



supporting
social
employers

Annual Review

2025 | 2026



EVH Main Partners



ACS Physical Risk
Safety, wellbeing,
landlord safety services



Cole AD
Web, marketing,
advertising



CT: Accountants Advisers
Annual accounts,
audit services



Raymore Occupational Health
Occupational health
services to members



Rowan
Employee counselling
services to members



Seven Street Wealth
Pension group support,
treasury management



SupportKey
IT support, cloud services
management, disaster recovery



Thistle
Main corporate sponsor



TC Alexander Sloan
Payroll, VAT, bookkeeping,
internal audit

Chair's Welcome



I was delighted and honoured to be re-elected as Chair again in 2025. I have very much enjoyed my third year (has it really been that long!) in post working with people who are so dedicated to the success of this truly unique organisation.

It's been another busy year with lots of hard-won successes along the way. Whilst the world has faced some uncertain times over the past year or so – which none of us are immune to – Team EVH has, once again, helped steer us through in fine fettle.

Special thanks are due to those who have guided the operations of EVH during the last year; my fellow Office Bearers, our Executive Committee members and the brilliant EVH staff for all their efforts on our behalf. And of course, to you, the EVH members for your active support and participation as always.

EVH is extremely proud that it remains the only 100% volunteer-led organisation of its type in the social housing and social enterprise sectors. This is our strength, and we remain true to the values held by those who set up EVH all those years ago.

So, enjoy leafing through this latest Annual Review. We find ourselves in an organisationally strong and a financially robust position ready for investing in our member support and are looking forward with enthusiasm to embracing all the challenges and opportunities ahead.

Have a great year!

Nicki Finlayson

About EVH

For those in need of a refresher, here is a quick rundown of what we're all about.

EVH (Employers in Voluntary Housing) is Scotland's leading provider of employment services for organisations working in the social enterprise sector.

Our journey started in 1978, when we were founded by nine community-controlled housing associations in the Glasgow area. Over the past 47 years, EVH has developed in tandem with the unique social housing movement in the city and expanded well beyond it geographically – but never forgetting our 1970s roots.

What do we do? It's simple, really: we provide support to social housing and other not-for-profit organisations in all aspects of their crucial employer roles.

Initially, our role was that of negotiator between the growing number of housing association committees and their rapidly developing workforces on the central issues of salaries and conditions of service.

That's still an important role, but today our key services are more wide-ranging, including: **HR**, with immediate specialist support for all personnel management issues, **Recruitment Services**, from advertising and temporary worker placement registers, to full recruitment and selection support for all roles across the board, **Training** courses and conferences plus publication of a host of invaluable practice notes and updates.



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In addition, our excellent partners provide **Health & Safety** advice to members, both as employers and landlords, **Employee Counselling** and **Occupational Health Services**.

The core base of our membership remains in housing associations and co-operatives, but increasingly our expertise is in demand in Scotland's growing social enterprise sector too.

Our membership now sits at well over one hundred organisations, spread from Shetland to Dumfries and all parts of Scotland in between.

We are as true today to our sector as we were in the beginning. EVH has always been, and will always be, a social enterprise. Our profits are re-invested every year to provide more benefits for our members, and so we can keep our services affordable for all.

What creates the real magic at EVH? That's easy – our team. From our committees to our staff and our volunteers, we're a passionate bunch who aren't afraid to buck convention and think outside the box to do what is best for our members.

Our Mission

We exist to “support social employers”.

But what does that really mean?

Well, we have three broad objectives:

To provide an expert information, advisory, and consultancy service that promotes and maintains good employment practice.

To assist our members to attract and retain a skilled, flexible, and effective workforce, which is commonly committed to the achievement of member goals, and the enhancement of the quality and value of its services.

To create a culture of trust and openness that encourages common sense and joint approaches to problem solving.

Our Guiding Principles

- > **Put the customer first**
- > **Pursue excellence**
- > **Create an environment of openness and trust**
- > **Respect confidentiality**
- > **Be accessible and respond quickly to requests for information and assistance**
- > **Treat everyone fairly and with respect**
- > **Use resources effectively within budget**
- > **Continue to develop a highly motivated and committed workforce, able to deliver our services courteously, efficiently, and effectively**



EVH Executive

Think of the EVH Executive as the nerve centre; our governing body, composed of up to 15 members, all elected from our full member organisations.

We're very lucky that excellent people want to be a part of the Executive each year, and we were delighted to give a warm welcome to two new members, Amanda Bryan from Ayrshire Housing Association and Sandra Loney from Paisley Housing Association.

We also said a fond farewell to Ian Johnstone, Robert McLeary and Malcolm Richards. Our thanks go to them and all our Executive Committee members for their skilled and careful stewardship throughout the year.

Sadly, we also had to say goodbye to a beloved former member of the EVH Executive Committee who is no longer with us – Nanette Reid from Linthouse Housing Association. We fondly remember our times together and feel grateful for all the hard work and commitment she gave to EVH during her tenure.

The Executive has several Sub Committees:

- > **Joint Negotiating Committee (JNC)**
.....
- > **Education & Training Committee (E&T)**
.....
- > **Audit Sub Committee (Audit Sub)**
.....
- > **Health & Safety Committee (Safety Sub)**

Here are a few highlights of what these important Sub Committees have been up to this year:

JNC

Our original reason for being and still integral to the work we do today. The JNC worked through a challenging set of pay negotiations which resulted in a three-year deal from 2025–2027, overwhelmingly supported by the membership. Other work included agreeing on a joint statement with UNITE on alternative working patterns and how employers should approach implementing new working arrangements.

E&T

The brains behind our major conferences and other large events each year. The team met the challenge of pulling together a full calendar of events for our members throughout the year, successfully booking hundreds of delegates onto a diverse range of almost 40 sessions, including our flagship event, the EVH Annual Conference. We are pleased to have still been able to make good use of our own venue space “Betty’s Room” in the EVH office where possible, and to have ventured out to a variety of external venues as necessary to satisfy demand.

Audit Sub

As the steward of our finances, the Audit Sub as ever brought its robust scrutiny and financial savvy to oversee a year where EVH supported members by footing the bill for all VAT on member subscriptions and paid a large historic HMRC balancing payment as part of the extensive finance refresh work in this area over the past two years. In spite of these large outgoings, EVH still ended the year with a healthy profit and strong balance sheet and reserves.

Safety Sub

Our guiding light on the internal safety requirements for our staff and premises. Work has also commenced on an external review of our Health & Safety Management System with the assistance of our partner organisation who provide similar services to our member organisations, ACS Risk Group.



Nicki Finlayson
(Chair)



Bryce Wilson
(Vice Chair)



David Rose
(Treasurer)



Muriel Alcorn



Amanda Bryan



Morag Cameron



Brian Chaplin



John Kelly



Sandra Loney



Joginder Makar



Teresa McNally



Sandra McMenamin



John Thorburn



Izabela Trzcielinska

CHAS



Alongside all of the important EVH news and updates over the period as reported elsewhere in the Annual Review, we wanted to share what is perhaps our greatest news of all this year...

As you know, our long-standing charity partner is Children's Hospices Across Scotland (CHAS) and the EVH members, Executive and staff have been raising funds for this amazing charity since way back in 2003. CHAS is the only charity providing hospice services for children with life-shortening conditions. Their aim is to support, help, and care for every family living with the heart-breaking knowledge that their child is dying, so they can make precious memories in the time they have left.



Many moons ago, we decided to be bold and set an ambitious fundraising target: to raise **£150,000 by the end of 2025**. In true EVH spirit, we not only met this target – we surpassed it, and raised an outstanding total of **£160,658** by the end of the year!

The EVH staff team and Executive, and the wider EVH membership family has used a variety of creative challenges to hit this milestone over the years. From 6-mile treks in wellie boots to step challenges and even cycling the distance to Germany in time for Scotland's first game at the Euros in 2024, no idea was too wacky, weird or wonderful!

We were delighted to celebrate this success in style towards the end of the year with the Executive Committee, our EVH staff team and, of course with CHAS themselves, who highlighted how grateful they were for the efforts of the whole EVH membership over the years – hear, hear!



Director's Review – People & Services

Our Members

On behalf of the staff team, let me begin with a huge vote of thanks to the EVH members. We see the social housing and the wider not-for-profit sector as a movement that we are proud to be part of and help support. The relationship between EVH and the members is a real partnership and your engagement and contribution is truly valued.

The strength of the EVH membership (and testament to our members' well-earned reputations as volunteer-led organisations and employers of choice in our communities) was illustrated really well again this year with the number of those committee volunteers and staff members receiving the EVH Long Service Award. Seven in total in this Review period alone and congratulations again to all of them:

- > **Gail Dockrell, Calvay Housing Association**
.....
- > **Diane Steel, Calvay Housing Association**
.....
- > **Susan Kane, Forgewood Housing Co-operative**
.....
- > **Judith McCaig, West of Scotland Housing Association**
.....
- > **Teresa McNally MBE JP ret, Ochil View Housing Association**
.....
- > **Adele Rae, Ochil View Housing Association**
.....
- > **Betty Macneill, Southside Housing Association**
.....

Our Volunteers

I also want to take this space to shout loud and proud about the contribution and commitment of our Office Bearers and Executive over the past year.

They give generously of their time and energy, as well as their experience and expertise, and it is a pleasure to work with them.

The hard work and achievements of the Executive and its various Sub-Committees this year are reported elsewhere in this Review and let me just say that this is always appreciated and never taken for granted.

Like the EVH Long Service Award for committee volunteers of our members, EVH recognises its own and we were delighted that our Chair, Nicki Finlayson from Rosehill Housing Association, received an EVH Executive Service Award, having served on the Executive Committee for over 15 years!



Our Staff

We'll cover some specific highlights from each of the staff service teams below but put it this way, it has been an exciting year at EVH HQ, with new staff to welcome, bigger teams and investments in our colleagues, all with a view to providing even better services to members.

It's been a time of change and celebration in our HR team. We said goodbye to Laura Venditozzi-Fraser as she moved on to new adventures and cheered on Kate Vorobeva as she stepped into a new role within the sector. December and January brought a warm welcome to Lauren Macpherson and Charlotte McCourt who joined us as our new HR Advisors, completing the team.

We also had reason to celebrate some milestones!

Lorna Ravell, HR Support Manager, marked her fabulous 50th birthday, Lorraine Cassidy, Corporate Services Manager, celebrated an incredible 21 years' service and EVH's "workivesary twins", Helen McKenzie, Corporate & Events Co-ordinator, and Kim Beattie, Recruitment Service Lead, celebrated 10 years since they started at EVH on the same day.

Suffice to say, without the collective efforts and skills of the whole staff team working together, EVH simply couldn't function – let alone provide that excellent support to our members we strive to achieve, week in, week out.



Paul McMahon



Stacey Anderson



Kim Beattie



Rae Carmichael



Lorraine Cassidy



Jonny Cunningham



Marion Elliot-Jones



Siobhan Mangan



Lauren Macpherson



Charlotte McCourt



Helen McKenzie



Lorna Ravell

Service Team Highlights

EVH comprises four key staff teams; **HR Support**, **Recruitment**, **Health, Safety & Wellbeing** and **Corporate & Events**.

All teams were abuzz with activity this year, going the extra mile for the organisation and our members. Some key highlights include:

HR Support

- ▶ The team engaged with members through phone, email, video meetings and not forgetting the many in-person meetings throughout the country. They provided **on-site support** during restructuring projects across the membership.
- ▶ 21 **consultancy projects** were undertaken including governing body appraisal, policy reviews, and job evaluations... to name but a few!
- ▶ Our **management development programme** became part of our standard training packages and ran successfully in two different organisations during the year.
- ▶ The team delivered 48 further **training sessions** in 2025, a significant increase on 2024 and largely due to the demand for staff sessions due to new legislation.
- ▶ The introduction of the new **Employment Rights Act** was high on the agenda and the team provided practical sessions for managers and governing bodies on its upcoming implementation and prepared resources to support members with changes being introduced by the new legislation.
- ▶ The EVH **terms and conditions** of employment were updated to ensure compliance with developments in legislation and best practice which included undertaking an equality proofing exercise through engaging an external consultant to review these.

Health & Safety

- ▶ After a seven-year hiatus, we successfully re-introduced and delivered the **EVH Health & Safety Conference**, with 86 attendees and a great energy throughout the day.
- ▶ 48 **health & safety audits** were completed during the year with these covering all key areas of employer health and safety, consistent with the Health and Safety Control Manual.
- ▶ The team delivered **quarterly forums**, attracting full capacity with a wide range of topics. These are so popular that there are often waiting lists to attend!
- ▶ Our **Landlord Safety Manual** continued to be an invaluable resource for our RSL full and associate members, with over 60% continuing to sign up.
- ▶ **New guidance** was issued on the updated expectations for the Scottish Housing Regulator ARC.
- ▶ We completed a full **review of the resources** available to our members and continue to develop these proactively based on legislative changes and member feedback.
- ▶ The **ACS H&S helpline** continued to provide immediate advice and support on employer or landlord health and safety requirements via email and phone.

Recruitment

- › The Recruitment team had its second most successful year on record with **over 100 temporary vacancies being filled** including roles in maintenance, housing, admin, finance, and factoring.
- › **80% of EVH-placed temporary contracts were extended** and 28% of candidates secured permanent employment. 68 new candidates registered with the team.
- › The team placed no less than **334 adverts** for a wide range of roles such as housing, maintenance, admin, finance, and management.
- › We welcomed **five new Interim Managers**, supported **five senior officer appointments**, and supported 23 members with recruitment **consultancy work**.
- › The team delivered various **Recruitment & Selection training sessions** to Managers and Governing Body members. This included a full overview of the process, interview skills, shortlisting skills and lots of discussion on challenges – managing neurodivergent candidates, unconscious bias and AI... more to come on that in 2026!
- › A testament to **the standing of the team** in the sector, we were invited to address Housing Studies students at Stirling University to speak about EVH, recruitment opportunities and challenges for employers.

Corporate and Events

- › The team celebrated the flagship **EVH Annual Conference** in our final year at the DoubleTree by Hilton Dunblane Hydro. The Generation Game theme went down a storm and the event brought real energy, with sessions exploring how we recognise, engage and support the diverse generational groups across our organisations and communities.
- › We had strong in-person attendance at our **SHAPS Support Group**, designed specifically for Governing Bodies and for CEOs/Finance Managers and featuring expert input from Gordon Birrell of Seven Street Wealth and Susan Wardlaw from TPT Retirement Solutions. With the return of deficit contributions on the horizon, these briefings provided a timely and valuable update, ensuring members were well informed for the challenges ahead.
- › Over 30 new and aspiring leaders were assisted to complete our popular **Future Leaders Programmes**.
- › Our free **quarterly Mindfulness sessions** were again popular with almost 200 online delegates.
- › The regular **Hot Topics sessions** during this year also explored a wide range of topics, such as Inclusion at Work; the Employment Rights Bill and its implications; Supporting Employees with Mental Health; Equality Impact Training; Approved Variations; as well as insights from the HR Focus Group.
- › Phil Morrice from TC Alexander Sloan topped the calendar off with a popular **Making Sense of Finance session** for governing body members, which translated complex financial terminology into clear, straightforward language.

EVH Member Information Exchange

This year, we continued to host our quarterly **Member Information Exchange (MIE)** meetings, as a replacement for the previous monthly management committee meetings.

The MIE provides an invaluable forum for EVH representatives to come together to connect and exchange insights on both the successes and the challenges in their organisations and the sector more widely and as a platform for consultation.

The new format has proved popular as a channel for members to update each other with the news, views and reviews from across the membership.

In addition, a variety of guest speakers also attend to provide crucial updates and new ideas to get the synapses firing and generate interesting discussion.

The MIE helps you get the best out of EVH, so we would love it if your EVH Representative came along to future gatherings. You never know what ideas could spark – we'll even feed you for your trouble!





We work hard, but we still have time for a bit of a carry on...



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