



A subsidiary company of



# The Whiteinch Centre Business Plan 2025-30

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## Welcome

This Business Plan sets our vision and priorities for the next 5 years. Our strategy is ambitious, and our intentions are to achieve the highest standards in service delivery and growth whilst building a strong financial performance.

This Business Plan will ensure we continue to grow, innovate and continuously improve to keep us ahead of the challenges that our business will encounter during this period.

We aim to build on our recent successes and continue the development of The Whiteinch Centre (TWC) to meet the future needs of our customers, our people and our community.

To deliver this plan we will need to work with our customers, colleagues, partners and stakeholders. We will feed into and support WSHA's new community engagement approach and continue to work with local people to help shape our plans and provide

a voice to local people and the wider communities who use the centre.

Relationships with external stakeholder groups will be strengthened to support both our business and our communities - aligning ourselves with national, local and community stakeholders to help us meet our strategic objectives.

We will continue to build and protect the financial strength of the organisation and ensure it is stronger for the future at the end of this business plan period than it was at the beginning.

The realisation of our new Business Plan will help support TWC maintain its position as a vibrant community hub, offering a range of activities and opportunities in line with the aspirations and needs of local people.

# Our CORE Values:

**Customer First** Our customers and community come first, and we will always aim to achieve high quality outcomes for everyone.

**One Team** We work as one team and build excellent working relationships to achieve our goals.

**Respect** We value high standards of fairness, treating everyone with consideration and dignity. We show this through our everyday words and actions.

**Excellence** We value excellence and quality and aim to achieve high standards in all we do. We are accountable for our actions, and we take responsibility and ownership for our outcomes. We always strive to be the best that we can be.

## Our Purpose, Way and Impact



### Purpose for generations

As a subsidiary of a community-based housing association, our purpose is to create opportunities and services that will sustain individual, family and community wellbeing for generations to come. It is **our purpose** to sustain and support the creation of **equitable, secure and vibrant communities**.

### Way for generations

We deliver this **purpose** through the provision of quality community projects, services, community partnerships and volunteering. We integrate our customers' aspirations, challenges and needs as stakeholders in our business and as neighbours in our communities. Together, we create opportunities to work and thrive and have a positive impact now and for generations.

### Impact for generations

We **create communities**, not just provide services. **Our communities** promote dignity through stability, equity and social connection. **Our customers** have a voice in decision-making and the opportunity to shape our services. **Our impact** is revealed in **thriving communities** where people trust and rely upon one another, where local voices guide decisions, and where everyone contributes to ensure people, place and the environment flourishes. **We exist** to spark individual and community transformation that generates sustainable, welcoming, reliable, vibrant neighbourhoods for the people who call them home.

# About Us

The Whiteinch Centre (TWC) is located at the very heart of the community and is surrounded by mostly social housing provided by Whiteinch and Scotstoun Housing Association (WSHA).

TWC was purpose-built in 2006. It was created in response to community aspirations, and an identified need for a local hub that could act as a “one-stop shop” for local people allowing them to feel included, connected and engaged.

Originally owned and operated by local people, following the pandemic and a drop in external grant funding, WSHA stepped in to support the centre which led to ownership of TWC being transferred to WSHA in February 2025. TWC sits at the heart of a close-knit and invested community who are passionate about the centre. The strengths of the people who support and utilise the centre are what contribute to its success.

TWC is a vibrant Community Hub open six days a week, dedicated to improving lives through community-led, person-centred services and activities. We provide opportunities for personal and social development, encouraging individuals and families to be resilient and healthy contributors to society.

We do this by:

- ✓ Ensuring that we understand the strengths, aspirations and potential of Whiteinch through the eyes of local people
- ✓ Ensuring we understand the strengths, aspirations and potential of people as individuals
- ✓ Provision of a range of activities and opportunities for growth

We focus on the strengths of individuals and the community by encouraging participation, education, training, and community activities. Embracing an asset-based ethos, we recognise and build upon the existing talents and resources within the community. We host events and workshops to highlight local talent and promote collaboration, helping people gain new skills and experiences.

We identify the best of existing provision and provide a cost-effective and accessible venue. Where gaps exist, we seek to find services to fill them, working in partnership wherever possible. We are clear that TWC is in existence for the community in which it sits, and we will ensure that the voices of that community have a platform to shape the development and delivery of services and activities as we move forward.

# What Is Happening In Your Local Community

TWC sits right at the heart of Whiteinch, an area which lies between the River Clyde to the south and Dumbarton Road to the north. The area is in essence cut off from the city centre by the Clyde Tunnel and expressway, which run immediately east of Whiteinch. The closest train stations are around a 30-minute walk away for the able-bodied and whilst bus services along the so-called “Dumbarton Road Corridor” are frequent, there are limited options for transport to other parts of the city without having to change in the city centre.

There is no post office in the area and the nearest supermarket is 1.4 miles away, with local people forced to use a range of local stores and petrol stations, many with inflated prices, to buy food and household essentials or to travel to get the things they need. With a return bus ticket costing £5.60 [as at 2024], accessing basic amenities also comes at a significant cost. Glasgow has one of the most expensive fare frameworks when compared to other regions in the UK.

The Whiteinch Centre (TWC) serves communities across four data zones within the Scottish Index of Multiple Deprivation.

- The 2020 data tells us that **three of the four zones are amongst the most deprived 10%**.
- Datazone S01010425 has a ranking of **343rd out of 6,976** – placing it within the most **deprived 5%** of communities

in Scotland.

- Whiteinch has the lowest score of **1%** when it comes to income, health and employment.
- Whiteinch has an average quintile score of **2%** across the four datazones for education and skills.
- Whiteinch is a community identified as amongst the most disadvantaged **10% of Scotland** where **31%** are income deprived.
- **58%** of children (P4-P7) are entitled to free holiday food provision through the Scottish Government’s free school meals scheme.
- **25%** of people are prescribed drugs for anxiety, depression or psychosis.
- **23%** have had addiction related hospital stays.
- TWC is one of the **24% of third-sector organisations** that have had to reduce delivery since 2021 and **one of the 22%** that have had to withdraw services entirely, despite experiencing increased demand for our services because of the cost-of-living crisis.

When considered holistically, Whiteinch’s location and demographic make-up means that local people who are excluded, vulnerable or facing other forms of hardship may have limited access to community-based services that support positive lasting change.

TWC is ideally placed to provide these services locally and in response to the voice of the community.

# What's Happening At TWC

## Digital Inclusion

The centre's digital drop-in service supports individuals to help build skills, confidence and knowledge to make the most of the digital economy, whether at work or beyond - becoming more confident and informed people who are ready for the workplace.

Being able to offer access to technology helps to promote a more inclusive society that benefits all. From work to study, staying in touch with friends and family has helped to reduce exclusion, stress and ultimately harm in the home. With the support of volunteers, we have been able to support people getting online, downloading essential apps, and growing their understanding of IT.

TWC operates a **Digital Lending Library** that provides access to equipment for members of the community.

TWC facilitates the **National Data Bank Programme** on behalf of **The Good Things**

**Foundation.** The data bank provides free SIM cards topped up with data and calls/text to remove barriers to inclusion. **WSHA**, our **Community Partner**, gifted additional SIM cards to enhance the programme.



Research demonstrates that access to good quality internet, appropriate devices and support in using them has a significant positive impact on the lives of individuals, and the communities around them.

Access to connectivity can reduce social isolation and allow people to gain new skills and participate in the digital world around them.

## Health & Wellbeing

TWC became the local **NHS Vaccination Centre** in September 2023 delivering a range of vaccines to people from all over Glasgow North and West. We will continue to explore opportunities for collaboration with NHS and HSCP partners.

Many of TWC's regular activities are aimed at health and wellbeing. Some of the activities and social groups that have been delivered in partnership include:

- Man Club
- Tai Chi

- English Conversation Club
- Knitting
- Kids Activity Sessions
- Walking Group

Our programme is designed based on information and feedback from the local community, and we pilot new activities on an ongoing basis. If successful, these classes will be added to the existing activities.



# Volunteering

TWC has a strong record of providing fulfilling volunteering opportunities. Whether mentoring, organising events, assisting with community projects, or providing essential services, volunteers are the cornerstone of our success - we could not, quite literally, do it without them.

All volunteering opportunities have been centralised and co-ordinated by TWC. This is an effective way of increasing volunteering in the local area, diversifying the types of people

who participate, and supporting the local area to become an inclusive environment that supports the needs of the whole community.

TWC engage and empower local people by offering volunteering and leadership opportunities in the development and delivery of activities and programmes. This helps people become invested and take ownership of the services being delivered within the community.



## Employability Partners

**WorkingRite** works in partnership with WSHA, supporting young people in the community. Their Glasgow Offices are in WSHA premises adjoining TWC.

**Dumbarton Road Corridor Youth Project (DRCYP)** are also core tenants of TWC. In partnership with WorkingRite they deliver the award-winning Pathfinder project across North-West Glasgow.

The Pathfinder Project supports 60-80 young people a year with initial engagement sessions with the **DRC Youth Engagement team** followed by a tailored induction and mentored work placement of up to twelve weeks with **WorkingRite Project Coordinators**.



# The Whiteinch Community Shop

The Whiteinch Community Shop has around **250 registered members** and provides a dignified approach to **tackling food insecurity, health inequalities and poverty.**

The Whiteinch Community Shop is a registered member of The Scottish Pantry Network (TSPN) and is a licence holder for FareShare.

## Our Community Shop's Statistics March 2025 : A Moment in Time



Increase  
Year on  
Year:  
**123.66%**

Jobs  
created:

**6**  
sessional  
**jobs**



Volunteers:

**13**  
involved



**4395**  
**Shops**  
by community  
members since  
May 2024.



# TWC Advisory Group

The team at TWC are supported by the **TWC Advisory Group**, who meet quarterly.

The group consists of representatives from various community groups and organisations who can provide guidance and feedback on the centre's activities and programmes and it serves as a liaison between the community and the centre staff.

As we move forward, we will conduct ongoing and iterative consultations to ensure that our activities and plans are led by, and align with, the wants and aspirations of the local community. These consultations will use a variety of methods, including, but not limited to, chatting to centre users, surveys in a variety of guises, social media feedback, and community events.

TWC will directly involve local people by offering volunteer and leadership opportunities. By empowering local people to take an active role in the development and delivery of activities and programmes, the centre can create a sense of ownership and investment in the community.

## Community Projects Fund

Whiteinch and Scotstoun Housing Association (WSHA) created a Community Projects Fund with the support of gift aid from its subsidiaries: WSES and WSPM.

The Community Projects Fund is administered by the **TWC Advisory Group** with support from TWC and WSHA staff.

### Community Investment Key Priorities

- Support people into employment
- Improve local environments
- Recognise and reduce social isolation in our communities
- Reduce food and energy poverty in our communities
- Build local connections
- Improve health and wellbeing

### How does it work?

Local individuals, groups and organisations bid for funding for their projects.

The TWC Advisory Group assess all applications to ensure that they align with at least one of the **Community Investment Priorities**.

# Our Vision To 2030

## Outcome 1 - Thriving Neighbourhoods

It is part of our **social purpose** to create **thriving neighbourhoods** our tenants and customers are proud to call home.

We will deliver **quality services** to our community in an effective and responsive manner by working with community partners and stakeholders.

## Outcome 2 - Great Services

Our customers are **at the heart of the services** we provide, and we will continue to involve them in our decision-making processes. We will update and modernise the services delivered to ensure they meet our customers' and community's needs.

**We will introduce modern technology** to allow customers to contact us in a way that is suitable for them and to deliver services in a timely manner.

## Outcome 3 - We are Efficient and deliver Value for Money

Achieving **value for money (VFM)** for our services is one of our highest priorities.

We will review our charging framework for services annually to ensure that these produce VFM.

Our working arrangements with our partners will be updated to ensure we are getting value for money. We will continue to focus on how we procure goods and manage services to ensure we are getting VFM.

## Outcome 4 - Great People

We have **skilled and engaged people**.

Having the right people equipped with the right skills to deliver our services is important to us, as is our **organisational culture** expressed through our values.

We will continue to **invest in our team**, whether that be staff or board members. We will continue to ensure that we recruit high quality individuals to work with us.

## Outcome 5 - Sound Governance and Financial Management

Sound governance **underpins every high performing** organisation.

We will build on our strong reputation, good relationship with WSHA and our community partners and continue to ensure that TWC is run as effectively as possible.

Compliance with regulatory standards and wider legislation will continue to be our priority.

# Measuring Social Impact

TWC use a range of recognised and tested consultation, monitoring and evaluation frameworks to measure the impact of the work we deliver and “distance travelled” for individuals as appropriate. These include:

- The Essential Digital Skills Framework
- The Place Standard Tool
- The Cycle of Good Practice
- Evaluation Support Scotland.

We will conduct or commission evaluations of all services and programmes that TWC provides which will underpin the development of our strategy year on year. Feedback and data from activities will be analysed to ensure we meet the needs of our community and identify any gaps in provision.

## The measurement of our social impact will be done using the HACT Social Value Toolkit.

### Why use HACT’s Social Value measurement?

Developed over 10 years ago, the UK Social Value Bank contains a suite of 88 outcomes. Each outcome has a defined financial metric, which incorporates a wellbeing value, a health top up value and, where applicable, an Exchequer value (savings to the state).

The outcomes have been developed using a consistent methodology, using more than eight years of research and national data surveys. The Bank builds on person centred principles, using data on self-reported wellbeing and life circumstances measuring people’s actual experiences. This means that the values for each outcome are based on how they impact people’s lives as they live them.

### What is social value?

Social value is a way to quantify how different interventions affect people’s lives – the overall impact on people’s wellbeing, or their quality of life. It is a way of measuring the positive benefits your work has on both individuals and communities.

Understanding the different ways social value can be built into projects is key to ensuring the social value we build into our plans has a positive tangible impact on the community.

### Why measure?

By measuring the social value we create, we can evidence the impact our organisation is having on the people and communities we work with.

It will also help us to make informed decisions about how we can improve our services, with increased positive results, embedding it in everything we do in our organisation. It will also provide detailed evidence to current funders and help shape the potential to access future funding based on the impacts we can evidence.



# Governance

As part of the transfer process of TWC becoming a wholly owned subsidiary of WSHA, a structured governance model will be created which aligns with the Regulatory and Legislative responsibilities of WSHA to ensure that TWC is compliant and that there is a consistency in the approach to governance from the parent to the subsidiary. This includes key elements detailed below:

- Policies and Procedures developed in line with the WSHA framework
- Board established with WSHA Executive Team and Independent Members
- Support services provided to TWC from WSHA
- Intra-group agreement between TWC and WSHA

- Notifiable event raised with Scottish Housing Regulator (SHR)
- Permission sought from SHR for WSHA to operate TWC as a wholly owned subsidiary.
- Development and Launch of a new 5-year business plan
- Health and Safety (Risk Assessments, Method Statements, Training, Equipment Testing and Toolbox Talks)
- Risk Register
- Service Performance Indicators
- Board Meetings with structured reporting on financial performance, service performance, value for money and business growth.

# Financial Projections

Our financial projections are updated periodically to reflect current forecasts and planned activity over a 3-year timeframe.

The overarching objective is to ensure that TWC remains a financially viable organisation which will deliver on long-term commitments to its customers and stakeholders. Quarterly management accounts are produced for and presented to the TWC Board.

## We will report to the Board on:

- 3-year financial projections consisting of statement of comprehensive income, statement of financial position and statement of cash flow.
- Assumptions and explanations on what they have been based on.
- Financial sensitivity analysis which considers the key risks, the mitigation strategies for these risks and our approach to financial risk

management and mitigation.

- Demonstrate how our future assumptions are compatible with maintaining a sustainable profit-making operating model.

NON-PROFITS DON'T RUN ON...



MONEY "MOVES" THE MISSION



MICHELLE BENSON - CULTURE OF PHILANTHROPY

# Risk Management & Mitigation

Strategic Risk	Risk Description
1	There is a risk that wider political, economic or constitutional changes and shocks impact on our financial business plan
2	There is a risk that the business and business plan are ineffective
3	There is a risk that we fail to maintain income projections
4	There is a risk that we fail to achieve value for money
5	There is a risk that we fail to comply with Legislation and Regulatory Standards
6	There is a risk that we fail to comply with GDPR and FOI legislation
7	There is a risk that we fail to have adequate IT systems to allow us to operate effectively as a business.
8	There is a risk that we do not have staff with the appropriate skills or motivation to deliver business objectives.
9	There is a risk of fraud or criminal activity.
10	There is a risk that we fail to engage our customers or consult them effectively.
11	There is a risk that we do not have Board Members with the appropriate skills or motivation to deliver business objectives.
12	There is a risk that succession planning within the exiting staff resources is not adequate to maintain the continuity of the business.



We use a heatmap scoring system and track mitigation through our strategic risk register which is now part of an online risk register. TWC will report on the risk register and mitigations to the TWC Board and the WSHA Executive Team on a 6 monthly basis.

# Value For Money & Affordability



TWC and WSHA are committed to delivering value for money for our tenants, community and customers by optimising resources and services.

We prioritise quality cost-effective solutions, such as efficient maintenance practices and sustainable energy initiatives. Through continuous monitoring and evaluation, we develop key performance indicators to track efficiency improvements and measure our social impact, fostering transparency and accountability in our operations.

As a trading subsidiary of WSHA it is crucial that TWC aligns with the Scottish Housing Regulator's priorities.

A key objective for SHR is VFM and therefore we will continue to focus on these indicators outlined in the Scottish Social Housing Charter to enable us to show our commitment to achieving VFM across all aspects of our operations. To evidence our commitment to value for money, through the Scottish Housing Network we will introduce further value for money indicators to assess our services against others.

Within the annual report from TWC we will present information on VFM for the TWC Board to consider any areas for improvement or efficiencies.



# How The Plan Will Be Monitored And Reported

Performance will be monitored monthly through an operational performance framework. The TWC Communities Manager will be responsible for the collation of this performance data, and it will be reported quarterly to the TWC Board and the Executive Team of WSHA.

An operations report will be presented to the WSHA Board every 6 months, and an annual report produced to look at the performance across the whole year.

All of this information will be made available on our website for our customers in a summarised format and included within the overall WSHA annual report.





0141 950 4434

[reception@whiteinchcentre.org.uk](mailto:reception@whiteinchcentre.org.uk)

The Whiteinch Centre, 1 Northinch Court, Glasgow G14 0UG  
SC037530