Welcome to the Chartered Institute of Housing Corporate Plan for 2015-17. This document sets out our mission and strategic priorities for the next three years, which we expect will be a seminal period for housing professionals and for communities in housing need across the UK.

The operating environment for all professional bodies remains highly constrained as the workforce continues to evolve and as public spending reduces. However there are great opportunities too. As employers respond to an ever changing housing market, and seek new commercial opportunities, the role of the professional body in driving standards, and helping organisations to meet their objectives, is more important than ever. As constitutional change, and increased devolution locally, becomes the norm, our role in facilitating and exchanging excellent practice and proving ‘what works’ will be critical.

Our housing crisis continues to directly affect the cost of housing and the well being and life chances of households across the UK. We need access to housing that is sufficient and adequate. CIH will continue to make the case for a housing system that works for all and to use the skills and experience of our members to inform and shape policy and practice across the UK.

Our mission is to be the independent voice for housing, and the home of professional standards.

Over the next three years:

• Everything we do will be focused on driving professional standards across housing through ‘best in class’ education and new routes to Chartered Membership, and we will bring forward new membership grades to reflect our changing workforce.

• We will partner directly with more employers who are committed to professional standards and education to help them meet their objectives. We will work hard to ensure that ‘association with the professional body’ is highly valued across the sector.

• We will drive standards by placing new requirements on our membership from 2016 onwards - supporting continuing professional development and ensuring that being a Chartered Housing Professional is valued by employers across housing.

• We will introduce a programme of work aimed at attracting new talent to the profession, and making the best out of the talent we have. Focusing directly on younger professionals, we will ensure they have the tools they need to thrive in a career in housing.

• We will focus on key growth areas: our work with employers: education and standards in the private rented sector: growing our offer in London and our membership strategy.

• We will continue to invest in our offer in Scotland, Wales and Northern Ireland - as we remain committed to ensuring that all members in the UK have access to ‘the support they need, wherever they work.

• We will continue the work to improve our organisation and our infrastructure - focusing on business improvement and sustainable financial health.

Over the past three years, CIH has made great strides in modernising our offer, our organisation and in placing members at the heart of the organisation. I am proud of the progress we have made.

The next period builds on that success, with a focus on new opportunities, sustainable financial health and business improvement. 2016 will be a milestone for the profession as we celebrate the CIH’s centenary - 100 years of driving professional standards, in the public interest.

I am grateful to my colleagues on the Governing Board, to members of all CIH boards, and of course the CIH staff for working hard, and together, to build a successful professional body - and I look forward to continued success in the future.
The housing world continues to change rapidly - as does the operating environment for professional bodies and the labour market. All three are important factors for the Chartered Institute of Housing and have informed our strategic priorities and our purpose and intent for 2015-2017.

- Constitutional change will remain high on the agenda from 2015 onwards as the developments from the Smith Commission in Scotland and debate on the UK's constitution continue. This could have far-reaching implications for how housing and welfare is delivered across the UK, for the operation of the housing system and for CIH members. Furthermore, the debate on devolution and localism in England could result in changes to our tax and benefit system in the coming period – the function and structure of our national and local tax and benefit system will require a constant watching brief.

- The workforce continues in a state of flux and presents both challenges and opportunities for CIH. Our workforce mapping found that the sector contains 750,000 workers, and while core housing management has contracted in the years during the recession, non-traditional housing roles continue to increase in numbers. Housing staff continue to be better qualified and to work in organisations that are more likely to invest in education and learning. However, the workforce is older compared with industries, and succession-planning and attracting new talent remains a big challenge for the future.

- 2015 and 2016 could be years of greater political instability in the UK. The 2015 general election promises to be a landmark one – and given the ever-changing fortunes of our political parties in the polls, there is a level of uncertainty regarding the nature of a new administration. The likelihood of coalition or minority government remains – and with that concerns around political stability and what this might mean for the policy environment. 2016 will also see Assembly and Parliament elections in the devolved nations which will take place against the backdrop of continued debate on the UK constitution.

- While the economic environment is considerably more benign than three years ago, substantial growth challenges remain both in terms of productivity, capacity and skills. The economy appears to continue to depend on traditional sources of growth i.e. house prices and consumer spending/household debt. Most pressingly for our sector, public spending faces further cuts during this three year period. All of the three main UK political parties agree cuts will continue in England until 2018/19 – and therefore the fiscal environment will remain very difficult.

- The funding outlook for councils remains extremely challenging. The Local Government Association predicts that “with social care and waste spending absorbing a rising proportion of the resources available to councils, funding for other council services drops by 43 per cent in cash terms by the end of the decade, from £26.6 billion in 2010/11 to £15 billion in 2019/20”. The strategic housing role will therefore come under intense resource pressures in the years to come.

- With growing integration of health, housing and social care, the budgetary pressures within the NHS will have an ever greater housing impact. The expected £30bn shortfall for the NHS provides both challenges and opportunities for housing providers who could play a key role in managing demand for health services. However, the diversion of resources towards housing, care and support is required.
• The shortage of social and affordable housing and lack of affordable homes for sale has resulted in upward demand for the private rented sector (PRS). Savills has estimated that the PRS will grow by 1.2 million homes between now and the end of 2019. The PRS will therefore continue to play an ever greater role in housing people from a range of backgrounds. The professionalisation of the sector across the UK will be high on the agenda for policy-makers.

• We expect to see the on-going marketisation of the social housing sector – continuation of a form of the ‘affordable rent model’, minimal reliance on grant and continued commercialisation of the business model for housing associations. Worryingly, the number of new social housing starts has plummeted, and this reduction in output has led to extreme pressures on temporary accommodation and sub-standard PRS accommodation.

• Welfare reform implementation and universal credit implementation will remain highly contested issues politically. However, their implementation will require considerable investment from organisations. While we are likely to see ‘tweaks’ to the changes previously announced, universal credit roll-out will continue – albeit delayed and with considerable uncertainty. We must expect continued conditionality in our benefits system and in particular ‘in work conditionality’ could threaten the mobility of our workforce. The continuation of housing benefit for young people remains a hotly contested issue.

• Professional bodies are not immune from the challenges outlined above. The 2014 ‘professional body sector review’ from the Professional Associations Research Network has shown that the ‘top five’ challenges facing leaders are (1) raising the profile of the organisation (2) managing change (3) finding new streams of income (4) influencing the governing body and (5) dealing with senior volunteers.

• Outside of the UK, several countries are investing in professionalism of their housing sectors, and there remain key opportunities for CIH to work in partnership with governments, agencies and employers in Africa, Australia and the US. We have well established partnerships in Canada and the Republic of Ireland which continue to grow.

• Our recent report Frontline Futures looked at forthcoming issues and challenges facing the housing sector and professionals. CIH has a key role in helping housing professional prepare and rethink their approach to delivering housing services. Issues include:
  • Changing expectations of customers
  • The need for resilience
  • Adapting/embracing new technology
  • Business mind, social heart – the need to be more commercial
  • Social value

These drivers have informed our continued mission for a housing profession that demonstrates excellence in everything we do.
CIH CORPORATE PLAN
2015-2017

OUR MISSION
A housing profession that demonstrates excellence

OUR OBJECTIVES IN 2015 – 2017
Promoting professionalism across housing
A sustainable, high-performing CIH delivering strong customer value
Increasing the size and impact of our profession

OUR STRATEGY TO ACHIEVE THIS
- Setting standards for excellent practice by organisations
- Helping organisations achieve their objectives
- Ensuring our products and services drive future standards and growth
- Protecting professional standards through new requirements
- Building international partnerships
- Building our organisational capital
- Ensuring sound financial health across the group, to re-invest in the profession
- Ensuring our business processes and infrastructure improve delivery
- Delivering value and excellence to customers
- Profiling our profession to government, the industry and the public
- Shaping a long term vision for housing
- Equipping the profession to attract and manage talent
- Achieving sustainable membership growth across all grades
- Giving members the edge to deliver great housing

OUR PURPOSE
CIH is the independent voice for housing and the home of professional standards

OUR VALUES
All underpinned by the values expressed in our professional code of ethics: respect; integrity; responsibility; professional competence and making a difference.
OBJECTIVE ONE
PROMOTING PROFESSIONALISM ACROSS HOUSING

Professional standards are our core business. In the past three years we have re-focused our energies on the importance of standards. In that time, we have refreshed our offer to existing members; increased routes to Chartered Membership; and recast our Code of Ethics.

Our major focus for the next three years is to help organisations respond to the challenging operating environment by focusing on standards. Our sector is not standing still and our network is growing. We will ensure that every part of CIH is driving the focus on standards. We are broadening our network outside of the UK and we are sustaining and improving standards.

We will do this in several ways:

1 Setting standards for excellent practice by organisations
   - We will develop a new suite of charters to assess performance and continue to improve
   - Development and delivery of joint accreditation offers from CIH and Consult CIH
   - Develop and embed a new approach to our industry awards across the UK to recognise and reward excellent practice.

2 Helping organisations achieve their objectives
   - Use our sector insight to be best placed to respond to customers’ needs
   - Provide tailored business-to-business services to organisations committed to professional standards and membership.

3 Ensuring our products and services drive future standards and growth
   - Maintain and develop the integrity, brand and identity of the CIH awarding organisation
   - Increase professional standards in housing practice through new offers in the private rented sector
   - Challenge housing organisations and professionals to continuously evolve their practices and develop new approaches
   - Expand our offer in London with a new range of services to members and organisations
   - Provide organisations with the peer learning they need to meet these standards through new ‘working together’ practice projects and practice toolkits
   - With an enhanced continuing professional development (CPD) offer to members, develop a commercial proposition that delivers high quality accredited CPD material to the profession.

4 Protecting professional standards through new requirements
   - Increase the CPD requirements we place on members so that they are constantly improving
   - Implement and ensure compliance with our new code of ethics
   - Put in place a stronger disciplinary process where members are failing to meet standards.

5 Building international partnerships
   - Grow our accreditation of educational qualifications in Africa
   - Provide advice internationally on the achievement of professional standards - including the US, Australia and Africa
   - Deliver our existing local partnerships in Canada, the Republic of Ireland and our work in the Asia Pacific region

Key outcomes:
   - CIH recognised as an industry leader in setting standards and providing organisational good practice advice
   - Recognition by organisations of the value of association with the professional body
   - More organisations partnering with CIH on organisational development
   - Growth in core revenues from the London market
   - Demonstrable professionalism by private landlords who are CIH members
   - Continued expansion of our international offer through accreditation
   - High level of compliance with, and trust in, the CIH’s Code of Ethics among members.
OBJECTIVE TWO
A SUSTAINABLE, HIGH-PERFORMING CIH DELIVERING STRONG CUSTOMER VALUE

CIH’s strength is its core purpose as a professional body, ‘to promote the science and art of housing’. In the past three years we have transformed CIH to ensure everything it does contributes to that purpose. We have re-structured the organisation to place a greater focus on professional standards and our services, made significant savings to our cost base, re-cast our contract with Ocean Media Group, embedded governance changes, returned our consultancy subsidiary to profitability and improved relationships across our regional boards in England and the rest of the organisation.

The priority for this period is to focus on rapid improvement of our infrastructure and business processes to enable sustainable income generation and to drive strong customer value.

We will do this in several ways:

1 Ensuring sound financial health across the group, to re-invest in the profession
   - Delivery of financial targets for the group with priority on sustainable income generation and return
   - Ensure our financial infrastructure and processes enable delivery of financial targets
   - Ensure continued growth in revenues from our consultancy subsidiary Consult CIH.

2 Building our organisational capital
   - Successful delivery of our ‘Great Place to Work’ programme
   - As a learning organisation, we will use our CPD model to introduce a three-year programme of learning and development for staff and volunteers
   - Ensure we continue to pay a living wage for all staff and that we deliver the forthcoming recommendations in the CIH Presidential Commission on Diversity.

3 Ensuring our business processes and infrastructure improve delivery
   - Invest in our IT infrastructure to ensure maximum return for the customer and CIH
   - Ensure our business processes reflect best practice and equip CIH for the future.

4 Delivering value and excellence to customers
   - Consistent services wherever members live and work
   - Continued improvement to our website to ensure that all customers can access the knowledge, information and services they need
   - Development of, and compliance with, a CIH customer charter.

Key outcomes:
- Implementation of CIH’s business improvement plan removes barriers to performance
- CIH group demonstrates financial sustainability into the longer term which includes generating a sustainable return to invest in the profession
- CIH products and services regarded as high quality and value for money to enable our customers to achieve their objectives
- Consistently high levels of staff and board satisfaction and in particular that all our people feel valued.
The housing workforce is changing rapidly. Our ability to attract talent to the profession, to build their skills and give them the edge in the labour market is a core part of CIH’s function. Our profession has proved that it can have a profound effect on society. Over the past three years, CIH has improved how it demonstrates the impact of our profession – and we have punched above our weight in making the case for housing - at national, regional and local level.

In the next three years, and as the workforce continues to change, we will focus on increasing the size and impact of our profession, so that we in turn can more effectively shape the future of housing – all with the aim of creating better homes and communities.

We will do this in several ways:

1 **Profiling our profession to government, the industry and the public**

   - Influence implementation of Programmes of Government across the UK so that there is an emphasis on (1) housing supply (2) welfare and affordability and (3) beyond bricks and mortar
   - Members acting in an ambassadorial role and championing CIH membership and our work
   - Mapping the impact of our profession – social, economic, cultural
   - Working closely with other professions to provide a collective voice on joint issues – e.g. housing and health
   - Maintaining links with key stakeholders to share knowledge, issues and concerns and shape policy outcomes
   - Our policy positions are informed by our members’ views and experiences.

2 **Shaping a long term vision for housing**

   - Undertake stakeholder perception study to inform our future influence strategy

3 **Equipping the profession to attract and manage talent**

   - Attracting and building the next generation of professions through coaching, mentoring, a higher education strategy and a sector-wide graduate placement scheme
   - Ensure our knowledge of labour market, housing and economic change influences ‘next practice’.

4 **Achieving sustainable membership growth across all grades**

   - Embed the new routes to Chartered Membership and ensure they are effective across all nations
   - Demonstrate to employers the value of professionalism in their organisation through original research
   - Establish new partnerships to increase pathways to a housing career
   - Work to reinstate Fellowship grade to provide a clear career pathway and demonstrate excellence.

5 **Giving our members the edge to deliver great housing**

   - Launch of new CPD tools to enable members to manage their own career development
   - Ensuring our qualifications prepare members for the future
   - Provide ‘hot off the press’ information so our members are equipped to adapt and respond to a fast changing policy and practice environment
   - Deliver a range of member only practice services that provide our members with knowledge and skills to excel in their jobs.

**Key outcomes:**

- Evidence-based policy and practice outputs
- A knowledgeable and skilled housing workforce which can adapt to current and future challenges
- CIH policy and practice positions are cited as based on evidence and reputable
- A more diverse workforce in housing that continues to attract and retain talent
- Year-on-year improvement in member satisfaction and retention
- Growth in Chartered Membership across all nations by 2017
- Demonstrated organisational impact from employing professional staff.
### CODE OF ETHICS

#### FOR HOUSING PROFESSIONALS

Housing is a values-based profession. Working in housing puts professionals in a position of trust in relation to their customers, employers and the public who rely on them to make professional judgements. Most people working in housing were attracted to the profession by the opportunities to improve people’s lives through the places in which they live. The principles outlined below represent a profession-wide shared view of the ethical standards that are expected of others working within housing and related sectors. The principles provide a guide for behaviour where there are no specific rules in place in a particular circumstance and assist members to recognise and resolve ethical issues and value conflicts. Members are expected to integrate these principles into every aspect of their professional behaviour.

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<thead>
<tr>
<th>Principle</th>
<th>Self-evaluation questions</th>
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<tr>
<td><strong>Respect for others</strong></td>
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<td>This means:</td>
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<tr>
<td>• Be fair in all dealings</td>
<td>• Do I challenge inappropriate, offensive or discriminatory behaviour?</td>
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<td>• Demonstrate a commitment to equality and diversity and treating people fairly</td>
<td>• Have I created unnecessary obstacles for someone by not considering their circumstances or needs?</td>
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<td>• Be courteous and willing to listen to others, and speak to people in a way they can understand by appreciating their circumstances</td>
<td>• Are my personal preferences or views influencing my behaviour or decisions?</td>
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<td>• Make judgements based on your professional rather than your personal opinion</td>
<td>• Am I able to see things from another person’s perspective?</td>
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<td>• Respect others’ confidential information</td>
<td>• Do I give and receive feedback in a constructive and collegiate manner?</td>
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<td>• Take responsibility for yourself and your work</td>
<td>• Would I be happy if my actions were made public – in the press or on social media?</td>
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<td>• Understand how your actions affect others and act accordingly</td>
<td>• How does my behaviour appear to my colleagues?</td>
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<td>• Do people trust my professional judgement? If not, why not?</td>
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<td></td>
<td>• Am I aware of all my legal and professional obligations and if not, what do I need to do?</td>
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<td>• Do I own up to mistakes and learn from them?</td>
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<td>• Did I do what I said I was going to do?</td>
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<td><strong>Act with integrity</strong></td>
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<td>This means:</td>
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<tr>
<td>• Understand and uphold your professional and legal obligations</td>
<td>• Would I be happy if my actions were made public – in the press or on social media?</td>
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<tr>
<td>• Be open and honest in your work</td>
<td>• How does my behaviour appear to my colleagues?</td>
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<tr>
<td>• Recognise conflicts of interest and ensure that your professional judgement is not compromised</td>
<td>• Do people trust my professional judgement? If not, why not?</td>
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<tr>
<td>• Build trust in yourself, your employer/business and your profession</td>
<td>• Am I aware of all my legal and professional obligations and if not, what do I need to do?</td>
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<tr>
<td>• Honour your duty of care to your clients and customers, your colleagues, your organisation and the community in which you work and never take advantage of your position for personal gain</td>
<td>• Do I own up to mistakes and learn from them?</td>
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<td>• Follow through on your commitments</td>
<td>• Did I do what I said I was going to do?</td>
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<tr>
<td>• Be impartial in your treatment of others</td>
<td>• Did I act in self-interest?</td>
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CODE OF ETHICS FOR HOUSING PROFESSIONALS

Take responsibility
This means:
• Ensure you have all the relevant information before taking action
• Take the time to understand the context of the situation and the needs of those involved
• Act within the scope of your competence and your role
• Reflect on the outcomes of your decisions and learn from them to improve your skills in the future
• Act in the best interests of others
• Ensure you consider the impact of your decisions broadly

Maintain professional competence
This means:
• Keep your skills and knowledge up to date so that you work effectively
• Strive to achieve the highest personal standards
• Honestly assess your development needs and commit to your own personal development
• Take responsibility for your development and don’t wait for others to direct you
• Support others in their development and be an advocate for the profession
• Learn from your experience and share good practice as well as lessons from your mistakes

Make a difference
This means:
• Trusting in your professional judgement and not being afraid to act
• Asking questions when you feel something is not right
• Fostering independence and empowering others to take control of their lives
• Challenging negative stereotypes
• Contributing positively to those you are responsible for, your colleagues, your organisation and the community
• Be an advocate for the profession
• Be prepared to be innovative and encourage change

• Should I discuss my decision with others before I commit to action?
• Should I have sought help?
• Did I have the right information to make my decision?
• Have I considered the impact of my actions on all parties likely to be affected?
• Have my actions impacted negatively on others, even if unintentional?

• Do I reflect on my actions to assure myself that I am acting professionally?
• Have I made a real commitment to continuous professional development (CPD)?
• Have I maintained the standards of CIH?
• Do I rely on my manager to tell me how I should develop?

• Do I try to leave others better off?
• Do I behave in in the best interests of our clients?
• Do I lead by example?
• Do I support and encourage colleagues?
• Am I a positive representative of my organisation?
• Do I speak up when I know I should?