

*improving living in scotland*



**HOMES FOR SCOTLAND**

# Homes for Scotland Strategy 2018-23



This document sets out the direction and prioritisation of objectives for Homes for Scotland for the period from 2018 – 2023. Our wish is that everyone with an interest in increasing housing supply can unify around the primary PURPOSE of the organisation:

## **To deliver more homes for Scotland**

Our Annual Awards look to promote best practice and help raise standards across the industry:

front page: Regency Place, Aberdeen – Stewart Milne Homes

this page: Leith Fort, Edinburgh – CCG (Scotland)

## Why do we need more new homes?



To meet the needs and aspirations of our growing population.



To achieve sustainable economic growth and ensure Scotland flourishes.



To provide opportunities for economic and social mobility.



To increase Scotland's stock of energy-efficient homes, contributing to climate change targets.



To provide good quality homes that contribute to improved health, wellbeing and education outcomes.

HFS Chief Executive Nicola Barclay  
speaking on behalf of members





# Our aim

To deliver a Proposition that both identifies key barriers to the building of more homes and sets out actions to tackle them, demonstrating that we are:



Focused on continual improvement of the build quality and design of new homes delivered to the people of Scotland.



Focused on customers and their experience throughout the home buying process and beyond.



Pro-active, solution-driven and future-facing through the publication of research, reports and white papers.



A positive influence on, and effective communicator with, all stakeholders.



A credible voice on the planning for, and delivery of, new homes at both national and local levels.



An evidence-based organisation that can clearly articulate what is needed.



Supportive of both established home builders and new entrants, acknowledging that business models and aspirations differ.

As a result, we're committed to the following outcomes:



Increased supply of, and demand for, new build homes.



General acceptance of the need for housing growth and development.



Strengthened customer satisfaction levels.



Creation of a clear future vision for housing delivery.



Increased diversity of home types/building techniques and the creation of new high-quality places.

These will be delivered by focusing on 3 core objectives:

1

Influence stakeholders

2

Improve the understanding and image of the industry

3

Support a growing membership

# Section 1:

## Proposed Strategy

By making an unequivocal case for an increase in housing supply, Homes for Scotland (HFS) represents its members as a reasoned voice, demonstrating the benefits and value of the home building industry. With a wide-ranging membership spanning the breadth and depth of the sector from smaller niche developers and RSLs to larger private home building companies and PLCs, we represent all areas of the industry. Our membership is also drawn from associated companies which provide a crucial function in the wider housing delivery process, such as mortgage brokers, architects, planning consultants and suppliers.

This rich and varied membership enables us to speak with a strong, relevant and unified voice that befits the common purpose: **to deliver more homes for Scotland**, in order to meet the housing needs and aspirations of our country's growing population. This strength comes in numbers, knowledge and expertise.

There are a variety of ways in which we, as an industry, will deliver more homes for Scotland over the next five years.

This strategy articulates our approach.

# Our core values:

How we behave is crucial to our success.

When this organisation was set up, the core values were defined as follows:



**We work collaboratively:** we are personable and friendly.



**We have integrity:** we are honest and consistent.



**We are passionate about the work we do:** we are authoritative and confident.



**We strive for excellence:** we are professional and committed.

These still hold true today.

The HFS Executive Team is passionate about its work and committed to ensuring the delivery of more homes



# Objective 1:

## Influence Stakeholders

### Why it is important:



HFS must be solutions-focused and look to provide answers, creating opportunities for collaboration and the exploration of new ideas.



We need an evidence-based approach to legitimise our messages.



We will position the wider benefits of increasing housing delivery while recognising the strategic context within which we operate.



The right solution must include a willingness to collaborate and adapt.



Strong, positive relationships with all stakeholders are key to influencing the delivery of new homes.



What we will influence:	How this will be delivered:
An efficient and collaborative planning system that delivers more homes	We will influence and shape the outcome of the Planning Bill, wider planning reform and local/regional policy and practice.
A smooth model for delivery of utilities to site that supports the required rate of build	We will work with utility providers to improve the customer/supplier journey, ensuring that both home builders and suppliers know and understand what is required of them.
A clear and simple model for delivering infrastructure	We will identify and help shape new models and sources of finance for infrastructure required to support new communities that are costed and achievable while maintaining the delivery of homes.
A growing SME sector	We will work with others to support and grow this important part of the sector, bolstered by development finance and with access to a good range of deliverable development opportunities.
Improved mortgage market-led support for home ownership	We will develop initiatives and strategies that will allow greater numbers of potential home buyers to access mortgages and the new homes market, allowing sustainable higher loan to value lending and reducing the requirement for public subsidy support in the long term.
A consistent policy environment around carbon reduction targets	We will create in-built flexibility to further develop solutions to carbon reduction targets as new technologies and innovation emerge in the market.
A policy environment that encourages land sales and investment opportunities	We will shape emerging policy on land reform, encouraging a focus on a supportive planning policy system that recognises the wide variety of opportunities available.
An increased, skilled workforce	We will help to assess demand accurately, encourage our members to invest and lobby to ensure routes into the sector are accessible and respond to the demand for diversity including at senior management and board level.
Promotion of the complete range of homes across all tenures	We will consider options for the delivery of generational housing and clearly articulate what new build developments can offer people of all generations as well as those with additional support needs.



Negative publicity affects our ability to deliver more homes for Scotland and presents a strategic risk to our industry. It is our duty to support and maintain the reputational value of the industry in Scotland.



## Objective 2:

Improve the understanding and image of the industry

### Why it is important:



It is our duty to ensure that the reputation and value of the new home building sector in Scotland is improved, supported and maintained.



Home builders increasingly receive negative publicity, hampering our purpose of delivering more homes for Scotland. This reputational damage impairs wider perception of the industry. Any risk to members presents a strategic risk to the industry.

What we will create:	How this will be delivered:
A Charter that identifies minimum standards of quality, behaviour and customer service by our member companies	We will work with members to create a Charter that demonstrates that they care about their customers, existing communities and the wider environment.
An updated identity for Homes for Scotland	We will refresh our brand identity to ensure that it clearly reflects our main purpose to members, consumers and wider stakeholders.
Tools for members and staff to use consistently when engaging with people from outside the industry	We will work with academics and economists to provide evidence to support our proposition. We will provide a range of tools (presentations, documents, data etc) for use by members and staff to articulate our core messages clearly and consistently.
Consistent and regular evidence-based messages that strengthen our collective voice	
A road map to an enhanced Code/Ombudsman mechanism	We will work with HBF, warranty bodies and Codes to help provide a clearer course of redress that simplifies, clarifies and improves the consumer protection experience when buying a new build home.
A Campaign plan that improves public perceptions of the industry	We will create messages that help to change perceptions of the industry by media commentators, local politicians, existing communities and other critics.
A comprehensive programme of communications for members and stakeholders	We will provide a range of messages to members, so they can see and measure progress of this strategy.
Clear communication strategies to manage the key issues which may significantly impact the industry	We will have internal protocols in place for crisis management and rebuttal of false reporting.

“A strong and healthy membership adds strength to our voice, helping ensure our findings and actions are robust and practicable.”



# Objective 3:

## Support a growing membership

### Why it is important:



Strong membership adds authority and credibility to our voice, enhancing our position.



The input and support of members ensures that our findings and actions are robust, comprehensive and practicable.



A healthy membership is self-perpetuating: members encourage others to join and the more positive outcomes we have, the more likely others are to join.



A healthy membership generates essential secure income to enable us to plan ahead and deliver the results our members expect.



Much of the work undertaken by HFS is unseen. We need to publicise our work, so our members can easily justify their continued support and membership.

What we will shape:	How this will be delivered:
A growing membership base with a broad range of participants active in the new homes industry	We will develop a recruitment and retention strategy, growing our strong, solid membership base. We will look to increase the diversity of representation within membership, including SMEs.
Specific benefits solely for members	<p>We will provide products accessible only to members, such as:</p> <ul style="list-style-type: none"> <li>• Quarterly data insight and analysis</li> <li>• 5★ builder customer satisfaction surveys</li> <li>• Member-only networking events</li> </ul>
A clear and well-resourced allocation of staff to support key policy priorities, delivering maximum impact for membership	We will develop a staff resource plan, focusing on what skills exist and how they can be best utilised. Staff development, recruitment and succession planning will be considered as part of a wider strategy.
The introduction of annual measurement & member satisfaction surveys	We will define the benefits, value and impact of ‘what success looks like’ for all activities and projects.





“ Our primary purpose, guiding all that we do, is to deliver more homes for Scotland.

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