



Chartered
Institute of
Housing
Cymru

CIH Cymru Professional Development Toolkit

Supporting guidance
for landlords

April 2024

1. Introduction

Following wide media coverage surrounding issues of damp and mould in social housing in England, and the tragic death of Awaab Ishak in Rochdale, the Chartered Institute of Housing (CIH) and the National Housing Federation (NHF) joined forces to appoint an independent panel to look into the wider issue of disrepair.

The Better Social Housing Review, as it was called, reported with a series of recommendations in December 2022. Following the publication of that report CIH Cymru, along with Community Housing Cymru, wrote to the Minister for Climate Change.

Noting the context is different in Wales, we proposed a stakeholder group would consider how, in Wales, we can learn from the report and its recommendations in the Welsh social housing sector.

Additionally, following the UK Government's amendment to the Social Housing (Regulation) Bill (now Act following the Bill [receiving royal assent](#) in July 2023), seeking to make qualifications mandatory for some housing staff in the English social housing sector, the Minister confirmed to CIH Cymru that, "...the stakeholder group should also consider the nature of the social housing workforce in Wales and the support which may be needed to ensure services are the best they can be."

As we publish this toolkit, the work of that stakeholder group continues, with one of the key themes identified around workforce competency. But CIH Cymru takes its role in supporting the sector's approach to making its workforce the best it can be very seriously.

That's why we have worked with sector leaders and frontline housing professionals, together with learning and development professionals working in housing, to develop this CIH Cymru Professional Development Toolkit. We believe it will act as an aide memoire for housing organisations to improve the way they support their colleagues to grow and develop.

This document is not meant to identify a single approach to organisational professional development. It will enable organisations to think about how they implement and support continued professional development (CPD) programmes.

When I speak to people from across the sector in Wales, the one thing I hear is that "we should be doing more in this space". What that "something" is, is still up for discussion. But we see other jurisdictions moving at speed in this space, and none of us want to be caught napping.

It is clear from the tragedies at both Grenfell and in Rochdale, that issue around organisational culture, and specifically the breakdown of relationship between staff and tenants, played a significant part in the tragedies unfolding.

As Grenfell survivor Thiago Alves, said: "We were neglected. The rules were neglected. The regulations were. Professionalism was neglected."

Is CIH Cymru saying that qualifications are the panacea which will ensure that we don't experience an event on the scale of Grenfell or a Rochdale here in Wales? Of course we're not.

But the truth is, we do know that qualifications and wider CPD can improve practice, and that's why we launch this toolkit today, which we hope will support us all in being the best housing professionals we can be.



Matt Dicks

National director, CIH Cymru

2. Context

2.1. Who is this Toolkit for and why?

Investing in the housing workforce is not only the right thing to do, it is essential in delivering sustainable results, especially in a crisis. Organisations that lead, support and develop their workforce effectively are more productive and more effective. But sometimes housing organisations struggle to know the best way to develop their workforce and create a culture of continuous professional development. This guidance is for housing organisations to provide them with support and direction on how they can invest in their workforce in order to deliver better performance and better outcomes for tenants and customers.

2.2 What are current requirements for CPD and qualifications?

Letting agents/private rented sector

The Housing (Wales) Act 2014 introduced the landlord registration process and the requirement for landlords and agents who let and manage rental properties in Wales to be licensed, came into force on the 23 November.

Rent Smart Wales and its local authority partners across Wales, can now take action to make sure that those who need to comply, do so. Failure to comply with the legislation is now an offence.

The Act requires landlords and letting agents to:

- Complete a landlord registration: this is a legal process where the landlord has to provide contact information, details of the rental properties in Wales on domestic tenancies that they rent out and also pay the registration fee (£45 online). This applies to all landlords in Wales whether or not they manage the property themselves. [Read more](#)
- Complete a landlord licence application: This process only applies to landlords who let and manage their own rented accommodation. Licensing involves completing training, an application and paying the licence fee (£187 online). [Read more](#)
- Complete an agent licence application: This applies to commercial letting and management agents or anyone who lets and manages on behalf of landlord. A checklist on how to complete an agent licence application and information on the fees that apply can be found by clicking [here](#)

Social landlords

The local authority and registered social landlord (RSL) workforce are not required to undertake training or qualifications, although RSL organisational performance is monitored regularly through the Regulatory Standards and accompanying standards framework.

However, there is no specific regulatory requirement about demonstrating a competent and/or skilled workforce, although the Regulatory Standards, for example, do require housing associations to demonstrate that:

- RS1 - The organisation has effective strategic leadership and governance arrangements which enable it to achieve its purpose and objectives
- RS2 - Robust risk management and assurance arrangements are in place
- RS3 - High quality services are delivered to tenants
- RS4 - Tenants are empowered and supported to influence the design and delivery of services
- RS7 - Financial planning and management is robust and effective
- RS8 - Assets and liabilities are well managed.

Local authorities

There is no similar regulatory framework in place for local authorities in Wales, other than providing assurance to the council's cabinet that all statutory requirements are being met. But the approach to professional development set out below is as relevant to local authority housing management teams as it is to colleagues working in housing association environments.

2.3 What is happening in England?

Changes to the Social Housing (Regulation) Act will require social housing managers in England to possess an appropriate-level housing management qualification, regulated by Ofqual, equivalent to a Level 4 Certificate or Level 5 Diploma in Housing, or a foundation degree from CIH. This will apply to senior housing executives and senior housing managers.

It is estimated by the UK Government that these changes may mean qualifications are required for around 20,000 housing professionals working in England. We expect the Regulator of Social Housing in England to consult on the how the qualification requirement can be recognised and for it to then come into effect from late 2024.

2.4 Changing the discourse: Why invest in your staff?

The housing sector is dealing with a range of priorities, from improving existing stock to delivering new homes and keeping rents affordable - all while inflation is eroding the value of the money it has.

If investing in our workforce was ever a 'nice to have' it is now an essential tool for housing organisations. By investing in your workforce, in their skills and in their development through education, housing organisations can give themselves the best possible assurance that they are doing everything possible to improve customer and tenant satisfaction, as well as improving service delivery in relation to efficiencies and value for money. We need a greater national and local focus on investment in recruiting, developing, and supporting the retention of housing professionals and this guide will set out some of the main ways housing organisations can achieve this.

3. Purpose

This guidance will provide direction for housing organisations in Wales about how they can commit to the CIH professionalism agenda. This is focused on four main areas for landlords:

1. Commit to reporting on the professional development of their workforce as part of the annual reporting process
2. Ensure that training and qualifications for the workforce is written into your organisation's business plans
3. Commit to regular engagement with schools and learners about housing sector careers
4. Promotion of the value of CPD across the organisation/customer boundaries.

4. Focus on professionalisation

How to use the CIH professional standards as an employer

The CIH professional standards build on seven characteristics as shown in figure one to enable you to think about your professional development needs and how you can contribute to the professionalism of your organisation and the wider sector.

Figure one



Integrity: A housing professional has a clear understanding of their values and acts in accordance with them – they will do the right thing, for the right reasons, based on the best evidence and without partiality.

Inclusive: A housing professional acts transparently and fairly; builds good relationships; and works collaboratively with partners, customers and communities to achieve better outcomes.

Ethical: A housing professional acts fairly and makes choices and decisions by applying principles and values consistently. They understand the impact that poor decisions can have both on people's lives and the reputation of their organisation and they challenge unethical practice in a fair and considered way.

Knowledgeable: A housing professional has relevant and up-to-date practical and specialist knowledge as required by their job role, understands the bigger picture and has a passion for continuous learning.

Skilled: A housing professional equips themselves with the relevant skills to deliver effective services to tenants, customers, colleagues, and partners.

Advocate: A housing professional equips themselves with the relevant skills to deliver effective services to tenants, customers, colleagues, and partners.

Leadership: Housing professionals at all levels should demonstrate leadership, be forward thinking and create opportunities. They find solutions to improve outcomes for their organisation, tenants and communities and demonstrate their ability to adapt to the latest ideas, situations, and change.

CIH believes evidencing these seven characteristics through continuous professional development defines what a good housing professional looks like and should be considered as a template for the core of any CPD and wider workforce development programmes.

To accompany the CIH professional standards, we have also developed a self-assessment tool which supports all housing professionals in their use of our professional standards. It allows CIH members to assess themselves against the standards, identifying performance against the standards and, in turn, suggesting training, qualifications and content that will help support their professional progress in areas where there is a development need. This tool allows CIH members to take charge of their own housing career, allowing them to identify their own training needs.

However, beyond the personal utility, housing organisations can utilise the professional standards at a corporate level by:

- Identifying standards of professional excellence across your organisation.
- Work within the organisations code of conduct
- Identifying the desired and existing skills, knowledge and behaviours across the business to make change happen.
- Identifying team and organisational capability.
- Building your competency frameworks.
- Mapping against organisational values.
- Focusing on behaviours needed for success.
- Developing role profiles, job descriptions and personal specifications.
- Identifying areas for development across the business.
- Building a resident's charter.

Utility from the CIH professional standards

The standards provide the following benefits to practitioners, landlords and tenants:

- **For the practitioner**, it allows you to take control of your own career and identify the training and guidance you need for your professional development. Crucially, it will help give you the confidence to work to the best of your ability.
- **For the landlord**, it will improve your reputation and your organisational performance. You will be recognised as a landlord that invests in your staff while you will also benefit from the decision making of a professionalised workforce.

For tenants, the standards provide a transparent benchmark for the attitudes and behaviours residents should expect and provide a framework for residents to challenge unacceptable and unprofessional behaviour.

For most landlords, a disincentive in terms of embedding professional standards more deeply into their organisation is cost, but a more professional workforce will deliver better outcomes in relation to efficiencies and value for money.

Practice case studies:

Opposite are some examples of how standards frameworks have been utilised to develop professional development programmes within organisations.

This first example demonstrates how one organisation, Abri, a large housing provider in England, has mapped the CIH professional standards framework to its own CPD framework.

Aligning HPoF to CIH Standards

CIH Standard	Definition	HPoF Level 1	HPoF Level 2	HPoF Level 3	HPoF Level 4	HPoF Level 5
Integrity	A housing professional has a clear understanding of their values and acts in accordance with them - they will do the right thing, for the right reasons, based on the best evidence and without partiality	CIH Basics	CIH apprentice level 3	CIH apprentice level 4	CIH Strategic	
Inclusive	A housing professional acts transparently and fairly; builds good relationships; and works collaboratively with partners, customers, and communities to achieve better outcomes.	EDI lets talk about race				
Ethical	A housing professional acts fairly and makes choices and decisions by applying principles and values consistently. They understand the impact that poor decisions can have both on people's lives and the reputation of their organisation and they challenge unethical practice in a fair and considered way	Mandatory training				
Knowledgeable	A housing professional equips themselves with the relevant skills to deliver effective services to customers, colleagues, and partners.	Trade Apprenticeship Level 3	Coaching Apprenticeship Level 4	MBA		
Skilled	A housing professional equips themselves with the relevant skills to deliver effective services to customers, colleagues, and partners.	Coaching Apprenticeship Level 4				
Advocate	Advocate A housing professional acts as an ambassador for the wider housing sector and an advocate for the housing profession.					
Leadership	A housing professional demonstrates leadership and is forward thinking and creates opportunities. They find solutions to improve outcomes for their organisation, customers and communities and demonstrate their ability to adapt to the latest ideas, situations, and change					CIH Board Membership

Hafod's Principles and Behaviours Framework

Hafod



Statement of support

In September 2022 Hafod launched their Culture Principles and Behaviours framework. The framework was created to establish a consistent approach to professional standards and expected behaviours across the organisation. Working in support of Hafod's mission of making lives better, the framework ensures that colleagues understand what is expected of them by their peers and their customers. The framework distinguishes between Principles, defined as 'what' Hafod (we) do collectively to make lives better and Behaviours, defined as what colleagues (I) do individually to align to Hafod's principles and mission. The behaviours are then further broken down into effective and less effective indicators for all colleagues, managers and strategic leaders, making expectations clear and ensuring accountability through all levels of the organisation.

The Principles and Behaviours framework has been created in collaboration with colleagues from all areas of the organisation through direct colleague feedback, interviews, culture workshops and a cross departmental culture change group. When designing the framework, Hafod were keen to create behaviours which would be meaningful and clearly applied throughout the colleague lifecycle. The Principles and Behaviours framework was launched through a range of workshops delivered to managers across the organisation who in turn briefed their teams through team meetings and events.

In addition to this, Hafod's Learning and Development team have supported the organisation with over 20 bespoke training sessions to empower teams to identify how the principles and behaviours can be developed, recognised and celebrated. During these sessions, colleagues have had the opportunity to bring the behaviours to life in their teams, identifying strengths and areas for development. Each area of development was then captured in an action plan to be implemented by team managers with the support of the Learning and Development team.

Hafod's eight behaviours form a key component of Hafod's learning and development programme. In addition to ensuring that all colleagues have the technical knowledge to perform their role, Hafod's learning offer looks to develop skills and behaviours such as communication, change management and engaging others through a blended approach of coaching, formal and informal training and self-directed learning resources. Each year, Hafod undertakes an extensive training needs analysis comprising of a colleague survey, personal development reviews and meetings with Heads of Departments and Executive team members. Development of both principles and behaviours has been a key area of discussion during this process.

Alignment with Hafod's Principles and Behaviours framework is considered through Hafod's recruitment process. Interviews and assessment days for all roles across the organisation are now designed with Hafod's principles and behaviours in mind to attract and select candidates who demonstrate attributes in line with Hafod's behaviours.

Recognition of colleagues demonstrating Hafod's behaviours is encouraged by all through Hafod's monthly colleague recognition 'Shout Out'. This programme enables all colleagues to nominate their peers, direct reports and managers throughout the month for demonstrating or taking action in line with one of Hafod's eight behaviours. At the end of the month, all colleagues nominated are recognised and celebrated in a monthly round up video which is shared across the association. Nominations regularly involve instances of colleagues going the extra mile to 'make lives better' for the organisation's customers. Since the launch of the colleague recognition scheme in September 2022 up to June 2023, 188 people have nominated a colleague for demonstrating one of Hafod's behaviours. Examples of nominations that have generated great outcomes for tenants include:

- Acting as one team to safeguard tenants in danger.
- Delivering results to source emergency accommodation for tenants facing homelessness
- Enabling change to introduce a pop-up food kitchen in one of Hafod's extra care schemes to support the local community.

Outcomes and achievements

Hafod's Principles and Behaviours framework has been in place for ten months and colleague adoption of the behaviours and engagement with the framework is clear to see. Since the introduction of Hafod's colleague recognition programme in September 2022, 188 colleagues have nominated and recognised a peer for demonstrating one of Hafod's behaviours. The framework was designed to ensure that the customer is at the heart of each principle and behaviour, and it is no surprise that the majority of colleague nominations reflect how our colleagues engage with our customers and strive for excellent outcomes for customers.

A recent example is a colleague working in Hafod's Neighbourhood Coaching team who was nominated for the behaviour of Caring and Supporting:

'They have gone above and beyond regarding a Hafod Contract Holder who found himself in a dire situation in his home. He was at great risk regarding safeguarding and with joint working and quick thinking they found this man alternative accommodation to ensure his safety and welfare'.

The Principles and Behaviours framework provides a standard that our customers can expect from all Hafod colleagues and customers are encouraged to feedback to the Association if colleagues aren't meeting the behavioural standards expected.

5. Implementing action and resource resources (how to)

Registered social landlords in Wales must demonstrate to the regulator that they are meeting all regulatory standards and requirements. This is in part achieved by submitting to regular regulatory judgments.

Registered social landlords are measured against the nine regulatory standards set by the Welsh Ministers in accordance with Section 33A of the Housing Act 1996.

Whilst none of the standards specifically require organisations to demonstrate the steps, they have taken to support skills development, evidencing that they are committed to continuous professional development for all their workforce should be one element in providing assurance that everything is being considered in order to meet the requirements contained within the nine standards.

For example, evidencing a commitment to CPD and professionalism demonstrates that an organisational culture exists that supports knowledge, values, ethics, integrity, inclusivity, equalities, and all the characteristics of what a good housing professional is, and therefore better organisational outcomes.

We would encourage all social landlords to consider the following questions when considering how they provide assurance in relation to the nine regulatory standards:

- Have you conducted a skills and knowledge audit of senior officers and governing board/ committee members? What were the findings?
- How have you sought to respond to the finding of the audit?
- What plans have you adopted to ensure skills and knowledge requirements are met over the course of the next year?
- What commitments have you made to CPD for your whole workforce?

Knowledge, skills and CPD audit - an assurance framework

Year one: This year, we have undertaken an audit of the senior leadership team and the governing boards skills and knowledge to ensure we can work effectively as a social landlord. The audit identified the following skills/knowledge gaps on our board:

- Housing management
- Customer service

While the following skills/knowledge gaps were identified among the senior leadership team:

- HR
- Finance

These skills and knowledge gaps are being addressed through targeted co-options at board level and membership of CIH for the board as a whole.

We are addressing the skills knowledge requirement of the senior leadership team by appointing a recruitment consultant to identify viable candidates as well as developing our own inhouse succession planning programme where we can better support internal candidates to take on senior roles.

Year two: Following the appointment of new board members, no skills/knowledge gaps have been identified among board members. All board members are encouraged and supported to attend industry events and conferences together with a commitment to their own CPD to ensure they have a developed insight into housing management.

A commercial skills requirement has been identified in the senior leadership team and steps are underway to make an appointment in the coming weeks. The organisation has also decided to invest systemically in talent development with its own training academy. This will ensure that in future years, there is greater scope for succession planning into senior leadership roles from within the organisation.

Year three: No specialist knowledge identified, however all staff members are encouraged to keep up to date with national housing policy and current trends driving the housing sector; and demonstrate exemplar professional behaviors

Year four: No specialist knowledge identified, however all staff members are encouraged to keep up to date with national housing policy and current trends driving the housing sector; and demonstrate exemplar professional behaviors.

Year five: No skills/knowledge needs among governing board or senior team have been identified. Despite this over the last five years we have taken the following steps to improve knowledge and skills of the whole workforce and board:

- Annual review of skills and knowledge of the whole workforce
- Targeted co-options at board level
- Development of training academy for new talent
- Ringfenced learning and development budget for colleagues to access
- Access to industry events for all colleagues and board
- Senior leadership team and board all supported to secure relevant qualifications
- Succession planning protocols now in place to support senior leadership team capacity and provide opportunities for colleagues to step up into more senior roles within the organisation.

Over time, if social landlords were to commit to interrogating and publishing the findings of their own skills and knowledge reviews through the assurance process, the sector could then benchmark performance and good practice which will help drive up commitment to the professionalism agenda across the sector.

Ensure that learning and development for your workforce is written into your organisation's business plans and learning and development policy

The whole workforce should have access to training and learning, identified by them in partnership with their manager/team leader as part of regular reviews and one to one's. The use of the CIH professional standards self-assessment tool can help managers work with colleagues to identify their training needs and aggregated across the business can work as a business diagnostic service, identifying common issues where support and development is required.

This commitment to workforce-wide learning and development is crucial for three reasons:

- It builds capability. By identifying the skills needs of your workforce and giving them the support to achieve them, you are ensuring you have a more impactful organisation.
- It supports continuous improvement. With ongoing learning and development, your organisation is developing curious, resourceful colleagues who think more creatively, are developing their own skills and making a bigger impact in their career. This will benefit them and your customers.
- Makes you an attractive employer. In a competitive environment, being able to stand out as an employer that invests in their own workforce will ensure that you attract the best talent.

Colleagues learning and development should be identified as part of the regular programme of one to one's and regular reviews, however a corporate commitment to supporting and resourcing skills and knowledge needs should be set out in the organisational business plan by senior managers with the implementation of the commitment a decision for different teams and leaders. Options for skills and knowledge development for colleagues include:

- Professional qualifications
- Membership of a relevant professional body
- L&D self-assessment tools
- Training
- Joining an industry committee/working group
- Joining a board
- Being a mentor/mentee
- Project leadership
- Event and conference attendance
- Involvement with relevant networks linked to role

A housing organisation's draft business plan may look something like the example below:

Strategic objective: Provide relevant, current professional development for a recognised and valued housing profession

Annual objective	Actions	Risks	Mitigations
Implement an ongoing professional development strategy which encourages and supports personal and professional aspirations.	<p>Developing or resourcing CPD infrastructure to allow colleagues to map and monitor their individual training and development needs.</p> <p>Stand-alone budget for workforce and board learning and development.</p> <p>Support colleagues personal development with access to CIH Professional Standards Framework and menu of CPD options.</p>	<p>No CPD infrastructure is developed.</p> <p>Budget for learning and development is underused and allocated to other projects.</p> <p>No authoritative list of CPD exists in housing organisation.</p>	<p>Source CPD management platform.</p> <p>Budget to be protected and all managers responsible for ensuring proportionate spend.</p> <p>Use sector wide resources to provide options to colleagues for development needs.</p>
Be a recognised leader in developing, upholding and assuring standards and practice for the housing sector.	<p>Work with Welsh Housing Regulator to ensure transparency in reporting progress on skills and knowledge development.</p> <p>Work with sector partners to support our work and amplify our activity and learning.</p>	<p>No specific regulatory requirement around professional development. Undermines reporting focus on the workforce.</p> <p>No demonstrable impact on performance in short term.</p>	<p>Colleagues lead to ensure that professionalism is increasingly seen as measure in providing assurance around delivery of regulatory requirements.</p> <p>Work with industry partners to develop more appropriate short/ medium/long term metrics for success.</p>
Offer the whole workforce access to education and training which prepares them for future requirements.	<p>All of colleagues to have regular one to one meeting and reviews where learning needs are captured and agreed. Captured and discussed with L&D/HR for agreement.</p> <p>All colleagues have realistic but stretching targets linked to the business plan, and that any additional learning and development needs are identified and addressed.</p>	<p>Fail targets to improve effectiveness, efficiency and deliver the business plan.</p> <p>Fail to identify and/or deliver/resource training requirements.</p>	<p>The senior leadership team ensures all teams report on learning needs.</p> <p>The senior leadership team reports internally on workforce progress on delivery of education and training.</p>
Continue to recognise, attract, reward, and retain high performing people who bring skills, experience and passion to achieve our purpose and values.	<p>Implementing a progressive performance management process which embeds our values in everything we do.</p> <p>Promote from within to senior positions.</p>	<p>Salaries do not meet market expectations.</p> <p>No viable internal candidates.</p>	<p>Ensure pay and reward strategy to ensure we can attract and retain talent.</p> <p>Develop a succession planning scheme where internal candidates are given best chance to prepare for senior posts.</p>

Commit to regular engagement with schools, learners and young people about housing sector careers

Wales' housing organisations have a responsibility to engage with schools, colleges, universities and the labour market about roles in the housing sector. Indeed, many have already proven successful in communicating the breadth of roles that exist in the housing sector and attracting a talented and skilled workforce. For example:

- CCHA's – Get into Housing Programme - <https://ccha.org.uk/get-into-housing/>

Promotion of the value of CPD across workforce/customer boundaries

Part of the value of CPD is how it meets the needs of different audiences. For regulators, it provides assurances about competency, for housing organisations it can address skills and knowledge gaps and for tenants, where they are aware of it, it provides a standard by which they can determine the appropriate behaviour of practitioners and standards of service.

To be impactful, CPD must be relevant to the practice of a housing professional and ultimately improve housing outcomes for tenants. Relevant CPD should be designed around the skills and values that support high quality, respectful housing services and should focus on self-awareness and self-reflection.

However, to make CPD even more effective, it is important that housing organisations communicate its existence, its purpose and its utility across workforce and customer boundaries.

This means housing organisations should:

- Link CPD attainment to providing assurance around regulatory framework
- Establish a process to monitor and report on outcomes achieved from CPD to tenants and customers and the wider housing sector. This should go beyond inclusion of a sentence or paragraph in an annual report but consider more dynamic engagement channels and set out why investing in skills matters to tenants.
- Use tenant participation process to better understand customer needs. This can help identify new CPD channels that were previously not considered.
- Use their commitment to CPD to attract colleagues from across and outside the sector.

Resources

Professional qualifications

Establish yourself as a professional in the housing sector and ensure you have the theoretical knowledge, essential skills, and learning to perform at the highest level in your day job.

Professional qualifications are designed with the housing sector, for the housing sector, giving you the expertise and support you need to thrive in your career. Qualifications are delivered through a range of approved study centres and the CIH Housing Academy.

<https://www.cih.org/media/4sdjo10g/0474-what-housing-qualification-should-i-study-v1.pdf>

Membership of relevant professional body

Depending on your role within the housing sector, a range of professional bodies exist that can support your learning and development. They range from specialist bodies such as CIH and RTPI to more generalist organisation like the Institute of Leadership and Management.

www.cih.org

www.rtpi.org.uk

www.i-l-m.com

CIH professional standards framework

The CIH professional standards build on seven characteristics to enable practitioners to think about their professional development needs and how they can contribute to the professionalism of their organisation and the wider sector. CIH's self-assessment tool can be used to get a personalised report on your own professional profile.

www.cih.org/professional-standards

CIH code of conduct and code of ethics

Individuals who are part of our membership network are required to uphold the CIH code of conduct and code of ethics to evidence their professionalism and dedication to the sector, in addition to their commitment CIH's mission, principles and values.

All CIH members, regardless of grade, must integrate these principles into every aspect of their professional behaviour and professional decision making.

<https://www.cih.org/about-us/code-of-conduct-and-ethics>

Training

Training is provided across the housing sector as a way to reinforce learning with specialist housing providers sitting alongside more generalist trainers in providing an offer to the sector.

www.cih.org/training-courses

Your Learning and Development teams will engage with a range of suppliers to help enable this.

Joining an industry committee/ working group

Joining a sector wide working group can be an effective way to grow your network and develop skills and learning in an area outside your core role as a housing professional. There are a range of opportunities available for housing professionals with sector membership bodies across the UK.

Housing Futures Cymru

www.cih.org/about-us/cih-futures

www.cih.org/policy

Joining a board

Joining the board of a housing association or housing intermediary can be an effective way to grow your network and develop skills and learning in an area outside your core role as a housing professional. There are a range of opportunities available for housing professionals with sector membership bodies across the UK. Most board opportunities are advertised on housing job boards.

<https://ccha.org.uk/pathway-to-board/>

Becoming a mentor/mentee

Becoming both a mentor or a mentee can support you in your career development. By sharing your insight and experience or by working with someone outside your organisation, you can learn to challenge your traditional way of thinking.

www.cih.org/mentoring

Event and conference attendance

Attending events both online and in person is one of the best ways to learn more about changes in policy and practice and how it should inform your job. Housing events take place every week with much of the content free for housing professionals to access.

www.cih.org/events

www.housingevidence.ac.uk

Tenant participation and empowerment

TPAS Cymru Guide to Successful Tenant Participation -

<https://www.tpas.cymru/ckfinder/userfiles/files/CC413-ITPIE-TPAS-BookletEnglish030317.pdf>