

# Corporate Business Plan Summary 2025-2030



West of  
Scotland  
Housing  
Association

# Purpose of the Plan

The Corporate Business Plan of the West of Scotland Housing Association Group explains our vision and our key business aims for the next five years to our tenants, partners and other stakeholders, and how we will achieve these aims. It will inform every business decision the housing association and our subsidiaries make over the life of the plan.

This document provides a summary of our 2025-2030 Corporate Business Plan and focuses particularly on our key business aims for 2025/26. WSHA's vision, culture, values and strategic aims are the starting point for the development of our Corporate Business Plan:



# Our Vision, Mission and Strategic Aims

## Our Vision:

We go further to provide housing you call home.

## Our Mission:

Our mission is to provide affordable and sustainable housing and services to enhance lives and empower communities in the west of Scotland. We will do this through engaging with our customers and partners, ensuring that every voice is heard and valued.

## Our Strategic Aims:

- Deliver outstanding service to all our customers
- Maintain and improve our homes and communities and develop new homes to meet local needs
- Be the best we can be for our customers, staff and volunteers
- Work with others to improve tenant's lives and deliver sustainable communities
- Be well managed and financially strong
- Drive sustainability across our organisation by reducing carbon emissions and waste

## Our Values:

The following words represent our key values. A framework has been developed to explain how we achieve these values through our actions:

- Respect
- Integrity
- Inclusive
- Improvement
- Support

## Introduction from the WSHA chairperson



I hope you will find this summary business plan helpful in understanding what West of Scotland Housing Association Group's Key Business Objectives are over the next financial year and our priorities for the next five years.

We consulted with our stakeholders in advance of setting these aims to make sure that they reflected the wishes, in particular, of our communities and staff, and we will continue to communicate with all of our stakeholders as we put these plans into place.

Our recent Tenant Satisfaction Survey showed high levels of satisfaction with our services, but we remain focused on those areas where tenants still think we can improve. We also want to identify new, innovative solutions to make sure we are delivering the best customer service possible, and continue to make important business decisions, such as where we invest in our assets, based on good, accurate data.

Pre-1919 sandstone tenements are a significant percentage of our homes and we need an investment plan to ensure that they are safe and warm homes to live in for the future. Whilst investment in our existing homes is a priority, we also want to continue to be a developer of much needed new homes to help address the homelessness crisis.

Whilst we tend to think of growth in terms of more social housing tenancies to manage, there are other ways to grow the business such as through new or enhanced community services and growth of our Factoring and Mid-Market Rent services via our charitable and commercial subsidiaries (Willowacre Trust and Westscot Living).

In 2025, we will welcome our new Chief Executive, Simon Fitzpatrick, who replaces our retiring CEO, Brian Gannon. We will also be celebrating our 60th Anniversary and in advance of both we have reviewed our overall purpose and I think our new Mission Statement describes our ultimate aim:

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“Our mission is to provide affordable and sustainable housing and services to enhance lives and empower communities in the west of Scotland. We will do this through engaging with our customers and partners, ensuring that every voice is heard and valued.”

Kelly Adams, Chairperson, WSHA

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# Our Key Business Objectives & Business Streams

Our Key Business Objectives for 2025/26 are below. They were developed by our Board and Leadership Team after talking with staff and tenants to make sure all of our stakeholders understood what our priorities are for the year ahead.

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1

Implement and Monitor progress with our Plan for improving customer satisfaction with our Repairs Service

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2

Develop a plan to identify and review inefficient working practices to benefit our customers and improve job satisfaction

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3

Responding to and understanding the impact of the homelessness crisis whilst ensuring we maintain sustainable communities

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4

Review our Development Strategy

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5

Develop and communicate a 5-year management plan for mixed tenure blocks

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6

Develop a plan for long term sustainability of Pre-1919 Tenements

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7

Implementation of our Data Management Strategy to improve data quality, management and reporting

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8

Implement a Growth Plan through optimising use of our Subsidiaries

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# Going further...People

## Improving our repairs service

We are proud that in our most recent tenant satisfaction survey we scored highly in most categories. However, we recognise that our repairs service performance falls short of what we would hope, with 77% of tenants telling us they were satisfied with the last repair they had carried out (this was 94% in 2019).

We know that the repairs service is the area of our business our tenants use the most and we will work with our contractors to significantly improve tenant satisfaction to make sure our homes remain in good condition, to allow our tenants to stay in them for many years to come.

## Artificial Intelligence(AI) for efficiency

We also believe we can improve customer service in other areas of our business and are particularly interested in how AI and other software tools can improve efficiency and job satisfaction for our staff by automating time-consuming, repetitive tasks. Recent developments in this area include our new customer-facing AI chatbot 'Westy', and our Housing Options form, which allows fast and accurate assessment of an individual's housing needs.



# Going further...Homes

## How robust data helps your homes

Having a well-developed plan for managing our assets (tenants' homes, factored properties and commercial/community facilities) makes sure they remain fit for purpose in the short, medium and long term.

An important part of this planning is being sure we hold complete and accurate data on all our assets to be sure we are making the right decisions about how we spend our money and how prioritise this work. Improving our data will help us to create more reliable reports that will inform future spending priorities.

## Preparing for the new Scottish Housing Net Zero Standard

Accurate data will also be important as we prepare for the Scottish Government's new Scottish Housing Net Zero Standard (SHNZS).

In preparation of this coming into effect, WSHA have been piloting different clean heating technologies across different building types. This year, we will be gathering more data on these pilot projects to better understand the baseline energy efficiency of our homes before we start developing a fuller plan in response to the new SHNZS. This plan will be included our review of our Asset Management Strategy.

## Pre-1919 tenements and mixed-tenure blocks

Pre-1919 sandstone tenements are a significant percentage of our homes and this year we will be developing an investment plan to ensure that they remain safe and warm homes to live in for the future.

Many of our pre-1919 tenements are mixed-tenure blocks (blocks including both tenants and property owners), which can be a challenge to us in managing common maintenance and investment. To tackle this, in 2025 we will also be developing a longer-term plan for these blocks which will give owners the necessary information (and time to save funds) on works required on their blocks over a 5-year period.



## Going further...Communities

### **Community Support Services from Willowacre Trust**

Our charitable subsidiary, Willowacre Trust, delivers tenancy support services and provides greater opportunities to our tenants and communities. Willowacre Trust's Business Plan was updated last year to reflect its key business aims for 2024-26. This plan will help make sure WSHA continues to be more than just a landlord by supporting our communities and addressing social and economic inequalities.



### **Sustainability strategy and reaching Net Zero**

Another important part of community sustainability is our response to the climate emergency. This year we will review our Sustainability Strategy to ensure that considering the environment continues to be an important part of all areas of our business, and that we meet our carbon reduction targets. We will continue to work with experienced partners to find further pilot projects to increase our knowledge and experience of different energy efficiency systems, which will both contribute to larger Net Zero ambitions and make sure our tenants see value for money as we move to more efficient green energy systems.



## Going further... Value for Money

### Opportunities for growth across subsidiaries

We view Value for Money from a service user point of view and have a strategy in place supporting this.

This year we will be considering options for business growth. At our charitable subsidiary Willowacre Trust, growth could mean new or better business/service development opportunities. At our commercial subsidiary Westscot Living, growth could mean increasing our factoring business beyond the homes we already have, looking to develop more Mid Market Rent (MMR) homes across the West of Scotland, or other commercial activities. We are committed to examining all of these options.



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