section. Regional considerations are addressed in Appendix 1 and school-size bands in Appendix 2.

#### Heads and Principals in senior and all-age day schools

The graph below relates to senior-only and all-age day schools which do not provide their Head/Principal with accommodation.



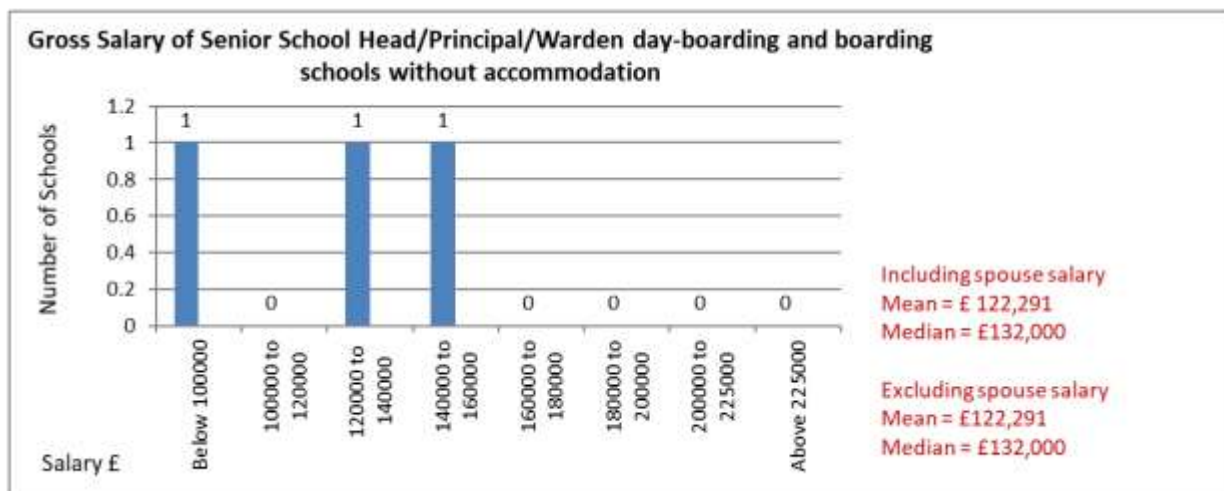
The graph below relates to senior-only and all-age day schools which provide their Head/Principal with accommodation.



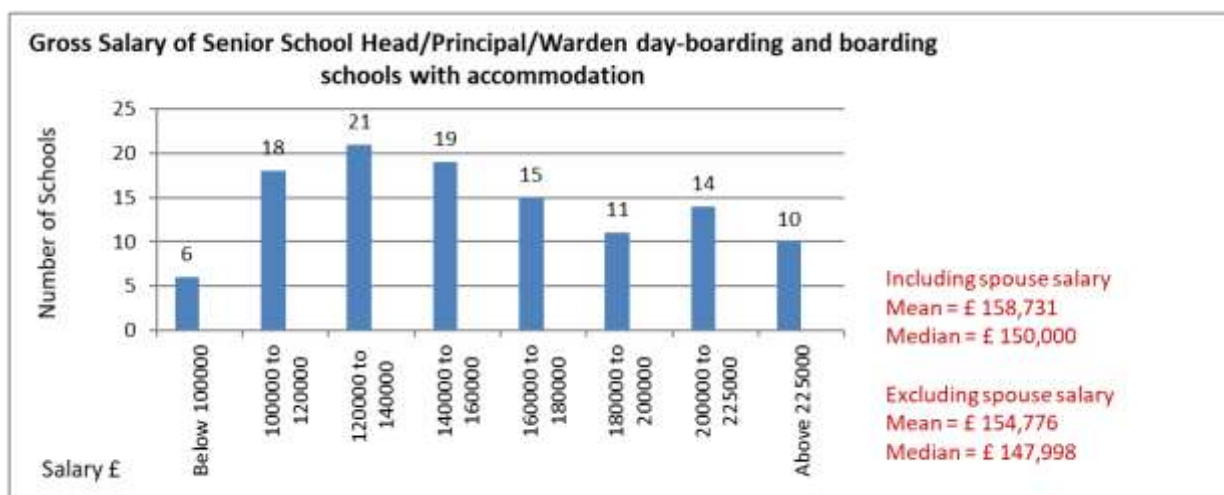
We provide below some additional information to put the day school Heads graphs into context. Please note that this table relates to all heads in senior-only and all-age day schools, whether or not they are accommodated. A table of heads' additional benefits is provided at the end of the heads' section.

| Key Indicator                                                                   | Units  | Median   | Mean     |
|---------------------------------------------------------------------------------|--------|----------|----------|
| Years in post                                                                   | Number | 4        | 5        |
| Age bracket                                                                     | Text   | 51 to 55 | 51 to 55 |
| Number of schools role Head is responsible for (prep and pre-prep taken as one) | Number | 2.0      | 1.8      |
| Inflationary pay increase 2019/20 (over 2018/19)                                | %      | 0.0      | 2.2      |
| Heads' Bonus scheme in operation?                                               | %      | 16%      | 16%      |
| 2019/20 bonus paid? (75% of those that offer a bonus scheme paid out)           | £      | 10,000   | 10,121   |
| Member of Teachers' Pension Scheme?                                             | %      | 83%      | 83%      |
| If yes, Head's gross salary unaccommodated                                      | £      | 120,600  | 125,957  |
| If yes, Head's gross salary accommodated                                        | £      | 132,352  | 143,569  |
| If not in TPS, is a pension provided/taken up?                                  | %      | 100%/56% | 100%/56% |
| If taken up, then employer pension contribution                                 | £      | 15,641   | 16,438   |
| If taken up, then employee pension contribution                                 | £      | 8,120    | 8,287    |
| If taken up, Head's gross salary unaccommodated                                 | £      | 96,000   | 106,539  |
| If taken up, Head's gross salary accommodated                                   | £      | 115,000  | 122,832  |
| If not in either of the pension schemes, Head's gross salary unaccommodated     | £      | 172,578  | 172,578  |
| If not in either of the pension schemes, Head's gross salary accommodated       | £      | 197,672  | 237,158  |

The graph below relates to senior-only and all-age day-boarding and boarding schools which do not provide their Head/Principal with accommodation.



The graph below relates to senior-only and all-age day-boarding and boarding schools which provide their Head/Principal with accommodation.



We provide below some additional information to put the day-boarding and boarding school Heads graphs into context. Please note that this table relates to all heads in senior-only and all-age day schools, whether or not they are accommodated. A table of heads' additional benefits is provided at the end of the heads' section.

| Key Indicator                                                               | Units  | Median   | Mean     |
|-----------------------------------------------------------------------------|--------|----------|----------|
| Years in post                                                               | Number | 4        | 5        |
| Age bracket                                                                 | Text   | 51 to 55 | 51 to 55 |
| Number of schools role is responsible for (prep and pre-prep taken as one)  | Number | 2.0      | 1.6      |
| Inflationary pay increase 2019/20 (over 2018/19)                            | %      | 0.0      | 0.9      |
| Heads' Bonus scheme in operation?                                           | %      | 13%      | 13%      |
| 2019/20 bonus paid? (55% of those that offer a bonus scheme paid out)       | £      | 9,731    | 10,821   |
| Member of Teachers' Pension Scheme?                                         | %      | 68%      | 68%      |
| If yes, Head's gross salary unaccommodated                                  | £      | 137,437  | 137,437  |
| If yes, Head's gross salary accommodated                                    | £      | 145,250  | 148,410  |
| If not in TPS, is a pension provided/taken up?                              | %      | 100%/56% | 100%/56% |
| If taken up, then employer pension contribution                             | £      | 17,948   | 19,866   |
| If taken up, then employee pension contribution                             | £      | 9,000    | 8,332    |
| If taken up, Head's gross salary unaccommodated                             | £      | N/A      | N/A      |
| If taken up, Head's gross salary accommodated                               | £      | 127,006  | 149,290  |
| If not in either of the pension schemes, Head's gross salary unaccommodated | £      | N/A      | N/A      |
| If not in either of the pension schemes, Head's gross salary accommodated   | £      | 223,658  | 216,537  |

AGBIS/Baines Cutler Heads and Bursars Remuneration Survey 2021  
 Heads/Principals' Additional Benefits

The table below shows the benefit packages provided to the Heads/Principals in senior and all-age day-schools (without and then with accommodation) and then senior and all-age day-boarding and boarding schools, without and with accommodation.

| Role                                                                                      | Accommodation provided | Car Provided | Council Tax | Water Rates | Utility Bills | Telephone | Cleaning | Laundry | Entertainment allowance | Repairs and Maintenance | Gardening | Private Health Cover | Fees paid at another school |
|-------------------------------------------------------------------------------------------|------------------------|--------------|-------------|-------------|---------------|-----------|----------|---------|-------------------------|-------------------------|-----------|----------------------|-----------------------------|
| Head/Principal, senior-only and all-age day schools, unaccommodated                       | 0                      | 0            | 0           | 0           | 0             | 21        | 0        | 0       | 2                       | 0                       | 0         | 71                   | 3                           |
| Head/Principal, senior-only and all-age day schools, accommodated                         | 100                    | 0            | 82          | 82          | 75            | 61        | 55       | 5       | 5                       | 82                      | 62        | 85                   | 4                           |
| Head/Principal, senior-only and all-age boarding and day-boarding schools, unaccommodated | 0                      | 0            | 33          | 33          | 33            | 0         | 0        | 0       | 0                       | 0                       | 0         | 33                   | 0                           |
| Head/Principal, senior-only and all-age boarding and day-boarding schools, accommodated   | 100                    | 10           | 95          | 90          | 90            | 75        | 74       | 10      | 24                      | 85                      | 85        | 90                   | 5                           |

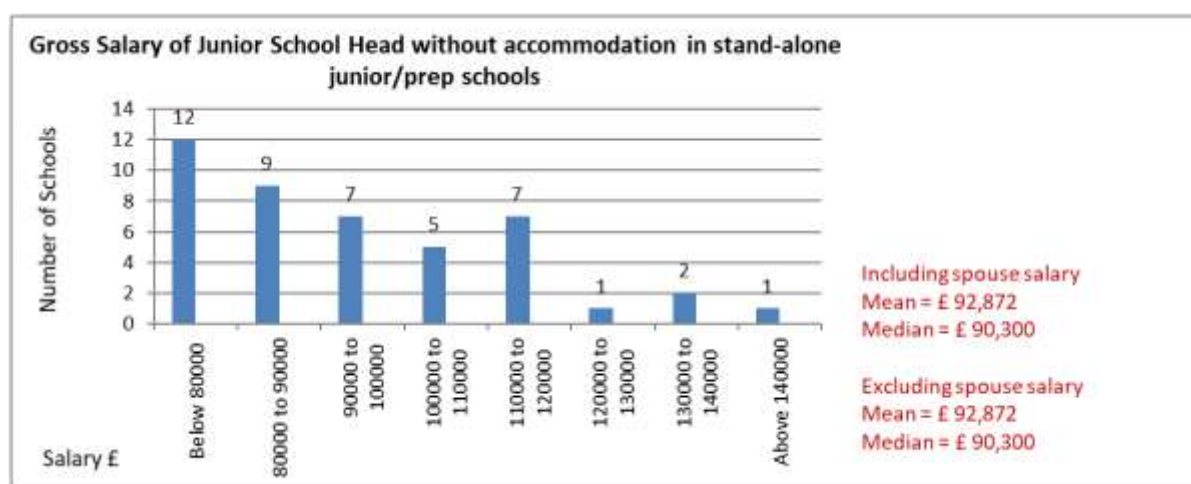
## Pay of the Junior/Prep Head Teacher – stand-alone schools

This section covers the pay and benefits of junior head teachers in stand-alone junior/prep schools (whether they go up to age 11 or age 13, there is little pay and benefits difference between the two groups). The pay of junior heads in all-age schools is addressed in a later section.

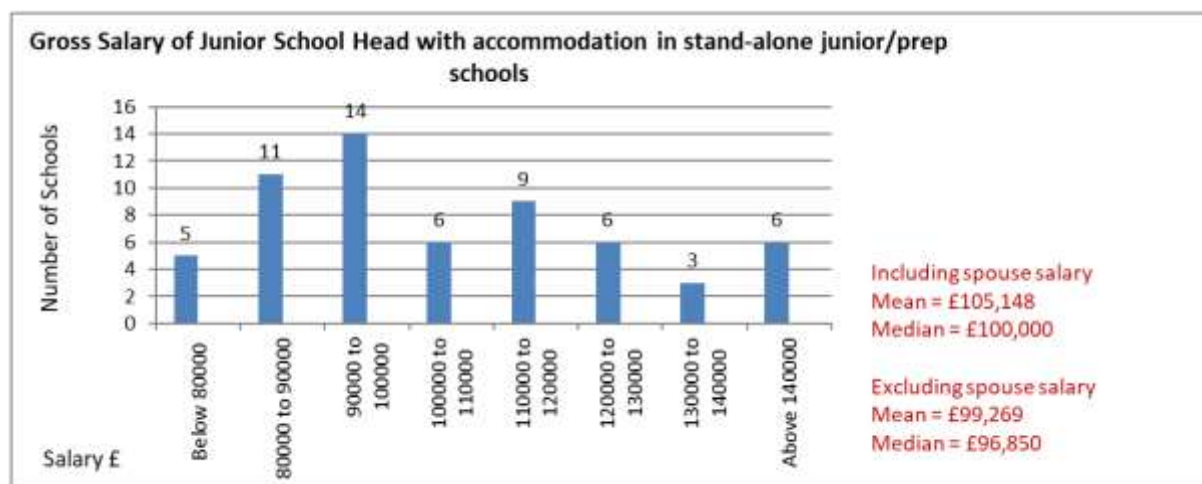
The key remuneration differentiator for heads of stand-alone junior/prep schools is whether or not accommodation (and its associated benefits) is provided as part of the pay package, and this is a much more important factor than whether the school itself is a day school, a day-boarding school or a boarding school. This can be seen in that, whilst only 13% of junior/prep schools in our dataset had more than 10% of their pupils as boarders, 58% of junior/prep schools provided their heads with accommodation. The analysis below therefore provides separate pay data for accommodated and unaccommodated heads, with the issues of pension and other benefits dealt with at the end of the section. Regional considerations are addressed in Appendix 1 and school-size bands in Appendix 2.

### Heads in stand-alone junior/prep schools

The graph below relates to head teachers in stand-alone junior/prep day schools who are not provided with accommodation.



The graph below relates to head teachers in stand-alone junior/prep day schools who are provided with accommodation.



We provide below some additional information to put the Junior Heads graphs into context. Please note that this table relates to all heads in stand-alone junior/prep schools, whether or not they are accommodated.

| Key Indicator                                    | Units  | Median   | Mean     |
|--------------------------------------------------|--------|----------|----------|
| Years in post                                    | Number | 4        | 5        |
| Age bracket                                      | Text   | 46 to 50 | 46 to 50 |
| Inflationary pay increase 2019/20 (over 2018/19) | %      | 0.0      | 1.3      |
| Head's Bonus scheme in operation?                | %      | 25%      | 25%      |
| 2019/20 bonus (only if paid)                     | £      | 5,000    | 6,683    |
| Member of Teachers' Pension Scheme?              | %      | 70%      | 70%      |
| If not, pension offered/taken up?                | %      | 100%/94% | 100%/94% |
| If not, then employer pension contribution       | £      | 15,276   | 15,429   |
| If not, then employee pension contribution       | £      | 7,190    | 12,180   |

### Junior Head Additional Benefits in stand-alone schools

The table below shows the benefit packages provided to Junior Heads in stand-alone junior/prep schools, split between those for whom accommodation is provided and those for whom it is not.

| Role                                    | Accommodation provided | Car Provided | Council Tax | Water Rates | Utility Bills | Telephone | Cleaning | Laundry | Entertainment t allowance | Repairs and Maintenance | Gardening | Private Health Cover | Fees paid at another school |
|-----------------------------------------|------------------------|--------------|-------------|-------------|---------------|-----------|----------|---------|---------------------------|-------------------------|-----------|----------------------|-----------------------------|
| Junior Head stand-alone, accommodated   | 100                    | 10           | 81          | 88          | 78            | 55        | 38       | 1       | 11                        | 80                      | 60        | 88                   | 1                           |
| Junior Head stand-alone, unaccommodated | 0                      | 1            | 0           | 0           | 0             | 16        | 0        | 0       | 4                         | 0                       | 0         | 56                   | 1                           |

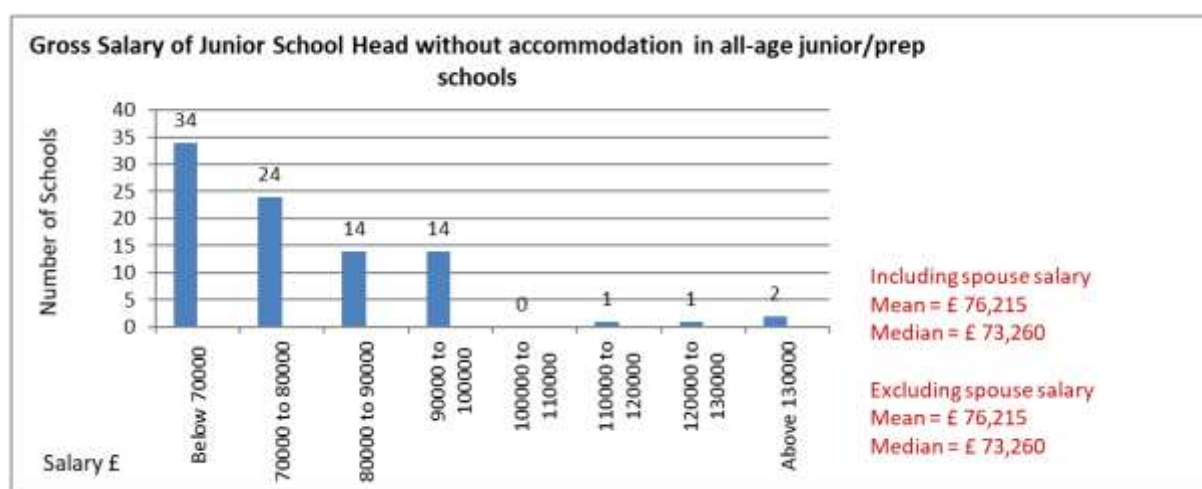
## Pay of the Junior/Prep Head Teacher – all-age schools

This section covers the pay and benefits of junior head teachers in all-age junior/prep schools (whether they go up to age 11 or age 13, there is little pay and benefit difference between the two groups). The pay of junior heads in stand-alone junior/prep schools is addressed in an earlier section.

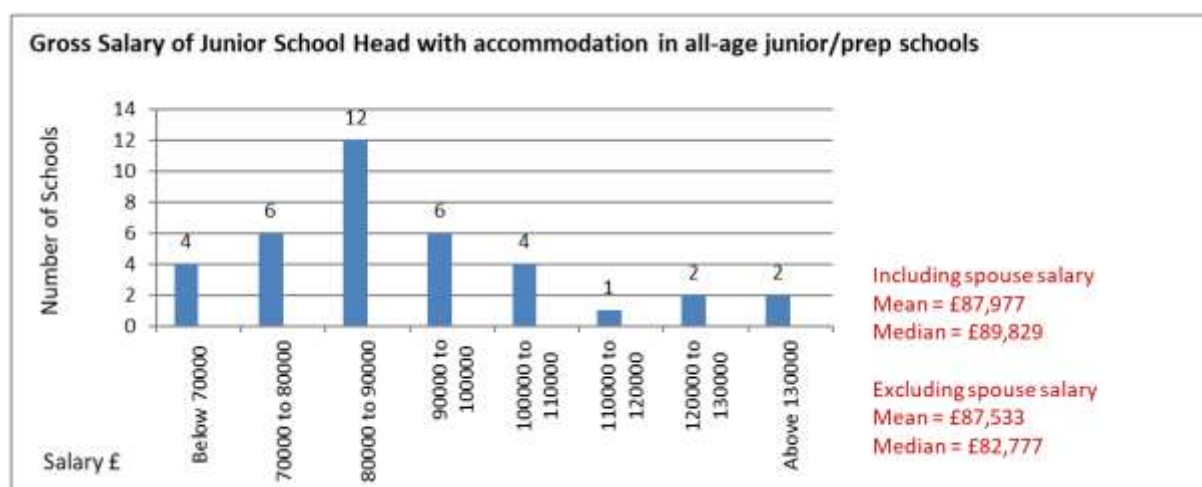
The key remuneration differentiator for heads of all-age junior/prep schools is whether or not accommodation (and its associated benefits) is provided as part of the pay package, and this is a much more important factor than whether the school itself is a day school, a day-boarding school or a boarding school. This can be seen in that, whilst only 10% of junior/prep schools in our dataset had more than 10% of their pupils as boarders, 30% of junior/prep schools provided their heads with accommodation. The analysis below therefore provides separate pay data for accommodated and unaccommodated heads, with the issues of pension and other benefits dealt with at the end of the section. Regional considerations are addressed in Appendix 1 and school-size bands in Appendix 2.

### Heads in stand-alone junior/prep schools

The graph below relates to head teachers in junior/prep day schools which are part of all-age schools who are not provided with accommodation.



The graph below relates to head teachers in junior/prep day schools which are part of all-age schools who are provided with accommodation.



We provide below some additional information to put the Junior Heads graphs into context. Please note that this table relates to all heads in junior/prep schools which are part of all-age schools, whether or not they are accommodated.

| Key Indicator                                    | Units  | Median   | Mean     |
|--------------------------------------------------|--------|----------|----------|
| Years in post                                    | Number | 4        | 5        |
| Age bracket                                      | Text   | 46 to 50 | 46 to 50 |
| Inflationary pay increase 2019/20 (over 2018/19) | %      | 0.0      | 1.3      |
| Head's Bonus scheme in operation?                | %      | 3%       | 3%       |
| 2019/20 bonus (only if paid)                     | £      | 7,125    | 7,125    |
| Member of Teachers' Pension Scheme?              | %      | 88%      | 88%      |
| If not, pension offered/taken up?                | %      | 100%/92% | 100%/92% |
| If not, then employer pension contribution       | £      | 9,691    | 10,657   |
| If not, then employee pension contribution       | £      | 5,550    | 5,394    |

### Junior Head Additional Benefits in stand-alone schools

The table below shows the benefit packages provided to Junior Heads in junior/prep schools which are part of all-age schools, split between those for whom accommodation is provided and those for whom it is not.

| Role                                | Accommodation provided | Car Provided | Council Tax | Water Rates | Utility Bills | Telephone | Cleaning | Laundry | Entertainment t allowance | Repairs and Maintenance | Gardening | Private Health Cover | Fees paid at another school |
|-------------------------------------|------------------------|--------------|-------------|-------------|---------------|-----------|----------|---------|---------------------------|-------------------------|-----------|----------------------|-----------------------------|
| Junior Head all-age, accommodated   | 100                    | 1            | 90          | 95          | 90            | 75        | 56       | 10      | 15                        | 78                      | 56        | 95                   | 0                           |
| Junior Head all-age, unaccommodated | 0                      | 1            | 0           | 1           | 1             | 20        | 1        | 0       | 1                         | 0                       | 0         | 59                   | 1                           |

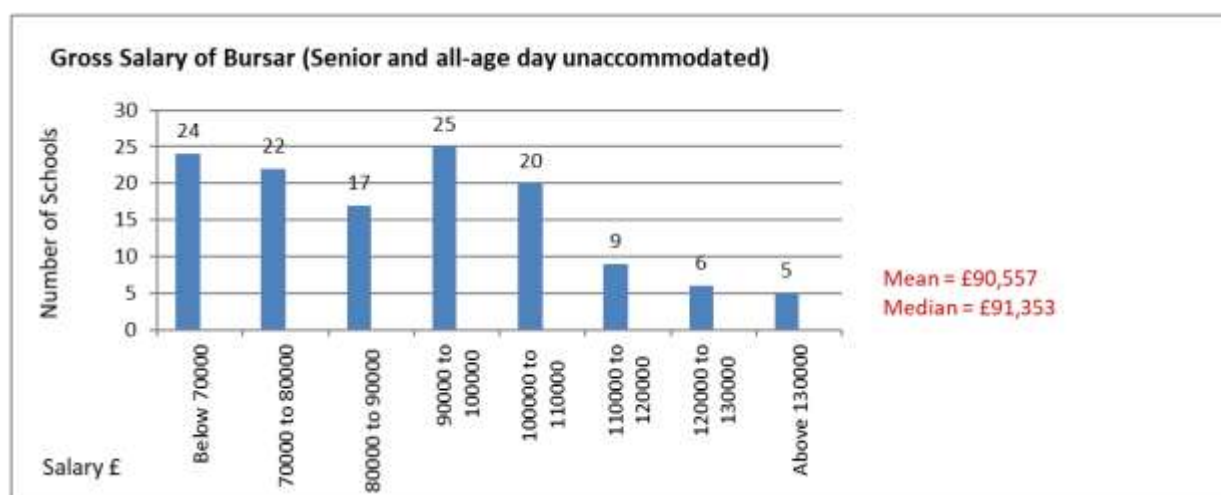
This section of the report examines the pay and benefits of the Bursar/COO/Head of Operations/Director of Finance i.e. the most senior financial and business role in the school. Note that if an additional Head of Finance (or equivalent) role also exists we do not cover that role in this survey – please refer to our detailed three-yearly pay survey for more information on this and other support roles.

### Bursars in senior-only and all-age schools

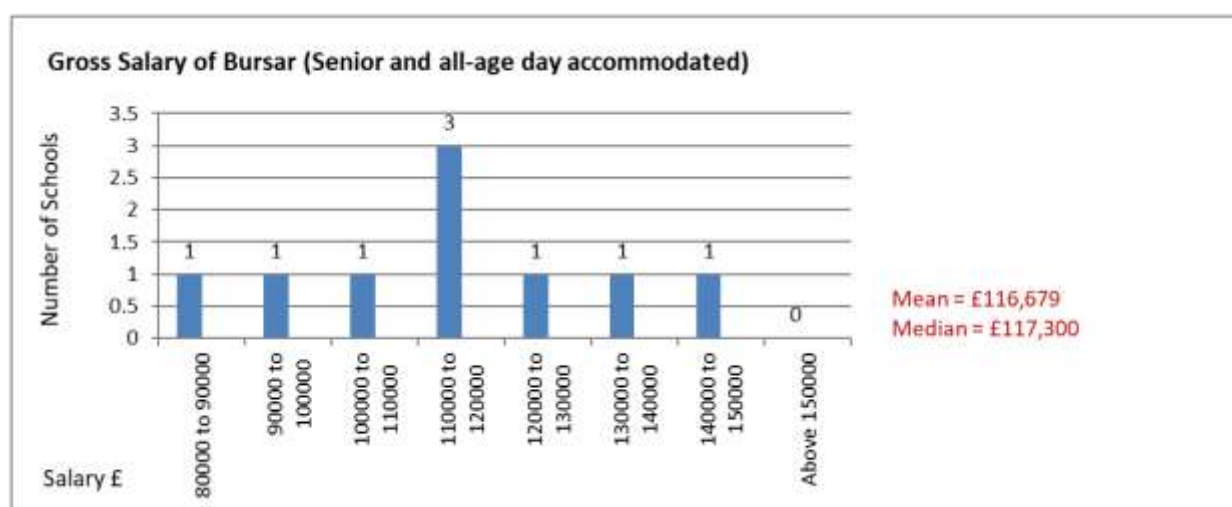
Bursar pay and benefits do not vary much between senior-only and all-age schools. This is because whilst bursars at all-age schools will have responsibility for more than one school, many of the UK's senior-only schools tend to be quite high-profile, and often command a pay premium. The main pay differentiators are therefore whether the school has boarding or not, and whether accommodation is provided. The four graphs below cover these four scenarios. The other key issue is pension provision which is considered below each sub-section and the issue of additional benefits is considered at the end of the whole Bursars' section. Regional considerations are addressed in Appendix 1 and school-size bands in Appendix 2.

#### Bursars in senior and all-age day schools

The graph below relates to senior-only and all-age day schools which do not provide their Bursar with accommodation.



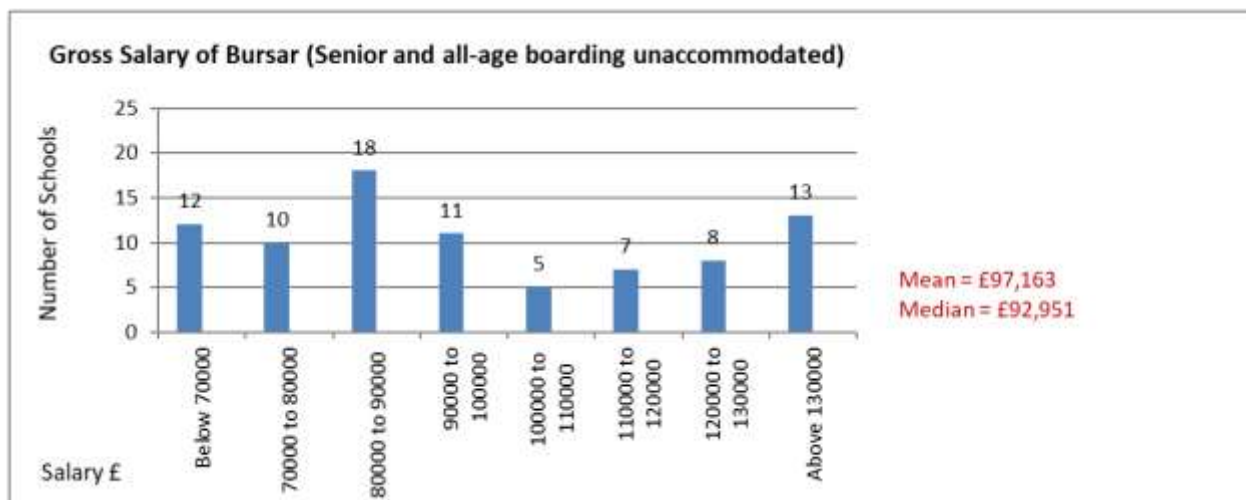
The graph below relates to senior-only and all-age day schools which provide their Bursar with accommodation.



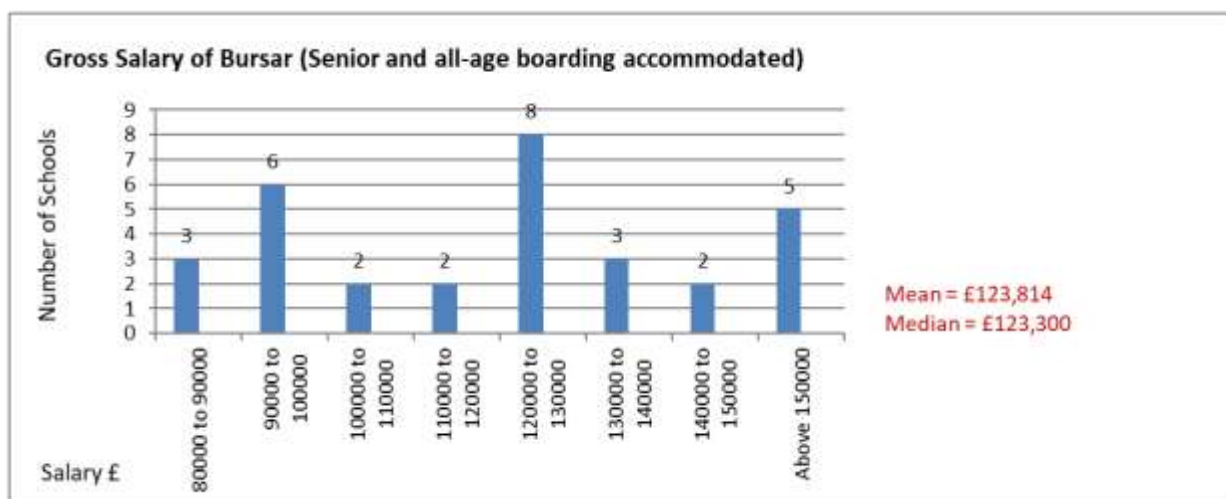
We provide below some additional information to put the day school Bursar graphs into context. Please note that this table relates to all bursars in senior-only and all-age day schools, whether or not they are accommodated. A table of bursar additional benefits is provided at the end of the bursar section.

| Key Indicator                                    | Units  | Median   | Mean     |
|--------------------------------------------------|--------|----------|----------|
| Years in post                                    | Number | 4        | 6        |
| Age bracket                                      | Text   | 51 to 55 | 51 to 55 |
| Inflationary pay increase 2019/20 (over 2018/19) | %      | 0.0      | 1.4      |
| Bursar's Bonus scheme in operation?              | %      | 15%      | 15%      |
| 2019/20 bonus (only if paid)                     | £      | 5,000    | 5,726    |
| Member of Teachers' Pension Scheme?              | %      | 0%       | 1%       |
| If not, pension offered/taken up?                | %      | 100%/95% | 100%/95% |
| If not, then employer pension contribution       | £      | 8,709    | 9,582    |
| If not, then employee pension contribution       | £      | 5,182    | 6,290    |

The graph below relates to senior-only and all-age boarding and day/boarding schools which do not provide their Bursar with accommodation.



The graph below relates to senior-only and all-age boarding and day/boarding schools which provide their Bursar with accommodation.



We provide below some additional information to put the boarding Bursar graphs into context. Please note that this table relates to all bursars in senior-only and all-age day-boarding and boarding schools, whether or not they are accommodated. A table of bursar additional benefits is provided at the end of the bursar section.

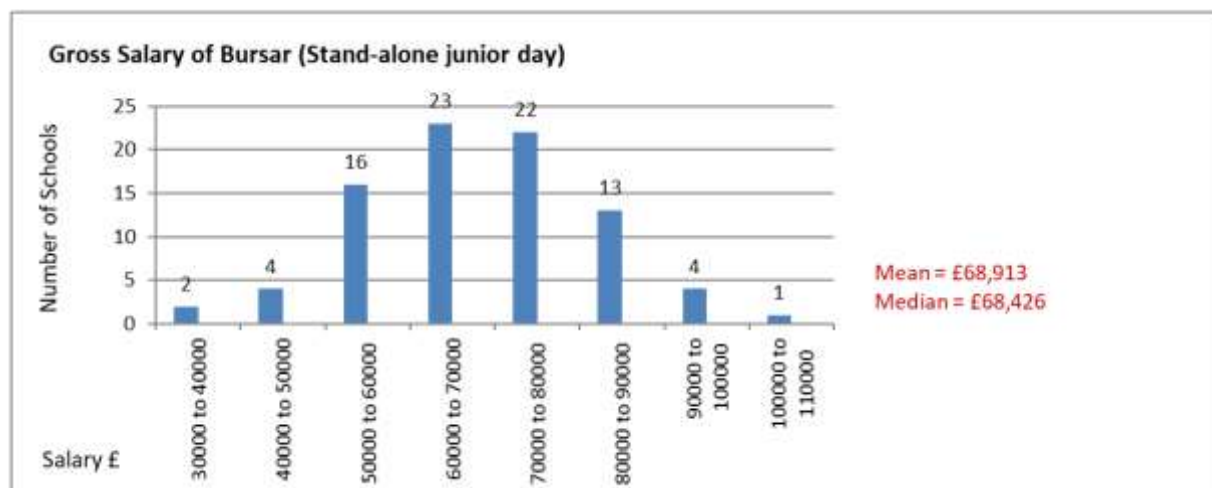
| Key Indicator                                    | Units  | Median   | Mean     |
|--------------------------------------------------|--------|----------|----------|
| Years in post                                    | Number | 3        | 5        |
| Age bracket                                      | Text   | 51 to 55 | 51 to 55 |
| Inflationary pay increase 2019/20 (over 2018/19) | %      | 0.0      | 0.6      |
| Bursar's Bonus scheme in operation?              | %      | 7%       | 7%       |
| 2019/20 bonus (only if paid)                     | £      | 7,231    | 6,577    |
| Member of Teachers' Pension Scheme?              | %      | 0%       | 1%       |
| Pension offered/taken up?                        | %      | 100%/94% | 100%/94% |
| If not, then employer pension contribution       | £      | 10,014   | 10,356   |
| If not, then employee pension contribution       | £      | 5,046    | 5,651    |

## Bursars in stand-alone junior/prep schools

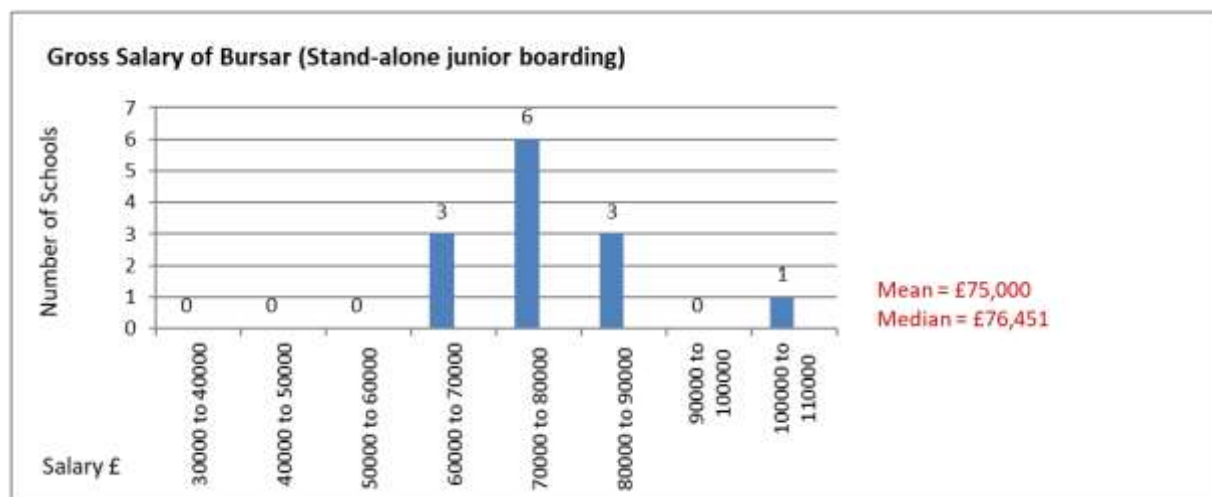
This section covers bursar pay and benefits in stand-alone junior/prep schools (whether they go up to age 11 or age 13, there is little difference between the two groups). Very few bursars in stand-alone junior schools are provided with accommodation, and therefore the graphs below look simply at the whole dataset, with separate information provided as between day and day-boarding/boarding schools. The issue of pension provision is considered below the graphs, the issue of additional benefits is considered at the end of the whole Bursar section and the issue of school-size bands is covered in Appendix 2.

### Bursars in stand-alone junior/prep schools

The graph below relates to stand-alone junior/prep day schools.



The graph below relates to stand-alone junior/prep day-boarding and boarding schools.



We provide below some additional information to put the Bursar graphs into context. Please note that this table relates to all bursars in stand-alone junior/prep schools, whether they are day or boarding.

| Key Indicator                                    | Units  | Median   | Mean     |
|--------------------------------------------------|--------|----------|----------|
| Years in post                                    | Number | 4        | 5        |
| Age bracket                                      | Text   | 51 to 55 | 51 to 55 |
| Inflationary pay increase 2019/20 (over 2018/19) | %      | 0.0      | 0.9      |
| Bursar's Bonus scheme in operation?              | %      | 20%      | 20%      |
| 2019/20 bonus (only if paid)                     | £      | 5,000    | 4,998    |
| Member of Teachers' Pension Scheme?              | %      | 0%       | 0%       |
| If not, then employer pension contribution       | £      | 6,630    | 7,189    |
| If not, then employee pension contribution       | £      | 3,340    | 3,850    |

### Bursar Additional Benefits

The table below shows the benefit packages provided to the Bursar/FD in firstly senior and all-age day schools, secondly senior and all-age day-boarding and boarding schools and lastly stand-alone junior/prep schools, whether or not boarding is offered.

| Role                                                                 | Accommodation provided | Car Provided | Council Tax | Water Rates | Utility Bills | Telephone | Cleaning | Laundry | Entertainment allowance | Repairs and Maintenance | Gardening | Private Health Cover | Fees paid at another school |
|----------------------------------------------------------------------|------------------------|--------------|-------------|-------------|---------------|-----------|----------|---------|-------------------------|-------------------------|-----------|----------------------|-----------------------------|
| Bursar/Director of Finance, senior-only and all-age day schools      | 7                      | 0            | 5           | 5           | 4             | 12        | 1        | 0       | 1                       | 3                       | 1         | 62                   | 1                           |
| Bursar/Director of Finance, senior-only and all-age boarding schools | 27                     | 2            | 22          | 23          | 16            | 16        | 5        | 0       | 2                       | 20                      | 5         | 72                   | 3                           |
| Bursar/Director of Finance, stand-alone junior/prep schools          | 4                      | 1            | 2           | 2           | 2             | 7         | 0        | 0       | 0                       | 2                       | 0         | 45                   | 1                           |

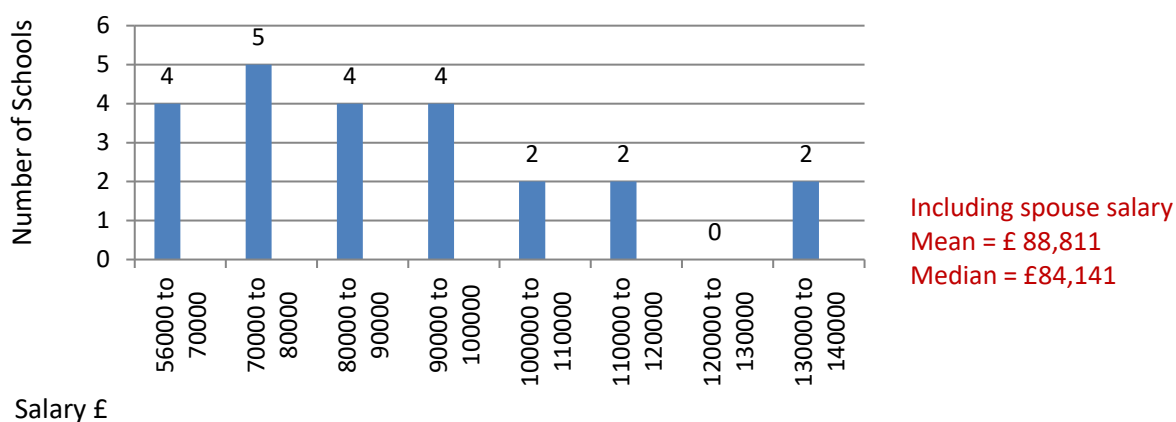
## SENIOR SCHOOL HEAD TEACHER (WHERE A PRINCIPAL ROLE ALSO EXISTS)

It is still relatively unusual for schools to be structured as “Foundations” i.e. usually incorporating more than one senior school with a “Principal” each reports to. In our survey only 23 schools had this role, and so only very limited benchmarking is possible. In particular, analysing by size of school, type of school, region, and then accommodation/pension status is simply not possible with any meaningful size of peer group.

The graph below provides full spread data for all schools reporting such roles. Such heads are usually still in the TPS and are in unaccommodated roles. However, 4 out of 23 had left the TPS and had separate pension arrangements and 10 out of 23 were provided with accommodation. Most received few additional benefits, although around 50% were provided with private health arrangements.

Possibly the most useful statistic is that, on average, such Heads were paid at 60% of the pay of their Principal and this is maybe a useful “rule of thumb” for schools to use for planning purposes.

**Gross Salary of Senior School Head Teacher (reporting to a Principal)**



**APPENDIX 1 – REGIONAL DIFFERENCES**

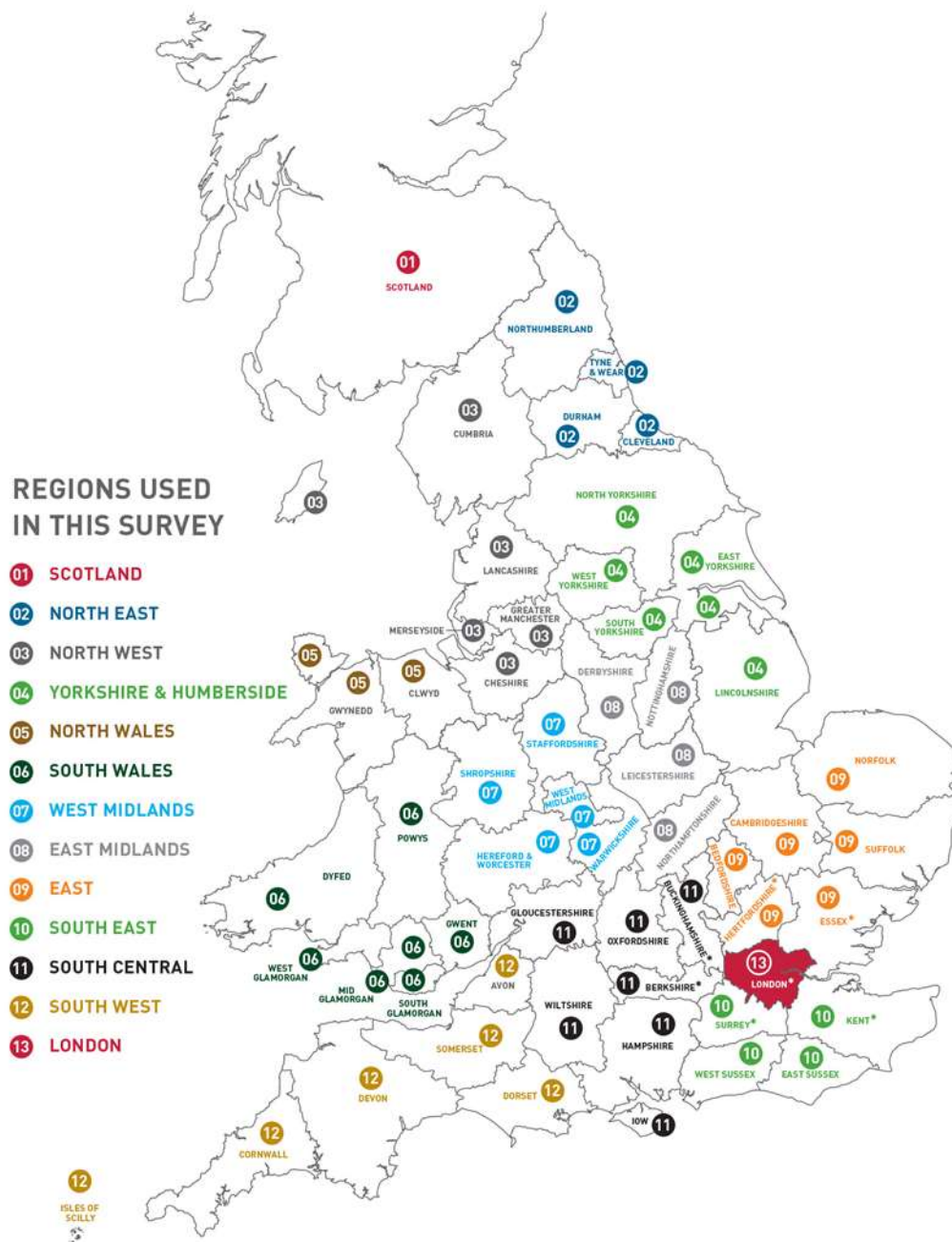
Data from our 3-yearly teacher pay survey suggests that regional pay differentials, and differences arising from the size of the school are not as important in understanding comparative pay as boarding/accommodation, and pension provision. The main body of the report therefore concentrates on these two key variables, and we cover regional pay differentials in this appendix and school size differentials in appendix 2.

The way we recommend that this report is then used is to do the main role benchmarking using the main report data and then use the percentages in the two appendices for school size and region to adjust up or down the answer. As an example, to assess the pay of a senior-head in a boarding school who is provided with accommodation and is still in the TPS, first look for that data in the main report. Then if the school is in the South Central region a 12% premium can be applied from appendix 1 and if the school has 600 to 750 total pupils a 6% discount can be applied from appendix 2.

Schools wishing to investigate senior pay more precisely are encouraged to participate in our detailed 3-yearly pay survey, when each/all variables can be adjusted at the same time, and genuine peer groups developed for each school to use. The next detailed survey is in Autumn 2022; details from Rhiannon Cutler.

| Subject                        | Principals/Senior School Heads £ | Junior School Heads all-age £ | Junior School Heads all-age £ | Bursar all schools £        |
|--------------------------------|----------------------------------|-------------------------------|-------------------------------|-----------------------------|
| Region                         | Regional Premium/(Discount)      | Regional Premium/(Discount)   | Regional Premium/(Discount)   | Regional Premium/(Discount) |
| Inner London                   | +26%                             | +15%                          | +2%                           | +6%                         |
| Outer London                   | +17%                             | +16%                          | +8%                           | +5%                         |
| London Fringe                  | +1%                              | +5%                           | +12%                          | -12%                        |
| South East                     | +15%                             | +16%                          | -6%                           | -11%                        |
| East                           | +5%                              | -1%                           | -6%                           | 0%                          |
| South Central                  | +12%                             | -7%                           | +20%                          | 1%                          |
| South & West incl. South Wales | -4%                              | +5%                           | -15%                          | 3%                          |
| West Midlands                  | -8%                              | -8%                           | -8%                           | 0%                          |
| East Midlands                  | -5%                              | 0%                            | -8%                           | 0%                          |
| North West incl. North Wales   | -7%                              | -12%                          | -8%                           | +2%                         |
| North East incl. Yorks & Humbs | -11%                             | -13%                          | -8%                           | -11%                        |
| Scotland                       | -4%                              | +2%                           | -8%                           | -16%                        |

## APPENDIX 1 – REGIONS USED IN THIS REPORT



\* In the Greater London area we follow the notation used by the DfE for their pay scales e.g. Inner London, Outer London and London Fringe.

This is a more sophisticated structure than can be shown here and a detailed map can be found at <http://www.lesfaq.co.uk/pay>

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**APPENDIX 2 – SCHOOL SIZE DIFFERENTIALS**

Data from our 3-yearly teacher pay survey suggests that regional pay differentials, and differences arising from the size of the school are not as important in understanding comparative pay as boarding/accommodation, and pension provision. The main body of the report therefore concentrates on these two key variables, and we cover school size pay differentials in this appendix and regional pay differentials in appendix 1.

The way we recommend that this report is then used is to do the main role benchmarking using the main report data and then use the percentages in the two appendices for school size and region to adjust up or down the answer. As an example, to assess the pay of a senior-head in a boarding school who is provided with accommodation and is still in the TPS, first look for that data in the main report. Then if the school is in the South Central region a 12% premium can be applied from appendix 1 and if the school has 600 to 750 total pupils a 6% discount can be applied from appendix 2.

Schools wishing to investigate senior pay more precisely are encouraged to participate in our detailed 3-yearly pay survey, when each/all variables can be adjusted at the same time, and genuine peer groups developed for each school to use. The next detailed survey is in Autumn 2022; details from Rhiannon Cutler.

| Subject                                                          | Principals/Senior School Heads £ | Junior School Heads all schools £ | Bursar all schools £    |
|------------------------------------------------------------------|----------------------------------|-----------------------------------|-------------------------|
| Region                                                           | Size Premium/(Discount)          | Size Premium/(Discount)           | Size Premium/(Discount) |
| Average size of school (all pupils for senior heads and bursars) | 822                              | 217                               | 617                     |
| More than 1150 pupils                                            | +25%                             |                                   | +30%                    |
| 900 to 1150 pupils                                               | +10%                             |                                   | +15%                    |
| 750 to 900 pupils                                                | +7%                              |                                   | +15%                    |
| 600 to 750 pupils                                                | -6%                              |                                   | +1%                     |
| 450 to 600 pupils                                                | -9%                              | +41%                              | -2%                     |
| 300 to 450 pupils                                                | -25%                             | +19%                              | -18%                    |
| 150 to 300 pupils                                                | -37%                             | -2%                               | -28%                    |
| Fewer than 150 pupils                                            |                                  | -20%                              | -40%                    |