



# Business Plan 2022 - 2023

# Delivering With Impact

## - 2022-23 Business Plan

The ability to encourage and drive innovation is needed more now than ever before

**Throughout our 50-year history, Bield has innovated and adapted our services to new challenges. This has allowed us to provide first class housing and care to older people across Scotland no matter the circumstances.**

As we begin to emerge from the Covid-19 pandemic, it is important that our Business Plan for the next 12 months reflects how the world has changed. Covid has had a significant impact on all areas of society and Bield is no exception.

Our dedicated staff have ensured that our customers have continued to receive the services they need during one of the most difficult times imaginable. Our customers and their families rely on us, and we can be proud of what we have achieved in the past year.

The next phase of our growth as an organisation requires us as to innovate and adapt locally to what is another global issue. Climate Change is already having an impact on how we live our lives, and we owe it to future generations to do everything in our power to help limit our impact on the environment.

Bield has already started to meet the challenge, and our updated Business Plan reflects our ambitions to become a net zero organisation by 2045. Our investment priorities over the next year will see us provide energy efficient, safe, secure quality homes that meet our customers' needs now and in the future.

Other aims for the next 12 months include how we improve the use of digital technology to improve outcomes for our customers. These measures will help us provide efficiency and long-term financial stability that will see us invest in the priorities of our customers.

This Business Plan will also give Bield the opportunity to see beyond the horizon as we create our new business strategy. Planning for the future will ensure that we can deliver first class services to the people who need us.



Dr Lynne Douglas,  
Chief Executive







Prof Lesley Holdsworth,  
Chair of The Board



## Message from the Board

**On behalf of the Board of Directors, I am delighted to present Bield's Business Plan for 2022/23. This plan covers the final 12-month period of our 2018-2023 Business Strategy.**

It embodies the ambitious aims that have been the hallmark of the organisation since our foundation in 1971. The way in which Bield has responded to the challenge of Covid has impressed the Board and it is humbling to hear about the commitment, dedication and kindness of our staff and volunteers working every day on the frontline and keeping our essential services running.

The Business Plan has also been updated to reflect the changing priorities of the wider housing sector. There is no doubt that the looming crisis around energy prices will disproportionately impact on our customers, so I am happy to see that we will be taking action on this over the next year. Equally, the improvements we make to our stock will help reduce energy waste, save money for our customers, and help in our goal of becoming a carbon net zero organisation by 2045.

This type of long-term ambition requires the leadership and vision of the Senior Management Team. I want to thank the staff for continuing to provide first class services in difficult circumstances.

The next Business Plan presented to the board will be as part of a new Bield strategy that covers the next 3 or 5 years. This last couple of years have shown us that you can never be certain what new challenges the organisation will face, but with a workforce committed to the needs of our customers, I am confident that we can continue to see Bield not only grow but flourish.

# Our Operating Environment

The landscape in which Bield operates has experienced significant changes in recent years. Our objectives and outcomes included in this Business Plan reflect a number of external factors that will have an impact on how we deliver our services.

## Policy

The Scottish Government has started consulting on the establishment of a National Care Service. As part of this process, Bield was invited to share our experience and knowledge via a formal consultation.

Whilst we share a vision with the Scottish Government that all older people should receive the care that they need free at the point of use, it is unclear what the exact method of delivery will be. As further details are known, we may have to consider how we currently deliver services that would fall within the scope of a potential new National Care Service.

Other policy issues that have influenced our Business Plan include the need for more socially rented houses, homelessness targets, welfare reform including rent caps, and future public sector spending levels.

## Financial

As an organisation, Bield is financially sustainable and efficient. However, we cannot be complacent and must always seek the best value for our customers.

By having no significant debt, we can continue to be invested in improving our current housing stock. The organisation will implement service reforms that will deliver efficiencies, including the increased use of technology where appropriate.

The challenging circumstances around the increase in the cost of living and energy prices will undoubtedly have an impact on our customers, and we have made decisions that will come into effect over the next 12 months that will help ease the pressures faced.

We also continue to have several low demand or remote properties that have an impact in how we deliver services as cost effectively as possible. The work over the period of this Business Plan and future Bield Strategy will look at different ways to overcome these issues.







## Environmental

Housing is one of the leading contributors of carbon emissions in Scotland today. Knowing this, we have committed to short- and long-term measures that will demonstrate that Bield is playing our part in this global challenge.

The next year will see a number of actions designed to reduce our energy consumption cutting both costs for the organisation, and carbon emitted into the environment. Given that our customers are more likely to suffer from fuel poverty than the wider population, we owe it to them to plan and invest into the fabric of buildings and cost-effective ways of renewable heat such as air source heat pumps.

Longer term, we will continue to work towards our stated goal of being a carbon net zero organisation by 2045. Our Business Plan for the next 12 months lays the foundations to help us achieve this ambitious target.

Climate Change is already having an impact in our attitudes and actions. Being sustainable as an organisation means we can play our part in tackling a global issue.

# Our 2022 – 2023 Objectives

Innovation is simply a way to resolve challenges and create value from new ways. Our objectives look to better understand our challenges, consider our processes, understand our tenants better, and maintain Bield at the forefront of older people services in Scotland.

## Objective 1

We will modernise and improve our services, by listening to what our tenants say and ensuring that their views are at the heart of any decisions that we make.

We will develop modern and efficient services to meet our customers' needs now and in the future.

## Objective 2

We will continue to operate a financially stable and secure business. We will make sound business decisions to improve our financial viability while ensuring that we invest for the long term to remain financially strong.

## Objective 3

We will launch our People Strategy which sets out the strategic ambition for our people.

Recognising our staff as a key asset, we will use 4 pillars to set out immediate, ongoing and longer-term frameworks with focus on engaging, developing and managing our people and volunteers to be healthy and successful in delivering Bield's vision within our corporate plans.

## Objective 4

We will ensure that our services will be supported by modern digital approaches, and we will look to improve and introduce modern digital services for our customers. We will develop the technology and systems we use to support our customers with a modern and efficient service

## Objective 5

We will complete our plan setting out how we will manage, maintain, and invest in our assets to enable us to provide good quality, efficient, and affordable services for our tenants and future customers across Scotland.

## Objective 6

We will take action to reduce our carbon footprint working towards warmer greener homes, and to reduce our carbon footprint working towards being net zero by 2045

## Objective 7:

We will provide best value by reviewing our corporate structure to ensure we strengthen our governance and provide key services for our tenants. We will identify core business and optimise our operating environment.

## Objective 8:

We will develop a new strategy enabling Bield's future success by completing Bield 2023-2026. Strategy.







# Future Facing Services

We want to find better ways to deliver, and a key feature to finding these approaches is to develop strong relationships with our tenants. We understand that by listening, we will learn about the issues they face, allowing us to implement the solutions.

**Our plan is simple - we want to make sure that the views of our customers are included in the development of the services that we provide both now and in the future.**

We know our tenants want us to provide good quality homes and environments for them to live in, and that our services will enable them to be able to participate in ways that they want to within their Bield communities.

The environment in which we operate has been volatile, with many of the issues affecting us neither predictable nor under our control. We cannot underestimate the impact our tenants have faced due to the increased isolation for many of our tenants as a direct result of Covid, the energy crisis, and increasing pressures on the cost of living.

Value for money is important for everyone and it is clear finances are difficult for many people. This year we want to look at our services and focus on the affordability of our rents and the costs of delivering these. We will contribute to Bield 2023 strategy ensuring that we are developing our services by:

- understanding our current and future tenants better through meaningful consultation
- delivering a housing management system fit for our future and which provides improved transparency for our tenants

- reviewing our working methods to provide consistency across all housing services
- clearly communicating our services, their eligibility, and costs
- upskilling our staff to reflect the growing digital demands of customers
- supporting our tenants to get value in an increasingly digital world
- delivering personalised solutions for tenants and other customers with a “can do” attitude

To enable us to achieve this **we will**:

- develop a greater knowledge of the needs, expectations, and aspirations of our current and future customers
- reflect fully on how we engage and work with our tenants to become innovative and creative in the ways we work together
- listen, respect, and value our tenants’ views to develop services that continue to reflect their current and future needs





# Investing in Quality Homes

Our commitment is that we will provide affordable quality homes across Scotland that our customers are proud to live in and feel part of a wider Bield community.

**The expectations of customers have changed significantly since our foundation 50 years ago. This is both a positive reflection on our ability to deliver for our customers, and a challenge to ensure that we continue to design services that meet their needs.**

As the demography of our society changes, we must adapt the types of properties that we offer to customers. We know that people prefer to live in their own homes for longer, and that independent living is an important factor when considering where and how to live in retirement.

Being a social landlord goes beyond simply having an affordable place to live. We offer specialist services and security that reassures customers and their families. It is important that we invest now to ensure that we continue to be the sector leader and the housing provider of choice for older people in Scotland.

To help us achieve this, in 2022 we will:

- undertake a customer led review of the homes we provide to ensure we meet customers' requirements now and, in the future,
- minimise the increased in rents and other costs when income is limited, and costs are increasing
- support the global challenge of climate change by reducing energy use and taking care of our environment
- closely monitoring customer satisfaction levels
- lead pilot projects to expand digital health solutions that can assist us to enable customers to live in their homes for longer
- continue to invest in technologies, and complete the analogue to digital project that will enhance the BR24 Alarm Receiving Centre services by 2023

This will enable us to:

- plan for growing the number of the homes and investment in our existing developments.
- ensure that we get the right solutions that enable us to plan how best we design our services and buildings to support independent living
- deliver greener homes in our communities – without compromising on quality
- ensure that our developments are managed as efficiently as possible

2022 will be a year of planning to make sure that we provide the right homes where they are needed in Scotland that are affordable, high quality, environmentally sustainable and meet our customers' needs now, and in the future.



# A Thriving Workforce

**Our commitment to our staff is that we will develop strategies to support and develop our best talent to help us innovate and deliver in new ways.**

**Bield's People Strategy seeks to provide a coherent and consistent approach to ensuring a skilled, flexible, high performing, motivated, healthy, and well managed workforce who demonstrate our values in all that we do. Through our positive and proactive workplace culture, we aim to attract and retain the best people to deliver our ambitious agenda.**

Our People Strategy will be delivered across the next 3 years and will align our people ambition to our corporate ambition. The last few years have been challenging and our people have shown themselves to be adaptable, resourceful and committed to delivering for our customers. Embracing the changing demands facing Bield, and our customers, our priorities for this year focus on the skills, knowledge, and resources required to enable our people to thrive.

Over the course of this Business Plan, we will deliver:

- engagement and leadership across Bield
- strengthening of our Health & Wellbeing offer
- development of our core vision and shared purpose across our people
- a refresh of our workforce planning and recruitment offer
- a refocus on skills and development for each role



# Our Big Reboot

Technology and innovation has fundamentally changed the world as we know it. Bield want to align our digital transformation with our overall vision.

**Bield's commitment to digital transformation started with the launch of our Big Reboot in 2021. This multiyear programme is designed to upgrade our core business digital infrastructure.**

Our vision is that:

*'With robust, integrated and innovative infrastructure and systems Bield epitomises the use of digital technology in housing and care to maximise social, commercial and strategic value to the organisation, to staff, to customers, and to our wider stakeholder group.'*

Our key objective for the next year covered in this business plan is to continue to develop and improve the technology and systems we use to support our customers with a modern and efficient service. We will do this by providing our staff with the right tools and training to use them, that will fulfil our digital vision.

## A Strong Foundation

**Assisting and supporting accelerated innovation from a strong and solid financial base.**

Bield's financial strategy encompasses all our primary business objectives and is necessary to ensure that we are able to operate as a sustainable business and provide a viable long-term model to deliver on our priorities. To do this, we will continue to operate a financially stable and secure business. We will make sound business decisions to improve our financial viability while ensuring that we invest for the long term.

Our Finance Department will continue to provide detailed analysis of the finances of all parts of the business to allow us to plan for and react to the volatile operating environment that we find ourselves in. To protect our customers, we will consider rent affordability, balancing these with the necessity of investment in staff, our properties, and our future business requirements as detailed by the financial modelling.

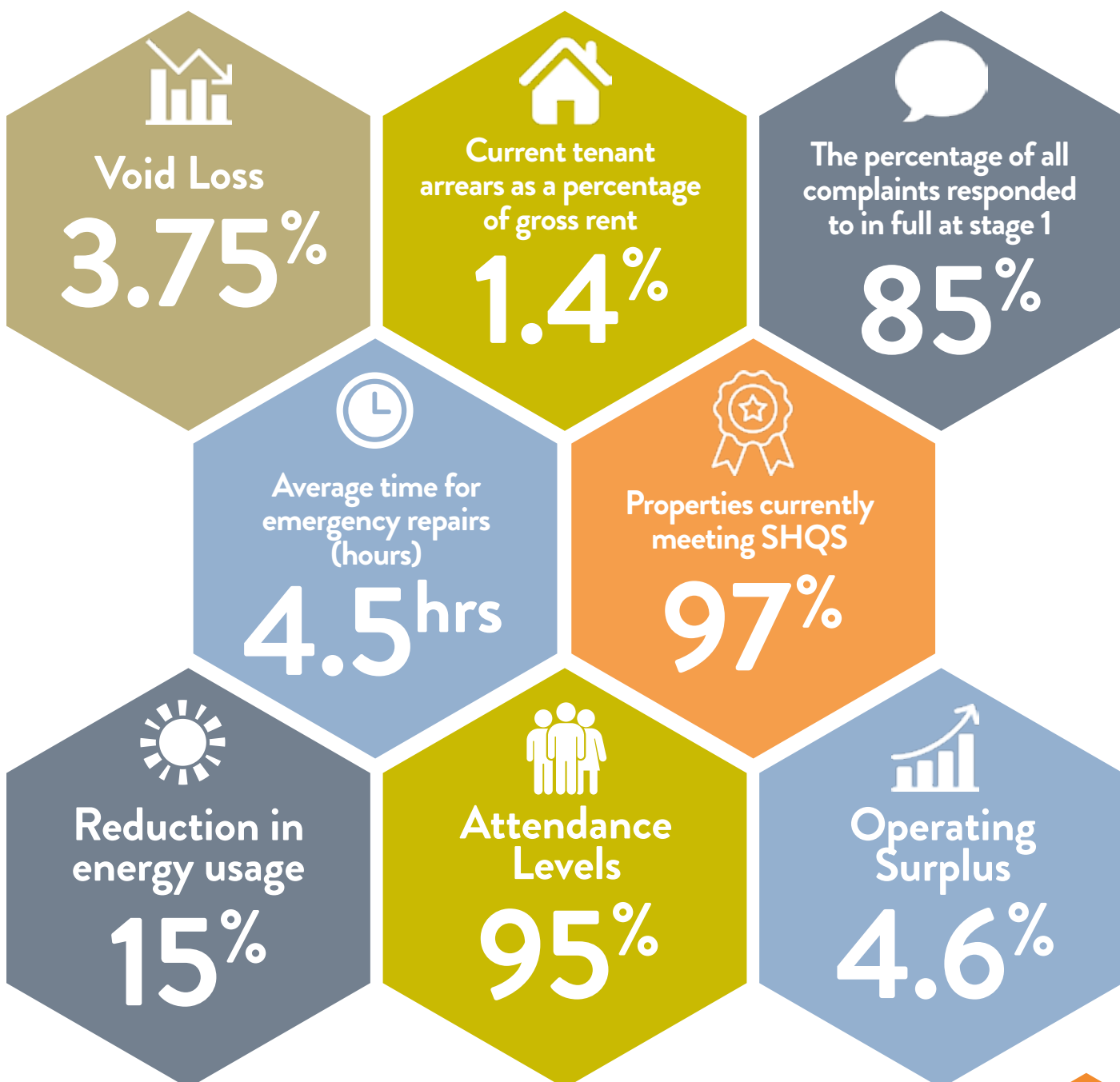
Budgetary control and helping the business identify key operational efficiencies form the core functions of the finance team. Long term planning and the need to secure appropriate future borrowings will be a key area of work for the coming business cycle. We will continue to monitor and implement financial controls and make recommendations on risk management and cost control strategies as part of the business partner model.



# Business Health Targets

The following targets are our high level indicators that at a glance will enable performance of the whole organisation to be monitored. Bield Housing & Care as an organisation is made up of key moving parts and we believe these targets offer an overview of how we are delivering as a business, for our tenants, for our regulators and for our staff.

Business Health Indicator / Annual Target



# Our Values



## Caring

- We care about our workforce and their views
- We care about our customers' needs
- We care about our environment and our role in a global challenge



## Honesty

- We are open with others about the decisions we make
- We treat customers and staff with fairness and integrity
- We understand that honesty helps us learn and improve



## Equality and Diversity

- We will treat every person as an individual
- We will respect diversity
- We understand that society can be unequal and will look to challenge inequality







## Dignity

- We value customers and colleagues for what they are,
- We understand that that we all have different life experiences, views and opinions
- We respect our customers who have a right to choose



## Kindness

- We work with mutual respect, openness and compassion for each other
- We recognise the difficult decisions colleagues make, and understand their views
- We understand that kind words and actions make our organisation great



## Inclusion

- We are an organisation where everyone feels welcome and appreciated
- We include all staff and customers in our strategic aims
- We recognise that we must accommodate to include



## Ambition

- We deliver the best services for older people in Scotland
- We drive change by thinking longer term in our ambitions
- We bring out the potential of all our colleagues at all levels

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