



**Board & Committee Member
Remuneration & Expenses Policy
2025-2028**

BOARD REMUNERATION AND EXPENSES POLICY

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Policy Links:	Code of Conduct Colleague Expenses Policy Board Appraisal Policy Member Conduct, Performance & Grievance Policy Probity Policy

Brief Policy Summary:
<p>This policy aims to set out how, when and what LHP will remunerate Board Members, Independent Committee Members, Co-Opted Members and Trainee Board Members. This policy also sets out guidelines for these members to claim out of pocket expenses during the discharging of their duties for LHP including any reasonable adjustments required.</p>

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Introduction

1. This policy covers the remuneration and expenses of Board Members, Independent Committee Members, Co-Opted Members and Trainee Board Members (Members).
2. Board remuneration is an important tool in ensuring the Board and its Committees can recruit and retain the right balance of skills, experience, knowledge and competencies. Remuneration is not intended to fully reflect or compensate the time and commitment shown by Members, but to recognise the significance of the legal and business responsibilities and the time commitment to deliver these responsibilities.
3. LHP aims to ensure that no Member is financially disadvantaged through duties undertaken as a member of LHP Board or Committee by covering out of pocket expenses incurred whilst discharging their duties to LHP. This also includes any reasonable adjustments required to facilitate members to fulfil their duties.
4. This Policy complies with the expectations outlined within the NHF Code of Governance 2020.

Board Remuneration

5. Payment levels will be reviewed by the People and Governance Committee at least every three years (or sooner if there is a significant change in the organisation).
6. In between reviews, remuneration can be increased in line with colleague annual pay award agreed annually by Board.
7. The Committee will take advice from independent advisors on the level of Member remuneration, including benchmarking of remuneration levels against peer organisations and will make recommendations on changes to payment levels based on median levels of pay to the Board for approval.
8. There will be a single rate of remuneration for each category of post, and Members will be remunerated at the highest level of remuneration for the posts they hold.
9. Continued payment will be subject to Members participating in annual performance reviews and complying with the Code of Conduct, Agreement for Services, LHP's Rules and Standing Orders. Where a Member is found to have performed unsatisfactorily or to have breached compliance, action will be taken in accordance with the Member Conduct, Performance and Grievance Policy.
10. Pay levels are available at Appendix A. LHP is committed to transparency and openness and the appropriate disclosures in relation to Board and Committee member remuneration will be made in the financial statements including those required by legislation, the Regulator of Social Housing and the Code of Governance adopted by LHP.
11. Payment of Member remuneration will be made monthly in line with LHP's payroll system and will be paid pro rata on commencement of appointment and completion of an Agreement for Services.

12. It is the responsibility of individual Members to obtain advice from the relevant government agency or to seek independent financial advice on the implications of accepting, donating or declining remuneration.

Expenses

13. Additional payments will be made in respect of reasonable and properly incurred actual expenditure to cover out of pocket expenses for Members whilst discharging the duties of LHP. These can include:
 - travelling expenses to and from meetings and official functions;
 - legitimate sustenance costs;
 - expenses associated with childcare, caring or carer responsibilities; and
 - support with internet access and costs.
14. LHP will also ensure that members are facilitated to fulfil their duties as effectively as possible by ensuring provision of, or payment of expenses, for any reasonable adjustments needed such as access to information in a different format or provision of a carer to assist in the attendance of meetings / events.
15. Reasonable adjustments, caring and internet costs must be agreed with the Executive Director of Governance and Regulation in advance.
16. When a Member is required to stay away from home in the course of their activities for LHP, this should normally be booked in advance by the Governance Team.
17. Members can claim expenses within the stated parameters in the Colleague Expenses Policy for travel, accommodation and sustenance and must ensure that claims are accurate and comply with the Code of Conduct. If Members wish to claim for reasonable expenses outside of these parameters, it must be agreed with the Executive Director of Governance and Regulation in advance.
18. LHP will pay the Members and recompense them for any expenses reasonably incurred in carrying out their duties to LHP. These duties could include:
 - Board or Committee meetings;
 - consultation or other customer / community group meetings;
 - attendance at other meetings on Company business;
 - organised development activity (either in house or external) and conferences; or
 - site visits in connection with agreed duties.
19. Members who wish to provide hospitality to colleagues, other Members or external third parties on behalf of LHP, must provide this within the parameters of the Probity Policy.
20. All expenses must be claimed for on the appropriate form, attaching evidence of expense and issued to the Governance Team for authorisation. Claims should be submitted as soon as possible following the event or activity and will be paid along with remuneration at the next available pay run.

21. Any dispute over payment of claims will be determined by the Chair of the People and Governance Committee.

Appendix A: Board Remuneration Levels

Member remuneration levels are recommended through an external review process every three years. Payment levels were agreed by the Board on 11 March 2025 as part of the Succession Plan considering the outcome of an external benchmarking exercise and information available from peers. The next externally verified review will be undertaken in November 2027.

Position	Remuneration
Chair	£17,200
SID	£9,650
Committee Chair	£8,950
Board Member (including Co-Optees)	£6,550
Independent Committee Member	£2,875
Trainee Board Member	£2,260

Equality Impact Assessment

BOARD REMUNERATION AND EXPENSES POLICY			
Provide a brief summary of the aims and main activities of the initiative (bullet points):			
LHP is committed to the highest standards of quality, probity, openness and accountability. LHP aims to ensure that no Board Member, Independent Committee Members, Co-Opted Members and Trainee Board Members is financially disadvantaged through duties undertaken as a Board Member.			
Completed By:	Nicola Ebdon – Exective Director of Governance & Regulation	Date:	January 2025

Guidelines: Things to consider

- Where a negative (i.e. adverse) impact is identified, it may be appropriate to make a full EIA (see Stage 2), or, as important, take early action to redress this – e.g. by abandoning or modifying the initiative. NB If the initiative contravenes equality legislation, it must be abandoned or modified.
- Where an initiative has a positive impact on groups/community relations, the EIA should make this explicit, to enable the outcomes to be monitored over its lifespan.
- Where there is a positive impact on particular groups, does this mean there could be an adverse impact on others, and if so can this be justified? - e.g. Are there other existing or planned initiatives which redress this?
- It may not be possible to provide detailed answers to some of these questions at the start of the initiative. The EIA may identify a lack of relevant data, and that data-gathering is a specific action required to inform the initiative as it develops, and also to form part of a continuing evaluation and review process.
- It is envisaged that it will be rare for full impact assessments to be required. Usually, where there are particular problems identified in the screening stage, it is envisaged that changing the approach at this stage, and/or setting up a monitoring/evaluation system to review a policy's impact over time will tackle the problem.

STAGE 1: SCREENING

This stage establishes whether a proposed initiative will have an impact from an equality perspective on any particular group of people or community – i.e. on the grounds of race, religion/faith/belief, gender (including transgender), sexual orientation, age, disability, or whether it is “equality neutral” (i.e. have no effect either positive or negative).

Q 1. Who will benefit from this initiative? Is there likely to be a positive impact on specific groups/communities (whether or not they are the intended beneficiaries), and if so, how? Or is it clear at this stage that it will be equality ‘neutral’ i.e. will have no particular effect on any group? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

All Board Members, Independent Committee Members, Co-Opted Members and Trainee Board Members will benefit in the same way from this policy.

It is likely to positively impact on those with disabilities as LHP has committed to provide or reimburse for provision of reasonable adjustments to allow all members to effectively fulfil their duties.

Q 2. Is there likely to be an adverse impact on one or more minority/under-represented or community group as a result of this initiative? If so, who may be affected and why: Or is it clear at this stage that it will be equality ‘neutral’? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

We do not envisage any negative impact through the implementation of this policy and believe that this policy will be equality neutral as it will be applied consistently to all members.

Q 3. Is there sufficient data on the target beneficiary groups/communities? Are any of these groups under or over represented? Do they have access to the same resources? What are your sources of data and are there any gaps? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

This policy is specifically aimed at all Board Members, Independent Committee Members, Co-Opted Members and Trainee Board Members and does not discriminate between them. LHP collects diversity data on its members and compares the diversity profile of the group of members to the profile of the communities within which LHP serves (ONS data). This data is published on the LHP website and refreshed annually with any gaps identified informing succession planning. There is no evidence to suggest that any member is treated less favourably via this policy.

Q 4. Outsourced services – if the initiative is partly or wholly provided by external organisations / agencies, please list any arrangements you plan to ensure that they promote equality and diversity. *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

This is an internal policy informed by external independent advice. The Company is responsible for its implementation.

Q 5. Is the impact of the initiative (whether positive or negative) significant enough to warrant a full impact assessment – see guidance? If not, will there be monitoring and review to assess the level of impact over a period of time? *Please consider all aspects of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Belief, Sexuality*

We do not perceive any negative impact that would warrant a full Equality Impact Assessment.

Should any negative impacts be highlighted through implementation then both our Policy and EIA will be reviewed.

Q 6. To be completed at six monthly review Detail actions taken to assess the level of impact over a period of time, or to address any gaps in data. *Please consider all aspect of Diversity including as a minimum: Age, Disability, Gender/Transgender, Race/Ethnicity, Religion/Faith/Beilief, Sexuality*