

Policies and procedures: Payments for CHWA's Directors

1. Introduction

This policy is being instituted in line with CHWA's [Equality, Diversity and Representation policy](#) to ensure we build a more inclusive alliance.

We recognise that CHWA depends on the expertise and support of its Board to ensure good governance. We believe, in line with the Creative Health Quality Framework that good governance is essential to quality in creative health.

Governance means being clear and accountable for achieving goals safely. It ensures responsibility, accountability, transparency, and fairness. Good governance underpins effective, equitable, collaborative, realistic and sustainable organisations, working practices, and work. (Creative Health Quality Framework, p.9¹)

The intention of this policy is to ensure clarity for all parties in relation to payment and out-of-pocket expenses for CHWA's Board members. This policy sets out how much CHWA will pay, when and for what. In doing so, it also commits CHWA to plan and budget for supporting our Board. This policy is related to our broader *Paid engagement with freelancers, unwaged, part-time or low-waged individuals policy*, which can be found here:

<https://www.culturehealthandwellbeing.org.uk/policies-procedures>

2. Context

We recognise

- at least 30% of our membership is working in a freelance or self-employed capacity²
- many others working in or otherwise contributing to the creative health sector are on low wages, or may be unwaged³
- many practitioners' work is rooted in their own lived experience of health challenges⁴
- people with lived experience of chronic ill-health or with caring responsibilities are likely to receive a lower income than the national average incomes
- this is a sector dominated by women⁵, who are on average paid less than men⁶

¹ See the Creative Health Quality Framework (2023):

<https://www.culturehealthandwellbeing.org.uk/sites/default/files/Creative%20Health%20Quality%20Framework.pdf>

² See CHWA's state of the sector survey analysis (2024): <https://www.culturehealthandwellbeing.org.uk/news/general-news/creative-health-state-sector-survey-results>

³ As above.

⁴ See CHWA's *From Surviving to Thriving* report (2022):

https://www.culturehealthandwellbeing.org.uk/sites/default/files/BF_From%20surviving%20to%20thriving_WEB%202.pdf

⁵ See CHWA's EDR report (2024): <https://www.culturehealthandwellbeing.org.uk/news/uk-state-sector-equality-diversity-representation-report>

⁶ See ONS analysis from 2020:

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/genderpaygapintheuk/2020>

It is our policy to work to remove the barriers this inequality of income can create, and to ensure that all members and partners who want to contribute their personal and professional experience to CHWA as Directors can do so. We recognise that people are limited in the time they can offer for free; this payment system is being brought into being to recognise the value Board members bring to organisations.

3. The role of the Board

CHWA is supported as a Community Interest Company (CIC) by a Board of Directors. In line with the Creative Health Quality Framework, we believe that

Governance means being clear and accountable for achieving goals safely. It ensures responsibility, accountability, transparency, and fairness. Good governance underpins effective, equitable, collaborative, realistic and sustainable organisations, working practices, and work.

For CHWA, this means establishing and maintaining CHWA's vision, mission, and values – all of which guide decision-making around processes, finance, and activity.

Directors are legally responsible for running the company and making sure information is sent to Companies House on time, as well as preparing an Annual Community Interest Company Report to be filed with the accounts. The purpose of the report is to show that the CIC is still satisfying the Community Interest Test, and that it is engaging appropriately with its stakeholders in carrying out activities that benefit the community. ([Information Pack](#), Office of the Regulator of Community Interest Companies, p.31.)

4. Board members' time commitments

The minimum requirement is attending meetings and preparing for them, but that there is likely to be additional support required including communication between meetings and sitting on working groups, and there will be times when the organisation has to come together to meet challenges. The Board currently meets quarterly. Directors also engage with CHWA's staff between these meetings, to support decision-making related to CHWA's governance. The Board meets more frequently if the need for additional governance support arises (for example during the early months of the pandemic).

5. When Board members will be paid

The following payments will apply only to Directors who are:

- working in a freelance or self-employed capacity
- unwaged
- on a low wage⁷
- on a part-time wage that does not cover their time spent as a Director

⁷ By 'low wage' we refer to a wage two-thirds of or less than the national average. This is based on the Office for National Statistics definition of 'low pay' as two-thirds that of the median pay ([ONS 2021](#)). The ONS suggests that average pay is currently £637 per week, or £33,124 per annum ([ONS 2024](#)), making a low wage £425 per week or under, or £22,083 per annum.

CHWA will offer a fixed fee to the above Directors only for attendance at standard quarterly Board meetings. This fee is calculated according to our *Paid engagement with freelancers, unwaged, part-time or low-waged individuals policy*, which can be found here:

<https://www.culturehealthandwellbeing.org.uk/policies-procedures>

The fee will be £75 per hour up to a maximum of £150 per half-day or £250 per full day. Most Board meetings are held online and will likely necessitate a fee of £150. We will hold one in-person away-day per annum which will necessitate a fee of £250.

In the event of additional Board meetings to these quarterly meetings, the Treasurer and Executive Director will determine CHWA's budgetary capacity to support payments on a case-by-case basis.

CHWA also retains the right to pay Directors for undertaking specific pieces of work that are outside their normal remit as Board members – for example freelance contracts. (As a CIC we are free to contract Directors in this way.)

(Note that the above differs from our procurement processes for formal contracted or commissioned pieces of work. These are covered by our *Procurement Policy*, which can be found [here](#)).

When eligible Directors will not be paid

CHWA is currently only able to pay Directors a fee for attending formal, quarterly Board meetings. Payment of fees or reimbursements of out-of-pocket costs expenses will *not* be made in relation to:

- additional, interim and/or emergency meetings called in response to unexpected governance issues or crises
- additional support provided to CHWA or its Staff by the Board, whether on email, by telephone or in meetings, whether in-person or online
- open invitations to attend events, meetings, forums, training opportunities or presentations by CHWA (unless CHWA has been able to allocate specific funding to support this – for example, conference bursaries)
- attendance at social events, functions or launches
- ad hoc communication and discussions
- where an individual is a professional consultant, contracted separately by CHWA to advise on and/or facilitate other activities or matters at CHWA
- preparation or reading time (unless agreed by CHWA in advance)
- when Directors do not attend quarterly meetings

6. Process

Payments will be made in arrears upon receipt of invoice from the Director concerned.

7. Benefits implications

People receiving these fees are asked to take responsibility for their own tax and for any implications relating to state benefits.

We recognise however that there is currently a lack of clarity from the Department for Work and Pensions (DWP) on how individuals' benefits might be impacted by paid engagement.

It is important that anyone paid for engagement with CHWA understands any potential impacts and their responsibilities on reporting income to the Department for Work and Pensions. The **Fair Pay & Lived Experience Manifesto** (2023) may be a useful resource:

<https://artshomelessint.com/research/fair-pay-and-lived-experience-resource-and-manifesto/>

8. Out-of-Pocket Expenses

CHWA will ensure all Directors are reimbursed for reasonable expenses incurred while carrying out any commitments to CHWA. As a guideline, this may include travel, accommodation, meals and transport (including taxis, car hire, petrol reimbursement and/or parking fees). Out of pocket expenses should be agreed in advance with CHWA. These will be reimbursed within 30 days upon receipt of a completed expenses form (see Appendix 1) with any relevant receipts.

Where an early start or late finish is required (before 8am or after 6pm) to travel to or attend an activity, CHWA will arrange or reimburse for overnight accommodation.

9. Review and Maintenance of Policy

The Culture, Health and Wellbeing Alliance CIC undertakes to review this policy, its implementation and effectiveness every two years.

Any new legislation or developments in existing legislation will be considered as and when required and the policy will be updated to reflect these developments.

This policy was approved and agreed by the Board of Directors on the date shown below.

Signed:



Name (please print): Matt Walsh

Position: Chair

Date: 19 August 2024

Review dates: Two years from the above date

Organisation name: Culture, Health & Wellbeing Alliance CIC

Company Number: 12359172

Appendix 1: Expenses Claim form Culture Health & Wellbeing Alliance

Name:	
Address:	
Email Address:	
Phone Number (optional):	

Expenses to be reimbursed (please type details in the table below)

- Rail travel should be standard class and travellers should take advantage of cheap day or reduced fares, if available. Mileage should be calculated at a rate of 45p per mile.
- CHWA will refund a maximum travel expenses claim of £100 per person. Claims above this level need pre-authorisation from the Director of Culture Health & Wellbeing Alliance.

Date (date on receipt)	Description of expense (e.g. 'return train journey from Leeds to London Euston for Board meeting')	Amount spent
		£
		£
		£
		£
		£
		£
TOTAL AMOUNT TO BE REPAID		£

I certify that the expenses claimed on this form are correct and have been incurred during the course of work relating to Culture Health & Wellbeing Alliance.

Signature of claimant		Date	
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Expenses should be paid into the following bank account (please complete details below):

Account holder name:	
Account number:	
Sort Code:	

Please save your completed form, and attach digital copies (photos or PDFs) of any receipts and email these to Sarah Holmes at finance@culturehealthandwellbeing.org.uk