

# **BUSINESS PLAN 2023-28**



**Progress Report  
Year 1 (2023/24)  
&  
Priorities  
Year 2 (2024/25)**

**"To Realise the Power of Home"**

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# 01 Introduction

We launched our new five-year business plan in March 2023. The plan is our key strategic document outlining our ambitions and priorities over the next five years (2023-28) and can be found on BHA's website.

This document provides an update on progress made during the first year of the plan (2023-24) and shares key priorities for Year 2 (2024-25).

We continue to actively listen to feedback and insights from customers, colleagues, Board Members and other key stakeholders to ensure the plan remains relevant and focused on the appropriate areas.

It is intended that the strategic framework introduced in last year's five-year plan will remain in place for the duration of the plan.



# Our Vision

To Realise the Power of Home

## Our Values



### Brilliant Basics

Doing what we say we'll do, communicating well, taking a person-centred approach in our dealings with both customers and colleagues, taking ownership and accountability.

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### Embrace Change

Actively supporting and embedding change, being flexible and adaptable, a commitment to continuous improvement and actively seeking best practice.

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### Learn & Grow

A willingness to participate and learn, support the learning and wellbeing of others, providing learning and development opportunities.

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### Inspire Together

Collaborate internally and externally, being approachable, helpful and kind, being non-judgemental, displaying emotional intelligence.

# Strategic Aims

## Customer

To deliver an outstanding experience to customers

## Asset

To provide safe, affordable and energy efficient homes in places where people want to live

## People

To create an enabling, high performance culture where people can thrive

## Strength

To ensure organisational strength, value for money and good governance

## 02 Year 1 Progress Update (2023/24)

### Customer Voice

- Commenced “Customer Connect” visits where Neighbourhood Managers visit customers in their homes to better understand their needs and priorities and to review the condition of our homes.
- Customer Voice Framework developed which provides a range of opportunities for customers to get involved and have their say. In addition, the framework seeks to analyse and report on the customer voice from a range of feedback methods so we better understand what customers are telling us. As part of this work, a new customer scrutiny group has been established.
- Implemented new customer system –‘CX Feedback’ which has enabled increased digital interaction with customers.
- Commenced a review of the complaints process and in particular how we learn from feedback. We will conclude this piece of work in the early part of 2024-25.

### Access

- Commenced development of the BHA Service Catalogue which will confirm existing service standards in terms of what customers can expect of the various services and interventions provided. The offer will be reviewed and amended as we continue to review effectiveness and customer feedback.
- The project scope for the analogue to digital project has been developed and a project team established. The team has worked closely with colleagues from Scottish Government’s Digital Office to better understand the various service models available and whether grant subsidy is available to enable the transition. This work will continue during 2024-25.
- Contractor portal implemented which is currently being used by the majority of contractors to provide key information on repairs. This is still work in progress as we explore additional functionality.

# Customer (Year 1 Progress Update)

## Quality

- Completed review of various options relating to service delivery models for the repairs and maintenance service. The findings will feed into procurement of a new repairs contract from August 2024.
- Repairs processes mapped and will be part of new repairs service from August 2024.
- New repairs reporting framework scoped and developed . Implementation during 2024-25 as part of new repairs service.

## Enable and Empower

- Tenancy Sustainment Team now embedded and delivering a range of interventions to support customers to successfully manage their home.
- Social value indicators further developed and to be included in annual report.
- Successful funding application to Big Lottery which ensures BHA's Befriend service will continue for the next three years. New element to the service to support those living with dementia and their families was introduced during the year.
- Working in partnership with Penumbra, the BeWell programme has continued to make a positive difference to many customers and enabled them to sustain their tenancy and enjoy living in their home.

# Asset (Year 1 Progress Update)

## Strategy

- Development of new asset management strategy commenced. Analysis of data from the recent stock condition validation exercise completed by Savills will enhance the final draft.
- Procurement arrangements reviewed and refined to ensure value for money for BHA's customers. This process is ongoing.
- The information and data from the Savills stock condition validation exercise will assist with understanding net zero requirements and strengthening our net zero delivery plans.

## Data

- Completed stock condition validation exercise using external consultants. As part of this process, a 20% sample survey was completed to ensure stock condition data is regularly updated and refreshed.
- Commenced the process to gather condition data on garages. This work will be supported by an external specialist during 2024-25 to complete an options appraisal of each site to determine future investment plans.
- Full review of Neighbourhood Assessment Matix deferred until 2024-25 due to limited changes in housing management and community data from the previous year.

## Delivery

- Review of compliance function completed and improvement plan developed and in place. Progress against improvement plan now reported to Operations Committee.
- Five-year asset investment plan developed and a range of delivery models reviewed based on the requirements within the plan. Value for money continues to be a key driver.
- Communications priorities developed which supports the asset investment plan. This will continue to be updated as the plan develops.
- Commenced work on developing a BHA standard and specification for each element of the plan.



# People (Year 1 Progress Update)

## Reward & Recognition

- Introduced Total Reward Statements for all colleagues.
- Launched the HIVE people system including the "HIVE Five" colleague recognition feature.
- Completed Colleague survey with 92% engagement rate.

## Proactive Health & Wellbeing

- Working with colleagues across the Borders Housing Network, we have developed and implemented a new unified policy for colleagues on domestic abuse.
- Wellbeing survey completed by colleagues who confirmed BHA provide a strong wellbeing offer.
- Improved our focus on stress management and mental health awareness including colleagues completing the Health and Safety Executive (HSE) Stress Risk Assessment.

## Learning & Development

- Launched Development Plans for all colleagues which includes discussion on talent and succession opportunities.
- Developed draft behavioural map for all colleagues with additional expectations for leaders. The map aligns back to the organisation's values.
- Mandatory Training Plans now in place by role.

## Career & Succession

- Leadership Development Programme scoped and implemented, working in partnership with external specialist.
- Talent framework developed and initial discussions completed.
- Succession plan options discussed with colleagues as part of new personal development plan framework.

# Strength (Year 1 Progress Update)

## Value for Money

- During the year, BHA recruited a new Executive Director of Business Support who has spent time reviewing current approaches to procurement and value for money. Their proposals for improvement will progress during the 2024-25 year.
- A programme of developing toolkits to support BHA's policies was put in place during the year. The toolkits will ensure a more consistent approach to policy implementation across the organisation.
- BHA's performance management framework was further developed during the year to strengthen assurance on compliance with our regulatory responsibilities and to ensure we are measuring the things that matter to customers and our people.

## ICT & Digital

- Progress was made in relation to achieving Cyber Essentials Plus, however, the formal accreditation will be finalised at the end of quarter one of the 2024-25 year.
- An ICT and Digital Roadmap has been developed to ensure work in this area is prioritised to support the wider business plan objectives.
- Governance arrangements relating to ICT matters were progressed around the three pillars of security, compliance and reporting.

## Treasury

- During the year, work commenced on understanding requirements and options for future treasury arrangements. The Savills stock condition validation report has helped to further our understanding of business plan assumptions relating to investment requirements in existing homes.
- Discussions with advisors and lenders commenced, in terms of options for a longer term treasury strategy.

# Strength (Year 1 Progress Update)

## Growth

- During the year, various site improvements were progressed to maximise the windfarm income.
- An options appraisal regarding the future of BHA's small number of mid-market rental homes was completed. Recommendations will be progressed during quarter one of 2024-25.
- BHA explored partnership opportunities which could improve the customer offer and ensure long term sustainability of the organisation. This work will continue during 2024-25.

## Governance

- BHA's Health & Safety framework was reviewed and refreshed with a new reporting framework introduced.
- During the year, the new Health & Safety Advisory Group was implemented with representation from colleagues across BHA and from BHA's Board.
- Board succession planning progressed well during the year with four new Board Members joining the Board.
- Data Management and Data Governance plan scoped and will be a key priority for the 2024-25 year.

# 03 Year 2 Priorities (2024/25)

As part of the Year 1 review, colleague feedback suggested it would be useful to have a small number of joint objectives or priority themes which are common to all.

Therefore, based on BHA's current position, the two themes are: -

- . **Brilliant Basics – getting the basics right in everything we do**
- . **Developing a psychologically safe workplace – linked to overall culture work**

These will be reflected across a number of the specific objectives and actions below.



# Customer (Year 2 Objectives & Supporting Actions)

## Providing Quality Homes and Services

### OBJECTIVES

**To consistently deliver an outstanding customer experience at every interaction.**

**To create a strong assurance framework across BHA's operations.**

### SUPPORTING ACTIONS

- Ensure the development of Toolkits across BHA.
- Develop and implement BHA Service Standards which reflect customer priorities.
- Further develop the "Brilliant Basics" approach to service delivery.
- Develop a robust monitoring regime across all operations.
- Ensure the customer voice framework dovetails with this assurance framework.

## An Active Listening Organisation

### OBJECTIVES

**Further develop our understanding of customer profile, needs and aspirations.**

**Provide a range of opportunities for customers to engage with BHA to inform service improvements and influence decision making from user experience.**

### SUPPORTING ACTIONS

- Complete Phase 1 of the Connect Visit Project.
- Analyse data to develop understanding of customers and apply understanding to develop service improvements.
- To develop and implement a Customer Engagement Plan.
- Fully embed the work of the new Scrutiny Panel.

# Customer (Year 2 Objectives & Supporting Actions)

## An Accessible Organisation

### OBJECTIVES

To ensure customers have choice, convenience, and control to fulfil their expectations and ensure ease of access to information and services.

### SUPPORTING ACTIONS

- Develop an approach which ensures personalised communication to customers.
- Refresh the communications plan for the 2024-25 year.
- Facilitate the Out of Hours contract renewal.

## An Enabling Housing Association

### OBJECTIVES

To expand and sustain the tenant sustainability and support offer.

Further develop social value measures to capture wider impact.

### SUPPORTING ACTIONS

- Develop a longer-term strategic plan to ensure the sustainability of BeFriend and BeWell.
- Maximise partnerships and joint working opportunities to achieve value for money in these services.
- Maximise value from community benefit resources to assist tenancy sustainment.
- Explore options and tools to further develop this area.



# Asset (Year 2 Objectives & Supporting Actions)

## Further Develop the Strategic Approach to Asset Management

### OBJECTIVES

**To develop BHA's Asset Management Strategy and Investment Plan over the short, medium and long term, including the approach to carbon reduction.**

### SUPPORTING ACTIONS

- Produce Asset Management Strategy document.
- Develop an integrated asset management approach and associated project plan.
- Carry out an options appraisal on garage sites and lock ups.
- Carry out a review of all commercial leases.

## Achieve Compliance

### OBJECTIVES

**To develop delivery plans and programmes to ensure full compliance with all statutory and regulatory requirements, underpinned by excellent stock data.**

### SUPPORTING ACTIONS

- Review the effectiveness of the approach to dealing with damp and mould.
- Review our approach to Risk Assessment remedial actions.
- Develop a robust approach to the management of stock condition data.
- Plan and deliver Analog to Digital (A2D) transition project.
- Renew Telecare Contract.

## Focus on Quality

### OBJECTIVES

**To ensure we have an efficient and effective repairs service and void, planned and cyclical programmes and these are delivered to required targets.**

### SUPPORTING ACTIONS

- Review the effectiveness of existing systems/ software and develop business cases for any additional requirements.
- Further develop BHA Standards in relation to the asset/repairs agenda.

# Asset (Year 2 Objectives & Supporting Actions)

Meet Future  
Housing Need

OBJECTIVES	SUPPORTING ACTIONS
Further develop BHA’s future housing supply programme.	<ul style="list-style-type: none"><li>• Scope initial scheme designs and costings.</li><li>• Prioritise schemes within the overall programme.</li><li>• Strengthen BHA’s land pipeline.</li><li>• Explore alternatives options other than new build to increase housing supply (e.g. HUSK and Open Market Purchase).</li><li>• Explore potential development partnerships to ensure we maximise value for money.</li></ul>



# People (Year 2 Objectives & Supporting Actions)

## A Learning Organisation

### OBJECTIVES

**Continue to develop our people and strengthen BHA's succession plan arrangements.**

### SUPPORTING ACTIONS

- Implement Talent and Succession Framework across BHA.
- Continue to invest in leadership development.
- Continue to strengthen the approach to personal development and growth.

## Culture

### OBJECTIVES

**Further embed BHA's values and nurture a positive organisational culture.**

### SUPPORTING ACTIONS

- Develop and implement a programme to support positive BHA Culture.
- Develop a behavioural map based on our values.
- Understand current levels of Psychological safety and develop an improvement plan, where appropriate.

## Health & Wellbeing

### OBJECTIVES

**Continue to promote a proactive approach to Health & Wellbeing.**

### SUPPORTING ACTIONS

- Develop a volunteering menu and opportunity for colleagues to participate.
- Review outcome of Health and Safety Executive (HSE) Stress Toolkits and develop actions to respond to any learning points.
- Continue to provide feedback opportunities for colleagues to influence the overall wellbeing offer.

# Strength (Year 2 Objectives & Supporting Actions)

## Achieve Value for Money

### OBJECTIVES

**Ensure value for money and continuous improvement is embraced across BHA.**

### SUPPORTING ACTIONS

- Develop and implement a Value For Money (VMF) Strategy.
- Develop and implement a consistent methodology for social value impact reporting.
- Further strengthen and embed performance management framework across BHA.

## Enabling Technology

### OBJECTIVES

**Ensure I.T. is an enabler, supporting delivery of business plan objectives.**

### SUPPORTING ACTIONS

- Review current external I.T. support arrangements.
- Plan and implement a programme of data migration to Sharepoint.
- Review current hardware to ensure this is meeting the day to day needs of BHA.

## Treasury Management

### OBJECTIVES

**Have a long-term treasury strategy in place which ensures appropriate funding is in place to meet business plan objectives.**

### SUPPORTING ACTIONS

- Develop approach to re-financing.
- Review and plan our adoption of Environmental, Social and Governance (ESG) Standards.

# Strength (Year 2 Objectives & Supporting Actions)

## A Strong & Sustainable Organisation

### OBJECTIVES

**Ensuring BHA is positioned to meet current and future business requirements.**

### SUPPORTING ACTIONS

- Continue to appraise strategic partnership opportunities.
- Strengthen understanding of BHA's future position as an independent organisation.

## Governance

### OBJECTIVES

**Ensure robust governance arrangements are in place which evolve with the business.**

### SUPPORTING ACTIONS

- Strengthen our Annual Return on the Charter (ARC) validation processes.
- Strengthen and monitor Assurance Statement actions.
- Review and implement our Business Continuity Plan (BCP) approach, including testing.
- Review our risk management framework.



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