

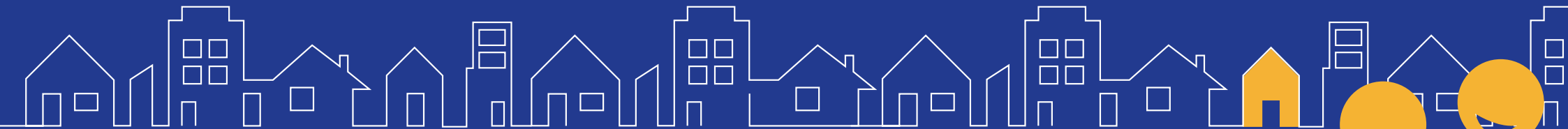


BUSINESS
STRATEGY
2024-2027





To provide the people we support with a home for life so they can live as independently as possible in a safe and supportive environment



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Welcome from Chair and Chief Executive

“Welcome to Falcon Housing Association’s
Business Strategy 2024-2027.
**Setting out how we will deliver our
vision over the next 3 years”**

In developing our strategy, we have taken the opportunity to reflect and think about where, as an organisation we want to be in 3 years’ time. On reflecting much has changed within Falcon Housing Association C.I.C (FHA) over the last 4 years, we now have a much better understanding of our strengths and weaknesses, the challenges that we face and the opportunities to move the business forward.

In developing our strategy and plans, we have consulted with staff, our tenants and other partners, in order that we can deliver continuous improvements that puts our tenants at the **HEART** of everything we do. This includes treating everyone with respect, dignity and actively supporting equality and diversity.

FHA look to grow in partnership with high performing Care Providers, where quality is recognised by Commissioning Bodies and Care Quality Commission (CQC) inspections ensure these standards are met. The business remains firmly focused on getting the basics right and that includes listening more to the views of tenants and our partners. Our future success will be reliant on making progress in this area and using those views to improve the services we provide.

The FHA Board and Leadership Team will continue to focus on meeting the Regulatory requirements particularly around long-term financial viability. Whilst we have made great progress since our Regulatory Notice in November 2021 the long-term lease model presents a legacy lease liability and challenge that we will continue to address and reduce through work with our Head Landlords.

We will invest in existing homes to maintain standards, transform our business to ensure that it remains focused on our tenants and that their voices are heard and acted upon. We are proud of the work that FHA does and the opportunities that it has provided to tenants who needed a home with support to help them live independently.

We are delighted to introduce our business strategy, and whilst we know that our plans are challenging in terms of where we want to be and how we plan to get there, we are confident that with the support and commitment of an excellent team, a strong Board of Management and a partnership approach, we will deliver our objectives and continue to make a difference to many people’s lives.



Sharon Scollen



Liam Bradley

OUR VALUES



H



Honesty

E



Empathy

A



Accountable

R



Respect

T



Teamwork

EXECUTIVE SUMMARY

Our Business Strategy 2024-2027 sets out who we are, what we are aiming to achieve by the end of the plan and how we are going to get there. The strategic outcomes enable us to focus on high level initiatives that are fundamentally important to the business. To achieve the strategy, resources have been identified and assigned to specific areas.

The overall business strategy is supported by several key strategies:

ENABLING STRATEGIES



Housing
Services
Delivery



Asset
Management



Value
for Money



Health
and Safety
Compliance

EXECUTIVE SUMMARY

(CONTINUED)

We will continue and commit to:

GOVERNANCE AND REGULATION

work with our partners to provide assurance on our financial and business strategies.

EMPLOYER OF CHOICE

invest in our people to ensure FHA remains an employer of choice within the sector.

TENANT INVOLVEMENT

improving our services to tenants, ensuring they are at the **HEART** of our decision-making process and, ensuring that we are fully prepared to comply with the revised Consumer Standards.



FHA has continued to provide a quality service to our tenants (despite a challenging operating environment), which has included:

-  Developing our reactive repairs and compliance service managed through a client-contractor model via the in-house Customer Services Hub.
-  Restructuring our geographical coverage to improve the delivery of our services, leading to the appointment of a Chief Operating Officer and increasing our Housing Officer resource.
-  Taking part in the Tenant Satisfaction Measures (TSM) pilot for small organisations, to support tenant engagement and the Regulator of Social Housing's (RSH) revised Consumer Standards.
-  Completing a series of retrofit works to help support FHA's Net Zero obligations.
-  Bringing all our teams together for an FHA annual staff conference, that helps drive our culture and our commitment to delivering high standards of service to our tenants.

This business strategy will focus on these areas, to ensure we continues to provide high standards of support to our tenants to enable them to live independently in a safe and supportive environment.



Building a strong business is part of our business strategy to ensure continued success in providing homes for vulnerable adults who need additional support to live more independently



ABOUT FHA



FHA offer homes for life, or for as long as tenants need our services



FHA only provide homes for people who need help to live more independently, in their own home, in their own community and who would otherwise have difficulty finding a home elsewhere.

FHA was established in 2017, recognising that there was a gap in specialist accommodation with wrap around support to cater for vulnerable adults who required more independent living.

FHA acquired accommodation through a long lease model, where funders and Head Landlords provide the buildings and we, offer homes for life that we can then manage and maintain.

As a Registered Provider of Specialist Supported Housing (SSH) our housing management goes above what traditional Landlords do, ensuring that when tenants have challenging behaviours, we can work with partners to ensure that the tenancy remains sustainable, and the support needed is provided. Through our work we maximise the independence of our tenants and provide them with comfort, safety, and support.

We ensure that care and support is provided to our tenants through service level contracts with Care Providers. These partnerships are important for all parties, to ensure that the property is working well and that we remain focused on the best outcomes and service for Tenants.

FHA have a team of under 20 directly employed staff, with other key support services coming from external partners, e.g. Information Technology, Human Resources, Health and Safety and Fire Safety, etc.

The FHA team are the core of our business, their dedication and hard work enables us to continue to support our tenants to lead independent lives. All staff and members of the FHA Board of Management are passionate about what we do and the difference we make in delivering a positive impact on our tenants lives.



WHERE WE WORK AND HOW WE OPERATE

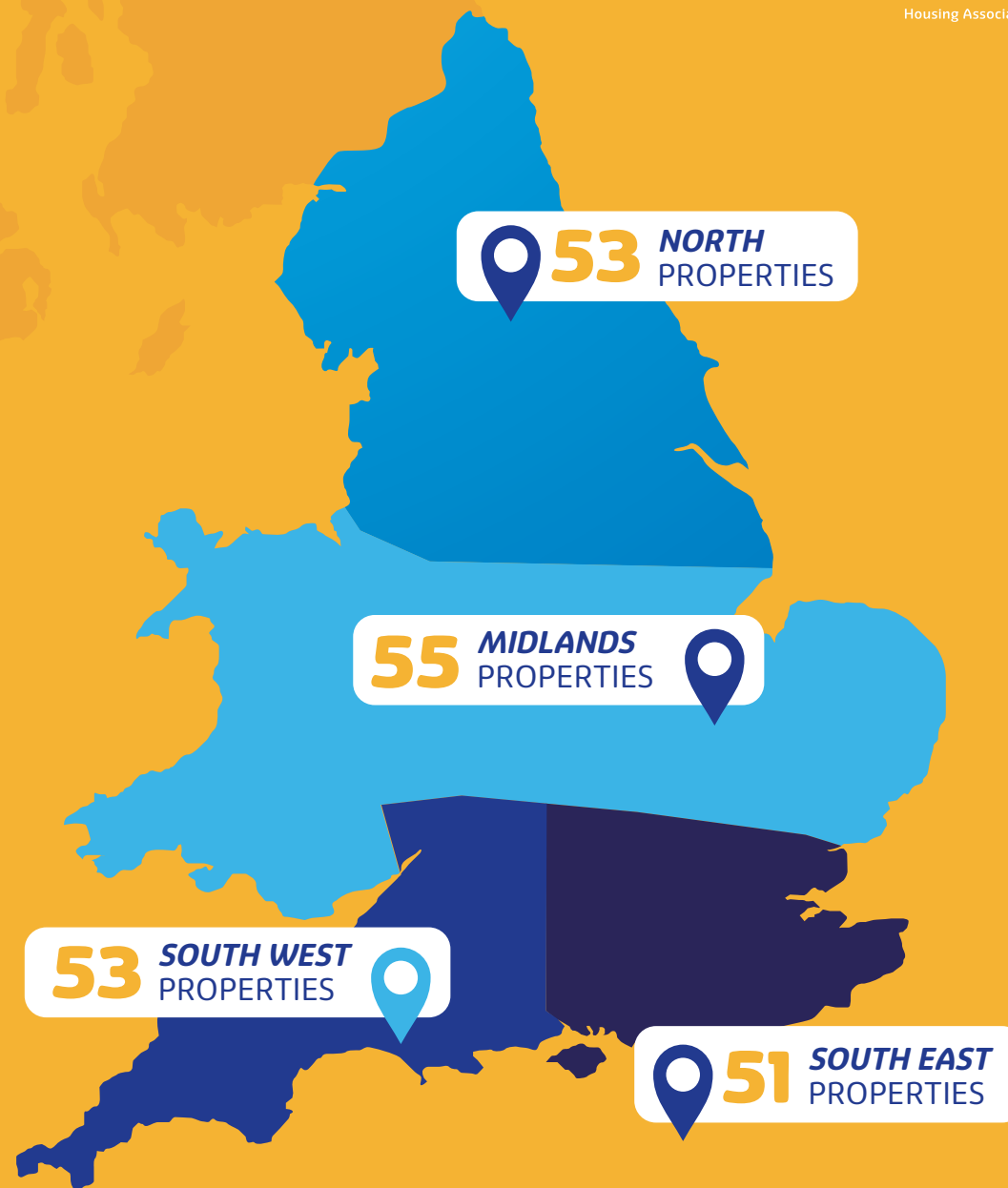
The map shows the extent of our geographical coverage.

*Our Head Office is in Durham.

Our Housing Officer's cover regional geographical areas and provide a connection with our Tenants and Care Providers.

The identification of specific Housing Officers for properties enables the development and strengthening of close working partnerships. We operate on an agile platform utilising new technology which enables the team to work from home, at properties or in the office dependant on the operational requirements.

Due to our geography and to ensure we have a resilient supply chain, the delivery of repairs and planned works, managed by our internal Customer Services Hub, utilises regionally based Contractors, who are subject to a best practice approval system prior to appointment. Our expectation is always that the service quality is excellent regardless of whether our own team or external Contractors are involved.



OUR TENANTS

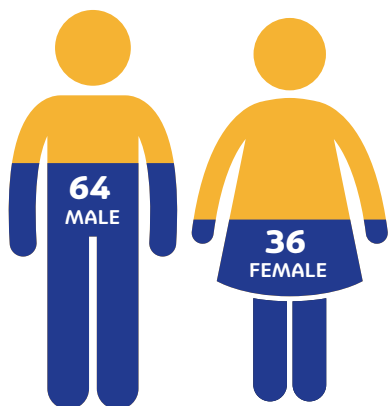


One of our tenants following her move from a 5-year psychiatric hospital stay to her new home with FHA said:

“I love it here, I thought there was nowhere out there for me. Now, I want other people to know, there is a place out there for you.”

Our tenant profile varies, however, the one thing connecting all our tenants is that every member of the FHA team put them at the **HEART** of any decisions made.

GENDER



LEARNING OR PHYSICAL DISABILITIES



AVERAGE AGE: 18-30



Home, for many is not about bricks and mortar, or immaculate surfaces. It is a feeling. Home is where our tenants feel understood and accepted

We provide good quality housing, alongside care and support so that our tenants can live as independently as possible. For some that care and support needs to be 24/7 delivered in a safe, adapted environment, for others, care and support is a much lighter touch. For many of our tenants, this will be their first time they have lived independently of institutional care and/or away from their families.

The Board and FHA team remain focussed on improving our services, by listening and learning from the views of our tenants and partners. To accelerate progress in this area, we have created a “You said, we’re doing” initiative open to all, alongside the use of technology and new innovative methods that supports the FHA team in engaging with a wide range of abilities.

Key to success, is the relationships that we have with our Care Providers, and the strength of that partnership, to ensure that together we can provide quality housing alongside quality care and support, to ensure long-term independence and successful tenancies.

**You said:
We’re doing:**



OUR MISSION

At FHA, we believe that every adult has the right to good quality housing and a place to call home. Our mission is to provide our tenants with a home for life – a home where they can live as independently as possible in a safe and supportive environment.



OUR VALUES

OUR TENANTS ARE AT THE

HEART 

OF WHAT WE DO



HONESTY

We:

- Acknowledge mistakes, fix them, and learn from them
- Show transparency in everything we do
- Do what we say we will do



EMPATHY

We:

- Care about, our tenants, colleagues, and partners
- Understand what matters to our tenants, colleagues, and partners



ACCOUNTABLE

We:

- Build strong and trusted partnerships
- Deliver value for money (VFM)
- Do not hide from our responsibilities, as individuals, a team or a landlord



RESPECT

We:

- Treat everyone with respect and dignity
- Value diversity
- Put tenants at the **HEART** of everything we do
- Share and celebrate positive changes in our tenants' lives



TEAMWORK

We:

- Are one team
- Share goals, targets, objectives, and ambitions both internally and externally
- Are committed to delivery of our business strategy
- Make a difference

STRATEGIC OBJECTIVES 2024-2027

- ✓ Delivering a great tenant experience
- ✓ Maximising occupancy
- ✓ Operational efficiency
- ✓ Achieving best practise
- ✓ Making quality investments
- ✓ Delivering excellence in health and safety compliance



Our business strategy 2024-2027 is supported by the following objectives, which will be pursued throughout the term of this plan.

DELIVERING A GREAT TENANT EXPERIENCE

Ensuring our tenants feel involved and have a great experience, is at the heart of our business. We deliver this by ensuring that our priority to our Tenants is first and foremost.

We aim to achieve high levels of tenant satisfaction, by maintaining our focus on providing a home and delivering services that meet our tenants needs. Recognising the challenges that tenants face, we work with their advocates and Care Provider partners to ensure our tenants voices are heard.

We will continue to develop and promote a tenant centric culture, providing a great experience and operational excellence. We will monitor our performance and report to our tenants and partners.

We will capture Complaints, Compliments and Comments about our service and demonstrate that we use these to improve the way we deliver our services.

Our success measure will include:

- ✓ first point of contact resolution to customer enquiries
- ✓ raising FHA's profile in the areas we operate, with tenants and partners
- ✓ top quartile tenant satisfaction
- ✓ continued development of repairs and compliance services through our Customer Services Hub
- ✓ full compliance with the Consumer Standards

We want to ensure that we can offer the best services, whilst delivering and showcasing VFM. During 2023/2024, our work included:

- ✓ a review of all services and service charges
- ✓ further development of our Housing Management System SASSHA to include Asset Management and Repairs
- ✓ making major improvements to data security and data integrity
- ✓ adopting new ways of delivering our repairs service that will improve the efficiency and effectiveness of repairs, reduce costs, and increase tenant satisfaction
- ✓ taking time to understand, plan and start delivery of new requirements under the Social Housing (Regulation) Act 2023 and changes to the Regulatory Standards
- ✓ supporting the introduction of tenant satisfaction measures (TSM's) and encouraging tenants to feedback their experience and suggestions for improvements through the "You said, we're doing" initiative
- ✓ creation of a tenant feedback panel - Hear Our Thoughts, to drive future service improvements forward.
- ✓ starting the process of rebranding our business and increasing access to our tenants and partners



MAXIMISING OCCUPANCY

We aim to have 95% occupancy on all properties, as an average in a 12-month financial year period. This will be achieved through the provision of improved housing management data and better utilisation of existing resources.

Our Asset Management Strategy, will be used to review the performance of properties and undertake sustainability assessments to improve performance, reconfigure assets or dispose of ones that cannot realistically meet the target.

We will target day to day resources to ensure that void properties are available to let at the earliest opportunity and attractive to potential Tenants. This will be achieved by utilising our newly rolled out void management process. We performance monitor Care Providers and provide effective management of the Service Level Contracts (SLC) to ensure that void periods are kept to a minimum. Through our enhanced housing management service, we will seek to prevent failure of tenancies by providing support as required. Where tenancies terminate, we will obtain information to inform future approaches, to prevent termination and improve sustainability.

OUR SUCCESS MEASURES WILL INCLUDE:

- ✓ INCREASING OCCUPANCY RATES TO 95%
- ✓ REDUCING OR TRANSFORMING UNDERPERFORMING PROPERTIES
- ✓ REDUCING TURNAROUND TIMES FOR VOIDS



EFFICIENCY IN ACTION

We will ensure that that we can deliver effective and efficient services, that can demonstrate value for money and high levels of tenant satisfaction.

We will set ourselves demanding targets, monitor performance and report against these with comparable external organisations, benchmarking both costs and performance. A range of key performance indicators will be monitored and the performance against these will be published to our tenants. Our systems will enable us to have real time information, to enable

continuous improvement of our service. We will employ people who embrace our culture and **HEART** values, developing them to their full potential.

We will continue to reduce waste and inefficiency, through subjecting our repairs service, health and safety compliance and our housing management systems software to continuous improvement to drive performance and innovation.

OUR SUCCESS MEASURES WILL INCLUDE:



REDUCING AVERAGE OPERATIONAL COSTS

DELIVERING HIGH QUALITY VALUE FOR MONEY SERVICES

MEETING OUR FINANCIAL TARGETS

MEETING OUR HEALTH AND SAFETY COMPLIANCE KPI'S



ACHIEVING BEST PRACTICE

We will deliver strong Corporate Governance and Leadership. We will, achieve financial viability through sound management, by being efficient, by being clear about our priorities and working effectively to deliver these. We will continually review our approach to governance ensuring that we have the right leadership, skills, and structures to deliver this strategy. Compliance with our Code of Governance will be published with our annual report, with an explanation given for any non-compliance.

We will meet the Regulatory Standards as a minimum and always look to improve on the services that we are providing.

We will listen to our tenant's feedback and use a variety of ways to capture

this to improve the services we provide. We will create innovative ways to capture the views of our partners and translate that into more efficient partnerships.

We will continue to deliver high levels of health and safety compliance, with a key as focus on high risk areas such as fire safety, mould and damp. This area will be subject to robust monitoring and review, to ensure continuous improvement that ensures our Tenants and their homes remain safe. Assurance will be provided to the Board to confirm this position. We will invest in our people, our systems and technology to ensure that we have the skills, capacity, and capabilities to deliver our plans.

OUR SUCCESS MEASURES WILL INCLUDE:

- ✓ CODE OF GOVERNANCE COMPLIANCE
- ✓ COMPLIANCE WITH REGULATORY STANDARDS
- ✓ LISTENING TO TENANTS' VIEWS AND ACTING ON THEM



MAKING QUALITY INVESTMENTS

We will actively manage our assets and continue to invest to maintain the quality of existing homes and facilitate early intervention when needed. We will deliver this through the introduction of an FHA standard to monitor and measure delivery.

We will ensure that our 25-year Asset Management Plan is kept up to date and that it includes data on tenants' satisfaction with their home.

We will work with our Head Landlords to ensure that assets continue to meet the needs of our tenants, Local Authority Commissioners and other partners. Where they do not, we will review their viability.

We will invest in our Customer Services Hub Team and Repairs Team, as we feel that this in-house service gives us greater control and creates added value opportunities. We will continue to invest in the digital route to the repairs and compliance service for Tenants, Contractors, and Care Providers, helping to reduce costs, improve its efficiency and effectiveness and provide measurable performance metrics.

OUR SUCCESS MEASURES WILL INCLUDE:



COMPLIANCE WITH THE REGULATORS CONSUMER STANDARDS, INCLUDING THE SAFETY AND QUALITY STANDARD

COMPLIANCE WITH THE REGULATORS ECONOMIC STANDARDS, INCLUDING THE VALUE FOR MONEY STANDARD

ENSURING STOCK INFORMATION IS CURRENT.

DELIVERING A ROLLING INVESTMENT PROGRAMME.

IMPROVING ENERGY EFFICIENCY.

CREATE GREATER VFM THROUGH BRINGING THE MANAGEMENT OF THE PLANNED MAINTENANCE SERVICE IN-HOUSE, WHICH WILL IMPROVE SERVICE STANDARDS TO TENANT AND REDUCE EXPENDITURE.



DELIVERING EXCELLENCE IN HEALTH AND SAFETY COMPLIANCE

Our aim is to deliver excellence in health and safety. We will accomplish this by continually seeking to improve our health and safety management system so that it meets with our vision, values and the expectations of our staff, tenants and partners.

We will ensure that our responsibilities for health and safety are clearly allocated, understood, monitored, fulfilled and that legal requirements will be regarded as the minimum standard to be achieved.

As part of achieving this outcome, we will ensure that our risk-based approach identifies and delivers compliance with all applicable health and safety legislation and best practice.

To ensure we maintain assurance, we will ensure our health and safety management system, reflects the level of potential risk and impact on our staff, tenants and partners as applicable. This will include arrangement to monitor, and stress test our performance, to demonstrate the effectiveness of controls and ensure that all elements are subject to continuous improvement.

We are committed to providing the financial and physical resources necessary to ensure that excellence in health and safety compliance is achieved.

THESE WILL INCLUDE:

- ✓ GAS SAFETY
- ✓ FIRE SAFETY
- ✓ ELECTRICAL SAFETY
- ✓ WATER SAFETY
- ✓ LIFT SAFETY
- ✓ ASBESTOS SAFETY
- ✓ CONTRACTOR MANAGEMENT

We will actively consult with our workforce, tenants, care providers and contractors to nurture an open attitude to health and safety, encouraging the proactive reporting of risks, hazards and good practice so that we can all contribute to creating and maintaining safe and healthy places and working environments.



GOVERNANCE AND EXECUTIVE

“Fundamental to the successful delivery of our 3-year strategy will be strong, effective Governance and Leadership with the Board and Executive working together in a clear, transparent and focussed way.”

FHA is supported and led by a multi-skilled, professional, and experienced Board. The Board has now been in place for several years with our last appointment in 2022. In this time the Board have overseen significant change to the organisation. The Board and Executive recognises the ongoing challenges that FHA face, but remain focused on our tenants, improving services and increasing performance.



Liam Bradley

A passionate believer in promoting access to justice, Liam has a history of standing up for the rights of disadvantaged people.

Liam has significant experience in negotiation and representing individuals and landlords in housing benefit appeals with a strong focus on appeals concerning “specified accommodation”.



Anoushka Dossa

Anoushka is a Recruitment and Programme Director at an Equality Diversity and Inclusion not-for-profit, leading on strategy and innovation. She supports young adults and companies seeking ways to forge an inclusive and nurturing workplace.



Kevin Ward

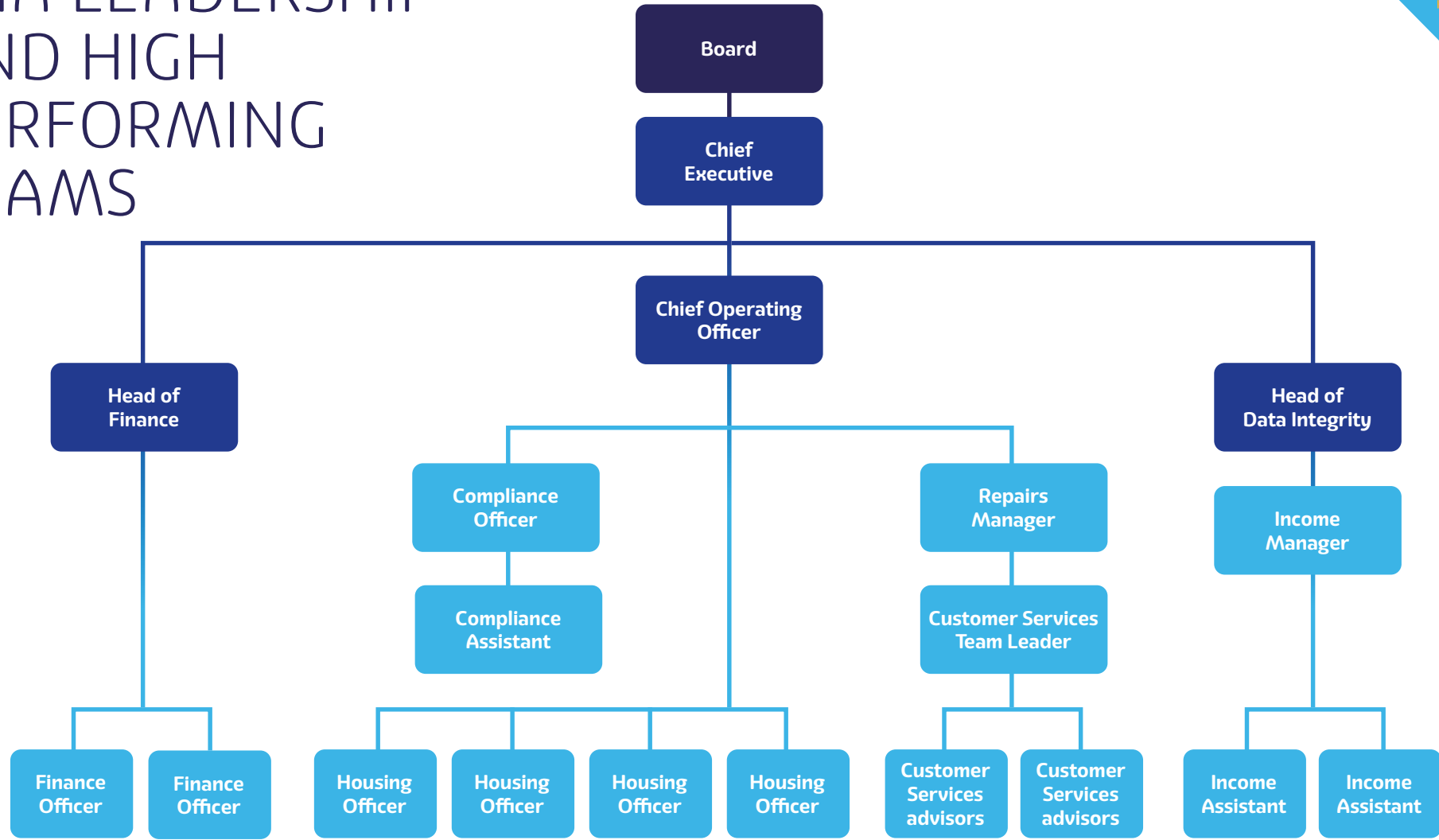
Kevin is a director and co-owner of a care company and has a wealth of experience in the care sector, providing quality and compassionate services to adults with learning difficulties.



Ladislav Hornan

Ladislav previously worked as Managing Partner of UHY Hacker Young LLP and has considerable insight & commercial expertise in accountancy, professional services, the wider world of business and regulatory matters. Ladislav has considerable experience, as an expert advisor, in the assessment of financial position, viability of businesses and monitoring business progress.

FHA LEADERSHIP AND HIGH PERFORMING TEAMS



FHA has assembled a high performing Leadership Team and customer focussed delivery teams that ensure FHA continue to provide a high-quality service to tenants, deliver financial results and comply with key legal and regulatory requirements.



RISK MANAGEMENT



Risk management is an integral and fundamental part of our business, whilst its ultimately the responsibility of the Board, all staff share the responsibility to identify and manage risk



Risk management supports the achievement of our business strategy through:

- ✓ a process of identifying, assessing, and minimising the impact of risk
- ✓ enhancing the quality of our decision making, planning and prioritisation
- ✓ protecting and enhancing FHA's assets and reputation
- ✓ contributing to the effective allocation of resources

We identify risks through a range of systematic processes. These include:

- ✓ risk management policies and procedures
- ✓ active monitoring of external threats and opportunities
- ✓ organisational learning and a culture of continuous improvement
- ✓ board meetings and away days
- ✓ executive and leadership management team meetings
- ✓ the Regulator of Social Housing, sector risk profile reviews
- ✓ specialist advisors (health and safety, environmental, cyber security, etc.)
- ✓ Chartered Institute of Housing and sector best practice information
- ✓ risk matrix monitoring, KPIs and stress testing

- ✓ internal and external audits
- ✓ horizon scanning

A risk register is maintained that identifies and assesses all significant risks affecting our business including our strategic objectives. This is actively monitored and updated as and when risks change or new risks emerge, with the Board carrying out a full review annually.

Some of the main risks identified include:

- ✓ regulatory concerns over the Real Estate Investment Trust (REIT) lease-based model
- ✓ meeting the Regulatory Standards on Governance, Financial viability and the Rent Standard
- ✓ legacy property issues
- ✓ occupation levels
- ✓ pressure on operating and maintenance costs from high inflation



DEFINING OUR APPETITE TO RISK



The Board determines and continuously assesses the nature and extent of the principal risks that FHA is exposed to and is willing to take to achieve its objectives, ensuring that planning and decision-making reflects this assessment, and is reviewed on an annual basis



Strategic	Financial	Operational
<p>We will continue to look at building our asset ownership portfolio. We will also diversify to bring income into the business but not at any costs and the risks of doing that must if possible be done with only a favourable impact on the core business. No new approaches must put the organisation's financial viability in a detrimental place.</p>	<p>We will protect existing assets through management of the financial risks, working with Head Landlords to ensure all properties are contributing to the overhead of the organisation. We have operational targets around voids and income management which will manage the risks and exposure on lease payments to Head Landlords. We monitor performance against budgets to ensure ongoing cost control.</p>	<p>We have a cautious appetite for risk and in some cases, such as property compliance, we will be averse to any risk. In transforming the business, we recognise that there are some risks and that might result in short term operational challenges but long-term outcomes of greater benefits. We will always comply with our statutory obligations, the requirements of our regulator and compliance with the code of governance.</p>

FINANCIAL PLANNING

Financial Framework	Financial Strategy	3-Year Financial Plan
<p>Our 3-year financial plan incorporates granular detail of occupancy, income, and costs for each property, along with business overheads for the 2024 budget, with the same level of detailed budget for 2024-2027. This is reviewed, updated, and approved by the Board annually as part of the budget approval process.</p> <p>The 3-year plan is the basis for the 25-year financial forecasts. This shows the improving position for FHA as it grows in financial and surplus strength to support the delivery of our plans and our ability to meet long term commitments and obligations. We will update our financial plan on an annual basis, and when considering any new activities that may have a material impact on the plan or in the case of any material emerging risks. The base plan will be reviewed by the Board who will then be involved in robust stress testing of the plan for a range of individual and multivariate scenarios with identification of mitigation actions in the case that adverse scenarios materialise. We report quarterly management accounts to the Board which detail progress against the plan and targets.</p>	<p>Our financial plans are focused by the overriding purpose to ensure the long-term viability of FHA is maintained. That would include adequate resources to meet our lease obligations but also to invest in homes and services to the benefit of our Tenants. We will work to continually increase the robustness of our business model.</p> <p>We aim to:</p> <ul style="list-style-type: none"> ✓ Build a strong financial base that can provide resilience to known and unknown risks. ✓ Generate capacity to invest in new homes, existing homes, and services. 	<p>The 3-year plan shows the organisation increasing in financial strength retaining a profitable position in 2024 onwards. It identifies the resources required to achieve investment in homes and improve services. The plan assumes that the Government's commitment beyond 2024/25 to a rent policy of CPI only. There are no assumptions about any changes to Housing Benefit entitlement.</p> <p>During the period of the plan, we will:</p> <ul style="list-style-type: none"> ✓ Reduce our overall cost per unit by 15%. ✓ Increase occupancy rates to 95%. ✓ Improve income collection to 98.5%. ✓ Dispose of non-performing properties. ✓ Work in partnership with Head Landlords to obtain short term support, and medium-term structural lease changes, reducing FHA's risk exposure. ✓ Create additional capacity by driving through system improvements, efficiencies, and monitored cost control.

PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are an integral part of FHA's performance management framework. They sit behind the Business Strategy, linking the day-to-day activities of the organisation to its strategic objectives.

FHA's KPIs

- are a simple, transparent measure of performance for tenants, board members, staff, regulators, and partners
- reflect the priorities of the organisation as set out in the Business Strategy
- provide the organisation with challenging but realistic targets to promote continuous improvement
- are reviewed mid-yearly and annually to ensure they remain challenging and appropriate in a changing environment
- consider the performance of peer organisations as part of a benchmarking process



KPI's

Strategic Priority	Performance Indicator	Baseline Position	Year 1	Year 2	Year 3
Health and Safety Compliance Ensure 100% compliance in all elements	Landlord Gas Safety Certificate	100%	100%	100%	100%
	Fixed Wire Testing	99%	100%	100%	100%
	Gas, Legionella, Fire, Lifts etc	100%	100%	100%	100%
Complaints	Customer complaints responded to within timescale	80%	100%	100%	100%
	Stage 1 complaints resolved satisfactorily	100%	100%	100%	100%
	Stage 2 complaints resolved satisfactorily	N/A	100%	100%	100%
Customer Satisfaction – contractor works	95% MLAP 90%	87%	95%	95%	95%
Staffing	Staff turnover	11.1%	<10%	<10%	<10%
	Professional qualifications - CIH	50%	80%	90%	100%
	Job related training	100%	100%	100%	100%
Net Zero	EPCs C or above	52%	55%	65%	75%
Repair timescales	Routine Works within 28 Working Days	93.2%	98%	98%	98%
	Urgent Works with 7 Working Days	81.3%	98%	98%	98%
	Emergency Works within 24 Hours	85.3%	100%	100%	100%
Maximising Occupancy	Average 95% in 12-month financial year	79.44%	90%	93%	95%
	Void turnaround times:	<ul style="list-style-type: none"> • Minor: 14 days • Major: 28 days 	80%	90%	93%
Income	Rent Collection	98.59%	99%	100%	100%
	Tenants rent arrears	1.41%	1%	1%	1%



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Building a strong business
is part of our business
strategy to ensure
continued success in
providing homes for
vulnerable adults who need
additional support to live
more independently

