

1. INTRODUCTION

1.1. Govanhill Community Development Trust (referred to throughout this document as “the Trust”) is a mature and successful development trust, operating in the Govanhill area of Glasgow.

2. THE TRUST’S PURPOSE

2.1. Govanhill Community Development Trust is a company limited by shares with all shares held by its parent, Govanhill Housing Association.

2.2. The Trust has two core purposes:

- **To provide social, economic and environmental benefits for the Govanhill community**

The Trust acts as the community regeneration, development and support arm of the Govanhill Group. While GhHA’s core business is the provision of social housing, the Trust plays a wider role in the community working closely with GhHA and other partners. The Trust provides - or enables partners to provide - a wide range of services and activities, including:



- **The letting and management of a significant portfolio of workspaces**

The Trust has progressively expanded its long-standing role in providing workspace and office accommodation. In doing so, we have supported local economic development as well as raising income that can be used to support our wider purposes as a social enterprise.

The portfolio of workspace and office accommodation now comprises:

- Govanhill Workspace, Dixon Road: 18 workspaces/units
- Victoria Court, Hollybrook Place: 9 workspaces/units
- Samaritan House, Coplaw Street: 3 workspaces/units
- Forsyth House, Coplaw Street: large premises, currently let as one unit to a single occupier.

- 2.3. The Trust has long played a part in working with other community organisations, to support community-led solutions and to give the community a voice in local decisions. Building on our long-standing support for Govanhill Community Action (GoCA), GhHA has been designated as the community anchor organisation for the Govanhill Thriving Place initiative. The Trust will carry out the job of coordinating and supporting community involvement in Thriving Place and the Govanhill Locality Plan.
- 2.4. The Trust currently has a team of 12 members of staff (8.2 full-time equivalent), including two sessional workers. A number of staff work less than full-time. Overall, this gives us a level of resource that is unprecedented in the organisation's history.
- 2.5. The majority of staff are employed in community development roles, with two part time Workspaces Administrators overseeing the property side of the business. With the exception of the Workspaces Administrators, all staff are based in Samaritan House, the headquarters of Govanhill Housing Association.
- 2.6. The Trust is able to draw on the wider business support functions of GhHA such as IT, Human Resources, Finance, senior management support and reception services. GhHA also provides management support to assist with the Trust's business activities, in areas such as project development, fundraising and community engagement support. All of these arrangements are regulated by service sharing and charging agreements between the two organisations.
- 2.7. In turn, the Trust's activities have provided benefits for GhHA in areas such as management of local projects, raising organisational profile, securing funding and related posts, language and practical support to staff, and BME tenant support.

3. VISION, VALUES AND STRATEGIC OBJECTIVES

Strategic Relationship with Govanhill Housing Association

3.1. As related organisations, Govanhill Housing Association and the Trust are bound together by a shared vision and set of values, and shared strategic objectives. GhHA's Management Committee has set the following vision and values for the Govanhill Group.

Group Vision and Values

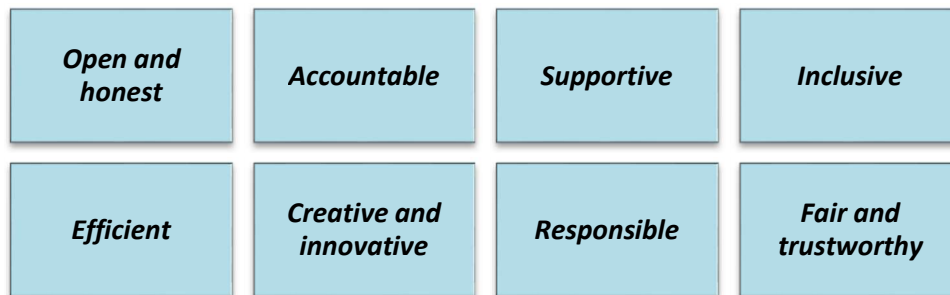
Vision

Everyone living in Govanhill should:

- *Enjoy good quality, warm, safe and affordable housing that contributes to their health and wellbeing and to community pride*
- *Live in a neighbourhood that is clean and well cared for, with excellent neighbourhood services and opportunities for all.*

Values

We will value and respect our customers; our committee and board members; our staff; and our partners. In everything we do, we will strive to be:



Equality is central to our values. We will reflect this in our work, and promote the importance of fair treatment and equal access to services and opportunities when we are working with others.

3.2. The Association and the Trust each work in accordance with the Group's vision and values. The Trust plays the lead role in addressing the Group's strategic objective of ***delivering wider regeneration activities and services that will benefit the Govanhill community.***

The Trust has an ambitious vision of the difference it wants to make in Govanhill. Working with local people and our partners, we aim to make Govanhill a place where:



3.3. The Trust's **six strategic objectives** provide the building blocks for achieving these outcomes:

GCDT Strategic Objectives

- 1) To contribute to meeting the objectives of the Govanhill Group, under the strategic leadership of Govanhill Housing Association.
- 2) To deliver our community development and other programmes in accordance with programme objectives and available resources and funding.
- 3) To maximise the amount and duration of external funding for community development activities.
- 4) To provide quality business premises for small businesses, entrepreneurs and social enterprises, while continuing to improve financial performance and profitability for the Trust.
- 5) To consolidate and develop our staff team and the Trust's relationship with Govanhill Housing Association, embedding continuous improvement and quality in the Trust's operations.
- 6) To improve awareness of the Trust's activities, among stakeholders and the wider Govanhill community.

4. GOVANHILL GROUP MEMBERS AND GOVERNANCE ARRANGEMENTS

Govanhill Housing Association (GhHA)

- 4.1. GhHA is a not for profit Scottish Charity and is registered with the Scottish Housing Regulator and the Office of the Scottish Charity Regulator. As a community-controlled organisation, GhHA has a fully democratic constitution.
- 4.2. The MC is GhHA's governing body. All committee members are volunteers, and around two-thirds of MC members receive tenancy or factoring services from GhHA.
- 4.3. GhHA's Code of Conduct and related governance policies have the status of Group Policies, so are also binding on the Board of GCDT. As the parent organisation, GhHA is responsible for:

- Setting group objectives.
- Providing the Trust with staffing and business support services under contract.
- Exercising control through its right to appoint and remove the Trust's directors, and to approve the Trust's proposed business plan and budget.

Govanhill Community Development Trust

- 4.4. The Trust is a wholly owned subsidiary of GhHA, with each party's rights and responsibilities regulated by legal documentation agreed by the two organisations.
- 4.5. The Board is responsible for all aspects of the Trust's activities, except where reserved to GhHA as group parent. The Board has up to 9 Directors (5 MC members of the Association and 4 independent directors), all of whom are volunteers. As the 100% Shareholder and Parent, the Association appoints/removes the Directors to GCDT on an annual basis.
- 4.6. In carrying out its role, the Board aims to make sure that the Trust is:

- The lead community organisation in the social, economic and environmental regeneration of Govanhill.
- An exemplary development trust organisation that is financially sustainable with a business built on a diverse range of assets and income streams.
- A well-recognised and respected organisation that provides a voice for local people and advocates for their interests.
- An organisation with a settled, well resourced, well-trained and multi-disciplinary team, retained on long-term employment contracts.

4.7. The Trust’s Board members contribute a diverse and relevant range of experience and expertise and a strong commitment to the Govanhill community. The current Board members are:

Govanhill Housing Association Directors (5 places)	Independent Directors (up to 4 places)
Keith Kintrea (Chair) Annie Macfarlane Barbara Robertson James White Jessica Yuill	Mary Carson Tony Crosbie Joyce Hardie (vacant)

4.8. Staff accountability to the Board is through the Development and Regeneration Manager who in turn reports to the Association’s Director. The Development and Regeneration Manager and the Sustainable Communities Coordinator have primary responsibility for the Trust’s operations and for supporting and reporting to the Board.

4.9. While the Trust is not regulated directly by the Scottish Housing Regulator (SHR), GhHA must ensure that its relationship with the Trust is not detrimental to the Association’s governance, financial management, risk exposure or reputation.

4.10. The Management Committee of GhHA is responsible for the Govanhill Group’s senior management staff resources and how these resources are deployed. The Management Committee will review the Trust’s senior management support needs as required, in consultation with the Board of the Trust.

