



Chartered Institute of Housing  
Annual Report and Accounts for 2011



Learn with us. Improve with us. Influence with us.

[www.cih.org](http://www.cih.org)



# Annual Report and Accounts for 2011

Welcome to CIH's Annual Report for 2011. The report sets out the achievements of the organisation over the past twelve months, and includes our Annual Accounts and Trustees' Report. I'm very pleased that CIH can report another successful year - both in terms of its charitable activities and its commercial services.

I'm delighted that the governance and membership reforms that we debated at length have come to pass. I'd like to pay tribute to the Council members who retired at the end of 2011, having steered CIH through unprecedented change for the organisation. Particular thanks to Helen Collins, who has shown leadership and drive in overseeing the transition as Chair of Council to Chair in the early months of the new Governing Board.

Sarah Webb's death in September was a huge loss to CIH and to housing. Sarah had transformed the organisation, and has left an extraordinary mark on the sector. Her life's work was making peoples' lives better, and we all feel proud to have worked with her, in her dream job.

Despite the impact on CIH, Trustees and the Executive Team and staff worked hard to ensure that we sustained momentum in the change programmes begun by Sarah. It is a credit to all that key milestones for the organisation - such as our new business partnership with Ocean Media Group, and our conference move from Harrogate to Manchester have remained on course. I'm delighted that during a difficult year, CIH's national profile has increased, and the range of partnerships and new business opportunities for the organisation has continued to grow.

Clearly the external world presents challenges for us all. However, I'm very confident that with an assured Governing Board, a far-reaching Corporate Plan and a dynamic new CEO, CIH is extremely well placed for the future.



**Yvonne Leishman**  
Deputy Chair of Governing  
Board



## Foreword

Welcome to CIH's Annual Report for 2011.  
What a year it has been.

Unprecedented volatility continues in the financial markets and the UK's economy remains decidedly flat. Housing has been the recipient of austerity rather than investment, and its impact is borne out in the continued drop in construction output, loss of skills from the sector and a crisis in supply. Levels of poverty are increasing, homelessness is rising and overcrowding is worsening.

However, there have been welcome institutional changes in England - the move towards self-financing for councils, planning and social housing reforms, and dramatic changes to the regulatory framework all present opportunities for the sector to build more homes, make better use of our existing stock and ensure the sector's performance is as good as it can be. Across the UK, devolved administrations have been upping their game to meet housing need - the Welsh Assembly Government has been working towards the introduction of the first housing bill for Wales - let's hope that a 'golden era' for housing in Wales is ahead. In Scotland and Northern Ireland, building new forms of social and affordable housing remain a priority - housing is genuinely reaping the rewards of devolution.



## "Housing must outperform in order to endure"

At UK government level, there's no doubt that housing has moved up the political agenda. The challenge is to keep it there and to ensure this leads to positive change for communities and households who are struggling with their housing costs and finding it increasingly difficult to access the homes they need.

One of CIH's primary roles is to present the facts and propose solutions - the Housing Report, first launched in 2011, has held government in England to account on its progress, and the figures speak for themselves. Our housing system is broken and needs to be fixed.

That remains our priority. As the professional body for housing, I'm proud of the work we have done in 2011 to use the collective skills and capacity of our members to help shape the big decisions taken by government - and in this report, you can see the impact we are having.

What's more, we are supporting the sector to implement change, even in the case of welfare reform, when we have questioned the policy goals. It is in the interests of households across the UK that we ensure a professional focus is brought to bear on implementation.

For CIH, it has been a year of highs and lows. We've got plenty to cheer about - a new Governing Board and Corporate Plan, continued success in our offer to organisations and many of our products and services are going from strength to strength.

Organisations continue to value professional development and our education offer is experiencing a number of areas of new growth. Our financial position overall is strong.

That said, we operate in a difficult trading environment. CIH has had year on year steady growth in membership, even through the early years of recession. This year we've seen a very modest reduction in membership - chiefly due to a dip in international members - however we are not complacent. Membership is central to our strategy for growth and we are investing in a new membership strategy for 2012 and beyond, so you'll see major changes to our offer and to how we recruit new professionals to CIH. Alongside growth in membership, we are prioritising the quality of our commercial offer - to ensure we can maximise the investment we make to professionalism. I'm very clear that CIH, like all other organisations, must make the changes it needs to ensure it provides cutting edge and quality services to the sector. We must broaden our horizons to ensure relevance across housing and be as efficient as possible. A challenge no doubt, but one that will ensure CIH is stronger in the future than ever.

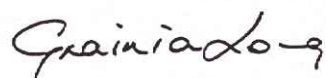
I'm delighted that our new Corporate Plan presents a clear statement of intent for the organisation's future.

- CIH's members are at the heart of the organisation, and we exist to empower them to be brilliant. Throughout 2011, we have been putting in place new approaches to ensure that our service to all customers is first class, and that work continues as we go forward

- The knowledge within our organisation is what makes CIH unique - we have been increasingly investing in our knowledge to ensure that across our policy, education and practice functions we are providing housing professionals with the information they need to effect change in their organisations and the communities they serve. We will be investing in research to better predict the future and set out the facts
- Housing must out-perform in order to endure - our work to equip individuals and organisations to improve has gone from strength to strength in 2011 and more and more organisations are working directly with our practice and consultancy services to ensure they are the best they can be

Trustees, staff, members of national boards and regional committees have each played their part in helping to sustain CIH's momentum during 2011. The best tribute we can pay to Sarah is to build on her success and ensure the values and exceptional standards she demanded of herself and others continue to endure.

I look forward to working with you in 2012 to realise CIH's enormous potential.



**Grainia Long**  
Chief Executive







*"All of the products and services we offer in Northern Ireland have been determined by the needs of housing professionals here. We have developed new courses aimed at guiding private landlords and tenants, at helping those who support homeless people, and at preparing our sector for the impending Welfare benefit changes. I firmly believe that, collectively, we make very real and valuable contributions to people's lives and circumstances"*

**Jim Dennison,  
Director of Northern Ireland**

## Learn with us

We exist to create extraordinary people through professional learning and continuous personal development. Highly skilled, qualified professionals allow housing organisations to deliver excellent services to their customers, making communities great.

Housing providers are keen to make sure that they maximise the benefit from their learning and development spend, and in 2011 we responded with a range of new products which aim to increase the positive impact on performance and meet the aspirations of individuals who want to develop their careers.

## Looking ahead

**Shaping the future by investing in our knowledge:  
Everything we learn, we teach**

With our new Corporate Plan, we'll continue to focus on the importance of learning. One of our key objectives is built around knowledge - and we're committed to improving our ability to predict and shape the future; ensuring that everything we learn, we teach; and improving connections to make the strongest case for housing.





A taste of what we achieved in 2011:

- **2,500 students** completed CIH accredited qualifications
- We increased the number of accredited centres - there are now **75 centres** delivering our qualifications
- We developed more than **10 new qualifications** for housing employees and residents
- We improved the format of many of our courses - all of our distance learning courses can now be delivered through **e-learning**, and we can now deliver all of our qualifications in-house
- Our first trainees graduated from the **Positive Action for Disability** scheme and four trainees secured permanent employment
- Our **Active Learning for Residents** programme helped 69 tenants engage more with their communities and gain a qualification at the same time - with 169 new students joining the scheme in 2011
- We recognised the importance of learning through experience, introducing the brand new **experiential route to direct final**
- We expanded the delivery of our qualifications on an **international level** - Guangzhou University in China is now delivering a new CIH course

*"In 2011 we undertook a major review of learning and development needs of the sector. This review informed our understanding of the requirements housing professionals. We have developed our Ofqual accredited awarding body work by redesigning our suite of housing qualifications to be more flexible, and also updated the learning outcomes to better meet the needs of our students"*

**Martin Winn,  
Director of Professional  
Development**





## YEAR OF PRACTICE

*From April 2012, we're  
focusing on helping housing  
professionals put new  
policies into practice while  
continuing to get the basics  
right. Visit  
[www.cih.org/yearofpractice](http://www.cih.org/yearofpractice)  
to find out more.*

## Improve with us

The work of CIH enables housing organisations to put policy into highly effective practice, through training, events, consultancy services, practice tools, and specialist teams that focus on specific areas of service delivery.

A taste of what we achieved in 2011:

- We championed the **Respect Charter** - and over 250 organisations signed up, demonstrating their commitment to tackling anti-social behaviour
- We launched our **Single Equality Scheme**, showing our commitment to championing equality and diversity in the sector
- Our new **Income and inclusion team** helped housing providers to measure the impact of changes to **housing benefit**
- Our new **Making best use of stock** team supported 120 housing providers to **tackle tenancy fraud**, at no cost to organisations as the team is funded by the Department for Communities and Local Government
- We delivered over 100 successful conferences and seminars, helping housing professionals to gain the **skills and knowledge** they need to do their jobs brilliantly
- We formed new strategic partnerships with two housing providers - North Lincolnshire Homes and South Cambridgeshire District Housing to help them deliver **excellent services to their communities**





- Our consultancy services helped over 50 organisations to **prepare for council housing finance reform**
- At the request of the Housing Minister, we developed the **Community Harm Statement**, to support organisations to tackle anti-social behaviour in their communities in England
- Over 4,000 housing professionals attended the **Housing 2011 conference** in Harrogate, improving their skills and knowledge and helping us to shape the sector's future
- We helped 16 local authorities **improve services for disabled people**
- We produced a **seminar series** to help professionals in Northern Ireland tackle difficult issues, such as the protection of vulnerable children and adults
- A new report on the i2i project, managed by CIH Cymru, showed that **2,581 job and training opportunities** have been created by housing organisations in Wales using the Can-Do Toolkit approach

## Looking ahead

### **Becoming the home of professional standards: By improving to become excellent**

Over the next three years, our work will centre around our objective of becoming the home of professional standards. We'll refresh our offer to organisations and ensure we're making best use of our national and local networks to build an even better CIH. We'll improve the work we do - so we can help to improve the professionalism and quality of services across the housing sector.

*"An effective and well functioning housing system is essential if we are to emerge from recession in the UK. We are working with, and on behalf of, housing professionals to demonstrate housing's economic value and our impact for communities"*

Grainia Long,  
Chief Executive





*"Housing touches everyone in one way or another and the scale of the challenge facing our broken housing system demands that we do everything we can to contribute to building a better system that meets the country's needs. I want to ensure that CIH does everything it can to support housing professionals in achieving this vision"*

Gavin Smart,  
Director of Policy and Practice

## Influence with us

Housing and the wider world is going through a period of unprecedented change. As the UK works its way through the longest economic slowdown since the Great Depression we have learnt to operate in an entirely new landscape of weak economic growth, coalition government, austerity and rapid policy change. Housing has not had an easy ride, but throughout 2011 our policy team has supported the housing profession as it engages with these challenges, by negotiating the detail of major new policies, raising the profile of the sector with government and the media, and bringing the front-line experience of our members to the table to shape the future of housing.

## Looking ahead

### **Supporting a new generation of housing services: By putting the customer at the heart of CIH**

The objectives we've set ourselves in our new Corporate Plan really bring the focus onto the needs of our customers - the foundations of CIH are rooted in helping those active in the housing sector, and over the next three years we'll be focusing on doing this more than ever before. We'll aim to create customised products and services to equip the sector for the future, provide great customer support and reward loyalty, and grow an even stronger network of housing professionals to help us shape the future of housing.





A taste of what we achieved in 2011:

- We **raised the profile of housing** with the media and general public - with interviews on the BBC 6 o'clock and 10 o'clock news, BBC Radio Wales, BBC Radio 5 Live and ITV London - and were mentioned in the media **over 3,000 times**
- We were at the forefront of campaigning for the extension of the Shared Accommodation Rate and other **housing benefit changes in Northern Ireland**
- We influenced for **better quality temporary accommodation in Scotland**, and produced good practice standards to guide housing providers to improve their services
- We met with the Housing Minister to discuss improving access to the housing market for first time buyers - our work culminated in the **launch of the FirstBuy scheme** in England
- We established the Housing Investment Think Tank in Northern Ireland to develop **innovation in the finance and delivery** of affordable housing
- We **successfully lobbied** to extend the minimum period for fixed term tenancies from 2 to 5 years in England
- We launched, with Shelter and the National Housing Federation, the first edition of the **Housing Report**, highlighting the extent of government progress in housing
- We introduced Northern Ireland's first Housing Pact, launched Housing Pact Cymru, and developed the second Housing Pact in England, setting out the **sector's priorities for the 12 months ahead**
- In Scotland we made the case for a different approach to the **Scottish Government's Social Housing Charter**
- We worked with the housing sector in England to develop a comprehensive response to government's proposals for **welfare reform**, using the experiences of housing professionals to illustrate our arguments and influence detailed Parliamentary debates on the subject
- We played an instrumental role in securing **self-financing for councils in England**, the product of five years' work
- In Scotland we **made the case for housing** by producing two key reports on housing's contribution to the economy and funding infrastructure, as well as producing "Our Asks for Housing" after the Scottish Parliamentary elections
- We were delighted to see a significant number of our Housing Pact Cymru asks reflected in the **Programme for Government** and our work with the Cross Party Housing Group helped deliver substantial additional **investment in housing in Wales**



# Our members

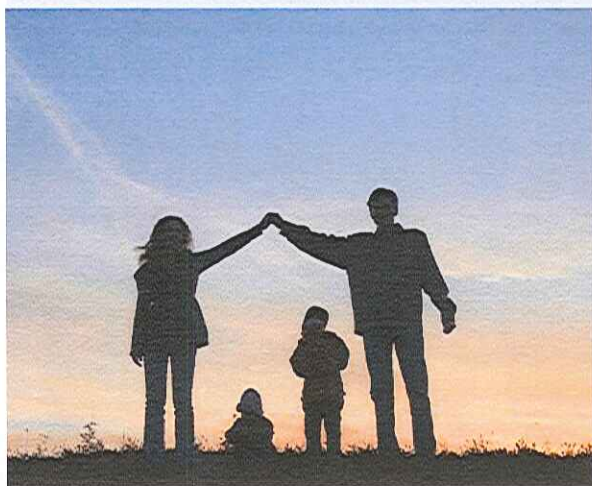
With more than 22,000 members worldwide, CIH remains in a strong position to support the sector in 2012.

We're proud to empower our members to be the best that they can be and we'll concentrate this year on improving our offer and relevance to the sector as a whole.

In 2011, although overall membership fell by less than 1%, membership numbers have increased in several regions, including Northern Ireland, Wales, Asia Pacific, and we've seen significant growth in the West Midlands.

We continue to have a diverse member profile with 56% of members being female and over 13% from BME groups.

Our members increasingly work for a diverse range of employers in the sector, with a growing number of members from private sector organisations including consultants, solicitors and financial institutions.



## CIH members by grade (end 2011)

Grade	Total 2011	Total 2010	% change
Chartered	14,329	14,303	0
Member	7,926	8,127	-2
<b>Total</b>	<b>22,255</b>	<b>22,430</b>	<b>-0.8</b>

## CIH UK members by organisation type (as at May 2012)

Organisation type	Total 2011	Percentage
Housing associations	9,253	46.1%
Local authorities	3,925	19.5%
Retired/unattached	3,375	16.8%
Private sector organisations	1,064	5.3%
ALMOs	868	4.3%
Voluntary organisations	960	4.8%
Other organisations	65	0.3%
Government and regulatory bodies	328	1.7%
Academic organisations	182	0.9%
Tenant management organisations	70	0.3%
<b>Total</b>	<b>20,090</b>	

## CIH members by gender

<b>Male</b>	9,806 (44%)	<b>Female</b>	12,449 (56%)
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CIH members by region (end 2011)			
National Business Unit	Total 2011	Total 2010	% change
Northern Ireland	507	541	-6
Scotland	2,629	2,764	-5
Wales	1,113	1,044	7
Region	Total 2011	Total 2010	% change
Asia Pacific	1,976	1,902	4
East Midlands	1,080	1,125	-4
Eastern	1,545	1,590	-3
International	165	218	-24
London	2,462	2,583	-5
North East	785	784	0
North West	2,204	2,115	4
South East	2,002	2,068	-3
South West	1,401	1,496	-6
West Midlands	1,919	1,639	17
Yorkshire & Humberside	2,467	2,561	-4
<b>Total</b>	<b>22,255</b>	<b>22,430</b>	<b>-1</b>

CIH UK members by known ethnicity									
Country	Asian	Black	Mixed	Other	Prefer not to say	Non-white	White	Unknown	% BME
England	439	1,425	190	172	46	2,226	10,896	2,697	17
Northern Ireland	2	0	2	1	0	5	481	21	1
Scotland	25	27	7	19	1	78	2,387	163	3
Wales	8	13	9	8	3	38	946	126	4
<b>Total</b>	<b>474</b>	<b>1,465</b>	<b>208</b>	<b>200</b>	<b>50</b>	<b>2,347</b>	<b>14,710</b>	<b>3,007</b>	<b>13.7</b>





# Trustees' report

Year ended 31 December 2011

The trustees submit their annual report and the audited consolidated financial statements for the year ended 31 December 2011. 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 consolidated financial statements of the charity. In addition, in setting the objectives, planning the activities, and reporting on the performance of the charity the trustees have given careful consideration to the Charity Commission guidance on public benefit. The accounts included in this report are in summary form and the independent auditors' report thereon is included on page 14. The full annual accounts and reports, which were approved by the trustees on 27 April 2012, audited by independent auditors and contain an unqualified audit report, can be obtained from CIH's offices.

## Status

CIH was granted its Royal Charter on 25 June 1984. The objects of CIH are 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. It is registered as a charity with the Charity Commission (registered no. 244067/R) and the Office of the Scottish Charity Regulator (registered no. SCO40324).

## Governance

CIH has undergone a major review of its governance arrangements and is implementing the recommendations during 2012. The membership approved the implementation of the new structure and a revised charter and bye laws at the AGM in June 2011. The revised charter and bye laws were subsequently approved by the Privy Council in December 2011.

One feature of the changes is the creation of a selected governing board of trustees, to replace the Council of trustees. By way of transition the number of trustees was reduced mid year and the new structure and charter and bye laws were fully adopted at an EGM in January 2012.

In October 2011 the CIH trustee recruitment panel selected the new Governing Board of trustees after an open recruitment process. Their appointments were approved at the EGM in January 2012 and they commenced their duties immediately.

Governance costs include expenditure relating to advice on and compliance with all regulatory and legal obligations, trustee and volunteer meetings, and the staff costs of the chief executive, company secretariat and support staff.

The Governing Board oversees the business of the main delegated boards for Learn, Improve and Influence, Audit





and Risk, the three devolved boards in Scotland, Wales and Northern Ireland, the nine regional boards in England and one in the Asian Pacific region. The trustees have previously been required to meet a minimum of four times per year; under the new charter and bye laws the minimum requirement is six times. A schedule of current trustees and those who have served terms of office during 2011/12 is included within this report.

#### **Financial summary**

In addition to the CIH's own activities these consolidated accounts include the following group companies: ConsultCIH Limited, a wholly owned subsidiary offering housing and management consultancy services, and HouseMark Limited, an associate company offering benchmarking and sector improvement services.

With continuing economic and financial uncertainty across the UK, and beyond, it was a challenging year for the group - as it was for our members, their organisations and those that benefit from the work of CIH.

A marked rise in accredited qualifications and a steady increase in membership income counteracted the pressure on other income lines. In the face of these pressures trustees are pleased to have maintained our investment in charitable activities at a level approaching

£11million. The consolidated financial statements, after charging all adjustments arising on consolidation, goodwill and losses in investment portfolio value show a net worth in excess of £9million.

In the face of property markets across the UK trustees have not carried out any upward revaluation of freehold and long leasehold property. In August 2011, CIH operations in Scotland moved to new fit for purpose premises which will enable us to improve our training and educational offer.

Budgets and future strategy are geared towards maximising the impact of our continuing investment in charitable activities while gaining efficiencies, pursuing opportunities to enhance income generation and improving cost control across all activities.

#### **Reserves policy**

The trustees' target level of reserves is that which is equivalent to twelve months worth of annual expenditure on charitable activities and governance costs. The trustees have considered the level of reserves on an individual charity and group basis. The level of reserves is currently on target on an individual charity basis, but below target on a group basis.





# Trustees' report

Year ended 31 December 2011

In the context of the economic downturn trustees do not seek to alter the policy or the target level of reserves but do consider that the current level is sufficient for the ongoing charitable activities of CIH.

## Investment strategy and performance

The trustees' investment powers are set out within the CIH's charter and bye laws. Accordingly trustees engage and instruct Charles Stanley and Company to manage the CIH investment portfolio. Charles Stanley and Company uses an independent screening and review agency which ensures that the requirements of the CIH Socially and Environmentally Responsible Investment Policy are upheld.

In 2011 our investment strategy was to maintain our interest and dividend income while also exploiting any opportunities for capital growth. As a result the CIH portfolio was defensively positioned. In what was an extremely difficult and unsettled year investor sentiment swung significantly as markets became unpredictable and volatile in the face of further UK, European and global economic setbacks. In this troubled environment the portfolio performed favourably against appropriate benchmarks with an income return of 5.6% against the FTSE income index

of 3.1%. The fall in market values, though stemmed by our defensive position led to a negative capital return of 2.8%, which, though favourable when compared to the market downturn of 5.5%, contributed to net losses at the end of the year of £136,000.

Also, in a planned move, funds were realised from the portfolio to finance the development of a new website and CRM database to enhance and improve our service provision.

## Risk management

The trustees examine and actively review the major strategic, business and operational risks that CIH faces. Reporting and review procedures are designed to identify, assess and mitigate those risks. The major risk areas included the management of risk in the CIH investment portfolio, and trustees led an ongoing review of existing and future budget strategy in order to increase CIH's resilience to external economic and market impacts. On the policy agenda early engagement with a myriad of issues within broader housing reforms such as housing benefit HRA reform ensured appropriate response and sector leadership. In addition the trustees identified and managed the risks of fundamental and open reviews of governance and membership routes.





The trustees recognise the risk of operating in changeable markets, particularly in the area of housing consultancy and continue to actively support this offer for the benefit of the sector through ConsultCIH Limited.

### **Leadership**

In what was a devastating loss to the housing world CIH experienced the death of its Chief Executive, Sarah Webb in September 2011. Any organisation and its people would find it a challenge to cope with the loss of such an inspirational figure and CIH was no exception. Trustees took steps to ensure continuity of leadership and interim measures were implemented to enable CIH to move forward. Grainia Long assumed interim Chief Executive duties from September 2011 and following an open recruitment process was appointed on a permanent basis in February 2012.

As President, Professor Paddy Gray was Chair of Trustees until his term of office ceased in June 2011. From that date Helen Collins succeeded as both Chair and President and then from January 2012 she served as Chair of the new Governing Board.

Helen Collins, Kate Davies, Yvonne Leishman and Jim Strang all served as trustees on the former Council and on the Governing Board. Helen Collins stood down from the board in April 2012 and handed over responsibilities to Yvonne Leishman, as Deputy Chair.

Robin Lawler was elected President in January 2012 and Paul Tennant was elected Vice President in February 2012. With effect from January 2012 the roles of President and Vice President are no longer trustee roles.

### **Business planning**

During 2011 resources were geared to the delivery of five key corporate objectives.

- Shaping housing and community agendas
- Equipping the profession for today and tomorrow
- Delivering excellence for all our customers
- Striving to be world class
- Uniting a global housing community

The trustees have assessed performance against the objectives within the published business plan and have found that the objectives were substantially met.





# Trustees' report

Year ended 31 December 2011

The Corporate Plan for 2012 to 2015 is driven by our charitable objectives and reinforces our purpose; to maximise the contribution that housing professionals make to the wellbeing of communities.

There are three main objectives within the plan:

- Supporting a new generation of housing services: by putting the customer at the heart of CIH
- Shaping the future: by investing in our knowledge – everything we learn, we teach
- Becoming the home of professional standards: by improving to become excellent

From early 2012 resources and operational plans have been geared towards delivery of the objectives within the Corporate Plan.

## Significant projects

2011 saw us near the completion of phase one of a major business transformation project which involved the development of a new corporate website with an integrated CRM database. All costs relating to this project have been capitalised. In deciding to capitalise these costs trustees have considered the future economic benefits and the enhancement of

services in fulfilment of the charity's objectives. The new website and CRM became operational in 2012.

## Trustees' responsibilities

The trustees of CIH are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time CIH's financial position and enable them to ensure that consolidated 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 consolidated financial statements should be prepared on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are also responsible for safeguarding CIH's assets and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The trustees are responsible for the accuracy and integrity of financial and corporate information which is published, for example, on the charity's website and due recognition is made of legislation appropriate to such publication wherever it is made.





Trustees determine the strategic course of the Institute and monitor progress against corporate plans and review its constitutional, statutory and financial responsibilities. There is a programme of induction, mentoring and training for trustees.

A handwritten signature in black ink, appearing to read 'Yvonne Leishman'.

**Yvonne Leishman**  
Deputy Chair of Governing Board  
27 April 2012





# Independent auditors' statement to the trustees

We have examined the summary consolidated financial statement of the Chartered Institute of Housing set out below.

Our audit work has been undertaken so that we might state to the trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for our audit work, for this report, or for the opinions we have formed.

## **Respective responsibilities of the trustees and auditors**

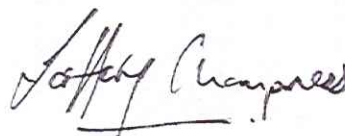
The trustees are responsible for the preparation of the annual report and the summary consolidated financial statement. Our responsibility is to report to you our opinion on the consistency of the summary consolidated financial statement within the Annual Report with the full annual accounts and the 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 consolidated financial statement.

## **Basis of opinion**

We conducted our work in accordance with Bulletin 2008/3 "The Auditors' Statement on the Summary Financial Statement" issued by the Auditing Practices Board for use in the United Kingdom. Our report on CIH's full annual consolidated financial statements describes the basis of our audit opinion on those consolidated financial statements.

## **Opinion**

In our opinion the summary consolidated financial statement is consistent with the full annual consolidated financial statements and the Trustees' Report of the Chartered Institute of Housing for the year ended 31 December 2011.



## **Saffery Champness**

Chartered Accountants

Statutory Auditors

Eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

London

27 April 2012



# Trustees 2011/2012

## The following served as trustees of CIH during 2011/12:

		Ceased office
Christine Ashton	Managing Director East Midlands Housing	January 2012
Kellie Beirne	Chief Officer, Regeneration and Culture Monmouthshire County Council	June 2011
Alison Breese	Retired Director of Operations Gallions Housing Association	June 2011
Terry Coates	Public Housing Benefit Manager Northern Ireland Housing Executive	January 2012
Helen Collins*	Group Executive Director Bromford Housing Group	January 2012
Kate Davies*	Chief Executive Notting Hill Housing Trust	January 2012
Paul Diggory	Chief Executive North Wales Housing Association	January 2012
Julie Fadden	Chief Executive South Liverpool Housing	January 2012
Howard Farrand	Retired Group Chief Executive West Mercia Housing Group	June 2011
Ann Gallagher	Quality and Performance Manager Habinteg Housing Association (Ulster)	January 2012
Tracy Gaughan	Regional Operations Manager Habinteg Housing Association	January 2012
Charlotte Graves	Chief Executive Hackney Homes	November 2011
Paddy Gray	Professor of Housing University of Ulster	January 2012
Robin Lawler	Chief Executive Northwards Housing	January 2012
Yvonne Leishman*	Managing Director The Community Housing Group	January 2012
Sue Lock	Chief Executive Wulvern Housing Association	June 2011
Catherine Lowe	Former Head of Homelessness Partnership Glasgow City Council	June 2011
Tom Manion	Chief Executive Irwell Valley Housing Association	January 2012
Darshan Matheroo	Head of Regulation Welsh Assembly Government	January 2012
Graham Maunders	Managing Director Graham Maunders Associates	January 2012
David McCallum	Director of Operations Northern Ireland Co-ownership Housing Association	April 2011
Colin McDonald	Corporate Housing Strategic Manager South Somerset District Council	January 2012

## Ceased office

John Morris	Director JM Housing network	January 2012
Jane Mudd	Senior Lecturer in Housing University of Wales Institute	January 2012
Hazel Neilson	Policy Manager Twin Valley Homes	January 2012
Cath Purdy	Chief Executive Housing Hartlepool	June 2011
Paul Roberts	Chief Executive Newydd Housing Association	June 2011
Tony Ruddy	Chief Executive Ark Housing Association	January 2012
Graham Scanlon	Business Development Director Frank Haslam Milan and Co	January 2012
Helen Scurr	Managing Director HS Housing Consultancy	June 2011
Jim Strang*	Chief Executive Parkhead Housing Association	January 2012
Karl Tupling	Head of Strategy, Programme and Performance Homes and Communities Agency (North)	June 2011
Helen Wordsworth	Service Director Strategic Partnerships Wakefield and District Housing	June 2011

## The following trustees were appointed to the governing board in January 2012:

Karen Armitage	Chief Executive, Stafford and Rural Homes
Richard Blakeway	Mayoral Advisor on Housing, Greater London Authority
Helen Collins (ceased office April 2012)	Group Executive Director, Bromford Group
David Cowans	Group Chief Executive, Places for People Group
Kate Davies	Chief Executive, Notting Hill Housing Group
Elaine Elkington	Strategic Director (Homes and Neighbourhoods), Birmingham City Council
Alison Inman	Chair, Colchester Borough Homes
Yvonne Leishman	Managing Director, The Community Housing Group
Mike Owen	Chief Executive, Merthyr Valleys Homes
Jim Strang	Chief Executive, Parkhead Housing Association
Steve Trusler	National Strategy Director, Wates Living Space

\*served as trustees until January 2011 and then reappointed



# Statement of accounts

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES YEAR ENDED 31 DECEMBER 2011

	Unrestricted funds £000	Restricted funds £000	Total funds 2011 £000	Total funds 2010 £000
<b>Incoming resources from charitable activities</b>				
Subscriptions and fees	2,043	-	2,043	1,926
Publications	777	13	790	612
Education	1,583	16	1,599	1,357
Professional practice	616	499	1,115	1,055
Training and conferences	4,244	991	5,235	5,826
	9,263	1,519	10,782	10,776
<b>Incoming resources from activities to generate funds</b>				
Trading income	1,101	-	1,101	990
<b>Other incoming resources</b>				
Interest receivable	1	-	1	-
Investment income	266	-	266	264
Property income	49	-	49	40
Other income	13	-	13	16
	329	-	329	320
<b>Total incoming resources</b>	<b>10,693</b>	<b>1,519</b>	<b>12,212</b>	<b>12,086</b>
<b>Resources expended</b>				
Charitable activities	9,033	1,516	10,549	10,766
Governance costs	623	-	623	598
	9,656	1,516	11,172	11,364
<b>Cost of activities to generate funds</b>				
Trading expenses	1,200	-	1,200	1,106
<b>Total resources expended</b>	<b>10,865</b>	<b>1,516</b>	<b>12,372</b>	<b>12,470</b>
<b>Net (outgoing)/incoming resources</b>	<b>(163)</b>	<b>3</b>	<b>(160)</b>	<b>(384)</b>
Property fund outgoings	-	-	-	(27)
Net interest in associate's results	1	-	1	103
Amortisation of goodwill on consolidation	(72)	-	(72)	(72)
<b>Other recognised gains and losses</b>				
Quoted investments	(136)	-	(136)	160
Property valuation	-	-	-	247
	(207)	-	(207)	411
<b>Net movement in funds</b>	<b>(370)</b>	<b>3</b>	<b>(367)</b>	<b>27</b>
Balance brought forward	9,605	59	9,664	9,637
<b>Balance carried forward at 31 December 2011</b>	<b>9,235</b>	<b>62</b>	<b>9,297</b>	<b>9,664</b>



# Statement of accounts

BALANCE SHEETS 31 DECEMBER 2011

	Group 2011 £000	Group 2010 £000	Charity 2011 £000	Charity 2010 £000
<b>Fixed assets</b>				
Intangible assets	356	428	-	-
Tangible assets	5,503	4,320	5,486	4,295
Investments	3,922	5,487	5,685	7,251
	9,781	10,235	11,171	11,546
<b>Current assets</b>				
Work in progress	249	80	11	16
Debtors	2,049	1,738	1,866	1,653
Cash at bank	108	264	79	264
	2,406	2,082	1,956	1,933
<b>Current liabilities</b>				
Creditors falling due within one year	2,890	2,653	2,660	2,398
<b>Net current liabilities</b>	(484)	(571)	(704)	(465)
<b>Total assets less current liabilities</b>	9,297	9,664	10,467	11,081
	9,297	9,664	10,467	11,081
<b>Unrestricted funds</b>	9,235	9,605	10,405	11,022
<b>Restricted funds</b>	62	59	62	59
	9,297	9,664	10,467	11,081

Approved by the Governing Board on 27 April 2012



**Yvonne Leishman**  
Deputy Chair of Governing Board



**Duncan Snook**  
Director of Finance and Corporate Services



*"Now is the time for the housing sector to re-examine some key assumptions about the purpose and function of our offer. The widespread changes to the housing industry won't let us continue to do what we did before and this has to be the start of a decade of sector-led solutions."*

Grainia Long  
Chief Executive

## Committed to **reform**

In April 2012, we published a new Corporate Plan detailing CIH's vision for development - with a strong focus on sector-led improvement - over the next three years.

There is a lot to be fixed in housing. The current crisis is being fuelled by continuing economic uncertainty, a contracting public sector as well as job losses in the private and public professions – all of these factors mean that there has never been a more important time for housing professionals to be brilliant.

Our Corporate Plan places members and customers at the heart of everything we do; it strengthens our investment in the quality and impact of our knowledge - in the interests of professionals; and it will ensure an unprecedented focus on supporting and challenging professionals to continue to improve standards across the sector.

### Key **objectives**

**Supporting a new generation of housing services:**  
By putting the customer at the heart of CIH

**Shaping the future by investing in our knowledge:**  
Everything we learn, we teach

**Becoming the home of professional standards:**  
By improving to become excellent

You can download the Corporate Plan from  
[www.cih.org/corporateplan](http://www.cih.org/corporateplan)



# How you can **contact us**



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## About CIH

Our purpose is simple - we want to transform lives by giving everyone working in housing the advice, tools and knowledge they need to be brilliant, and we want everyone to have a decent, affordable home in a thriving, safe community.

As the professional body for housing it is our job to help housing professionals be fantastic. CIH was formed in 1916 and for nearly 100 years our purpose and the passion that drives it has remained constant and true.

CIH is a registered charity and not-for-profit organisation. This means that the money we make is put back into the organisation and funds the activities we carry out to support housing work - last year we reinvested £11 million into the sector.

We are a membership organisation with a diverse and growing membership of over 22,000 people who work in both the public and private sectors, in 20 countries on five continents across the world. To find out more about CIH or to become a member visit [www.cih.org](http://www.cih.org)

### **Chartered Institute of Housing**

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