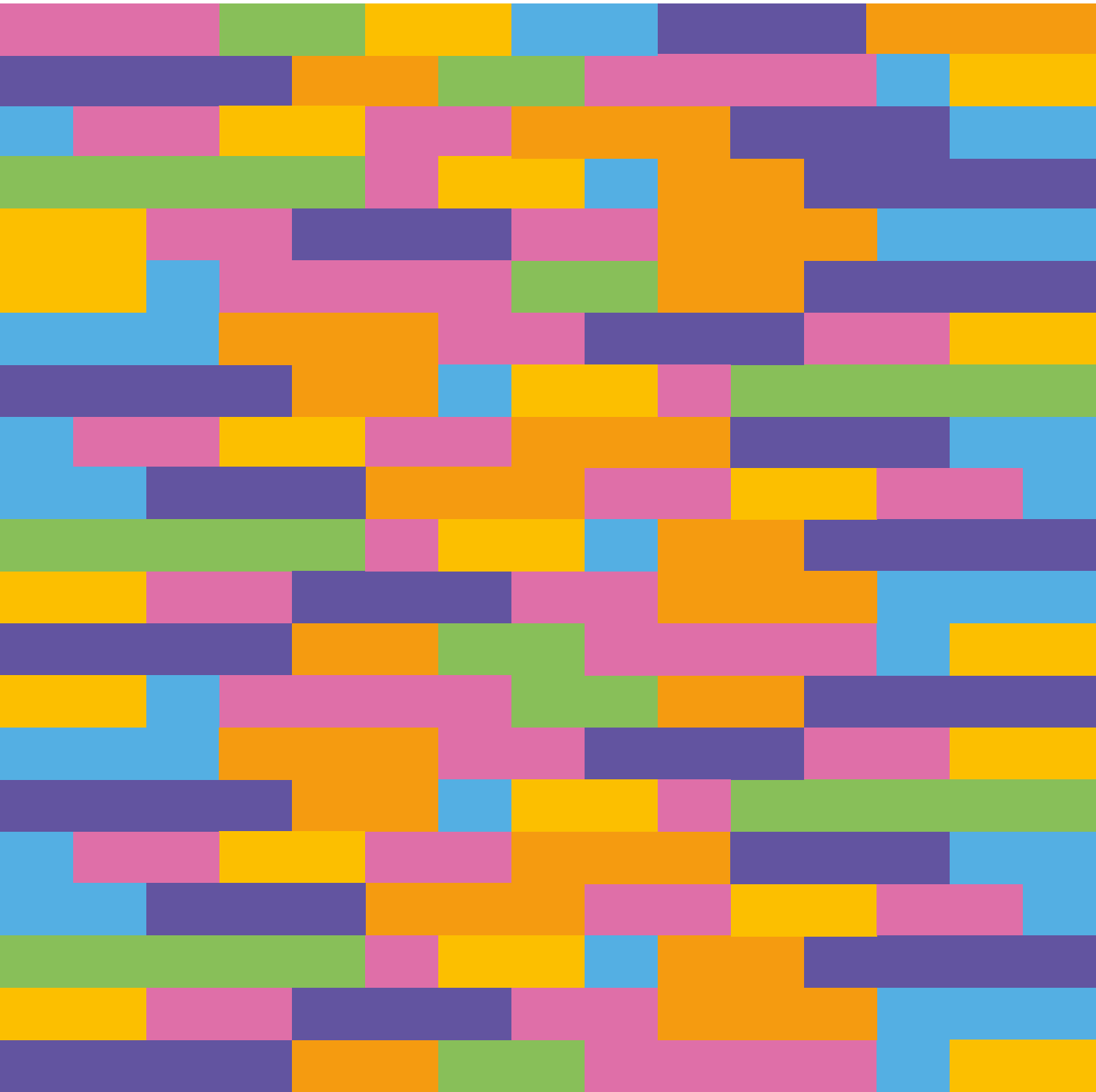




supporting  
social  
employers

# BUSINESS PLAN 2022 – 2025



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# Our Mission

Is to “support social employers.”

## **We have three broad objectives:**

- To provide an expert information, advisory and consultancy service that will promote and maintain good employment practice
- To assist our members in attracting and retaining a skilled, flexible and effective workforce, which is commonly committed to the achievement of member goals, and to the enhancement of the quality and value of its services
- To create a culture of openness and trust that encourages common sense and joint approaches to problem solving

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## **Principles which guide us in all this:**

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

## More about us

We have been around since 1978 supporting not-for-profit organisations in fulfilling their “employer” role, with an original and remaining interest in the regulation of salaries and conditions of employment.

Member organisations are also run by Committees or Boards (governing bodies) generally made up of volunteers from a wide variety of backgrounds. A large proportion of the governing bodies are comprised of tenants from Housing Associations, Co-operatives, Partnerships and Societies across Scotland. These wonderful people first became involved to improve social housing provision within their local communities and maybe didn't quite know what they were getting themselves into at the time!

More recently, we extended our support to many other “for good” enterprises in Scotland. Our aim is to ensure that equality and harmony are factored into industrial relations. We also support members in maintaining compliance with expected good practice across all “people” issues including health, safety and wellbeing. In a nutshell, we provide a comprehensive service to support governing bodies working together with staff to reach their full potential.

### We are also:

- 100% volunteer led...and proud of it
- A representative trade association
- Fully regulated by the Certification Officer
- Friendly and sociable
- Value for money
- Open to change
- Reliable and resolute
- A business with purpose
- Able to cope with most things
- Forward thinking
- Involved in over a dozen distinct sectors within the wide not for profit/voluntary employer landscape
- Self-sufficient and ultimately profitable

Our membership is increasingly diverse. Alongside the 110 traditional Registered Social Landlord members we have a further 37 drawn from the wider “for good” sector. Broadly speaking these organisations fall under a number of headings:

- Abbeyfield Societies
- Care and Repair
- Care
- Child and community law
- Citizen advocacy
- Collective wellbeing/benefactor trusts
- Community arts, theatre and cinematic activities
- Community centres
- Community enterprise and development
- Community health providers/enablers
- Credit unions
- Golf clubs
- Heritage bodies
- Housing and business development
- National health advisory roles
- Professional associations
- Third sector intermediary bodies
- Young people training and employment support
- YMCAs

## Chair's welcome



As I approach my final year it is a real pleasure to see this plan being put in place to guide the work and investment programme within EVH until the end of 2025.

I remain proud to have been the first ever “east coaster” elected as Chair of EVH. It is a vital organisation for voluntary employers across the length and breadth of Scotland – and I am sure my successor will also find it a welcoming and happy place!

The last decade has brought many challenges, and in particular over the last couple of years. Whilst much of this latter period was dominated by issues connected to the public health situation, EVH has been busy on many other fronts too. Most notably we concluded a wholesale review of our formal structure and encapsulated these changes into a spanking new Memorandum and Articles. Crucially this reinforces our 100% volunteer led status, of which we are so proud. EVH continues to attract an ever more diverse range of “social” employers into membership and such diversity is a current strength and a key future asset. We have plans to develop both the volume, and the level of involvement, of this tranche of the membership in the coming years.

We have a vibrant Executive (governing body) in place and it is great to see all places being filled most years and often within the framework of a friendly, though, competitive election. We do need to look ahead and ensure that we can rely, and draw upon, a steady stream of new talent coming on board in medium term ahead. We will roll out several initiatives in support of this ambition during the lifespan of this plan.

As we look forward to the coming three years EVH finds itself in a very good place. It has come through the pandemic in fine fettle, with sufficient financial assets to ride out the rainiest of days. Its people assets are in good shape too – my fellow Executive members and our staff team. I owe them all a huge debt of gratitude for their sterling work, all of which has taken EVH to such a healthy place.

Collectively, we see the coming period as one of positive challenge, excitement and growth. Our investment plans will fully support such aspirations during the course of this plan, and I have no doubt that EVH will continue to thrive!

**David Rose,**  
Chair

## Director's introduction



A demanding ten years has certainly ended with lots of very bright news for EVH.

We had oft imagined that changes in the social housing world may have given EVH serious food for thought – not to mention the considerable pension challenges which we and many of our members have faced these last ten years. Neither of these matters proved to be existential for EVH, we managed to beaver away quietly and reposition much of what we do in different ways and to ever widening markets.

The pandemic was a horror story for Scottish society in general; no less so for EVH and its members. However high levels of resilience is nothing new within the membership and many played crucial roles in keeping local communities supported and together. Most were able to come through the pandemic period without the fabric, values and purpose of their organisations having to be set aside or diluted. In our own little part of all this, EVH done okay too.

We invested heavily in the membership (and beyond) these last two years including a six-figure sum throughout 2021. We also levered in additional partner support in all relevant areas of work. This paid off in terms of member retention and improving our own asset base overall.

Thus, we now find ourselves in a very strong position and with ambitious plans for the coming three years. We are keen to move on from the crisis phases of late and are enjoying making cogent strategic commitments for the years ahead.

EVH is a membership organisation and also fully member led internally. It is these two areas upon which we will focus much of our work in the coming three years - looking to develop core services on offer to members and to further grow membership numbers. Our plans for this will range from improving existing services - both our own and those partner provided staples – along with ensuring there is always a suitable and appropriate range of discretionary options for those employers who wish to go beyond. Our website will also get a full makeover, and we will look to create a new post, of dedicated Membership Development Officer, during the course of 2023.

Increasingly we see new kinds of members coming on board; often younger organisations with a variety of purposes though all seeing the value of authentic industrial relations including the arrangements for employee involvement and reward. The new world of work will increasingly challenge command and control attitudes and we very much look forward to rolling out contemporary best practice approaches to support new expectations.

The EVH staff team is many things, all of them good. I cannot thank my colleagues warmly enough for the tremendous effort they put into all they do; they are a fantastic bunch of people. Every little success is celebrated – often in style – and no member is ever taken for granted. Like the Executive staff are immensely proud of the charitable arm of EVH and in particular our fundraising for CHAS. We are particularly looking forward to getting back on track with that now that we have come through a fairly reactive period.



Future investment is key to our ongoing success and we despair to see the “slimming down” pressures others are continuing to face. We are planning to avoid that path and will be investing heavily in all the things that make a difference these coming three years.

High inflation and energy costs remain a financial challenge for us all. EVH is well placed to ride out a period of difficulty and we will aim not to over burden members with the impact of the increased costs we will have to bear over the coming year or two.

On a brighter note, it will be good for EVH not to be dominated by issues concerning pensions for the next few years, happy days indeed!

I want to thank every EVH member for sticking with us – and I am sure that we can continue to support you in ever better ways over the coming times.

**Eamonn Connolly,**  
**Director**





## Where we are at

Coming through pandemic in rude health may not be the most appropriate metaphor but EVH has weathered a hitherto unimaginable storm and is now looking well beyond it.

Covid 19 reminded us all of what is really important in our lives. It was also a time of deep reflection for individuals and organisations alike. The importance of having good, long-standing relationships and employment practices were never more important than of late. Genuinely trusting and investing in people, along with quantifying the contemporary systems and arrangements needed in support of “how we will work” will be a key priority for all employers going forward.

The changing world of work offers potential gains all round, but to achieve this happy situation we must ensure that the way(s) in which we work will, by design and intent, maintain and/or further enhance the standards of service on offer to all stakeholders both internal and beyond. And as ever, mutual trust will be the default starting position.

EVH was pleased to be able to invest so heavily in its membership these last few years, and feedback tells us that this was the right thing to do. Within our own staff team, there has been a succession of changes as colleagues looked to do different things with their lives. We now have a fully refreshed team having more diversity than ever before – a great platform upon which to confidently build our future ambitions. We also stayed financially sound throughout the pandemic and steadily developed significantly increased assets. Much of which will be deployed towards improvements in services going forward.

Being a people organisation, the lack of meaningful conferences and other gatherings of late has been painful. But we are now moving on, rolling back the years and have plans in place for our larger in-person events to return from late 2022 onwards. We are delighted that our colleagues at Thistle Tenants Risk Insurance will remain with us as Annual Conference main sponsor.

Beyond that particular arrangement we are in the happy position of welcoming, though not being reliant on external sponsorship to support our business model.

In all, we have developed a confident strategy to 2025, covering all services areas. A separate internal document, covering all known (and reasonably anticipated) risks has also guided the bold decision making which lies at the heart of this plan.

And with regard to new and unimagined public health situations once again arising, our unqualified work anywhere capability allows us to seamlessly revert back to the successful operating model of the last two years.

## Core Services

Our Service Level Agreement is comprehensive and virtually unlimited, and we always seek go the extra mile.

Our “core” comprises HR support in the widest sense: salaries (for some); employer safety support; soft benefits of central expertise and knowledge; member discounts against services available via discretionary spend; exclusive access to partner provided bolt on products, and so much more besides.

### PRIORITIES 2022 - 2025

- Grow membership within the wider not for profit employer base
- Stronger role for governing body members in promoting EVH
- Continue to support all appropriate conferences/exhibitions which offer platforms for our wares
- Embed the challenges and opportunities of the new world of work into our standard support
- Add new consultancy offerings in anticipation of as yet uncharted membership needs
- Take on a Membership Development Officer on a two-year contract during the life of this plan

## Events, training and venue

We offer a comprehensive range of training for members from boutique on-site sessions through to large, mass attendance events.

In between those extremes we, and our partners, also offer a good range of mid-size workshops and hot topic slots within Betty's Room. Our venue has been open to hire out since 2019 though in the coming period we will have sufficient EVH and partner events to fill this without marketing the space to others beyond. That position can be reviewed as this plan goes along.

### PRIORITIES 2022 - 2025

- Continue to offer small joint events with significant partner organisations within our venue
- The existing EVH on-site member training catalogue to be retained – continue to take these sessions to all members in all parts of Scotland at no premium regardless of location
- Develop a suite of focused products for the growing tranche of associate members that are not housing/housing related in nature
- Consider collaboration with peer organisations - such as SHARE and GWoSF and others which share or complement our value set
- Take a selective view as to the preferred forums which provide the more useful opportunities of delivering appropriate, bespoke content to our diverse customer clusters



# EVH Recruitment

The service covers all bases from supporting members advertising campaigns through the provision of temporary staff and onwards to permanent staff posts at the highest levels, including CEO.

Our services are also widely used by employers beyond the core membership.

## PRIORITIES 2022 - 2025

- Provide central support to all “grow your own” initiatives
- Develop relationships with appropriate others in further promoting all forms of apprenticeship schemes
- Collaborate gently with recruitment providers which share our values, and ignore the advances of those which do not
- Continue to highlight the added value that individual members (and the movement more widely) receives through using EVH recruitment services including guaranteed free advertising with colleague not for profit agencies; reinvestment of surpluses back into the membership; and central support for local member recruitment and grow your own initiatives offerings
- Continue to invest in suitable technology to support contemporary ways of recruiting staff for members’ needs, whilst retaining our traditional approach of deploying person to person recruitment

## EVH Consultancy

We offer a range of consultancy support to members and others over HR, pension, governing body training, appraisal, a wide range of short life working group (SLWG) options and other bespoke packages.

All are very keenly priced and never laboured beyond their necessary lifespan.

### PRIORITIES 2022 - 2025

- Maintain the generalist HR make up in order to be able to offer the widest possible range of tailored support to meet specific local situations
- Further strengthen the governing body appraisal products
- The SLWG to remain a key tool in helping local staff/governing bodies to resolve local problems
- Retain the current crop of bespoke governing body consultancy range
- Maintain the EVH SHAPS Support Group – albeit a period of calm is likely until summer/autumn 2025
- Whilst being open to solid new thinking, nonetheless, focus on our demonstrably successful consultancy menu - avoid dilution by not spreading talent across too many transient, consultant café flavours of the month

# Children's Hospices Across Scotland (CHAS) fundraising

We remain immensely proud of having met our £100,000 fundraising target back in 2018.

The Executive and staff have been delighted to fundraise amongst the membership, and beyond, through putting their shoulders to the wheel – cleaning – ironing – washing cars – cooking – raffling – cake making – flipping burgers – flipping job adverts into donations – flipping VAT – calling bingo numbers – gardening/needle picks – storming through a 2,000,000+ step challenge – completing a team cycle to London ... and much more besides.

## PRIORITIES 2022 - 2025

- Celebrate the achievements to date, and reinvigorate our efforts post covid
- Set a new target of £150,000 to be raised by 31 December 2025
- Run a "Jobs month for CHAS" each November until 2025
- Support ongoing EVH staff in their personal CHAS fundraising efforts
- Offer mobile donations method options to complement our cash drives whilst on travels and manoeuvres around Scotland



# PRINCIPAL PARTNERS

Reflective of our roots in collective bargaining, our longest-standing and most important partner is UNITE THE Union.

Albeit we have had our moments now and again. UNITE shares our vision of employers and staff collaboratively working together for the benefit of local citizens and other service users which EVH member organisations support so well. Alongside this we have a further number of principal partners who work with us beyond the simple supply of goods and services. We will look to all existing partners to strengthen relationships with us going forward, and where appropriate, offer additional options and attractive new products to the wider membership.

## PRIORITIES 2022 - 2025

- **ACS Physical Risk** – safety, wellbeing, landlord safety services
- **Chiene + Tait** – annual accounts, audit services
- **Alexander Sloan** – payroll, VAT, bookkeeping, internal audit
- **SupportKey** – IT support, cloud services management, disaster recovery and occasional dance partners at joint festive nights out
- **Rowan** – employee counselling services to members
- **Thistle** – main corporate sponsor
- **Integral** – occupational health services to members
- **Chiene + Tait Financial Planning** – pension group support, treasury management
- **McMahon Employment Law** – supporting EVH HR Team, EVH member protect, keenly priced legal work for members



## EVH staff

Lots of hard work – and some changes too during the pandemic.

Our team performed brilliantly during the pandemic and proudly kept the EVH infrastructure, the support and services to members, and our finances in excellent shape. Some colleagues reflected upon their own futures too and made positive life choices as to where and how they would like to work going forward. We are now though once again approaching a settled state within the staff team, and with a fantastic mix of backgrounds and talents on board. Succession planning is in place throughout the organisation with imaginative new “ways of working” already in place and operating successfully.

### PRIORITIES 2022 - 2025

- Continue to appreciate our staff and to invest in the team and the individuals within it
- Retain our “employer of choice” demeanour through ensuring enjoyable and safe working arrangements; offering challenging and interesting pieces of work to stretch colleagues; providing attractive reward packages; along with ensuring that a trusting, supportive leadership style is the norm
- Introduce a new post of Membership Development Officer to bolster efforts in that area of our work



Eamonn Connolly



Graeme Lovatt



Helen McKenzie



Lorna Ravell



Lorraine Cassidy



Marion Elliot-Jones



Rae Carmichael



Siobhan Mangan



Lindsey Dinnen



Kim Beattie

## Governing body

The EVH Executive remains popular and, having 15 members, provides for a diverse set of representatives from all across Scotland. The newly agreed Memorandum and Articles will further consolidate and protect our “100% volunteer led” status.

Despite its size, all 15 places are routinely filled on our Executive – often on the back of competitive elections. We do need to work hard though to ensure a steady future stream of talented, interested representatives to stand for election. Whilst Executive membership is pretty diverse, we could do with one or two younger people coming on board!

### PRIORITIES 2022 - 2025

- Seek to increase diversity across the age range
- Develop (in conjunction with suitable others) bespoke training and development for those who may aspire to serve on national representative bodies such as our own
- Also better provide for planned Office Bearer succession for the coming period
- Retain, promote and continue to cherish our “volunteer led” value set

## Governing body



David Rose



Alison A'Hara



Brian Chaplin



Flora Wallace



Jennifer Young



Jim Weir



John Ferguson



John Kelly



John McLardie



Morag Cameron



Nicki Finlayson



Robert McLeary



Teresa McNally



Joginder Makar

## Premises

Sauchiehall Street in Glasgow remains in a state of flux, though the “Avenues” initiative offers an exciting longer-term future vision.

We own our office, are mortgage free and have thus been able to have invest heavily in the premises over the years – most recently with the installation of top of the range air purification systems throughout the office and Betty’s Room.

However, 137 is surrounded by a depressingly tatty streetscape, with many retail units having either gone down market or closed entirely. In the short term then our surrounding environment may remain less than we would wish for. However, plans in terms of the Avenues project and also those concerning Buchanan Galleries offer a far brighter future for the street in general, including our little mid-town patch. Garnethill remains a busy “lived-in” neighbourhood and there are wider opportunities for new and emerging populations, including students. Neighbourhood based retail and entertainment may well re-energise through time and we will be well positioned to fit right into that new configuration.





## Business outlook

Whilst there will be challenges and risks ahead (set out in our separate, internal risk analysis) we approach the coming three-year period with confidence.

We are well established, continue to fulfil a necessary function, remain adaptable, and, have sufficient assets to ride out the rainiest of days.

Beyond 2025 we will be looking to our big 50th birthday celebrations - now there's a thing!

