



Willowacre  
Trust

Charitable subsidiary of  
West of Scotland Housing Association

# Willowacre Trust

## Business Plan Summary

### 2026-2028



# Welcome

Willowacre Trust is the charitable arm of West of Scotland Housing Association (WSHA). We provide a wide range of services that support WSHA tenants to stay in their homes, reduce inequality and improve wellbeing across our neighbourhoods. We support individuals and families facing financial struggles, social isolation and health inequalities, helping people live well and for longer in their homes.

The Willowacre Trust Business Plan 2026–2028 is the Trust’s key strategic document. It sets out Willowacre Trust’s vision, priorities and key business objectives for the next two years, and explains how we will deliver them in partnership with our tenants, communities, funders and WSHA. The full Business Plan, including the Action Plan, is available via WSHA and Willowacre Trust.



# 1. Welcome from Willowacre Trust chairperson, Angela Devine



This Business Plan describes the aims and ambitions for Willowacre Trust over the next two years.

We continue to operate in a challenging environment, shaped by ongoing cost-of-living pressures, the housing and homelessness crisis, and increasing demand for services within our neighbourhoods.

Despite these challenges, Willowacre Trust remains resilient and well-placed to respond. Working closely with WSHA, our partners and our funders, we will focus on co-production, prevention and early intervention. We will continue to target support towards those most affected by poverty, particularly children and families, while recognising the impact across all age groups.

Our Vision, Mission, Strategic Aims and Key Business Objectives, set out in this Plan, will guide our work and make sure Willowacre Trust remains well-governed, well-managed and financially sustainable while continuing to deliver meaningful outcomes for the communities we serve.

## 2. Our Vision | Mission | Values | Strategic Aims

### Our Vision

Develop and support strong, vibrant communities and individuals in areas in which WSHA operates.

### Our Mission

Working with people to create better lives in West of Scotland Housing Association communities.

### Our Values

**Respect Integrity Inclusive Improvement Support**

### Our Strategic Aims

<b>Sustainable Communities</b>	champion and support safe and resilient communities
<b>Reduced inequalities</b>	promote social and economic inclusion by co-designing and co-producing services with our communities and partners
<b>Good health and wellbeing</b>	promote and support healthy lives and wellbeing for all ages within our communities
<b>Partnerships</b>	strengthen partnerships with communities by co-designing and co-producing services.
<b>Be well-managed and financially sustainable</b>	sustain the financial viability of Willowacre Trust to enable continuity of services and support to our communities in the long term.

# 3. How we involve our communities and stakeholders

## Our tenants and neighbourhoods

We worked directly with our tenants and neighbourhoods to form the priorities set out in this Business Plan. During 2025–26, Willowacre Trust consulted with people living within WSHA communities to understand what support matters most to them.

The consultation confirmed that cost-of-living pressures are still the biggest worry for many households, particularly around energy and food costs, debt and other essential bills. Residents also highlighted the importance of practical, preventative support that helps them stay independent and comfortable in their homes, including advice services, handyperson support and personalised wellbeing support.

This feedback has directly shaped Willowacre Trust’s Key Business Objectives for 2026–2028, strengthening our focus on helping with the impact of rising living costs, preventing crisis and homelessness, and focusing resources on the services tenants have told us make the biggest difference to their lives.

Feedback from customers continues to show high satisfaction with Willowacre Trust services, with over 90% of those who replied telling us they were satisfied or very satisfied with the support they received.

Engagement takes place through tenant surveys, via our community hubs and local projects, and through partnership working across the 67 communities served by WSHA.

## Our Funders

External funding remains vital in enabling Willowacre Trust to deliver services at scale and respond flexibly to community need. Alongside core funding and support from WSHA, the Trust works with a wide range of funding partners including local authorities, national funders and third-sector organisations.

We work closely with our funders to make sure we share the same priorities around reducing poverty, increasing wellbeing and strengthening communities. We also make sure to provide strong evidence on the impact of our services.

### Our major funders include:

- Glasgow City Council
- Independent Age
- SFHA
- Advice UK
- GCVS
- Cycle Scotland
- Energy Action Scotland



## 4. Key Business Objectives

1

Deliver and grow a wide range of services to mitigate the impact of rising living costs for WSHA tenants

2

Maintain, as a minimum, current funding sources to consolidate, strengthen and develop our services

3

Grow and further develop partnerships and services to reduce homelessness and increase successful tenancies

4

Develop opportunities to better utilise local buildings, facilities and community assets

5

Increase the visibility and profile of Willowacre Trust with key stakeholders and partners

## 5. Willowacre Trust Services

Willowacre Trust delivers a broad range of services that support people living in our communities to stay in their homes, tackle poverty and reduce inequality. These services include starter packs, emergency food aid, money and energy advice, wellbeing and digital participation services, handyperson support, community hubs, older people's services, employability and placement opportunities, community development and Thriving Places programmes.

Together, these services help individuals and communities to build resilience, improve wellbeing and live well within their neighbourhoods.

## 6. Growth and future development

Willowacre Trust recognises that our communities' needs are growing, both in size and complexity. Over the period of this Business Plan, we aim to increase our impact while remaining financially sustainable and well-governed.

Our approach to growing our services is planned and led by our values. We will focus on developing and expanding services where need is greatest, strengthening partnership working, securing additional external funding, and making better use of community buildings and local assets. We will also increase the profile of Willowacre Trust so that funders, partners and communities better understand what we do and the impact of our services.

## 7. Looking ahead

The Business Plan 2026–2028 sets out a clear and realistic programme of work for Willowacre Trust. By continuing to work in partnership, securing reliable funding and keeping communities at the heart of everything we do, the Trust will continue to make a positive and lasting difference across West of Scotland Housing Association communities.



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