

# **Business strategy 2022-2025**

**At the NHF, we exist to support our housing association members to deliver their social purpose:**

- **To provide homes that are affordable to people in housing need.**
- **To provide safe, good quality homes and services.**
- **To offer services that enable residents to live well.**
- **To play our part in building successful places where people want to live.**

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Our three year strategy is focused on driving and leading the change our members need to deliver this purpose.

# Supporting our members to deliver their social purpose

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## 1. We will drive and lead change to ensure housing associations provide homes that are affordable to people in housing need. We will aim to:

- Develop and advocate an approach to future rent setting and the benefits system, so social housing rents remain affordable while allowing housing associations to deliver their priorities.
- Secure the policy and funding our members need to continue to build affordable housing and increase the number of social rent homes they build, including for homeless households and people with support needs.

## 2. We will drive and lead change to ensure housing associations provide safe, good quality homes and services. We will aim to:

- Secure the policy and fund our members need to improve the quality of their existing homes.
- Secure the policy and funding our members need to make significant progress towards improving the energy-efficiency of their existing homes and begin the journey to net-zero.
- Support our members and secure the policy and funding they need to implement new building and fire safety legislation, so they can ensure their homes feel and are safe for residents.
- Support our members to improve services and accountability to residents, including through Together with Tenants, the implementation of new regulation and collaboration, and challenge and learning, so they are delivering quality services more consistently and equitably.

## 3. We will drive and lead change to ensure housing associations offer services that enable residents to live well. We will aim to:

- Secure the policy and funding our members need to build more high-quality supported and older people's housing and protect current provision, which will include increased and long-term funding for support costs.
- Maximise opportunities for funding and partnership working, including on health and employment and skills, to help our members enable residents to live well.

## 4. We will drive and lead change to ensure housing associations play their part in building successful places where people want to live. We will aim to:

- Secure the solid long-term funding our members need to regenerate existing homes and communities, including access to funding streams on levelling up and town centres.
- Influence any proposals to devolve housing powers and funding, and support our members to engage in regional structures, to maximise opportunities for housing-led and place-based regeneration our sector can deliver.

# Building the conditions and culture for housing associations to deliver

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- 1.** We will develop and build support for an outcomes-based housing strategy for low-income households, so our members have clarity and can plan long-term.
- 2.** We will build public understanding of the work of housing associations, to ensure the sector is accountable, visible, and valued.
- 3.** We will show leadership on equality, diversity, and inclusion, driving action to create a sector that better represents our communities and where all people have equal opportunity to thrive.
- 4.** We will secure the best possible financial and regulatory environment for our members, including increased access to Environmental, Social and Governance investment, so they can focus on the delivery of their core purpose.

# Being the best trade body we can be

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- 1.** We will adapt, tailor, and communicate our member offer and value to different groups so all our members have improved opportunities to collaborate, shape our work and make the most of their NHF membership.
- 2.** We will deliver and market events, products and services that respond to member need and support us to deliver better against our strategic priorities than we could do with fee income alone.
- 3.** We will develop a three-year people strategy that sets out our key people priorities so that we can attract, support, retain and develop staff to be the best that they can be, to help us deliver our business objectives.
- 4.** We will develop an ICT and data strategy that sets out how we will ensure our systems meet the future needs of the business and our members, including improving understanding of our members, customer experience and access to relevant information.
- 5.** We will develop a finance plan to ensure the long-term sustainability of the NHF, which will include reviewing our property strategy, developing an income strategy and cost analysis of our business strategy.
- 6.** We will review the way we work to ensure we contribute to the sustainability of the environment including the use of our building, our direct carbon footprint, our events and our resource usage and waste.