



Joining the Dots

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Annual Report
2025/26



A FOUNDATION FOR THE FUTURE

By John Fisher, Chief Executive (2010-2026)

Launched in 2010, initially to promote collaborative procurement amongst social housing landlords in the West Midlands, CHIC's intentions were always to:

- ✓ Remain a member owned and governed collaborative consortium.
- ✓ To grow from the seven founder members, being open to social landlords and other like minded public sector client organisations, irrespective of size or scale.
- ✓ To be recognised as professional asset managers delivering compliant procurement solutions.
- ✓ To deliver solutions for all aspects of asset management for our members, acknowledging that many would be lower value, higher volume and technically complex.
- ✓ To put service first – delivering above and beyond for our members, with all that we do leading to better outcomes for residents.
- ✓ Through collaborative procurement, to deliver efficiencies (savings) for members, both in the costs of procurement and the direct costs of service delivery.
- ✓ To separate materials from labour for larger programmes of work.
- ✓ To work in partnership with all stakeholders, sharing knowledge and delivering better outcomes.
- ✓ To deliver added social value, both directly and through CHIP.



John Fisher
at the 2026 CHIC
Conference & Exhibition

We have stayed true to all our original objectives, by expanding our reach nationally and at scale. By joining the dots between members, partners and procurement, CHIC helps to deliver many lower value contracts. These are all of equal importance to the safety, home comfort and wellbeing of our members residents.

CHIC's reach is now national, but our service is still about better homes and communities at a local level.

Handing over the reins I am proud of what CHIC has achieved from humble beginnings. It has been a privilege to lead the growth of such a dedicated and talented team of staff and to work alongside such excellent Board members, whose support, wisdom and stewardship of CHIC has been critical to its success.

“I am also proud of our delivery of added social value, both directly through our contract support but also through the financial support we give to CHIP. In 2025/26 total SV outcomes are assessed at **£90m**. For a consortium with a turnover of **<£7m**. This almost thirteen fold support for our members communities is just what we set out to do.

This is my final report as CEO, after 16 very enjoyable years leading the growth and development of CHIC.

I leave CHIC in a strong position. It is financially stable and offers great value for members, with a strong and insightful board and a team of excellent staff with a continued focus on servicing members in partnership with the supply chain, all for the good of our members residents.

We are asset managers who deliver compliant procurement.

THE CHAIR'S REFLECTION

By Amanda Long, Chair

This year has continued to see the growth of CHIC's services, both geographically and in volume.

CHIC's original business plan was to support **£20m** of combined asset management spend annually, for the founder members. Membership in 2025/26 surpassed **350**, now spread across the UK, and combined spend was **£308m** through over **1,100 contracts**.

This year we continued to see increased investment in our IT systems and more intelligent use of data. We targeted re-procurement and development of our suite of frameworks, worked on our new Dynamic Markets and a new 'CHIC Approved List' (for low value contracts), all in compliance with PA 2023.

We continue as part of the Constructing Excellence Gold Standard working group and are delivering solutions for members across all eight of our defined services.

Our contract with ARK Consultancy, which commenced in 2021, ended its first five year term and is now extended from 2026/27 until 2029. We have used the change to develop stronger relationships between the CHIC and ARK Boards.

Our annual stakeholder survey showed positive feedback confirming that what the team delivers is of a high quality and generally meets or surpasses stakeholder expectations. Working collaboratively with members and supply chain partners, we seek to deliver excellent services and added value for our members residents.



My thanks to all Board colleagues and to the first class CHIC team, whose dedication and professionalism is greatly appreciated. I must also pay tribute to two colleagues who leave CHIC at the end of this year:

- **David Wells, Housing Plus Group**, who has completed nine years on the Board. He has added immense value ensuring effective governance of CHIC
- **John Fisher, founding CEO**, who after 16 years has decided to retire from the role. Without John there would be no CHIC, so my thanks to him for creating what is now an important, values driven consortium.

2026/27 starts with a new five year Business Strategy. This continues to address the original CHIC objectives now at scale, but in a more complex operating environment. The sector is still coming to terms with The Building Safety Act, Awaab's Law, PA 2023, new Decent Homes Standards, decarbonisation for existing homes but also the Government's drive for developing **1.5m** new ones. This is all in our space, and the Business Strategy defines how we will respond and continue to support our members to address these complex investment needs with effective solutions.

An extended contract with ARK, a new CEO, a growing team, positive stakeholder feedback and a first rate Board all put CHIC in a great position to carry on doing what we do well, supporting the delivery of positive outcomes for social housing communities.

Amanda Long
at the 2026 CHIC
Conference & Exhibition

GROWING WITH OUR MEMBERS

Our continued growth reflects the strength of our collaborative approach. As our community grows, so too does our ability to bring together members and suppliers with our frameworks and expertise, creating stronger partnerships and better outcomes for homes and communities.

Every new connection adds to the bigger picture. Together, these achievements tell the story of a consortium growing in reach, capability and impact – creating greater value across the sector.

Here, that growth is represented in the numbers.

NEW MEMBERS

42

NEW SUPPLIERS ONBOARDED

234

NEW OPPORTUNITIES OFFERED

689

CALL OFF CONTRACTS ISSUED

291

TOTAL LIVE CONTRACTS

1,192

AVG. TIME TO CONTRACT AWARD

64 DAYS

TOTAL SAVINGS DELIVERED

£29m

MOST USED FRAMEWORKS & SPEND

FRAMEWORKS

Healthy Homes

£168m

Merchants

£49m

Building Works

£18m

DYNAMIC PURCHASING SYSTEMS

All Under One Roof

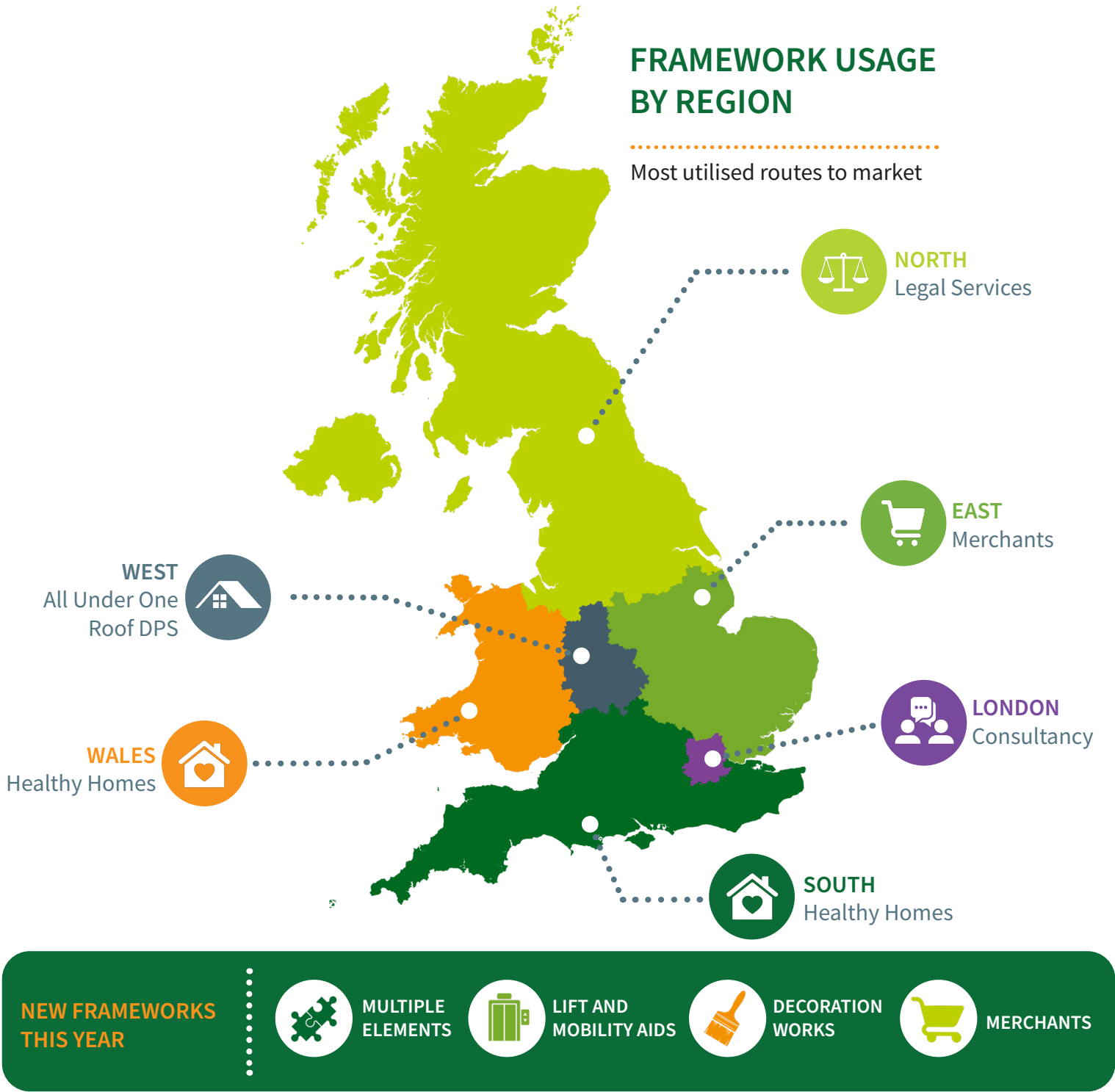
£42m

Development

£10m

Fire Protection & Sprinkler Systems

£7m

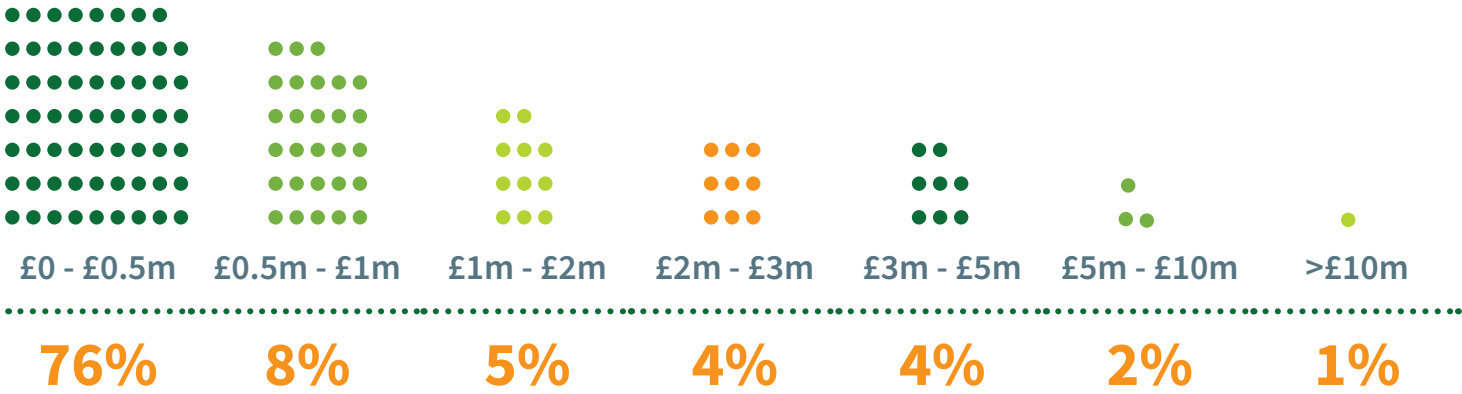


THE BIGGER PICTURE

No two members are the same, and neither are the challenges they face. Over the past year, we have continued to bring together projects of every size and complexity, from smaller contracts delivering immediate improvements to major investment programmes transforming homes and communities.

With **1,192 live contracts**, our growing portfolio reflects our commitment to providing the right solution, whatever the requirement – each one contributing to the bigger picture of support we provide for our members.

BY CONTRACT VALUE



MEMBER VOICE



“CHIC’s framework allowed Citizen to tender for energy efficiency improvement works for a really complex set of properties. The aim was to tender out to the pre-vetted suppliers and drive the quality of bids received. CHIC supported the process from end to end, starting with the most appropriate route to market, all the way to contract drafting and signing.”

Thomas Hurst, Strategic Procurement Manager, Citizen

FINANCES

Our financial performance underpins everything we do. It allows us to keep transaction fees affordable for members while continuing to invest in the services, expertise and support that help them deliver successful projects.

This strong performance has also enabled our Board to make the decision to strengthen our reserves. More than a measure of financial stability, these reserves allow us to invest in new services and systems, enhancing member support and ensuring we continue to deliver value as our members needs evolve.

Our commitment to value extends beyond our fees. For the past 16 years, we have tracked a comprehensive basket of goods, demonstrating how our supply chain partnerships consistently deliver competitive pricing and excellent value for money.

As a not for profit consortium, maintaining that balance remains our priority. In 2025/26, we achieved our target **average transaction fee of 2%**, with member spend through CHIC contracts reaching **£308m** and turnover increasing to **£6.5m**.



2%
AVERAGE TRANSACTION
FEE ACHIEVED

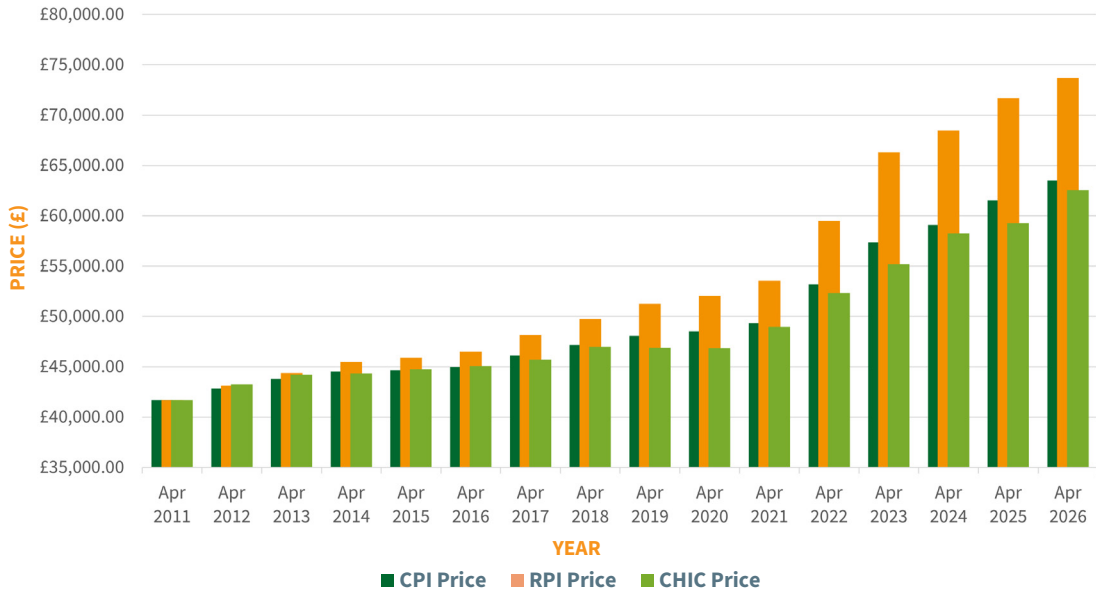


£308m
MEMBER SPEND THROUGH
CHIC CONTRACTS



£6.5M
TURNOVER

CPI vs RPI vs CHIC Basket Pricing Comparison



WHAT HAS HAPPENED THIS YEAR?

JULY 2025



CHIC CHARITY GOLF DAY



MULTIPLE ELEMENTS FRAMEWORK LAUNCH



AWAAB'S LAW PHASE ONE ROUNDTABLE



CHIC COMMUNITY AT HOMESUK



CHIC JOINS CCPI DEMAND SIDE SUPPORTERS



Exhibiting with 15 supply chain partners

£6k raised for charity



Providing healthier homes for communities across the UK



ROOFING FRAMEWORK CONSULTATION



CHIC BECOMES STRATEGIC PARTNER OF THE HEALTHY HOMES HUB

JUNE 2026



HOUSING HORIZONS CONFERENCE



260 delegates



MERCHANTS FRAMEWORK LAUNCH



CHIC CONFERENCE & EXHIBITION

CHIP DINNER & AWARDS



£4k raised for charity



800 delegates

GROWING OUR TEAM

Throughout the year, we strengthened our team by welcoming **15 new colleagues** across procurement, partnerships & communications, member services, technical services and operations.



Jess Brittle
Senior Procurement Manager



Jumaa Sudi
Senior Procurement Manager



Sheron Crystal
Procurement Manager



Sinziana Dumitrache
Procurement Manager



Kyle Smith
Director of Partnerships & Communication



Pauline Lutaaya
Partnerships Manager



Ben Page
Marketing & Communications Executive



Ashley Gatt
Partnerships Coordinator



Kirsty Stephens
Member Services Manager



Megan Porter
Member Services Manager



Marcus Belton
Member Services Coordinator



Jeremy Davies
Head of Technical Services



Emma Baskeyfield
Senior Technical Manager



Yasmin Elmi
Credit Controller



Mihir Janve
Graduate Apprentice

WORKING IN PARTNERSHIP

Collaboration is at the heart of how we create value. Throughout the year we have worked with leading organisations across the housing sector, sharing expertise, influencing best practice and developing solutions that benefit our members, suppliers and the communities they serve.



Healthy Homes Hub

Supporting healthier homes

Working with the Healthy Homes Hub, we launched the Procurement Intelligence Hub to show how strategic procurement can improve resident outcomes and building performance. Combining technical expertise with real-world case studies, it helps members make more informed procurement decisions. Find out more at healthyhomeshub.co.uk.

Raising quality and confidence

We became the first consortium to join the Code for Construction Product Information (CCPI) Demand Side Supporters. By championing higher standards of product information and responsible procurement, we are helping members make better decisions and embed best practice across the supply chain.



Sharing knowledge across the sector

In partnership with The Housing Forum, we co-delivered Housing Horizons 2026 in London, bringing together housing providers, local authorities and industry partners to explore the sector's biggest challenges and opportunities.

Improving health through housing

We continued to work with SHAP (Sustainable Housing Action Partnership) to promote the link between good housing and better health. Through shared learning and collaboration, the partnership helps members understand how investment decisions can improve wellbeing and create safer, more sustainable homes.



Supporting a sustainable future

Working with Efficiency North (EN), we have developed a national Merchants Framework, giving members greater visibility and control over their materials supply chain. The framework improves value for money through benchmarked pricing and enhanced reporting, while supporting sustainability through retrofit materials and waste management solutions.

WHAT YOU TOLD US

Our biggest stakeholder survey yet gave us a clear picture of what's working and where we can do more. Every response helps shape how we support our members, suppliers and the wider sector.

THE NUMBERS BEHIND THE STORY



LISTENING, LEARNING & TAKING ACTION

Your feedback helps shape our priorities and ensures we continue to deliver value for our members, suppliers and the communities we serve. We are committed to listening, learning from your experiences and taking meaningful action in response.

WHAT OUR MEMBERS SAID

We value more opportunities to connect with sector colleagues.

We are expanding regional events and networking opportunities.

It's not always clear what's coming up.

We are improving communications and forward planning.

The practical support we receive is important to us.

We continue to ensure effective reporting and delivery of an end to end managed service.

WHAT OUR SUPPLIERS SAID

We would benefit from better pipeline visibility.

We are working together to identify upcoming opportunities, giving suppliers earlier visibility of the pipeline.

We would value more regional engagement.

We are hiring a new Partnerships Manager to help strengthen relationships in the North.

Communication could be clearer and more regular.

We are launching a dedicated monthly CHIC CHAT and developing our website to strengthen supply chain engagement.



Did you know?

CHIC members collectively manage over 4.8 million homes.

YOUR OPINION MATTERS

“CHIC’s collaborative approach and deep understanding of the housing sector have helped us achieve positive outcomes while ensuring compliance, value for money and high quality service delivery.”

- Barry Murray, Trident Group

“CHIC’s support helped Norwich City Council deliver procurement with confidence. Their collaborative approach and access to high quality suppliers made them a valuable partner throughout the process.”

- Oliver Furbur, Norwich City Council

“The team continually go above and beyond to ensure we meet the needs of our clients and are at the forefront of industry challenges.”

- Gemma Edwards, Novus Solutions

Jardine Crescent, Coventry
Delivered with Citizen through CHIC’s Healthy Homes Framework.

THE JOURNEY CONTINUES

By Luke Hurd, Chief Executive

I am proud to be leading CHIC into its next chapter as Chief Executive since July 2026. Having worked closely with our members, partners and colleagues over the past seven years in my role as Chief Operating Officer, I have seen first hand the strength of our collaborative approach and the positive impact it delivers across the housing sector. I would also like to recognise the tremendous contribution of our founder and former Chief Executive, John Fisher. His vision and leadership over the past 16 years have created a strong, values led organisation that is well placed for the future.

This annual report reflects a year of continued growth and stronger partnerships. Those achievements provide the foundations for what comes next. The start of the 2026/27 financial year also marks the beginning of our new five year Business Strategy, setting out how CHIC will continue to evolve while remaining true to the collaborative principles on which the consortium was founded.

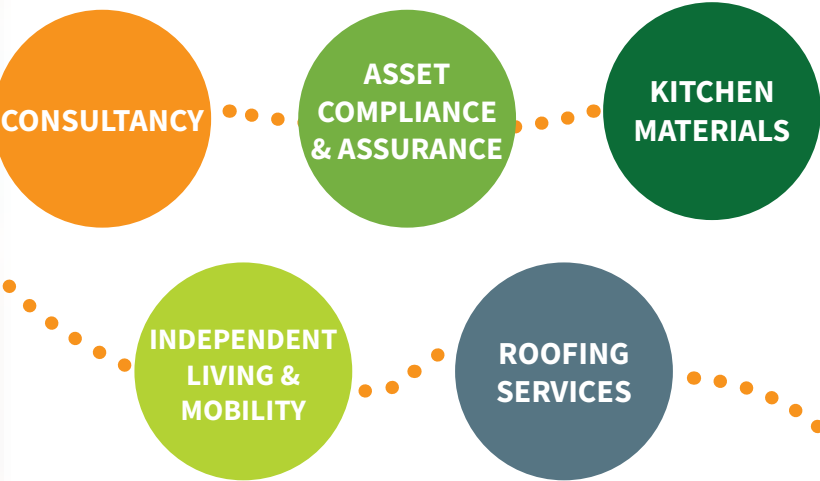
During the year ahead, members will see continued investment in the services that support them most. We will further develop our procurement solutions to reflect the Procurement Act 2023, introducing new Dynamic Markets and an Approved Supplier List alongside our established frameworks. We will continue investing in digital systems, data and reporting to provide members with better insight, stronger benchmarking and more informed decision making. Regional engagement will continue to grow, our team will expand and more dedicated support will ensure members receive the expertise they need.

Luke Hurd
at the 2026 Housing
Community Summit

Our ambition for the next five years is clear. We will continue to grow sustainably, encourage members to access a broader range of CHIC services and strengthen the partnerships that underpin everything we do. Innovation, including the opportunities presented by artificial intelligence, will play an important role in how we continue to improve our services and support members. By 2031, we aim to support between **£500m and £600m** of annual member investment, creating even greater value across the sector.

I am encouraged by the opportunities ahead and look forward to working with our members, suppliers and partners as we deliver the next phase of CHIC's journey. Thank you for your continued trust and support. Together, we will continue connecting landlords with expertise and opportunities, helping our members deliver better homes and stronger communities.

Frameworks to be delivered in 2026/27:



"The future of CHIC will be shaped by the connections we continue to build."

Every new route to market helps join the dots between procurement and better outcomes for our members, their communities and the people they serve." - Luke Hurd



**Communities and Housing Investment
Consortium Limited (CHIC Ltd)**

84 Spencer Street, Birmingham, B18 6DS

T: 0121 759 9990

E: enquiries@chicLtd.co.uk

chicLtd.co.uk

..... **OUR VALUES**



Excellent asset management and procurement services tailored to member requirements.



Supporting our members so their residents live in **safe and decent homes and communities.**



A member owned and governed consortium, **delivering savings through collaboration.**



A flexible approach, working with members and supply chain partners.



Engaging stakeholders to **meet, share, learn and deliver added social value.**