

at home with...



Business Plan 2020-23 Summary

Fife Housing Group is the trading name for the legal company structure of Fife Housing Association Limited and its wholly-owned subsidiary PACT Enterprises Limited.

We are pleased to share our future plans and ambitions, which form the strategic objectives in this Business Plan, as we continue striving to achieve the highest standards of governance, financial planning and customer service.

Vision

Our refreshed vision, 'Your home... our priority', reflects our commitment to our tenants, properties and communities through continuous improvement and outlines our ambitions and priorities for the future. This vision was shaped through feedback from our tenants, customers, colleagues and stakeholders.



Accountable



Firm but fair



Open and honest



Versatile

Values

The culture of this organisation has evolved by investing in our colleagues to allow them to live and demonstrate our values of being:

Accountable – taking personal responsibility

Firm but fair – treating everyone fairly

Open and honest – transparent in all that we do

Versatile – flexible and creative in our approach



Strategic objectives

Year 1 – 2020-21



Investing in the right assets and communities to allow growth, incorporating sustainability and environmental aspirations

We will...

- Invest £1 million in our existing stock
- Invest £138k in community services e.g. community engagement initiatives



Listening to, understanding and responding to tenant, stakeholder and colleague aspirations

We will...

- Continue to deliver further projects through our programme of 'Giving Something Back'
- Review engagement with customers to increase awareness, openness and transparency in services we provide
- Support access to information in relation to poverty
- Support Fife Council's Rapid Re-housing Transition Plan (RRTP)
- Ensure we meet our equality and diversity responsibilities
- Implement mental health initiatives
- Be creative in our approach to working arrangements
- Introduce a new recruitment portal and refresh our on-boarding processes
- Implement a tenant portal to support better access and communication
- Embed Aareon to its full potential and review its efficiencies



Supporting and engaging colleagues' development and wellbeing

We will...

- Implement our Apprenticeship Strategy, with a view to employing local apprentices in our Operations and Asset Management teams
- Set out our Wellbeing Strategy for colleagues
- Continue to invest in colleagues' training and development
- Improve our Best Companies score



Ensuring organisational compliance

We will...

- Continue to meet new statutory legislation e.g. smoke detection, EESSH
- Ensure that we continue to be fully compliant with the Scottish Housing Regulator's Regulatory Standards
- Continue to meet General Data Protection Regulation (GDPR) and Freedom of Information (FOI) requirements



Ensuring financial viability and agility

We will...

- Review the office space requirement for our Operations Team
- Ensure we have sufficient cash-flow
- Maintain effective treasury management to ensure our funds are looked after
- Ensure investment in our homes in line with our planned maintenance programme
- Maintain affordable rents in line with our Business Plan and as consistent as possible with our peer groups
- Endeavour to make efficiencies where we can through increasing use of procurement and technology whilst being aware of our risk strategy
- Maintain and grow a strategic partnership with our lenders



Year 2 onwards

We will...

- Carry out a Customer Satisfaction Survey 3-yearly from October 2020
- Develop sustainable houses
- Consider renewable alternatives
- Consider alternative fuel types when replacing vehicles
- Assess our carbon footprint and seek ways to reduce it
- Ensure that our procurement processes incorporate sustainability and environmental standards

- Understand and strive to meet customer expectations
- Invest in carbon-neutrality
- Seek out new housing investment opportunities, either independently or by playing a more active role within the Fife Housing Association Alliance (FHAA)
- Consider the overall Group structure to maximise the benefits to our current and future tenants and stakeholders
- Invest up to £1.2 million in PACT to acquire new homes for market rent



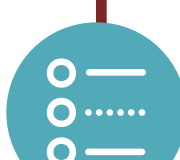
Recent achievements

We have again been recognised as one of the top not-for-profit employers in the country after being placed 32nd in 'The Sunday Times 100 Best Not-For-Profit Organisations to Work for 2020' list, an accolade which also makes us the top housing association to work for in Scotland, with a two-star accreditation from Best Companies.



PACT

Set-up in 2010, PACT Enterprises own 49 properties throughout Fife which are let through the private rental at market-rent.



PACT Priorities

Following the completion of the options appraisal, PACT's priorities are as detailed below.

We will...

- Rebrand the organisation to promote its brand and identity
- Understand the locations for the demand of our stock
- Purchase properties, including new build, where possible
- Expand property development to include PACT
- Support our customers to sustain their tenancies
- Consider gift aid to Fife Housing Association annually
- Continue to provide customer-focused services
- Fully understand our customers and their expectations for service delivery
- Review rent affordability on an annual basis