

Our business strategy 2025-30

Who we are

We are the voice of England's housing associations.

Our housing association members provide homes for around six million people, and are driven by a social purpose: **providing good quality housing that people can afford**. We support our members to deliver that social purpose.

What we do

We deliver positive change for our members by understanding and anticipating the critical issues affecting their businesses and the sector.

We use our knowledge and leadership to shape national policy and create an environment where housing associations can deliver their social purpose by:

- Representing the views of our sector to the government and key decisionmakers.
- Understanding and engaging in the wider policy agenda.
- Building an understanding of – and support for – housing associations.

We also enable collaboration and share insight across the social housing sector by:

- Defining and promoting the common values and vision of the sector.
- Supporting our members to collaborate and take collective action.
- Developing and sharing expert insight and analysis.



We have almost doubled our mentions in broadcast and online media from 1,850 in 2022 to over 3,100 in 2024



Since 2022, the NHF has had more than 147 mentions in Parliament and has met with over 70 senior politicians. In the first eight weeks of 2025, we gave evidence before four different parliamentary select committees.



In 2024 we created 115 opportunities for our members to connect with one another, share best practice and learn through regional meetings, national networks and specialist groups

Why it matters

Housing associations are not-for-profit social landlords that provide homes and support for around six million people all around England.

They don't make profits for shareholders. Instead, they invest all the income they make into building new affordable homes for people who need them, investing in the safety and quality of existing homes, running community services, and providing care and support for those who need it.

Housing associations provide almost 2.7 million homes for social and affordable rent, including around two million for general needs social rent (about 50% of the local market rent), 140,000 homes that come with support, and 260,000 homes for older people. Without housing associations, these homes wouldn't be available.

The National Housing Federation (NHF) works hard to protect this vital work, and create an environment where more of it can exist.

“

The NHF ensures our voice is heard nationally, from press coverage to influencing government policy”

— Louise Bassett, Chief Executive Officer, Gentoo

“

The NHF ensures we are fully sighted of everything that is happening in a fast-changing housing sector”

— Ed Tytherleigh, Director of Services, Centrepoint

“

The NHF's ongoing support, research, and campaigning work for supported housing is invaluable”

— John Verge, CEO, Golden Lane Housing

Building on change



Our last business strategy spanned 2022 to 2025 – a difficult period that started within a global pandemic, followed by an energy crisis and rising costs, and resulted in great political change. Despite the challenges, I’m proud of what we achieved at the NHF. On behalf of our members, we focused on gaining recognition for the financial pressures and uncertainties that housing associations were operating under. Through our strategic long-term plan for housing campaign and consistent political engagement, our messages got the attention of the right people across the political spectrum and built trust in our sector.

Following the 2024 general election, the new government immediately confirmed a £500m boost to the Affordable Homes Programme, Wave 3 of the Warm Homes Fund, and consulted on a new social housing rent settlement. And, vitally, announced plans for a new long-term housing strategy that we’re involved in shaping. A lot rests on the outcome of the government’s Spending Review in June 2025, however we are well placed in these negotiations as a trusted partner of the government – a government that understands the complex challenges facing our sector and our strong ambition for delivering social and affordable homes.

“We’ve increased member satisfaction to a new highest level of 91%”

During our last business strategy we also strengthened our organisational finances, increased member satisfaction to a new highest level of 91% for chief executives, and launched our first Housing Community Summit – a collaboration with CIH that brought together 3,000 people from across our sector.

This work lays a strong foundation as we enter our new business strategy period – we want to build on the momentum we have and continue delivering positive change for our members and their residents.

To shape the detail of our future work, we spoke to over 700 of our members, stakeholders, partners and residents to gather views on the challenges, strengths and vulnerabilities that social housing faces in 2025. A summary of these conversations can be read in [our strategic review report](#).

Based on these conversations, we’ve set ourselves the goal that by 2030 the NHF will enable housing associations to:

- Deliver long-term benefits to residents and communities through good quality homes and services.
- Build more homes that are affordable, safe and decent, which drive growth and help to end the housing crisis.
- Strengthen and deepen partnerships in every part of the country and be an employer of choice.

To support our members to achieve these ambitions, we’ve outlined five objectives for the next five years, and a range of outcomes that are focused on the change we want to achieve. We will review these outcomes each year to ensure that any new external factors are reflected in our work.

The work outlined in our business strategy below is ambitious and focused on our members’ social purpose – providing good quality housing that people can afford. By 2030, that social purpose will be stronger than ever before.

Kate Henderson
Chief Executive, NHF

**By 2030, the
NHF will have
enabled housing
associations
to deliver on
their three key
ambitions**



Deliver long-term benefits to residents and communities through good quality homes and services



Build more homes that are **affordable, safe and decent**, which drive growth and help to end the housing crisis



Strengthen and deepen partnerships in every part of the country and be **an employer of choice**

To support our members achieve those ambitions, the NHF will:

- 1** Secure a funding and policy environment that enables housing associations to deliver on their social purpose
- 2** Strengthen trust and confidence in housing associations
- 3** Be a membership body that housing associations are proud to be a part of
- 4** Be a great place to work
- 5** Lead a financially, environmentally and socially responsible organisation



1

Secure a funding and policy environment that enables housing associations to deliver on their social purpose

We will know we've achieved this when...

- Housing association **finances are on a sustainable trajectory** with our members able to invest sufficiently in existing and new homes. Which means that housing associations are:
 - Providing **more homes that are decent**, with key service satisfaction improving.
 - **Building more** new social and affordable homes.
 - **Regenerating and refurbishing** out-of-date homes at scale.
- Housing associations, government, residents and wider stakeholders share a clear vision for the future of **social housing rent policy** and how it works effectively with the welfare system to ensure social homes are affordable and adequately funded.
- There is a clear framework for new **models of investment** in affordable housing, which recognises and protects the value of the not-for-profit housing association model as long-term stewards of social homes.
- Housing associations are building more **accessible and adaptable homes** for older people and disabled people of all ages.
- Housing associations in all geographies know the types and tenures of homes, including supported housing, they should be building to **meet housing need**.
- **Supported housing** is financially sustainable, with more new schemes in development and recognition of its role and value at a national level.



- Housing associations are key partners in local and national efforts to end **homelessness**.
- **Welfare policy** is designed alongside housing associations and meaningfully supports residents to sustain their tenancies.
- Housing associations have been enabled to either start or complete all remedial works on buildings affected by the **building safety crisis**.
- **Regulation** is clear, effective and deliverable.
- Housing associations are leading the **drive to decarbonise** England's homes and helping to reduce fuel poverty.
- We better understand housing associations' challenges of **climate adaptation**, environmental sustainability and embodied carbon.
- We have a **better understanding of residents** and how homes and services need to adapt to meet their needs, both now and in the future.
- Housing associations can continue offering **low-cost home ownership** options to people.
- Housing associations are working as key strategic partners with every Mayor and Combined or Strategic Authority and have influence over **devolved funding and policies** with risks and barriers minimised.



2

Strengthen trust and confidence in housing associations

We will know we've achieved this when...

- Overall **satisfaction and trust** has increased.
- **Public understanding** of, and support for, housing associations has increased.
- Housing associations report improved **recruitment and retention**.
- **Political stakeholders** across national, regional and local government have an increased understanding of the housing association model and the positive work of our members.
- Our sector's culture is inclusive, and our **equality, diversity and inclusivity data** collections show that people in leadership positions and on boards are increasingly diverse.
- The learnings from the **Grenfell Tower Inquiry** and the **Better Social Housing Review**, including those around **structural inequalities**, are embedded within the sector.
- Housing associations are getting the support they need from **local partners**, such as the police and social services.



We will know we've achieved this when...

- Our members from all geographies and of all sizes and specialisms are satisfied and say **we offer value for money**.
- Our **members are connected** with new innovations, specialist expertise, and discounts on services because of our supplier partnerships.
- Our **technology and data** has enhanced our understanding of, and ability to support, our members.
- Our highly-valued **conference and member events programme** has delivered more opportunities for our members to connect and learn.

3

Be a membership body that housing associations are proud to be a part of



We will know we've achieved this when...

- We attract and retain a **diverse workforce of talented people** and continue to develop a thriving and inclusive work environment.
- Our **business systems** provide colleagues with ways to easily and intuitively do their jobs.
- Our **data assets** are governed and used effectively and securely to deliver our strategic objectives.

4

The NHF will be a great place to work



We will know we've achieved this when...

- The NHF is **financially robust and efficient** allowing us to keep our membership fees at a sustainable level.
- We have a **property strategy** that supports our ongoing financial stability.
- We have developed and made significant progress on our **Environmental, Social and Governance** ambitions.
- Our **governance arrangements** and board skills support the delivery of the NHF's strategic objectives and we have sought external assurance to support governance best practice.

5

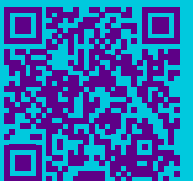
Lead a financially, environmentally and socially responsible organisation

Measuring our success

We will regularly review progress against each of our outcomes and measure their impact using a range of indicators. This will include feedback from our members through our annual Chief Executives and Chairs survey, government datasets such as the English Housing Survey and RSH Global Accounts, the Tenant Satisfaction Measures, regular NHF perceptions research, the NHF EDI data tool, and our annual survey of NHF staff.

We'll share an annual update on our progress through our Impact Report, which you can download from our website: www.housing.org.uk/about-us/member-benefits

Or you can ask us any questions directly by emailing eam@housing.org.uk



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**We support our members to deliver that social purpose, with
ambitious work that leads to positive change.**

Find out more about our work
via [housing.org.uk](https://www.housing.org.uk)

**NATIONAL
HOUSING
FEDERATION**