

Corporate Business Plan Summary 2021-2026



West of
Scotland
Housing
Association

About West of Scotland Housing Association

We provide around 3,600 tenanted homes and provide factoring services to over 400 owner occupied homes.

Our Vision:

We go further to provide housing you call home.

Our Mission:

We put customers at the heart of everything we do. We do this by listening to their views and caring about what matters to them. We take a flexible and innovative approach when providing homes and services that help individuals and communities thrive.

Our Values:

To support our Board, staff, customers and communities by:

- Being adaptable and flexible in meeting their needs
- Empowering and providing opportunities to help you grow
- Creating a sense of belonging
- Engaging and connecting with others who can help

About our Corporate Business Plan

Our Corporate Business Plan is our key strategic document which outlines our vision and objectives for the coming years and the actions we will take to achieve those objectives. We use it to make decisions about how we operate and deliver our services.

We review our plan annually and identify Key Business Objectives for the year ahead. You can find our Key Business Objectives for 2021/22 below. They were developed by our Board and Leadership Team after consultation with staff and tenants to ensure all our stakeholders helped to create our priorities for the year ahead.

- 1) Agree investment priorities in existing and new homes
- 2) Review priorities for Community & Support Services
- 3) Review and develop our customer care and engagement approach
- 4) Develop our business, people and culture in line with the review of our strategic aims and values
- 5) Continue our digital transformation
- 6) Become more efficient/reduce costs
- 7) Deliver our Green Strategy
- 8) Prepare for management of Mid Market Rent (MMR)
- 9) Develop comprehensive plan for growth & consolidation

You can view our full Corporate Business Plan 2021-2026 on our website www.westscot.co.uk



Going further...Homes

We are proud to provide a home for life for many of you and we are committed to building high-quality, safe and affordable homes that you are proud to call your own.

Investing **£33m** to provide sustainable and affordable housing

Providing high-quality homes

By March 2026 we will invest around £33million in our homes, to ensure we provide sustainable and affordable housing that meets your needs.

We will also review our component replacement cycles (e.g. how often we upgrade windows, heating, kitchens, and bathrooms) within our Repairs & Maintenance policy in consultation with tenants to ensure we provide tenants with a home they are proud to call their own.

Building for the Future

By 2026, we will aim to have invested upwards of £130 million to create 689 new homes at various locations in Glasgow, South Ayrshire, and South Lanarkshire. This includes our first Passivhaus development in east Glasgow. The development, the largest of its kind in Glasgow, will comprise of 36 flats and be built to meet Passivhaus Standard which reduces the building's carbon footprint. These extremely well-insulated buildings require little energy for heating or cooling which means low fuel bills for tenants and this in turn will help address fuel poverty.

Mid Market Rent

We have started construction on our new development at Dalmarnock Station, Glasgow which will include 60 mid market rent homes and assist in providing quality, affordable homes for low to moderate income households. These will be our first mid market rent homes out of over 200 planned that will be managed by our new subsidiary, Westscot Living.



Going further...Community

We don't just provide houses; we create homes and communities. We want you to live in safe, healthy and happy communities and we recognise that we have an active role in achieving this.

Green Strategy

In 2021/22 we will continue to prioritise our ambitions around our response to the climate emergency through a key business objective of delivering the actions set out in our Green Strategy Action Plan.

We will also:

- Implement a plan for measuring our carbon footprint (the CO2 released from our activity)
- Set up a Working Group involving staff and tenants



Supporting Communities



We will work collaboratively with our tenants to identify their new and emerging needs to decide the areas of priority for our Community & Support Services Team. This will consider the significant impact the Coronavirus pandemic has had on our tenants and communities.

Going further...People

People are at the heart of everything we do, whether it is tenants or staff. We are committed to looking at new and innovative ways to improve the support we provide.

Customer Involvement

We will review our Tenant Engagement Strategy to take account of the opportunities that come from digital engagement so we can be more innovative and engage with a wider group of our customers.



Improving Customer Service

We strive to put our customers at the heart of service delivery, and we will review our customer service and develop customer care standards.



Older People

We spoke to a number of older tenants last year and asked for their views on issues that matter to them, including how we can help them in their home. As a result, an Older Persons Strategy was created which will help us focus the services we deliver to older

tenants over the next three years. Building on the support we already provide it will help address issues such as isolation, safety, providing homes that meet future needs, and supporting tenants to live in their home as long as possible.

Going further...Value for Money

Achieving value for money is really important to us and we want to ensure we provide high-quality and cost-efficient services that meet your needs and aspirations.

Value for Money Strategy

Our Value for Money Strategy is supported by an action plan, progress against which is monitored by our Board.

During the last year, we have completed the following actions from our Value for Money Action Plan:

- Supported our tenant scrutiny panel to assess the impact of our strategy
- Ensured our processes for managing contractor performance were effective
- Ensured our IT system supports delivery of our Asset Management Strategy
- Improved the quality of information, we hold on our homes, commercial premises and common areas
- Improved the energy efficiency of our homes
- Reviewed the impact of our Procurement Strategy for delivering works and services
- Developed our staff to ensure they have the capacity and capability to support delivery of the Strategy

This year we will focus on maximising our income by reducing our rent arrears and lowering the amount of time our homes are empty.

Affordability

We want to ensure our rents are affordable and keep increases as low as possible whilst ensuring we deliver improved services. In April 2021, we increased our rents by 0.5% in response to tenant consultation.

You can find our full Corporate Business Plan 2021-2026 on our website www.westscot.co.uk.

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