

Bridgewater Housing Association

# Business Delivery Plan



# Bridgewater's 5 year Strategic Delivery Plan

| Key Outcomes   |   | Priority Actions  | Performance Indicators   | Baseline   | Annual Targets |       |       |       |       |
|--|---|---|--|------------|----------------|-------|-------|-------|-------|
|  |   |   |  | March 2023 | 23/24          | 24/25 | 25/26 | 26/27 | 27/28 |
| <b>Strategic Objective 1: Manage and maintain, safe, high quality, sustainable, affordable homes</b> |   |   |  |            |                |       |       |       |       |
| <b>1</b>   | Improved Tenant Safety                          | Implementation of streamlined approach to tenant safety inspections   | % of homes meeting legal compliance of gas safety, LD2 Compliance, EICR compliance, Legionella Inspections complete, asbestos surveys compliant, play park inspections on time | 96%        | 100%           | 100%  | 100%  | 100%  | 100%  |
| <b>2</b>   | Our homes remain desirable                      | Strengthen our approach to asset management   | % tenants satisfied with quality of home   | 93%        | 93%            | 93%   | 95%   | 95%   | 95%   |
| <b>3</b>   | Our homes meet EESSH2                           | Meet national energy efficiency targets   | % of homes meeting EESSH2 (Standard under review targets will be amended once known)   | 0%         | 10%            | 20%   | 30%   | 40%   | 50%   |
| <b>4</b>   | Improved opportunities for homeless households. | Improve opportunities for those facing homelessness in Renfrewshire   | % of tenancies to those assessed as homeless sustained   | 92%        | 90%            | 95%   | 95%   | 100%  | 100%  |
| <b>5</b>   | Improved carbon footprint                       | Implementation of a new approach to maintenance that supports our approach to decarbonisation and future-proofing our stock | % Properties meeting Net Zero guidelines (Standard under review targets will be amended once known)  | n/a        | 0%             | 0%    | 10%   | 15%   | 25%   |
| <b>6</b>   | Services Delivered Internally                   | Implement feasibility of utilising Care and Repair service for core business needs  | % feasibility complete   | n/a        | 50%            | 75%   | 100%  | 100%  | 100%  |

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| <b>Strategic Objective 2: Protect and enhance the value of the local environment</b>   |   |  |   |            |                |       |       |       |       |
| <b>7</b>   | More tenants satisfied with how we manage their neighbourhood     | Improve the environmental appeal in our communities                      | % tenants satisfied with Bridgewater's contribution to the management of the neighbourhood they live in | 92%        | 92%            | 92%   | 95%   | 95%   | 95%   |
| <b>8</b>   | More wider action projects supported and Social Value is measured | Enhance our wider reach in the community                                 | No. of projects supported   | 1          | 1              | 2     | 2     | 3     | 3     |
| <b>9</b>   | More wider action projects supported and Social Value is measured | Implement Social Value Toolkit   | Progress development and implementation of Social Value Policy resulting in annual measurement          | N/A        | 50%            | 100%  | 100%  | 100%  | 100%  |
| <b>10</b>  | Owners are supported  | Promote external funding to help owners maintain and improve their homes | No. of publicity/communications to owners highlighting funding/efficiency measures                      | N/A        | 2              | 2     | 2     | 2     | 2     |
| <b>11</b>  | Increased satisfaction with opportunities to participate          | Customers have more opportunity to influence service                     | % Tenants satisfied with opportunities to participate   | 92%        | 92%            | 92%   | 96%   | 96%   | 96%   |
| <b>Strategic Objective 3: Deliver a quality, value for money, customer service experience, in partnership with our customers</b> |   |  |   |            |                |       |       |       |       |
| <b>12</b>  | Tenant representation on our Board at all times                   | Encourage tenant involvement on our Board                                | No. of tenants on our Board   | 5          | 5              | 5     | 5     | 5     | 5     |
| <b>13</b>  | Improved customer satisfaction.                                   | Customer service queries are resolved first time                         | % Tenants satisfied with queries resolved at first contact (ongoing service survey)                     | N/A        | N/A            | 50%   | 60%   | 65%   | 75%   |
| <b>14</b>  | Achieve Care and Repair accreditation                             | Implement accreditation process  | % completion of implementation  | N/A        | 25%            | 50%   | 100%  | 100%  | 100%  |

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| 15   | Increased customer & community involvement               | Introduce initiatives to enhance customer & community involvement    | No. of initiatives encouraging customer involvement   | 1             | 2              | 2             | 2            | 2            | 2            |
| 16   | Increased take up of digital services                    | Strengthen our digital services to support participation             | No. of customers registered on the MyBHA portal (tenants and owners)  | 751           | 826            | 909           | 954          | 1000         | 1100         |
| 17   | Improved market info & customer insight                  | Strengthen our use of market info & customer insight                 | % Board satisfied with Customer Insight and Market Information  | N/A           | N/A            | N/A           | 75%          | 85%          | 90%          |
| 18   | Reduced customer debt – tenant and owner                 | Implement new arrears recovery processes and increase human resource | % reduction in rent debt (Gross Arrears)<br>reduction in current factoring debt                                   | 3.40%<br>229% | 3.10%<br>170%  | 2.90%<br>120% | 2.50%<br>90% | 2.25%<br>50% | 2.10%<br>30% |
| 19   | Implement digital application process                    | Implement online cloud hosted application process                    | % Complete  | n/a           | 0%             | 25%           | 50%          | 100%         | 100%         |
| 20   | Improved efficiencies within our factoring service       | Explore roll out of Office 365 Windows 1st approach                  | % of factoring staff who report an efficient and effective set of working practices                               | N/A           | N/A            | 75%           | 75%          | 80%          | 80%          |
| 21   | Achieve customer service accreditation                   | Implement appropriate agreed accreditation                           | % Complete  | n/a           | 0%             | 0%            | 0%           | 50%          | 100%         |
| <b>Strategic Objective 4: Invest in our people</b> |  |  |   |               |                |               |              |              |              |
| 22   | Implement new staffing structure and modern office space | Establish new customer focused human resource by Summer 2023         | % Complete  | n/a           | 75%            | 100%          | 100%         | 100% Review  | 100%         |
| 23   | Local training & employment opportunities are created    | Explore employability and training opportunities                     | No. of individuals supported through community benefits and direct employment of modern/ graduate apprenticeships | N/A           | N/A            | 1             | 2            | 3            | 4            |

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| 24  | Our people feel supported & encouraged                              | Embed a growth mind-set  | % staff feel valued for the work I do – Staff Engagement Survey   | 69%        | 69%            | 75%   | 75%   | 80%   | 80%   |
| 25  | Our culture is diverse and inclusive                                | Encourage diversity and promote equalities   | No. of Equalities projects delivered/promoted   | N/A        | 2              | 2     | 2     | 2     | 2     |
| 26  | We are a socially responsible organisation                          | Establish Social Corporate Responsibility Policy   | % Complete  | N/A        | 0%             | 0%    | 0%    | 100%  | 100%  |
| <b>Strategic Objective 5: Promote Innovation and collaboration for improvement and growth</b> |   |  |   |            |                |       |       |       |       |
| 27  | Tenancies are sustained   | Review existing tenancy support and provision  | % of tenancies from housing list sustained for more than a year   | 92%        | 90%            | 92%   | 93%   | 93%   | 95%   |
| 28  | Review and improve supported accommodation provision                | Review portfolio of supported accommodation  | No. of supported units provided   | 141        | 141            | 141   | 46    | 46    | 46    |
| 29  | Improved working practices  | Explore roll out of cloud based, Office 365 Windows 1st approach & blended approach to working | % of staff who report they have efficient and effective way of working using technology – Staff Engagement Survey | 82%        | 82%            | 85%   | 85%   | 90%   | 90%   |
| 30  | Our people have all the tools they need to do their job effectively | Continue to adopt modern working practices   | % staff who feel they have all the tools they need to do their job effectively – staff engagement survey          | 86%        | 86%            | 90%   | 90%   | 95%   | 95%   |
| 31  | Maintenance service delivers value for money                        | Demonstrate value for money in delivering reactive maintenance services                        | Reactive Maintenance costs per unit   | £745       | £800           | £810  | £835  | £860  | £880  |

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| 32           | New models of working & service delivery are embedded                         | Develop a post-COVID legacy  | % Board satisfied with new initiatives & service delivery practices                       | N/A        | 90%            | 90%   | 90%   | 95%         | 95%   |
| 33           | We meet the SHR's Regulatory Standards of Governance and Financial Management | Demonstrate effective governance   | % Assurance and Compliance  | N/A        | 100%           | 100%  | 100%  | 100%        | 100%  |
| 34           | Effective disaster recovery plans are in place                                | Maintain robust disaster recovery & business continuity systems              | % Assurance through Audit of Function (Reasonable = 80% / Substantial = 95%)              | 80%        | 80%            | 80%   | 95%   | 95%         | 95%   |
| 35           | We deliver value for money  | Embed a value for money approach   | % tenants who feel that the rent for their property represents good value for money – TSS | 87%        | 87%            | 87%   | 90%   | 90%         | 90%   |
| 36           | Effective risk and policy reviews are in place                                | Establish revised risk management framework                                  | % Complete  | N/A        | 100%           | 100%  | 100%  | 100% Review | 100%  |
| 37           | We deliver high quality services  | Establish revised performance management framework                           | % Complete  | N/A        | 25%            | 50%   | 75%   | 100%        | 100%  |
| 38           | Bridgewater continues to manage the local C&R services                        | Embed a resilient C&R workforce  | New initiatives implemented by Care and Repair  | N/A        | 1              | 1     | 2     | 2           | 3     |
| 39           | We have established and efficient procurement process                         | Establish revised procurement framework / strategy                           | % Complete  | N/A        | 25%            | 75%   | 100%  | 100%        | 100%  |
| 40           | We have robust, joined up financial systems in place                          | Implementation of integrated financial systems/ solution including invoicing | % Complete  | N/A        | 50%            | 75%   | 100%  | 100%        | 100%  |

Our targets will be monitored and reviewed regularly with an annual report being submitted to our Board.





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