



BAINES CUTLER

Example Day Boarding School (fictitious data)

Teacher and Senior Staff Salary and Benefits Survey 2023
Customised Benchmark Report

July 2023

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report



Dear James

We are pleased to provide you with a custom benchmark report comparing your school's Teacher and Senior Staff salaries, allowances and benefits with those of similar schools. The peer group with which your school is being compared is set out on page 6 of this report. Note that under Competition Act regulations we are not able to provide you with a named list of peer schools, but we are willing for you to provide us with a list of potential peer schools and for the search criteria we use to fit this group as closely as possible. This survey was conducted in Autumn 2022 with a data collection date of 1 September 2022.

Over the years we have been asked many times how best to use benchmark data as "every school is unique". This is self-evident and each school must interpret benchmark data in the light of its particular market, school site and competitive circumstances. However, benchmark data can be an invaluable tool with which to inform strategic and budget debates and as the leading benchmarking specialists in this sector we know that large numbers of schools use the data we provide in order to do this.

This is the fifth Teacher Salary and Benefits Survey and we thank you for the support you have given to our benchmarking work. We would also draw your attention to our other surveys. The main financial benchmarking survey, now in its 27th year, is published at the ISBA Conference each May and custom benchmark reports are available from April 2023. Details of our "Fee affordability and Parental time" surveys can be found on our website, and are available for any school to commission from us to help them understand better their parental body and to assist them in developing their school's fees and bursary strategy. Our detailed teacher workload modelling system has also been available for the last couple of years, which allows schools to map and cost in detail their use of teacher time, including not only academic subjects, but pastoral, co-curricular and boarding aspects. If you are interested in any of our other products, please contact us.

Yours sincerely

Rhiannon Cutler, Founder and Managing Director

Baines Cutler Solutions Ltd, July 2023

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Your selected peer group

How we establish a suitable peer group

Our aim is to provide you with a report of real value. To do so we need to establish which schools would be most like yours, so that the comparison of the data between this peer group and your own school is as useful as possible.

There are certain criteria which we look at in determining a school's peer group. These include UK geographical region, the type of school i.e. boarding, day/boarding or day, the number of pupils, the percentage who are senior/junior and the gender of those pupils. Other criteria could be the nature of the school (e.g. international), the age at which most children leave/join/transfer (e.g. age 13 as opposed to age 11), fee income and other physical metrics or aspects of your school. We have discussed and agreed with you an appropriate peer group, and this is identified on the next page.

As far as this survey is concerned it is important to note that we are considering comparative salaries and the pay market you are recruiting from. This is important as it means that you should probably expect the peer group to be larger than and NOT simply reflect your school's pupil catchment area.

Clearly every school is unique in its history, culture and location, but our experience of conducting benchmarking surveys has shown us that schools have more in common than might be expected. This means that, as long as comparative data is interpreted with the understanding that it can never give the whole picture, it can provide a true external view which is difficult for school bursars, heads and governors to obtain in any other way.

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Your peer group

We have established the following peer criteria for you. If you wish to discuss any aspects of this selection, please let us know. As noted in the introduction we cannot benchmark against a named list of schools but if you do have benchmark schools in mind and can provide us with a list, we are always happy to seek to match the benchmark criteria against that list as closely as possible.

Key Indicator	Number or range
Number of pupils in the school as a whole	Not Selected
Number of pupils in the senior school	Greater or equal to 300 AND Less or equal to 600
Number of pupils in the Sixth Form	Not Selected
Number of pupils in the junior and pre-prep combined	Not Selected
Junior/prep and pre-prep combined percentage of school as a whole	Does not equal to 0
Pre-prep as a percentage of the junior school	Not Selected
Girls percentage	Not Selected
Boarding percentage (senior school)	Greater or equal to 25 AND Less or equal to 80
UK Region	Not Selected
Other criteria 1	Not Selected
Other criteria 2	Not Selected

Example Day Boarding School

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High level data on the senior school and its peer group

The table below shows key data and ratios about Example Day Boarding School and your peer group. The number of schools in your peer group is 27. The data we provide is both the mean (the average) and the median (the middle record). Note that "FTE" both below and in this report stands for "full time equivalent" teaching posts and so deals with the issue of part-time staff. Senior school is measured from age 11 or 13, depending on the point at which most pupils move. Net fee income is measured after deducting fee concessions such as bursaries, scholarships, staff and other fee remissions.

Teachers are defined as those staff qualified (either through a formal teaching qualification or experience you view as equivalent) and who are paid through your main teacher pay scales or reward systems. Teacher support are all other teacher support roles, for example graduate teaching assistants, unqualified resident tutors, laboratory technicians, classroom and language assistants, librarians, employed sports coaches and employed visiting music teachers. We examine some of these roles later in this report.

High Level Pupil and Teacher Information

Key Indicator	Units	Example Day Boarding School	Median	Mean
Peer Group				
Number of Schools in Peer Group	Number	27		
High-Level Pupil Information				
Number of Senior School Pupils 2022/23	Number	478	436	447
Size of Sixth Form	Number	65	156	159
Senior School Girls' percentage	%	42	47	54
Senior School Boarding percentage	%	55	50	49
High-Level Teacher Information				
Total Number of Senior School Teachers 2022/23	Number	73	73	70
FTE Number of Senior School Teachers 2022/23	Number	64	64	63
Number of Part-Time Senior School Teachers 2022/23	Number	20	15	17
Percentage of Part-Time Senior Teachers 2022/23	%	27.4	22.2	24.3
Senior School Pupil Teacher Ratio (FTE)	Number	7.4	7.4	7.3

Example Day Boarding School

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High Level Financial and Cost Information

The table below shows high-level financial and cost information for Example Day Boarding School and its peer group. All aspects of the data are looked at in more detail in later sections of this report. In all cases the data below excludes Head Teachers. Also note that, in the case of boarding schools (which may accommodate some or all of their teachers and so pay them lower pay levels), the data at this stage is simply actual pay, unadjusted for accommodation and for rent. For such schools, later sections provide more detailed information, both on an accommodated and an unaccommodated basis. If you need further information on this, please let us know.

Key Indicator	Units	Example Day Boarding School	Median	Mean
High-Level Financial Information				
Net Fee Income 2022/23	£m	11.1	10.7	11.4
Teaching Staff Costs as % of Net Fee Income 22/23	%	38.4	36.0	36.6
Teaching Staff Costs per pupil 22/23 (incl. on costs)	£	8,918	8,600	9,119

High-Level Per Teacher Cost Information				
Key Indicator	Units	Example Day Boarding School	Median	Mean
All Teachers (excluding Head Teachers)				
Full-time equivalent teacher numbers	FTE	64.4	64.4	63.3
Average pay (excl. on costs) per FTE teacher	£	43,206	46,080	46,656
Teaching Members of the Senior Management Team*				
SMT teacher numbers*	Number	6.0	6.0	6.1
Average pay (excl. on costs) per SMT member*	£	64,213	64,145	63,465
All Teachers (excluding SMT)				
Full-time equivalent teacher numbers excl. SMT	FTE	58.4	58.2	57.3
Average pay (excl. on costs) per FTE teacher excl. SMT	£	41,049	43,901	44,930

* Note "SMT" teacher numbers include all teachers in defined senior management roles, whether or not they are actually on your school (or other schools') senior leadership teams. This allows for better benchmarking between schools which operate different teaching leadership structures.

Example Day Boarding School

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Governors' report – heads and bursar pay and benefits

Head and Bursar Pay

In most schools, whilst issues relating to teacher pay are considered as part of the annual budgeting process by the school's senior management team, the pay of the Head Teacher and the Bursar/COO/Director of Finance is usually determined directly by the Board. This section of the report is designed as a report for Governors to assist them in taking these decisions.

We consider below the pay of Heads and Bursars. In doing so we are aware that 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 then have an additional "head of the senior school" role. Our benchmarking therefore considers four roles/scenarios:

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 benchmarking 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 unusual and also since its pay and benefits are not necessarily Governor decisions, we have covered it in the main part of our report, in the summary tables at the end of the senior teaching staff section.
3. The Bursar/COO/Head of Operations/Director of Finance. This is the most senior role in charge of Finances and Operations (including the traditional Bursar role). Please note that if your school uses a dual role, with the traditional Bursar role split into a Bursar and a separate COO/Director of Operation, this option will cover the Lead Financial role only, with the Lead Operations role benchmarked separately (point 4 below). Note also that if an ADDITIONAL Head of Finance (or equivalent) role ALSO exists this role is covered in a later section of this report.
4. The COO/Director of Operations. This is the most senior role in charge of Operations (but ONLY if the traditional Bursar role has also been selected). Since not many schools use a dual role yet (less than 10% of all respondents to our survey) we have also covered this role in the main part of our report, in the summary tables at the end of the senior teaching staff section.

Example Day Boarding School

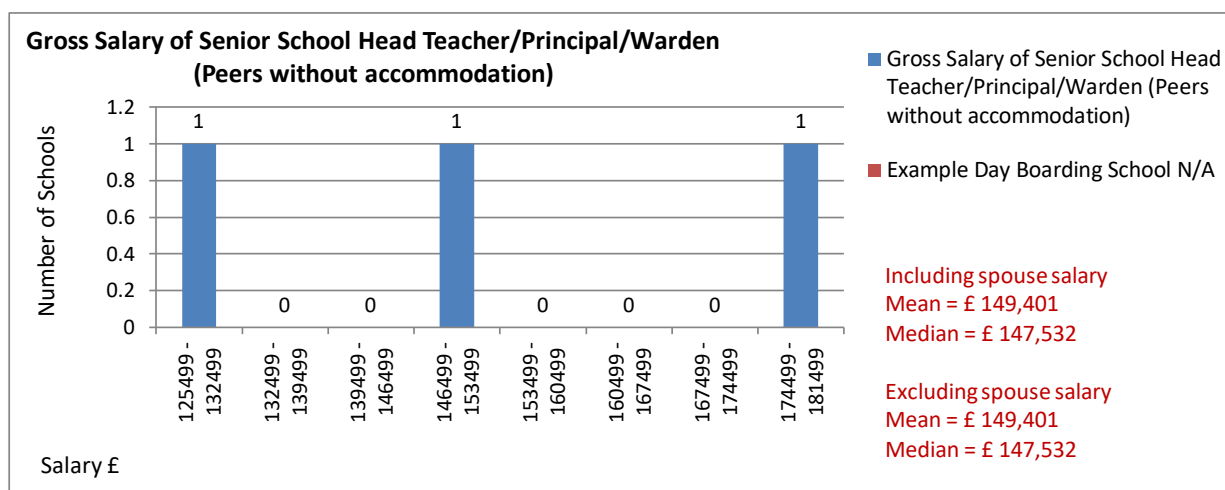
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Pay of your Senior School Head Teacher/Principal/Warden

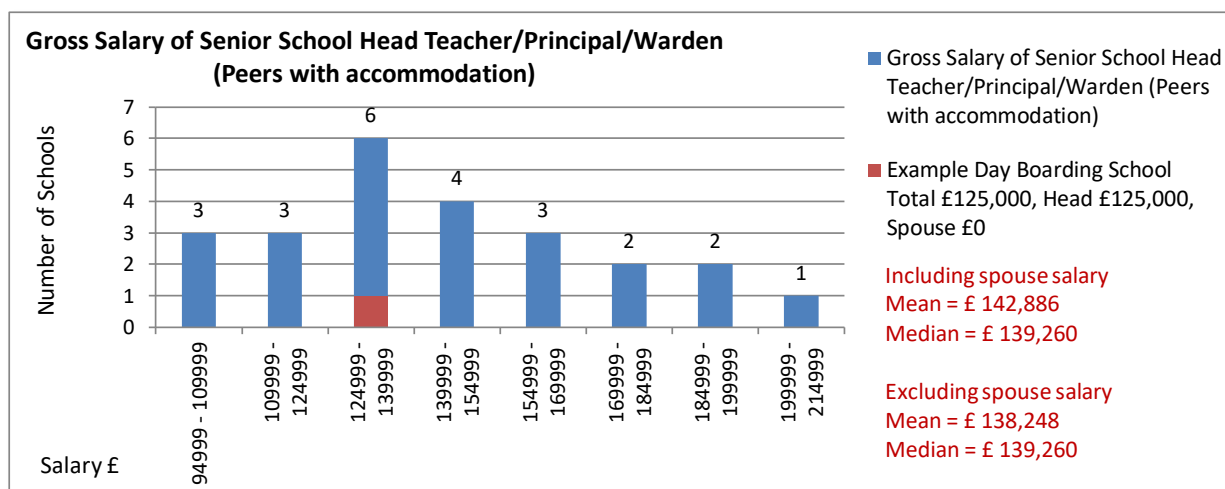
This section of the report examines the pay and benefits of your Senior School Head Teacher/Principal/Warden i.e. the most senior role in the school.

The graphs below show the gross salary of your Head Teacher as at 1 September 2022 (together with the gross salary of his/her spouse if a salary is paid to the spouse by the school as part of the overall duties of the Head Teacher) compared with the gross salary of the Head Teachers in your peer group schools. We have provided separate graphs for peer schools which provide an accommodation benefit to their Head Teachers and those which do not.

The first graph below relates to peer schools which do not provide their Head Teacher with accommodation.



This second graph below relates to peer schools which provide their Head Teacher with accommodation.



Senior School Head Teacher/Principal/Warden Additional Information:

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Key Indicator	Units	Example Day Boarding School	Median	Mean
Years in post	Number	2	5	6
Age bracket	Text	51 to 55	51 to 55	46 to 50
Number of schools role is responsible for (prep and pre-prep as one)	Number	2	2	2
Inflationary pay increase 2022/23 (over 2021/22)	%	3.0	4.0	3.9
Heads' Bonus scheme in operation?	%	No	N/A	15%
2021/22 bonus paid? (50% of those that offer a bonus scheme paid out)	£	N/A	9,000	9,000
Member of Teachers' Pension Scheme?	%	Yes	N/A	52%
If yes, Head's gross salary unaccommodated	£	N/A	147,532	147,532
If yes, Head's gross salary accommodated	£	125,000	140,000	143,695
If not in TPS, is a pension provided/taken up?	%	No	N/A	37%
If taken up, then employer pension contribution	£	N/A	20,274	20,344
If taken up, then employee pension contribution	£	N/A	9,700	9,356
If taken up, Head's gross salary unaccommodated	£	N/A	150,335	150,335
If taken up, Head's gross salary accommodated	£	N/A	117,200	131,197
If not in either of the pension schemes, Head's gross salary unaccommodated	£	N/A	N/A	N/A
If not in either of the pension schemes, Head's gross salary accommodated	£	N/A	172,529	170,550
If applicable, is the Head in receipt of a fee remission for their children?	Text	Yes	N/A	94%
If applicable, what is the level of fee remission offered?	%	85%	75%	71%

Example Day Boarding School

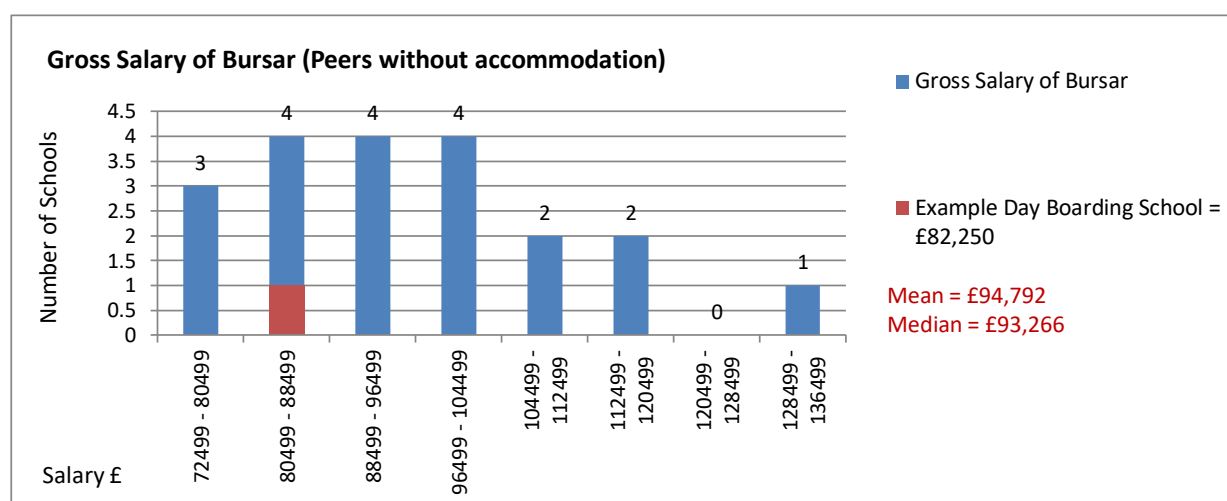
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Pay of your Bursar/COO/Head of Operations/Director of Finance

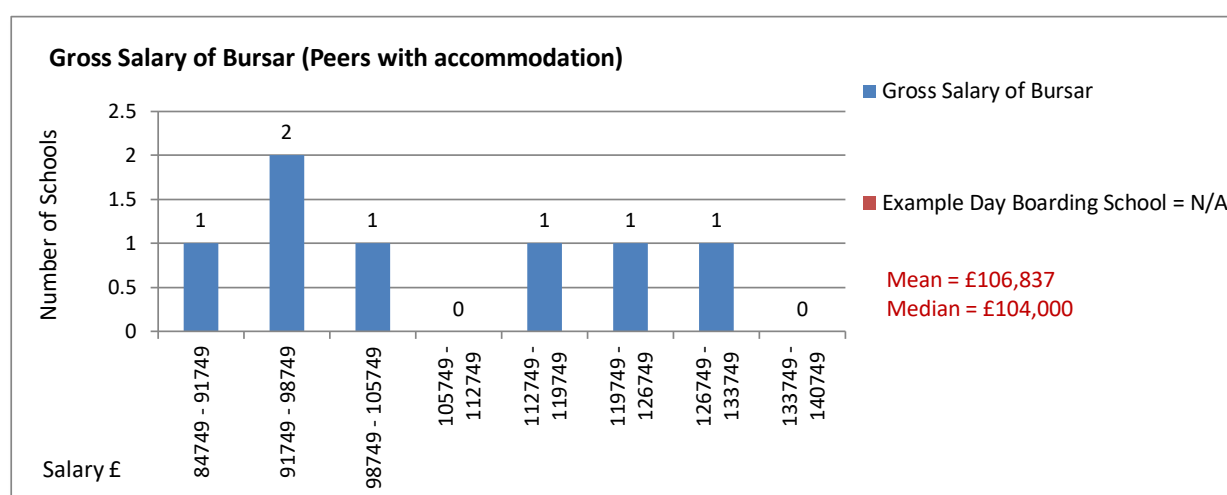
This section of the report examines the pay and benefits of your Bursar/COO/Head of Operations/Director of Finance i.e. the most senior financial and business role in the school. Note that if an additional Head of Finance (or equivalent) role also exists this role is covered in the main part of this report.

The graphs below show the gross salary of your Bursar as at 1 September 2022 compared with the gross salary of the Bursar in your peer group schools. We have provided separate graphs for peer schools which provide an accommodation benefit to their Bursars and those which do not, because of the importance of this benefit to any remuneration package.

The first graph below relates to peer schools which do not provide their Bursar with accommodation.



This second graph below relates to peer schools which provide their Bursar with accommodation.



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Bursar/COO/Head of Operations/Director of Finance Additional Information

We provide below some additional information to put the Bursar graphs into context. Please note that a table covering Bursars' non-accommodation benefits is provided at the end of this section.

Key Indicator	Units	Example Day Boarding School	Median	Mean
Years in post	Number	6	5	6
Age bracket	Text	41 to 45	51 to 55	51 to 55
Number of schools responsible for (prep and pre-prep as one)	Number	2	2.0	2.1
Inflationary pay increase 2022/23 (over 2021/22)	%	2.0	5.0	4.2
Bursar's Bonus scheme in operation?	%	No	N/A	7%
2021/22 bonus (only if paid)	£	N/A	5,000	5,000
Is a pension provided/taken up?	%	Yes	N/A	96%
If taken up, then employer pension contribution	£	8,250	9,315	9,981
If taken up, then employee pension contribution	£	4,125	6,400	8,146
If taken up, Bursar's gross salary unaccommodated	£	82,250	92,820	94,089
If taken up, Bursar's gross salary accommodated	£	N/A	104,000	106,837
If not in a pension scheme, Bursar's gross salary unaccommodated	£	N/A	108,150	108,150
If not in a pension scheme, Bursar's gross salary accommodated	£	N/A	N/A	N/A
If applicable, is the Bursar in receipt of a fee remission for their children?	Text	Yes	N/A	92%
If applicable, what is the level of fee remission offered?	%	85%	75%	75%

Example Day Boarding School

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Head and Bursar Additional Benefits

The table below shows the benefit packages provided to the Head and Bursar/FD at Example Day Boarding School and at its peer schools. For each benefit the percentage of schools providing that benefit to a person in that role is shown in the appropriate box. If Example Day Boarding School provides that benefit the entry in the appropriate column is shown in red. If it does not, or if you do not have that role, it is shown in black.

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
Principal/Head Teacher Senior School	89	4	93	93	93	70	67	19	19	89	74	89	7
Head Teacher Senior School (if Principal role also selected)	100	0	100	100	100	0	0	0	0	0	0	0	0
Bursar/Director of Finance	26	0	22	22	15	22	0	0	0	19	4	70	0
COO (only if Bursar role selected as well)	0	0	0	0	0	0	0	0	0	0	0	0	0

Head's Relative Pay

The following information looks at the relative pay of the Principal/Head Teacher compared with other levels of teacher. It does this by expressing the pay of the next most highly paid SMT teacher as a percentage of the pay of the Principal/Head Teacher and doing the same for the average pay of an SMT teacher and the average pay of all other teachers (working on an FTE basis). Note that for the purposes of this table we use Head's gross salary excluding any spouse allowance. Note the definition of SMT provided earlier.

Compared with	Units	Example Day Boarding School	Median	Mean
Next most highly paid non-head teacher on SMT	%	71%	57%	59%
SMT average pay	%	51%	46%	47%
Average pay per teacher	%	33%	32%	33%

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior teaching staff in the senior school

Senior Teaching Roles

This section of the report examines Example Day Boarding School's senior teaching roles. We are aware that all schools are different and so can both use different titles for the same role and the same title for different roles! So, in our questionnaire we asked about 17 senior school senior teaching roles. We defined each and asked each participant to complete the survey for the roles closest to its own. You will find that not all your peer schools have the same number of senior roles as you do and that graphs are produced for some roles which you do not have, but which your peer group schools do. However, by providing you with salary information on each role (including roles which you do not have) you will be able to read your own circumstances into the results. A table of means and medians summarising roles not covered by detailed graphs is provided at the end of this section.

How we deal with accommodation benefits and pensions

Some boarding schools provide their senior staff with accommodation and if you do this the graphs in this section have been prepared on that same basis i.e. if you accommodate your Deputy Head the Deputy Head graph is for those peer schools which also do so. If you do not accommodate your Deputy Head the graph is prepared on that basis.

If you do not have the role the graph is always prepared on an unaccommodated basis. Note that information for peers which pay on the opposite accommodation basis is set out in the table at the end of the section on senior staff pay.

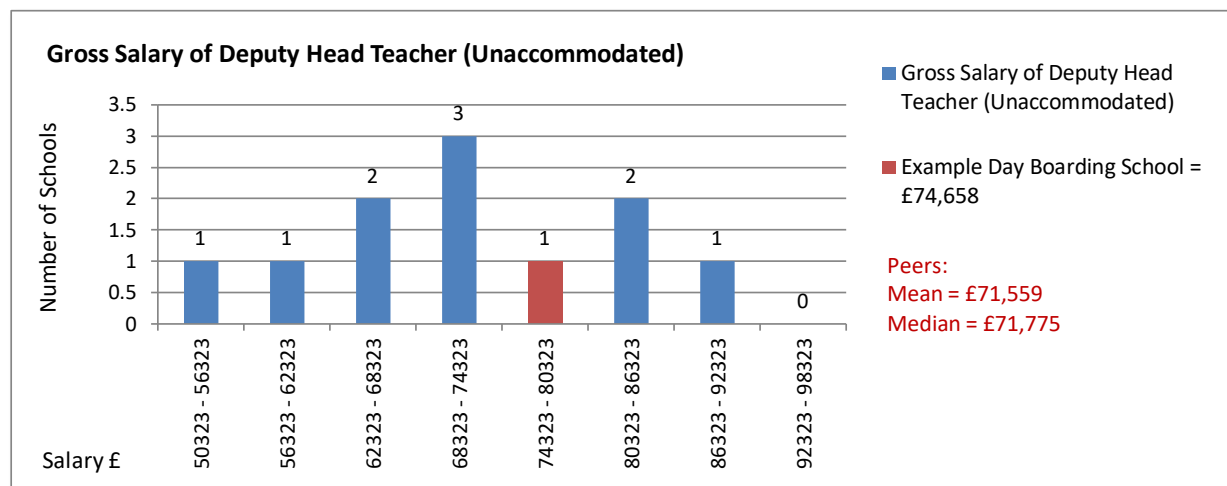
Please note, as schools are also increasingly looking at alternatives to the Teacher Pension Scheme ("TPS"), this may also impact the salary levels shown in following graphs. The table at the end of this section therefore splits out the data for those teachers in and out of the TPS; but the graphs below do **NOT** take into consideration any differentials due to different pension arrangements. Note also that we have grossed up part-time roles to full time equivalents.

Example Day Boarding School

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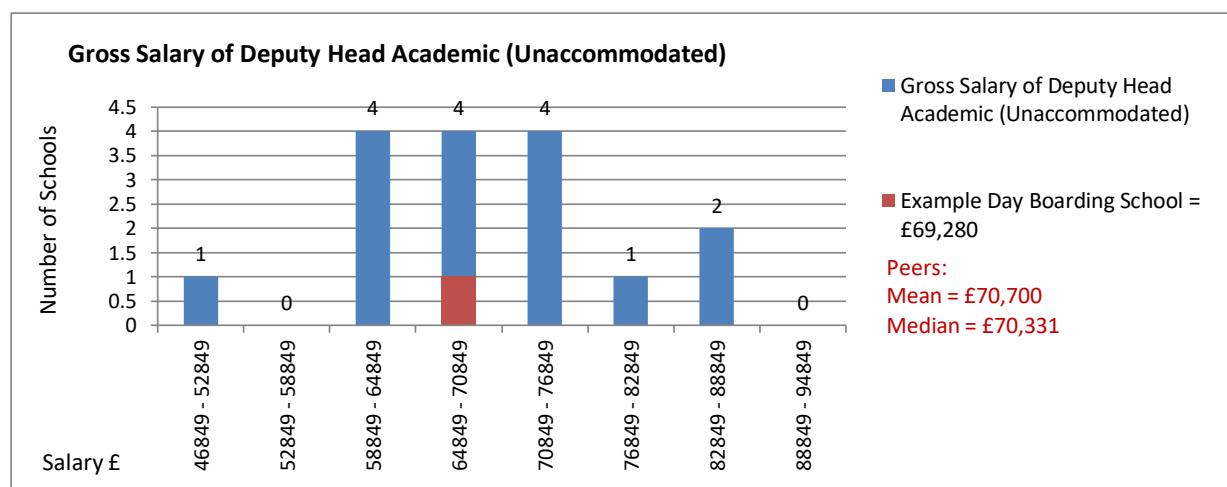
Pay of your Deputy Head Teacher

This section of the report examines the pay of the Deputy Head Teacher. The graph below shows the gross salary of your Deputy Head Teacher compared with the gross salary of the Deputy Head in your peer group schools.



Pay of your Deputy Head Academic

This section of the report examines the pay of the Deputy Head Academic. The graph below shows the gross salary of your Deputy Head Academic compared with the gross salary of the Deputy Head Academic in your peer group schools.

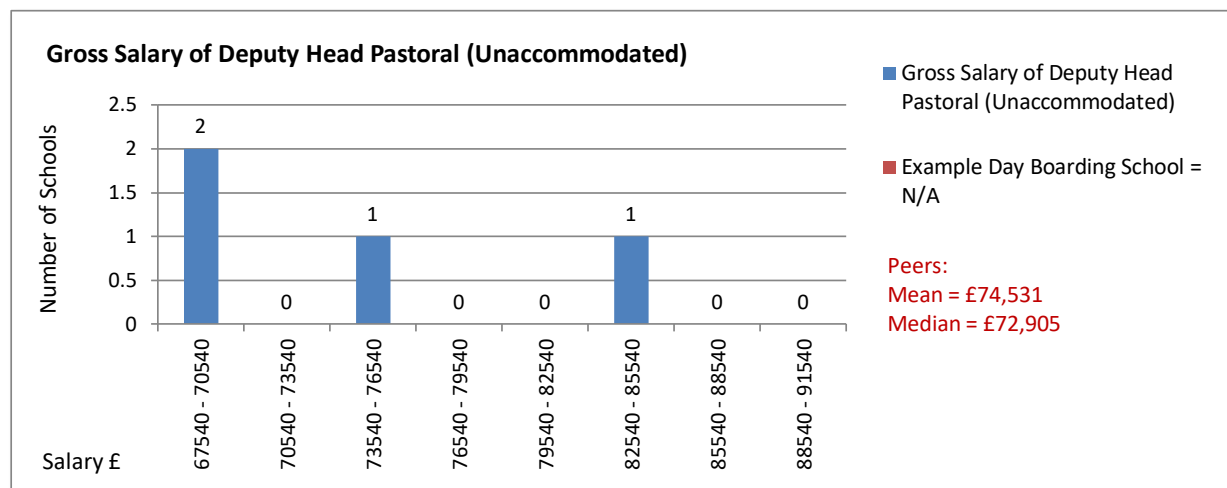


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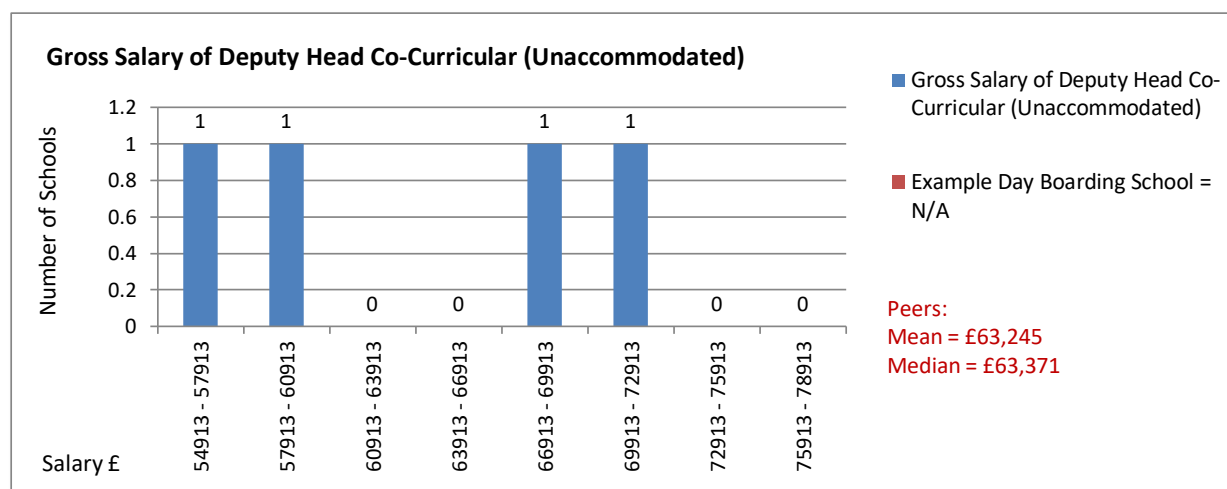
Pay of your Deputy Head Pastoral

This section of the report examines the pay of the Deputy Head Pastoral. The graph below shows the gross salary of your Deputy Head Pastoral compared with the gross salary of the Deputy Head Pastoral in your peer group schools.



Pay of your Deputy Head Co-Curricular

This section of the report examines the pay of the Deputy Head Co-Curricular. The graph below shows the gross salary of your Deputy Head Co-Curricular compared with the gross salary of the Deputy Head Co-Curricular in your peer group schools.

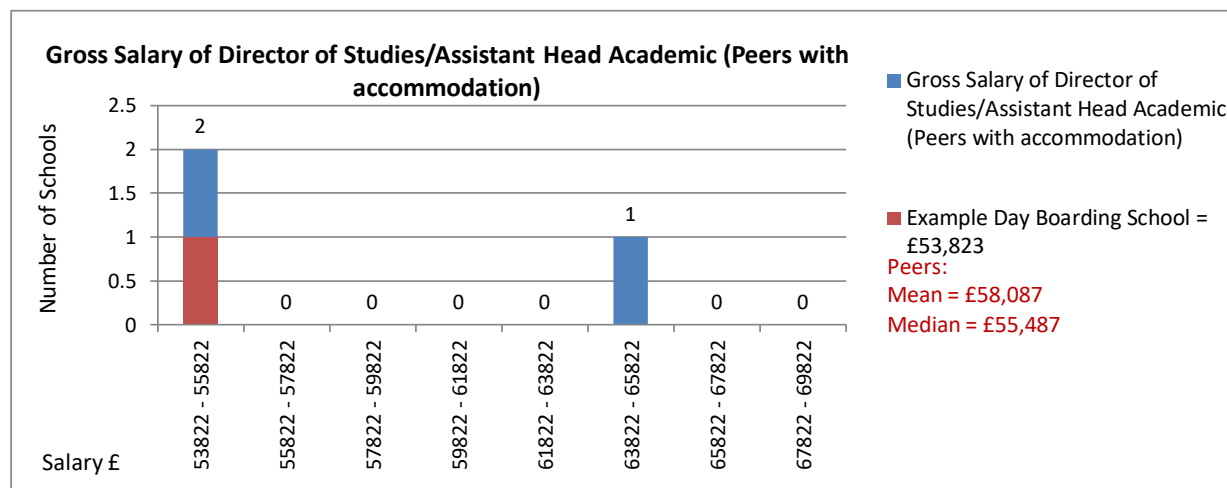


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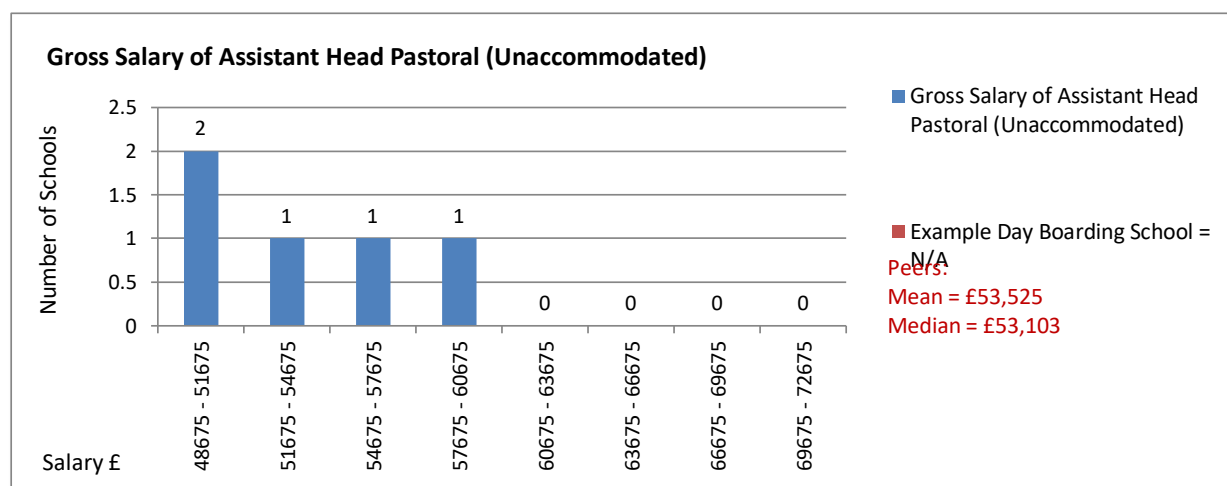
Pay of your Director of Studies/Assistant Head Academic

This section of the report examines the pay of the Director of Studies/Assistant Head Academic. The graph below shows the gross salary of your Director of Studies/Assistant Head Academic compared with the gross salary of the Director of Studies/Assistant Head Academic in your peer group schools.



Pay of your Assistant Head Pastoral

This section of the report examines the pay of the Assistant Head Pastoral. The graph below shows the gross salary of your Assistant Head Pastoral compared with the gross salary of the Assistant Head Pastoral in your peer group schools.

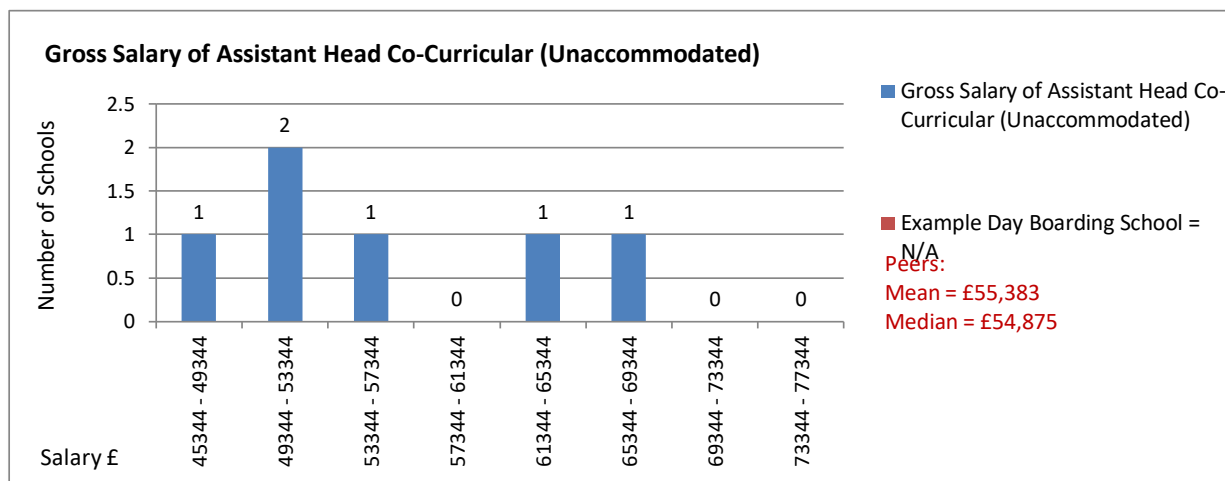


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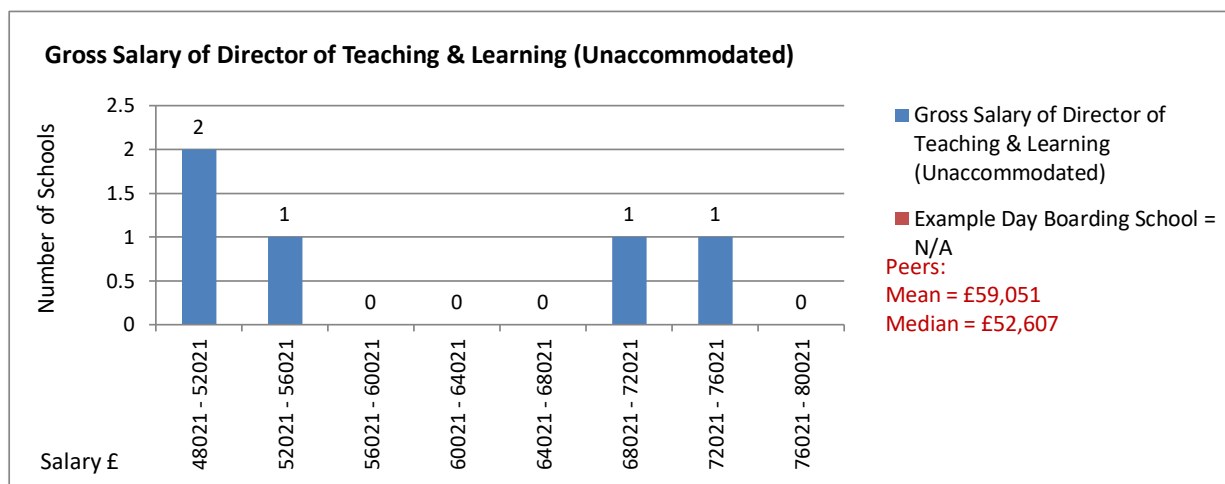
Pay of your Assistant Head Co-Curricular

This section of the report examines the pay of the Assistant Head Co-Curricular. The graph below shows the gross salary of your Assistant Head Co-Curricular compared with the gross salary of the Assistant Head Co-Curricular in your peer group schools.



Pay of your Director of Teaching and Learning

This section of the report examines the pay of the Director of Teaching and Learning. The graph below shows the gross salary of your Director of Teaching and Learning compared with the gross salary of the Director of Teaching and Learning in your peer group schools.

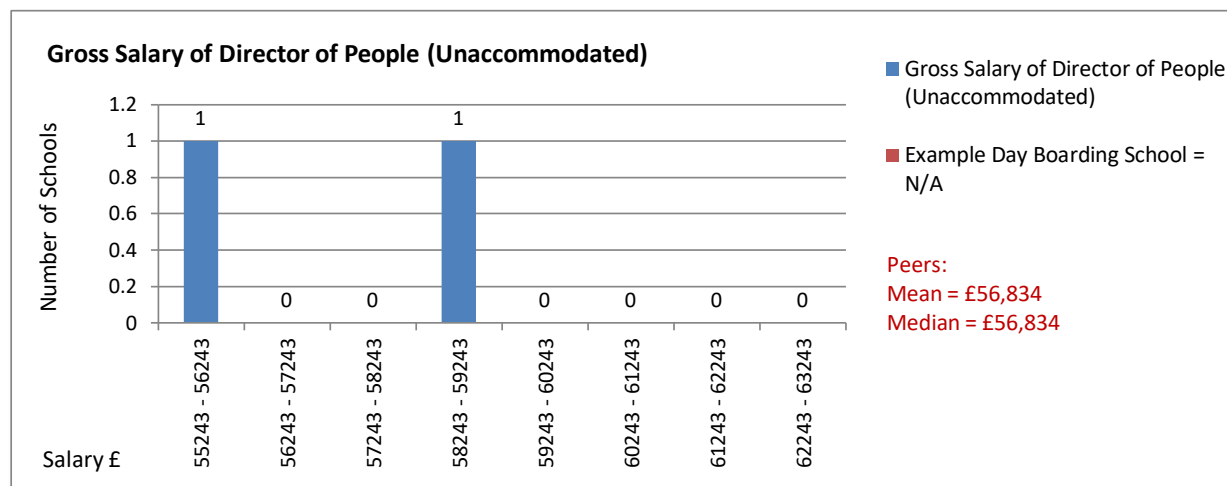


Example Day Boarding School

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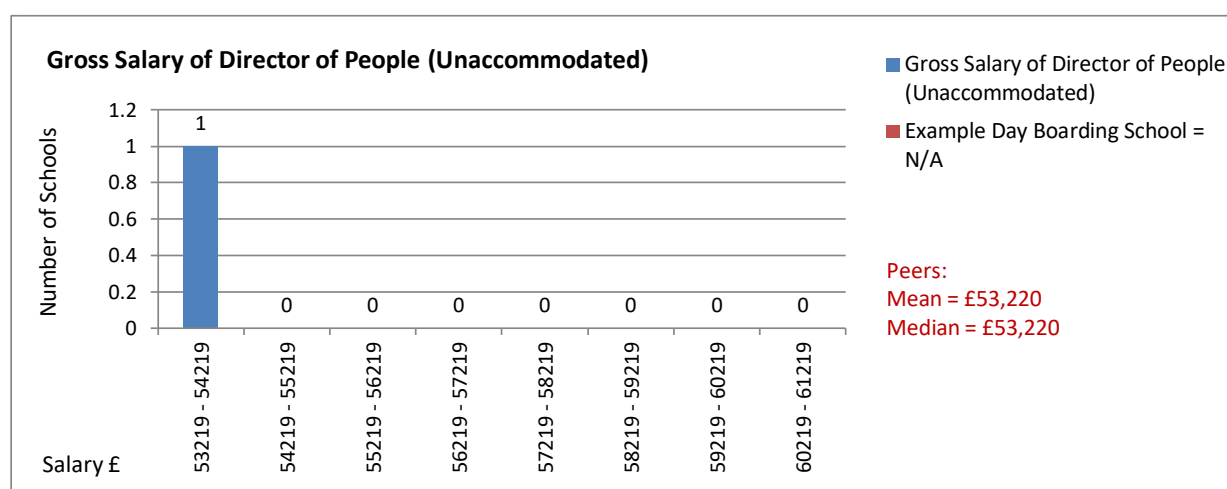
Pay of your Director of People

This section of the report examines the pay of the Director of People (if they are a teacher). The graph below shows the gross salary of your Director of People compared with the gross salary of the Director of People in your peer group schools.



Pay of your Director of CPD

This section of the report examines the pay of the Director of CPD. The graph below shows the gross salary of your Director of CPD compared with the gross salary of the Director of CPD in your peer group schools.



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Other Senior Academic Roles – Senior School Salaries of Staff in the TPS

The above section contains information about the major senior academic roles. However, we are aware that many schools have other important roles which they would like benchmarked. The table below therefore contains information about the mean and median pay of all benchmarked teaching SMT roles whether accommodation is provided or not.

	Example Day Boarding School		Unaccommodated		Accommodated	
Role	Unaccommodated	Accommodated	Mean	Median	Mean	Median
Head Teacher (if Principal selected)	£0	£0	£0	£0	£97,265	£97,265
COO (if Bursar Selected)	£0	£0	£0	£0	£0	£0
Deputy Head	£89,362	£0	£73,158	£71,457	£87,398	£90,286
Deputy Head Academic	£69,280	£0	£70,741	£69,280	£75,635	£74,071
Deputy Head Pastoral	£0	£0	£76,860	£75,426	£67,755	£66,659
Deputy Head Co-Curricular	£0	£0	£61,608	£58,586	£67,560	£67,560
Director of Studies/Assistant Head Academic	£0	£0	£59,738	£58,002	£60,219	£60,219
Assistant Head Pastoral	£0	£0	£51,615	£51,615	£61,956	£61,956
Assistant Head Co-Curricular	£0	£0	£57,039	£56,450	£70,252	£70,252
Head of Sixth Form	£0	£0	£58,863	£60,172	£57,887	£57,887
Head of Middle School	£0	£0	£109,136	£109,136	£0	£0
Head of Lower School (Senior School role)	£0	£0	£58,638	£58,638	£0	£0
Chaplain	£0	£0	£0	£0	£54,756	£54,345
Other Senior School SMT	£0	£0	£54,695	£55,190	£0	£0
Registrar (if a teacher)	£0	£0	£0	£0	£0	£0
Head of Boarding	£0	£0	£56,471	£58,679	£52,683	£52,683
Director of CPD	£0	£0	£0	£0	£0	£0
Director of Teaching and Learning	£0	£0	£65,575	£70,384	£0	£0
Director of People (if a teacher)	£0	£0	£56,834	£56,834	£0	£0

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Other Senior Academic Roles – Senior School Salaries of Staff not in the TPS

The above section contains information about the major senior academic roles. However, we are aware that many schools have other important roles which they would like benchmarked. The table below therefore contains information about the mean and median pay of all benchmarked teaching SMT roles whether accommodation is provided or not.

	Example Day Boarding School		Unaccommodated		Accommodated	
Role	Unaccommodated	Accommodated	Mean	Median	Mean	Median
Head Teacher (if Principal selected)	£0	£0	£0	£0	£0	£0
COO (if Bursar Selected)	£0	£0	£0	£0	£0	£0
Deputy Head	£0	£0	£67,597	£63,000	£74,342	£71,410
Deputy Head Academic	£0	£62,905	£70,648	£70,720	£61,222	£61,222
Deputy Head Pastoral	£0	£0	£67,541	£67,541	£71,728	£71,728
Deputy Head Co-Curricular	£0	£0	£68,156	£68,156	£0	£0
Director of Studies/Assistant Head Academic	£0	£53,823	£59,462	£54,207	£53,823	£53,823
Assistant Head Pastoral	£0	£0	£54,798	£55,374	£53,335	£53,335
Assistant Head Co-Curricular	£0	£0	£53,727	£49,378	£60,234	£60,234
Head of Sixth Form	£0	£0	£51,080	£50,043	£0	£0
Head of Middle School	£0	£0	£45,230	£45,230	£0	£0
Head of Lower School (Senior School role)	£0	£0	£51,930	£51,930	£0	£0
Chaplain	£0	£0	£46,840	£46,840	£47,916	£48,635
Other Senior School SMT	£0	£0	£54,617	£55,785	£0	£0
Registrar (if a teacher)	£0	£0	£81,515	£81,515	£0	£0
Head of Boarding	£0	£0	£59,707	£59,707	£0	£0
Director of CPD	£0	£0	£53,220	£53,220	£0	£0
Director of Teaching and Learning	£0	£0	£49,266	£49,266	£0	£0
Director of People (if a teacher)	£0	£0	£0	£0	£0	£0

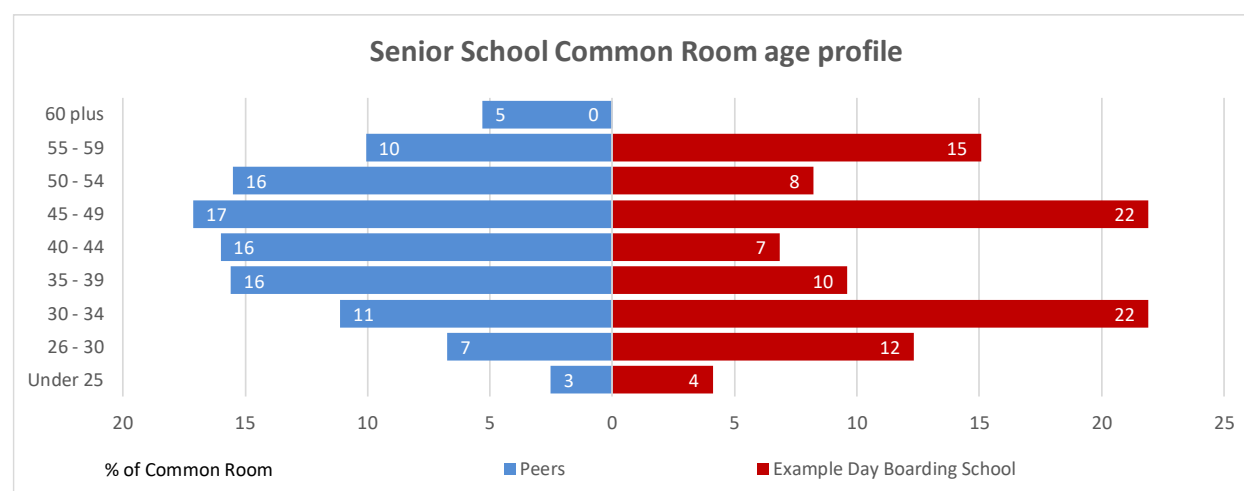
Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior school teacher age profile

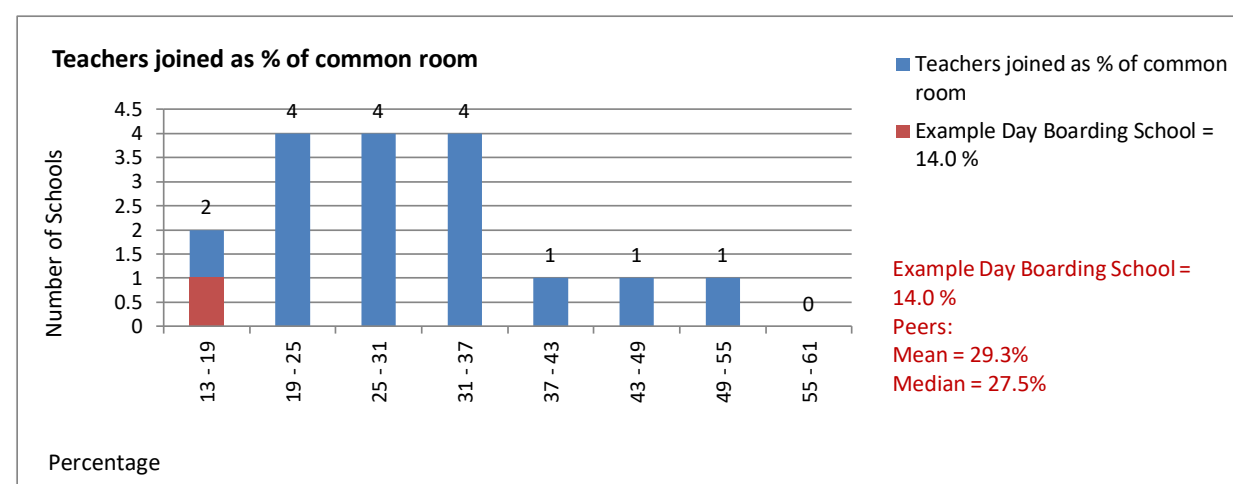
This section provides information on your teacher age profile compared with your peer group. Age profile is important as two otherwise similar schools (if they use age-related incremental pay scales) can have very different per teacher cost profiles simply based on teacher age.

The chart below gives high-level information on Example Day Boarding School's teaching staff age profile compared with its peer schools.



Teachers joined in last 3 years

The following graph shows the proportions of teachers at Example Day Boarding School and at its peer schools who joined the school in the last 3 years. This provides an indication of the extent of teacher turnover. The average current scale pay of teachers joining Example Day Boarding School in this period was £37,520 and their average current age was 45 years. This compares with average scale pay of £42,088 in peer schools and an average current age of 40 years in the same period.



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior school teacher and support staff pay inflation

This section provides information on the cost of living/inflation awards provided to Senior School teachers over the three years to 2022/23, compared with the awards provided to support staff.

The chart below shows the cost of living/inflation awards provided to teachers and support staff at Example Day Boarding School over the 3 years to 2022/23 and cumulatively.

TEACHING STAFF

Key Indicator	Units	Example Day Boarding School	Median	Mean
Senior School inflationary pay rise 20/21	%	2.5	0.0	0.4
Senior School inflationary pay rise 21/22	%	1.0	2.0	1.9
Senior School inflationary pay rise 22/23	%	1.0	4.0	3.9
Total pay rise 20/21 to 22/23	%	4.5	6.0	6.2

SUPPORT STAFF

Key Indicator	Units	Example Day Boarding School	Median	Mean
Senior School inflationary pay rise 20/21	%	2.0	0.0	0.4
Senior School inflationary pay rise 21/22	%	2.0	2.0	1.9
Senior School inflationary pay rise 22/23	%	1.0	4.0	4.1
Total pay rise 20/21 to 22/23	%	5.0	6.0	6.4

Example Day Boarding School

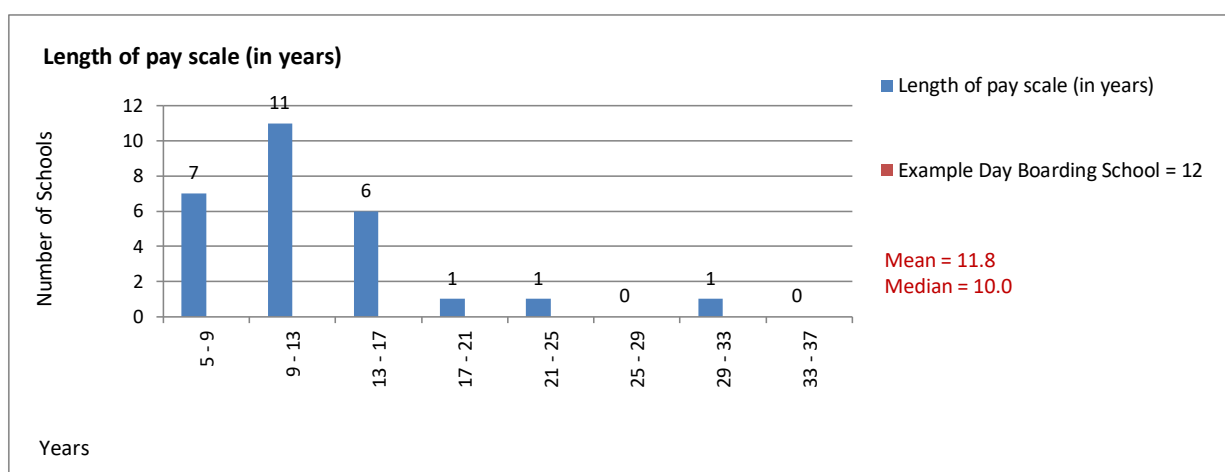
Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior school teacher pay scales, progression and performance

Nearly all independent schools use incremental pay scales. However, the way these pay scales operate is changing fast, partly in response to performance related pay in the maintained sector, partly reflecting changes to teachers' pensions and retirement, partly as a way to allow schools to reward high performers better and partly simply from a desire to be more "modern". This section compares Example Day Boarding School's approach with its peer schools.

Senior School Pay Scale length

The graph below shows the spread of pay scale lengths in your peer group as indicated by the speed at which a teacher can move from the bottom to the top of the scale. This is important as, combined with the pay scale's lowest and highest points (below) one can determine the speed at which teachers obtain higher pay.

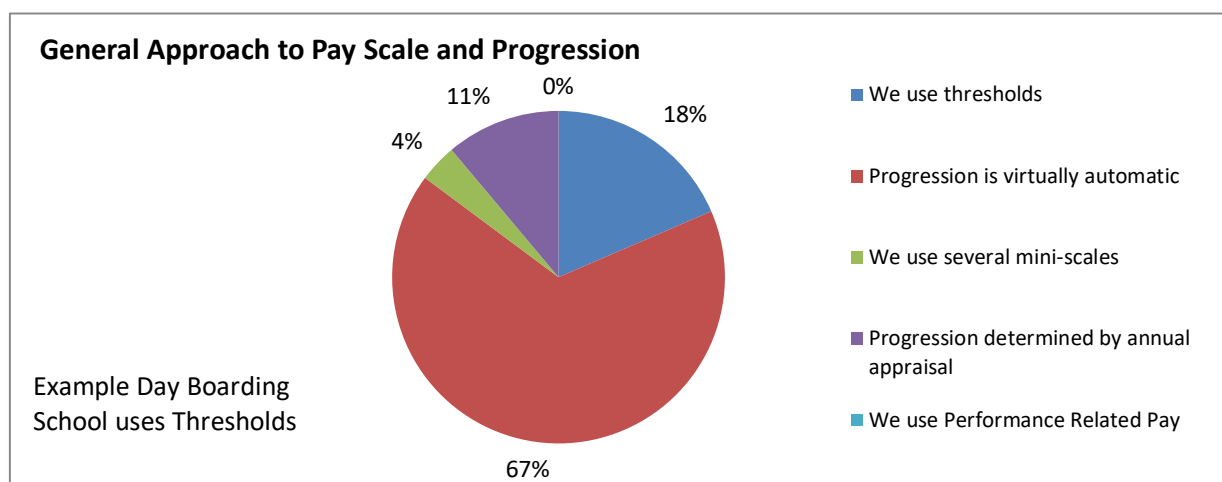


Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

General information on pay scales and progression

The following pie charts show firstly the approach to pay scales and progression adopted by Example Day Boarding School and its peer schools and secondly how schools in the peer group have rated their pay progression system in each case (on a scale of 1 to 5 with 1 being not at all effective and 5 being highly effective). Note that if schools are interested we hold much more detailed information as to how peer schools' pay progression systems operate and we would be pleased to discuss the subject with you further if requested.

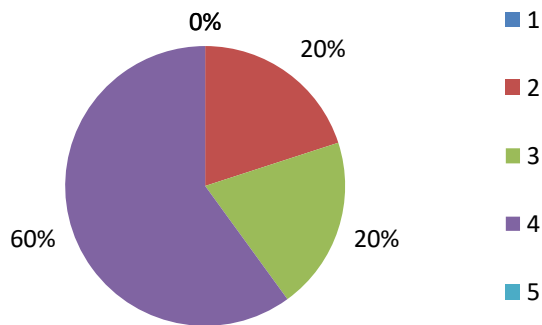


Example Day Boarding School uses Thresholds and rates this system 4 in effectiveness, with 1 being not at all effective and 5 being highly effective

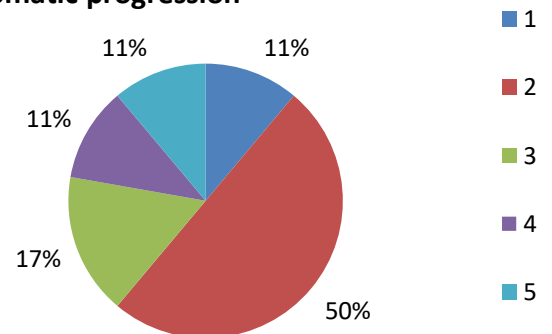
Example Day Boarding School

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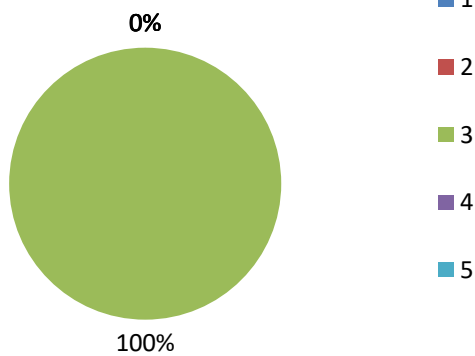
Effectiveness rating of using thresholds



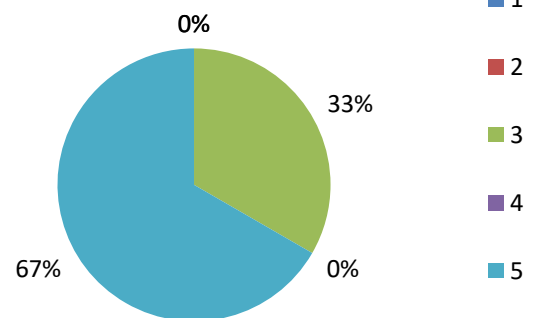
Effectiveness rating of virtually automatic progression



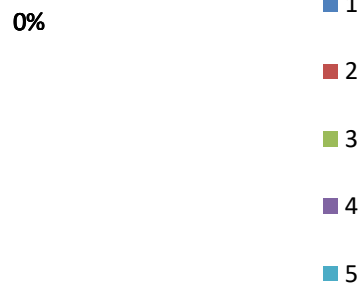
Effectiveness rating of using several mini-scales



Effectiveness rating of annual appraisal based progression



Effectiveness rating of using Performance Related Pay



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Speed of pay progression for scales of schools/teachers in the TPS

The following table compares the position of Example Day Boarding School with its peer schools.

Key Indicator	Units	Example Day Boarding School	Median	Mean
PAY SCALES - IN TPS				
Lowest salary point for an NQT (unaccommodated)	£	30,000	26,816	27,110
Lowest salary point for an NQT (accommodated)	£	30,000	26,520	27,471
Highest salary with no additional responsibilities (unaccommodated)	£	45,000	44,868	45,540
Highest salary with no additional responsibilities (accommodated)	£	43,000	45,150	46,762
Highest Salary after 5 Years from NQT uplift ratio - Unaccommodated/(Accommodated)	%	1.1/(1.1)	1.3/(1.3)	1.4/(1.3)
Highest Salary after 10 Years from NQT uplift ratio - Unaccommodated/(Accommodated)	%	1.4/(1.3)	1.5/(1.6)	1.5/(1.5)
Highest Salary Point from Lowest Salary Point for an NQT uplift ratio - Unaccommodated/(Accommodated)	%	1.5/(1.4)	1.7/(1.7)	1.7/(1.7)
Assuming any pay thresholds were passed first time: Minimum years from NQT to top of scale	Years	12	10	12

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Speed of pay progression for scales of schools/teachers opted-out of the TPS

The following table compares the position of Example Day Boarding School with its peer schools.

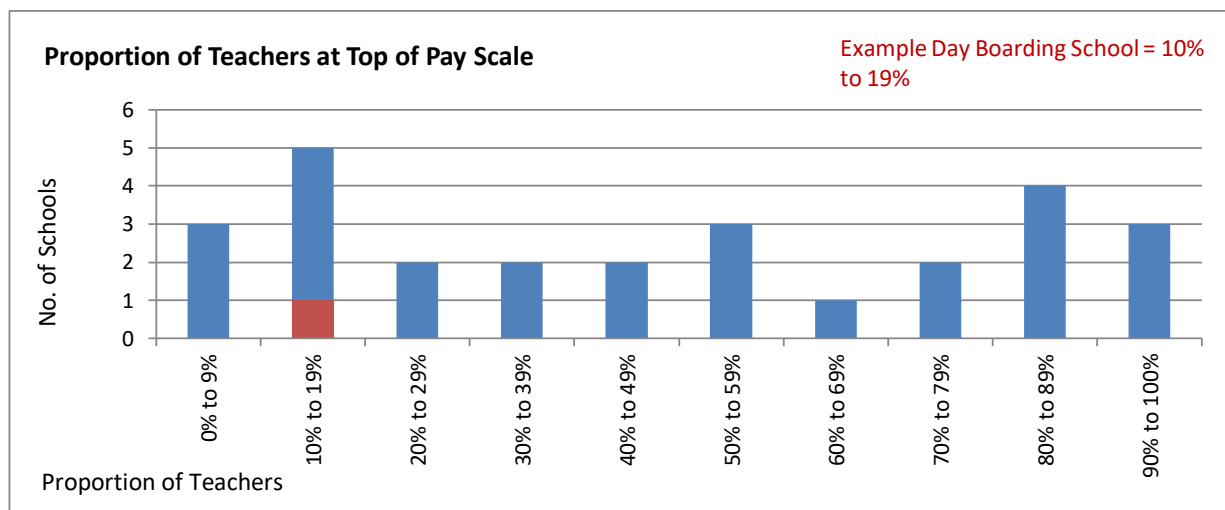
Key Indicator	Units	Example Day Boarding School	Median	Mean
PAY SCALES - OUT OF TPS				
Lowest salary point for an NQT (unaccommodated)	£	0	27,820	27,837
Lowest salary point for an NQT (accommodated)	£	0	26,726	26,312
Highest salary with no additional responsibilities (unaccommodated)	£	0	45,425	45,934
Highest salary with no additional responsibilities (accommodated)	£	0	43,816	44,985
Highest Salary after 5 Years from NQT uplift ratio - Unaccommodated/(Accommodated)	%	0.0/(0.0)	1.3/(1.3)	1.3/(1.3)
Highest Salary after 10 Years from NQT uplift ratio - Unaccommodated/(Accommodated)	%	0.0/(0.0)	1.5/(1.5)	1.5/(1.6)
Highest Salary Point from Lowest Salary Point for an NQT uplift ratio - Unaccommodated/(Accommodated)	%	0.0/(0.0)	1.6/(1.6)	1.7/(1.7)
Assuming any pay thresholds were passed first time: Minimum years from NQT to top of scale	Years	N/A	10	12

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Proportion of teachers at top of pay scale

The following graph shows the proportion of teachers at Example Day Boarding School and at its peer schools who are at the top of the pay scale (i.e. the pay level a teacher cannot progress further beyond without taking on additional roles/responsibilities).



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

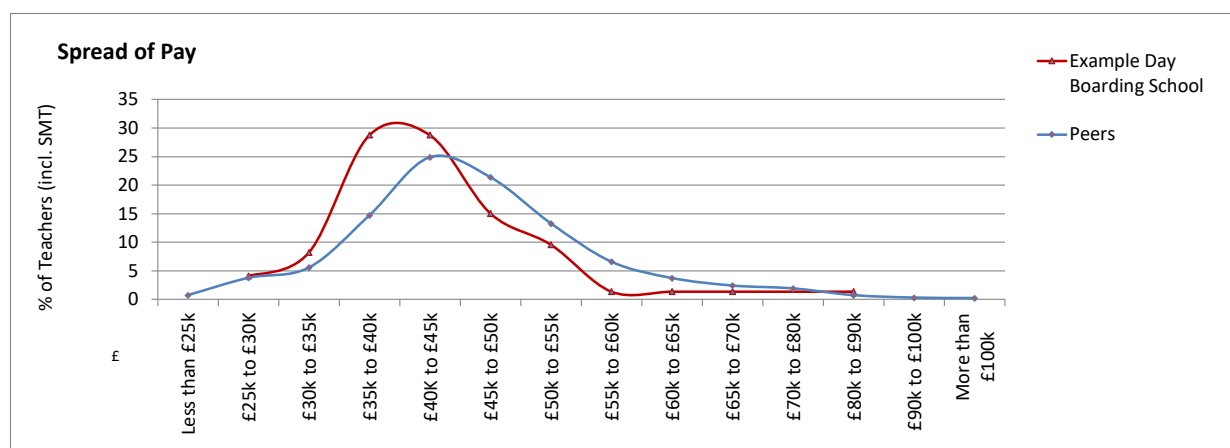
Senior school teacher pay

Turning from pay scales to actual pay, the graphs below show the spread of senior school pay overall, and then by age band for both scale pay and total pay.

Spread of senior school pay

The graph below shows the spread of pay in Example Day Boarding School and its peer senior schools by looking at percentages of total pay paid in each pay band. Note that at this stage we have looked at actual pay i.e. not taking into account accommodation provided or rent paid. For boarding schools, these differences are covered in a later boarding section.

This first graph shows the spread of total pay (with part-time teachers' pay grossed up to full-time equivalent levels to allow comparability). The proportion of part-time teachers is 27% in Example Day Boarding School and 24% in the peer group. Doing this allows schools to "see" the shape of their pay system compared with their peers.



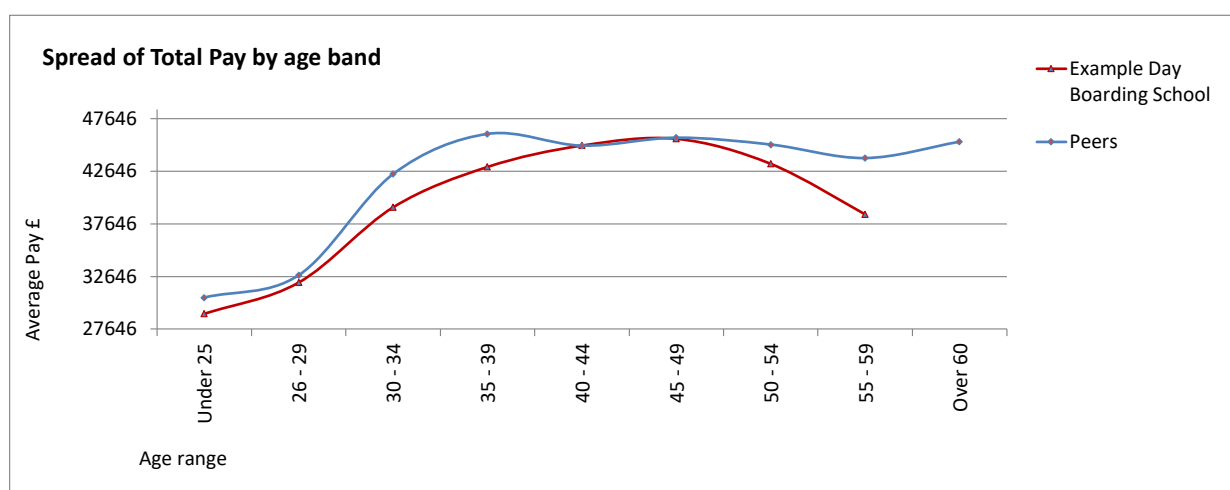
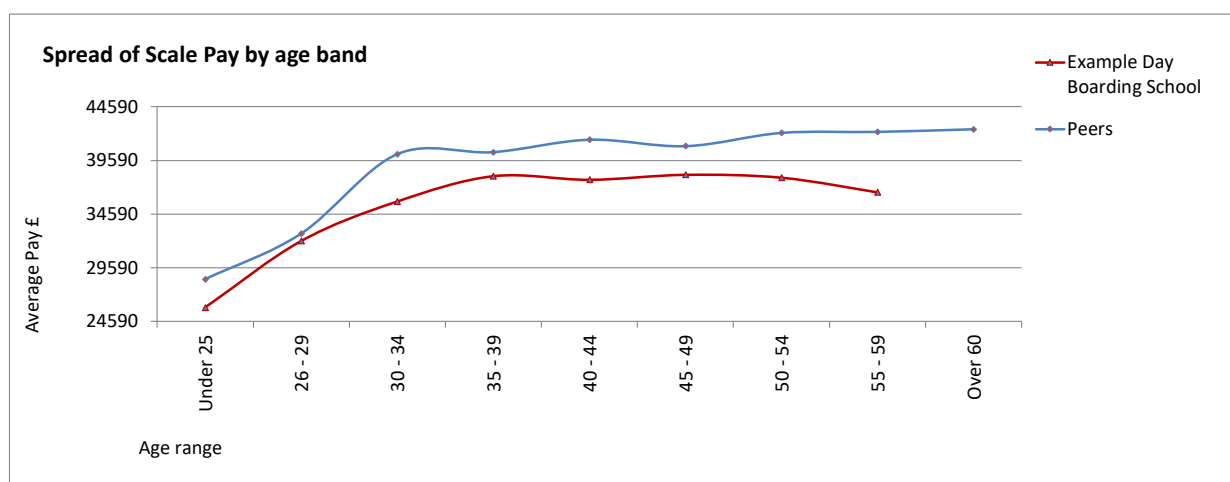
Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior school pay by teacher age

In the past, nearly all teacher pay scales were age-related i.e. a teacher would expect to be paid more each year until they reached their school's pay scale ceiling. Although the theory of such progression was that increasing pay reflected increasing experience and competence the lack of any effective pay "thresholds" or performance links meant that pay was, to all intents and purposes, age-dependent. With the move towards performance pay in the maintained sector, many independent schools are changing their pay scales, moving towards effective thresholds, mini-scales or role-scales as ways of linking better pay and contribution/performance. This means that looking at pay from simply an age perspective is becoming less useful.

However, since many schools still have age/experience linkages, the graph below provides information on median pay (both scale-only pay and then total pay) per age band, as a way of helping schools understand the age-progression of their pay scale and comparing it with others. The analysis below uses full-time equivalent salaries and excludes teachers in senior management roles. Please also note that, for schools which operate role-related pay scales, we have computed notional role allowances (and deducted them from scale pay) in the scale pay calculations below. The process is described in more detail in the next section on allowances.



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior school responsibility allowances non-SMT

Most schools pay responsibility allowances to teachers when they take on certain additional roles, but the extent of these and the amounts paid can vary significantly. A few schools do not pay allowances as such but operate separate pay scales for those in certain roles (e.g. head of department, housemaster etc.) and, for these schools, in order to allow comparisons with the majority of schools which do pay such allowances, we have computed implied levels of such allowances based on scale and role data supplied by these schools, by comparing average pay for teachers holding each major role with teachers having no additional major responsibilities. This section examines in turn the total level of allowances paid, the proportion of teachers paid at least one allowance and allowances by subject. Boarding allowances are covered in a separate section for boarding schools. Note that in this section all SMT roles and allowances are excluded as SMT roles are benchmarked separately in an earlier section of this report.

High-level information on allowances

The following table shows the total level of allowances paid to teachers in Example Day Boarding School compared with its peer schools, the proportion that total represents when compared with total scale pay and the number and proportion of non-SMT members of the Common Room who receive at least one allowance. This information allows schools to understand how their balance between scale and allowance pay compares with their peers.

	Units	Example Day Boarding School	Mean	Median
Total Pay and Allowances				
Total teacher scale pay excluding allowances	£	2,088,499	2,719,833	2,690,602
Total role allowances paid	£	309,965	242,946	217,597
Total role allowances as a proportion of scale pay excluding allowances	%	14.8	8.6	8.3
Teachers receiving an allowance				
Number of Non-SMT teachers who received an allowance	Number	54	42	41
Proportion of Non-SMT teachers in receipt of at least one allowance	%	74.0	59.1	57.8

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Head of Department allowances

The following table provides information concerning Head of Department/Head of Key Stage allowances paid at Example Day Boarding School and its peer schools. Since subject specialisms can differ between schools, we have included the mean number of FTE teachers in the relevant department to provide context. Note that schools can use different subject titles and organisation structures. If you need further information or would like to know about major subjects which you offer which are not listed, please let us know.

Note that if your school's HOD allowances are shown in red below this is because your school pays allowances within role scales (i.e. rather than as separate and discrete sums) and we have calculated notional allowances to facilitate comparison with the majority of schools which pay discrete allowances. This may mean that your HOD allowances below appear very similar - this is because we have no way of separating pay for role from pay for experience/progression/performance for each individual Head of Department.

The way we calculate implied levels of allowances is by taking the scale and role data supplied by schools, and then comparing average pay for those teachers who hold each major role, against those teachers having no additional major responsibilities - the difference between these two can then be assumed to be the differential allocated for the additional responsibility; allowing comparisons to be made to the majority of schools that pay separate allowances.

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Subject	Example Day Boarding School		Peer Mean	
	FTE Teachers in dept.	HOD Allowance (£)	FTE Teachers in dept.*	HOD Allowance (£)
English	3.6	4,880	4.2	6,962
Maths	5.7	0	5.5	7,034
Science (Total)	7.8	3,612	9.6	5,933
Biology	1.7	2,345	2.8	5,107
Chemistry	2.0	0	2.4	5,244
Physics	2.0	4,880	2.4	5,373
Modern Foreign Languages (Total)	6.3	1,789	7.2	5,114
French	2.8	1,627	1.9	5,258
Spanish	1.8	2,113	2.1	4,476
Geography	3.5	3,254	2.3	4,710
History	3.0	3,253	2.4	5,641
Music	3.0	4,880	3.0	7,714
Sport/ Academic PE	5.0	3,253	5.0	5,798
Drama	2.0	0	1.8	5,860
Classics (all subjects)	1.0	1,627	1.7	4,524
Economics	4.4	3,253	2.8	4,757
IT/ Computer Studies (academic)	2.0	1,084	1.3	3,561
Art, Textiles & Design (all subjects)	7.6	2,711	4.7	4,973
Head of Learning Support	0.0	0	2.9	4,829
Head of Key Stage		0		4,315

*Only for schools offering this subject

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Pensions

The very substantial increase in employers' contributions to the Teachers' Pension Scheme ("TPS") from 16.4% to 23.6% in September 2019 and further increases on the horizon has brought the issue of pensions in schools to the fore like never before. For some schools this will mean leaving the TPS and providing alternative pension arrangements, for others it will mean staying in the TPS for the time being (either fully or under a "hybrid" model), but looking much more closely at teacher numbers, duties and workload. Whatever the TPS decision, it is likely that schools will be looking much more closely at the wider benefits teachers and other staff are receiving. This section explores pensions and the next section explores the benefit of fee remission.

Teachers' Pensions – now

The following tables show the TPS position of Example Day Boarding School and its peer schools as at the date of this survey (September 2022). The first table below deals with only those schools that are still 'fully-in' the TPS and that do not offer an alternative pension other than the TPS.

Teachers in the TPS

	Units	Example Day Boarding School	Median	Mean
Proportion of schools fully* in the TPS in 2022/23 (*i.e. no other pension offered)	%	Yes	N/A	33%
Total cost of employers' TPS contributions 2022/23 (for schools still in the TPS only)	£000's	1,445	750	830

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

The first table below deals with those schools that have opted-out of the TPS, either by opting-out entirely; or offering their staff a choice to remain in the TPS or leave for an alternative pension scheme (the 'hybrid' model). The table below that then shows the pension contribution rates offered by those schools that offer an alternative pension scheme.

Teachers outside the TPS

	Units	Example Day Boarding School	Median	Mean
Proportion of schools offering a hybrid system	%	N/A	N/A	41%
Proportion of teachers in the TPS in 2022/23 (for schools offering a hybrid system)	%	N/A	74%	77%
Total cost of employers' TPS contributions 2022/23 (for schools offering a hybrid system)	£000's	N/A	505	545
Total cost of other pensions for hybrid schools	£000's	N/A	122	100
Proportion of schools who have fully exited the TPS	%	N/A	N/A	26%
Proportion of teachers still in the TPS in 2022/23 (for schools that have exited)	%	N/A	0%	0%
Total cost of other pensions for opted-out of TPS schools	£000's	N/A	415	397
Hangover TPS cost for schools that have exited	£000's	N/A	0	0

Pension contribution rates for those offering alternative pension scheme

	Units	Example Day Boarding School	Median	Mean
Minimum employers' pension contribution	%	N/A	10.0	10.7
Maximum employers' pension contribution	%	N/A	16.4	15.4
Minimum employees' pension contribution	%	N/A	5.0	5.5
Maximum employees' pension contribution	%	N/A	9.5	23.3

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Teachers' Pensions – future

Schools' views on pensions are evolving continuously, so our survey also asked schools to look forward and take a view as to what might be their position in several years' time. Since this area is legally complex and any change requires formal consultation we have needed to tread carefully as to the questions we can ask.

The question we asked was "Schools considering leaving the TPS need to take great care that consultation is carried out in the correct way. On the assumption that all proper processes are followed and accepting that many schools' views are still evolving please tick which of the following sentences best describes your current position:

- We have already consulted and are leaving the TPS in the next 12 months
- We are currently consulting and may or may not leave the TPS in the next 12 months
- We are staying in the TPS for the time being"

In the latest case only we then asked "If you are staying in the TPS for the time being please indicate on a scale of 1 to 5 how likely it is that you might consult your teachers on this matter (where 1 = very unlikely to have consulted by then and 5 = very likely to have consulted by then) in the following timescales: the next 12 months, the next 2 years, the next 5 years. The table below summarises the position for Example Day Boarding School and its peer group. Please note that any schools in the peer group that have already left the TPS will not feature in the table below.

	Units	Example Day Boarding School	Median	Mean
Schools staying in the TPS for the time being				
Likelihood (on a scale of 1 to 5) that you might consult your teachers on this matter in the next year	Scale	2.0		2.6
Likelihood (on a scale of 1 to 5) that you might consult your teachers on this matter in the next 2 years	Scale	3.0		3.6
Likelihood (on a scale of 1 to 5) that you might consult your teachers on this matter in the next 5 years	Scale	4.0		4.0

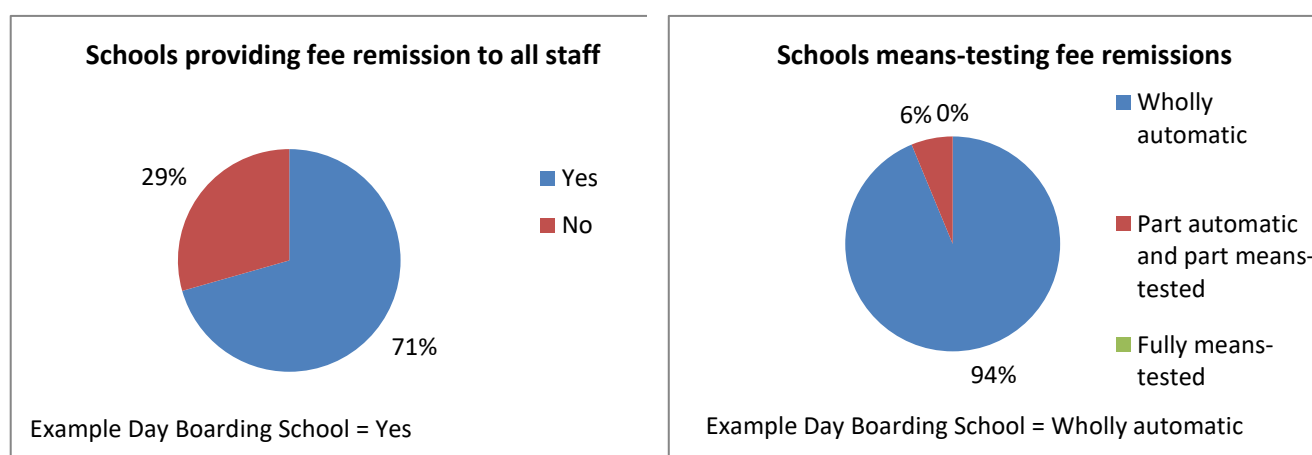
Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

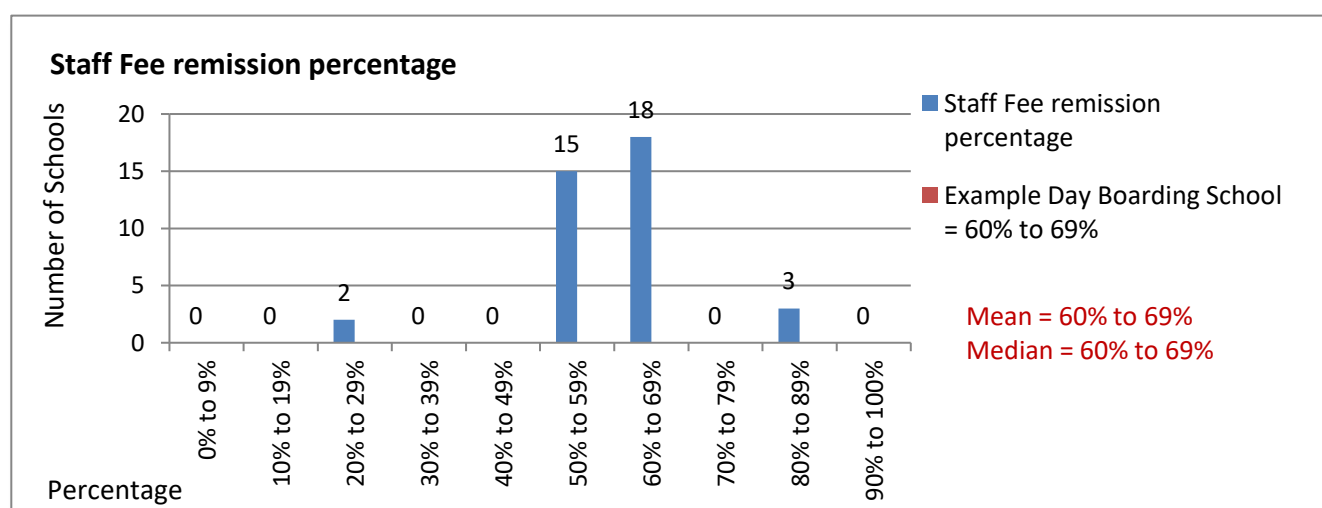
Staff Fee Remission

One way in which schools may well choose to respond to the pensions' challenge is to look afresh at the benefits they provide to their staff, both teachers and non-teachers, as part of a "total" remuneration package. This section examines staff fee remission – note that we looked more widely at other benefits in our 2020 survey, and this has not been repeated in 2023. Boarding benefits are considered in a separate section in boarding schools. We are of course aware that it is impossible in any survey to capture the complexities which each school has in its benefit offering, but, by considering the main issues, we hope that schools will be able to put their own provision into the context of their peers in a reasonably informed way.

Virtually all schools provide certain members of their staff with fee remission. The charts below provide data on whether the remission is available to all or just to teachers and whether the remission is means-tested or not. The total cost of staff fee remissions was £117k in Example Day Boarding School compared with a median level of £415k and a mean level of £560k in peer schools.



The graph below shows the percentage of fee remission granted to staff at Example Day Boarding School compared with schools in the peer group.



Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Staff fee remissions for total peer group

Your remission is taken up by 15 staff children, which is 3.1% of your total number of children.

This equates to 1.2% of your total net fee income (taking senior and junior income together if applicable), compared to an average of 3.8% and median of 3.9% in your peer group, shown in the table below – which represents averages for all schools in your peer group, regardless of any pupil demographic differentials.

			ALL Schools in the Peer Group	
	Units	Example Day Boarding School	Mean	Median
Total Cost of remissions	Number	351	560	415
Remission as % of net fee income	%	1.2	3.8	3.9
Staff Children in receipt of remission	Number	15	48	39
Staff Children as % of total pupil numbers	%	3.1	7.1	7.4

Staff fee remissions for your demographic sub-group

However, benchmarking the percentage offered and even the overall cost to the school can be misleading on its own: an all-age co-educational school for example would usually offer the staff fee remission to both parts of the school, and to any gender of child. Compare this to (for example) a single-sex, senior-only school offering the same percentage remission – it would cost them $\frac{1}{4}$ as much as the co-ed all-age school.

So we also attempt to break these numbers down even further by splitting out different types of school and providing the same metrics for each type so as to help with this missing context. The data for your school type has been split out below, if you would like more information in this area, for the other types of school; please contact us. Please note, if you are an all-age school, the percentages are calculated as a proportion of your whole school, not just the school section which relates to this report.

			ONLY Senior-only co-ed Schools	
	Units	Example Day Boarding School	Mean	Median
Total Cost of remissions	Number	351	423	412
Remission as % of net fee income	%	1.2	2.5	2.7
Staff Children in receipt of remission	Number	15	25	29
Staff Children as % of total pupil numbers	%	3.1	3.9	3.7

Example Day Boarding School

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Sports coaches, learning support, classroom assistants

Most schools rely on other specialists to support the teaching activity. The most common of these areas are sports coaches (employed and self-employed), learning support staff and general/classroom assistants. A comparison of Example Day Boarding School's use of staff to provide the sports provision against its peer schools is shown below. For completeness we also include the FTE number and annual expenditure on specialist sports and academic PE staff.

Sports and PE teachers and coaches

	Units	Example Day Boarding School	Median	Mean
Specialist Sports and PE Teachers				
Number of specialist sports and academic PE teaching staff (FTE)	FTE	5.0	5.0	5.0
Annual salary expenditure on specialist sports and academic PE teaching staff	£'000	186.9	197.4	214.9
Sports Coaches - Employed				
Proportion of peer schools using non-teacher employed sports coaches	%	Yes	N/A	88.9
Number of non-teacher employed sports coaches	Number	16.0	6.0	8.4
Annual expenditure on non-teacher employed sports coaches	£'000	124.0	81.0	141.6
Sports Coaches – Self-Employed				
Proportion of peer schools using non-teacher self-employed sports coaches	%	No	N/A	59.3
Number of non-teacher self-employed sports coaches	Number	0.0	2.5	5.0
Annual expenditure on self-employed non-teacher employed sports coaches	£'000	0.0	20.0	27.1

Example Day Boarding School

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Learning Support and General/Classroom Assistants

Learning Support is an important area for most schools. The upper part of the table below provides a summary of the Learning Support staff within Example Day Boarding School and within its peer schools. Note that many schools use both teachers and non-teachers in these roles and the table below combines both specific Learning Support teachers and other non-teaching members of the Learning Support team, so allowing schools to get as full a picture as possible of the Learning Support provision. The lower part of the table covers general and classroom assistants, who would typically not be qualified teachers.

	Units	Example Day Boarding School	Median	Mean
Learning Support				
Total Pay of Head of Learning Support (if a teacher)	£	47,851	49,195	47,983
Proportion of peer schools using specialist Learning Support staff	%	No	N/A	66.7
Number of specialist Learning Support staff (teachers and non-teachers)	Number	1.0	N/A	5.1
Annual expenditure on specialist Learning Support staff (including teachers and non-teachers)	£'000	47,851	123.7	149.9

General and Classroom Assistants				
Proportion of peer schools using general and classroom assistants	%	No	N/A	51.9
Number of general and classroom assistants	Number	N/A	7.5	8.7
Annual expenditure on general and classroom assistants	£'000	N/A	103.5	139.8

Example Day Boarding School

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Boarding pay and roles

Pay in boarding schools is more complicated than in day schools for several reasons. Firstly, boarding schools have additional roles (for example housemasters/housemistresses or resident tutors) which day schools do not have. Secondly, whilst in most boarding schools these roles are filled by teachers (with suitable time remissions), in some schools non-teaching houseparents are employed. Thirdly, teachers may teach or be on duty for longer days and/or at weekends. And fourthly, boarding schools tend to provide some or all of their teaching staff (both those with formal boarding duties but sometimes without them as well) with accommodation. They then may or may not make a rental charge for this and this may or may not equate to market rental. All these factors mean that pay in boarding schools is much more complicated!

High-level data on boarders

The table below provides some high-level data on boarding, comparing Example Day Boarding School's boarding provision with that of its peer schools (only for schools where boarding is offered). Other information in this section can then be read in the context of the table below.

	Units	Example Day Boarding School	Mean	Median
Number of senior school boarders	Number	262	225	221
Percentage of senior school boarders	%	55	49	50
Number of Boarding Houses	Number	11	7	7
Average size of boarding house	Number	59	49	48
Proportion of boarders staying overnight on Weekdays	%	100	95	100
Proportion of boarders staying overnight on Fridays	%	100	87	96
Proportion of boarders staying overnight on Saturdays	%	56	76	83
Proportion of boarders staying overnight on Sundays	%	100	82	90

Example Day Boarding School

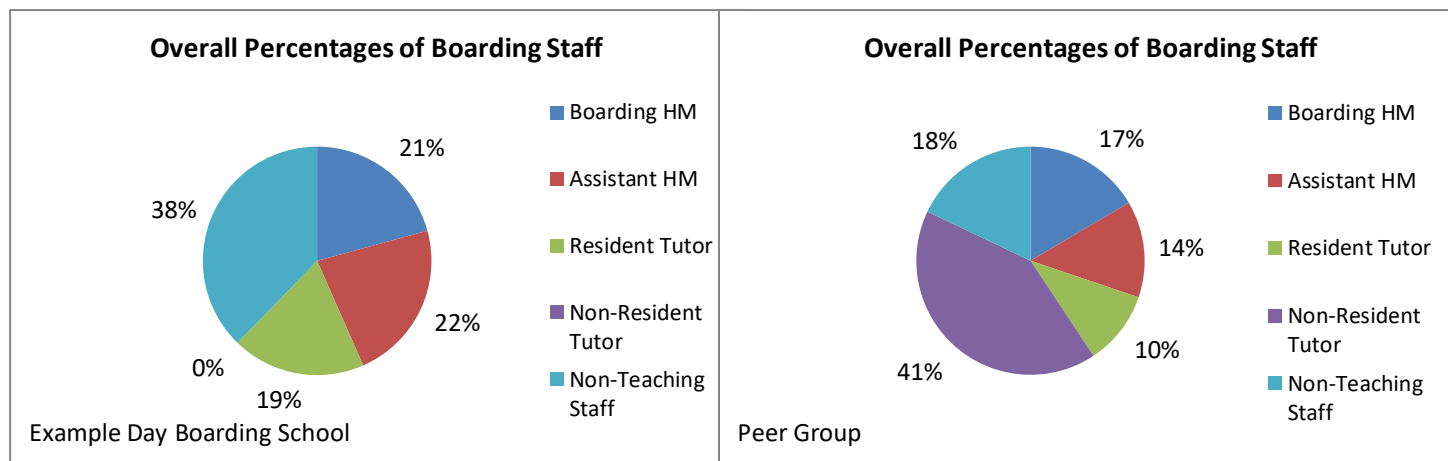
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Boarding house staffing

The table below provides a summary of the boarding house staffing at Example Day Boarding School and the peers' average staffing. The bottom line of the table adjusts the peer average staffing to match the number of boarding pupils at Example Day Boarding School, so making realistic comparisons easier. Note that the staffing of Day Houses is excluded from this table and also that we do not attempt to consider full-time equivalence of staff – simply the overall number of staff allocated to support each house.

	Boarding Housemaster/ mistress	Assistant Housemaster/ mistress	Resident Tutor	Non-resident teacher/ tutor	Non-teacher houseparent or matron	TOTALS
Example Day Boarding School	11	12	10	0	20	53
Peer average	6	5	4	15	7	37
Peer average adjusted to same boarding size	7	6	5	18	8	44

The pie charts below show how the overall percentages of boarding staff in each category, for Example Day Boarding School and its peers. Again, day houses are excluded and overall numbers rather than full-time equivalents are provided. Non-teachers are excluded from the pie charts.



Example Day Boarding School

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High-level data on accommodation provided

The other key issue in considering the cost of boarding is the number and proportion of teaching staff accommodated and whether they are just those who carry out boarding duties or whether schools also accommodate teachers who have no formal boarding duties (or at least not in regards to overnight stays). The table below provides high-level information on this subject.

	Example Day Boarding School		Mean	
	Number	% of Common Room	Number	% of Common Room
Number of teachers in formal boarding roles (Housemaster/mistress, assistant HM, Resident Tutor – <u>accommodated</u>)	14	19	8	11
Number of teachers in formal boarding roles (Housemaster/mistress, assistant HM, Resident Tutor – <u>unaccommodated</u>)	1	1	3	4
Number of other teachers - accommodated	1	1	5	8
Number of other teachers - unaccommodated	57	78	54	77
Total teacher numbers	73	100%	70	100%

Example Day Boarding School

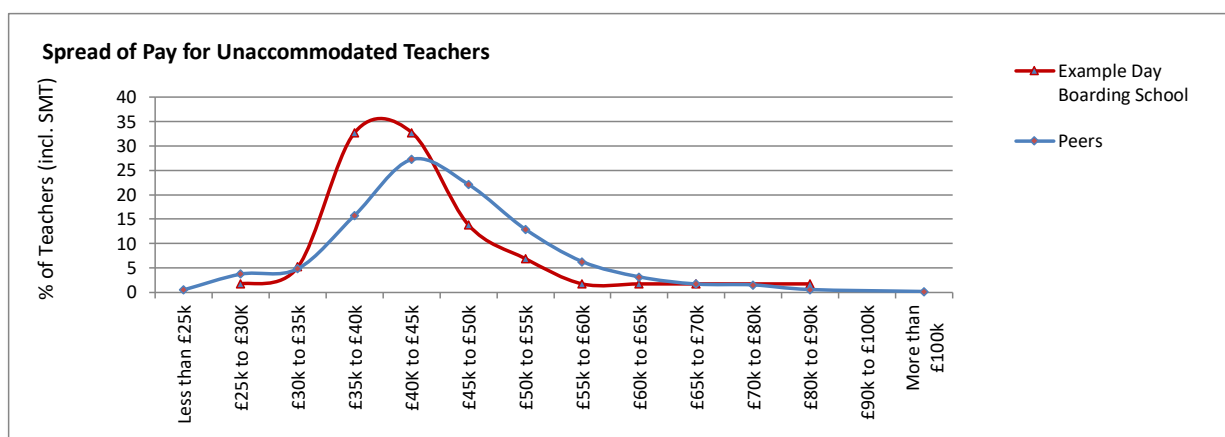
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Teacher pay in a boarding environment

We provided a "spread of pay" graph earlier in this report but, as noted then, this did not take accommodation into account. In boarding schools the provision or not of accommodation is a key area of remuneration, particularly as many boarding schools pay a lower salary to teachers who are provided with accommodation (particularly if they do not have formal boarding house duties) and/or charge rent to such teachers. As these are such critical areas in considering pay we have produced again below the same "spread of pay" graphs as earlier, but this time showing two graphs, firstly for teachers who are not provided with accommodation and then those who are. Note that, for teachers who are provided with accommodation but also pay rent (whether market or not) we have reduced their pay by the amount of annual rent paid. Note also that, for part-time teachers, their pay has been grossed up to full-time equivalent levels.

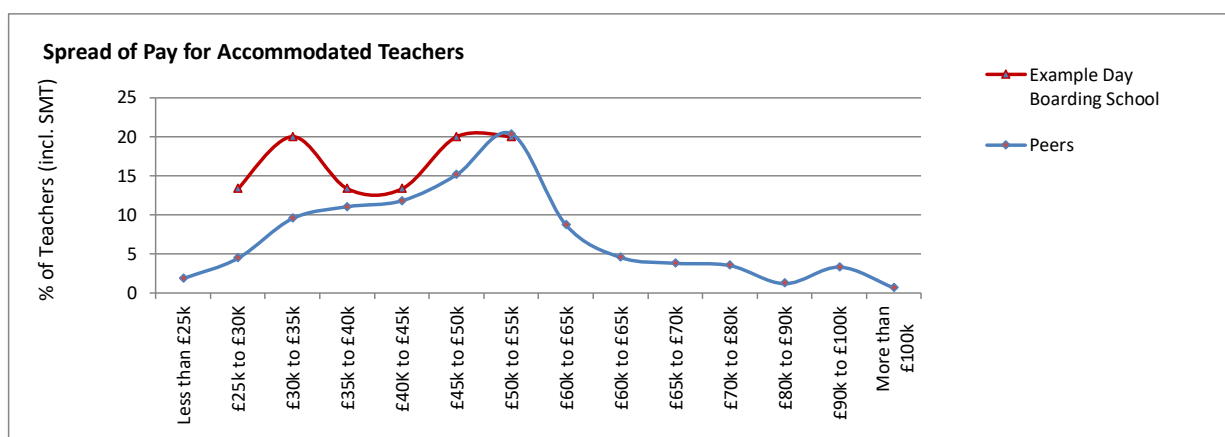
Spread of pay for teachers who are not provided with accommodation

The graph below shows the spread of pay in Example Day Boarding School and its peer senior schools by looking at percentages of total pay paid in each pay band, for those teachers who are NOT provided with accommodation.



Spread of pay for teachers who are provided with accommodation

The graph below shows the spread of pay in Example Day Boarding School and its peer senior schools by looking at percentages of total pay paid in each pay band, for those teachers who are provided with accommodation. Note that pay levels have been adjusted for any rent paid.



Example Day Boarding School

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Boarding allowances

The following table provides information concerning the boarding allowances paid at Example Day Boarding School and its peer schools. Note that if your school's Boarding HM allowances are shown in red below this is because your school pays allowances within role scales (i.e. rather than as separate and discrete sums) and we have calculated notional allowances in the way described in the earlier allowances section to facilitate comparison with the majority of schools which pay discrete allowances. This may mean that your HM allowances below appear very similar - this is because we have no way of separating pay for role from pay for experience/progression/performance for each individual Housemaster.

	Example Day Boarding School		Peer Mean	
	Number	Average allowance £	Number	Average allowance £
Teachers in Boarding Roles				
Boarding Housemaster/mistress	5	9,217	6	10,188
Day Housemaster/mistress	0	N/A	3	8,302
Assistant Housemaster/mistress	2	5,423	6	3,033
Resident Tutor	5	2,169	5	2,378
Non-Teachers in Boarding Roles				
	School using role?	Annual expenditure £ 000's	Proportion of Schools using role	Annual expenditure £ 000's
Houseparents	No	N/A	52%	129
Non-teaching boarding staff (inc. Matrons)	Yes	389	81%	151

Example Day Boarding School

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Accommodation-related benefits in boarding schools

Boarding schools often provide both free accommodation and accommodation-related benefits to teachers in boarding roles. The table below shows the benefit packages provided for each major boarding role at Example Day Boarding School and at its peer schools. For each benefit the percentage of schools providing that benefit for free to a person in that role is shown in the appropriate box. If Example Day Boarding School provides that benefit the entry in the appropriate column is shown in red. If it does not, or if you do not have that role, it is shown in black.

Role	Accommodation provided	Council Tax	Water Rates	Utility Bills	Telephone	Cleaning	Laundry	Entertainment allowance	Repairs and Maintenance	Gardening
Boarding Housemaster/mistress	100	96	100	96	42	54	23	0	69	50
Day Housemaster/mistress	8	8	8	8	8	0	0	0	0	0
Assistant Housemaster/mistress	87	83	87	87	43	43	26	0	61	39
Non-teaching Houseparents	100	100	100	100	50	50	50	0	88	50
Resident Tutors	93	93	93	87	40	53	27	0	73	33

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

Senior non-teaching staff in the senior school

Senior Non-Teaching Support Staff

This section of the report examines Example Day Boarding School's senior support staff and roles. In looking at this we are aware of two complications. The first is the same as for teaching roles in that schools can both use different titles for the same role and the same title for different roles. The second issue is that schools can have different management structures, with the lead role being the Bursar or COO for example. This means that benchmarking a specific title without providing context could provide misleading information. We have therefore adopted the following approach:

- We have chosen a list of the most important supporting departments within a school and asked each school to provide pay data for the lead roles of these departments, along with the total wage bill of each department. A list of the departments and roles is shown below
 - HR Department
 - Finance Department (excluding the Bursar/COO)
 - Marketing Department
 - Fundraising/Development Department
 - Estates Department
 - Catering
 - Domestic Services Department
 - Trading Department
 - IT Department (support roles only, not academic)

Using this approach, we have provided below detailed spread graphs for the lead roles of each of these departments. Note that we have grossed up part-time roles to full time equivalents. To provide context we have provided data for all roles, not simply those which Example Day Boarding School has. Note that the role of Bursar/COO is covered elsewhere in this report.

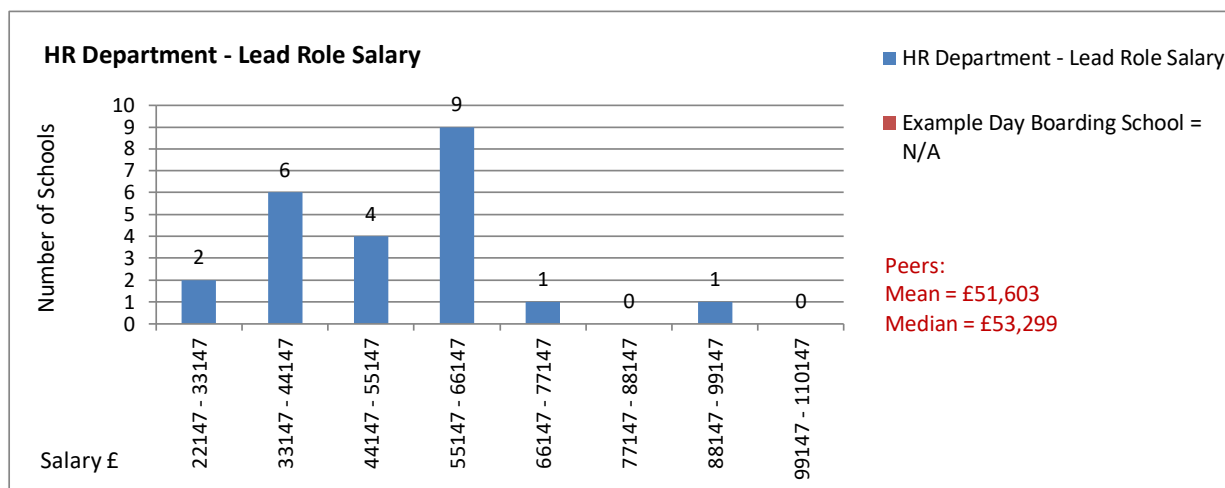
We then provide data on the total wage bill of each of these departments, both as an absolute value, but also as a percentage of net fee income just so that the costs can be put into context of each school's expenditure in these areas. Again we provide data for all departments, regardless of which entries were made by Example Day Boarding School, so that any differentials in structure can be considered.

Example Day Boarding School

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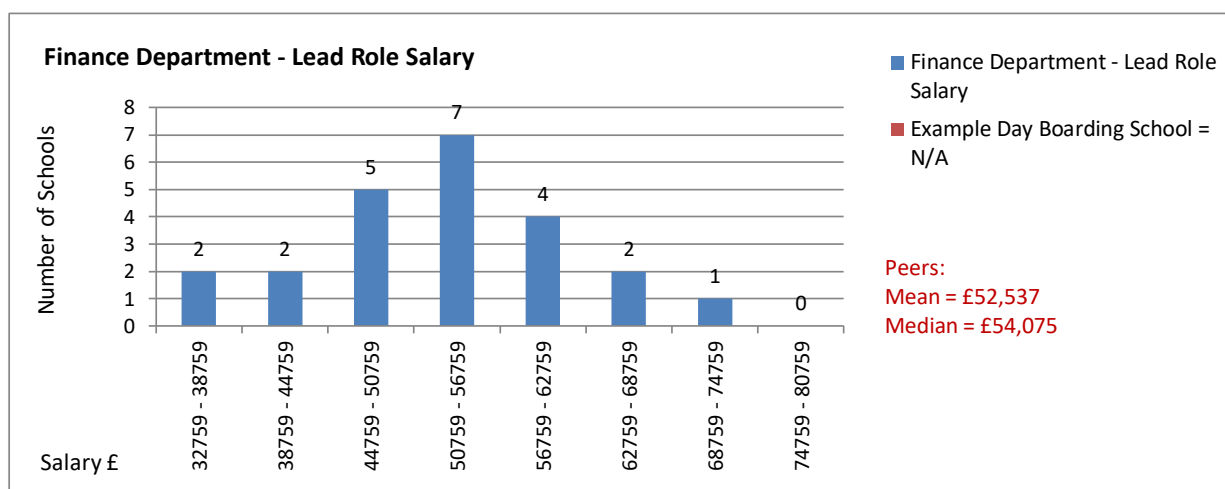
Human Resources Department

This section of the report examines the gross pay of the lead HR role within your school. This role can either be at director/board, senior manager or middle manager level and spread graphs for peer schools having this role are shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.



Head of Finance/Accountant (if Bursar/COO role also exists)

This section of the report examines the gross pay of the Head of Finance/Accountant, i.e. the lead role of the Finance Department but only if a separate Bursar/COO role also exists. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.

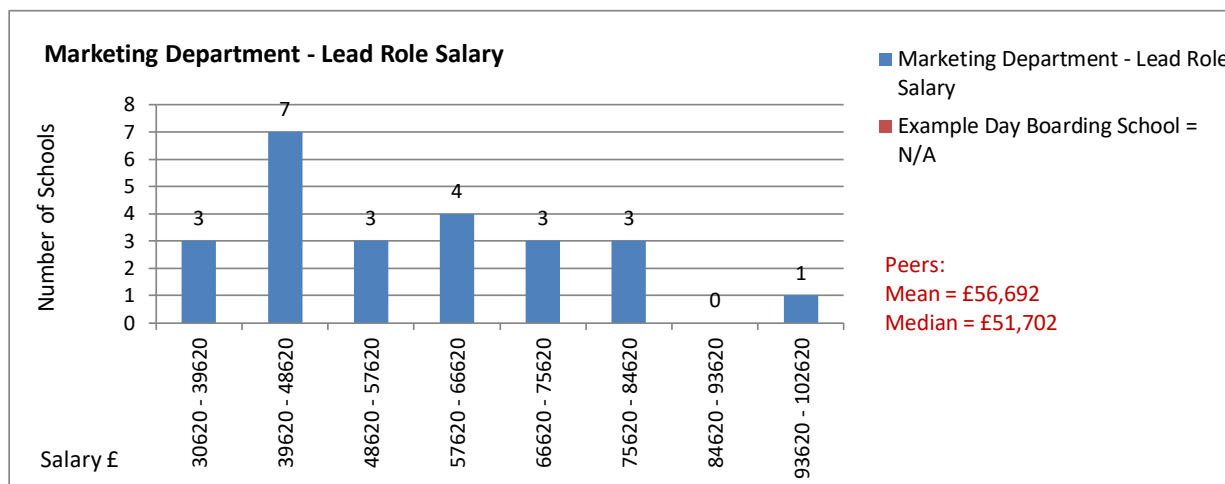


Example Day Boarding School

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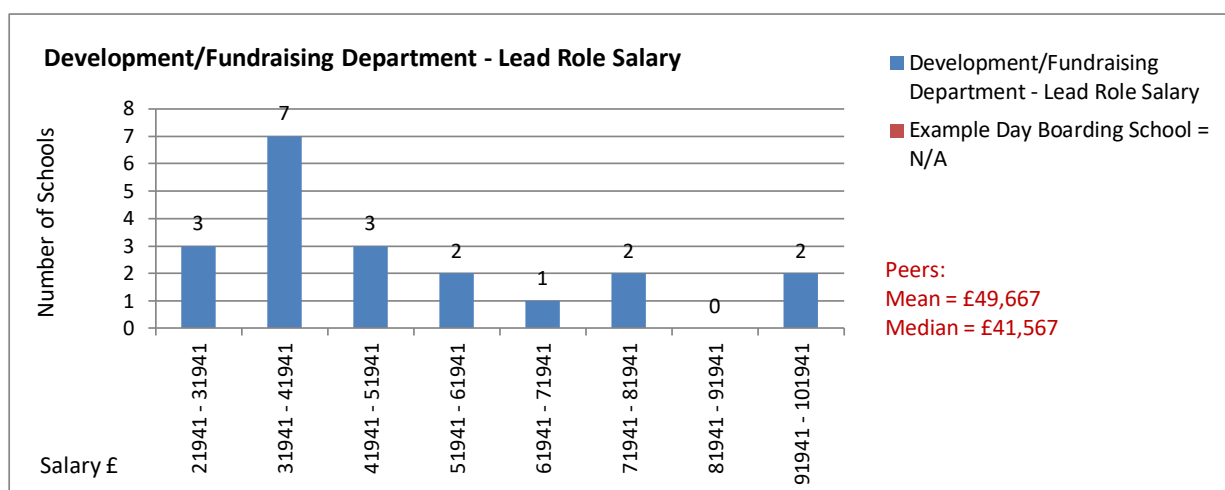
Marketing Department

This section of the report examines the gross pay of the lead Marketing role within your school. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.



Development/Fundraising Department

This section of the report examines the gross pay of the Development/Fundraising Director or Manager; i.e. the lead role of your schools' fundraising arm. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.

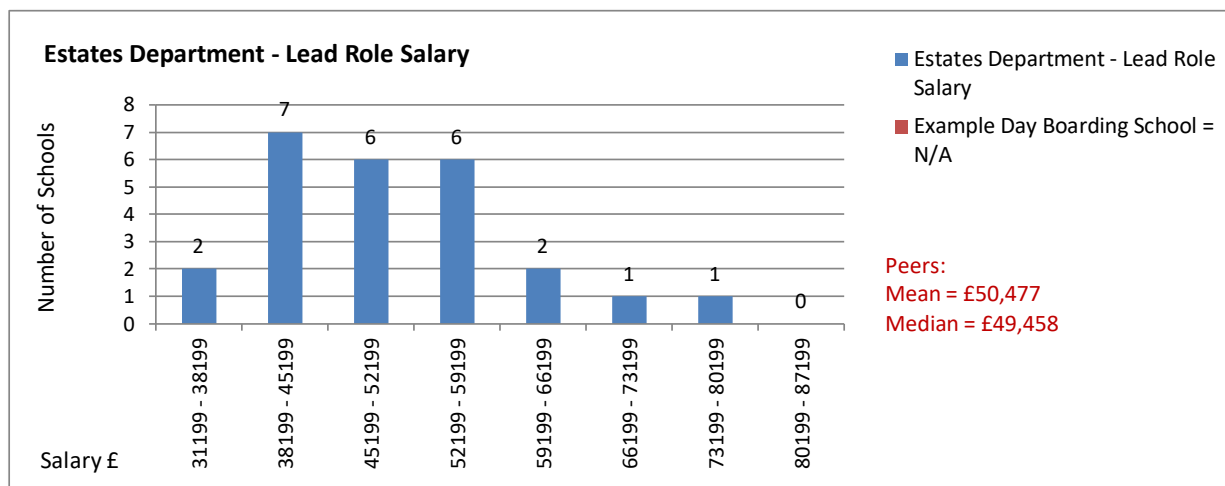


Example Day Boarding School

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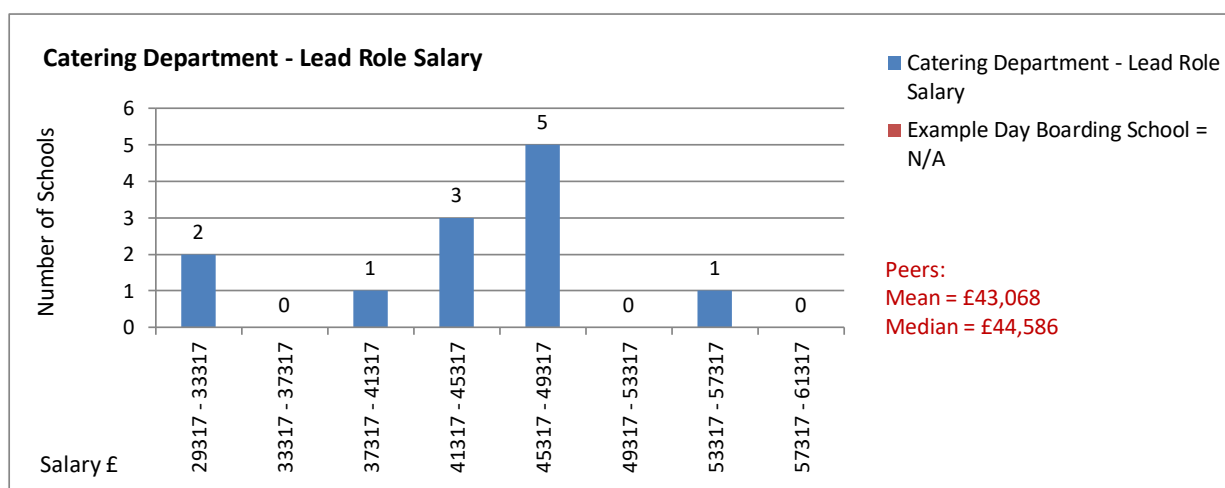
Estates Department

This section of the report examines the gross pay of the lead role in the Estates Department of your school and your peer group. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.



Catering

This section of the report examines the gross pay of the Catering Manager or lead role of the catering department in your school. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.

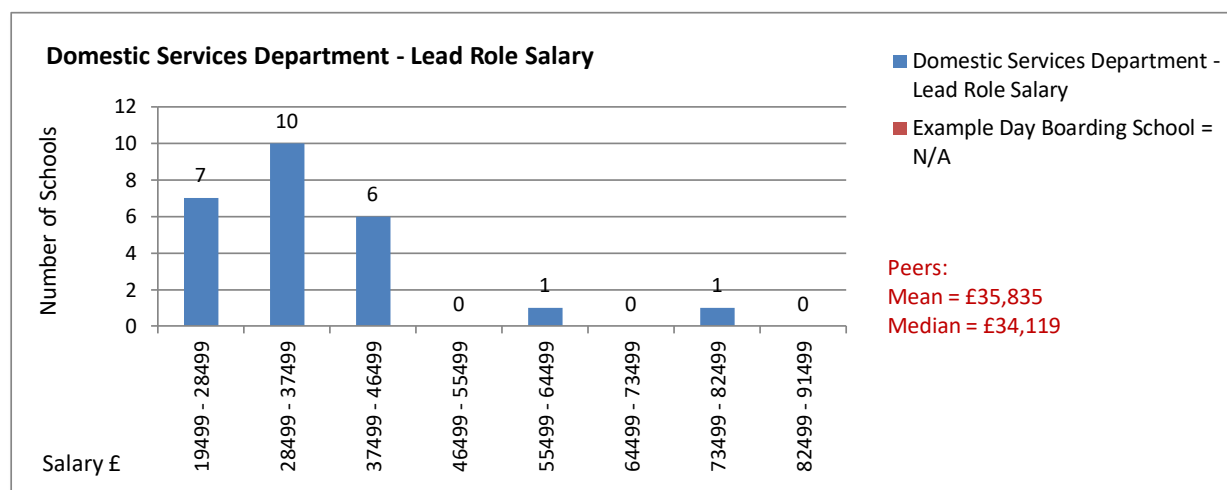


Example Day Boarding School

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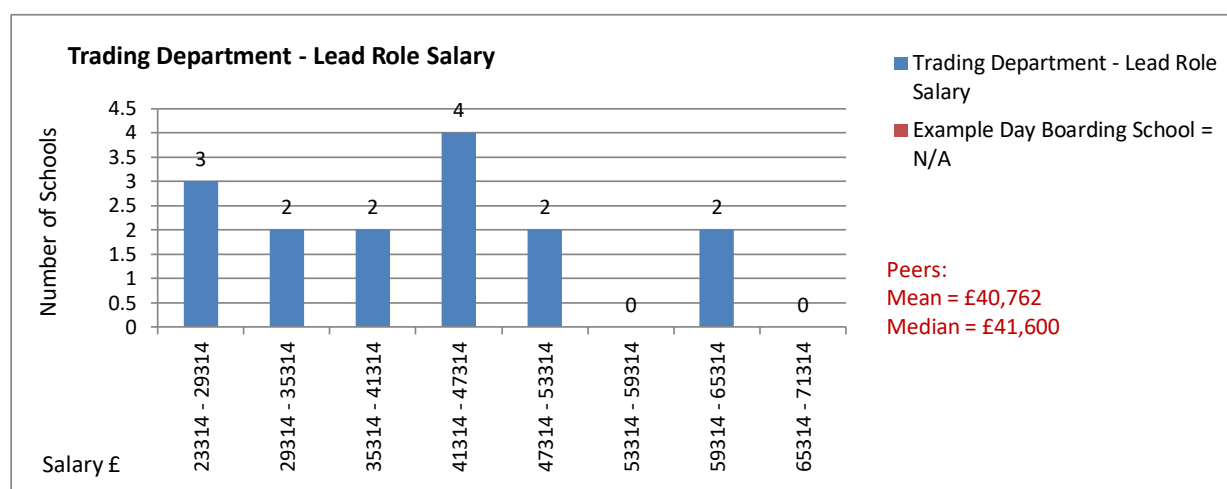
Domestic Services Department

This section of the report examines the gross pay of the lead role responsible for the Domestic Services Department. Spread graphs for peer schools' lead role salary is shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.



Trading Department

This section of the report examines the gross pay of the lead role for the trading arm(s) of your school and your peer group. This role and department can be hugely different for different schools, so should be read in the context that the income provided for the expenditure is unknown, but peer schools having this role are benchmarked below. Note that any part-time roles have been grossed up to full-time equivalents.

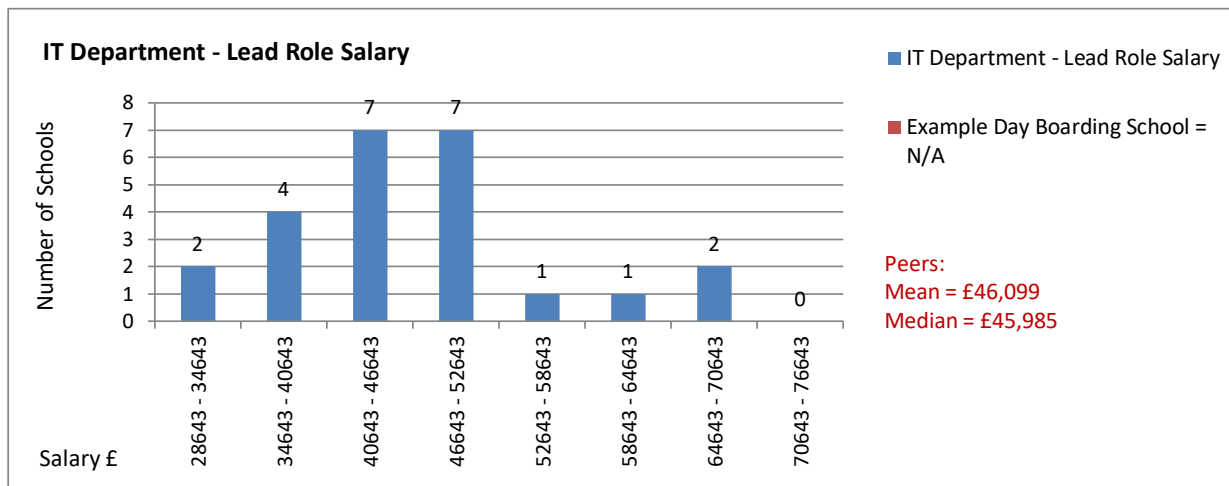


Example Day Boarding School

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IT Department

This section of the report examines the gross pay of the lead IT support role. This role is typically a middle management role and spread graphs for peer schools having this role are shown below. Note that any part-time or term-time only roles have been grossed up to full-time equivalents.



Example Day Boarding School

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Senior Support Roles – Summary Table

The table below provides a summary of the mean and median total wage bill for all senior support roles covered by this report.

	Example Day Boarding School	Peer Group	
Department	Total wage bill of department (Excluding on-costs)	Mean wage bill of department	Median wage bill of department
HR Department	-	91,153	88,533
Finance Department excluding Bursar/COO	-	149,839	142,563
Marketing Department	-	134,564	122,778
Fundraising / Development Department	-	84,079	71,457
Estates Department	-	445,632	340,972
Catering*	-	584,676	527,555
Domestic Services (excluding catering)	-	484,926	416,000
Trading	-	142,875	75,000
IT Department (support roles only - not academic)	-	125,355	102,694

*Please note, 64% of your peer outsource their catering and outsourced payroll costs have not been submitted to the survey

Example Day Boarding School

Teacher and Senior Staff Salary and Benefits Survey 2023 Customised Benchmark Report

The table below provides a summary of the mean and median total wage bill as a percentage of net fee income for all senior support roles covered by this report.

	Example Day Boarding School	Peer Group	
Department	% of net fee income	Mean % of net fee income	Median % of net fee income
HR Department	-	0.8	0.7
Finance Department excluding Bursar/COO	-	1.3	1.2
Marketing Department	-	1.3	1.2
Fundraising / Development Department	-	0.6	0.5
Estates Department	-	3.7	3.5
Catering*	-	4.3	4.0
Domestic Services (excluding catering)	-	4.3	4.2
Trading	-	1.0	0.5
IT Department (support roles only - not academic)	-	1.1	1.0

*Please note, 64% of your peer outsource their catering and outsourced payroll costs have not been submitted to the survey