

Making care and lives better

Strategic plan 2026-2027

April 2026



About Wheatley Care

Wheatley Care is a sector-leading provider of care and support to people across Scotland. We believe everyone is entitled to live an independent, healthy and happy life, filled with opportunity and it is our ambition to ensure the people we work for do exactly that.

At Wheatley Care, every single person's individual needs shape and determine the care services. People we work for design their own personalised care packages, enabling them to fulfil their own very personal goals and live as fulfilled and independent lives as possible.

We provide a wide range of services to support a diverse range of customer groups and needs, including:

- older people;
- young people;
- people and families experiencing, or at risk of, homelessness;
- people with learning disabilities;
- addictions;
- mental health; and
- alcohol-related brain damage.

Our services are flexible and innovative, highly personal and always of the very highest quality, provided by dedicated, highly experienced, expert staff. As both a service provider and employer, we promote fairness and inclusion for everyone and are monitored and regulated by the Care Inspectorate.

This strategic plan represents a pivotal moment for us as we transition from being a part of Wheatley Group, to being an independent organisation in our own right, with a strong strategic partnership with Wheatley Group. Our focus during this year, following transition, is to not only to ensure stability for the people we work for, our staff and wider stakeholders, but to drive our continued ambition to deliver excellent services, grow as an organisation and be an influential leader within the care sector.

The change in our relationship with Wheatley Group (a housing and property management group) represents a deliberate and values driven step toward strengthening our identity, deepening our impact, and ensuring that the organisation is best placed to serve the people and communities who rely on us. This transition is not a reaction to pressure or challenge; it is a proactive move rooted in clarity of purpose, organisational maturity, and a commitment to delivering high-quality, person-centred services.

Over recent years, our organisation has grown in confidence, capability, and strategic direction. Our model of care, our culture, and our partnerships have evolved in ways that increasingly require autonomy and flexibility. Independence allows us to make decisions at the pace and scale our mission demands, while ensuring that every resource, every partnership, and every governance decision is aligned directly with our charitable purpose.

This move also reflects our commitment to transparency, accountability, and good governance. By reshaping our structures and reducing dependency on groupwide arrangements, we strengthen our regulatory compliance.

Crucially, this transition is about reinforcing our values. It allows us to protect the relational, community-based approach that defines our work. It gives us the freedom to innovate, to collaborate more widely, and to advocate more confidently for the people and communities we serve.

It positions us to build partnerships based on shared purpose rather than structural alignment, and to invest in systems, people, and practices that reflect who we are and what we stand for.

As we move forward in a new strategic partnership relationship with Wheatley, we will evolve as an organisation both operationally and culturally. However, our focus remains constant – to deliver meaningful, lasting impact that matters the most to the people we work for.



How we developed this strategy

Our strategy is a product of extensive engagement with the people we work for, staff, governing bodies and key stakeholders. Over 80 people we worked for engaged with us about what their priorities are for this plan, ranging from small, independently facilitated focus groups, to supported conversations, both digital and in person, through our existing engagement structures.

We identified clear priorities for the people we work for during this engagement. These priorities were shared by our staff, Boards and partners and have directly influenced the priorities within the strategic plan. We held local strategy workshops with staff, with feedback from around 270 of our people showing their top priority is safety, with staff support and wider engagement also being the most discussed themes.

Key priorities of people we work for:

Safe and secure

Customers feeling safe in their home and through the care they receive

Transform communication

Excellent communication creates trust and satisfaction

Privacy and dignity are respected

Personalising our service so customers feel their needs are met

Customer care

Active listening and proactivity drives customer satisfaction and staff pride in the impact they have

Our purpose

Everyone is entitled to live an independent, healthy and happy life, filled with opportunity.

Our vision

Our service is one that we, and the people we work for, are proud of. We listen, we learn and we deliver the care that feels personal and matters most to them.

Our values

These values guide our work as a care provider and shape the way we support people and communities:

- ▶ **Excellence:** we proactively pursue the highest standards
- ▶ **Inclusion:** Every voice matters and is treated with respect
- ▶ **Ambition:** we are bold, innovative and challenge ourselves
- ▶ **Trust:** we take pride in always doing the right thing

Our values underpin everything we do – ensuring our work is people-centred, inclusive, and driven by a commitment to excellent care.

Our strategic themes and objectives: 2026/27

Our strategic plan is structured across four themes, reflecting the priorities of the people we work for, staff and key stakeholders. Within each strategic theme, we have identified specific objectives we want to achieve, with this plan focusing on those we wish to achieve in 2026/27.

This plan sets out how we will achieve these objectives and how we will measure our progress. Next year, as we have matured in our evolution into an independent organisation, we will extend our strategic plans over a longer term.

Strategic theme	Key areas of focus for 2026/27	Customer priorities met
Care to be proud of	- Enhance and diversify our core care services, based on what matters most to our customers, by identifying the gaps in our service provision and developing new expertise as required. - In collaboration with our strategic partners in Wheatley Group, we will help tackle key community issues, using the focus of our services to support thriving neighbourhoods that are peaceful and places where the people we work for feel safe. - Use partnerships to widen our footprint – exploring new Livingwell and other homes and care service collaborations with Wheatley Group. - Take a resolute approach to preventing and addressing discrimination and harassment in our services, fostering environments where everyone feels respected and safe.	Safe and secure Privacy and dignity are respected Customer care
Delivering sustainable value	- Support our people through a stable transition to being an independent organisation by implementing a refreshed people strategy that integrates learning and development, strategic workforce planning, reward and recognition, and leadership development so people are equipped, empowered, and celebrated for the vital role they play. - Establish a new Executive Team and embed a renewed, values-driven leadership framework aligned with our Think Yes culture, supporting leaders at all levels to model behaviours that drive change, remove obstacles and foster innovation.	Transform communication Customer care

Strategic theme	Key areas of focus for 2026/27	Customer priorities met
	- Explore how we can use technology in future to widen our service offering and support independent living. - Explore external accreditations to assess our responsible business practice, for example EFQM, Investor’s in People and Customer Service Excellence. - Sustain our financial security, exploring new, diversified funding opportunities. - Increase our use of analytics to understand the trends in our business and develop improvement programmes. - Ensure our data-driven finance approach will help us make informed decisions, optimise resource allocation, and ensure long-term sustainability.	Transform communication Customer care
Personalised services	- Transform our customer-facing communications by redesigning our websites, strengthening our social media presence, and expanding our use of modern digital channels to tell our story and influence the social care landscape. - Deliver personalised, relatable and localised content that showcases our staff and the work they do in our communities. - Refresh our approach to customer communication, co-designed with people we work for, ensuring this feel personal, local, and relevant, respecting the people we work for and their privacy. - Empower staff to and accountable for taking ownership of ensuring service delivery is seamless for and meets the needs and expectations of people we work for. - Ensure all staff are trained and confident in delivering our communication framework, with clear accountability for follow-up and resolution. - Continue to refine and expand the ways we garner customer insight through a combination of digital feedback, satisfaction surveys, complaints, and customer engagement. - Communicate the impact of customer input through ‘You said, we did’ reporting and regular storytelling. - Launch our refreshed engagement framework including in collaboration with community partners, to expand opportunities for people we work for to participate in shaping services, including digital and in-person engagement, with a focus on accessibility and inclusion. - Explore the use of technology and artificial intelligence in social care to improve our operational effectiveness to deliver enhanced customer experiences. - Strengthen collaboration including with partners, including Wheatley Group, to deliver our range of wraparound services and signpost customers to support achieving sustainable, long-term solutions.	Transform communication Customer care

Better lives

- Shape our strategic partnership with Wheatley Group as we evolve as an independent organisation, ensuring we continue to deliver excellent care and support people to reach their aims.
- Strengthen our partnerships and influencing, evolving how we engage with stakeholders and undertake specific partnership working.
- Collaborate with Wheatley Group and external partners to expand wraparound support and build enhanced services to support tenancy sustainment.
- Support connecting the people we work for to opportunities, such as new jobs and skills, collaborating with partners including Wheatley Group.
- Provide tailored support to help customers at risk of homelessness to sustain their tenancies.
- Build staff awareness and capacity around utilising local networks and partners to help foster a sense of belonging and resilience in neighbourhoods.

Safe and secure

Privacy and dignity are respected

Customer care

How we developed this strategy

To remain accountable to the people we work for and communities we support, we measure what matters most: the difference our care makes in people’s lives and the evidence that demonstrates progress.

Our strategic performance impact framework for 2026/27 is aligned with our four strategic themes and tracks:

▶ Strategic result – the change we aim to achieve

▶ Progress measures – how we track delivery, reach and activity

Strategic theme	Strategic results	Progress measures
Care to be proud of	Our customers are satisfied with the care and support we provide Care Inspectorate grades at 5 or greater	90%+ customers are satisfied with the overall support service they receive. 90%+ of themes inspected by the Care inspectorate are Grade 5 (very good) or above
Delivering sustainable value	Stable staff retention, above Scottish Social Services Committee workforce stability survey benchmark. Our staff feel Wheatley Care is a good place to work. Retain all current contracts	Staff retention rate of 74%+ 90%+ staff satisfaction that Wheatley Care is a good employer – a baseline measure to compare with future years; 90% of staff are satisfied with the development opportunities available to them – a baseline measure to compare with future years
Personalised services	Our customers are satisfied that we listen and involve them in decision making Case studies, personal stories and lived-experience insight	90%+ customers are satisfied with decision making that shapes services A case study/story is published through our communication channels monthly to demonstrate the impact of our personalised model of support.
Better lives	Our customers are satisfied with how we support them.	90%+ customer satisfaction with support provided.



Enablers for success

To deliver this strategic plan, we must invest in the foundations that support effective delivery, meaningful influence and long-term sustainability.

1 A stronger external presence

A refreshed brand and website will help us communicate more clearly who we are as we evolve into an independent organisation, what we do and why it matters. These tools will strengthen our identity as a care provider, improve how we share impact and insight, enhance engagement with our work, and attract contracts.

2 Evidence, insight and storytelling

Robust data, evaluation and lived-experience insight are vital to shaping effective services and influencing wider change. We will deepen our approach to measuring impact, share learning with partners, and use stories of lived experience ethically and powerfully to show how change happens.

3 Relationships and influencing

Strong relationships are at the heart of our ability to influence. We will strengthen partnerships not only with Wheatley Group but with other third sector organisations, local authorities, funders, contractors, community organisations and responsible businesses.

4 Organisational capability

We will invest in our people, systems and governance to ensure we have the skills and resources to deliver and influence effectively. This includes building staff capacity, strengthening fundraising and ensuring our charitable purpose remains at the centre of every decision we make.

In summary

This strategic plan outlines our immediate direction for Wheatley Care as we transition into a new era, all while retaining the people we work for, our people and partnership at its heart. Guided by our values and shaped by the voices of the people we serve, it strengthens our role as a care provider, and grounds strong foundations for us to build on next year.



