

# One Voice

# Bringing Scotland's Housing Associations Together

**sfha**

Scottish Federation of  
Housing Associations

We are housing Scotland

Our strategy 2024-27





**Sally Thomas**  
Chief Executive

In 2025, SFHA will celebrate its fiftieth anniversary – as will many of our members. Housing associations and co-operatives flourished following the Housing Act 1974, which enabled them to build at scale, providing much-needed homes in their communities. It's a role our members have played ever since, creating and sustaining high quality social homes across Scotland, while helping tenants to live successful lives. Our members create places at the heart of Scotland's communities.

It's a role that has never been more necessary than right now. Everywhere, people are struggling. Food and fuel have spiralled in cost. Levels of homelessness are at a record high. The climate emergency threatens our way of living. One in four children is growing up in relative poverty. Yet government budgets for building affordable, energy-efficient rented homes are being cut.

In such times, SFHA's role as the voice of Scotland's housing associations and co-operatives is vital. We must redouble our efforts to make the case for social housing, which is a proven and effective route out of poverty.

Our new strategy focuses on bringing our members together, speaking with one voice wherever possible to demonstrate how affordable rented housing can help Scotland flourish. We have developed this strategy in partnership with our members, staff and partners.

As SFHA moves into its fiftieth year, we will create a broader, deeper and more inclusive relationship with all our members, leading innovative services to help them meet challenges. We aim to represent all housing associations and co-operatives, and we will focus on agility and resilience to bring the sector together.

We know our members value our professional, knowledgeable approach, and want us to be challenging when it's necessary. We'll stand up for the sector, campaigning for change boldly and clearly. Our updated brand can help us to do this, showing a warmer, more modern SFHA that's ready for the next fifty years.

It's a privilege to lead SFHA, representing, supporting and connecting housing associations and co-operatives of every size, shape and scale, right across the country. Thank you to all our members for your continued support: together, we put social housing at Scotland's heart.

**SFHA is the membership body and collective voice for housing associations and co-operatives in Scotland.**

**1. Our purpose**

We exist to represent, support and connect our members.

**2. Our vision**

Our members are central to Scotland's social and economic prosperity. With the right support, they can help fulfil the right of everyone to live in a safe, warm and affordable home, in a thriving community.

Our members are uniquely positioned as community anchors across Scotland, supporting people and their communities.

**3. Our mission**

Our mission is to sustain and strengthen the impact our members have on people and communities across Scotland.

**4. Our values**

We work to a consistent set of values: in everything we do, we seek to be Professional, Agile, Collaborative and Empathetic.

## Our Four Strategic Themes

**Campaigning  
for Change**



**Leading  
Innovation**



**Vital and  
Resilient**



**Representing  
Everyone**





## Campaigning for Change

Access to safe, warm, affordable rented housing reduces poverty, which changes lives. We will transform Scotland's understanding of social housing, making the case for it to be the top political priority.

Our campaigning approach will be bold, clear, and challenging, telling individual stories as we use our influence with partners, policymakers and the public to improve people's lives through three areas:

- Managing and developing affordable rented homes
- Navigating a just transition to net zero
- Reducing poverty and inequalities



## **Leading Innovation**

We will maintain a clear focus on the future – bringing our members together to find new ways to solve housing challenges.

We will work with agility, pace and confidence to monitor trends, anticipate change and model solutions. We will make a concerted effort to progress and transform the social housing landscape.





## **Vital and Resilient**

In line with our values, we will make sure SFHA is financially strong and increasingly agile in helping our members respond to a changing world.

We will be a vital support network, collaborating with partners to serve our members and their tenants. We aim to be indispensable, raising our members' expectations of the support we'll provide.





## Representing Everyone

We are broadening and deepening our relationships with members, aiming to support their staff at all levels and from every background.

We will embrace equality, diversity and inclusivity to ensure everyone has the chance to be heard. We aim to represent all housing associations and co-operatives in Scotland and will work tirelessly to both celebrate their diversity and wherever possible, speak with one voice.





## Our Measures of success

We will measure our progress in this strategy using four metrics.

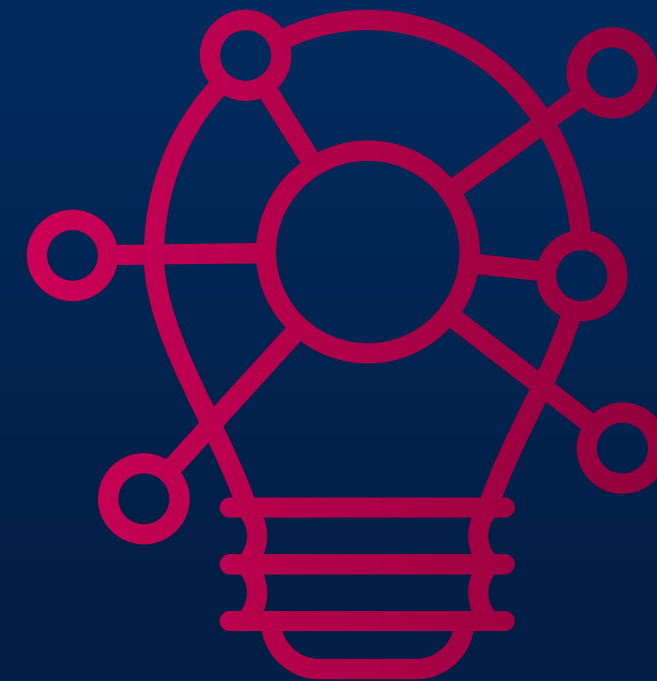
### Financial



### Customer



### Learning and growth



### External facing



Visit us to find out more: [www.sfha.co.uk](http://www.sfha.co.uk)

