Chartered Institute of Housing

Director of Membership and Professional Development Candidate Information Pack

Shaping the future of housing professionalism

Lead one of the most influential professional bodies in housing, both in the UK and internationally, and help ensure the sector has the skills, standards and leadership needed for the future.



Welcome from the CEO

Thank you for your interest in joining the Chartered Institute of Housing (CIH).

Housing has never been more important. Across the UK and internationally, housing organisations are responding to increasing demand, rising expectations from residents, regulatory change, workforce challenges and significant opportunities for investment and growth.

As the professional body for housing, CIH has a unique role to play in supporting the people and organisations that will shape the future of our sector.

Over recent years, we have strengthened our organisation, modernised the way we work and sharpened our focus on delivering value for our members, customers and partners. Our Governing Board has recognised the progress we have made and has confidence in our direction of travel.

Our challenge now is not simply to build on that success, but to be more ambitious about what comes next.

As we look beyond 2030, we want CIH to play an even greater role in shaping housing professionalism, supporting workforce development and helping organisations navigate the opportunities and challenges ahead. We want to be the professional home for everyone working in housing and the leading voice on professionalism, standards and learning.

The Director of Membership and Professional Development will be central to that ambition. This is an opportunity to influence an entire profession through leadership of our membership offer, learning and qualifications portfolio, professional standards work and employer engagement activity.

If you share our passion for professionalism, leadership and positive social impact, and want to contribute to the running of a significantly successful charity, we would be delighted to hear from you.





Gavin Smart
Chief Executive

The Opportunity

Housing is changing rapidly.

Expectations from residents are rising. Professional standards are evolving. Employers are investing more heavily in workforce development, leadership and organisational capability than ever before.

At the same time, housing professionals are being asked to navigate increasingly complex social, economic and regulatory challenges.

As the professional body for housing, CIH is uniquely positioned to support this transformation.

As our Director of Membership and Professional Development, you will:

- Shape the future of housing professionalism
- Lead our membership, learning and development offer
- Drive the growth of the Housing Academy
- Support the implementation of professional standards
- Strengthen partnerships with employers and sector leaders
- Contribute to the long-term sustainability and success of CIH.

This is a rare opportunity to combine strategic leadership, commercial responsibility and sector-wide influence in a role that directly impacts both people and communities.



About CIH

Supporting housing professionals for more than a century

CIH is the professional body for people who work in housing.

Founded in 1916 and granted a Royal Charter in 1984, we have spent more than 110 years supporting housing professionals to make a positive difference to people's lives.

While the housing sector has evolved significantly over that time, our purpose has remained constant: to inspire, equip and support housing professionals to create a future in which everyone has a place to call home.

We exist for our members, helping them develop the knowledge, skills, confidence and professional standing needed to deliver excellent services and shape thriving communities.

We are a leading provider of training, qualifications and professional development, supporting both individuals and organisations to build the capability and expertise needed to meet the challenges and opportunities facing housing today and in the future.

We are the home of professional standards in housing, championing professionalism, sharing best practice and helping to raise standards across the sector.

We are also the public voice of housing, drawing on the insight, expertise and experience of our members to influence debate, inform policy and support better outcomes for residents and communities.

Today, our diverse and growing membership spans both the public and private sectors, with members working in more than 20 countries across five continents. Through our work, we connect professionals, organisations and partners who share a commitment to improving housing outcomes.

As a registered charity and not-for-profit organisation, every pound we generate is reinvested in supporting the sector. Last year alone, we reinvested £10.5 million in activities that support housing professionals, organisations and communities.

With more than 125 colleagues across the UK and Republic of Ireland, we combine national and international reach, professional expertise and a shared commitment to helping housing professionals succeed.

CIH at a glance

- Founded in 1916
- Royal Charter granted in 1984
- 125 colleagues across the UK and Republic of Ireland
- Members working in 20+ countries across five continents
- Leading provider of training, qualifications and professional development
- £10.5 million reinvested in supporting the sector last year
- A registered charity and not-for-profit organisation



The home of professional standards in housing

Our Strategy and Ambition

We have built strong foundations.

Our focus now is on how we maximise our impact and influence over the next decade.

We want CIH to be:

- The professional body every housing professional wants to belong to
- The leading voice on housing professionalism
- The partner of choice for employers investing in their workforce
- A trusted source of learning, development and qualifications
- An organisation that helps shape a confident, competent and future-ready housing profession.

The Director of Membership and Professional Development will play a key role in delivering this ambition.



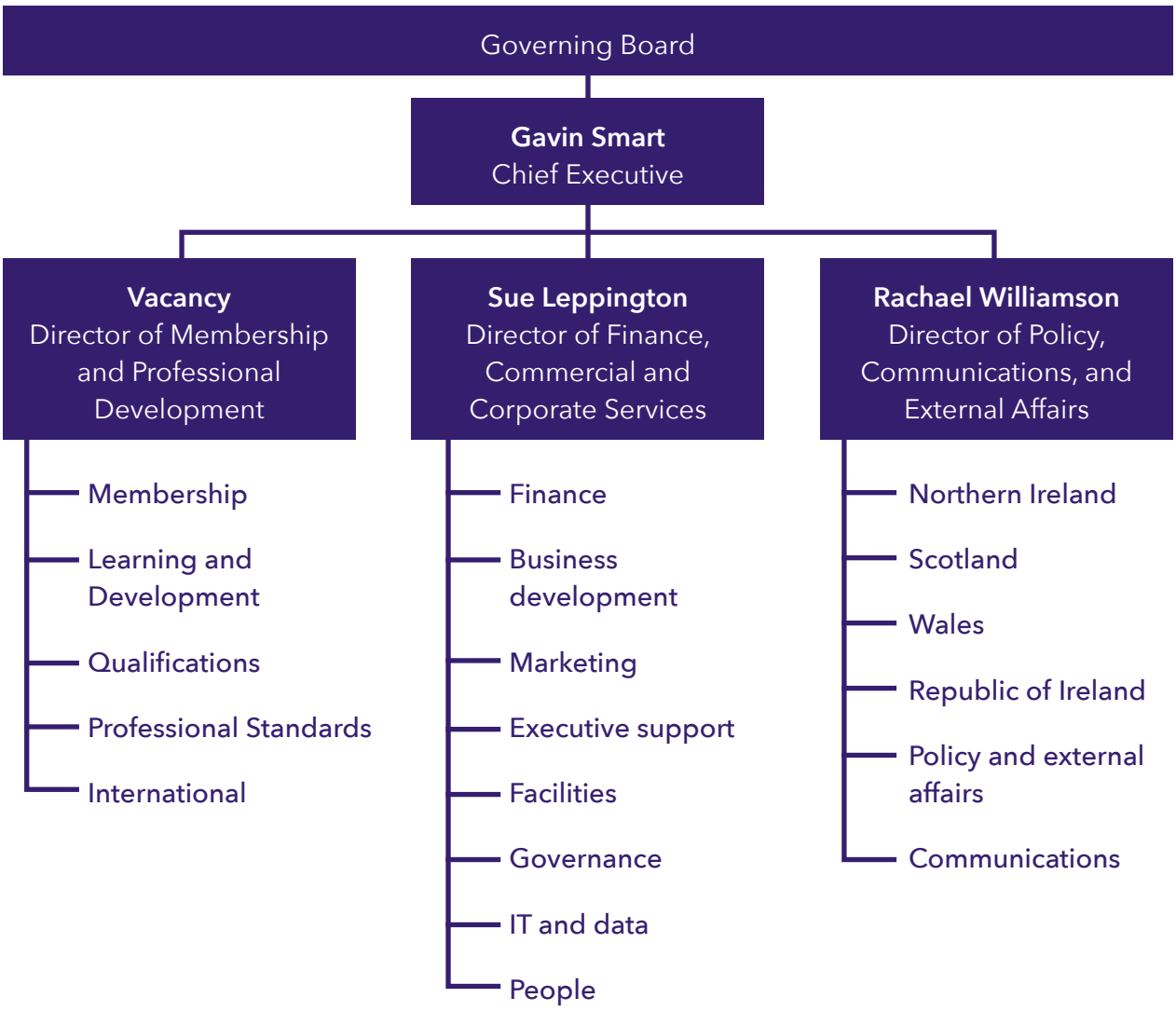
Working with the Executive Team

As a member of the Executive Team, you will play a key role in shaping the future direction of CIH.

You will contribute to:

- Strategic leadership and organisational performance
- Financial sustainability and growth
- Innovation and service development
- Organisational culture and capability
- External influence and stakeholder relationships
- Governance, risk management and accountability.

You will work closely with the Chief Executive, Executive Team, Governing Board and International Boards to ensure CIH remains a strong, trusted and influential organisation.



The Membership and Professional Development Directorate

The Membership and Professional Development Directorate sits at the heart of CIH's mission and long-term sustainability.

The team is responsible for delivering value to members, supporting professional excellence and generating income that enables CIH to invest in its wider purpose.

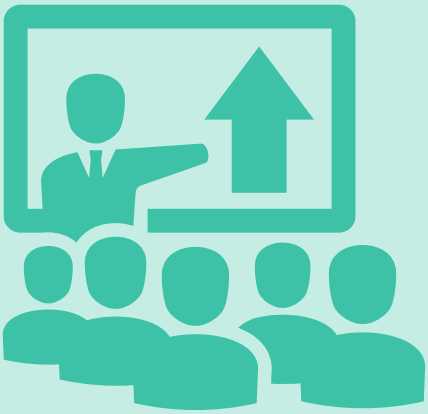
The directorate brings together:



Membership



Qualifications



Learning and Development



Professional Standards

About You

We are looking for an accomplished leader who can combine strategic thinking, commercial acumen and sector influence with a genuine commitment to professional excellence and public impact.

You'll bring:

Strategic leadership	Experience of leading large-scale services, programmes or business areas through periods of change.
Membership, learning or professional services expertise	An understanding of how organisations create value for members, learners, customers or professional communities.
Commercial acumen	Experience of delivering sustainable income growth and managing significant budgets.
People leadership	A track record of developing high-performing teams and creating positive organisational cultures.
Influence	The ability to build relationships with senior stakeholders and represent an organisation with confidence and credibility.
Commitment to our purpose	An appreciation of the power of professionalism to improve outcomes for people and communities.

What Success Looks Like

In your first 18 months you will:

- Deliver a clear membership growth strategy
- Strengthen member engagement and retention
- Deliver a commercially sustainable events strategy
- Expand the reach and impact of the Housing Academy
- Grow learning and development activity
- Further embed professional standards across the sector
- Support sustainable income growth
- Develop a high-performing and engaged directorate.

This role combines strategic leadership, commercial responsibility and sector influence.

Why Join CIH?

This is an exciting moment for both CIH and the housing sector.

You will join an organisation that:

- Has a clear purpose
- Is financially strong
- Has an ambitious Board and Executive Team
- Is investing in innovation and growth
- Has significant influence across the sector
- Is committed to supporting colleagues to thrive.

Most importantly, you will have the opportunity to make a lasting contribution to the future of housing professionalism.



Life at CIH

At CIH, we are committed to creating an inclusive, collaborative and supportive working environment where everyone is empowered to contribute, grow and perform at their best.

Our culture is built on mutual respect, professional excellence and a shared commitment to improving housing outcomes. As the professional body for housing, the way we work is as important as what we achieve.

Our expectations of colleagues are underpinned by the values and behaviours set out in the CIH Professional Standards. These guide how we work with members, customers, partners and each other.

Our Values

Ethical

We act fairly and make decisions by applying principles and values consistently. We seek to challenge unethical practice in a fair, considered and constructive way.

Skilled

We develop and apply the skills, knowledge and expertise needed to deliver excellent services and support to our members, partners, stakeholders and colleagues.

Inclusive

We act transparently and fairly, build positive relationships and work collaboratively to achieve better outcomes for everyone.

Leadership

We demonstrate leadership at every level, remaining forward-thinking, solutions-focused and open to new ideas and approaches.

Knowledgeable

We value expertise and professional curiosity, continuously developing our understanding of housing and the wider environment in which we operate.

Integrity

We use evidence to make sound decisions and do the right thing for the right reasons, acting with impartiality and professionalism.

Advocacy

We champion the housing profession and promote the importance of a highly skilled workforce in improving housing outcomes.

As a member of the Executive Team, the successful candidate will embody these values and play a key role in embedding these values across CIH and helping to champion them across the wider housing profession.

Reward and Benefits

1.Salary

£110k - £125k per annum, paid monthly.

2. Benefits

A good work/life balance

- 25 days holiday, plus eight bank holidays as standard (pro-rated for part-time colleagues) plus, gifted days off over Christmas and New Year
- Flexible working to accommodate your work and personal commitments – we value outcomes and recognise that everyone has a unique working style
- Holiday purchase scheme.

Looking after your health

- Access to our employee assistance programme for life's challenges
- Policies to support you with big life changes or difficult times, such as the menopause and caring responsibilities
- Enhanced maternity and paternity packages
- Private health care with the option to purchase for family members
- Generous sick pay allowance
- Financial support for eye tests and help with the cost of glasses
- Cycle to work scheme.

Financially supporting you and your family

- Employee discounts to help your salary go further
- Income protection scheme in case of an extended period of illness
- Death in service benefit equivalent to three times your salary
- Helping you save for the future by contributing to a defined contribution pension scheme, with the option of salary exchange
- Access to Stream – a financial wellbeing platform to help you manage your wages.

Encouraging your career development

- Full CIH membership – access all our member-exclusive content to build your housing knowledge
- A commitment to your professional development with plenty of opportunities for career development, including training, qualifications and professional memberships
- A flexible office space encouraging collaborative working.

3. Location

Location for this role is flexible, but with regular attendance required at our Coventry head office. The majority of the directorate is based at our head office at Rowan House, Westwood Way, Coventry, CV4 8HS. The role will require regular travel throughout the UK.

4. Relocation

Reimbursement of relocation expenses may be offered where appropriate at the discretion of the Chief Executive.

5. Working hours

Normal hours of work for a full-time position would be 35 hours per week, Monday to Friday. As a senior executive, the post holder will on occasion be required to work outside normal hours including evenings and weekends.



Recruitment Process

To apply for the position please visit the CIH careers page - Careers and Vacancies - Chartered Institute of Housing

You'll be asked to upload your CV and complete an application form, including a personal statement where you tell us why you are a great fit for the role. There are a few short questions to answer, along with a brief equality and diversity form to complete.

You will receive an automatic email confirming that your application has been submitted. If you don't receive one, or if you're unsure about anything, please reach out to us at hr@cih.org and we'll be happy to help.

If you wish to have an informal discussion about the role/organisation, or if you have any other questions to help you decide whether to apply, please email your availability for a call to ExecSupportTeam@cih.org and we will set that up with Gavin Smart, our Chief Executive.

Supporting you to apply

We're committed to making our recruitment process as accessible and inclusive as possible by identifying and removing any potential barriers. If you require any reasonable adjustments at any stage, please feel free to email hr@cih.org or mention it in your application. We'll then be in touch to discuss how we can best support you.

Closing date and interviews

Applications must be received by Monday 23 November at 9am.

First round interviews are expected to be held w/c Monday 30 November and second round interviews are expected to be held w/c Monday 14 December.

Next steps

The interview will consist of two rounds with the second round of interviews to be held in person at our Head office in Coventry. Both panels will comprise Gavin Smart, our Chief Executive, who will be supported by members of our Governing Board.

There will also be an opportunity to meet the other members of our Executive Team and key members of the team.

Job description

Reports to: Chief Executive

Management responsibility: Head of Housing Academy, Head of Professional Services, Head of Membership

Background

The Director of Membership and Professional Development is a member of CIH's Executive Team and contributes to the collective leadership, performance and stewardship of CIH, including shared responsibility for organisational culture, prioritisation and strategic direction.

The Director leads CIH's work across membership, membership engagement, professional and vocational qualifications and accreditation, events, professional standards and practice, continuous professional development and specialist training.

The Director promotes CIH as the heart of professionalism in housing and leads the development of its membership, knowledge, learning and professional offer so that CIH is recognised as a leading provider of learning and education, standards and professional practice and as a trusted professional authority for the housing sector.

The Director ensures CIH has an excellent membership offer, providing value for money and meeting the needs of the housing profession. The Director provides thought leadership on professional practice, capability and future skills and contributes to the development of the future workforce and professional capability of the housing sector.

The Director supports CIH's international subsidiaries, boards and committees through advice, collaboration and shared learning and engages and collaborates with other professional bodies to learn and share experience and good practice.

Purpose

- To lead the membership and professional development directorate, ensuring its activities are aligned with CIH's mission and strategic aims and that its structure and activities are high quality, sustainable and deliver value
- To lead and develop CIH's membership operations, including membership support services, events and member engagement
- To lead and develop CIH's knowledge, learning and professional development offer, including qualifications, training, apprenticeships, professional standards, product development, best practice and member knowledge resources
- To develop membership, education, training and professional standards as an integrated proposition that supports housing professionals throughout their careers and creates clear pathways between learning, professional development and membership
- To lead and develop the Learning, Development and Qualifications activity, delivering CIH's education and learning, accreditation, professional standards and continuous professional development services; ensuring excellence and compliance
- To use member insight, customer data and strategic intelligence to inform CIH's strategy, policy priorities, products and services and support consistent, evidence-led decision making
- To provide strategic leadership on the future skills, professional capability, workforce development, career pathways and leadership needs of the housing profession
- To provide effective support and advice to CIH's international membership operations
- As a member of CIH's Executive Team, to contribute to the strategic development and operational management of CIH as a whole, including shared responsibility for organisational culture and priorities.



Roles and responsibilities

Strategic leadership

- Provide strategic leadership for the membership and professional development directorate, ensuring its work supports CIH's mission, strategic aims and long-term sustainability
- Contribute collectively with Executive Team colleagues to CIH's strategic direction, organisational culture, priorities and overall stewardship
- Use strategic intelligence, member insight and reliable data to shape organisational priorities and support effective decision making
- Support, advise and report to the Governing Board and relevant committees, attending Board meetings as required
- Ensure directorate business plans, priorities and targets align with and contribute to CIH's organisational strategy.

Membership and engagement

- Lead the continuing development and implementation of CIH's membership strategy, delivering a compelling proposition that increases member value, acquisition, engagement, retention and sustainable income growth
- Position membership as a strategic organisational asset and ensure member insight demonstrably informs CIH's strategy, policy priorities, products and services
- Grow and retain membership across key demographics, extending CIH's relevance and reach while maintaining a consistently member-focused approach
- Lead CIH's regional and devolved nations' membership engagement strategy, ensuring CIH is visible and responsive to differing needs across the UK
- Ensure members, prospective members, customers and learners receive high-quality support through effective systems, processes and service standards
- Deliver high-quality events that provide excellent member and attendee value, strengthen CIH's brand and reputation and achieve an appropriate commercial return
- Provide support and advice to CIH's international membership operations to support sustainable growth in membership and income.

Education, learning and professional development

- Lead the development and operation of the Housing Academy across the UK, ensuring it has the scale, scope and agility to meet changing sector needs
- Ensure CIH's qualifications, training, apprenticeships and professional development offer is high quality, relevant, accessible and informed by evidence, emerging practice and innovation
- Ensure the education and learning offer responds effectively to developments in housing and education policy, legislation and regulation
- Integrate membership, learning, professional development and professional recognition to create clear career-long pathways for housing professionals
- Identify and develop new learning and professional development opportunities and partnerships that strengthen CIH's position as a leader in housing education and practice
- Work with employers to understand changing skills and capability needs and ensure CIH's offer supports the future housing workforce
- Maintain effective assurance, quality management and regulatory oversight across Housing Academy activity.

Professional standards and regulatory compliance

- Lead the development and operation of the CIH Awarding Organisation, maintaining high-quality standards and compliance with relevant UK qualification regulators
- Oversee the accreditation of professional qualifications, CIH-recognised courses, apprenticeships and related schemes, and ensure effective support for study centres
- Ensure CIH is recognised as the home of professional standards and practice for housing, reflecting the current and emerging policy, regulatory and operating environment
- Provide thought leadership and strategic direction on professional practice, future skills, professional capability, workforce development, career pathways and leadership development
- Maintain effective assurance, quality management and regulatory oversight across the Awarding Organisation and professional services activity.

Commercial and financial management

- Ensure products and services are customer-focused, commercially viable and deliver appropriate financial returns alongside member and sector value
- Maintain the financial sustainability of the directorate, including effective management of income and robust control of costs
- Ensure budgets and forecasts are developed, managed and monitored effectively
- Develop and maintain robust, costed business propositions for new and existing products, services and initiatives
- Balance educational quality, regulatory integrity, customer focus and commercial discipline in the development and delivery of the directorate's portfolio.

People and operational leadership

- Lead an effective, confident and collaborative directorate with clear accountabilities, consistent processes and empowered heads of service
- Develop directorate culture, communication, capability and morale, creating the conditions for colleagues and teams to perform at their best
- Ensure the directorate is appropriately structured and resourced and that operational delivery is supported by effective systems, reliable data and clear performance information
- Determine and develop systems and data requirements that enable consistent, evidence-led decisions and improve CIH's ability to inspire, equip and support members
- Build effective working relationships with Finance and Corporate Services to secure appropriate organisational support and sound financial and business planning
- Work collaboratively with Business Development, Marketing, Policy, Communications and External Affairs to position CIH's products, services and professional offer effectively.

Partnerships and external influence

- Build strategic relationships with employers, education providers, regulators, government and other stakeholders to shape the profession and improve professional practice
- Lead CIH's relationships and partnerships with higher and further education institutions to support appropriate accredited vocational and professional qualifications
- Act as an ambassador for CIH across the housing sector and in government, regulatory and policy forums
- Strengthen CIH's position as a trusted professional authority and leading contributor to professional capability and workforce development
- Support CIH's international boards, committees and professional bodies through appropriate advice, collaboration and shared learning.

Outcomes and measures of success

- Member insight demonstrably informs organisational strategy, policy priorities and service development
- A confident, well-structured and appropriately resourced directorate operates with clear roles and reliable organisational support, enabling the Director to focus on strategic leadership and external influence while empowering heads of service to lead delivery
- Membership, qualifications and professional standards work in synergy, driving member growth and value, income growth and CIH's professional standing
- Collaboration between directorates enables faster decisions and fewer unnecessary escalations
- Standardised processes, reliable data and strong colleague development support consistently high performance
- CIH is recognised externally as a trusted professional authority in housing and as a leading contributor to professional capability and workforce development across the housing sector.

Key working relationships

- Senior colleagues – collaborative working, providing advice in relation to own area of expertise
- Members and other stakeholders – ensuring high level engagement, facilitation and contribution to membership and business development
- External partners in the UK and internationally – identifying and developing new commercial opportunities
- Other organisations– collaborative working, negotiation on commercial opportunities, networking and relationship building particularly including other professional and membership bodies and regulators
- External partners including web and CRM providers and marketing agencies
- The governing board, delegated boards and committees.

Scope and accountability

Decision making

The Director of Membership and Professional Development takes operational decisions in relation to own directorate and advises the Chief Executive and board in relation to strategy. The director reports to the Chief Executive and is accountable to the Chief Executive and the board and will regularly attend board meetings and provide board papers and briefings.

Financial resources

- Overall responsibility for ambitious plans for the membership strategy, with expectations for growth given the opportunity to increasingly develop and personalise the membership value proposition.
- Overall responsibility for significant growth in qualifications given the opportunities afforded by the Competence and Conduct Standard.
- Responsible for associated costs to deliver these ambitions.
- Agreed figures are set out in yearly directorate budgets signed off by the board.
- Individual sign off limits as set out in the CIH scheme of delegations.

People

Line management of three heads of service and overall responsibility for 60+ colleagues supported by a number of contractors within education and training.

Other resources

- All education, CPD, accreditation, professional standards, and awarding body information resources and toolkits
- Online learning systems and toolkits.

Legal, regulatory and compliance

Ensuring compliance with all relevant legislative and regulatory requirements.

Person specification

Knowledge, education and experience	Essential/desirable?
Advanced professional knowledge, qualifications and experience within a relevant field (e.g. membership, commercial, education, housing)	E
Experience of leading the development and implementation of business and/or product development strategies	E
Knowledge of customer or membership-based organisations	E
Knowledge of customer, membership or stakeholder engagement	E
Management experience, including operational, budgets and people	E
Commercial product development experience	E
Experience of developing evidenced and costed business or product development opportunities	D
Knowledge of the further and higher education sector, and process for accrediting vocational and academic programmes	D
Knowledge of professional standards and regulation	D
Knowledge and experience of partnership working	D
Understanding of professional body/membership organisation	D
Knowledge of the housing sector, housing policy	D

Skills and abilities	
Highly developed interpersonal networking, relationship building and influencing skills, including ability to engage a wide range of stakeholders	E
Strong communication skills, including ability to influence through use of written propositions, presentations and facilitation of groups	E
Ability to develop, negotiate and maintain effective commercial or business arrangements with other organisations	E
Highly developed financial management skills, including setting and managing complex budgets and business propositions	E
Leadership skills, including ability to engage, develop and performance manage a team of professionals	E
Experience of working with a board	E
Highly developed planning and project management skills	D
Ability to manage organisational change, including engaging staff and other stakeholders in the process	D
Excellent understanding of the role of ICT in online learning, blended learning, and education provision	D
Analytical, entrepreneurial and strategic thinking skills and ability to lead the development and implementation of new business opportunities	D

Personal qualities	
Professional and personal credibility to act as an ambassador for CIH	E
Commitment to equality and diversity and understanding of how it applies to own role	E
Self-aware, and commitment to own continuous professional development	E
Commitment to the charitable aims and objectives of CIH	E

Governing Board

The Governing Board is responsible for the overall governance and long-term sustainability of CIH.

It works closely with the executive team to set the strategic direction of our business. Its members come from across the UK, from the public and private sectors, and bring with them a wealth of unique experience and knowledge.

For more information see https://www.cih.org/about-us/meet-the-team/#board.



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