

## Business plan 2016-19

This will be a transformational period for housing associations, affecting the services they provide, their relationships with stakeholder and partners and, of course, the people they house. To help our members to succeed, the Federation will need to build momentum, be brave, and be highly agile.

**By 2019, our members will be independent, private businesses that exist for social good, taking charge of their own destiny and providing the homes the country needs.**



The Federation will achieve this by:

- keeping housing associations' interests central to housing policy development as trusted and respected partners with key decision makers
- being at the centre of decision-making, the 2020 election policy outcomes will hold no shocks for our members.

We will focus on three themes, with "Ambition to Deliver" at the heart of our work.

## Ambition to Deliver

Housing associations are independent, innovative, private bodies that exist for social good. By 2033, they will be:

- building, maintaining and managing more good quality homes across all tenures and for all ages and income groups
- investing in economically and socially healthy and resilient communities.

**“If you want a great place to live, come to a housing association”**

## The three themes



We use our collective voice to inspire confidence in housing associations, creating an environment that enables them to provide homes of all types and tenure and contribute to economic growth.

- We will promote housing associations as trusted partners of delivery both now and in the future.
- We will promote housing associations as resilient and trusted investment partners.
- We will secure our political future as key partners of government at all levels.
- We will horizon scan and use cutting edge policy development and research to inform our influencing strategies.
- We will be influencing the Spending Reviews and the forthcoming manifestos for the General Election in 2020 with our ideas for change.

**By creating this environment, our members will be able to:**

- increase the number of homes they deliver – we are going to specify a percentage for this, which is still to be confirmed.
- remain viable, resilient businesses existing for social good
- help thousands achieve their home aspirations by adopting a flexible approach to ownership and renting
- be established and recognised partners in better integrating health, social care and housing that better joins up homes, clinics and hospitals
- deliver bespoke local offers that will facilitate local economic growth and employment opportunities
- be active partners in devolved deals
- be recognised as great landlords and providers of services.



We will work with policy makers and housing associations to create a coherent new economic model of delivery, within a new contractual relationship with Government. This will enable our members to be independent, diverse and efficient organisations, equipped to deliver the outcomes that strengthen their business and work for their communities.

- We will re-establish the sector brand so that it is meaningful and relevant with key decision makers.
- We will horizon scan and provide guidance as associations move into greater independence, managing the regulatory, efficiency and governance issues that will result.
- We will build confidence within the sector and with decision makers that housing associations are effective, efficient and well governed delivery partners.
- We will influence policy makers to ensure that members are well placed to manage the fundamental changes to the social security system.
- We will establish accurate and meaningful information to support the “Ambition to Deliver” and tell the stories of members’ success.

**By creating this environment, our members will be able to:**

- deal with the challenges from the current policy environment and will establish a new, more stable operating context, retaining their social purpose
- be increasingly resilient to changes in government policy and changes of government
- more members will be delivering more new supply (move from 26% delivering to 40% delivering)
- be a great landlord
- build resilience, have a strong financial basis and develop more effective collaborations and partnerships
- be highly regarded business partners and service providers, using their assets and expertise to great effect
- remain highly attractive to investors.



We will retain 100% membership by demonstrating a sophisticated and nuanced understanding of our members and, by being fully aware of the external environment, we will add value to our members’ businesses.

We will ensure customer service runs through everything we do, every pound we spend and where we choose to focus our resources to achieve best outcomes for our members.

- We will drive excellent customer service as part of our DNA.
- We will make best use of the skills and knowledge of our people and our members.
- We will explore opportunities for greater commercial income and optimise current activities, in line with members' needs.
- We will make best use of our flexible systems, processes and facilities so that our people are equipped to give of their best, wherever they are based.
- We will continue to develop an agile, highly respected team, able to respond quickly and adapt to a changing business environment.
- We will deliver a strong financial performance and effective budget management that drives value for money from every pound we spend.

**By creating this environment, our members will be able to:**

- work with us as co-creators of the future success of our sector
- receive excellent customer service
- benefit from a trusted trade body
- receive services and products that enhance their business
- gain great value for money.