

# Business Case for Salary Review

Guidance on completing the ASCL business case template for those working in business leadership roles.

## Review of

Add role title and date.

## Introduction

Add brief information on why the review is being requested.

## Current Situation

Overview of current situation, including status, membership of SLT and remuneration of role.

Could include:

- value of budget/s managed
- multiple sites/schools
- number of departments and people line managed
- list of current whole school/trust strategic responsibilities e.g. HR, finance, estates, health and safety
- other senior leadership responsibilities, particularly where these mirror other SLT e.g., duties, assemblies etc

## Case for Change

Detailed information on why the review is being requested. Think about exactly what is being requested and why.

Could include:

- any changes in role, including increase in complexity of role
- any changes in responsibility/accountability
- change in context of school/trust e.g. growth, challenging circumstances
- increase in budget size
- position within senior leadership structure: where does role align; DHT/AHT? Where does salary align?
- any exceptional circumstances or context, e.g. size of school, size of trust, number of schools responsible for
- any other relevant information, including changes since last job description
- whether or not the role has been job evaluated recently
- equal pay concerns
- comparison with comparable roles in local area both in private sector and elsewhere in local authority/civil service

## Supporting Evidence

Include a variety of evidence to support the review.

Could include:

- updated job description and person specification reflecting level of responsibility and accountability, areas of strategic leadership, membership of SLT
- outcome of any job evaluation exercise
- adverts for similar roles within similar establishments
- job descriptions for similar roles within similar establishments/similar levels of responsibility
- job descriptions for Deputy Headteachers and Assistant Headteachers
- ASCL Guidance on setting pay for School Business Leaders
- ISBL guidance
- School Staffing Regulations
- Schools Financial Value Standard (SFVS) – maintained schools
- Academy Trust Handbook – academy trusts
- NJC Green Book Job Evaluation information
- School Teachers' Pay and Conditions Document (STPCD)
- DfE staffing and employment advice for schools

## Conclusion

Summarise key points; what is being requested and why.

## Review requested by

Name and role of person making request.

## Things to consider

- Consider audience: is this for CEO/headteacher/principal initially, or does it have CEO/headteacher/principal support already? If so, likely audience may be governors/trustees.
- Think about the reasons/rationale for the request being made: remember to focus on the role rather than the person.
- When do you want the change to take effect? From the date of the request, or do you want it backdating? If so, to when? And why? Include your rationale and anything to back this up.
- Don't de-value others to make the point that the role should be paid more.
- Be positive, not critical.
- Use of language is crucial: focus on responsibilities rather than tasks, and leadership rather than just management, but also include line management responsibilities for departments/areas as well as individual staff.
- Look at job descriptions for other senior leadership roles, mirror wording on whole school/trust responsibilities/accountabilities.

- Look carefully for, and at, suitable benchmarking comparators, ensure they are comparable. (job adverts, job descriptions, person specifications for similar roles in similar size/context schools/trusts).
- Think about statutory/regulatory requirements of role, and how they may have changed since previous job description.
- Don't be put off by thinking about the budget - the request is for a **fair and equitable salary which reflects the level of responsibility and accountability of the role**, not a bonus.
- If you are a CEO, headteacher, principal reviewing your SBL's pay, think about where the role sits in comparison with other school leaders: is it the same level as AHT? DHT? Higher? In between? How does the salary compare with that? Look at a pay range on the NJC (or relevant) pay scales that aligns as closely as possible to that of the leadership pay range for AHT/DHT as appropriate).
- Familiarise yourself with the Staffing Regulations so you know what is possible.
- Check your pay policy for any procedures or processes that may be relevant.
- Try to foresee any potential barriers and address them in business case.
- Be prepared for the process to take time and try to align with timing of any relevant Pay Committee meetings.
- Remember that if the request is unsuccessful, you should have a right of appeal against the decision. ASCL can support you with this process, so please contact Hotline if you find yourself in this situation.

## Job evaluations

The main job evaluations used in schools are the **NJC Green Book** Job Evaluation, Hay Group method or Greater London provincial council (GLPC) scheme.

Your HR provider should be able to advise you on which scheme is in operation in your school/trust, or this may be detailed in your employer's pay policy. It would be helpful to obtain a copy of the scheme details so you can see how the request will be assessed and evaluated. This should include information on how the scoring relates to salary/grade bandings.

The NJC Green Book has a scoring matrix which also details the weighting for each section so you can see where you need to secure the highest scores. You could carry out this exercise on your current job description and the on your current role and updated job description. This should highlight any areas which need to be strengthened.

**ASCL Position:** Business or executive leaders who undertake whole school, college or trust responsibilities are an integral part of the leadership team. ASCL believes that this should be reflected in their status and remuneration.

Where this is not the case, there should be a review of the business leader's pay to ensure their crucial role is appropriately recognised and remunerated.

## How can ASCL help?

- Visit **Business Leaders: Support Hub** - the ASCL microsite for dedicated support for Business Leader members.
- We have produced a **guidance paper** to support the process of setting pay and conditions for School Business Leaders.
- We have also produced a **Business Case** Template with prompts and guidance for completion.
- Via **Hotline**, we can provide support to members who want to request a salary review/re-evaluation. This includes support with the completion of the Business Case, reviewing the contents and offering advice on ways to strengthen it.
- We can also help to provide supporting evidence, including examples of adverts and job descriptions for similar roles based on similar sized schools/regions.
- If your request is unsuccessful, ASCL can support you in making an appeal against the decision.
- Free employment contract-checking service – via **Hotline**, all ASCL members are entitled to use our free contract-checking service. Whether you are asked to sign a new contract within your existing role or you are moving to a new role, our legal team can review your contract and make you aware of any aspects that you may wish to query with your employer.

**Contact Hotline** on 0116 2991122 or via the **online form**.

This template has been created by ASCL to assist members in business leadership roles in requesting a review of their salary. ASCL cannot take any responsibility for the content of the completed template.



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