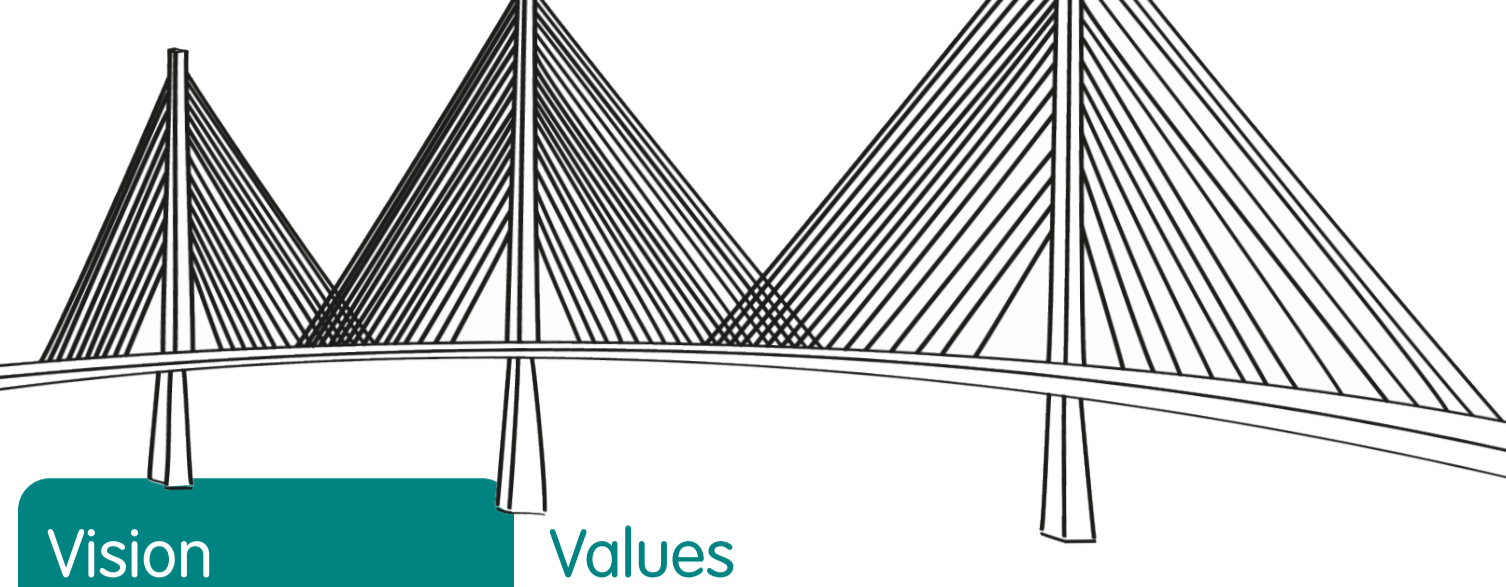




Business Plan 2024-2029 Summary

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

This Business Plan sets out our plans and ambitions over the next five years in an environment which continues to be ever more challenging for tenants, customers and us as an organisation.



Vision

Our vision - Your home... our priority - reflects our commitment to building a sustainable business for the benefit of our tenants, communities and colleagues through continuous improvement, and also outlines our ambitions and priorities for the future. This vision was shaped through feedback from our tenants, customers, colleagues and stakeholders.

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

- 1. Growth, investment and sustainability**
Maximise opportunities to invest in and grow our property numbers and communities whilst incorporating our sustainability and environmental aspirations.
- 2. Engagement**
Foster positive and supportive relationships with our tenants and stakeholders to understand their priorities and aspirations.
- 3. Safety and compliance**
Ensure tenants' safety within their homes and communities through compliance with the applicable standards and regulations.
- 4. Financial**
Ensure financial viability and agility.
- 5. People**
Support and empower a positive and innovative work environment in which our colleagues can undertake growth and personal development, ensuring their health and wellbeing are prioritised.

Action Plan 2024 – 2029

The plan below sets out our aims for the five years to 2029. We recognise that we cannot achieve this alone and that our tenants, customers and colleagues will be integral to our success.

Aim	What it will mean to tenants and other stakeholders	When it will happen					To be led by
		24/25	25/26	26/27	27/28	28/29	
Strategy							
Review our overall operating model including our Leadership Journey		✓	✓	✓			Chief Executive
Review our hybrid operating model	Delivery of the Group's strategic objective to support and empower a positive and innovative work environment in which our colleagues can undertake growth and personal development, ensuring their health and wellbeing are prioritised	✓	✓	✓			Business Leadership Team/Human Resources Manager
Ensure effective Treasury Management to support a strong financial position		✓	✓	✓	✓	✓	Director of Finance, Governance and Assets
Review our office space and opening times	Consider costs involved with running the office and consider where efficiencies can be made	✓					Business Leadership Team/Operations Manager
Seek development opportunities for both Fife Housing Association and Yourplace	Increase of housing supply will help mitigate the shortage in social housing	✓	✓	✓	✓	✓	Director of Finance, Governance and Assets/Director of Housing
Invest £11.4million in our housing stock		✓	✓	✓			Director of Finance, Governance and Assets
Invest up to £6million in acquiring new homes for Yourplace		✓	✓	✓			Director of Finance, Governance and Assets/Director of Housing
Continue to develop our Damp and Mould Strategy, investigating new initiatives and ensuring internal KPIs are achieved		✓	✓	✓			Director of Operations
Deliver on our Sustainability Strategy		✓	✓	✓			Chief Executive/ Director of Finance, Governance and Assets
Review Communications and Marketing Strategy including promotion of digital and online agenda	Programme of digital events to raise awareness and support tenants to get involved	✓					Director of Housing
Rent affordability	Continue to measure rent affordability and offer effective tenancy sustainment and other support to those severely affected by the cost of living crisis	✓	✓	✓	✓	✓	Director of Housing
Promote involvement and engagement widely to residents and other stakeholders	Raise awareness and signpost to get involved	✓	✓	✓	✓	✓	All colleagues across Fife Housing Group
Complete and report on a full tenant satisfaction survey	Gather vital feedback which will help us to improve and influence how we deliver services in the future		✓				Communications and Engagement Manager
Develop our Colleague Wellbeing and Engagement Strategies		✓	✓	✓	✓	✓	Director of Operations
Deliver a refresher programme of training on our values and behaviours	Provide an internal training programme for colleagues and Board members	✓					Director of Operations

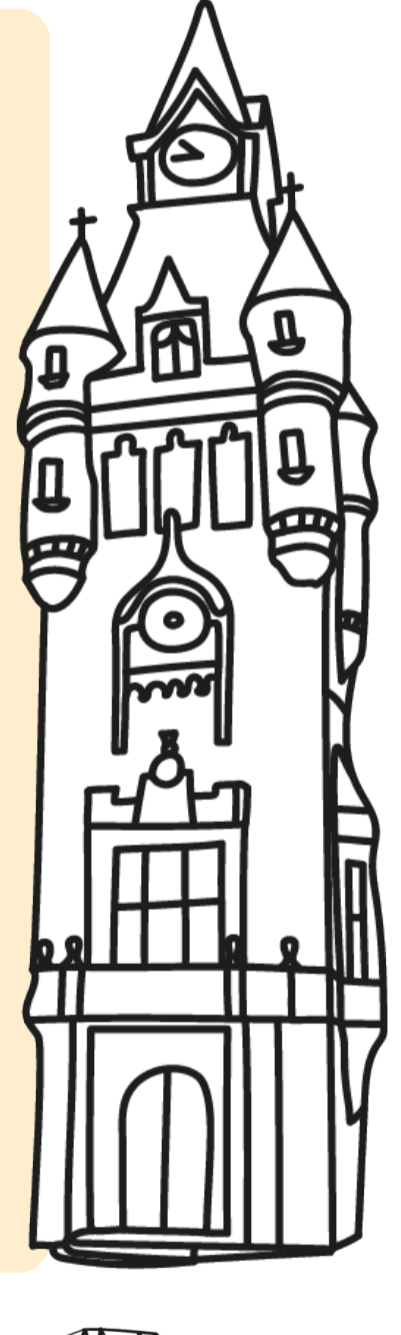
Recent achievements

We were delighted in 2022 to achieve a Gold 'We invest in wellbeing' award to complement our Platinum Investors in People achievement. Moving forward, we plan to combine both these awards, with a full assessment due to be carried out in August 2024.

Despite the ongoing economic uncertainty, we have continued to focus on supporting tenants, striving to improve service delivery and reinforcing our commitment to building sustainable communities with the completion of our new £7.5 million 49-home development at Glen Albyn in Kirkcaldy, in June 2023.

We have reaffirmed our commitment to our colleague-led Giving Something Back initiative with over £20,000 in funding from our charitable contractor framework awarded to local projects and charities, £15,000 allocated to provide food vouchers and a further £3,000 distributed to tenants struggling to make ends meet in the run-up to Christmas.

In addition, we secured over £390k of funding to combat fuel poverty, food poverty, financial hardship, debt and social isolation through our Big IDEA Project.



Yourplace

A non-charitable, wholly-owned subsidiary business, PACT Enterprises Limited was initially set up in 2010 to assist Fife Housing Association in meeting the requirements of the Local Housing Strategy. The subsidiary was rebranded in 2022 to Fife Housing Group Yourplace Limited and currently has 56 market-rented properties across Fife.

- ## Priorities
- The role of Yourplace is to provide services which complement the objectives of Fife Housing Association, which itself cannot undertake these by virtue of its charitable status. Yourplace priorities are, therefore, as follows:
- Understand the locations for the demand of our stock
 - Purchase properties, including new build where possible
 - Expand property development to include Yourplace where possible
 - Fully understand who our customers are and their expectations for service delivery
 - Support our tenants to sustain their tenancies
 - Continue to provide customer-focused services which are value for money
 - Review rent affordability on an annual basis
 - Consider gift aid annually to Fife Housing Association

