

Our aim:

In three years' time we will have helped shape the operating environment to enable housing associations to flourish, whatever their size and type; be the leading independent advocate on housing and related issues; and be regarded by members as a highly effective representative body.

Our strategic themes:

- Enable the delivery of great homes and places
- Promote health, wellbeing, and inclusion
- Support resilient businesses
- Run an effective, efficient federation

What we will do:

1. Enable the delivery of great homes and places

- Make the case for adequate long-term capital funding for new homes
- Champion high-quality, accessible homes and neighbourhoods
- Support the sector's development of a mixed tenure offer
- Map out the potential of, and influence, land release and planning policy
- Help build public and local authority support for new homebuilding
- Educate partners on the life-cycle benefits of high-quality homes

2. Promote health, wellbeing, and inclusion

- With partners, support members to help customers flourish
- Influence welfare reform and support members to mitigate impacts
- Help develop and promote sector's role health, care & support
- Facilitate customers' financial and digital inclusion
- Equip members to further engage customers in shaping services
- Make the case for adequate care and support revenue funding
- Promote work to help 'Build United Communities'
- Support regeneration in disadvantaged areas
- Demonstrate the sector's impact

3. Support resilient businesses

- Develop a vision for the future of housing associations
- Promote housing associations as dynamic social enterprises
- Be a valued and trusted partner of government
- Improve political interest in – and support for – housing
- Support the further strengthening of sector governance
- Encourage members to think and act innovatively
- Work for a new, enabling regulatory settlement
- Make the case for revenue funding that protects services, including continued autonomy in setting rents
- Promote the effectiveness of housing associations
- Support members in recruiting high quality board members
- Understand European opportunities and implications
- Develop new partnership and funding opportunities for sector
- Facilitate the development and exchange of good practice
- Influence social housing reforms to enable sector to do more

4. Run an effective, efficient federation

- Operate according to the principles of good governance
- Engage closely with members in all we do
- Manage our assets and resources efficiently
- Increase proportion of 'earned income' beyond affiliation fees
- Develop our business model in light of sector consolidation
- Provide timely and useful information to members
- Develop the capability of our staff and value their contribution
- Prioritise transparency and accountability

Our shared voice

1. Enable the delivery of great homes – '***We deliver homes people can afford***'
2. Promote health, wellbeing, and inclusion – '***We invest in people & communities***'
3. Support resilient businesses – '***We are in it for the long-term***'

Examples of activities / services

1. **Enable the delivery of great homes** – [new] development & asset management conferences; lender liaison; production of global accounts with PwC; annual conference

2. **Promote health, wellbeing, and inclusion** – care & support conference; Supporting People data transfer; *Supported Living Champion* project; annual conference
3. **Support resilient businesses** – board member conference; *Get on Board* service; board member training
4. **Run an effective, efficient federation** – Develop new products and services that provide additional support & benefits for members

How we will work:

- Make the case for housing associations and raise their profile
- Extensive member engagement underpins all we do
- Develop productive relationships with elected representatives at all levels

At the end of three years:

- Our members are delivering a greater number and variety of homes; innovative and sustainable care and support services; and a range of wider community services
- Housing associations have exemplary governance and are managing risks in an enabling regulatory environment
- Decision makers recognise and act upon the value of housing associations

Cameron Watt

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