

Strategic Delivery Plan 2025 – 2030



Enhancing our services, Embedding good practice,
Expanding our expertise and Empowering our people



Sustainable Homes

Our homes will be desirable, safe, energy efficient, accessible and affordable.

Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Maintain our homes to continue to meet modern standards and tenants' needs and expectations	Rents are affordable, fair and transparent	Review our rent setting structure – appoint a consultant to develop project plan to review our rent structure	★				
	Tenant Satisfaction for quality of home and new homes is high	Implement any recommendations from rent structure review from April 2027			📈		
	Complaints for quality of home are low	20% rolling annual programme of stock surveys	📈	📈	📈	📈	📈
	Compliance with Regulatory Standards	Stock condition surveys up to date and align with our 30yr financial projections	📈	📈	📈	📈	📈
	100% Compliance with Tenant Health and Safety Standards	External Verification every 5 yrs on 20%					🔄
	High levels of satisfaction with adaptation service	Review adaptation service standards	★				



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Seek opportunities to increase provision of modern, accessible, and energy efficient homes	development programme in place which affordable and manageable and takes account of housing need as well as investment requirements We have a clear strategy for our development activities	** Review our approach to development including handovers for more than 4 properties/develop project teams for new developments					
		Identifying funding – Private Finance /Housing Association Grant (HAG) to support development					
		Explore options for a landbank for future development – Feasibility study for landbank through the Development Framework					

*carry over from 2024/25 **carry over from projects 2023-25



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Prepare for new net zero standards	*Approved strategy for achieving Net Zero	Develop strategy to deliver Net Zero targets once known					
	Design Brief in place which takes account of energy efficiency and accessibility standards to meet our requirements	**Research external accredited bodies to be included within strategy (ESG - Sustainability Reporting Standard for Social Housing (SRS))					
		Accreditation framework in place					
		Review our design guide - Draft Design Brief finalised, approved and reviewed regularly by Asset and Development Sub Committee (A&DSC)					
Review our procurement and contract management process	Procurement for all contracts complies with Regulatory Standards and good practice	External audit on Procurement (Continuous Improvement Programme for Procurement) to meet Scottish Government requirements for funding					
		Assess Development Services Framework					

*carry over from 2024/25 **carry over from projects 2023-25



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Responsive Services

Our services will meet local needs, demonstrate value for money and achieve high levels of satisfaction.

Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Analyse how needs and aspirations are changing	*Robust Tenant Insight Data collated and evidence of impact on service development monitored and reported to Management Committee	100% of Annual Tenant Visits (ATV) completed (March 2025 23.5%)					
		Rolling 3yr programme of ATV based on step in, step up or step back assessment of priority.					
		Equality and Diversity (E&D) Data collated for all new tenant and applicants					
		20% Increase in E&D data for existing tenants					
		** Recommendations from Tenant Insight survey results to be implemented					



*carry over from 2024/25 **carry over from projects 2023-25



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Review how and when tenants and customers want to access our services	We have clear information from our tenants about services they want and how they want to access them – digitally or in person	Complete analysis on tenant contact activity via footfall in the office/call monitoring/online					
		Tenant Satisfaction Survey (TSS) to include questions on contact preferences - how often do you visit the office/MyForth/ telephone					
	High levels of take up and usage	Develop service delivery plan to address the outcomes of the survey					
		All new tenants sign up to MyForth					
	Factoring Services managed in line with written statements of service	Increase usage by 10% year on year with existing tenants					
		Review current usage of MyForth and analyse why/ why not to promote it further					
		Review our factoring service					



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Review how and when tenants and customers want to access our services (continued)		Improve visibility of staff with factored owners					
		Complete the review of all WSOS and relevant development specific information leaflets/ newsletters and have these issued					
		Complete Common Area inspections and risk assessments					
		Develop Action plan from 2025 Survey results					
		Report on factored owners to A&R Sub annually.					
		Training on factoring to HM and AM staff					
		Review and develop our Income Maximisation service					



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Work with partners to enhance the services available to our tenants	We have a range of partnerships in place for delivering services we do not deliver directly	*Strathfor partnership opportunities – extend collaborative groups to Chair/Assets/Housing Management and Corporate Services					
		Explore the option to deliver close cleaning and grounds maintenance in-house and in partnership with one or both Strathfor partners					
		Identify key partnerships and have service level agreements in place to agree joint working/scope of works					
Explore innovative approaches to enhance tenant engagement	Overall Tenant Satisfaction is high	*Support and encourage any interested tenants in community connections (Replaces Registered Tenants Organisations)					
	A range of opportunities to engage are in place						
	External accreditation for Tenant Engagement is achieved	*Develop programme of local events as part of wider tenancy engagement and sustainment					
	Tenant Satisfaction with Opportunities to engage is satisfaction high	Identify who our community partners are to collaborate with for our community events					
		Explore and put in place programme of improvement to achieve external accreditation for Tenant Engagement					

*carry over from 2024/25 **carry over from projects 2023-25



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Inclusive Culture

Our culture will be open, collaborative and empowering, supporting learning and innovation.

Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Embed our new culture and values	High levels of staff satisfaction	**Staff satisfaction survey to be completed and include wellbeing question					
		Review our staff charter in line with our new values					



*carry over from 2024/25 **carry over from projects 2023-25



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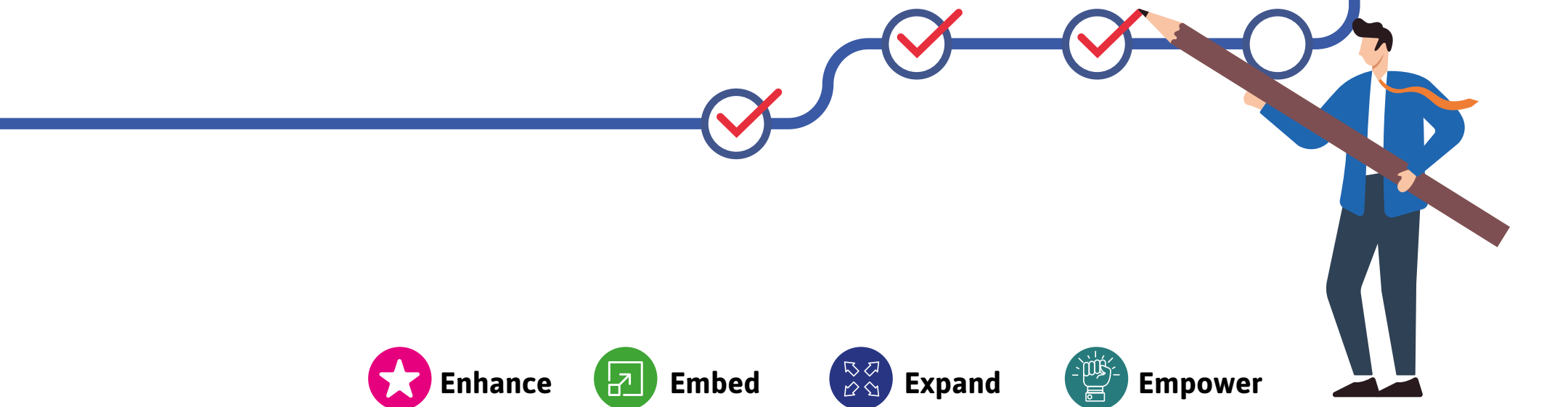


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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Promote equality and diversity through all our activities	We have robust tenant insight data to shape our services	Complete a customer journey for our services and conduct a gap analysis		★			
		Embed our approach to data collection, monitoring and reporting	📈				
		TSS to have equality data element included for 2025-26	★				
		TSS to have office usage data included for 2025-26	★				
		Contact preferences to be collated – Digital access to be included in TSS	★				➔



Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Create a supportive work environment as a caring employer	High levels of satisfaction from staff with Forth as a good place to work and high levels of tenant satisfaction with opportunities to engage New Wellbeing Strategy in place Succession Plan in place supported by Learning and Development Programme	Review approach to hybrid working					
		Review office environment to support flexible working and accommodate the staff numbers					
		Analysis of our customer contact data to assess business profile and 'hot spots' to formulate flexible/hybrid working					
		Re-energise our Joint Wellbeing Group and have representation from Staffing Sub					
		H&S Wellbeing Group to lead on review of Wellbeing Strategy					
		**Actions from Wellbeing Strategy for 3yr programme to be reviewed					
		Review our people strategy					
		**Staff succession plan created and action plan developed/approved					
		Business continuity on critical task and support plan in place					

*carry over from 2024/25 **carry over from projects 2023-25



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Strengthen our approach to partnership working	We have a range of partnership arrangements in place with written service level agreements Strategy in place for communication with stakeholders Staff have clear framework for internal communications	Identify our partners /networks for each business area					
		Identify community partners and establish connections					
		Ensure connections are in place for key business services					
		Review our communication strategy					
		Revise our Customer Experience Policy					
		Review our meeting frameworks within teams and across teams to deliver appropriate communication at the right levels					



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Modern Organisation

Our organisation will be agile, financially stable, well governed and a great employer

Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Maintain full compliance and assurance	Staffing Structure and Governance Structure in place to support compliance and assurance	*Review Committee Membership and Sub committee Structure					
		*Develop and maintain systematic reporting and policy review structure.					
		*Scheme of delegated authority reviewed and set at appropriate levels					
	Our PMF reflects our business service improvement	Complete appraisal of Governance Effectiveness (though appraisals)					
		Review our performance management framework					
		Develop performance management guidance to support the revised framework					
		Align Performance Management Framework with Scottish Social Housing Charter Standards, Scotland's Housing Network and Operational indicators					

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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Introduce a Digital Strategy	Increase in digital interactions with tenants	Website reviewed and modernised					
	Digital Strategy in place	Infrastructure analysis complete and investment programme developed					
	HM software is flexible and meets business purposes for mobile working and monitoring and reporting	Digital policies aligned					
		SharePoint project team established for document management system review and develop project plan for implementation					
		Explore and develop a project plan to introduce a choice based letting system					
		Develop a common application form with Strathfor and Stirling Council					
		Explore the option of a common housing register with key local housing providers and develop an action plan to address any recommendations					
		Implement a new or upgrade housing management software					
		Put in place project team to develop approach to new or upgraded system					



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Objective	Outcome	Key Action	Delivery Phasing Year				
			1	2	3	4	5
Develop a Growth Strategy	We continue to improve and develop our services to meet tenants' needs and expectations Each Business area has clear efficient work flows and supporting action plans Achieve external accreditation as a good place to work	*Grow the Strathfor Housing Alliance					
		Increased joint working and networking at all levels					
		Internal Learning and Development Framework developed further					
		**Develop and test Business Continuity Plan once a year					
		Review Workforce planning					
		Complete task reviews for key activities to assess efficiency and resources such as remote devices and virtual private network (VPN) access and mobile working					
		Develop actions plans from outputs of tasks reviews					
		Investigate accreditation and work towards achieving award					

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Objective	Outcome	Key Action	Delivery Phasing Year				
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Maximise external funding and community benefits	Range of additional funding and support in place for tenants	*Access additional Fuel support funding or similar funding to support vulnerable tenants					
		Grant for development – to include community benefits					
		Grant for Adaptations – review contract arrangements and recommendations for improvements					
		Procure new contracts to include community benefits					

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