

Making an impact 2019

NATIONAL
HOUSING
FEDERATION



NATIONAL HOUSING FEDERATION

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Foreword from the Chief Executive



The National Housing Federation is the voice of housing associations across England. Our purpose is to help you — our housing association members — to thrive and deliver on your social purpose. Our vision is to ensure everyone in this country can live in a good-quality home they can afford.

There are a number of ways we work with our members to achieve this. We tell the housing association story – making sure the public and politicians know what our sector does and why it matters. We use our networks and influence to shape a policy environment that enables you to deliver for your residents. And we bring you together to innovate, share knowledge and develop new solutions to common challenges.

Our ambition is to enable our sector to do what it does best, and in 2019 we set out three key themes that will guide our work over the next three years:

- **Promoting great quality, exemplified by building safety and customer service.**
- **Building trust with tenants, partners, the public, policy makers and regulators.**
- **Driving the delivery which will help end the housing crisis.**

All of this work is underpinned by our commitment to provide excellent service to our members, through networking opportunities, exclusive intelligence and tailored support.

In this report, we set out some of the ways we're working with our members to deliver our work on these themes – and some of our key achievements in 2019.

I look forward to continuing our work together.

Kate Henderson
Chief Executive

Our people

Our dynamic, skilled and experienced team works across policy, media, communications, campaigns, public affairs, events, and commercial and business services to deliver the latest intelligence, support and great customer service to our members.

The **Leadership team** is responsible for developing and delivering on our business strategy.



Kate Henderson
Chief Executive



Jackie Cunningham
Executive Director of Finance and Business Services



Simon Nunn
Executive Director of Member Services



Rhys Moore
Executive Director of Public Impact



Clive Liggett
Director of People



Catherine Ryder
Director of Policy and Research



Nigel Williams
Commercial Director (interim)



Lucy Grove
Director of Strategic Communications and Campaigns

The Federation's **Board** sets the organisation's strategic direction and works with the Leadership team.



Diana Warwick
Baroness Warwick of Undercliffe
– Chair



Waqar Ahmed
Group Finance Director at L&Q



Jane Ashcroft
Chief Executive of Anchor Hanover Group



Sean Anstee
Chief Executive of Telcom Infrastructure



Elizabeth Austerberry
Chief Executive of Moat Homes



Sebert Cox OBE
Chair of Karbon Homes Group



Suzanne Fitzpatrick
Professor of Housing and Social Policy at Heriot-Watt University



Kate Henderson
Chief Executive of the National Housing Federation



Mark Henderson
Chief Executive of Home Group



Isobel Leaviss
Member of the General Pharmaceutical Council's Fitness to Practice Panel



Geeta Nanda OBE
Chief Executive of Metropolitan Thames Valley



Bronwen Rapley
Chief Executive of Onward

Promoting great quality



Our priorities

**Building and maintaining homes
of the highest standards.**

**Innovating for systemic change
which delivers safe, high-quality
housing.**

**Delivering an excellent quality
offer to communities.**

**Embedding a culture of
collaboration across the sector.**

We're working with our members to prioritise the safety of residents

We've called for the support our members need to make buildings safe, pressing the government to fund safety remediation work and sharing the challenges you face in carrying out vital remediation works. We've worked closely with the government and industry to address concerns around fire doors, cladding, and mortgage valuations in high-rise blocks. We're now highlighting the scale and complexity of remediation needed, and urging the government to coordinate and fund vital work to remove cladding and replace fire doors.

We're also working with you to shape the building safety system of the future. We submitted a sector response to the Building a Safer Future consultation and shared your views on issues such as sprinkler provision. As part of our wider work on culture change, we've been working with cross-industry groups to design a new competency framework. This will help housing associations take proactive steps to define and understand the skills, training and experience requirements for the new regulatory regime.

In 2019, we convened a new national member group to guide our work on building safety. We're also supporting our members to share knowledge, through events with the Local Government Association and our building safety conversation in November.

“We're working with housing associations to shape the building safety system of the future.”



“Led by our national member groups, we continue to advocate for high-quality, healthy and efficient homes across the country.”



We’ve shown your commitment to quality homes and places

We have been making the case for more community involvement in the design of places – something that our Great Places Commission highlighted in its final recommendations.

We worked with the government to promote the importance of good design in mixed-tenure schemes in response to concerns about segregation – and this was reflected in the new national design guide, published in October. And through our media influence, we’ve been able to share the positive work housing associations already do in this area.

We supported the Town and Country Planning Association’s Healthy Homes Act, and began work with our members on a sector response to the Future Homes Standard. Following feedback from our members, we’re also preparing for an important piece of work on housing associations’ role in tackling the climate crisis.

We're at the forefront of navigating the future of housing

More than 450 people from 250 housing associations participated in our award-winning innovation programme, Creating our Future. The programme generated five ideas to help address big challenges such as improving the quality of homes, tackling poverty, ending homelessness and adapting homes as people get older. All of the ideas are progressing, with three turning into new businesses, recruiting their first full-time staff in 2019.

We also laid the groundwork for the next, even more ambitious phase of this work to embed innovation – Housing Futures. This unique programme is designed to raise the profile of innovation across our sector, and provide new skills and experience for housing association staff. It clearly positions our sector as being at the forefront of driving innovation through collaboration.

“Housing Futures will be the biggest collaborative exercise ever undertaken by the sector, taking our innovation programme UK-wide in partnership with the Welsh, Scottish and Northern Irish Federations.”



Building trust



Our priorities

Building stronger, more equal relationships with residents.

Strengthening relationships with local government, communities and partners.

Showing leadership on diversity and equality.

Building the reputation of our sector and increasing public support for housing associations.

We use our networks and influence to build relationships

We build trust and improve the understanding of our sector among politicians and civil servants, strengthening our sector's reputation and shaping a political environment that delivers for our members and their residents. Over the past year, we met with then Housing and Communities Secretary, James Brokenshire MP, with his successor, Robert Jenrick MP, and hosted a roundtable with then Work and Pensions Secretary, Amber Rudd MP, among others. We also met regularly with the Housing Minister and the Welfare Delivery Minister, Labour's Shadow Housing team, backbench MPs and regional political figures. Alongside this, we had a number of meetings with the Director General for Housing, Communities and Local Government and numerous officials across the civil service.

Through our high-profile general election campaign, #FixTheHousingCrisis, we supported our members to engage with more than 50 parliamentary candidates across the political spectrum, and we reached 2.4 million people on social media. We also co-hosted a housing hustings with partners including Shelter, Crisis and RIBA, welcoming spokespeople from the major English parties.



“Through Together with Tenants, we’re working towards embedding a culture in our sector that values residents’ voices and experience.”



We’ve led a new approach to working with residents

Through our Together with Tenants initiative, we’re working with you to build stronger relationships with residents. Our 132 early adopter organisations are testing out the Together with Tenants plan and charter, ahead of a full sector rollout. This work is being guided by our Member Steering Group and Tenant Advisory Panel, which we convened in 2019 to critique and shape Together with Tenants.

The approach has been widely endorsed by residents, politicians, housing associations and stakeholders. It was also positively referenced in the government’s Social Housing Green Paper, which raised many of the same issues we’ve been showing leadership as a sector to address. We used our general election campaign to call on the new government to take the green paper forward, and it has now committed to delivering a Social Housing White Paper.

We're promoting your role in creating thriving, successful communities

The Great Places Commission presented its recommendations in July, setting out practical ways housing associations can work in partnership to make sustainable, inclusive and vibrant places. The recommendations are based on more than a year's worth of exploration and research, and we've been working with our members to take them forward. This is prompting new ways for housing associations to act as anchor institutions in their local communities, collaborating at local level with stakeholders, communities and residents.

“The Great Places findings support our call on the new government to invest in a long-term and coordinated regeneration programme across the country.”





We're working with our members to lead a more diverse sector

In 2019 we established our first ever diversity, equality and inclusion member group. The group will work with the National Housing Federation to take forward our diversity agenda, including promoting a shift in culture and delivering more inclusive workplaces. Our second Diversity, Equality and Inclusion in Housing Conference was a great success, bringing together housing professionals for honest conversations on how we can create a more inclusive sector. And in 2019 we worked with BME National, a collective of BME housing associations in England, to develop a mission statement, highlighting how the government can work with the housing sector to improve housing for BME communities.

We tell the story of housing associations

In 2019, we raised the profile of social housing and told the story of housing associations in the media.

We prioritised calling on the government to invest more in social housing, appearing on the BBC News at 10 and in other national media outlets.

Our research on child poverty in the private rented sector received widespread media coverage, and we made national headlines again in September and October with stories on the number of people directly affected by the housing crisis, and the cost of housing for people on benefits. We've also used high-profile media stories to highlight the most important issues facing our sector – such as pressing for urgent government action on building safety with pieces in The Times Red Box.

“Our work shone a light on the impact of the social housing shortage in the national media, from the BBC’s Today Programme, to the Sun and The Times.”





Driving delivery



Our priorities

Supporting our members to develop more homes, including for social rent.

Supporting the sector to end homelessness.

Securing funding and financial support from the Government to deliver the housing the country needs.

Working to ensure Universal Credit works for tenants and landlords.

We're improving the conditions for you to deliver new homes

Over the past year, we've built on our calls for new funding for social housing, which secured an extra £2bn for social rent under the previous government. We commissioned cutting-edge modelling to tell us, for the first time, how much investment is needed to fix the housing crisis for good. The resulting call – for £12.8bn a year over 10 years – has been endorsed by key partners, such as Crisis and Shelter, as well as by MPs from across Parliament.

Every quarter we also collate and share the sector's supply figures through our supply survey. The high response rate means we can demonstrate the full extent of development in our sector – which is often underreported by other bodies.

We've also been working with you to understand the barriers to building more homes, so we can find ways to address these together. We've hosted roundtables with the Local Government Association to support you to build potential partnerships with local authorities and worked with you to understand the skills gap in development. We've continued to collaborate with Homes England on strategic partnerships and the future of affordable housing funding, while ensuring that some of the benefits of strategic partnerships are extended into the main Affordable Homes Programme.



“There are now more than 200 housing associations signed up to our Commitment to Refer, and we’re exploring how the sector can work in partnership with local authorities to end homelessness.”



We’re working together to end homelessness

We’ve been building on the success of our Commitment to Refer, a voluntary offer for housing associations to implement the referral duties of the Homelessness Reduction Act.

Through this, and other pieces of work, we’re highlighting the important role that housing associations play in ending homelessness.

Following a series of roadshow events, we published a report together with the Local Government Association in October 2019 outlining practical ways housing associations and councils can better work together.

We continue to raise the profile of supported housing and the vital services it provides, through our media work and our annual Starts at Home campaign. Our analysis of national homelessness statistics revealed on the BBC News that new homeless families outnumber new social homes by 8 to 1. Many services have experienced reduced funding, so we’re calling on the government to ringfence £1.4bn for the support costs of supported housing.

We're making the case for a fairer and more effective welfare system

We've been working closely with the Department for Work and Pensions to press for changes to Universal Credit that work for housing associations and residents. As a result of our influencing, the government is testing a new system to pay the housing element of Universal Credit directly to landlords at the same time that tenants receive their payment.

We used our general election campaign to make several specific calls on the new government, including ending the benefits freeze. We backed this up with research revealing that the benefits freeze means payments don't cover actual rents, pushing low-income families to the brink. This research achieved widespread media coverage, including on Channel 4 news and the BBC. The government has since ended the Local Housing Allowance freeze, a decision that will benefit 900,000 people.

“We ran a successful campaign with Shelter, calling for an end to the discriminatory ‘no DSS’ practice. As a result, the government and Zoopla banned the adverts and a number of banks are changing their policies.”





We're building the brand of shared ownership through a new campaign

Over the past year, we've been working with our members, stakeholders and the government to develop a campaign that will boost the profile of shared ownership on a scale that's never been done before.

By profiling the shared ownership brand, we're shining a light on the great work housing associations do more generally – helping build public awareness of our sector.

Excellent service

Our priorities

Ensuring our offer is clear, relevant and valued by our members.

Maximising the potential for members to engage and connect digitally.

Exemplifying a high-functioning culture.

Demonstrating our commitment to improving diversity and equality.



We provide tailored support for our diverse membership

In 2019, we developed our board member offer with a new quarterly newsletter, online forum and programme of conferences, free events and webinars.

For smaller housing associations, we published a new development guide and convened our national group to explore new ways we can provide support.

We've worked with a group of supported and specialist housing associations to develop an offer to that group, launching in 2020.

And we continue to advocate for our rural members, including celebrating the contribution of rural housing associations in building new affordable, high-quality homes during 2019 Rural Housing Week.

“Our member offers outline how we will provide relevant resources, events and tools for member groups with particular requirements and priorities.”





We connect the sector

Our free member events and webinars focus on the issues that matter most to you. In 2019, we brought you together to discuss and share experience on topics such as building safety, development, climate change and regulation. We also connect members through a variety of regional networks, on themes from development and communications to finance and HR. Our regional leaders' forums provide opportunities for chief executives and other senior leaders to network with peers in their region. At our national conferences, housing association professionals can network and gain insight from speakers inside and outside the sector. We also provide digital tools to support networking, including online discussion forums, and our new website, launched in January 2020, will provide new possibilities to connect with your colleagues.

We keep you informed

We share the latest updates from the sector in our fortnightly newsletter, NHF News, which includes latest updates, blogs and events.

We also publish a range of thematic newsletters and updates, including our finance policy newsletter, board bulletin, political intelligence bulletin, and welfare reform update.

Our Research team have created a range of bespoke high-quality research tools – from England’s most comprehensive brownfield land map, to a calculator that shows housing associations’ contribution to the productivity of local areas.

“We produce regular briefings on key issues, highlighting the impact of policy developments on housing associations and setting out how we can influence these as a sector.”





We give access to exclusive discounts

Our commercial team secure the best prices on products and services that benefit you and your residents. We continue to provide Directors' and Officers' Liability Insurance as part of your membership. We also have carefully selected suppliers that offer special rates to our members, from legal and financial advice to IT and recruitment support – this includes Guardian Jobs, Phoenix Software and My Home Contents Insurance.

The year in numbers



4,812

The NHF was mentioned in the media 4,812 times in 2019, including 529 inclusions in the national press.

3,500

We appeared in regional titles almost 3,500 times and were in more than 700 articles in the trade press.

6,575

6,575 delegates attended our national conferences.

2,813

2,813 people attended our free member engagement events.

2,500

More than 2,500 residents, housing associations and stakeholders participated in our Together with Tenants consultation.

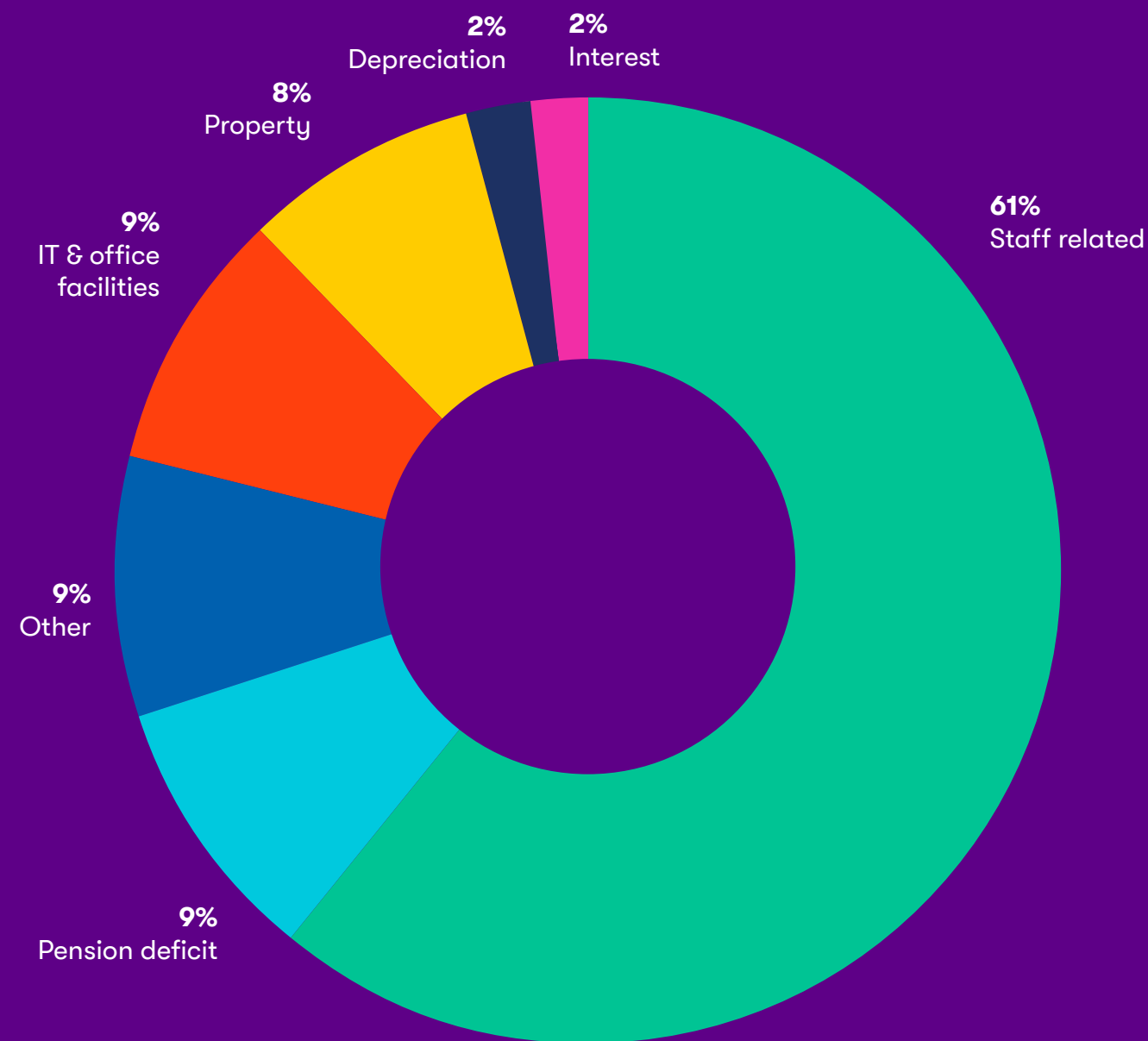
131

Our Chief Executive, Kate Henderson, visited 131 of our members in 2019.

Fast financial facts

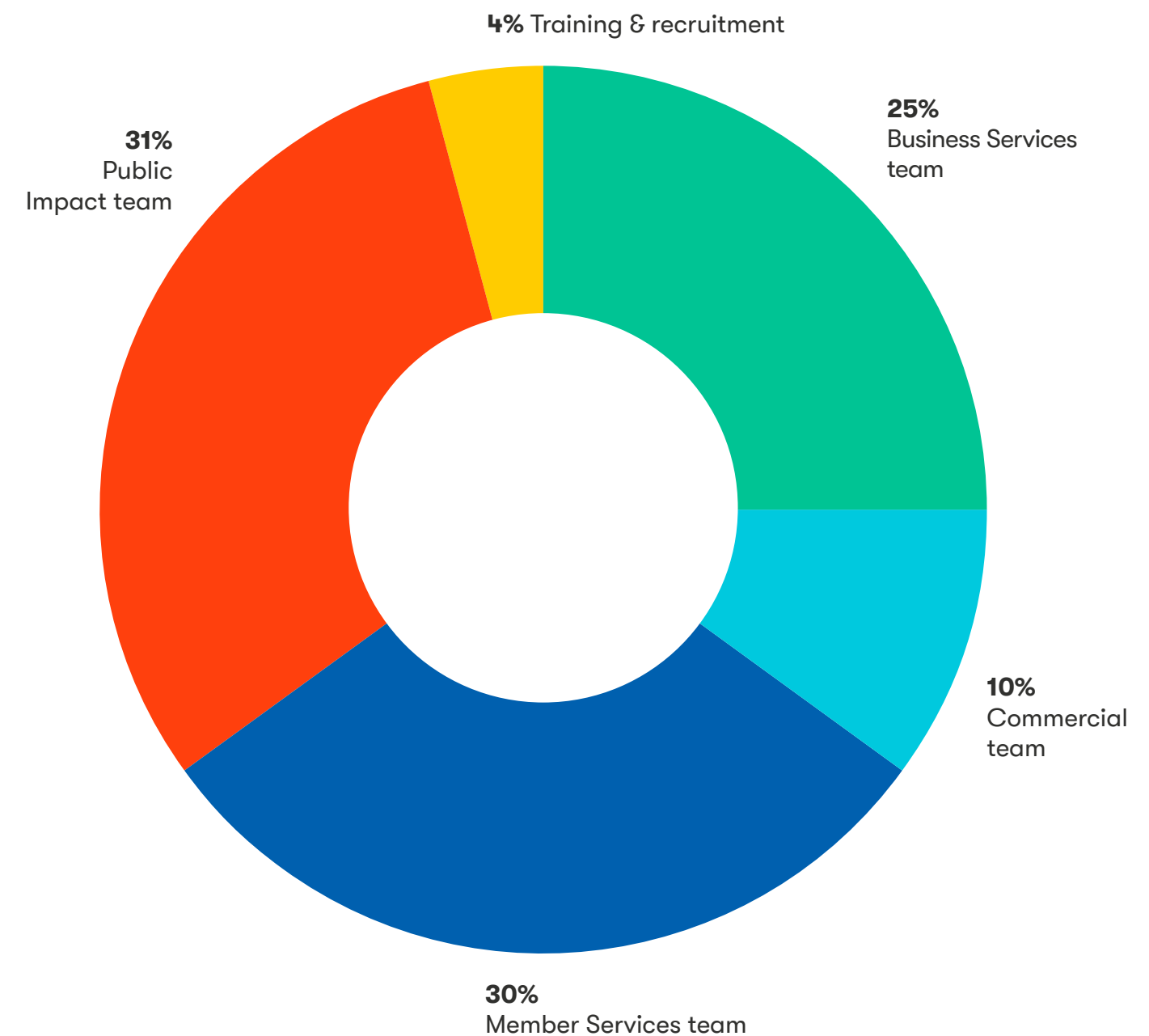
Our income comes from member fees and from our the events, publications and services we offer. We use that income to support our members to deliver their mission of ensuring everyone in this country can live in a quality home they can afford. Here's how our income is spent to enable us to do this.

Overhead costs breakdown



Fast financial facts

Staff-related costs





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About us

We are the voice of housing associations in England.

With almost 800 housing association members, providing homes for around six million people, we are at the forefront of tackling the nation's housing crisis.

Our vision is for a country where everyone can live in a good quality home they can afford.

We work with our members to make this vision a reality – delivering ambitious programmes that lead to lasting, positive change.