



Chartered  
Institute of  
Housing

# CORPORATE PLAN 2021-2024

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

## Our mission

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

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## Our goals for the next three years are to:

- Be a successful, sustainable and well respected organisation
- Be a first choice, member driven organisation, responsive to the profession
- Provide relevant, current professional development for a world class housing profession
- Be the leading voice for the housing profession across the UK

# Our goals

## 1

### Be a successful, sustainable and well respected organisation

#### Objectives:

- Establish a future-focused business model which achieves and maintains financial and environmental sustainability
- Ensure continuous improvement in infrastructure maximising opportunities to exploit new technologies and innovation
- Develop a future-focused governance function which provides constructive challenge
- Commit to being a diverse and inclusive organisation that reflects the housing sector and the communities it represents
- Become a dynamic, market leading employer of choice

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#### We will do this by:

- Achieving a balance between delivery of current priorities and investment in new activities
- Working towards becoming environmentally sustainable and carbon neutral in delivering our services
- Transforming and enhancing our digital presence
- Ensuring our board members have the skills and support they need to set strategic direction and manage strategic and operational risk
- Increase the diversity of our governance and boards structure
- Empowering the Equality, Diversity and Inclusion group to drive positive change within CIH
- Recognising and attracting high performing people who understand and can contribute to our purpose and values
- Embedding excellent internal and external customer care across CIH

# 2

## Be a first choice, member driven organisation, responsive to the profession

### Objectives:

- Engage with, listen to and respond to our members
- Provide a compelling range of member benefits to ensure continued membership growth
- Develop partnerships to enhance and expand the member offer
- Create opportunities for people who work in housing to be recognised as professionals and be valued for their knowledge, skills and behaviours
- Offer a standardised, stable and sustainable international member offer

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### We will do this by:

- Being agile in responding to our members' needs and understand what they need from us in different or challenging operating environments
- Achieving a more diverse membership footprint
- Engaging members and customers with agile, innovative and relevant products and services
- Developing and embedding a dynamic continuing professional development offer
- Collaborating with organisations that share our goals to enhance the member offer
- Demonstrating the value of professionalism for both individuals and employers to raise the profile and status of the housing profession
- Creating a housing profession that can be sustained in the face of an ever-changing, political, economic, social and technological landscape

# 3

## Provide relevant, current professional development for a world class housing profession

### Objectives:

- Establish a professional development strategy which encourages and supports personal and professional aspirations
- Be the recognised leader in developing, upholding and assuring standards and practice for the housing profession
- Offer leading educational products and services which prepare the housing sector for the future
- Maximise opportunities to align our offer and gain/retain external recognition

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### We will do this by:

- Setting and maintaining the benchmark for professional development across the sector
- Creating a professional development framework to provide a route map through all products and services
- Offering high quality development activities which reflect the ever-changing political, economic, social and technological landscape and enable career development and progression
- Setting and maintaining the benchmark for professional standards in housing, ensuring routes to chartered membership are valid and reflect current practice
- Developing and promoting products that meet the needs of professionals across the UK and internationally
- Exploiting new technologies to support our product offer and enhance our delivery opportunities
- Ensuring our regulated offer remains nationally recognised, compliant and fit for purpose

# 4

## Be the leading voice for the housing profession across the UK

### Objectives:

- Use our public voice, influence and reputation to effect positive change in housing
- Build effective public affairs engagement
- Provide a relevant, distinctive, well understood and supported policy platform in all four nations
- Promote the role and value of our members within and as representatives of the housing profession
- Become the leading source for good practice advice
- Deliver a successful and growing high quality events offer

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### We will do this by:

- Developing a stakeholder engagement strategy to appropriately target our work and make the case for housing across all four constituents parts of the UK
- Undertaking research on key aspects of policy and disseminating findings to contribute to national influencing work
- Creating effective, trusted relationships with key political stakeholders, regulators, media outlets and other external influencers
- Increasing the member voice in our externally facing work drawing on the views and experience of our members to shape the debate and the future of housing policy
- Making the case for the importance of housing professionals and their work in policy design and operational delivery
- Targeting our policy and engagement work to provide relevant, influential and opinion shaping thought leadership to realise positive change in the housing sector
- Identifying and working with partners who enhance our offer and provide added value to the housing sector



## Our commitment

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

