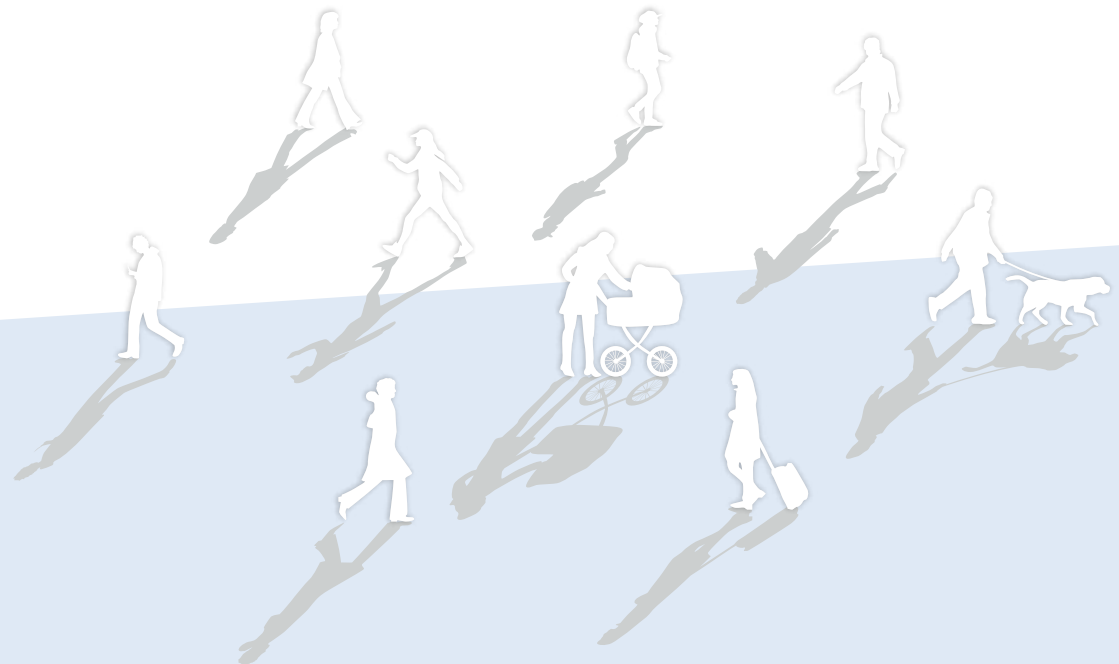


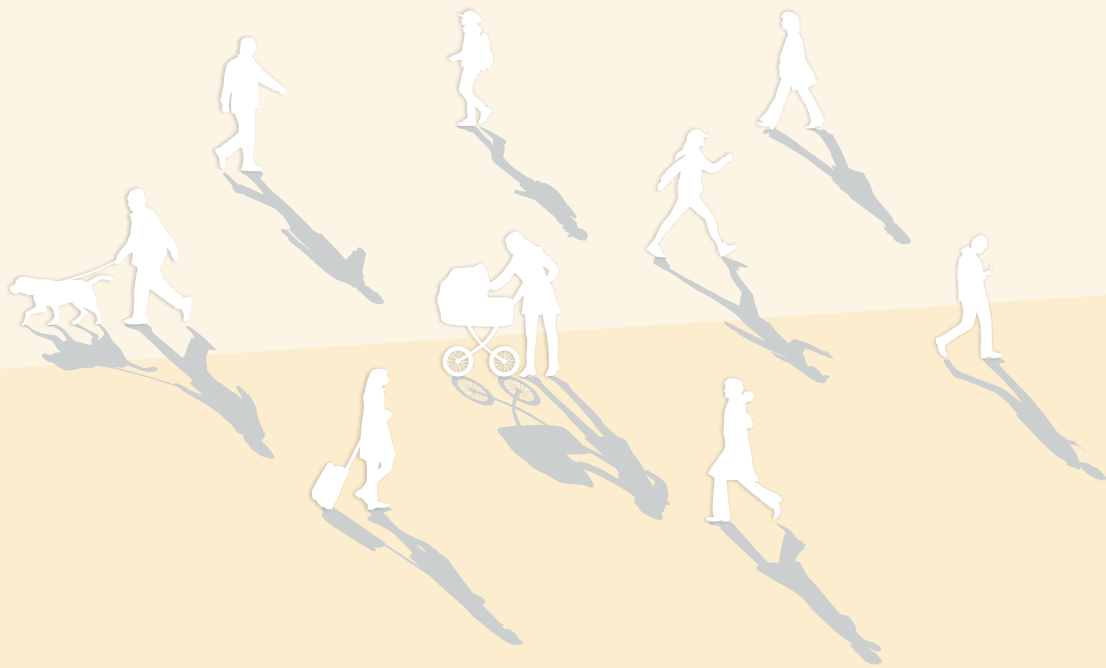


changing lives – making a difference

**5 Year Corporate Plan 2018~2023**



altogether better™





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# Making a Difference

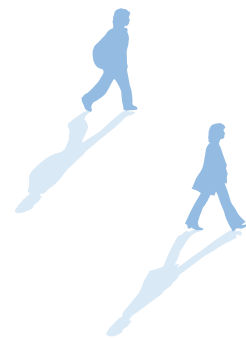


**The Board of Weslo is proud of the achievements and success the organisation has made in the past 24 years from our inception as a social landlord in 1994 to being recognised today as a well-established, financially robust provider of homes across all tenures within the rented sector. We remain committed as ever to helping individuals and families to meet their housing needs and aspirations.**

We are particularly proud this year to have achieved Investors in People Platinum standard which represents not only excellence in employee skills and service delivery but also demonstrates our commitment to improving the lives of our service users and assisting all who engage with us.

We understand the challenges that lie ahead and the environment in which we work. Our forward planning set out in our Corporate Plan and embodied in our Strategic Objectives, will help this success to continue and deliver our Vision of making a difference to those in need. I hope you enjoy reading our Corporate Plan and find it informative and inspiring.

**Kate Dewar** Chair  
Feb 2018



# Introduction



**Weslo Housing Management is one of the leading providers of housing and property services in West Lothian and Falkirk regions. We are a Scottish registered charity managing 2348 properties for social rent. Through our subsidiary, Weslo Initiatives (WI) the private rented sector arm of our business, and trading as Weslo Property Management (WPM), we have a further 93 properties for mid and market rent. WPM, a specialist in its field, also offer a range of quality properties and associated services to private landlords providing a flexible, value for money solution to meet the increasing demand for quality rental properties.**

We've grown significantly over the past few years offering a range of services to meet the changing needs of our tenants and customers. As a not-for-profit organisation any surpluses we make are re-invested back into the business. We are committed to delivering and maintaining quality, affordable homes to our tenants, creating sustainable communities, seeking opportunities for growth and creating a working environment where our staff feel empowered to exceed our tenant and service users' expectations in order to make a difference.

New legislation and stronger regulation focussing on financial viability and governance is high on the agenda and we will need to ensure that we are prepared for these changes. This, coupled with the impact of Welfare Reform, the continued need for good housing, the changing demographics of an ageing population, fuel poverty, climate change, technological advancements and the uncertainty around Britain's exit from the European Union make the external environment a challenging one.

Over the past year we have made significant changes to the way we work, which will strengthen our governance arrangements.

We continue to look at how the use of information technology will help us to work more effectively and the advancement we have made in our mobile working is already showing efficiencies. We have also carried out a fundamental review of the organisation's purpose, creating a new Vision and reaffirming our values to take us forward.

Despite the challenges ahead, we have a good foundation to continue to deliver a positive impact within our communities. Our short to medium term aim will be to future-proof our organisation by building capability and capacity to take us forward and make a difference. Longer term we want to continue to increase our stock and expand the services we offer to meet the needs of our local communities whilst contributing to the Government's requirement for good quality sustainable housing.

A handwritten signature in blue ink, appearing to read 'Mike Bruce'.

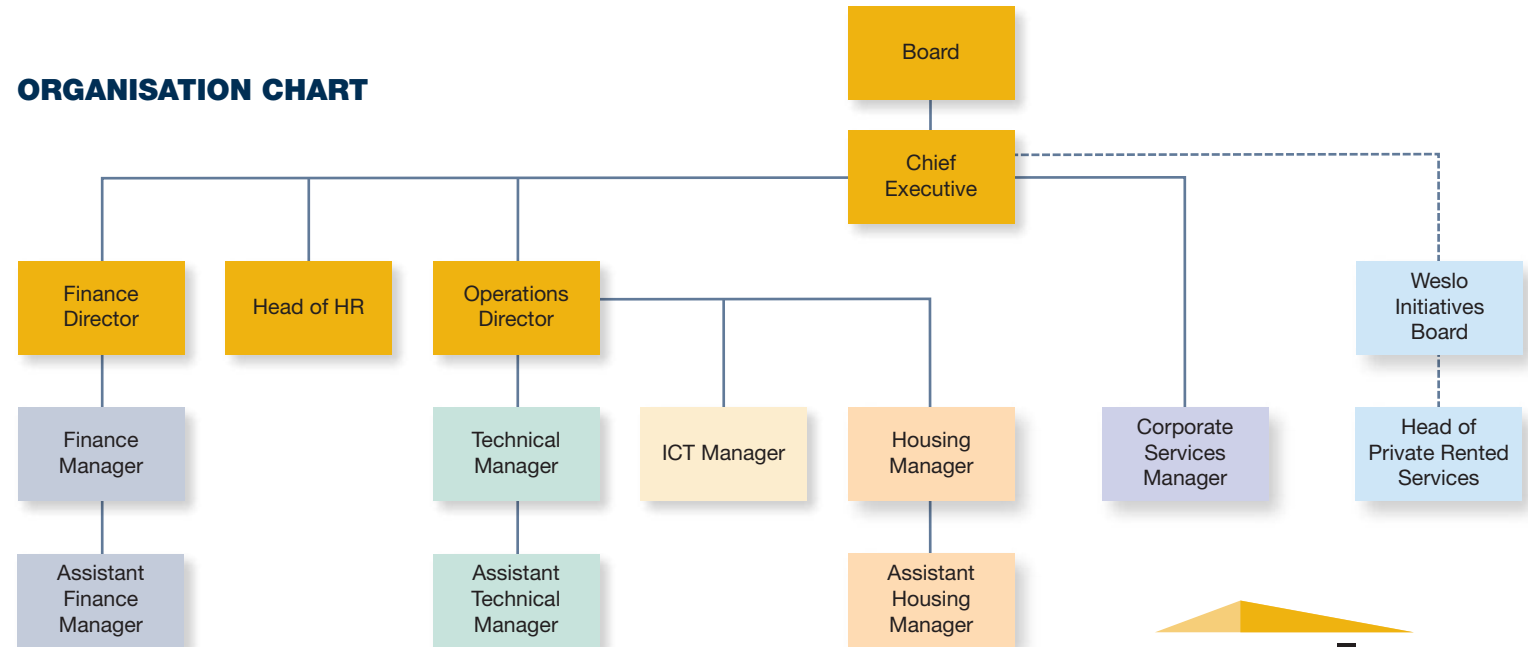
**Mike Bruce** Chief Executive  
Feb 2018



# Our Structure

Weslo Housing Management is a charitable registered social landlord with a commercial subsidiary, Weslo Initiatives (Trading as Weslo Property Management). This structure allows us to take a proactive approach to seek out opportunities and expand the services we offer.

## ORGANISATION CHART



## Existing Group Structure

Formed in 1992, Weslo Housing Management is a registered Scottish Charity providing a wide range of housing and related services in West Lothian and Falkirk regions to its tenants and owners. As parent it owns the housing stock, other assets, employs all staff within the structure and provides corporate business support.

**Weslo Initiatives**, trading as Weslo Property Management, provides specialist property management services and lettings within the private rented sector.



# Our Vision, Mission & Values

Our clear, positive brand is based on our culture of always striving to do the right thing. This has allowed us to grow into a strong and financially secure organisation providing the best value for our tenants and where excellent service is at the heart of everything we do. Building on our brand and reputation for delivery, we will identify opportunities and look at innovative ways to expand our services particularly through Weslo Property Management where the potential for growth is excellent in meeting the strong demand for good quality private rented properties.

What is important about our vision and our values is not how well the words have been put together, it is how well they reflect what we actually do and what we measure ourselves against.



## OUR VISION

**changing lives –  
making a difference**

## OUR MISSION

We are an independent housing provider with a passion for doing the right thing and finding a way to say yes. We offer a range of housing and services to suit the needs and aspirations of our tenants and customers. We strive to help communities grow and improve the lives of our tenants through innovation and challenging the status quo.





# Our Vision, Mission & Values



## OUR VALUES

We are proud of the work we do and recognise the responsibility and importance of the services we provide. Our values underpin everything we do and will help us to deliver services which improve the lives of our tenants and wider community.

### Championing the Individual

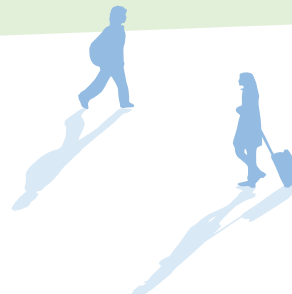
We put the individual at the heart of everything we do because we care. We will never take the easy option and will work hard to find solutions, by engaging, listening, and learning.

### Creative Mindset

We want to do the right thing because we want to make a difference to people's lives. We will always act with integrity, and will challenge ourselves to adopt an enterprising "can do" attitude.

### Continuously Evolving

We will take the initiative to seek out and create opportunities to develop because we want to deliver service excellence for our tenants, customers, staff and the wider community.



### Communicate Inclusively

We value and respect the uniqueness of the individual, their contributions, needs and opinions because every individual can help us become better at what we do. We will therefore continue to have clear, open, honest and professional communication that helps us develop our business.



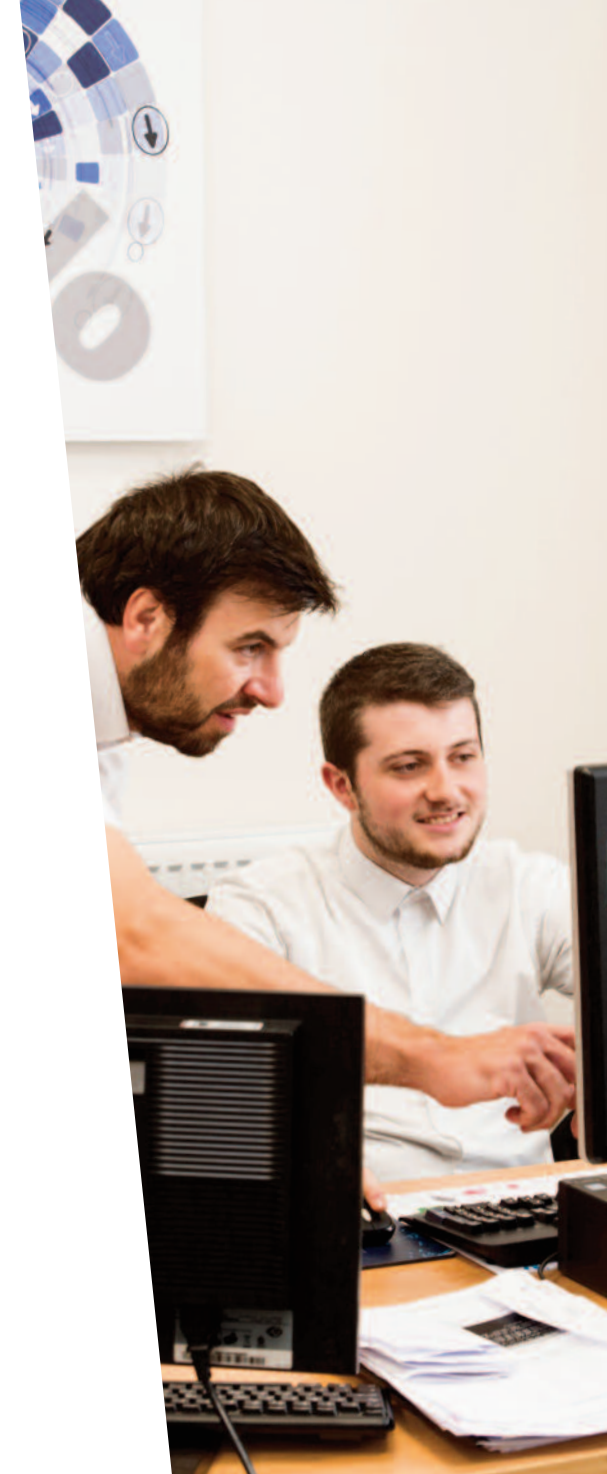
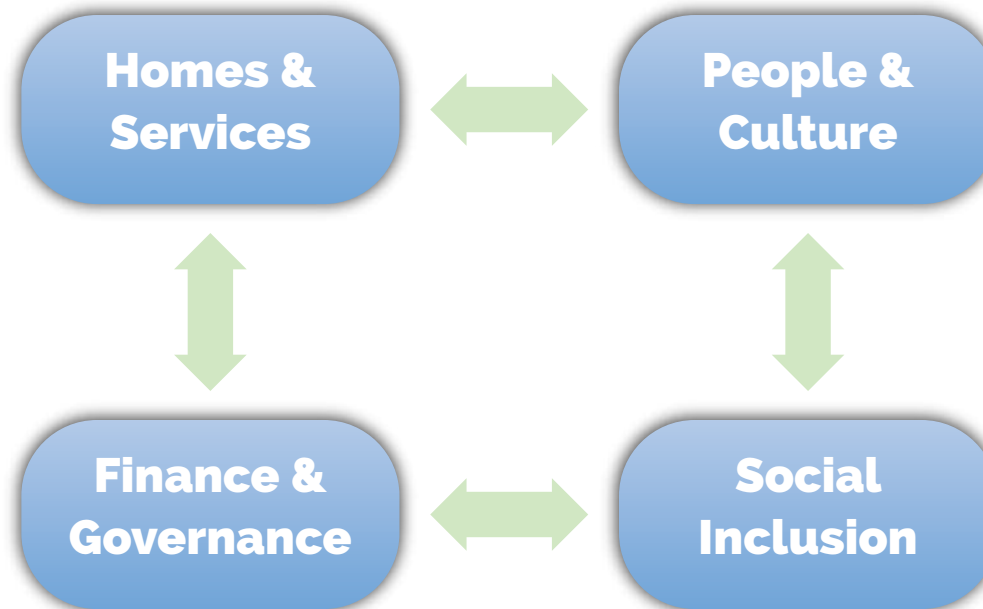
# Business Priorities and Strategic Objectives

## Business Priorities

In order to achieve our Vision, our Corporate Plan introduces 4 high level business priorities which will help support the business and its future plans. The framework is based on aligning our Strategic Objectives to one of our business priorities, which act as guiding principles for all areas of the organisation, whilst allowing our Boards to focus on their priority areas.

Our Plan sets out our Vision and Strategic Objectives, and provides examples of the expected outcomes we are looking for to support the achievement of these objectives. These outcomes will help us to shape what we need to do at an operational level and will be reviewed regularly throughout the year through our Business Delivery Plan.

The Corporate Plan has been influenced by the many changes and potential changes that may impact our operating environment. Our aim is that these priorities and their objectives will consolidate our position helping us to prepare for future growth and importantly, help us support our communities.





# Homes and Services



**There is a constant need for the supply of quality, affordable homes and over the next 5 years we will aim to contribute to this whilst continuing to invest in our existing properties. Our aim is to provide excellence in terms of the services we offer and the homes we provide.**

We also aim to transform our services so that we exceed our tenants' and customers' expectations, making it easier and more convenient for them to communicate with and request services from us. We want to design and tailor our services based on tenants' needs whilst lowering our costs through efficiencies.

Our culture of continuous improvement will help us to sustain and embed change. We will continue to take a focussed review of specific services, systems and processes that will help us to develop further efficiencies which in turn will allow us to reinvest in our services and grow the business.

## Our Strategic Objectives

- S01** To provide and maintain a range of high quality housing and housing options to meet the needs of our communities.
- S02** To ensure our services meet the needs of our tenants, customers and the wider community.
- S03** To continue to invest in our properties to meet tenants' aspirations and regulatory standards.
- S04** To create a culture of continuous improvement by working more efficiently and effectively and to provide value for money.

## Strategic Measures/Outcomes

The following outcomes are examples of what we want to achieve in support of our strategic objectives:

- Improve tenancy sustainment and encourage tenant participation
- Achieve excellent levels of tenant satisfaction and performance across all ARC indicators
- Achieve top quartile performance across ARC indicators
- Ensure our services are accessible
- Ensure our processes and systems facilitate service excellence

# People and Culture

**Fundamental to achieving our aims are our staff whose aim is to make a difference. We will continue to support and invest in their development to ensure we maintain our culture of doing the right thing in order to make that difference, providing opportunities for them to learn and reach their full potential.**

Our reputation as an excellent employer will allow us to attract, develop and inspire our staff to deliver our Vision. An increasingly diverse range of skills is needed to deliver our services and support our communities. We will aim to retain our Platinum Investors in People accreditation which, together with our Gold Investors in Young People and Health & Wellbeing awards, demonstrates the commitment we have to our staff, tenants and customers.

Our training programme will be extended to our Board ensuring they too have opportunities to increase their knowledge and skills. We also remain committed to creating opportunities for young people through our formal trade and modern apprenticeships and work experience opportunities, supporting them to achieve their future ambitions.

## Our Strategic Objectives

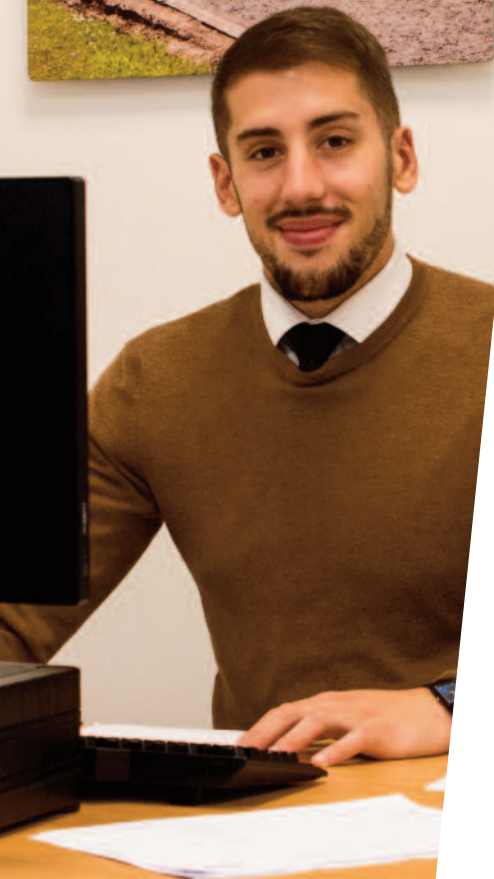
- S05** To create an environment where our staff feel respected, valued, engaged, accountable and empowered.
- S06** To ensure strong leadership, management and excellent service delivery by investing and developing our staff.
- S07** To be an employer of choice by creating opportunities for people to improve their employability prospects.

## Strategic Measures/Outcomes

The following outcomes are examples of what we want to achieve in support of our strategic objectives:

- Maintain high levels of employee engagement
- Ensure staff are equipped with the necessary tools to perform their roles
- Be an employer of choice
- Increase and enhance employment and career development opportunities internally and externally





# Governance & Finances

**Our Corporate Plan has been developed using various key assumptions. These are based on a sensitivity analysis of a range of variable financial considerations which have the potential to impact our activities.**

We have a strong financial base from which to secure investment and we will work closely with our funding partners to assist our intended growth whilst ensuring financial prudence. We have developed an Asset Management Strategy that will help us to make informed decisions that will ensure the long term future of our stock.

Our Business Plan and financial assumptions will be reviewed annually to support our aims, exploring new partnerships, different sources of funding and housing options. We will focus on cost efficiency and smarter working practices that will assist us to keep rents as affordable as we can.

Our subsidiary Weslo Initiatives plays a key role in our Vision and will seek out opportunities to acquire market rent housing, exploring other sources of income generation that will allow surpluses to be reinvested back into the provision of our core services helping to meet

the local housing need and improving the standards of customer service across our business.

We have a strong Board who are committed to ensuring our Vision is delivered. We have recently reviewed our Constitution to further strengthen our Board. This, coupled with the introduction of a new Board Competency Framework, will ensure that our Board have the right skills to support strong governance.

We have been working hard to promote our Tenant Participation Committee and have recently created a new Tenant Scrutiny Panel to help us measure how well our services meet the standard and outcomes detailed in the Scottish Social Housing Charter and to also ensure that our tenants are involved in scrutinising how we perform and how we can improve the services we offer, taking cognisance of their needs wherever possible.

## Our Strategic Objectives

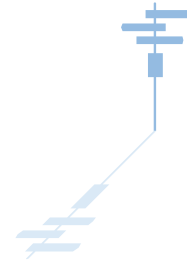
- S08** To maintain our financial health to achieve our ambitions for growth.
- S09** To ensure Weslo's Governance is compliant.

## Strategic Measures/ Outcomes

The following outcomes are examples of what we want to achieve in support of our strategic objectives:

- To increase the number of homes we own and manage ensuring compliance with financial management standards and legislative requirements under charity and company law
- To continuously review and implement regulatory guidance and best practice

# Social Inclusion



Weslo has a long history of successfully demonstrating that it goes beyond just providing housing. We are aware of the importance of helping to create an environment where people feel safe and supported and where their needs can be better met to reach their potential. Our roots are firmly cemented in the communities we serve and we will support other organisations that aim to help alleviate the hardships faced by many of our tenants.

We will continue to work across a broad range of activities that seek to improve the health and well-being of our tenants, working collaboratively with agencies, organisations and individuals to help alleviate inequalities.

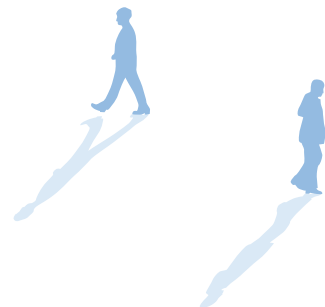
## Our Strategic Objectives

S010 To make a positive difference and contribution to society particularly through identifying the needs of those who are disadvantaged.

## Strategic Measures/Outcomes

The following outcomes are examples of what we want to achieve in support of our strategic objectives:

- Development of an Equality & Diversity Strategy to demonstrate equality of opportunity in the provision of our service delivery
- Development of a Social Value Report to demonstrate we are targeting and focussing our resources where they are most needed

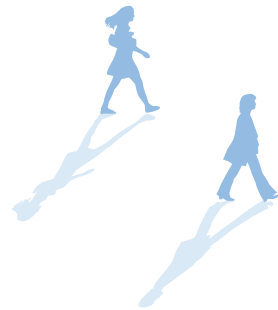


# Business Planning

**We have considered the critical elements that form the basis of good business planning.  
A strong family of plans and processes will support the achievement of our Corporate Plan.**

Our strategic and operational objectives, measured and monitored through our Business Delivery Plan, will be reviewed at the monthly management team meetings and reported quarterly to our Board. Team and personal objectives will be established to ensure that the strategic direction of the company is achieved.

Our business plan is produced annually and approved by the Board. The main purpose of this plan is to review our priorities, reporting against our achievement of our objectives and to provide guidance to staff on direction for the coming year.







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