



Remuneration of Senior Officer Policy

Policy Title:	Remuneration of the Senior Officer
Policy Author:	EVH Model Policy
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Scottish Social Housing Charter Standard	N/A
Scottish Housing Regulator Standard:	3,5
Scottish Housing Regulator Guidance:	3.6, 5.4, 5.5

By providing aspirational homes and high-quality services we will transform communities to enhance the quality of life of our customers.

Values

- Customer and Community Focussed
- Treating our customers with respect
- Accountable
- Making a difference
- Innovative
- Equal access to services and opportunities for all

Strategic Objectives

Deliver first class customer services

Provide quality homes, communities and sustainable tenancies

Achieve robust financial management and governance excellence

Empower, develop and engage our staff

Build strong collaborative relationships locally and nationally

Ardenglen Housing Association can provide this procedure on request, in large print, in Braille, on tape or in other non-written format, and in a variety of languages.

1. INTRODUCTION

- 1.1 The Ardenglen Group ('the Group'), comprising Ardenglen Housing Association as the parent and Ardenglen Developments as a subsidiary, is committed to the highest standards of openness, probity and accountability.
- 1.2 Regulatory Standard 5 states that an RSL must "*conduct its affairs with honesty and integrity*" To ensure this, the Group has clear policy and procedures in place which make sure the organisation acts with transparency, honesty and propriety and avoids any public perception of improper conduct.
- 1.3 This policy confirms Ardenglen's approach to the remuneration of its principal officer. The aims of this policy are to:
 - ensure that the remuneration package remains sufficient to attract and retain a suitably capable person, without being seen as excessive
 - set out the system by which this is achieved
 - identify the method through which any disputes on principal officer remuneration are to be channelled

2. COLLECTIVE BARGAINING FRAMEWORK

- 2.1 Ardenglen is a **Full** member of Employers in Voluntary Housing ('EVH'), this being an Employers' Association under the terms of the Trade Union and Labour Relations (Consolidated) Act 1992, and properly registered with the Certification Officer in this regard.
- 2.2 EVH also operates a fully constituted collective bargaining agreement in conjunction with UNITE the Union. This is open to all member employers and around 100 social housing based employers (including Ardenglen) participate in this arrangement. The EVH/UNITE system provides a jointly agreed common set of salaries, along with a minimum set of Conditions of Service, for all staff employed within EVH Full member organisations (often known more simply as Full Members).
- 2.3 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
 - Retirement/Long Service Awards
 - Occasional Overtime Payments

- 2.4 In addition there is the set of minimum Conditions of Service covering the typical spread of provisions covering working hours, holidays and such like. Some of these will have variable monetary values and others will simply offer entitlement to processes such as disciplinary and grievance procedures. Aspects within the Conditions of Service will also link to a wide range of supporting external documents governing a raft of employment matters such as e-mail/internet use; Health & Safety; Staff Code of Conduct; and many more besides.
- 2.5 The EVH requirement of Full members is that they adopt in full the centrally negotiated arrangements and apply all (non-salary) terms and conditions proportionately to all employees regardless of seniority or grade.
- 2.6 EVH salaries are regarded as sector standard within the Scottish Social Housing Movement. It is commonly the case that the principal officer salary on offer within Full members is below 3.0 when compared to that paid to the typical employee (a very low metric). This is a long-standing and deliberate principle within the arrangements aimed at ensuring a strong sense of all round fairness. Full members are also “Scottish Living Wage” employers – again a strong indication of reasonableness in relation to the pay differentials that will exist.
- 2.7 The following benefits are matters which sit outwith the scope of the EVH centrally agreed arrangements:
- Pensions
 - Expenses (other than listed above)
 - Car provision (other than listed above)
 - Local enhancements to minimum set of Conditions of Service
 - PRP/Bonus (though it is known that EVH is fundamentally opposed to this type of payment)
 - Regular overtime/long hours gratuity payments
 - Private Health Care Plans and derivatives thereof

The above list is not exhaustive.

- 2.8 EVH is available at all times to support Ardenglen in considering such matters nonetheless and is able to offer a sector wide perspective. Other external consultants may also be available to help too.

3. APPLYING THESE ARRANGEMENTS WITHIN ARDENGLLEN

- 3.1 In the first instance all matters concerning principal officer remuneration will be considered by our Staffing Sub Committee.
- 3.2 As a Full member of EVH we are entitled to have our views represented via its negotiating forum, either by way of one of our number standing for election to its Joint Negotiating Committee as an employers’ representative, and/or by

contributing to employer consultations and ballots concerning any changes proposed by the EVH negotiators.

3.3 ***Matters governed by EVH arrangements***

The EVH system of Grading Guidelines sets out common pay spines for posts at all levels, with principal officer posts being placed on a three point spinal spread with the relevant pay territory. 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.

Ardenglen has placed our principal officer post within suitable territory on the EVH scales following an assessment by EVH.

We will follow all other matters set out within the EVH arrangements in full.

We also accept that the salary metrics apparent within these central arrangements are suitable to us.

3.4 ***Matters not governed by EVH arrangements (e.g. pension, expenses and local enhancements)***

All other benefits not set down by EVH will be determined locally bearing in mind the following principles and standards:

- That the principal officer will be treated (relatively) no more favourably than other staff we employ
- Arrangements struck will be within the Entitlements, Payments & Benefits Policy
- The availability of advice from EVH and/or others qualified to offer it as to the reasonableness and efficacy of any benefits/emoluments that may be proposed
- No such benefits may be introduced or amended without the formal approval of the Board.

4. **CONFLICTS OF INTEREST**

- 4.1 The Board retains the option of considering all matters concerning terms of conditions of employment for all staff (including the principal officer) in private should it so wish. In particular the principal officer will have no executive role in setting or changing their emoluments and benefits.

5. **DISPUTES**

- 5.1 In the first instance any disputes over the principal officer remuneration and benefit package will be referred to the Board. The Board can call upon EVH for independent advice at any time.
- 5.2 Additionally EVH also offers a free, principal officer salary assessment service to its members.
- 5.3 Disputes that are not informally resolved may be routed via the agreed Grievance Procedure and ultimately fall to be determined by the independent Joint Negotiating Committee Appeal mechanism, this being the final stage in our internal procedure.

6. TRAINING

- 6.1 Ardenglen is committed to training and developing staff and Board members to their full potential in order to deliver a high quality of service in all areas of its business.
- 6.2 The employee and Board induction programme includes an overview of this policy, including responsibilities for the promotion and delivery of openness and confidentiality as relevant to their job descriptions. Board members and staff will receive updates on these issues and specific training as required.

7. EQUALITIES AND DIVERSITY

- 7.1 This policy will be implemented in line with our Equality and Diversity Policy and is subject to an Equality Impact Assessment to assess the likely or actual effects of the policy to our customers in respect of their disability, age, gender, race, religion/belief, sexual orientation or gender identity to ensure equal and fair access for all.

8. MONITORING AND REPORTING

- 8.1 Ardenglen will use appeals, complaints, comments or suggestions from users of this policy to monitor its effectiveness. These will also be used to prompt a review of the policy where necessary.

9. REVIEW

- 9.1 This Policy will be approved by the Board. It will be reviewed every three years unless amendment is prompted by a change in legislation, or monitoring and reporting reveals that a change in Policy is required sooner.

10. DISTRIBUTION

- 10.1 This policy will be made available to every employee and Board member and will be made freely available to any tenant or interested party.

11. LEGAL FRAMEWORK

- Scottish Housing Regulator – Regulation Framework

12. **RELATED POLICIES**

- Terms and Conditions
- Entitlement, Payments and Benefits