

Business strategy 2019–2022

NATIONAL
HOUSING
FEDERATION

The National Housing Federation (NHF) is the voice of England's housing associations. We support our members to deliver their social purpose – providing good quality housing that people can afford.

Our business strategy outlines how we're focusing our work, and the impact we will have, through to March 2022. It has been updated since its original launch to reflect adaptations we made to our business in response to the coronavirus crisis.

It is focused on three themes:

- **Promoting great quality**, to ensure homes are safe, more sustainable, and support people to live independently.
- **Building trust**, with residents, partners, and the public.
- **Driving delivery**, to help end the housing crisis and improve people's lives.

All of our work will be underpinned by providing an excellent service.

Promoting great quality

Ensuring homes are safe, more sustainable, and support people to live independently.

By 2022 our goal is to:

- Ensure our members have access to the right funding and resources to lead progress in building remediation, and are well positioned to implement the new regulatory system for **building safety**.
- Place our members in the best situation to invest in the **sustainability and quality** of homes, and lead on a sector roadmap to net zero carbon.
- Improve the operating environment for **supported and sheltered housing** providers.
- Help reduce **homelessness** through changes in policy and practice, working in partnership with our members and the wider homelessness sector.

Building trust

Building trust with residents, partners, and the public.

By 2022 our goal is to:

- Rollout the **Together with Tenants** initiative, supported by our members and residents.
- Ensure the sector supports and informs the implementation of the **Social Housing White Paper**.
- Tell our **sector's story**, to increase support for housing associations' social purpose.
- Show leadership to drive action on **equality, diversity and inclusion**.
- Understand the business models of our members working in **lower value areas**, and provide a voice for their priorities.
- Support our members with **governance resources** that enhance the reputation, credibility and stability of housing associations.

Driving delivery

Driving delivery to help end the housing crisis and improve people's lives.

By 2022 our goal is to:

- Address the **barriers to building** new homes, including those in the new planning regime, by working collaboratively with our members and the government.
- Respond effectively to the **coronavirus pandemic** by helping our members to: keep residents safe, protect residents' income and livelihoods, keep vital services running, and ensure the viability of housing associations' business.
- Begin work to secure a **rent settlement from 2025** onwards that delivers investment for our members and fairness for residents.
- Mitigate the **impact of welfare reform** on residents and our members.
- Secure a **stable financial environment** for our members.

Excellent service

All of our work is underpinned by providing an excellent service.

By 2022 our goal is to:

- **Connect our sector**, through a successful programme of events.
- **Keep our members informed**, by sharing effective insight, analysis and action that is valued by our entire membership.
- **Foster an effective working culture** that demonstrates best practice on equality, diversity and inclusion.
- **Ensure stable finances**, by generating income that directly supports our members to deliver their social purpose.
- **Develop a new business strategy** for 2022-25 in partnership with our members, stakeholders and staff.

Find out more about the NHF's work:

→ Read about the impact we've had over the last year

[Find out more](#)

→ Find out how to shape our work going forward

[Find out more](#)

→ Join an upcoming event to connect with the sector

[Find out more](#)

→ Sign up to updates about our work

[Find out more](#)

→ Get in touch to discuss any of our goals

[Find out more](#)