



Chartered
Institute of
Housing

CORPORATE PLAN

2018-2021

Supporting housing
professionals to create a
future in which everyone
has a place to call home

CIH's mission is to support housing professionals to create a future in which everyone has a place to call home. Over the next three years and beyond, everything we do will be about supporting housing professionals and organisations to achieve that goal, and to ensure that home is genuinely affordable, safe and good quality, in a community that is thriving.

The results of our Rethinking social housing project in 2017/18 were clear and the voice of the sector compelling – it's time to reclaim social housing as a central pillar of society alongside free healthcare and education. Building on the UK-wide debate we have led on the role and purpose of social housing, we will examine the way that housing is allocated and managed to identify what is happening now and develop models for the future.

As Brexit becomes increasingly all-consuming politically, we must keep housing high on the agenda. While the long-term impact of Brexit remains unclear, the impact of our housing crisis on future generations is depressingly easy to predict. If we fail to build more of the right homes, in the right places, at the right prices, our housing crisis will continue to worsen and the prospect of our children and grandchildren getting access to a home they can afford will be bleak. We will continue to make the case for the voice of housing professionals to be heard in policy design and operational delivery – and for governments across the UK to consider our housing systems holistically, taking into account the interaction between all the different parts of the sector, from private rent to shared ownership, social housing and homelessness support, and indeed the impact of changes to welfare.

Fundamentally, the work we do is about people; the people who live in our homes and the people who work in our organisations. This corporate plan has people and organisations at its core – we are focusing our energy on ensuring the sector is equipped with the professional skills and knowledge it needs by evolving our offer. We will work across England, Ireland, Northern Ireland, Scotland and Wales, to support professionals and organisations in the work they do to create a future in which everyone has a place to call home.

Our mission

To support housing professionals to create a future in which everyone has a place to call home.

To reach our goal, in 2018-2021 we will:

- build a sustainable and successful organisation
- grow our membership
- provide relevant knowledge and education for a modern housing profession
- be the leading voice for the uk housing profession.

How we are preparing for the future

We are whole-heartedly committed to being the best organisation we can be and are working hard to prepare CIH for the future.

This corporate plan marks the next phase of our journey with a new strategy and shape for the organisation.

We have already achieved a huge amount in our transformation.

We have:

- refocused work on our core purpose 'to promote the art and science of housing'
 - increased the focus on professional standards and launched the uk housing academy
 - increased our reach and impact and influenced policy in homelessness, supported housing and welfare reform
 - developed new partnerships and strengthened existing ones as we make the case for housing and build skills and knowledge in organisations
 - supported the careers of young people in housing with a range of programmes and projects
 - reduced costs by over £1.5million and achieved efficiencies in how we work.
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Building a strong foundation

However we need to do more. In particular we need to build an organisation which is financially sustainable. We understand the problems which mean the organisation is not yet as strong as it needs to be. During the next three years of this plan we are focused on fixing these problems.

The priority is to improve the financial position so that we create a strong and stable foundation from which CIH can grow.

Over the last few years we have experienced financial losses and we are disappointed that progress in transforming this performance has not been made more quickly. This means improving our financial position from the outset of this plan.

We are clear on what we need to do and we are clear that we need to work even harder than before to transform the business as we prepare CIH for the future.

How we will do this

We asked the sector what it needed from CIH. You told us:

- we need a clear and strong purpose, *so we redefined our mission to direct and focus our work*
- there is a growing need for professional skills and knowledge, *so we are putting energy into creating a modern, practical and relevant offer for housing professionals*
- we need better digital services, *so we are investing in a new website and customer relationship management system (crm) to give members a better online experience*
- we are well regarded and members are proud of ciH, *but we need to change to be current and relevant, so we are continuing to invest in transforming our organisation.*

During the next three years we will work to do this by focusing on four objectives.

1 Our aim: to build a sustainable and successful organisation

This plan has focused actions to improve our financial sustainability. We are making a significant reduction in our overheads and costs; this means we have changed the shape of the organisation and reduced the size of the executive team so that we are fit for purpose.

We are maximising efficiencies across our estates by changing the way we work so that we need less permanent office space and are more flexible in how we work. We have concentrated our work in Northern Ireland, Scotland and Wales on influencing policy and building partnerships with organisations and members. This has reduced overhead while maintaining a clear focus on driving our reach and impact in housing across the whole UK.

Getting on with it, we will:

- build a sustainable and financially successful organisation with capacity to invest in growth and with adequate reserves
- deliver high quality and profitable commercial services that build our reputation and support our charitable objectives
- deliver fit for purpose systems, processes and infrastructure that support business and customers needs
- become a great place to work with good staff engagement, investing in staff development and talent management and with a strong organisational culture.

2 Our aim: to grow our membership

Members are at the heart of our organisation and in this plan we reinvigorate our efforts to ensure everything we do reflects this.

We are launching new ways for members to get involved in our work. We will create a range of special interest groups which will look at how we find solutions to the most pressing issues right now and develop models of good practice.

We will continue to build a professional body which is relevant and useful for younger members of the profession, as well as delivering this for all members.

We are transforming our digital services, meaning that every visitor to our website will have a better and more meaningful online experience and importantly be able to find what they need more easily and to purchase things quickly and easily.

Getting on with it, we will:

- be a member-driven organisation responsive to the profession
- maintain high rates of member satisfaction
- maintain and uphold strong professional standards
- increase paying membership focusing on key demographics
- grow our international presence.

3 Our aim: to provide relevant knowledge and education for a modern housing profession

We want professionals to achieve excellence in learning, so in this plan we are putting our energy into ensuring we are clear on the skills and knowledge you need right now.

Building meaningful partnerships to provide members and organisations with great products is at the heart of this plan and we are strengthening our relationships and creating new partnerships. To help us make sure we have our finger on the pulse for what is needed we are partnering with housing organisations to develop a series of new products.

Similarly, in this plan we will launch a skills strategy and we will invite the sector to join us as we map the knowledge, behaviour and skills needed to be a housing professional today.

Getting on with it, we will:

- be the leading provider of learning and education for the housing profession
- deliver high quality-apprenticeships for the housing sector
- assure all education regulators that we continue to meet all regulatory requirements
- lead a skills strategy for the housing sector
- be the leaders in assuring standards and practice for the housing profession
- deliver a successful and high-quality events offer.

4 Our aim: to be the leading voice for the housing profession across the UK

The strength of our voice is based on our values; CIH is independent, we are evidence-based, we're cross-sector and we work across the UK. In this plan we will maintain our leading voice for the housing profession throughout England, Northern Ireland, Scotland and Wales.

To achieve this we will focus our energies on building our relationships with stakeholders across the sector. In particular we will follow up on the great response to our rethinking social housing project, which saw 3,000 people take part. In the next stage we will use the findings as evidence in our influencing work.

In this plan we will concentrate our work into a defined number of policy areas to enable us to maximise our reach and impact in these areas. We have used this to great effect across the UK, recently in homelessness, supported housing and welfare reform.

Getting on with it, we will:

- use our public voice, influence and reputation to effect positive change in housing
- promote the role and value of our members and the housing profession
- make the case for policy change achieving effective housing systems across the UK.



Our commitment

Our commitment to the housing profession is that through this corporate plan we will create a financially sound, sustainable and successful organisation that delivers excellent services to a growing number of members and customers, providing housing professionals with the knowledge and skills they need and being the powerful public voice the profession needs and deserves.

