



Chartered Institute of Housing
Annual Report and Accounts 2007

How to Contact Us

Chartered Institute of Housing

Octavia House
Westwood Way
Coventry CV4 8JP
Telephone: 024 7685 1700
Facsimile: 024 7669 5110
Email: customer.services@cih.org

London Office

9 White Lion Street
London N1 9XJ
Telephone: 020 7837 4280
Facsimile: 020 7278 2705
Email: london@cih.org

Chartered Institute of Housing Scotland

6 Palmerston Place
Edinburgh EH12 5AA
Telephone: 0131 225 4544
Facsimile: 0131 225 4566
Email: scotland@cih.org

Chartered Institute of Housing Cymru

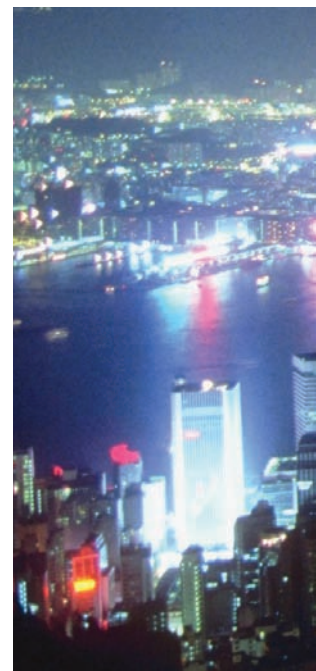
4 Purbeck House
Lambourne Crescent
Cardiff Business Park
Llanishen
Cardiff CF14 5GJ
Telephone: 029 2076 5760
Facsimile: 029 2076 5761
Email: wales@cih.org or cymru@cih.org

Chartered Institute of Housing Northern Ireland

Carnmoney House
Edgewater Office Park
Dargan Road
Belfast BT3 9JQ
Telephone: 028 9077 8222
Facsimile: 028 9077 8333
Email: ni@cih.org

Chartered Institute of Housing Asian Pacific

Room 2709-11
Shui On Centre
Nos 6-8 Harbour Road
Wanchai
Hong Kong
Tel: (852) 2356 8680
Fax: (852) 2356 7332
Email: apb@cih.org.hk



INVESTOR IN PEOPLE

Incorporated by Royal Charter. Registered Charity no. 244067/R

Contents



Council Members 2006/07	02
Foreword	03
Annual Report	04
Membership Facts	17
Trustees' Financial Report	19
Growing Abroad to Further Our Profession	23
The History of the CIH	27

Council Members 2006-2007



CIH Council 06/07

NASEER AHMED
Branch Representative (Yorkshire and Humberside)

JOYCE BATTEN
National Representative

KELLIE BEIRNE
Wales Board Representative

STEVE BENSON
Treasurer

BARRINGTON BILLINGS
Immediate Past President

ALISON BREESE
Branch Representative (South East)

KEN BRUNO
Branch Representative (East Midlands)

HELEN COLLINS
National Representative

STEPHEN COOK
Branch Representative (South West)

PAUL DIGGORY
Vice President

HOWARD FARRAND
National Representative

CAROLINE GITSHAM
Branch Representative (North East)

SHELAGH GRANT
National Representative

CHARLOTTE GRAVES
Branch Representative (London)

PADDY GRAY
National Representative

JANET HALE
President (part year)

LOUISE HARRIS
Branch Representative (North West)

ROBERT JOHNSON
National Representative

PAUL KINGSTON
Branch Representative (Eastern)

ROBIN LAWLER
National Representative

JOSEPH LEE
Branch Representative (Asian Pacific)

YVONNE LEISHMAN
National Representative

SUE LOCK
National Representative

DARSHAN MATHAROO
Branch Representative (West Midlands)

IAN McLEAN
Branch Representative (Scotland)

JOHN MILLS
Scotland Board Representative

MAI MOORE
Northern Ireland Board Representative

BILL PAYNE
National Representative

PAUL ROBERTS
Branch Representative (Wales)

JOANNE RONEY
National Representative

TONY RUDDY
Branch Representative (Northern Ireland)

DEBBIE WHEATLEY
National Representative

The Council members act as the CIH's Trustees. In addition, Ian Richardson (Past President), Geraldine Howley (nationally elected representative) and Elrick Walkes-Hillman (branch elected representative - London) served as trustees until their term of office expired in June 2006. Janet Hale served as a trustee until 7 December 2006.

Foreword



Janet Hale
CIH President 06/07



Paul Diggory
CIH Vice President 06/07

2006 was the mid year in our current three year business plan and as shown in this Annual Report we have continued to make good progress.

We launched **Making the Case for Housing** to help influence Government in the run up to the Comprehensive Spending Review. "Making the Case" was about demonstrating how continued investment in housing can help contribute to other Government priorities: by helping support the economy; improving people's health and contributing to educational attainment.

As part of our Business Plan we set a **target of 20,000 members by the end of 2007** and through the efforts of everyone in the CIH we have met that target 11 months ahead of schedule.

And we are not only bigger, but more representative: 14% of our members are from black or minority ethnic (BME) backgrounds; 27% of CIH students are from BME communities and 56% of CIH members are women.

As our membership has become more diverse the scope of our work has widened. Our policy programme not only reflects the whole sector but includes work on community cohesion, neighbourhood management and financial inclusion and throughout this report are examples of where the CIH is working across and beyond the sector, on our own and increasingly with partner organisations... **to maximise the contribution that housing professionals make to the wellbeing of communities.** The creation of National Business Units in Scotland, Wales and Northern Ireland means that we can also respond more effectively to devolution.

As an organisation we provide a wider range of services than ever before and interest in the CIH is growing.

We now have the highest number of students ever studying for CIH accredited courses, not just in the UK but overseas including Australasia and China reflecting the growing international interest in CIH membership, which is featured elsewhere in this report.



David Butler CIH Chief Executive

But whatever progress we have made we cannot stand still.

The world in which our members work is continuing to change and the Government's increasing focus on skills and the drive to create a better educated, better skilled workforce also raises challenges for the housing sector and CIH.

The CIH Council has begun to assess how these issues will influence our next Business Plan for the three years 2008-10, focusing in particular on:

- *what we can do to enhance CIH's influence on Government and on future policy*
- *what we need to do to equip the housing profession to meet the challenges we expect to emerge, and*
- *how we capture the knowledge and experience of our members to help shape this agenda.*

With a strong financial base, a growing membership and committed staff, CIH has a solid platform from which to grow and develop.



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**

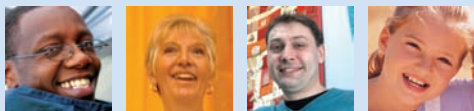


Lord Richard Best speaking at CIH's Presidential Dinner 07

"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

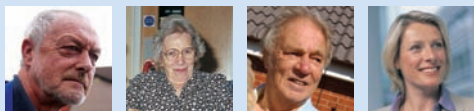
Chief Executive Sarah Webb supported the Government's Shared Equity Task Force, as an Advisory Panel Member, to look at ways to increase the number of households able to access home ownership through shared equity products, and to examine the case for Government intervention in this market. Following 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

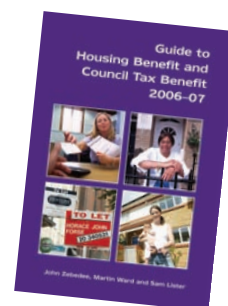
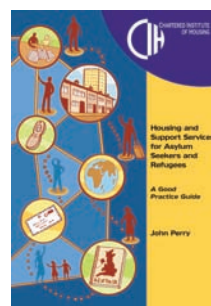


Course Leader Angus Kennedy speaks at a Sustainable Communities and Regeneration Masterclass

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.

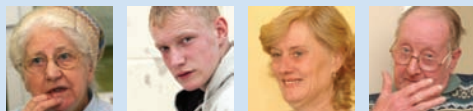
During 2006, CIH implemented our new corporate identity and service branding structure to support our business development. We continued to modernise our communications with improvements to our web site and other e-communications. We introduced new ways to engage with our members via the internet to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



David Butler
CIH Chief Executive



Sarah Webb
CIH Deputy Chief Executive



Membership Facts 2006

The CIH has 12 Branches in the UK. We also have a Branch in the Asian Pacific based in Hong Kong. Each English region is co-ordinated by a committee which is drawn from, and serves, local members. The committees are uniquely placed to deliver services on a local level that can fully respond to the needs of the membership base. In Northern Ireland, Scotland and Wales these functions are fulfilled by National Business Units established on 1 January 2006.

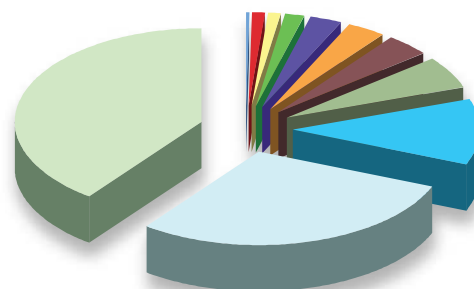
For members, getting involved in regional activities is an excellent way to find out more about national and regional policy issues, to network with key housing professionals in the region and access the wealth of knowledge and information that is available. Committees are involved in numerous activities, including:

- policy consultations on a regional and national level
- organising events, seminars and conferences
- working in partnership with other organisations to offer events and joint lobbying of local MPs
- promoting the work of the CIH
- promoting membership, particularly amongst those under-represented in the CIH
- promoting careers in housing
- establishing links with local universities and colleges
- producing newsletters and briefings
- providing a regional focus for Housing magazine
- working with senior officers within the area to promote networking opportunities

CIH Membership by Grade (End 2006)

Grade	2006	2005	% Change
Affiliate	1824	1817	0
Associate	140	179	-22
Corporate	5172	5127	1
Fellow	1892	1830	3
Honorary	50	50	0
Practitioner	3744	3642	3
Student	7063	6819	4
Total	19885	19464	2

CIH UK Members by Organisation Type (End March 2007)

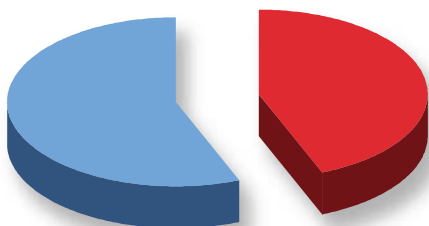


Type of Organisation	No of Members	Percent
Housing Associations	7242	39.8
Local Authorities	5262	28.9
Retired/not working	2094	11.5
Private Sector	1010	5.5
ALMOs	721	4.0
Voluntary Sector	628	3.4
Government & Regulation	458	2.5
Unknown	339	1.9
Other	188	1.0
Academic	183	1.0
Tenant Management Organisations	79	0.5
Total	18204	100.0

Members By National Business Unit Or Branch (End 2006)

National Business Units	Number of Members	
	2006	2005
CIH Cymru	892	875
CIH Northern Ireland	414	343
CIH Scotland	2142	2018
Branches	2006	2005
CIH East Midlands	1133	1110
CIH Eastern	1511	1437
CIH London	2529	2435
CIH West Midlands	1561	1495
CIH North East	919	845
CIH Yorkshire & Humberside	1218	1221
CIH North West	1906	1850
CIH South East	2162	2193
CIH South West	1509	1548
CIH Asian Pacific	1907	2000
CIH International	82	94
Total	19885	19464

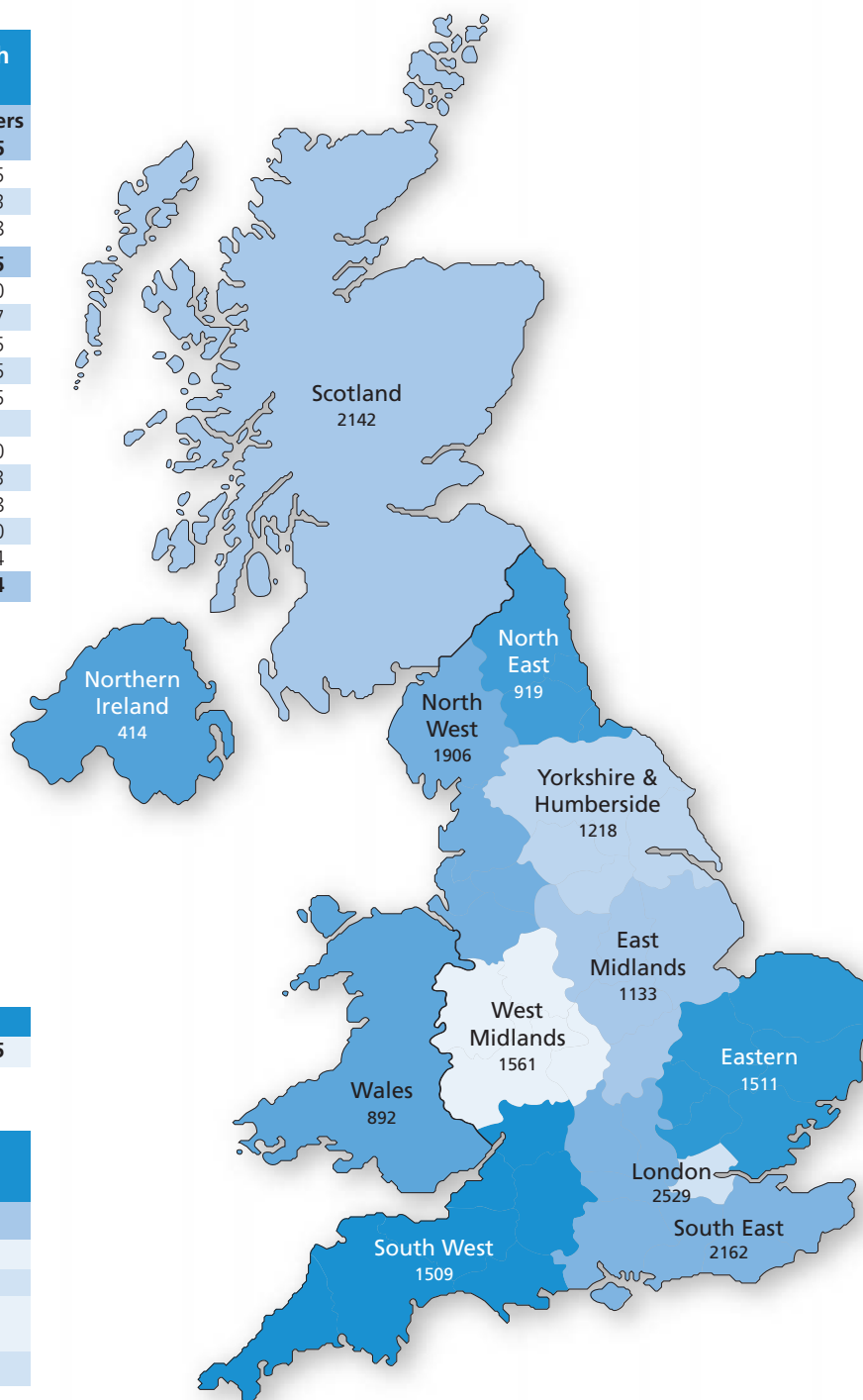
CIH Member Gender (End 2006)



	Female		Male		
Total	11197	56%	8688	44%	19885

CIH Black And Minority Ethnic Members Targets By Country (End 2006)

Country	Target	Actual
CIH Cymru	3-4%	3%
CIH England	11%	16%
CIH Northern Ireland	Different equality legislation applies in Northern Ireland	
CIH Scotland	3%	3%



UK CIH Membership by Ethnicity (End 2006)

Country	Black	Asian	Other	White	Unknown	Total
CIH Cymru	14	7	11	812	48	892
CIH England	1491	436	264	11240	1017	14448
CIH Northern Ireland	0	0	4	352	58	414
CIH Scotland	25	22	17	1914	164	2142
Total	1530	465	296	14318	1287	17896



Trustees' Financial Report

The trustees submit their summarised annual report and financial statements for the year ended 31 December 2006. The trustees have adopted the provisions of the 2005 Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" in preparing the annual report and financial statements of the charity. The accounts included in this report are in summary form and the independent auditors' report thereon is set out on page 23. The full annual accounts and reports, which were approved by the trustees on 27 April 2007 and were audited by independent auditors and contain an unqualified audit report can be obtained from CIH's offices.

Financial results

The results for the year show an increase in net worth of £681,145. This comprises net incoming resources of £47,449, net gains on investments of £482,324, and a gain on revaluation of the Institute's property of £198,354. In addition, a designated property fund was established in the year, of which £46,982 had been expended at 31 December 2006. Growth has continued to be achieved in all areas which deliver the Institute's charitable objectives, although this has been at a lower rate than in recent years. During the year the trustees agreed to broaden the services available under the Institute's umbrella, and agreed to develop a consultancy arm, which has commenced in 2007.

Investment policy and performance

The trustees' investment powers are governed by the Institute's charter and bye-laws. In accordance with these powers the trustees engage and instruct Charles Stanley & Company Limited as investment managers. In agreeing the Institute's investment strategy for 2006 the trustees sought to maintain interest and dividend income and capitalise on growth opportunities. Active investment

management and review, combined with the recovery of the market, led to a total return of over 13%. This met the trustees' objectives and compares favourably with appropriate benchmarks. Investment policy in 2006 encompassed the decision to invest in a consultancy company with the entire share capital of RDHS Limited being acquired in early 2007, and the company's name changed to ConsultCIH.

Risk management

The trustees examine and actively review the major strategic, business and operational risks which the charity faces. Systems and reporting procedures have been established to identify, assess and mitigate those risks. The planning of our investment approach remains the most significant element of our risk analysis, as is its impact upon the risk profile of the Institute as a whole. Of particular note in 2006 was the preparatory work for the creation of ConsultCIH. The trustees engaged the appropriate legal and investment advice in addition to their own business planning. In addition, the strategic and operational risks of expanding international membership, especially in China, ranked highly in the risk profile.

Reserves policy

In order to provide a sufficient level of reserves to cover for charitable expenditure and governance costs, the trustees have decided upon a baseline level of reserves of twelve months' worth of annual total resources expended, with an acceptable operating band of six months' worth of annual total resources expended. Budgets for the current and future years are geared towards the Institute continuing to operate within this band.



The net worth of the organisation is predominantly made up of unrestricted funds. The trustees have considered the requirement to maintain reserves at an appropriate level and are satisfied that the reserves at 31 December 2006 approximate to fourteen months worth of annual total resources expended.

TRUSTEES' FINANCIAL REPORT

Council's responsibilities

The Council members act as the trustees of the Institute and are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Institute and enable them to ensure that financial statements showing a true and fair view are prepared from those records. They are responsible for formulating suitable accounting policies and for applying them consistently and making judgements and estimates which are reasonable and prudent. The financial statements should be prepared on the going concern basis unless it is inappropriate to presume that the charity will continue in operation. The Council is also responsible for safeguarding the assets of the Institute and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Council meets a minimum of four times per year and determines the strategic course of the Institute. It monitors progress against its business plan, determining its constitutional, statutory and financial responsibilities.

Paul Diggory
Vice President
27 April 2007

INDEPENDENT AUDITORS' STATEMENT TO THE TRUSTEES

We have examined the summary financial statement of the Chartered Institute of Housing set out on pages 23 and 24.

Respective responsibilities of the trustees and auditors

The trustees are responsible for the preparation of the annual report and the summary financial statement.

Our responsibility is to report to you our opinion on the consistency of the summary financial statement within the Annual Report with the full annual accounts and the Trustees' Report. We also read the other information contained in the Annual Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement.

Basis of opinion

We conducted our work in accordance with Bulletin 1999/6 "The Auditors' Statement on the Summary Financial Statement" issued by the Auditing Practices Board for use in the United Kingdom.

Opinion

In our opinion the summary financial statement is consistent with the full annual accounts and the Trustees' Report of the Chartered Institute of Housing for the year ended 31 December 2006.

Saffery Champness
Chartered Accountants
Registered Auditors

London
27 April 2007

Summary Statement of Financial Activities

Year ended 31 December 2006

	Unrestricted Funds £	Restricted Funds £	Total Funds 2006 £	Total Funds 2005 £
Incoming resources from charitable activities:				
Subscriptions and fees	1,636,170	–	1,636,170	1,585,284
Publications	638,144	218,073	856,217	933,739
Education	1,032,056	17,835	1,049,891	908,335
Professional practice	460,153	81,899	542,052	560,081
Training and conferences	4,336,360	322,777	4,659,137	4,490,036
	8,102,883	640,584	8,743,467	8,477,475
Other incoming resources:				
Interest receivable	13,910	1,406	15,316	18,405
Investment income	363,037	–	363,037	317,591
Property income	30,267	–	30,267	31,059
Other income	78,854	14,000	92,854	106,256
	486,068	15,406	501,474	473,311
Total incoming resources	8,588,951	655,990	9,244,941	8,950,786
Resources expended				
Charitable activities	8,164,169	648,005	8,812,174	8,554,681
Governance costs	385,318	–	385,318	340,079
	8,549,487	648,005	9,197,492	8,894,760
Net incoming resources before property fund outgoings	39,464	7,985	47,449	56,026
Property fund outgoings	(46,982)	–	(46,982)	–
Other recognised gains				
Revaluation of property	198,354	–	198,354	190,659
Investments	482,324	–	482,324	473,340
	680,678	–	680,678	663,999
Net movement in funds	673,160	7,985	681,145	720,025
Balance brought forward at 1 January 2006	10,073,540	28,245	10,101,785	9,381,760
Balance carried forward at 31 December 2006	10,746,700	36,230	10,782,930	10,101,785

Balance Sheet 31 December 2006

	£	2006	£	2005	£
Fixed assets					
Tangible assets		4,089,018		4,015,816	
Investments		7,242,289		6,545,413	
		11,331,307		10,561,229	
Current assets					
Debtors	1,583,635		1,478,490		
Short term deposits and cash balances	288,830		337,292		
	1,872,465		1,815,782		
Creditors:					
Amounts falling due within one year	(2,420,842)		(2,275,226)		
Net current liabilities		(548,377)		(459,444)	
Net assets		10,782,930		10,101,785	
Unrestricted funds		10,746,700		10,073,540	
Restricted funds		36,230		28,245	
		10,782,930		10,101,785	

Approved by the Council on 27 April 2007



Steve Benson
Treasurer



Duncan Snook
Director of Finance and Corporate Services



Growing Abroad to Further Our Profession

Crossing Borders

The Chartered Institute of Housing (CIH) has been building links overseas for more than 40 years, and already has members in five continents and over 20 countries.

As an organisation CIH has strong links with the National Association of Housing and Redevelopment Officials (NAHRO) in the USA and the Canadian Housing and Renewal Association (CHRA), who have been our partners in the Tri-Country Conference since 1989. On the other side of the world CIH has supported the development of the housing profession in Australia and South Africa. Our charitable work too has helped develop links in places such as Nicaragua, Grenada and the many countries across Asia affected by the Boxing Day Tsunami in 2004. And the range of countries looking to develop links with CIH is growing. In the past year CIH have met representatives from countries as diverse as Botswana and Nigeria.

The majority of the CIH's members overseas are based in Hong Kong, where the CIH's Asian Pacific Branch celebrated its 40th anniversary in 2006. The success of the Branch is testament to the vision of CIH (then the Institute of Housing Managers) and the hard work over many years of our colleagues in the Asian Pacific. Their efforts are now paying dividends and opening doors in new regions like Taiwan and Macao, but especially China.

Links with some of the UK's closest neighbours in Europe are less developed, but here too change is taking place. A business delegation from Russia visited CIH in 2007 eager to learn from the UK's latest housing developments and the CIH's South East Branch is at the forefront of developing relationships with the European Union. Recent study trips have embraced Barcelona and Rotterdam and plans are underway to visit Berlin in 2007. CIH Scotland also has links with Pact Arim in France.



Driving Forces

In recent years interest in the CIH and in our experience of housing policy and management has been increasing worldwide. At the same time we recognise that the UK can learn much from the experiences of our international friends. In each case the driving force is the thirst for knowledge both to develop housing and regeneration policy on areas of common interest, and to support the work of housing professionals.

One particular issue which has been prominent in those discussions is about the creation of sustainable mixed communities, which was the main theme at last year's Tri-Country Conference in Edinburgh. Delegates in Canada and the USA face similar challenges and have much to share with the UK in this key area of housing policy.

Two other major policy issues affect communities and therefore housing professionals worldwide: the lack of decent affordable housing and environmental sustainability are shared problems which all of us are trying to grapple with in different ways.

CIH's status as an educational charity and an awarding body is an essential element of our overseas appeal, particularly as the lack of knowledge and skills in some countries is hindering the development of effective housing policy and practice. CIH accredits qualifications all over the world but few have been more significant in recent years than the first CIH accredited course in mainland China at Wuhan University in 2005.

In the UK, housing professionals operate within a well-defined and established code of professional conduct and professional practice and we have the benefit of a strong housing education system established over many years. In many countries this educational infrastructure and system of self-regulation is often still in development and for many of our international colleagues the CIH's strength in this area is of real interest in helping address the problems they face.



Responding Flexibly

In developing our international role we have recognised that many countries and organisations are at different stages in creating and supporting the work of housing professionals. For this reason CIH has, and is continuing, to provide help in a variety of ways. From its roots in Hong Kong the Asian Pacific Branch is now working successfully to support the development of housing management in Taiwan, Macau and China.

In Scotland, Northern Ireland and Wales we have created a new business model (National Business Units) offering greater ability to respond to devolved government and which is capable of working successfully in other countries.

Elsewhere CIH has provided help and advice to establish new organisations such as the Australasian Housing Institute and to support representative housing bodies in South Africa.

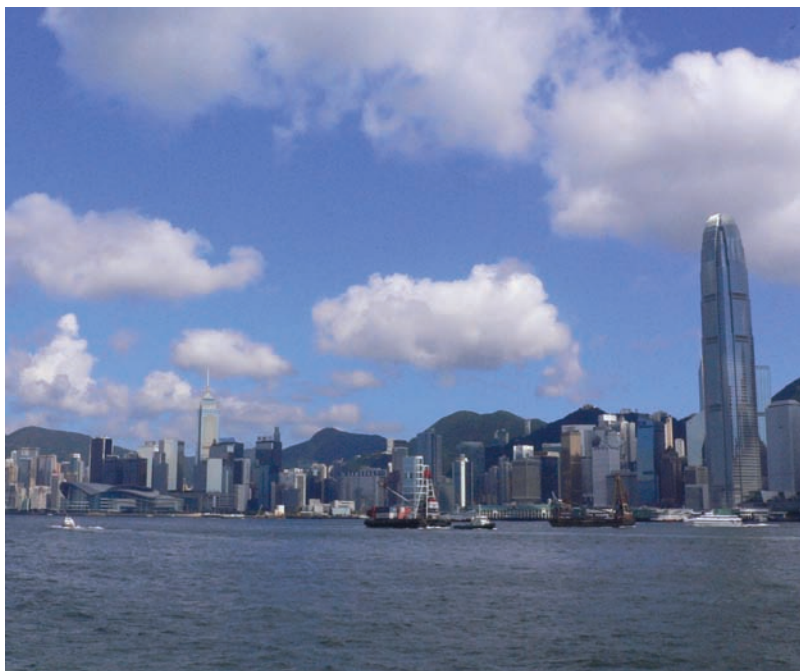
But in response to increasing enquiries from around the world particularly from people overseas who don't have the benefit of a

professional housing organisation, CIH has reviewed its services to existing and potential members overseas. From 1 January 2007 we introduced a new grade of International Member featuring an improved range of exclusive member benefits. The development of the Internet means CIH can now offer International Members a virtual meeting place with an opportunity to share knowledge and experiences. Our new service includes an e-newsletter 'Housing World', which includes features and news from the CIH and from international housing workers around the world.

CIH has recognised that in many countries, with low wages, membership fees can be a major barrier to joining a professional body. In response our new International Membership grade incorporates a flexible pricing policy to reflect local economies. CIH uses the World Bank Economic Index to ensure that fees are linked to the ability to pay.

International exchanges and visits will continue to be an important aspect of CIH's strategy. One of the many duties of a CIH Presidential Year is to act as an international ambassador for the CIH membership. For the first time, in 2006, CIH held a Council meeting in Hong Kong, which provided the opportunity for an international housing conference to further develop CIH's relationship with officials from the wider Asian Pacific. CIH also continues to host visits to the UK and provides subsidised prices for visitors to major events such as the CIH's Annual UK Conference and Exhibition. A significant international delegation now attends the conference, which has become a key component in the event's programme.

Looking to the future CIH will continue to respond flexibly to supporting the development of housing professionals. Our mission is to maximise the contribution that housing professionals make to the well being of communities – wherever they work. The effects of globalisation mean that countries have never been more inter-dependent and that people around the world are more connected to each other than ever before. In this context the creation of an international standard for the housing profession is a realistic and worthwhile goal.





HISTORY OF THE Chartered Institute of Housing



Our Purpose:

To promote the science and art of housing, its standards and ideals and the training and education of those engaged in the profession of housing practice.

The history of housing management, and the Chartered Institute of Housing, can be traced back to the stirrings of public conscience over poor housing conditions in the second half of the nineteenth century.

The report of the Royal Commission on the Housing of Working Classes in 1884-1885 detailed with shocking clarity the appalling conditions under which many citizens were forced to live. By the time the Royal Commission's report was published, reform was

well under way through the efforts of pioneers like Octavia Hill (1838-1912), the Victorian socialist, philanthropist and educationalist.

Octavia Hill recognised the need for improved housing for the poor and managed two small groups of dilapidated houses in Marylebone in 1865 and 1866. She initiated the profession of housing management and established a method of managing property let on weekly or short-term tenancies. The tenancies were based on the personal collection of rents by trained women housing managers, competent to deal with repairs, welfare issues and rent accounting.

This pioneering work was developed throughout the rest of her life and carried on by the Association of Women Housing Workers, which was founded in 1916, and changed its name to the Society of Housing Managers in 1948. Operating in tandem with the Society was the Institute of Housing, founded in 1931 by a group of local government officers from municipal housing departments in the West Midlands. The

Institute of Housing developed its own qualifying examination and published the first 'Housing' magazine in 1938. The Association of Women Housing Workers merged with the Institute of Housing on 24 February 1965, forming the Institute of Housing Managers, marking the start of the modern era for the organisation.

In 1974 the organisation was renamed the Institute of Housing to reflect the wider role being undertaken by housing professionals. The Institute received its Royal Charter in 1984 and reflected this in its name in 1994. In February 1999, the Chartered Institute of Housing (CIH) merged with the former Institute of Rent Officers and launched HouseMark Ltd – a benchmarking service now jointly owned with the National Housing Federation – later that year. On 2 January 2007, CIH established a new wholly-owned subsidiary, called ConsultCIH Ltd, to provide a new UK-wide housing and regeneration consultancy service to voluntary, public and private organisations involved in the development of successful communities.

As the CIH has evolved, so has its influence on housing policy and practice. In 1997 the Government implemented the CIH's idea to release capital receipts from council house sales, and our 1998 Report 'Council Housing – Financing the Future' paved the way for the introduction of the 'Decent Homes' standard. The CIH promoted the idea of 'local housing companies' which form the basis for most new organisations set up when housing is transferred out of council control. The CIH's lobbying helped councils gain the power to set up arm's length management organisations.

The CIH has continued to respond to the devolution agenda and diverging policy by firstly creating new boards as sub-committees of Council in Scotland, Northern Ireland and Wales, and more recently establishing National Business Units in each country from 1 January 2006.

The Chartered Institute of Housing's Annual Conference and Exhibition in Harrogate is the largest event of its kind in Europe. Speakers have included the Duke of Edinburgh, former Prime Minister Edward Heath and the Archbishop of Canterbury. A long list of post-war housing ministers who have addressed the annual conference began with Lewis Silkin in 1946.

CIH membership overseas grew steadily throughout the 1990s with significant growth in the Asian Pacific Region, which celebrated its 40th anniversary in 2006. Relationships with other professional bodies overseas have also strengthened in recent times. The CIH now enjoys close links with the National Association of Housing and Redevelopment Officials (NAHRO) in the USA and the Canadian Housing and Renewal Association (CHRA). The CIH has also established formal links with housing professionals in South Africa and in Australasia, where the CIH was represented at the inauguration of the Australasian Housing Institute. A new grade of international membership was introduced on 1 January 2007 to meet the growing interest in the housing profession worldwide.

Today, over 20,000 people are members of the CIH, working predominantly for local authorities, housing associations, Arms Length Management Organisations, the Rent Service, educational establishments, voluntary organisations and the private sector. Together we strive to adhere to our organisational values and achieve the highest standards of personal and professional conduct.



A new consultancy service for the
UK housing and regeneration sector

consult



peopleplacespolicypractice

ConsultCIH understands housing and regeneration. We know what makes successful and vibrant communities. We are working with some of the sector's most successful organisations. Our knowledge of policy and excellence means we can provide you with the latest solutions on the major issues. Our team is unique, experienced and supported by the professional body for housing - the Chartered Institute of Housing.

**For more information about
our wide range of consultancy
services contact:**

**ConsultCIH Ltd
Ash Hurst, 17 Duke Street,
Formby, Liverpool,
L37 4AN**

**T: 01704 831444
F: 01704 831539
E: info@consultcih.co.uk
W: www.consultcih.co.uk**

Our services

Recruitment
Organisational development
Governance
Interim management
Regeneration
Community consultation and
engagement
Asset management
Customer engagement
Recognition and rewards
Strategic review
Operational support

for professionals... by professionals