



# Annual Report

In 2006 The Chartered Institute of Housing (CIH) enjoyed another successful year making progress towards our business plan objectives. It was also a year when we began exploiting several new business development opportunities to support the long-term growth and modernisation of CIH.

Key highlights included negotiations resulting in the acquisition of a housing and regeneration consultancy and the creation of a new wholly-owned subsidiary of CIH – ConsultCIH Limited. We responded to the growing interest in the housing profession and CIH internationally with the introduction of a new grade of International Member. Our successful Asian Pacific branch celebrated its 40th anniversary and continued to support CIH's important and growing relationship with the People's Republic of China.

We focused strongly on encouraging Government to continue its investment in housing through their next Comprehensive Spending Review with our UK policy initiative 'Making the Case for Housing'. And our new National Business Units, established in Northern Ireland, Scotland and Wales, continue to support the devolution agenda and improvements to our activities in each of these countries.



Overall, our performance in 2006 is reflected in a continuing operating surplus for the third year running. We remain consistent with our organisational values and aspirations to be innovative, credible, inclusive, unique, influential, and offer quality in all that we do. This strong foundation is supporting continuous improvements to our growing membership and progress towards achievement of the five 'Critical Success Factors' identified in our Business Plan 2005-2007:

1. **Improving Individual and Organisational Performance**
2. **Shaping the Policy Agenda**
3. **Being an Inclusive Professional Body**
4. **Becoming the Market Leader in the Products and Services we Provide**
5. **Building Our Own Capacity**



Lord Richard Best speaking at CIH's Presidential Dinner 07

**“We remain consistent with our organisational values and aspirations to be innovative, credible, inclusive, unique, influential, and offer quality in all that we do.”**

**What We Do:**

- CIH Careers
- CIH Distance Learning
- CIH Education
- CIH Events
- CIH Membership
- CIH Policy
- CIH Professional Practice
- CIH Publications
- CIH Research
- CIH Training



**“CIH has strengthened links with key partners in the sector to enhance the knowledge and skills of housing professionals.”**

## **CRITICAL SUCCESS FACTOR ONE: Improving Performance**

We believe that the acquisition of knowledge and skills, and the development of the housing profession, are fundamental to our ability to help in the creation of successful communities. Our comprehensive range of education and professional practice services provides both individuals and organisations with the opportunity to fulfil their potential and continuously improve their performance.

CIH Education continued to set high standards for those entering and practising the housing profession. The CIH achieved the Qualifications and Curriculum Authority's standards for being an Awarding Body and providing high quality nationally recognised qualifications in housing. In 2006 the CIH began the process of re-accrediting 25 universities and colleges in preparation for the implementation of our revised professional qualification. By the end of 2007 all students enrolling on undergraduate or postgraduate courses at CIH accredited centres, or via distance learning, will benefit from the CIH's new specification. The result will be a new generation of modern housing professionals with new skills and knowledge in key areas, such as leadership and regeneration, which are vital to the creation of successful communities.

In 2006, over 4,100 people studied CIH qualifications – an increase of 8 per cent and a new record for the number of people studying CIH housing qualifications. The growth in specialist vocational education courses has continued. The number of people studying certificate courses grew by 17 per cent in 2006 and now accounts for 37 per cent of all students. The number of students enrolled with the CIH's Distance Learning Centre grew to 966.

We continued to celebrate the achievements of our students at regional, national and UK levels including our two students of the year. Kay Graham achieved a first class honours degree in Housing at Sheffield Hallam University after a 15 year education gap to win the award for the Student Demonstrating Outstanding Achievement. The award for Distance Learning Student of the Year went to former healthcare professional Julie McNicholl, now Housing Policy Manager with the Isle of Man Government.

CIH has strengthened links with key partners in the sector to enhance the knowledge and skills of housing professionals. New joint qualifications have been developed with the Chartered Institute of Building. In partnership with the Academy of Sustainable Communities (ASC), CIH has amended its Continuing Professional Development scheme which now requires housing professionals to acquire knowledge from inter agency activity.



CIH Distance Learning Student of the Year Prize Winner Julie McNicholl pictured with CIH Council Member Darshan Singh Matharoo



CIH Student of the Year Prize Winner Kay Graham

Our work in 2006 also involved offering new learning opportunities, especially at community level. Our new Active Learning for Residents project, which is also supported by ASC, has been designed to provide access to recognised qualifications for residents through their community work and is being piloted with 17 organisations across the UK. Our innovations are continuing with CIH making significant progress towards a new 14-19 Diploma and a qualification for Community Wardens.

Existing CIH learners and members can also benefit from a new CIH Mentor career scheme which matches CIH Fellows and Corporate members eager to share their knowledge and expertise.

Our CIH Professional Practice work maintained our aim of converting good practice into common practice. Our on-line service – the housing manual – is continuing to evolve and has over 300 organisations subscribing to its comprehensive and expanding mix of policy updates, good practice, advice and case studies on all aspects of housing management. New chapters on Repairs and Maintenance and Resident Involvement were added in 2006.

A key area of CIH Professional Practice work in 2006 focused on the financial inclusion and capability agenda, and making the links between government policy and front-line delivery. The work culminated in the publication of a Good Practice Briefing and a successful National Conference. The CIH has also established a strong working relationship with the Financial Services Authority responsible for leading the Treasury's National Strategy for Financial Capability.



DCLG Secretary of State Ruth Kelly and Peter Roberts ASC Chair help launch the new skills partnership between ASC and CIH at Harrogate



UK Housing Awards Overall Winner – Longwood Park

The UK Housing Awards celebrated its 10 year anniversary in 2006. The Awards remain a high profile showcase for excellence in the housing sector. The overall award for excellence went to Longwood Park in Slough for their £30 million regeneration scheme to create a safe and attractive place where people want to live. The judges were particularly impressed by the scheme which highlighted the benefits of resident involvement and their role in turning round a troubled estate.

The CIH Professional Practice Team has worked in partnership with the Housing Corporation to lead on the dissemination of good practice as part of their new Gold Awards initiative. The awards recognise excellence in housing and CIH has worked closely with five organisations to disseminate excellence in procurement and tackling homelessness. The year long project has resulted in two national conferences, literature and tool kits to support improvements in the sector.



Build a House in a Day – Part of the Gold Awards



## CRITICAL SUCCESS FACTOR TWO: Shaping the Policy Agenda

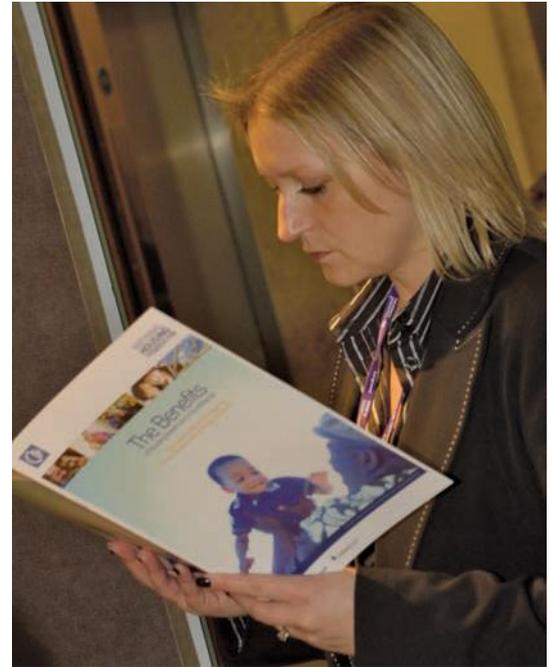
2006 was an important year for housing and regeneration policy and CIH Policy has endeavoured to play a leading role during a time of major change.

We launched our UK policy initiative 'Making the Case for Housing' to encourage UK Government to continue investment in housing in the 2007 Comprehensive Spending Review. The initiative shows how the work of the housing sector supports the delivery of a wider set of national priorities such as improving health, educational achievement, reducing crime and helping community cohesion. CIH Cymru produced a new document 'Action on Health and Housing in Wales' in partnership with the Welsh Local Government Association and Public Health Alliance Cymru.

Later in 2006, CIH joined forces with our partners Shelter, the Local Government Association, the National Housing Federation and the National Federation of ALMOs to make a joint submission to UK Government urging them to make housing a priority in their future spending plans.

CIH Scotland produced a similar document with the Scottish Federation of Housing Associations (SFHA), Shelter Scotland, the Convention of Scottish Local Authorities and Scottish Council for Single Homeless. The submission was supported by fringe events at Scottish Party Conferences, and four road shows across Scotland, in partnership with SFHA, in the run up to the Scottish Parliament and Local Government elections.

The call for greater investment in housing was strengthened at regional level as typified by the Midlands United campaign co-ordinated by CIH East and West Midlands Branches. Many CIH Branches in England also worked closely with the National Housing Federation to produce a "Housing Time-bomb" booklet addressing issues such as affordability and supply. CIH South East Branch launched their Housing Manifesto with a reception at the House of Commons.



Midlands Utd – an impressive regional campaign to promote investment in housing

In 2006, the Government established a new department, called Communities and Local Government (DCLG), to oversee the development of prosperous and cohesive communities. Its first Secretary of State, Ruth Kelly, made her first major speech on housing at the CIH's Annual UK Conference in June. In her speech CIH was asked to support Professor John Hills' Assessment of the Future of Social Housing. CIH organised stakeholder debates, branch events in London, Yorkshire and Humberside, North West and the South West, and an innovative web-based forum to support his assessment. Over 500 people took part in our on-line debate which led to the Hills report published in February 2007.

This theme was continued by CIH Scotland in their report 'The Future for Social Renting in Scotland' which called for the Scottish Executive and housing organisations to work together to address the worrying rapid decline in rented accommodation.



## “We continued to influence housing and regeneration policy at a high level.”



Sir John Semple completed his major review of affordable housing in Northern Ireland

Another major change is imminent following the announcement of a new Government agency in England called Communities England. CIH supported the proposal to establish a new single agency for housing and regeneration in England to support the better use of resources and share expertise in creating mixed communities.

In Wales, Northern Ireland and Scotland, CIH Policy has been focused on raising awareness of housing issues in the run up to each country's devolved Government elections in 2007 and influencing the spending plans as part of the UK Government's Comprehensive Spending Review. CIH Cymru, CIH Northern Ireland and CIH Scotland all developed and launched housing manifestos and engaged extensively with partners and politicians.

CIH Cymru has lobbied the Welsh National Assembly and held meetings with all major political parties. A reception was held at the Senydd with other representatives of Housing Forum Cymru. CIH Cymru produced briefings to support debate by all

stakeholders on key social issues such as anti-social behaviour and an update on the impact of the lack of affordable housing on young people and the homeless.

CIH has taken forward the debate on the nature of the strategic housing role of local authorities, building on work begun in 2005. Several regional seminars gave housing professionals the chance to influence the local Government white paper called 'Strong and Prosperous Communities' and to contribute to the Lyons Inquiry. CIH is pleased with the outcome of the inquiry that housing is seen as a key aspect in local Government's place-shaping role and that it supported our 'Visionary Leadership' work identifying a new strategic housing role for local authorities. Work will continue throughout 2007 to disseminate knowledge and ideas around key aspects of this role, starting with how to deliver housing strategy through Local Area Agreements.

We continued to influence housing and regeneration policy at a high level. CIH Deputy



Launch of the Hills Review looking at the future of social housing in England

Chief Executive Sarah Webb supported the Government's Shared Equity Task Force, as an Advisory Panel Member, to look at ways to increase the number of households able to access home ownership through shared equity products, and to examine the case for Government intervention in this market. Following the Hills' Review she was also invited to join a special panel to advise Secretary of State for Communities and Local Government, Ruth Kelly.

CIH Chief Executive, David Butler, was a member of the Elton Review looking at the regulatory burden on housing associations. CIH was particularly pleased the Review endorsed CIH proposals about taking forward tenant led models of self-assessment. CIH Cymru Director, Keith Edwards took up a secondment with the Welsh Assembly Government in June 2006 leading a project called i2i to support tenants, staff and members in the five Heads of the Valleys authorities in achieving the Welsh Housing Quality Standard.

CIH Northern Ireland increased its policy reach with the appointment of a new Policy Officer and by contributing to Sir John Semple's Review of Affordable Housing.

CIH Policy also sought to shape the agenda in the private sector in 2006. In England, we produced a new publication on local authorities' work with the private rented sector. It contains research findings and practice guidance which will be of interest to local authority staff dealing with private sector practice and strategies, councillors and landlords.

In a busy policy year in England, CIH took an active interest in the ongoing debate about land use policy led by Kate Barker, and welcomed the changes resulting from Planning Policy Statement 3 (PPS3). CIH and its partners also made strong submissions to contribute to Professor Martin Cave's independent review of the future regulation of social housing.



## CRITICAL SUCCESS FACTOR THREE: Being an Inclusive Professional Body

In 2006 we combined a steady growth in membership with another strong performance towards our aim of being an inclusive professional body.

By the end of 2006 our membership grew by two per cent to 19,885 and increased in all four UK countries. The number of people completing the final part of the professional qualification (APEX) more than doubled to over 330. In early 2007 we passed an important milestone when Mr. Aymero Gebremeskel became our 20,000th member.

The past 12 months have also seen CIH pass two other important milestones. We introduced a new grade of International member to meet the growing demand and interest in the housing profession overseas. And we achieved our key equality and diversity targets designed to make CIH a diverse organisation.

We celebrated the 40th Anniversary of the Asian Pacific branch and held a Council Meeting in Hong Kong for the first time in the history of CIH. We continued to strengthen links in the People's Republic of China and South East Asia including Macao and Taiwan. Our colleagues from North America met in Scotland for the Tri-Country Conference, held every two years, for delegates from Canada, USA and UK. Overall CIH members can be found in five continents and over 20 countries across the world.



Delegates at the Tri-Country Conference held in Scotland

CIH continued to work to improve the diversity of the sector. We contributed to the Commission for Racial Equality's (CRE) working group to update their code of practice on racial equality in housing. The code of practice has been integrated into CIH activities and is also being disseminated at CIH events and training courses. We were pleased to be invited by the CRE to support their 'Race for the Professional' initiative. CIH Scotland hosted a Careers Fair for the black and minority ethnic community working with PATH Scotland. In England we sponsored the Path Trainee of the Year at the Federation of Black Housing Association's Annual Awards.

A revised Welsh Language Scheme was approved by CIH Council and the CIH's website was upgraded to improve communication to people with sight impairments with the inclusion of a page reader called 'Browsealoud'. In Scotland, the major contribution made by women to the sector was recognised with the inaugural Robina Goodlad Award for Women Achievers



Aymero Gebremeskel became CIH's 20,000 member

### Open to all, closed to prejudice

- 56% of CIH members are women
- 14% of CIH members in Great Britain have black or minority ethnic backgrounds (BME)
- 27% of CIH UK students have black or minority ethnic backgrounds
- The number of students from minority backgrounds grew by 22% in 2006

**“We achieved our key equality and diversity targets designed to make CIH a diverse organisation.”**



CIH Asian Pacific Branch celebrate their 40th anniversary. Pictured with Janet Hale, left to right: Dr Patrick C. P. Ho, Secretary for Home Affairs, Home Affairs Bureau - Hong Kong and Mr. Ricky Yuen, CIH Asian Pacific Chair

in Housing. Mary Hope OBE, retired housing practitioner, activist and volunteer was recognised for her outstanding achievements and commitment to housing.

As a membership organisation, CIH values the views of its members. During 2006 we undertook 17 surveys with members on regional and national issues. Our research also included an all-member survey to support our business planning and the development of member services.

In January 2006 CIH introduced a Flexible Benefits scheme to allow members to choose more benefits relevant to their circumstances. The benefits included discounted CIH Publications, CIH Training and CIH Events. Over 3,600 flexible benefits were selected by CIH members in its first year of operation.

The CIH plays an important role in promoting the work and contribution of housing professionals outside of the housing sector. In 2006 we sponsored the Housing Team category at the Public Servants of the Year



Mary Hope OBE, winner of the inaugural Robina Goodlad Award for Women Achievers in Housing

Awards, which cover the whole of the public sector. The award was won by Richmond Housing Partnership. In addition, CIH plays a role in promoting housing as a career. Over the course of last year we attended major career events such as 'Forum3' and 'SocietyGuardian Live'. CIH Scotland have also developed a new careers web site to support recruitment to the sector in Scotland.



## CRITICAL SUCCESS FACTOR FOUR: Becoming the Market Leader in the Products and Services we provide

Over 30,000 people across the UK used our professional development services throughout the year reflecting the many high quality services offered by CIH. CIH's portfolio of services has been enhanced significantly by the introduction of a new housing and regeneration consultancy service – ConsultCIH Ltd. The service was established in January 2007, following the acquisition of RDHS Ltd, and is a wholly-owned subsidiary of CIH.

Our other subsidiary – HouseMark – a joint venture with the National Housing Federation – has continued to provide performance improvement services to over 550 subscribers across the UK. In 2006, CIH has handled over 600 good practice enquiries from CIH and HouseMark customers.

The CIH's UK Annual Conference and Exhibition 2006 attracted 2,500 delegates, nearly 4,000 exhibition visitors, 380 exhibitors and over 200 speakers and presenters. In England a further 4,782 people attended CIH national events, with 92% rating them very good or good.

Another 5,000 people participated in a wide variety of regional events organised by the CIH Branch network across England. CIH South East and South West again held major regional conferences. CIH North West introduced a new event into the Branch Conference calendar and CIH North East attracted nearly 250 people to their conference on the Respect Agenda. CIH Yorkshire and Humberside demonstrated the variety of regional events held with topics ranging from financial inclusion, community engagement and the future of social housing.

CIH Cymru's Annual Conference and Exhibition 'TAI – Game On' consolidated its position as the premier Welsh housing conference attracting 350 delegates and 60 exhibiting organisations. Cymorth Cymru, the representative body for supported housing providers in Wales also contracted CIH Cymru to facilitate and deliver its conference. CIH Scotland Annual Conference and Exhibition in Aberdeen attracted 700 delegates and over 90



exhibitors. CIH Northern Ireland's Annual Conference in Belfast covered some key issues affecting the province, especially the links between housing and law and order.

CIH Training in England supported the skills development of over 7,800 delegates during 2006, with 96 per cent rating our courses as very good or good. Excellent satisfaction ratings were also achieved for another 5,500 training and conference delegates using services provided by our National Business Units in Wales, Northern Ireland and Scotland of 94%, 94% and 96%, respectively.

Demand for our in-house courses also grew. In England we achieved record figures for courses run in a single month of 63, in both March and October.

Our range of high level training courses was enhanced considerably with the introduction of the first ever Sustainable Communities and Regeneration Masterclass, supported by BURA and ASC. Our aim of supporting the skills development of key individuals in the sector continued with the introduction of a Change Management Programme, supported by the Institute of Leadership and Management (ILM).

Across the UK CIH hosted and organised a range of events and courses for our partners. In Scotland we hosted a National Conference for Tenants for Communities Scotland, and an event with The Scottish Public Services Ombudsman to review the nature and system for dealing with complaints in housing. In Wales, the Welsh National Assembly commissioned CIH to facilitate a series of 'Fit for Purpose' training modules to assist strategic

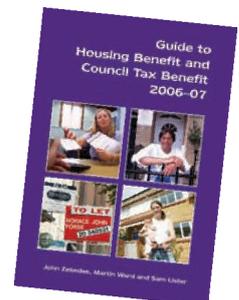
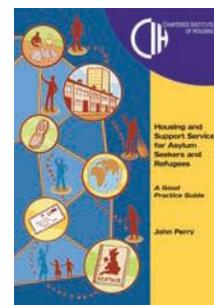


Course Leader Angus Kennedy speaks at a Sustainable Communities and Regeneration Masterclass

housing policy lead officials from each local authority in Wales with the preparation of Local Housing Market Assessments. In England, we continued to work in close association with partners such as Warwick University, IDEa and the Government on a variety of projects.

CIH Publications sold over 8,500 publications in 2006. The best seller was the *Guide to Housing Benefit and Council Tax Benefit 2006/07*, closely followed by *Housing and Support Services for Asylum Seekers, Refugees and other New Migrants*. We introduced eleven new publications into our extensive range throughout 2006 on topics including crime, financial inclusion, private renting, mergers, anti-social behaviour, and sustaining mixed income communities.

CIH has continued to support policy development in the sector by producing publications on behalf of our partners. These include two new reports for the Joseph Rowntree Foundation: *Demolition, Relocation and Affordable Re-housing – Lessons from the*



*Housing Market Renewal Pathfinders*; and *Understanding housing demand: Learning from rising markets in Yorkshire and the Humber*. CIH and the Tenant Participation Advisory Service (TPAS) helped to produce a good practice guide on community engagement in the Housing Market Renewal Pathfinders on behalf of Government (DCLG) and English Partnerships. And 'Action on Housing and Rural Communities in Wales' was published in partnership with the Rural Housing Authorities Network, the Rural Housing Association Group, and the Rural Housing Enabler Network.



## “The National Business Unit structure will ensure CIH remains at the forefront of supporting and promoting the housing agenda alongside the devolution agenda”

### CRITICAL SUCCESS FACTOR FIVE: Building Our Own Capacity

Throughout 2006 CIH has continued to invest in skills and placed a high emphasis on improving marketing, communication with members and service development.

Our organisational development has been led at Director-level through our 'Building Our Capacity' Working Group. We have continued to work to the principles of the Investors in People Quality Standard which we retained in December 2005.

Nearly 80 CIH employees participated in 174 training opportunities throughout the year including customer service training and awareness visits to housing associations. New methods and styles of learning have been used successfully to deliver the staff training and development plan. We introduced a coaching, mentoring and work-shadowing initiative for our staff and established an internal forum to share housing knowledge. Work is ongoing to develop the knowledge, skills and behaviours of our managers to support the continued success of CIH.

At the beginning of 2007, our Director of Policy and Practice, Sarah Webb, was appointed to a new position of Deputy Chief Executive to support the development of relationships with CIH's key partners and stakeholders. New posts were created to support policy development in Scotland, Northern Ireland and the English regions.

In March 2007 CIH Chief Executive, David Butler, announced he was stepping down at the end 2007 after nearly a decade in charge. Our recruitment commenced early to ensure a smooth transition to a new era in the history of CIH.

In January 2006 we established National Business Units in Wales, Northern Ireland and Scotland to improve our operations. Members and Officers in each country now work closely together to deliver a single business plan focused on the development of housing policy, practice and professional development. We believe the greater efficiency, flexibility and focus resulting from the National Business Unit structure will ensure CIH remains at the forefront of supporting and promoting the housing agenda alongside the devolution agenda.

During 2006, CIH implemented our new corporate identity and service branding structure to support our business development. We continued to modernise our communications with improvements to our web site and other e-communications. We introduced new ways to engage with our members via the internet to support policy developments and enhancing services to members overseas.



David Butler  
CIH Chief Executive



Sarah Webb  
CIH Deputy Chief Executive