

**DELIVERING MORE**

**HOMES FOR  
SCOTLAND**

# **Home building as a force for good**



**Homes for Scotland**  
Strategy 2023-28

# Who we are:

Homes for Scotland (HFS) provides a strong and unified voice for our members, demonstrating the benefits that home building across all tenures delivers for our country. With a wide-ranging membership spanning smaller developers and Registered Social Landlords to larger home building companies and PLCs, we represent the breadth and depth of the whole sector. This includes associated companies which provide a crucial function in the wider housing delivery process, such as mortgage brokers, lawyers, architects, planning consultants and suppliers.

Delivering the vast majority of all new homes that are built, this rich and varied membership enables us to make an unequivocal case for an increase in housing supply, speaking with the authority and expertise that befits our common purpose: to enable our members to deliver new high-quality, affordable, energy-efficient homes that meet the housing needs and aspirations of all those who live, or wish to live in, Scotland.

There are a variety of ways in which we will seek to deliver more homes for Scotland over the next five years. This strategy articulates our approach and ambitions.

Our wish is that everyone with an interest in increasing housing supply can unify around the overarching purpose of the organisation:

# To deliver more homes for the people of Scotland



Home is the nicest word there is.”

Laura Ingalls Wilder

# Our core values:

How we behave is crucial to our success.

- **We work collaboratively:** we are personable and friendly but will challenge where necessary.
- **Our activities** are always underpinned by data and evidence.
- **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.
- **We are driven** by sustainable behaviours.



# The social, environmental and economic benefits of delivering more homes:

- Supporting the Universal Declaration of Human Rights objective that everyone has a right to adequate housing
- Meeting the needs and aspirations of all those who live, or want to live, in Scotland's communities
- Advancing social justice and increasing equality
- Improving health, wellbeing and education outcomes
- Playing our part in Scotland's transition to net zero carbon
- Supporting Scotland's prosperity and economic ambitions



# Our Objectives

We will increase support for the delivery of more homes by:

## INFLUENCING

stakeholders and those interested in housing by working collaboratively to shape policies that support our sector

## IMPROVING

the perception and understanding of the sector and the need for more homes by being evidence-based, solutions-driven and future-facing

## SUPPORTING

our members to deliver more homes for the people of Scotland by being an influencer and source of knowledge and expertise



## **We are committed to the following OUTCOMES:**

1. Influence and enable the delivery of more new homes to meet the needs and aspirations of those who live, or to want to live, in Scotland.
2. Measured engagement across national and local policies and plans.
3. Political and public recognition of the need for more homes.
4. Increased membership activity and measurement across sustainable business behaviours.
5. Facilitation of joined-up and partnership approaches to infrastructure delivery with those who enable housing development in Scotland.
6. Support members in the creation of high-quality, sustainable places designed to support new and existing communities.
7. Continued improvement in customer satisfaction and build quality.
8. Knowledge-sharing across the sector and influencing best practice in areas of innovation such as modern methods of construction and net zero technologies.
9. The creation, ownership and knowledge-share of relevant data.



We will achieve our **OUTCOMES** through the delivery of objective-based goals:

# OBJECTIVE 1:

## Influence stakeholders and those interested in housing

Working collaboratively to shape policies that support our sector by:



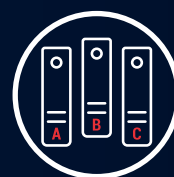
developing positive relationships with relevant and influential stakeholders which are both impactful and measured



positioning the wider benefits of increasing housing supply within the strategic context that we operate in



holding policymakers to account



using public platforms to position our evidence

# PUBLIC AFFAIRS

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## GOAL:

## How it will be delivered:



Create stakeholder mapping engagement strategies to manage and evaluate relationships and partnerships which influence our sector

We will develop a comprehensive stakeholder mapping and engagement strategy. In addition, we will evidence for our members where we have moved the dial on sentiment and influence with relevant stakeholders and partners.



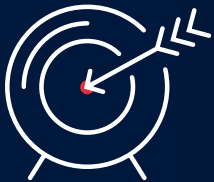
Design a public campaign plan that supports the building of new homes underpinned by data on key opinion former perceptions

Through a partnership funding approach we will develop and deliver research on perceptions and create a civic and business campaign to move the dial on the understanding and knowledge of home building.

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## GOAL:

## How it will be delivered:



Create strategic, contextual and targeted programme of communications for members and stakeholders

A portfolio of quality, regular and insightful member and stakeholder communications including weekly and monthly newsletters, briefings for local/national politicians, events and planned proactive media activity.

We will also utilise digital tools to strengthen direct engagement between members and politicians. Media (broadcast, print and social) will be quantified and show broadening of coverage.



Exploit external platforms for HFS and our members to position issues and messaging

We will develop a speaker and panel engagement plan, creating opportunities for the HFS senior team or wider membership as appropriate.

# PLANNING

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## GOAL:

## How it will be delivered:



### Planning evidence:

An improved evidence base to strengthen our engagement and position with local and national planning stakeholders

We will work with the Scottish Government, local authorities and members to create data sets relevant to planning performance and housing need and demand.



### National Planning Framework 4 (NPF4):

Effective implementation of NPF4 and supporting members through transition.

We will work with the Scottish Government, local authorities and other stakeholders to promote that any changes in the approach to planning for housing (eg the use of minimum housing land targets) are implemented appropriately to reduce the risk of delivery delays arising from complication, conflict and misunderstandings on policy.

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## GOAL:

## How it will be delivered:



### Local Development Plans (LDPs):

Influencing local authorities to ensure that LDPs are delivery-focused with a long-term supply of deliverable land and policies that work in practice

We will influence, and respond to, new processes for LDP preparation, particularly the evidence report and gatecheck, with the aim of making a positive change in the way emerging plans are prepared, scrutinised and amended prior to adoption.



### Supply of Land and Homes:

The method of monitoring and measuring the housing land requirement pipeline in each part of Scotland is robust and focused on achieving the delivery of homes on the ground, not just identifying land on paper

We will work with the Scottish Government and local authorities to achieve more consistent and ambitious approaches to scrutinising and reviewing the deliverable housing land supply through housing land audits and the housing land requirement pipelines emerging through 'new style' local development plan processes.

# POLICY

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## GOAL:

## How it will be delivered:



Create a clear roadmap to net zero to support the Scottish Government's commitment to net zero

We will work with members and the Scottish Government to deliver collaboration on a resourced plan to get to net zero in timescales that are commercially realistic and implementable by the many stakeholders involved in the transition through the creation of a Future Homes Hub.



A utilities sector supportive of housing delivery, housing growth and collective efforts to meet net zero targets

We will work collaboratively with utility providers to ensure that the requirements to support the net zero transition are clearly articulated and understood.



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## GOAL:

## How it will be delivered:



A clear and simple model for delivering infrastructure

We will identify new infrastructure requirements to support housing and new communities, ensuring these are costed and achievable while maintaining the delivery of homes.

We will identify and shape new models and sources of finance for infrastructure required to support new developments and communities.



Improved mortgage market-led support for home ownership

We will work with others to develop initiatives and strategies to assist 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.



# OBJECTIVE 2:

## Improve the perception and understanding of the sector and the need for more homes

Being evidence-based, solutions-driven and future-facing to:



improve, support and maintain the reputation of the new home building sector



promote and support our home builder members in their continued improvement in customer satisfaction and build quality



showcase examples of the high-quality sustainable places being created



create opportunities to facilitate debate and evolution of ideas

# PUBLIC AFFAIRS

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## GOAL:

## How it will be delivered:



Increasing membership activity and measurement across sustainable business behaviours

We will work in partnership with government, researchers and third sector to:

- create relevant activities, measurement indices and/or toolkits to promote best practice across sustainable behaviours.
- collect data supporting social value.



Informing, educating and mythbusting across key opinion formers and civic society

We will:

- develop a partnership-led key opinion formers' perception survey.
- create a campaign and supporting collateral on why we need more homes in Scotland (mixed audience usage and long shelf life).

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## GOAL:

## How it will be delivered:



Raising awareness of the sector and its challenges and creating networking opportunities at quality events and seminars

We will engage our members and stakeholders through our annual conference, awards process, site visits, parliamentary receptions and regional events.

Showcase best practice

We will collate case studies and data for external communications and ensure our annual awards and event programmes position our members positively.



Communications and risk management on key issues significantly impacting the sector

We will utilise the internal protocols we have in place for crisis management and the rebuttal of false reporting.

Create messaging and collateral on sector issues and insights for members to use in stakeholder engagement

We will create and maintain contextual easy-to-use collateral (templates, presentations, documents, data etc) that facilitate and expand the clear and consistent articulation of our core messages by members and which are easily accessible through our member hub.

# PLANNING

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## GOAL:



Promote and influence a collaborative planning system culture in which HFS plays a positive and influential role

## How it will be delivered:

We will position HFS and the sector as a solution-focused partner of, and willing collaborator in, policy development and performance review.

We will proactively and transparently interact with the public sector and wider stakeholders to evolve constructive relationships, whilst holding them to account.

# POLICY

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## GOAL:

## How it will be delivered:



Promotion of the complete range of homes across all tenures

We will undertake timely and evidenced-based research and data collation across a range of issues to demonstrate the need for, and value of, the home building sector.



Promotion of consumer-focused build approach

We will promote the New Homes Quality Board Code / New Homes Ombudsman (and other relevant codes) together with the HFS Code of Conduct and criteria for membership.





# OBJECTIVE 3:

## Support our members to deliver more new homes for the people of Scotland

Being a listening organisation to enable us to be an influential source of knowledge and expertise by:

- recognising and working with the organisations and businesses which support and enable home building
- supporting our members to grow and communicate their social and environmental value
- bringing together wide groups of stakeholders and creating solutions to emerging issues
- listening and collating our members views and prioritising them in our workstreams
- leading the conversation in the move to net zero carbon housing
- identifying and resolving the challenges faced by the full range of developers across all tenures and across the country
- leading on creating relevant insights and data

# PUBLIC AFFAIRS

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## GOAL:

## How it will be delivered:



Utilise opportunities for engagement

Through proactive external communications and event delivery and representation.



An effective CRM system supporting our internal knowledge and management of our membership base

Through a fully-utilised CRM system that captures up-to-date intelligence from regular dialogue and engagement with members and acts as a staff knowledge hub.

# PLANNING

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## GOAL:

## How it will be delivered:



To collate the views of and inform members on policy and practice to promote a delivery and solution-focused operations environment

We will lead and manage regional and national committees/forums ensuring clear lines of communication across the diverse disciplines of our members. In doing so, we will ensure our responses to planning consultations and stakeholder engagement support our members' ability to deliver homes.



Support attracting talent and diversity into sector

We will:

- lead by example across the HFS team, Board and Executive Committee.
- broker relevant relationships to knowledge-share.
- support and showcase best practice from within our membership.

# BUILDING STANDARDS AND TECHNICAL

## GOAL:

## How it will be delivered:



Other consenting practice is characterised by a can-do attitude based on local authorities and statutory agencies being better resourced and better informed on the benefits of home building to their area / remit

We will work positively with local authorities and statutory agencies, equipping them with the information they need to put deliverable policies and processes in place and aligning our messaging to the Scottish Government where barriers to sustainable delivery can't be resolved at the local level



Develop with the Scottish Government building standards that support our members and their customers

We will work positively with Building Standards Division and Local Authority Building Standards Scotland throughout the development of Building Standards Futures Board Delivery Model Workstreams to ensure that changes to the building standards verification model reflect industry ("customer/end user") needs for a process and service that supports the sustainable delivery of new homes.

## GOAL:

## How it will be delivered:



A utilities sector supportive of housing delivery and housing growth, and collective efforts to meet net zero targets

We will work with utility providers to improve the customer/supplier relationship and development processes.



Making our contribution to addressing the climate emergency

We will demonstrate the continued improvement in the energy efficiency of new homes. We will support home builders to play their part in continuing to address the climate emergency. We will highlight and work to address the systemic challenges that need to be overcome to allow lower carbon homes to be built – this includes working with Distribution Network Operators, challenging skills and supply chain constraints and influencing consumer choices.

# POLICY

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## GOAL:

## How it will be delivered:



A growing SME sector

We will use the outcomes of our SME project review to guide a programme of work to deliver an improved operating environment for the SME membership.



Support for homes of all tenures

We will:

- consistently demonstrate the interconnectedness of the delivery of homes of all tenures.
- advocate for our members (RSL and private home builders) on issues regarding the Affordable Housing Supply Programme and associated Scottish Government targets.



A strong investment case to support home building in Scotland

We will demonstrate the decline of investment in Scotland and its impact on the number of homes being built. We will create a solution-driven evidenced-based research paper to influence identified stakeholders.



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“

It is the responsibility of civic society as a whole to not only ensure we have the homes we need for this and future generations but to welcome them.”

**Jane Wood**  
Chief Executive

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