Community Counts
Milnbank
Housing Association
53 Ballindalloch Drive, Glasgow G31 3DQ

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	SENIOR OFFICER REMUNERATION POLICY
DATE OF MEETING:	07 September 2026
APPROVED BY:	Paul Martin (CEO)

SENIOR OFFICER REMUNERATION POLICY

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SENIOR OFFICER REMUNERATION POLICY

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1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Board leads and directs MHA to ensure good outcomes for its tenants and other service users. MHA adheres to the Scottish Housing Regulator's Regulatory Framework Financial & Regulatory and to all relevant legal employment requirements associated with this policy.

Regulatory Standard 3.6 **-** The governing body ensures that employee salaries, benefits and its pension offerings are at a level that is sufficient to ensure the appropriate quality of staff to run the organisation successfully, but which is affordable and not more than is necessary for this purpose.

Regulatory Standard 6.7 - The governing body is satisfied that the senior officer has the necessary skills and knowledge to do their job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal, and requires continuous professional development.

4. POLICY INTRODUCTION

This policy sets out MHA's approach to reviewing and agreeing the remuneration for the senior officer, the Chief Executive Officer (CEO). It sets out the principles and process for determining the remuneration of the CEO to ensure fairness, transparency, and alignment with the organisation's mission, values, and legal obligations.

5. AIM OF THE POLICY

The policy aims to:

● Ensure that the remuneration package remains sufficient to attract and retain a competent and experienced CEO.

●Sets out the frequency & process that is required to agree the remuneration package.

●Identify the method through which any disputes on CEO remuneration are to be channelled.

●Identifies the process in place to achieve good governance in relation to CEO remuneration.

6. COLLECTIVE BARGAINING FRAMEWORK

6.1 MHA is a full member of EVH – Supporting Social Employers (EVH), an Employers' Association under the terms of the Trade Union and Labour Relations (Consolidated) Act 1992 and registered with the Certification Officer.

6.2 EVH also operates a fully constituted collective bargaining agreement in conjunction with UNITE the union and, as a full member of EVH, MHA participate in this arrangement. The EVH/UNITE system provides a jointly agreed common set of salaries, along with a set of Terms and Conditions of Employment. These documents are for all employees, including the CEO, within EVH full member organisations. The following fixed value monetary benefits are fully prescribed by the EVH arrangements:

- Salaries
- Subsistence rates
- Essential Car User Allowance
- Mileage rates
- Distant Islands Allowance
- First Aid Allowance
- Prescribed Spectacles Allowance
- Retiral/Long Service Contribution to leaving gift

6.3 The T&Cs also cover a range of areas including working hours, holidays, occasional overtime payments etc. Some of these will have variable monetary values and others will simply offer entitlement to processes such as disciplinary and grievance procedures. The T&Cs will be supported by local policies to provide further information on various sections.

6.4 The EVH requirement of members is that they adopt in full the centrally negotiated arrangements and apply all (non-salary) T&Cs proportionately to all employees regardless of seniority or grade.

7. BENEFITS OUTWITH COLLECTIVE BARGAINING

7.1 The following benefits sit out with the scope of the EVH/Unite centrally agreed arrangements:

- Pensions
- Expenses (other than listed above)

7.2 All benefits in the list above will be managed in line with the following principles and standards:
The CEO will be treated no more favourably than other employees

- Decisions taken in relation to these benefits will be in line with regulatory guidance
- Appropriate advice will be sought where necessary

7.3 Where the introduction of new benefits or amendment to existing benefits for the CEO are being considered this will be subject to formal approval of the Board by recommendation from the remuneration sub-committee**.**

8. COMPONENTS OF REMUNERATION

The salary of the CEO will be made up of the following components:

- Base Salary – Fixed annual amount.
- Allowances – Where approved as necessary (e.g. essential car allowance)
- Benefits – Only where necessary and proportionate (e.g. pension contributions)

9. APPLYING THESE ARRANGEMENTS

The CEO remuneration will be considered by the Remuneration Sub Committee on an annual basis. The following points will be adhered to:

- The subcommittee will have at least three members present.
- The subcommittee will review the CEO's salary and make a recommendation to the Board.
- The factors below will inform deliberations:
  - Has there been any significant changes in responsibilities in the last year
  - Has there been any significant changes in the organisation in the last year
  - Are there any significant changes planned in the coming year
  - When was a formal job evaluation for the position last carried out

10. SALARY PLACEMENT AND PROGRESSION

10.1 The EVH Grading Guidelines set out common pay spines for posts at all levels, with principal officer posts being placed on a three-point spinal spread on Grade (SM24 – SM31).

10.2 There are a series of "bars" within the common pay spines for senior staff, and these are related to the number of units (houses) managed. The arrangements also provide flexibility (within limits) to take account of other (non-housing) demands within the organisation, and these factors can be added to the raw unit count to help establish a final placing on the pay spine.

10.3 MHA has placed the salary for the CEO on an appropriate 3 point spread on grade (SM24-SM31) following a job evaluation by EVH using the Grading Guidelines.

11. CONFLICTS OF INTEREST

The Board retains the option of considering all matters concerning T&Cs of employment for all staff (including the CEO) in private should it so wish. The CEO will not be present while discussions take place regarding decisions which affect them. Board members must declare any conflicts and recuse themselves if necessary.

12. DISPUTES

In the first instance any disputes over the CEO remuneration and benefit package will be referred to the Governance Sub-Committee. EVH can provide independent advice on this matter. Where disputes are not informally resolved, the CEO can raise this formally through the Grievance Procedure.

13. RECRUITMENT OF THE SENIOR OFFICER

Where the position of CEO is vacant, a review of the remuneration for the post will be undertaken prior to the post being advertised.

14. EQUALITY & HUMAN RIGHTS

MHA's commitment to equal opportunities and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation. MHA will ensure that any decisions made in relation to CEO remuneration are aligned with the Equality, Diversity and Inclusion policy.

15. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

16. POLICY MONITORING & REVIEW

The Senior Officer Remuneration Policy will be reviewed by the Governance Sub-Committee every 5 years or in line with EVH updates, or as otherwise deemed necessary.