



Our Business Strategy outlines the strategic direction and priorities, which Bield Housing & Care (Bield) will focus on over the five year period 2018-23.

Our strategy reflects the changing environment and includes outcomes that will ensure we continue to develop our existing services, improve levels of customer service, maintain the financial strength of the organisation and develop the skills and abilities of our workforce, volunteers and Board members.

This is a bold and ambitious Business Strategy but one which we believe will strengthen Bield's future, will move us towards achieving our stated vision and will place us in a strong position to celebrate our golden anniversary in 2021.

BIELD in 2023

We are proud of Bield's ongoing reputation of being a leading provider of housing, care and support for older people. With increasing demand for such services, we are well placed to enhance our place in the market.

Customers now and in the future expect, and will continue to expect, high quality and value for money. They will require more choice in the services available to them, more flexibility in how and when they access them and more transparency to help understand exactly what they are paying for.

In October 2017, we announced our decision to withdraw from residential care provision, to review services such as day care and flexicare and to decommission housing support activity in very sheltered housing. We have made great progress and these changes are now complete.

We will continue to provide a range of housing, care and support services for Scotland's older people but by 2023 these will start to look very different to what has gone before.

As part of developing a menu of services to give customers choice over what services they access:

- we will review and develop our meals service, where financially viable;
- we will grow our 'Bield at Home' home care services to as many of our existing tenants and residents as possible; and
- we will develop our Bield Response 24 service, developing it both as a contact centre for Bield to improve customer service but also to provide technology enabled care services both internally and externally.

In recent times we have led the sector in developing new, financially stable models of housing and care. We will seek to grow and develop these models through partnership working with property developers and partners in the Health & Social Care Partnerships.

We recognise that more needs to be done to bring our existing properties up to modern-day standards and to meet the aspirations of future generations. By 2023, we will have undertaken a refresh of our Asset Management Strategy.

Management services to owner occupiers has been a growing part of our business and by 2023, we would expect to have more developments in management.

We currently operate across 23 local authority areas and we do not anticipate this changing significantly over the next five years.

Our staff and our volunteers are our most important asset – our reputation and our success is built on their commitment and effort. By 2023, we will continue to invest in learning and development for our teams and we will seek ways to empower them to take decisions at a local level in the best interests of tenants and other customers.

In addition, we will seek to harness the use of technology to make us more efficient but, more importantly, to improve front-line service delivery. More of our customers, and certainly the next generation, are very familiar with digital technology and we will ensure we respond to that by making more of our services available online or through the use of technology.

We recognise that our administration and management costs are too high and that we need to have an organisational structure that is leaner. Accordingly, by 2023, we will have implemented a new organisational structure which aligns with the services we are providing.

2023 will by no means be an end point but rather a staging post in our transformation journey. During the next five years, we will need to have sufficient contingency to deal with the inevitable external events which are currently unknown but which will impact on us.

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Our Strategy in Summary

In working to achieve our objectives and outcomes, we will adhere to the following strategic framework. This is summarised below and will be central to all that we do.

Strategic Planning Framework 2018-23

Our Vision

A Scotland where people of all ages are respected, can make their own choices, and are able to live independent and fulfilling lives

Our Mission

To improve the quality of life of older people by offering a diverse range of housing, care and other services

Our Values

Caring

Honesty

Equality

Dignity

Inclusion

Ambition

Our Outcomes

Our customers can live independently in their own home as their needs change

Our customers feel we offer value for money

The quality of our homes and services meet expectations

Enablers

People

We will have a diverse, skilled and competent workforce.

Our people feel valued and supported at all levels in the organisation

Resources

We will become more efficient.

We will manage and develop assets that help us to achieve our outcomes.

We will build key partnerships in order to protect and enhance our services

Processes and services

We will focus on developing a complementary range of services that provide customers with choice and flexibility as their needs change.

We will understand our customers and respond to their needs

Our Outcomes

We have three strategic outcomes which will help us to achieve our overall mission and vision.

Our customers can live independently in their own home as their needs change

We share the Scottish Government's view that, where possible, care should be provided at home to help maintain the independence and quality of life of service users. Unplanned hospital admissions (though sometimes unavoidable) often lead to complications that compromise the ability of older people to return home to lead a more fulfilling life.

Our menu of services will continue to be developed to help support service users to continue to live independently as their needs change.

Our customers feel we offer value for money

Value for money is a balance between the costs and outcomes of delivering our services. Value for money is perceived as being achieved when costs are relatively low, productivity is high and successful outcomes have been delivered.

We will actively seek to identify efficiencies and / or performance improvements that provide greater value for money for our customers.

Our goal is to increase our customer satisfaction levels across a number of key areas.

The quality of our homes and services meet expectations

We appreciate that our customers can (and should) make their own choices, whether that is between service providers or about the type of service they receive.

In order to remain competitive we will anticipate and respond to the changing expectations of customers.

We also appreciate that our homes and services must meet the quality expectations of customers and other stakeholders, for example regulators, service commissioners and funders.



Our Enablers

Our enablers are the things we need to do that enable us to achieve our outcomes.

People

We will have a diverse, skilled and competent work force

Bield has developed great experience over many years in delivering services to older people. Some of this is represented by the way we do things: the services, processes and collective knowledge we have developed. We are fortunate to have a loyal and highly committed workforce at all levels within Bield. We must make sure that we continue to have the right people, with the right skills, competencies and values to help us stand out and to develop into the future.

Bield also has an extensive volunteer programme that provides benefits to both customers and volunteers. We know that many customers value the support from volunteers and volunteers appreciate their involvement with Bield.

Related objectives:

- Coach, develop and support staff to reach their full potential
- Attract talent and retain high quality employees and volunteers
- Ensure that employees and managers fully understand their roles and responsibilities

Our people feel valued and supported at all levels in the organisation

Understandably, recent changes to services have led to on-going uncertainty which has had an impact on staff morale. As an organisation, we are and will be doing everything we can to address this issue.

Related objectives:

- Ensure that all staff understand where their role fits in the organisation and the value that it adds for our customers
- Delegate authority to the lowest possible level, so all staff can have as much autonomy and decision making power as possible, keeping bureaucracy to a minimum
- Ensure that people feel fairly rewarded and recognised for their contributions to performance and success

Resources

We will become more efficient

Rent affordability is high on our list of priorities. The Scottish Housing Regulator has stated that value for money should be demonstrated to our customers and that rents and service charges should be accurately costed. This is an area that we will progress as a priority within our new business strategy, making our charges more transparent and providing clear justification for any proposed increases.

We want to be able to invest in providing the quality of homes and services that people expect. In order to do that, we have a responsibility to our tenants to control our expenditure and to be as efficient as we can be. Benchmarking information shows that our operating costs are relatively high. Certain cost pressures are likely to increase in future after a period of low inflation, which will pose a further challenge for us to maintain affordable rents and service charges. We recognise our office structure, overheads and processes could be more efficient.

We have taken numerous steps over recent years to control spend and be more efficient. For example, we have been investing in our ICT systems, focusing on reducing the time people spend on administrative tasks and stabilising our ICT environment. We know that our ICT infrastructure, especially at developments, still requires further investment. We also need to maximise the potential benefit from our information by managing it effectively and protecting it throughout its lifecycle.

Related objectives:

- Control (and where possible reduce) costs and minimise waste
- Review rents and service charges to ensure they are fair, affordable and sufficient to enable us to deliver services that achieve our outcomes
- Develop our ICT infrastructure and services that help to achieve our outcomes
- Recognise and work to improve the value of the data we hold, ensuring that information is shared appropriately within Bield to make processes more efficient and to enable staff to interact more effectively with customers

We will manage and develop assets that help us to achieve our outcomes

We want our properties to meet the aspirations of current and future customers. We recognise that some of our properties are beginning to show their age and design standards which were suitable twenty to thirty years ago may no longer meet what our customers of today or tomorrow want.

Related objectives:

- Manage and improve our property assets to meet the needs and aspirations of current and future Bield customers

We will build key partnerships in order to protect and enhance our services

We are continuing to work closely with key partners and local authorities to influence the Health and Social Care Integration agenda. We are also establishing new partnership arrangements with other local service providers to ensure that we can make the most of the services we have to offer.

Related objectives:

- Establish new partnership arrangements with other local service providers to ensure that we can make the most of the services we have to offer.
- Work with key strategic partners to deliver cost effective value for money services which support health and social care integration and a shared aim of helping older people to live independently and to improve their quality of life.

Processes and services

We will focus on developing a complementary range of services that provide customers with choice and flexibility as their needs change

We continuously reassess the range of housing and services that we offer in order to deliver what our customers want. We will provide a range of services that make the most effective use of our resources to deliver our strategic outcomes.

Customers will be able to choose from a range of Bield services that can be added or removed to reflect their changing needs to enable them to remain at home for as long as possible. Our menu of services will be available to Bield tenants, factored owners and customers who wish to contract our services directly.

Maintaining and developing a reputation for delivering high quality housing and care services for older people is vital in helping Bield grow into new areas. However, we also need to acknowledge and address the limitations of Bield as a recognisable brand name in some of our potential markets.

Related objectives:

- Develop a menu of tailored services, providing greater choice and flexibility for customers
- Develop a Corporate Growth Strategy which will demonstrate how the organisation will grow over the next five years
- Strengthen our reputation for providing high quality housing and services for older people

We will understand our customers and respond to their needs

Our customers are not all the same, they have different needs and those needs will change as people age. Being able to understand the changing needs of customers is essential to help us develop the type of services that help to deliver our customers' desired outcomes now and in the future.

We are always keen to take into account the views of our customers and we have made great progress over the past few years through the introduction of the Partnership Forum, Interested Parties List, Owners' Forum and the tenant-led Bield Improvement Group. We need to make full use of the feedback we collect.

Related objectives:

- Understand our customers and their aspirations for their homes, and adapt our priorities to meet those expectations
- Foster a sense of active partnership with our customers, ensuring that they drive our service improvements through their involvement and scrutiny

For further information about our Business Strategy please contact the Business Improvement Team (0131 273 4000)