

Policies and Procedures

Salary Policy

Statement of intent

The purpose of this policy is to provide guidance on setting and reviewing salaries for the Culture, Health & Wellbeing Alliance (CHWA). We are committed to an open and fair pay system.

We commit to using the Voluntary Living Wage or Real Living Wage above and beyond government guidance for the national living wage. More information on the Voluntary/Real Living Wage can be found here:

<https://www.livingwage.org.uk/what-real-living-wage>

Pay review date

Pay for all employed staff will be reviewed by the Board of Directors annually at the Board meeting in November or December of each year to allow for changes to be implemented from the start of the following financial year (1 April). Changing salaries at the start of the financial year should be considered the default timing for ease of accounting, however at the discretion of the Board changes *can* be made at other times of year.

The Board commits to using this policy during its review process. There is no obligation on the Board to increase pay rates annually.

Salary progression

CHWA does not have formal salary progression for posts. Salaries are subject to annual review according to the criteria below.

Criteria for pay increases

Pay increases should be governed by the following considerations, preferably in this order:

1. Inflation rates
2. Cost-of-living and other relevant contextual factors
3. Internal fairness, where more responsible jobs are paid at a higher level
4. Affordability
5. External competitiveness, to allow CHWA that you can recruit and retain

Where possible or necessary, the Board should consider how CHWA can either a) raise funds to support increases, b) reallocate existing budgets, or c) set roles at the correct pay levels but reduce hours, rather than deferring increases indefinitely because of budgetary restraints.

Further guidance on pay reviews is available from the NCVO at

<https://knowhow.ncvo.org.uk/your-team/hr/salaries-and-benefits/salaries>

How jobs are evaluated

The Board of Directors and Executive Director will read all existing job descriptions and consider the relevant member of staff's most recent appraisal. If the appraisal was conducted more than 6 months prior to the annual pay review, an additional interview will be conducted between the line manager and member of staff.

For a member of staff to be considered eligible for an above-inflation pay increase, there must be evidence that either a) they are now regularly undertaking work beyond the skill and autonomy level set out in their current job description, and/or b) they are being underpaid compared to other people doing similar work within our sector. The review interview will seek to establish this and notes will be shared with the Board of Directors.

The review must also cover individuals' professional development and skills development, competence, capabilities and strengths.

This will also be explored in all annual appraisals.

Process for staff to follow if they feel pay is unfair

Staff should in the first instance discuss this with their line manager during regular meetings. If for any reason this does not lead to a satisfactory result, staff should follow procedures outlined in the Disciplinary and [Grievance, Whistleblowing & Disciplinary Policy](#).

Review and maintenance of this policy

CHWA shall review this policy, its implementation and effectiveness every **two years**. The views of all employees and volunteers may be sought and reflected in the review process.

Any new or updated legislation will be considered and reflected in future versions.

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

Signed:



Name (please print): Matt Walsh

Position: Co-Chair of Board of Directors

Date: 23 September 2025

Review dates: Every two years from the date above

Organisation name: Culture, Health & Wellbeing Alliance CIC

Company Number: 12359172