



- The challenges of managing and developing housing stock
- Culture, complaints and communication
- Stigma and discrimination
- Tenant voice and power







- Sustainability and climate change
- Workforce
- Health
- Access to data and information







England has moved from having 31% of households in social rented accommodation in 1979 to 17% in 2018/19.

Also, around 40% of homes sold under the Right to Buy scheme are now in the private rented sector.





In short, housing associations have a really difficult job on their hands, and we have sought to reflect that reality in our findings and recommendations.





Many tenants and other stakeholders we spoke to told us that the tenant voice, and influence in particular, are no longer strong enough.

It is for that reason that we have put tenants at the very centre of our thinking.





Every housing association, and the sector as a whole, should refocus on their core purpose and deliver against it.







Housing associations should work together to conduct and publish a thorough audit of all social housing in England.





Housing associations should partner with tenants, contractors and frontline staff to develop and apply new standards defining what an excellent maintenance and repairs process looks like.





The Chartered Institute of Housing should promote the traditional Housing Officer role as a supported and valued employment opportunity with a Chartered Institute of Housing recognised programme of training and continuing development.





Housing associations should work with all tenants to ensure that they have a voice and influence at every level of decision making across the organisation, through both voluntary and paid roles.







Housing associations should develop a proactive local **community presence** through community hubs which foster greater multi-agency working.





Housing associations should support tenants and frontline staff to undertake an annual review of the progress each organisation is making in implementing this review's recommendations.



To tackle this, social housing tenants must be front and centre of the sector's thinking.

Associations need to go back to basics alongside tenants and staff at all levels, reviewing:

- what to prioritise to deliver core purpose
- reassessing wider ambitions against capacity
- the systems and beliefs at the very heart of their operations



