Your membership in action

A summary of our work in 2026



NATIONAL HOUSING FEDERATION

Making a difference together

Reflections from our Chief Executive

Being a National Housing Federation member means being part of something bigger: a community that can achieve more together than any organisation could do alone.

“

I’m inspired every day by the incredible work housing associations do in providing quality social and affordable homes and services to millions of people across the country. But the challenges facing our sector are significant and it needs all of us to come together.

By bringing our collective experience and expertise to the table, we can speak with a united voice that gets heard. By pulling in the same direction, we can shape policy, build partnerships and help create the right conditions for you to deliver more for your residents. By sharing knowledge and learning from one another, we can find solutions that turn our shared ambitions into action.

We saw what’s possible last year when our combined and sustained efforts secured a landmark package of funding and support in the Spending Review, and the positive impact of that is already being seen. However, a lot has changed in the year since, with shifting political winds and global economic challenges bringing fresh uncertainties – so our teamwork, cooperation and shared sense of purpose are more important than ever for protecting our hard-won progress and building on what we have achieved.

I’m proud of the culture of collaboration and connection that is at the heart of NHF membership, so thank you to the brilliant dedicated team here who make everything happen and thanks to you our members for the energy and commitment that you bring to our work. We will always be strongest together – and that is how we can make a real difference to your residents now and in the future.”



Kate Henderson
Chief Executive, NHF

What your membership makes possible

“We exist to help your organisations deliver your social purpose: good quality housing that people can afford. Now in its second year, our ambitious five-year strategy aims to improve outcomes for residents and communities, secure more social housing, and build stronger partnerships that increase the sector’s influence and impact.

Despite the tough operating environment you face, we have made real progress together – securing billions in funding for social homes and successfully making the case for rent convergence to unlock further investment, alongside greater long-term policy and regulatory certainty.

Your membership gives housing associations a powerful voice, turning your evidence and priorities into action. Through sustained engagement with government and key decisionmakers, we keep social housing high on the political agenda, ensuring the pressures you face and the solutions you can deliver are understood.



Read on to see examples of the progress we’re making together and the work ahead to deliver our shared ambitions.”

— Alistair Smyth, Director of Policy and Research, NHF

Engaging with the new government

73

Engagements with MPs and peers across the political spectrum this year.

With a new Prime Minister reshaping the political landscape, we are keeping housing associations central to government thinking by demonstrating how we can work in partnership to deliver on key priorities: building more homes, developing a long-term, housing plan and supporting action to end homelessness.

Following our effective early engagement, we’ve continued deepening our high-level relationships with key figures across the new government, including at Number 10 and the Treasury, to ensure housing associations remain understood, valued and influential.

This year, we’ve had 73 engagements with MPs and peers across the political spectrum including 29 ministerial meetings, roundtables, speaking events and visits, with 33 references in Parliament. We’ve also represented the sector at all five main party conferences for the first time and welcomed the Housing Minister to our flagship event the Housing Community Summit.



“Housing associations will continue to play a key role in the delivery of social and affordable homes. I very much look forward to continuing to work with you all as we deliver a decade of social and affordable housing renewal.”

— Rt Hon Matthew Pennycook MP, Housing Minister, speaking at the Housing Community Summit in September 2026

“There is real strength in the sector speaking with one voice. The NHF brings housing associations together around our shared priorities and provides a strong, credible voice with government, helping us influence the decisions that ultimately affect our organisations, our customers and the communities we serve.”

— Martyn Shaw, Chief Executive, Vico, and NHF Yorkshire and Humber regional chair

Building financial capacity

We know our members remain under intense financial pressure, so we are focused on securing the long-term funding and policy stability that you need to rebuild capacity.

Combining member evidence, financial modelling and sustained government engagement, we continue to make the case for practical measures that will help strengthen your financial resilience for years to come.

In 2026, our work has helped secure **the reintroduction of rent convergence from April 2027, expected to unlock £2.7bn in additional income** that will enable the sector to build vital new affordable homes while increasing investment in existing ones.

Delivering more homes

Housing associations have shown they have the ambition and capacity to deliver at scale, and we are focused on creating the right conditions for that to happen through securing long-term investment and certainty.

We've worked closely with members, Homes England, GLA and the government to shape the new Social and Affordable Homes Programme, with almost £10bn allocated through the first wave of Strategic Partnerships from Homes England. Together, we're also shaping a planning system that supports affordable housebuilding including through our positive intervention in National Planning Policy Framework reforms and proactive cross-sector work to create opportunities for better outcomes from Section 106 agreements.

We've been further engaging members on regeneration to build a national evidence base on the scale, cost and barriers, and using your insight to shape a stronger case for long-term funding and policy reform.

£10bn

Allocated through the first wave of Strategic Partnerships from Homes England.

"The Delivering Great Homes Group brings members from every region and specialism together to speak with one voice. Combining development expertise and policy insight has strengthened NHF influence on investment, the Social and Affordable Homes Programme and Section 106, ensuring the government understands what must change to deliver homes communities need."

— Nick Byrne, Executive Director, Development, Citizen Housing

Making homes warmer, better and safer

In 2026, we've championed your priorities on the quality, safety and sustainability of homes, including helping to shape the Warm Homes Plan, Minimum Energy Efficiency Standards, Decent Homes Standard and Awaab's Law.

We've also brought your experiences of overheating and flooding into policy discussions, pressing for realistic requirements, funding and support to help you invest in better homes for residents while adapting to a changing climate.

Through our work on building safety policy, we've ensured your evidence and expertise are heard by government and regulators. Working with our **Building Safety National Group,** we've continued pressing for practical approaches that reflect the realities of delivery and support the work you do every day to make homes safer.

"Making homes safer requires a collective effort. The NHF's Building Safety National Group brings members together to share expertise, learn from one another and speak with one voice. By working collaboratively with government and regulators, we can influence policy, drive meaningful change and deliver safer homes for residents."

— Matt Bright, Head of Building Safety, Bromford Flagship LiveWest, and Chair of NHF Building Safety National Group

"There's real value in coming together through the NHF to tackle shared challenges and turn our conversations into practical support. Awaab's Law is a good example, where members have been able to work collectively to prepare for its implementation."

— Tim Mulvenna, Chief Executive, Futures Housing Group and NHF East Midlands regional chair



Strengthening resident voice

We help you put residents' voices at the centre of decisions about their homes and services, strengthening relationships and accountability.

Our ongoing work on consumer regulation supports this, helping you navigate changing expectations while keeping residents' needs central. **Working with Altair, we're drawing on the views of nearly 100 members and key regulators to examine how regulation and oversight work in practice for housing associations and residents, and where they could improve.** Findings from the research, coming soon, will inform evidence-led recommendations for government and stakeholders, championing fair, proportionate regulation that supports better services and outcomes for residents.

Our independent Tenant Advisory Panel (TAP) also play an important role in shaping our work, drawing on first-hand experience of living in social housing.

"The NHF brings TAP into consultations, guidance and practical resources, ensuring that residents' perspectives are properly captured. This year, our contribution to the Grenfell Tower toolkit helped ensure residents' lived experience, communication needs and rights informed sector practice, reinforcing the importance of meaningful engagement, clear communication and learning from residents when responding to the tragedy's lessons."

— Victor Andrews, Chair, NHF Tenant Advisory Panel



"The NHF's work has helped the sector respond to regulatory changes and shape responses to new proposals, supporting the continued development of services around residents' needs. By helping housing associations navigate these changes and influence policy, the NHF plays an important role in ensuring residents' voices remain central to decisions that affect their homes and communities."

— Jenny Spoor, Executive Director of Operations, Havebury Homes

Driving greater inclusion and diversity

We help housing associations not only navigate change but lead it, with two key initiatives this year building the foundations for a stronger, more diverse and inclusive sector.

Latest findings from our EDI data tool have provided the most comprehensive picture of diversity and representation across the housing association workforce and leadership, giving your organisations practical evidence to support your EDI strategies, benchmark progress and identify areas for action.

We've also launched our new inclusive leadership challenge and toolkit that provides practical resources, case studies and clear actions that leaders can take to improve diversity, inclusion and representation within their organisations.

Inclusive leadership challenge

Recently launched with a toolkit, providing practical resources, case studies and clear actions.

"The NHF's EDI National Steering Group brings people together who share a commitment to making our sector more inclusive. Everyone should feel valued, respected and able to reach their potential, whatever their background. By working together, we're helping to keep inclusion at the heart of what we do, breaking down barriers and developing practical tools, such as the inclusive leadership toolkit and data tool and collection, to help make a lasting difference."

— Ijay Onyechi, Director of New Homes Customer Care at Peabody

Securing a future for supported housing

We stand with our supported housing members who operate in an extremely demanding and challenging environment.

Earlier this year, we secured several significant changes to the implementation of regulation in the Supported Housing (Regulatory Oversight) Act and we have boosted awareness of the vital role supported housing plays through our first Supported Housing Week.

We've also launched our ambitious new Future of Supported Housing project that aims to address longstanding

Future of Supported Housing Project

Our ambitious new project launched this year. It will examine the funding landscape and wider system for supported housing.

funding challenges and develop recommendations for a supported housing system that is financially sustainable, investable and better able to meet people's needs.

"Working with the NHF brings people together to share challenges, learn from each other and promote best practice. I really value the relationships it has helped build, enabling us to work collectively on solutions and influence the government on the issues that really matter."

— John Glenton, Executive Director of Care and Support at Riverside Group and chair of the NHF's National Homelessness Group

Promoting and protecting social housing

Our high-profile media campaigns combine human stories with original research and expert analysis to highlight your priorities.

This year, we've made headlines on planning reforms' potential impact on affordable housebuilding, climate risks from flooding and overheating, and the consequences of further supported housing cuts. Since January, we've been mentioned 1,330 times in print and online media and 456 times in broadcast media.

Working with our members across the country gives us a distinctive view of the wider social housing landscape. Constantly scanning the horizon through our national lens means we're able to anticipate any incoming issues that could have implications for your organisations and residents. This has become increasingly vital as we experience the ongoing politicisation of social housing

1,330

The amount of times NHF has been mentioned in print and online media since January 2026

"Speaking collectively gives housing associations much greater influence nationally, but regional priorities must be heard too. Through the NHF, we have championed investment in the North East, making sure our existing communities are part of the national conversation alongside the very real need to build more homes."

— Alan Boddy, Chief Executive, Livin Housing

Getting the most value from your membership

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In addition to our policy and influencing work, NHF membership also brings you a range of resources, benefits and services that you can access all year round.

Our Member Relations team are here as your first port of call: to help you navigate the full NHF offer, connect you with the right people and opportunities, and make sure your priorities inform our work.

Beyond this, there are many ways to make the most of your membership, including access to discounted services, our full events and conference programme, tailored one to one support and member-only resources.

Along with webinars and briefings, regional leaders' forums, national specialist networks, timely intelligence and conference discounts, we offer tailored support on issues with wider sector relevance. This can include one to one press or public affairs advice, a national perspective at board or leadership sessions, and connections with relevant peers.

Keep reading below to find out more about how your membership can help you collaborate, find solutions, horizon scan and make progress on the issues that matter most to your organisation."



— Simon Nunn, Executive Director of Member Services, NHF

Events and conferences

We run a comprehensive programme of member-only online events. This includes a busy schedule of webinars that provide timely updates and insights on a broad selection of topics. In 2026, we've hosted more than 40 webinars with over 100 speakers.

Further opportunities for networking, collaboration and strategic discussion come through our various regional leaders' forums and national networks on specialist areas that meet throughout the year. We also host a number of dinners throughout the year across the country for chief executives, chairs and board members.

As an NHF member, you get exclusive discounts to our sector-leading conferences. We've had 21 conference days of essential content in 2026 featuring more than 900 speakers including sector experts, politicians, key stakeholders and other influential figures.

"The NHF's Comms and Influencing Group brings together a cross-section of colleagues representing members to discuss key political and public policy issues. We've focused particularly on supporting the NHF to develop a new shared language for housing associations, and I value the openness and hard work of NHF colleagues in supporting the group."

— Matt Rhodes, Director of Communications and Corporate Affairs, Hyde Group, and Joint Chair of the NHF's National Comms and Influencing Group

"The South West is a very diverse region, and the NHF plays a vital role in bringing us together, sharing sector highlights, helping us work together to take key issues forward, and ensuring that the voice of the region is heard."

— Alistair Young, Chief Executive, Coastline, and NHF's South West regional chair

1,010

Speakers at our events in 2026

Specialist expertise, solutions and discounts

Our partnerships connect you with trusted organisations offering specialist expertise, practical solutions and exclusive member discounts. Through our Strategic Partners and growing online Partner Directory, we work with organisations that share the sector's commitment to quality, innovation and value.

22

Partners in our Partner Directory – double the size from launch in March 2026.

"The support we received through NHF Partnerships made a real difference. Faced with a large increase in our insurance costs and very little time to respond, I reached out to the NHF and was connected with PIB Insurance Brokers. We subsequently saved over £50,000 against our original quote."

— Clare Norton, Chief Executive, Peter Bedford Housing Association

Knowledge sharing

As a member you can access exclusive briefings, guidance, local housing data, research and practical toolkits shaped by your feedback. For example, earlier this year, we launched a devolution toolkit and network to help members respond to an increasingly devolved landscape, collaborate with peers, share learning and make the most of emerging opportunities.

"The NHF brings us together to speak with influence nationally, while ensuring regional priorities shape that voice, from the pressures facing smaller housing providers to the particular challenges experienced by our supported housing members."

— Gavin Cansfield, Chief Executive, Moat, and NHF South East regional chair

Making every penny count

We know every pound matters to your organisation, and we're committed to making your membership deliver the best possible value. That means running the NHF efficiently, keeping fees as low as we can and focusing our resources where they make the greatest difference for you and your residents.
All our membership fee income is reinvested in work that benefits your organisation and the wider sector. We're also clear about how your fees are calculated, explaining this each year so you can see what you're paying and how it supports the work we deliver on your behalf."

— Irfan Umarji, Executive Director of Finance and Business Services

See our full financial reports for more detail



Chair's closing remarks

What strikes me most looking back over this year is how much we can achieve when we work together. That spirit of collaboration is what makes the NHF special: bringing people together, sharing ideas and supporting each other on the issues that matter.

There's a lot to look forward to as well, with ambitious plans to build greater understanding and support for our sector and help members navigate new opportunities and challenges, including AI. So, I hope you'll stay involved, keep making connections and continue to share in everything NHF membership has to offer. There's plenty more ahead of us, and I'm looking forward to seeing what the next chapter brings."

— Maggie Galliers CBE, NHF Chair



Staying in touch

Every NHF member has a named contact who knows and understands your organisation. They are always on hand to discuss your priorities and challenges, and to help you get the most out of your membership.

Scan the QR code to get to know our Member Relations team or email **EAM@housing.org.uk** to explore how we can support you.

Upcoming events

A great way to stay connected is by coming along to any of our conferences taking place in 2027.

To find out more about these ticketed conferences, and our other free member events, scan the QR code.

Comms and Influencing in Housing	21 January, London
Board Leadership	11-12 February, London
Customer Experience and Resident Engagement	25 February, London
Housing Finance	17-18 March, Liverpool
Affordable Home Ownership	6 May, London
AI in Housing	12 May, virtual
Housing Governance	17 June, London
The Housing Community Summit	6-7 September, Liverpool
Treasury in Housing	7 October, London
Audit and Risk	November, TBC
Leaseholder and Tenant Service Charges	18 November, London
National Smaller Housing Association Conference	1 December, virtual

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