

BUSINESS PLAN 2022-23

Creating
Thriving Rural
Communities



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Welcome to Berwickshire Housing Association's Business Plan for 2022-23 which captures our short-term objectives during this time which is an important period for the organisation.

During the year, several foundational pieces of work will conclude and provide us with the information and analysis on which to build a meaningful, longer-term plan.

These strands of work include: -

- **Review of Strategic Framework** - a review of the organisation's vision, values and strategic aims.
- **Development of Key Strategies** - New or refreshed strategies will be developed to support the strategic aims and cross-cutting themes.
- **Survey on the Condition of all BHA Homes** - this ensures we fully understand the condition of our homes and will help shape our future investment priorities and strategic asset plan.
- **Customer Insight Project** - this ensures we understand our tenants and the wider household in terms of profile, demographic, support needs amongst other customer data.
- **Review of I.T./Digital** - this provides us with a baseline of our current position and will help develop the improvement plan.
- **Review of Resources** - During 2021-22 we have reviewed front line services and resource placement and re-designed how we deliver services. During 2022-23 we will conclude our review of resources by finalising the position within Business Support.

About BHA

BHA is the main provider of affordable homes in Berwickshire. The organisation directly employs 54 colleagues to deliver a range of customer and community services and provide business support functions. In addition, some services are delivered via contractors for example, day to day repairs and maintenance, planned investment programmes and estate services.

BHA Group comprises Berwickshire Housing Association (“BHA”) and BHA Enterprise Limited (“BHA Enterprise”). BHA owns c.1900 affordable homes which it rents out to people predominantly on lower incomes. It is a Registered Social Landlord and it is regulated by the Scottish Housing Regulator.

It is also a Scottish charity.



About BHA



Its subsidiary BHA Enterprise, a company limited by share, manages 12 Mid-Market Rent properties and oversees the running of Berwickshire Community Renewables LLP in partnership with Community Energy Scotland (CES) which owns The Fisherman Three Windfarm.

BHA are heavily invested in the communities in which we work and proactively connect with tenants, other residents and partner organisations to agree priorities and appropriately direct resources.

The pandemic inevitably impacted the whole of BHA. However, our people were flexible and resilient and ensured key services were still delivered to tenants and communities and that the organisation remained well governed.

Strategic Framework - Our Vision, Values and Strategic Aims

As referenced above, BHA's vision, values and longer-term strategic aims are under review.

However, in relation to the 2022-23 year, the Board have approved four strategic aims and three key cross-cutting themes as follows: -

Strategic Aims 2022-23



Customer - To deliver an outstanding experience to customers.

Asset - To provide safe, affordable, 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 financial strength, value for money and good governance.

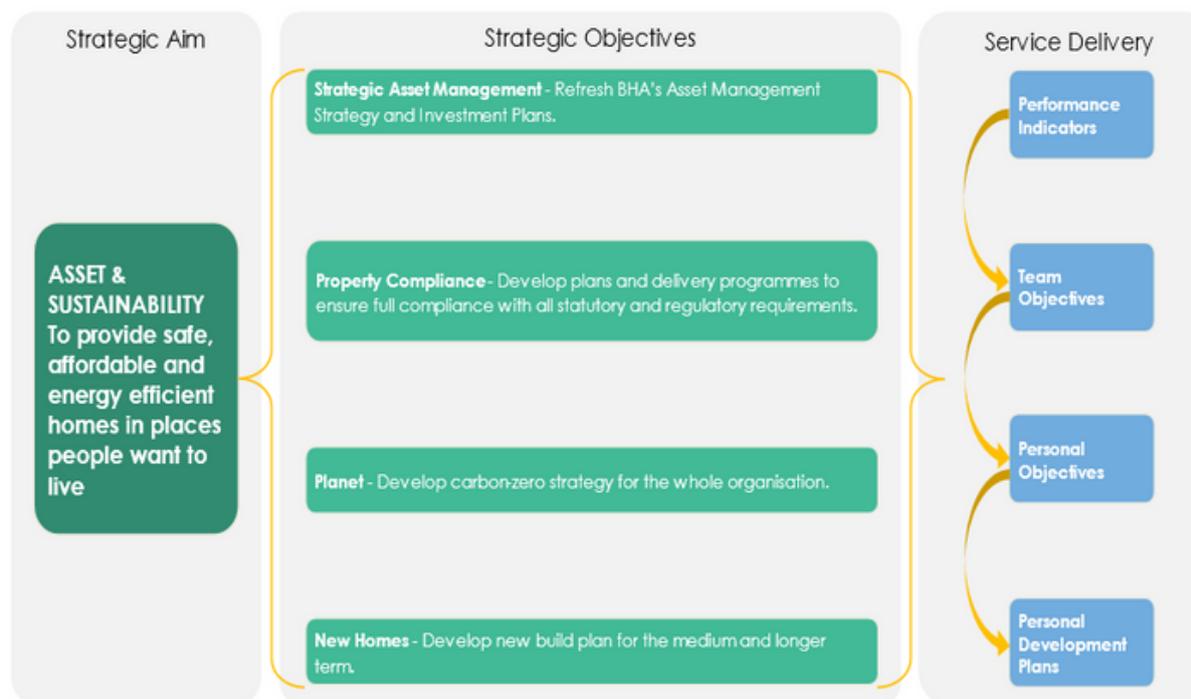
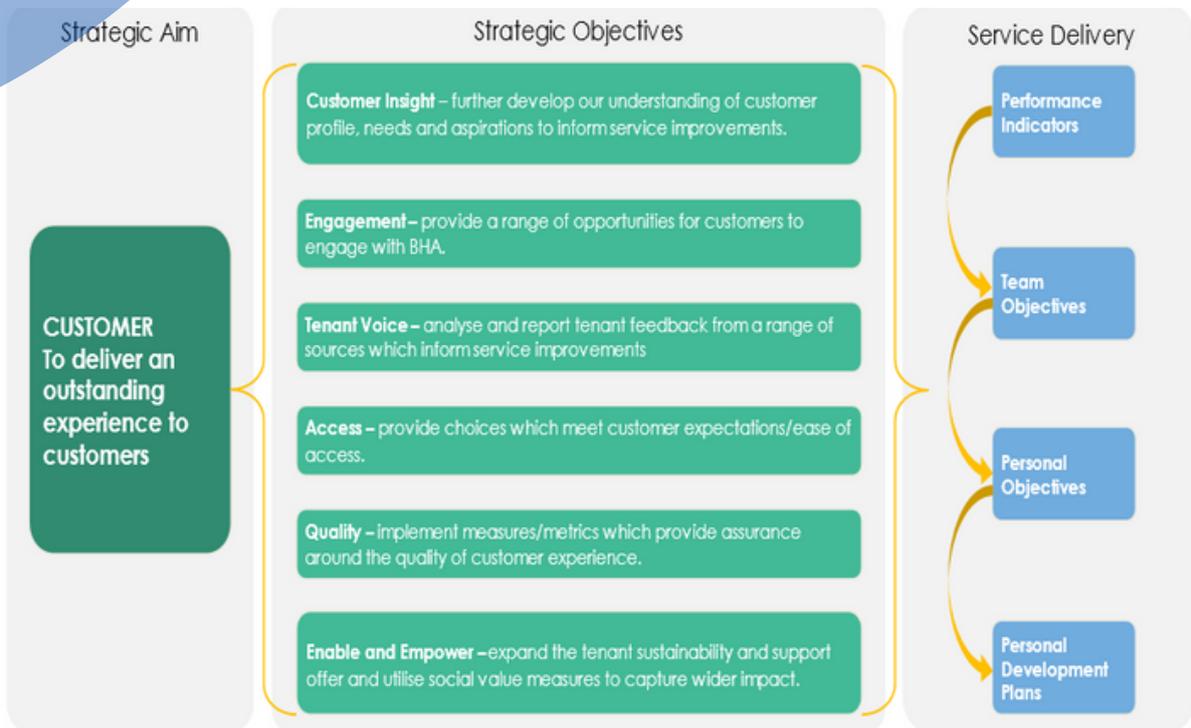
Planet - a carbon neutral organisation;

Equality, Diversity & Inclusivity - an inclusive organisation;

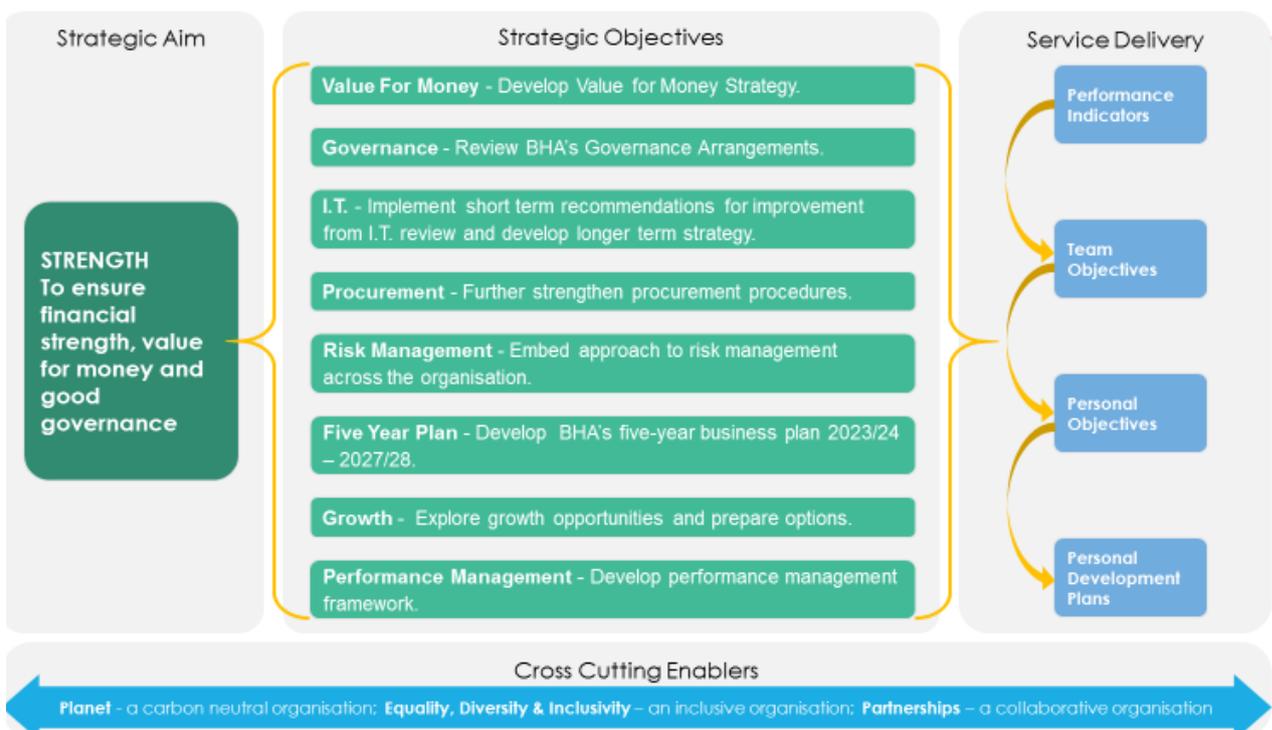
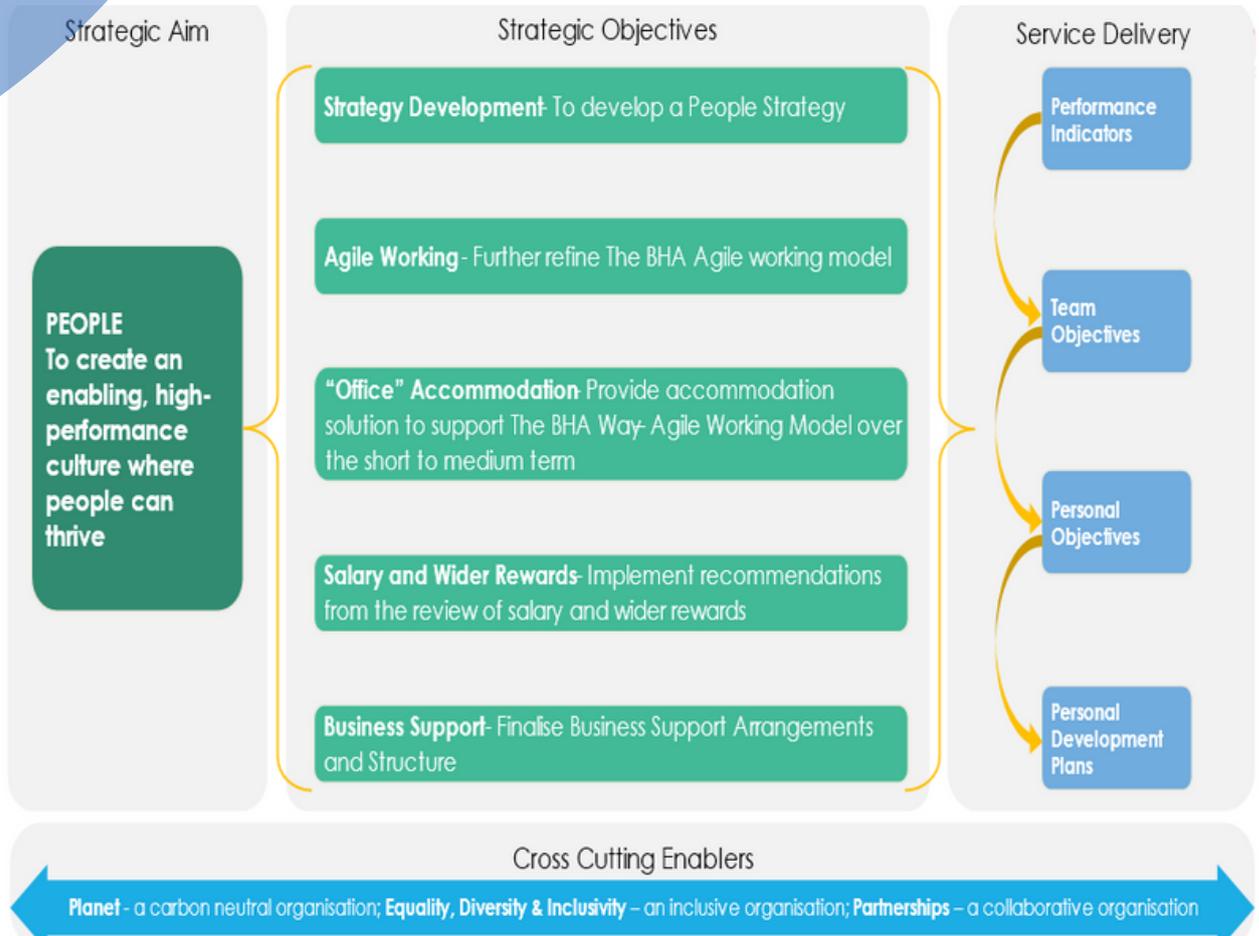
Partnerships - a collaborative organisation

Strategic Objectives 2022-23

To support the aspirations set out in the strategic aims, BHA's Board have approved a number of strategic objectives as follows: -



Strategic Objectives 2022-23





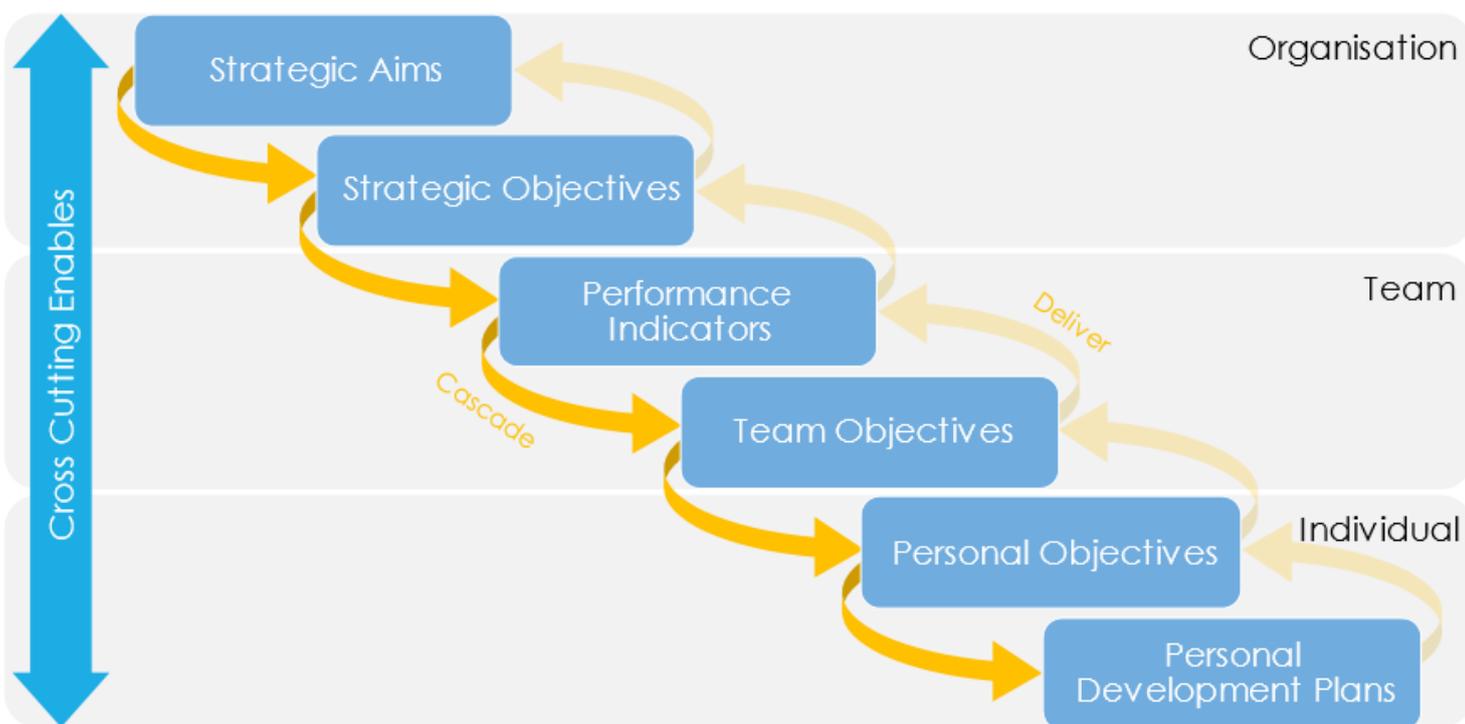
The objectives and supporting actions will be captured in the overall delivery plan for 2022-23. Progress against key milestones will be reviewed monthly by the Executive and Leadership Team and quarterly by BHA's Board.

The team are working towards having a performance dashboard at every level: -

- Organisation
- Team
- Individual

This ensures that every member of Team BHA are clear about their individual objectives and targets and how that fits into the wider organisational aims which demonstrates the "Golden Thread".

Clarity of Business Goals – Golden Thread



What's Next ?



Later in the year we will develop a five-year plan which will be grounded in the data and intelligence gained from some of the foundational workstreams progressing during 2022-23. Sound financial planning, risk management and value for money will be key areas of focus as the plan is developed.

In addition, we have recently spent a lot of time consulting with colleagues, Board and customers to understand their views and perspectives. This has successfully established the principle of co-creation which will continue as we develop future priorities and plans.

Any future plan will be ambitious, challenging and deliverable.