



**MOSAIC**  
LEARNING TRUST  
Raising Aspirations,  
Empowering Futures

# EXECUTIVE PAY POLICY

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Policy owner:	Neil Moore
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## Contents

1. Aims	3
2. Legislation and Guidance	3
3. Definitions	5
4. Roles and Responsibilities	5
5. Process for Setting Senior Executive Pay	7
6. Monitoring Arrangements	7
7. Links with other Policies	7
8. Additional Allowances	7
Appendix 1: Assessment Form for Documenting Senior Executive Pay Decisions	8
Appendix 2: Executive Pay Process	10
Appendix 3: Pay Appeals Procedure	11

## 1. Aims

This policy aims to ensure that:

- the Mosaic Learning Trusts' funds are used only in accordance with the law, its articles of association, its funding agreement and the latest Academy Trust Handbook.
- The Trust and those associated with it operate in a way that commands broad public support, has due regard to propriety and regularity and ensures value for money in the use of public funds.
- Trustees fulfil their fiduciary duties and wider responsibilities as charitable trustees and company directors.

The Mosaic Learning Trust is committed to taking decisions in accordance with the 'key principles of public life':

- objectivity
- openness
- accountability.

The Mosaic Learning Trust recognises the requirement for a fair and transparent policy to determine the pay and grading for senior executive staff.

The Trust Board acknowledges that all Trust and school leaders are public servants in how they serve their pupils and surrounding communities. They are not only expected to lead the Mosaic Learning Trust and its schools but also to model best behaviours including adhering to the Nolan Principles:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

As such, appropriate expenditure of public money and transparent reporting and accounting procedures, including around the setting of senior executive pay, are essential elements in maintaining public trust and confidence.

## 2. Legislation And Guidance

As a Multi Academy Trust, we are free to determine our own approach in deciding senior executive pay, however the Trust Board must operate within the provisions set out in the Academy Trust Handbook when setting or agreeing increases to senior executive pay.

This policy is based on the Academy Trust Handbook 2025 which states:

### **SETTING SENIOR EXECUTIVE PAY**

*The board of trustees must ensure its decisions about levels of senior executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities.*

*No individual can be involved in deciding their remuneration.*

*The board must discharge its responsibilities effectively, ensuring its approach to pay and benefits is transparent, proportionate and justifiable, including:*

- *an agreed process for determining senior executive pay*
- *independent scrutiny by the board*
- *robust decision-making*
- *proportionality – that pay and benefits represent good value for money and are defensible relative to the public sector market*

- *documented decision-making with rationale*
- *a basic presumption that senior executive pay and benefits should not increase at a faster rate than that of teachers, in individual years and over the longer term*
- *understanding that inappropriate pay and benefits can be challenged by ESFA, particularly in instances of poor financial management of the trust.*

The Trust is also legally required under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 to publish information on its website about the gender pay gap within the organisation.

This senior executive pay policy also confirms the Mosaic Learning Trust's compliance with the following legislation:

- Equality Act 2010
- Employment Rights Act 1996
- Employment Relations Act 1999
- Employment Act 2002
- Part-Time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002
- Agency Workers Regulations 2011
- Employment Act 2008.

The Trust recognises the competitive nature of the labour market within the education sector when considering executive pay, and as such, this will have an impact on the reward package made available. In recognising this and having the ability to attract the right candidates, this document sets out arrangements that are designed to:

- recruit, retain and motivate high calibre individuals
- provide a framework that allows flexibility but that is fair and equitable
- works within the parameters of the Academy Trust Handbook
- can be justified and are in the best interests of the charity and taxpayer
- reflect the individual's responsibilities
- demonstrate value for money

The Mosaic Learning Trust Board has adopted the policy set out in this document to provide a clear framework for the management of pay and grading issues for executive staff employed by the Trust.

The Mosaic Learning Trust Board recognises the requirement for a fair and transparent policy to determine the pay and grading for CEO / Executive staff employed by the Trust, which takes account of the conditions of service under which staff are employed and relevant statutory requirements.

The Mosaic Learning Trust Board recognises the requirement that all pay progression decisions for all executive staff must be linked to annual appraisal of performance. The process set out in this document seek to ensure that this is achieved in a fair, equitable and transparent way. The Board also recognises any contractual uplifts to pay i.e. cost of living increase.

As a multi academy trust we recognise we are free to determine our own pay policy, but we also fully recognise that any policy must be within the requirements of The Academy Trust Handbook, which states:

*'The Board of Trustees must ensure its decisions about levels of executive pay (including salary and any other benefits) follow a robust evidence-based process and are a reasonable and defensible reflection of the individual's role and responsibilities'.*

### 3. Definitions

The Trust has defined the following roles as 'Senior Executive Officer' roles for the purposes of setting and reporting pay:

1. Chief Executive Officer (CEO)
2. Chief Finance Officer (CFO)
3. Chief Operating Officer (COO)
4. Any newly appointed executive roles as defined by the Board of Trustees.

### 4. Roles And Responsibilities

#### 4.1. TRUSTEES

The Board of Trustees ('Trustees') must discharge its responsibilities effectively, ensuring its approach to pay is transparent, proportionate and justifiable. This includes:

- **Process** - that the procedure for determining senior executive pay is agreed by Trustees in advance and documented. See section 5 below.
- **Independence** - decisions about senior executive pay reflect independent and objective scrutiny by Trustees and that conflicts of interest are avoided.
- **Decision-making** - factors in determining pay are transparent and evidence-based, including whether performance considerations, and the degree of challenge in the role, have been considered.
- **Documentation** - the rationale behind the decision-making process, including whether the level of pay reflects value for money, is recorded and retained.
- **Increases** - will be in line with and/or mirror national pay awards.
- Understanding that inappropriate pay can be challenged by ESFA, particularly in any instance of poor financial management of the Trust.

Trustees will ensure that funds are used in a way that commands broad public support, pays due regard to propriety and regularity, and provides value for money.

The Trust accepts that absolute independence in any review process may not always be possible. In circumstances where this may be the case, reasonable steps should be taken to protect the integrity of the process and ensure any challenges to its independence are limited and justifiable.

#### 4.2. JOB ROLES AND RESPONSIBILITIES

Executive staff will be provided with a job description outlining the roles and responsibilities of the post. This will also include the pay range and any additional payments or allowances covered by this policy. The job description will state the reason for any additional allowances or payments and whether this is a permanent or temporary payment.

Any significant changes to duties and responsibilities of a post will be subject to consultation with the member of staff with a view to reaching agreement. Where there is a significant change in duties and responsibilities of a post a new job description will be issued.

Where the staffing structure of the Trust needs to be changed, resulting in broader changes to roles and responsibilities, this will be the subject of consultation with staff and the recognised trade unions before any changes are made and with a view to seeking to agree the changes before new job descriptions are issued.

#### 4.3. PAY ASSESSMENT AND REVIEW

The Mosaic Learning Trust Board will ensure that the CEO, CFO and COO salaries are reviewed on an annual basis with effect from 1<sup>st</sup> September, no later than 31<sup>st</sup> October for Senior Executives and 31<sup>st</sup> December for the CEO. Any pay changes will be implemented in line with terms and conditions relevant to the post (1<sup>st</sup> September STPCD & 1<sup>st</sup> October NJC/Support staff).

The CEO will be responsible for submitting any recommendations for pay progression for the CFO and COO. A member of the Trust Board involved with the Performance Management review for the CEO will submit any recommendations for the CEO. In accordance with the relevant sections of this process, these recommendations will go to the Asset, Risk and Resources Committee for consideration.

It must be noted that either support staff or teaching terms and conditions will be applicable. The Asset, Risk and Resources Committee will be responsible for submitting any recommendations for pay progression after considering all the evidence presented and in accordance with the relevant sections of this process.

The CEO/Executives will receive an annual salary statement including details of any salary and financial benefits to which they are entitled, including any salary safeguarding arrangements that may apply. In addition, they will receive a copy of their job description. Any significant changes to job descriptions may require a re-evaluation of the post.

A review may occur at other times where there has been a significant change affecting the CEO/Executive's pay or on reasonable request for a full review. A revised written statement will be issued in such circumstances, including any salary safeguarding arrangements that may apply.

The Asset, Risk and Resources Committee will award pay in line with the agreed salary scale and range attached to the role under consideration.

Where the individual is at the top of the pay range their post has been appointed, a discretionary payment **of no more than** 25% may be awarded. This 25% uplift mirrors the % referenced in the STPCD for exceptional circumstances.

#### [School teachers' pay and conditions guidance 2025](#)

Senior Executive Officers must:

- Ensure appropriate safeguards are observed such that no individual can be involved in deciding their own remuneration.
- Provide appropriate pay and benefit disclosure in the Trust Annual Report regarding senior executive pay.

Within this, the following should be included:

- Details of the arrangements for setting the pay and remuneration of the Trust's key management personnel and any benchmarks, parameters or criteria used in setting their pay. 'Key management personnel' is a term used by FRS 102 for those persons having authority and responsibility for planning, directing and controlling the activities of a reporting entity, directly or indirectly, including any director (whether executive or otherwise). This definition includes Trustees and those staff who are the senior management personnel to whom the Trustees have delegated significant authority or responsibility in the day-to-day running of the Trust.
- SORP 2015 [section 9.30] requires disclosure, in £10,000 bandings of benefits to employees who received more than £60,000 in the period. Employee benefits are defined in SORP 2015 [appendix 1] as all forms of consideration paid by an academy trust for the service rendered by employees and include all remuneration, salary, benefits, employer's pension contributions and any termination payments made.
- Provide appropriate pay and benefit disclosure in the Trust website regarding senior executive pay. Within this, the following should be included:
- The trust must publish on its website in a separate readily accessible form the number of employees whose benefits exceeded £100k, in £10k bandings, as an extract from the disclosure in its financial statements for the previous year ended 31<sup>st</sup> August. Benefits for this purpose include salary, other taxable benefits and termination payments, but not the trust's own pension costs.

The HR and Finance departments must ensure remuneration is paid in accordance with rate approved by Trustees.

The Finance department and CFO must comment on any variance between remuneration approved by Trustees, the budget and long-term forecasts.

## 5. Process For Setting Senior Executive Pay

The following process must be followed when considering and setting the pay for senior executive officers working for the Trust.

- i. The Asset, Risk and Resources Committee has delegated responsibility for undertaking an annual assessment of senior executive pay, supported by the CEO.
- ii. Reviewing the remuneration package for the CEO must be exclusively a Trustee-led process overseen by a member of the Asset, Risk and Resources Committee, known as the Pay Review Board.
- iii. Reviewing the remuneration of senior executive officer roles other than the CEO may be undertaken by the CEO. The CEO should present evidence-based recommendations to Trustees for approval.
- iv. Evidence to support changes to senior executive pay, including appropriate independent benchmarking data, must be documented in, or appended to, the assessment form provided in Appendix 1.
- v. The review should take place in the Autumn term of the academic year when national teacher and support staff pay awards have been announced and performance reviews have been completed.
- vi. The Pay Review Board should make recommendations for any changes to senior executive pay to the December meeting of the Asset, Risk and Resources Committee.
- vii. The Asset, Risk and Resources Committee must approve changes to senior executive pay before they take effect.

## 6. Monitoring Arrangements

The Asset, Risk and Resources Committee is responsible for monitoring that the process for setting senior executive pay described within this policy document has been fully adhered to and properly documented.

The CFO is responsible for ensuring any changes in pay or remuneration entered into the trust HR/payroll database is supported with fully authorised supporting documentation. This should include completion of the assessment form provided in Appendix 1.

The CFO is responsible for monitoring pay on a monthly basis in accordance with Trust payroll procedures. Variances in pay from prior month or against budget are investigated and require supporting documentation from the HR department prior to authorisation.

Payroll controls are checked by the Trust auditors on an annual basis.

This policy will be reviewed annually by the CFO and HR Lead and approved by the Board of Trustees.

## 7. Links With Other Policies

This Senior executive pay policy is linked to:

- Scheme of Financial Delegation
- Teacher's Pay Policy

## 8. Additional Allowances

None apply.

## Appendix 1: Assessment Form for Documenting Senior Executive Pay Decisions

Please note that the individual preparing this report must not be the person whose role is being considered.

<b>Role</b>	
<b>Employee</b>	
<b>Date</b>	
<b>Factors to be considered in setting pay</b>	
Date of last pay review	
Current salary (£)	
Other benefits (e.g. bonus, honorarium, pension)	
<b>Nature of the role</b> Has the nature of the role changed since the previous pay review (size, scope, risk, challenge)?	
<b>Performance</b> Please comment on the performance of the individual relative to agreed targets. This should reflect comments in the persons most recent performance review.	
<b>Benchmarking*</b> Please provide evidence of any changes in pay for equivalent roles in the marketplace (increases or decreases). Due consideration must be given to ensuring comparisons are timely and appropriate. Mark 'no change' if the marketplace has remained unchanged.	
<b>Teaching and support staff uplifts</b> Please describe the most recent average pay uplifts awarded by the Trust to teaching staff and support staff.	
<b>Affordability</b> Does the current level of pay for the role remain affordable? Is a pay uplift affordable?	

<b>Role</b>	
<b>Employee</b>	
<b>Date</b>	
<b>Factors to be considered in setting pay</b>	
<b>Reputation</b> If disclosed to a third party, would the absolute value of pay award or proposed uplift in pay risk damaging the reputation of the Trust?	
<b>Proposal</b>	
<b>Proposed salary (£)</b> <i>Please note if any proposed change in pay should start from a date other than 1<sup>st</sup> September.</i>	
<b>Uplift from current salary (%)</b>	
<b>If applicable, please describe any changes to other benefits</b>	
<b>Approval</b>	
<b>Date of Trustee approval**</b>	

Notes:

\* The marketplace review does not need to be completed every year. It must be undertaken:

- Annually if there has been a material and noticeable shift in remuneration awards in the marketplace.
- In the absence of a material shift then once every 3 years.

\*\*The individual whose role is being considered must be excused from any part of any meeting where formal discussions on their salary are undertaken.

## Appendix 2: Executive Pay Process

The first step in developing a process for assessing executive pay is to ensure the Asset, Risk and Resources committee have access to all the information in order to make informed decisions in line with the parameters in this policy. The committee may engage HR advice as well as an independent education specialist for guidance if needed.

The next step is to determine the executive pay philosophy that will guide the Asset, Risk and Resources committee in assessing executive pay. The philosophy should be based on the 'key principles of public life': objectivity, openness, and accountability. It should also consider the specific roles of the executives in Finance, HR, and Operations.

To enable the Pay Review Board to manage pay responsibly in line with DFE and ESFA requirements. The Board will conduct benchmarking using the relevant Kreston Reeves UK annual academies benchmarking report for example:

[Kreston-UK-Academies-Benchmark-Report-2025.pdf](#)

The Board should review the CEO/Executive pay award on a regular basis and adjust as necessary to ensure that it remains fair and effective. The Board should also solicit feedback from stakeholders to ensure that the executive pay process is meeting their needs.

## Appendix 3: Pay Appeals Procedure

The Mosaic Learning Trust Board has adopted the following procedure to consider any pay appeals.

### **Stage 1 - Informal**

If, following receipt of the written confirmation of the pay determination and where appropriate the basis upon which the decision was made, the member of staff is not satisfied, he / she should seek to resolve this by discussing the matter informally with the decision maker (Pay Review Board) within 10 working days of the decision.

Where this is not possible, or where the member of staff continues to be dissatisfied with the decision, he / she may follow the formal Stage 2 Appeal process below.

### **Stage 2 - Formal**

The member of staff should submit a written appeal, setting out the grounds and the detail upon which the pay decision is appealed. This should be sent to the Trust's Governance Professional, within 5 working days of the notification of the decision being appealed against, or the outcome of the informal discussion.

The Trust Governance professional will arrange a hearing, within 10 working days of receipt of the written appeal, at which the Asset, Risk and Resources Committee will consider the appeal and give the staff member an opportunity to make representations in person and / or be accompanied by a work colleague or trade union representative.

### **Stage 3 – Right of Appeal**

Following the hearing the member of staff will be informed in writing of the decision and the right of appeal. Any appeal must be submitted within 5 working days working days from receipt of written confirmation of the decision.

An independent review panel of 3 members (none of whom to be involved in any of the earlier decisions) will be convened. At least one person must have experience in setting executive pay in an education setting and/or have an education specialism. One person must be external to the Learning Academies Trust.

The decision of the independent review panel will be given in writing within 5 working days and where the appeal has been rejected this will include a note of the evidence considered and the reasons for the decision.

The decision of the panel will be final. There will be no further right of appeal.