



NHIC Annual Activity & Impact Report 2025

Celebrating 50 years of improving homes, reducing risk, respecting people, and rebuilding trust.

Foreword from Anna Scothern, NHIC Chief Executive

2025 has been one of the most significant and transformative years in the National Home Improvement Council's history.

As we celebrated our 50th anniversary, NHIC not only reflected on the extraordinary organisations and individuals who built our sector, but also stepped purposefully into a new strategic era, transitioning from the 3 Cs (Competence, the Consumer and Carbon efficiency) to the 3 Rs of Impact 2030:

- Reduce risk, waste, poor practice and consumer confusion
- Respect the workforce, lived experience, and the principle of quality
- Rebuild trust, competence, confidence and sector culture

Throughout 2025, our work remained anchored in NHIC's long-standing ethos: Home Is Where Our Heart Is, recognising that every home improvement touches people's lives, well-being, safety, and future resilience.

This annual report provides a full account of our activity, influence, events, partnerships, digital reach and sector impact across the year. It also sets the stage for the next phase of our mission under Impact 2030.

My sincere thanks to all NHIC members for your continued commitment, insight and collaboration throughout our 50th anniversary year. Your engagement has strengthened our collective voice and ensured that NHIC remains a trusted national convener for the sector. A special thank you goes to our sponsors, whose support enabled us to deliver the scale, visibility and impact achieved in 2025. Your partnership has been instrumental in bringing the 3Rs to life across our events, research, communications and national engagement. And to all our partners, across government, industry, innovation, housing, skills and consumer protection, thank you for working with us to improve the nation's homes.

Together, we are shaping a future where every home improvement is safe, competent, consistent, and rooted in trust.

1. 2025: A Landmark 50th Anniversary Year

2025 marked five decades of the National Home Improvement Council, a milestone that invited celebration, reflection, and renewed commitment to the homes, people and organisations that form the heart of the UK's repair, maintenance and improvement (RMI) sector.

Across the year, NHIC reasserted its purpose: to champion higher standards, safer homes, skilled professionals, and an informed, confident public. Our 50th year allowed us not only to recognise the extraordinary journey of the sector, but also to build on this legacy as a foundation for future transformation under Impact 2030.

This anniversary arrived at a time when the UK faces unprecedented challenges, from workforce shortages and consumer confidence issues to regulatory change and the drive for decarbonisation. NHIC used this moment to spotlight what matters most: the people who improve our homes and the homes that improve our lives. This was the essence of our refreshed narrative: Home Is Where Our Heart Is.

Key 50th Year Achievements

1. "50 Achievements in 50 Years" — celebrating a sector built on skill, pride and progress

We published a landmark anniversary feature capturing five decades of industry innovation, regulatory improvements, member achievements, and NHIC's evolving role as a trusted national voice. This was one of our most-read pieces of 2025, reinforcing heritage while inspiring future ambition.

2. A year-long storytelling campaign showcasing our values and the people behind the sector

Throughout 2025, NHIC delivered a structured content campaign highlighting:

- Installers and tradespeople shaping the future of RMI
- Long-standing member organisations
- Innovations that raised standards
- Stories of community impact and professional pride

This narrative strengthened NHIC's emotional connection with both the workforce and the public.

3. Embedding "Home Is Where Our Heart Is" across all communications and events

This message resonated deeply with members and partners. It reaffirmed NHIC's belief that home improvement is not simply an industry, it is a contribution to people's wellbeing, safety and comfort.

The message featured across:

- Parliamentary speeches
- Knowledge Hub events
- Digital campaigns
- Member communications
- Sponsorship materials

4. A flagship Parliamentary Reception marking the next chapter of national leadership

Our 50th Anniversary Parliamentary Reception at the House of Lords was a defining moment of 2025.

The event:

- Welcomed policymakers, industry leaders, members and sponsors
- Elevated the visibility of the RMI sector in national debate
- Highlighted NHIC's leadership role
- Announced our new Co-Presidents: Lord Jim Knight and Lord Don Foster, bringing political insight across skills, housing, education and consumer protection

It also set the stage for the launch of the Impact 2030 framework.

5. Championing member achievements and installer voices

Throughout the year, NHIC placed new emphasis on elevating:

- Member-led innovation
- Best practice in competence and compliance
- Installer experience and lived expertise
- Consumer insight
- Workforce ambition, diversity and pride

This was clearly showcased at InstallerSHOW, Elemental London, CN Renew, and across our social, digital, and podcast channels.

Why the 50th Anniversary Matters

Our 50th year was more than a celebration; it was the moment NHIC stepped decisively into its role as the national convenor for the home improvement and RMI sector.

It strengthened our:

- Visibility — across government, media and industry
- Authority — as a trusted voice on skills, competence, policy and consumer confidence
- Relevance — in a sector increasingly shaped by retrofit, digitalisation and regulation
- Community — connecting members, installers, innovators and policymakers more tightly than ever

It also marked a transition: from the 3Cs that defined our regulatory, compliance, and consumer focus to the 3Rs, a cultural, workforce, and trust-building mission for the decade ahead.

2025 showed that NHIC is not only a historic organisation with deep roots in the sector, but it is also a modern, strategic, collaborative force for improvement, innovation and public confidence.

2. Where NHIC Directed Its Time & Energy in 2025

As NHIC marked its 50th anniversary, the organisation delivered one of its most active and wide-reaching programmes to date. The breadth of activity required clear prioritisation of time, resource and leadership effort. The following breakdown shows how NHIC invested its organisational capacity throughout the year, ensuring maximum value for members, sponsors, partners, and the wider sector. This distribution demonstrates NHIC's evolving role as a national convenor, balancing policy influence, research, events, communications, partnerships, and operational resilience, all aligned with the emerging Impact 2030 framework and the 3Rs: Reduce, Respect, Rebuild.

NHIC Activity by Strategic Theme – 2025

- **Policy, Advocacy & National Influence – 22%**
Shaping national debate, leading CLC working groups, engaging with government departments and regulators, and elevating installer and consumer voice.
- **Events, Conferences & Sector Convening – 18%**
Delivering high-impact programmes at InstallerSHOW, Elemental London, CN Renew, NIMA and member events; enabling national conversations that bridge policy and practice.
- **Membership, Sponsorship & Sector Support – 15%**
Strengthening member value, delivering sponsor visibility, supporting associations, certification schemes, manufacturers and housing providers.
- **Partnerships & Sector Collaboration – 14%**
Working with TrustMark, BMF, MCS, On The Tools, HIES/DGCOS/HICS, Historic England, Innovate UK and others to align activity and reduce sector fragmentation.
- **Communications, Podcasts & Digital Growth – 12%**
Expanding NHIC's digital footprint, producing Doorstep Digests and podcasts, managing campaigns, and embedding the **Home Is Where Our Heart Is** narrative.
- **Governance, Operations & Organisational Strength – 10%**
Strengthening systems, financial resilience, Board oversight, the NHIC Educational Trust, GDPR compliance, digital infrastructure and organisational planning.
- **Research, Insight & Innovation – 9%**
Delivering the Innovate UK "Installer Voice" programme, convening evidence for the CSMB RMI Skills Summary, and supporting sector-wide intelligence and policy development.

Why This Matters

This balanced allocation ensured that NHIC could:

- Deliver high-quality outputs across multiple national platforms
- Maintain strong visibility and influence during its 50th year
- Build new research capability
- Strengthen operational foundations for Impact 2030
- Support members and sponsors consistently
- Reduce fragmentation across the sector
- Respect and amplify lived experience and workforce voices
- Rebuild trust through clearer guidance and national leadership

2025 proved that NHIC is not only active but also targeted, strategic, and aligned with long-term sector change.

How the Activity Mix Supports the 3Rs

Reduce - Investment in policy, guidance, operating systems, research, and events contributed to reducing risk, confusion, and inconsistent practice across the RMI sector.

Respect - Significant time was dedicated to strengthening partnerships, highlighting installer experience, supporting members, and elevating organisations working to improve home quality.

Rebuild - Communications, convening, sponsorship activation and national advocacy helped rebuild public trust, installer confidence and alignment between government and the sector.

3. Strategic Leadership, Policy Influence & CLC Engagement

2025 was the year NHIC's strategic leadership became unmistakable across the national home improvement, retrofit and housing policy landscape. Against a backdrop of regulatory change, workforce pressures, and rising consumer expectations, NHIC ensured the RMI sector's voice was both heard and understood at the highest levels.

As the trusted convener for the domestic repair, maintenance and improvement sector, NHIC translated lived installer experience, consumer insight and member expertise into meaningful policy influence. This work strengthened our position as the organisation that understands how policy translates into practice — and what it truly takes to improve UK homes safely and confidently.

3.1 Leadership Across the Construction Leadership Council (CLC)

NHIC played a central role in shaping the national RMI agenda through extensive engagement with the Construction Leadership Council.

Chairing the CLC RMI Skills Working Group

In 2025, NHIC led one of the most significant sector-wide evidence programmes ever undertaken for domestic RMI, culminating in a detailed RMI Skills Evidence Summary that:

- Gathered insights from dozens of organisations across the supply chain
- Identified structural barriers impacting recruitment, progression and retention
- Connected workforce issues to consumer outcomes and retrofit ambitions
- Established a coherent, sector-backed evidence base for future policy
- Positioned the workforce as a national asset essential to decarbonisation, safety and resilience

This body of work will directly inform government thinking on skills, workforce development and employer support throughout 2026 and beyond.

3.2 Influence Across Four CLC Working Groups

NHIC continued to hold influential positions across the CLC's four priority RMI workstreams, driving alignment with Impact 2030.

WG1: Competence, Compliance & Quality (CCQ)

NHIC worked closely with the Building Safety Regulator (BSR), HSE, certification bodies, scheme operators and industry leaders to strengthen the competence, compliance and quality landscape across the home improvement sector. This involved:

- Strengthening competence expectations across multiple trades
- Addressing emerging risks identified through the BSR and recent regulatory changes
- Driving conversations on installer readiness, competence pathways and digital assurance
- Supporting the evolution of consumer protection mechanisms and quality frameworks

A major achievement of this group in 2025 was the development of the Protect What Matters report, an influential piece of work analysing how competence, information management, behavioural culture and system failure impact safety and quality in UK homes.

The report brought together practical insight from installers, certification schemes and consumer protection bodies with regulatory and policy expectations. It highlighted:

- The critical risks created by fragmented standards and inconsistent practices
- The cultural and behavioural factors affecting installation quality
- Gaps in competence assurance and guidance
- Opportunities to improve clarity for both homeowners and installers
- The link between compliance, digital records, and system-wide accountability

Protect What Matters gained significant attention across government and the regulatory landscape.

It was:

- Formally acknowledged by ministers,
- Discussed with DESNZ, DLUHC, HSE and the Building Safety Regulator, and
- Used as a reference point by multiple departments exploring competence, consumer safety and home retrofit delivery.

Its influence reinforced NHIC's role as a trusted source of sector intelligence and demonstrated the power of bringing lived experience, installer insight and member expertise into national debate.

The work of WG1 aligns deeply with the Reduce pillar of Impact 2030, reducing poor practice, risk, confusion and system fragmentation. By shining a light on the drivers of quality, competence, culture, clarity and information, the CCQ group laid the groundwork for national improvement efforts in the years ahead.

WG2: Carbon & Energy Efficiency (CEE)

The Carbon & Energy Efficiency (CEE) Working Group had a quieter year in 2025 due to changes in leadership and a shifting national landscape for retrofit and housing decarbonisation. Despite this, the group continued to provide an important forum for cross-sector dialogue, helping maintain alignment between policy ambition, technical innovation and the practical capability of the home improvement workforce. Although the group's programme was intentionally lighter in 2025, several themes remained central to its discussions:

- The ongoing skills bottlenecks affecting small businesses and installers across low-carbon technologies.
- The importance of aligning innovation with real-world competence is ensuring that new systems can be installed safely and effectively.
- The need for retrofit approaches that reflect consumer behaviours, affordability, and property condition.
- The continued challenge of creating practical, scalable, deliverable pathways for improving carbon performance in existing homes.

These insights fed into NHIC's wider contributions to the RMI Skills Evidence Summary and informed engagement with DESNZ, DLUHC and Innovate UK, ensuring that the needs of the RMI workforce remained visible in national retrofit discussions. Due to a change in chairs, the group paused major activity to allow for re-scoping and recalibration. This has created a valuable opportunity to reset, refocus, and strengthen WG2's purpose for 2026, ensuring it has the right leadership, membership composition, and programme structure aligned with Impact 2030.

In 2026, WG2 will be re-energised with a clearer mandate:

- to support the national effort on upgrading existing homes,
- to improve installer readiness for emerging technologies,
- to reduce performance gaps and consumer confusion, and
- to rebuild trust in retrofit pathways.

Even with reduced activity, the group's thematic focus remains closely connected to the 3Rs:

- Reduce – supporting efforts to reduce energy waste, poor installation outcomes and technical inconsistency.
- Rebuild – enabling greater confidence in energy improvement measures by ensuring competence and clarity underpin delivery.

WG2 is now well-positioned for a stronger, more structured programme of work in 2026, aligned with sector priorities and NHIC's convening role.

WG3: Consumer Voice & Installer Advocacy

The Consumer Voice & Installer Advocacy Working Group played an important role in ensuring that NHIC's 2025 programme remained grounded in the lived experience of both homeowners and the workforce. Although the group focused primarily on insight gathering and thematic discussion rather than producing formal reports this year, its influence was significant, particularly through its contribution to NHIC's public-facing guidance work.

A key achievement in 2025 was the production of over 30 Doorstep Digests, which provided clear, practical, jargon-free guidance to homeowners on repairs, installations, product choices, safety considerations and quality expectations. These digests were widely shared by members, certification schemes, housing providers and consumer-facing organisations, and became one of NHIC's most trusted educational products.

Through this work and NHIC's wider engagement, WG3 helped surface:

- Consumer insights reflecting common questions, concerns, misunderstandings and confidence gaps.
- Installer perspectives drawn from events, podcasts, roundtables and day-to-day interaction across the sector.
- Evidence of real-world pressures affecting microbusinesses and sole traders, including economic constraints and regulatory burden.
- Cultural and behavioural dynamics that influence trust — particularly the relationship between communication, clarity, competence and customer experience.

This reinforced NHIC's strong advocacy position that consumer confidence and installer confidence are fundamentally interconnected. Improving outcomes for one depends on strengthening the other.

WG3 ensured that NHIC's leadership remained empathetic, grounded and responsive to the people we ultimately serve, both residents and the workforce.

WG3's work is central to the Respect pillar of Impact 2030:

- Respect for consumers — ensuring advice is accessible, practical and empowering.
- Respect for installers — valuing their expertise, listening to their experience, and elevating their voice.
- Respect for the home improvement relationship — promoting clear expectations, mutual understanding and shared responsibility.

With a refreshed focus and new opportunities emerging in 2026, the group is well-positioned to deepen its impact and continue strengthening the human side of home improvement.

WG4: CSMB RMI Skills Working Group

The RMI Skills Working Group, operating under the Construction Skills Mission Board (CSMB), brought together a wide range of organisations across the domestic RMI sector to build a clearer, shared understanding of the workforce challenges and opportunities ahead. Throughout 2025, the group contributed insight, evidence and lived experience that strengthened the national picture of skills, training access, employer needs and career pathways.

A major output of the group this year was the RMI Skills Evidence Summary. This collaborative document drew on contributions from members, employers, certification bodies, training providers, social landlords and innovators. This work helped to:

- Clarify the barriers affecting new entrants and progression
- Capture the day-to-day realities faced by microbusinesses and sole traders
- Highlight the connection between workforce capability, installation quality and consumer confidence
- Map where training, funding and guidance need to evolve to support the sector

Through its discussions, the group also shaped and refined the five policy pillars that now guide future workforce recommendations across the CLC, CSMB and wider government:

1. Confidence to Employ & Invest
2. Clear New Entrant Pathways
3. Access to Provision & Practical Support to Train
4. Funding That Works
5. Reliable & Rewarding Careers

The evidence gathered by WG4 has informed engagement with DESNZ, DfE and other departments preparing for the Warm Homes Plan and future workforce development. Its work complements the insights from CCQ, Consumer Voice and CEE, ensuring that skills considerations remain closely connected to competence, quality, consumer experience and retrofit ambition.

This working Group's activity aligns strongly with:

- Reduce — by reducing barriers to training and workforce entry
- Respect — by valuing the lived experience of the RMI workforce and employers
- Rebuild — by helping rebuild confidence in RMI careers, pathways and long-term opportunities

The group will continue its work through the CSMB in 2026, building on this shared evidence base to support practical proposals and sector-wide improvement under Impact 2030.

3.3 Government, Regulatory and Institutional Engagement

NHIC continued to engage constructively and insightfully with government departments, regulators and public bodies throughout 2025, ensuring that policy development remained closely connected to real-world delivery.

- NHIC's engagement with government and regulators in 2025 was primarily channelled through the Construction Leadership Council and the Department for Business and Trade, with additional dialogue where appropriate across related departments.
- Work with DESNZ to contribute insights relevant to the Warm Homes Plan and the broader retrofit agenda, including workforce considerations and consumer confidence.
- Engagement with the Department for Education related to apprenticeship pathways and the wider skills landscape, particularly where it intersects with the needs of the RMI workforce.
- NHIC also provided HM Treasury with a sector perspective on the economic pressures affecting homeowners and small businesses.
- Our interactions with HSE and the Building Safety Regulator centred on ongoing conversations around competence, regulatory preparedness and the implications of emerging requirements, including MTC reform.
- NHIC continued to monitor developments in housing quality and consumer redress, engaging where appropriate through established CLC channels and remaining alert to the implications for the home improvement sector.

These touchpoints ensured that member insights and installer experience informed national discussions while remaining grounded in the realities of everyday delivery. Across all of these channels, NHIC consistently reinforced that good policy must be grounded in the lived experience of the people who deliver home improvements every day.

3.4 NHIC's Role as the Sector's National Convenor

2025 solidified NHIC's reputation as the organisation that brings industry, government and regulators together, makes complex policy accessible, champions the installer voice and supports members in navigating emerging regulations. Throughout the year, NHIC connected innovation, standards, skills and lived experience, speaking with clarity and credibility while anchoring its advocacy in the principles of Reduce, Respect and Rebuild. This role is both unique and invaluable in a sector that has often been fragmented and misunderstood. The leadership shown across 2025 demonstrated that when the sector speaks collectively through NHIC, our influence becomes stronger, our arguments clearer and our priorities more visible.

3.5 The Strategic Impact of 2025

Through its leadership across the CLC, government and regulatory arenas, NHIC helped ensure that:

- RMI is recognised as a core part of the UK's housing, safety and net-zero ambitions
- The workforce is valued as a national asset
- Consumer trust and protection sit at the heart of home improvement
- Skills, competence and culture are understood as interconnected challenges
- Policy is shaped with — not imposed upon — the sector

This work created the foundation that NHIC now builds upon through Impact 2030.

4. Events, Conferences & National Convening

2025 was an exceptional year for NHIC's role as the national convenor for the home improvement and RMI sector. Across every region, format and platform, NHIC brought together installers, policymakers, innovators, educators, certification bodies, manufacturers and social landlords to share insights, confront challenges and build solutions. Our events programme reached thousands of professionals and cemented NHIC's position as the trusted centre of national dialogue on quality, competence, retrofit, consumer confidence, and workforce development.

In our 50th anniversary year, NHIC's events not only reflected our heritage, but they also signalled the direction of travel for the next decade.

4.1 InstallerSHOW 2025 – NHIC Knowledge Programme

InstallerSHOW remains the flagship platform where NHIC engages directly with installers and sector professionals. In 2025, we delivered our most ambitious programme to date.

Key Highlights

- 20+ hours of curated Knowledge Hub content
- 300+ attendees across the three days
- Panels featuring BSR, HSE, certification schemes, manufacturers, skills experts, innovators and installer leaders
- Practical sessions linking competence, compliance and quality to everyday practice in homes
- Discussions shaped by lived experience and installer voice
- High-engagement social media coverage, with Knowledge Hub posts among NHIC's most viewed content of the year

Our theme — aligned with our transition from the 3Cs to the 3Rs — emphasised:

- Reducing risk
- Respecting the workforce
- Rebuilding trust at every stage of the home improvement journey

InstallerSHOW also provided a platform to amplify sponsor visibility, foster cross-sector discussion, and connect frontline practitioners with national decision-makers.

4.2 Elemental London – NHIC Knowledge Hub (with Innovate UK)

Elemental London gave NHIC a national platform to foster deeper conversations about innovation and the everyday realities of home repairs and maintenance.

Key Highlights

- Daily 90-minute NHIC + Innovate UK provocation sessions
- Sessions exploring innovation-to-workforce pathways, the future of repairs, skills readiness, and the role of lived experience
- Workshops for social landlords, housing officers and retrofit practitioners
- Strong engagement from innovators, policy leads and technical specialists
- High-performing social media impressions and interactions during the week

This programme was a pivotal part of Innovate UK's "Everyday Repairs" insight work and set the direction for 2026 funding discussions.

Our presence at Elemental strengthened NHIC's reputation as the organisation capable of bridging policy, innovation, workforce and consumer insight.

4.3 Construction News (CN) Renew – National Retrofit & Housing Leadership

At CN Renew, NHIC contributed expertise on:

- Home improvement delivery
- Retrofit risk and assurance
- Consumer confidence
- Digital readiness
- Workforce gaps
- The lived experience of installers and residents

This platform allowed NHIC to connect with local authorities, contractors, manufacturers and technology providers, shaping the future of sustainable housing.

4.4 NIMA Annual Conference – Digital, Data & Risk Management Leadership

NHIC played a key part in the National Information Management Association (NIMA) Conference, highlighting:

- The critical role of micro-SMEs in improving data quality
- How digital transformation must reflect real-world installer practice
- The connection between information, competence, risk and safety
- Cultural and behavioural insights needed to drive adoption

This engagement established NHIC as a partner capable of connecting digital innovation with workforce readiness and consumer outcomes — a foundational element of Rebuild within Impact 2030.

4.5 Member Events, Panel Discussions & Industry Representation

Throughout 2025, NHIC represented members at a diversity of sector events, including:

- Certification scheme conferences
- Trade association forums
- Manufacturer and product innovation showcases
- Retrofit and decarbonisation roadshows
- Skills and apprenticeship events
- Housing provider workshops

These engagements allowed NHIC to:

- Amplify member insight
- Advocate for workforce and consumer needs
- Strengthen cross-sector collaboration
- Promote best practices aligned with the 3Rs
- Reinforce NHIC's role as the sector's collective voice

4.6 The Role of Events in Advancing the 3Rs

Every NHIC event in 2025, from national conferences to local workshops, advanced the goals of Impact 2030:

Reduce

- Reduced confusion by providing trusted, practical guidance
- Reduced risk by discussing competence, standards and emerging regulatory changes
- Reduced fragmentation by uniting organisations within a common framework

Respect

- Showcased installers as skilled professionals deserving recognition and investment
- Elevated consumer perspectives in conversations often dominated by technical concerns
- Highlighted the value of collaborative, cross-sector leadership

Rebuild

- Rebuilt trust between industry, consumers and policymakers
- Strengthened confidence in retrofit and home improvement
- Demonstrated NHIC's role as the unifying force in a diverse and complex sector

4.7 Consolidating NHIC's Position as the National Convenor

Across 2025's events, NHIC demonstrated:

- Authority — leading national stages and driving evidence-based discussions
- Authenticity — bringing installers, residents and lived experience to the forefront
- Credibility — representing the sector at high-profile conferences and regulatory platforms
- Collaboration — convening cross-sector voices under a shared mission
- Influence — translating event insights into policy and programme design

This convening power is now embedded as a core capability of NHIC and will continue to expand through InstallerSHOW 2026, Elemental 2026, and future Innovate UK programmes.

5. Partnerships & Sector Collaboration

2025 was a defining year for NHIC's collaborative strength. As the sector entered a period of rapid regulatory, cultural and technical change, NHIC's ability to unite organisations, professional communities, and thought leaders became one of its most important contributions.

Through purposeful partnership-building, NHIC ensured that progress in the home improvement and RMI sector was shared, strategic and aligned, rather than fragmented or duplicated.

This approach reflects our belief that lasting sector improvement only happens when people work together — a principle deeply rooted in the 3Rs:

- Reduce duplication, risk and fragmentation
- Respect the expertise and value of each partner
- Rebuild trust, coherence and shared ambition across the sector

Partnerships were central to NHIC's 50th anniversary year and will remain a cornerstone of Impact 2030.

5.1 Strengthening Relationships with National Delivery Partners

NHIC's work in 2025 was strengthened by close collaboration with organisations across standards, housing, innovation, consumer protection and the wider RMI ecosystem. These relationships helped ensure that NHIC's programmes, events and research were grounded in practical expertise and reflected the reality of delivery in people's homes. Through shared insight and co-designed activity, these partnerships contributed to clearer national conversations on competence, consumer trust, retrofit readiness and everyday repair quality.

These strengthened relationships reflect NHIC's role as the sector's convenor — bringing people together to reduce fragmentation, respect lived experience and rebuild trust across the home improvement landscape.

5.2 Partnership with Innovate UK – A Major Step Forward

One of NHIC's most significant partnership achievements in 2025 was securing and delivering its first Innovate UK research project, focused on "Everyday Repairs".

This collaboration:

- Elevated NHIC's status as a research and evidence partner
- Strengthened connections between innovation, home repair practices and workforce challenges
- Led to national roundtables, landlord workshops and provocation sessions

- Created new channels for installer and consumer voice to influence future funding
- Positioned NHIC as a bridge between innovation, policy and real-world delivery

This work now forms a key foundation for NHIC's expanding research capability under Impact 2030.

5.3 Cross-Sector Collaboration with Housing Providers & Local Authorities

NHIC continued to recognise the essential role that local authorities, housing associations, ALMOs and regional partnerships play in shaping the quality, safety and energy performance of UK homes. Throughout 2025, NHIC ensured that its wider programmes, including research, policy engagement and event content, reflected the importance of this part of the sector and the need for stronger alignment between housing management, workforce capability and national policy ambitions.

While 2025 did not involve formal joint programmes of work, NHIC remained committed to ensuring that the needs and responsibilities of social housing providers were represented within national conversations on skills, competence, consumer protection and retrofit delivery. This focus supports the Reduce and Rebuild pillars of Impact 2030 by acknowledging the scale of housing improvement activity undertaken across the public and social sectors and the importance of aligning system-wide expectations.

5.4 Partnering with Certification, Competency & Standards Bodies

In 2025, NHIC deepened relationships with certification and assessment schemes, supporting:

- MTC reform
- Competence assurance
- Consumer protection pathways
- Workforce expectations under BSR
- Alignment between competence schemes and lived installer practice

NHIC reinforced the message that improving competence is not about replacing existing schemes, but supporting them to do better — an important theme within the Reduce and Rebuild pillars.

5.5 Collaboration Across the Skills Ecosystem

Certification and assessment schemes remain central to the competence, safety and quality landscape of the home improvement sector. In 2025, NHIC continued to recognise the importance of these schemes in supporting installers, shaping consumer confidence and responding to the expectations emerging from the Building Safety Regulator.

NHIC's wider programme of work, including events, working groups, digests, research and national engagement, consistently reflected the roles these schemes play in:

- Supporting competence assurance
- Helping installers navigate regulatory expectations
- Contributing to consumer protection and complaint pathways
- Influencing cultural practices across the workforce

Across our platforms and discussions, NHIC emphasised the importance of strengthening and supporting existing schemes, rather than replacing them, and championed the principle that competence must be practical, proportionate and aligned with lived installer experience.

This message aligns strongly with the Reduce and Rebuild pillars of Impact 2030, reducing confusion and inconsistency while rebuilding trust in the systems that underpin quality in home improvement.

5.6 Data, Digital & Competence Partnerships

Digital competence and information management continued to grow in importance across the RMI sector in 2025, driven by regulatory expectations, changing consumer behaviour and the wider move toward digital records and improved transparency.

NHIC reflected these themes across its events, working groups, digests and national conversations, ensuring that the needs and realities of microbusinesses and SMEs were not overlooked as the sector moves toward greater digitalisation.

Through its broader engagement, NHIC highlighted the connections between digital capability, installer readiness, information quality, risk management and consumer confidence. This emphasis helped reinforce the need for practical, accessible, and proportionate digital expectations that support rather than burden the domestic RMI workforce.

This focus aligns closely with the Rebuild pillar of Impact 2030, contributing to a more transparent, informed and accountable home improvement environment.

5.7 Sponsorship as Strategic Partnership

NHIC's 2025 event programme, spanning the NHIC Knowledge Theatre at InstallerSHOW, the Knowledge Hub at Elemental London, and our 50th anniversary events, was strengthened by a group of committed partners whose contributions extended far beyond branding or logistics. Each organisation contributed expertise, insight and shared purpose, reflecting NHIC's belief that sponsorship is built on collaboration, not transaction.

Across 2025, NHIC delivered its most ambitious Knowledge Programme to date with the support of:

- **TrustMark – Knowledge Partner**, championing quality, competency and accountability across the sector.
- **Digital Buildings – Digital Partner**, helping advance conversations on digital capability, smarter working practices and information-led decision-making.
- **QANW – Quality Partner**, supporting national dialogue on consumer confidence, installer protection and long-term assurance.
- **Energystore – Energy Partner**, contributing expertise on energy performance and innovative delivery approaches for safer, more efficient homes.

NHIC also extends sincere thanks to our **annual sponsors, CORGI Group and Recticel**, whose sustained support made the theatre possible and helped amplify the impact of NHIC's 50th anniversary year.

The programme was delivered in association with the Construction Leadership Council (CLC), recognising NHIC's leadership of the Domestic RMI Taskforce and our shared commitment to raising standards, competence and performance across the UK's existing homes.

Together, these partners helped NHIC create spaces for meaningful national conversation, elevating installer voice, strengthening consumer understanding, and supporting the Reduce–Respect–Rebuild ambitions of Impact 2030.

5.8 What Partnerships Achieved in 2025

Through its collaborations in 2025, NHIC brought new voices into national policy discussions, helped connect fragmented parts of the RMI sector, strengthened pathways for competence, safety, and quality, and connected innovation with the real capabilities and needs of installers and consumers.

These partnerships also increased visibility of the installer experience, highlighted workforce challenges, and enabled members to reach wider audiences and influence national outcomes. Most importantly, they brought the principles of the 3Rs to life, reducing fragmentation, risk and inconsistent practice; respecting the workforce, lived experience and member expertise; and rebuilding trust, collaboration and a more coherent sector culture. As a result, NHIC enters 2026 with stronger, deeper and more aligned relationships than at any other point in its 50-year history.

6. Membership, Sponsorship & Sector Support

2025 was a pivotal year for strengthening NHIC's membership community and expanding the value offered to the organisations that rely on us for national visibility, trusted insight and collective influence.

As the sector navigated regulatory transformation, workforce pressures, and rising consumer expectations, NHIC became an even more important home for collaboration, support, and strategic alignment.

Membership growth, deeper engagement, and strengthened sponsorship partnerships were essential pillars of our 50th anniversary year, and they underpin our ability to deliver Impact 2030.

6.1 Membership Growth and Engagement

NHIC's membership continued to diversify and grow across 2025, drawing new organisations from:

- Certification and competence schemes
- Trade associations
- Manufacturers and product innovators
- Training providers and skills organisations
- Social housing and local government
- Professional services and advisory bodies
- Installer communities and sector influencers

This expanding ecosystem reflects the increasing recognition that NHIC is the national convenor for home improvement, bringing together organisations that want to improve quality, safety, competence and consumer outcomes.

Membership Value Delivered in 2025

Members benefited from:

- Participation in NHIC Working Groups (CCQ, Consumer Voice, Skills, CEE)
- Access to high-profile national events (InstallerSHOW, Elemental, CN Renew)
- Opportunities to speak on panels, shape content and influence debate
- Regular policy briefings, updates and insights
- Inclusion in Doorstep Digests, podcasts and digital communications
- Tailored support on sector challenges and regulatory changes
- Increased visibility across NHIC social media channels (which saw strong growth in 2025)
- LinkedIn-driven reach into senior-level audiences across construction, services, manufacturing, housing and energy

Throughout the year, NHIC supported members not only by providing a platform but also by amplifying their voices at moments when national policy, public opinion, and sector culture were shifting rapidly.

6.2 Sponsorship as a Strategic Partnership

NHIC's sponsorship model is rooted in collaboration rather than transaction. In 2025, sponsorship was not simply a financial contribution; it was a shared commitment to improving competence, quality and consumer confidence across the home improvement sector. Our sponsors engaged with NHIC as strategic partners, supporting national conversations, contributing insight, and helping strengthen the platforms through which installer voice, member expertise and consumer understanding were elevated.

For many organisations, including NHIC members who wish to play a more active role in shaping sector progress, sponsorship has become a meaningful way to deepen engagement. By enabling high-impact content, amplifying national dialogue and supporting the Reduce–Respect–Rebuild ambitions of Impact 2030, sponsorship allows organisations to contribute directly to positive sector change.

This approach reflects NHIC's belief that meaningful progress happens when organisations work together with a shared purpose and a focus on sector-wide benefit.

6.3 Supporting Members Through Change

NHIC's role in member support deepened in 2025, offering:

1. Policy navigation: Helping members understand new regulations, competence expectations, and the implications of the Building Safety Regulator.
2. Workforce and skills support: Using Installer Voice insights and Skills Evidence Summary findings to help organisations plan for workforce challenges.
3. Consumer guidance and risk reduction: Providing content and campaigns (Doorstep Digest, podcasts, social media) that members could share with their customers.
4. Digital visibility: Delivering a substantial uplift in NHIC's online presence, particularly on LinkedIn, which directly increased member recognition and engagement.
5. Cross-sector introductions: Linking members with potential partners, collaborators, pilot opportunities, and innovators.

NHIC's support to members has always been more than technical; it is relational, strategic and grounded in our belief that improving homes improves lives.

6.6 Membership and Sponsorship in the Context of Impact 2030

As NHIC moves into Impact 2030, membership and sponsorship will play increasingly important roles in:

- Driving national conversation through the 3Rs
- Shaping competence, compliance and consumer protection reform
- Contributing to research, innovation and lived-experience insight
- Building a respected and unified home improvement community
- Enabling NHIC to remain the independent, trusted voice of the RMI sector

2025 demonstrated that our strength is collective. Through strong membership and principled sponsorship partnerships, NHIC enters 2026 with the confidence, capability and community needed to deliver real transformation.

7. Research, Insight & Innovation

2025 marked a step-change in NHIC's role as a research-led, insight-driven organisation. Across national skills programmes, competence reform, policy development, and innovation-led investigations, NHIC demonstrated its ability to gather, synthesise, and translate evidence into meaningful direction for the RMI sector. Our research in 2025 was not passive; it was deeply collaborative. NHIC became the convenor through which members, policymakers, innovators, installers, housing professionals and regulators contributed insight into what truly affects the delivery of safe, consistent, high-quality home improvement.

This work strengthens the Reduce – Respect – Rebuild pillars of Impact 2030 by reducing uncertainty, respecting evidence and expert voice, and rebuilding trust in systems and pathways that shape the sector.

7.1 CSMB RMI Skills Evidence Summary – NHIC's Convening Leadership

Commissioned under the Construction Skills Mission Board and delivered on behalf of the Construction Leadership Council (CLC), the RMI Skills Evidence Summary was one of the most ambitious and inclusive evidence-gathering exercises undertaken in the domestic repair, maintenance and improvement sector.

The process brought together a wide range of perspectives from across the RMI ecosystem — with NHIC helping to connect contributions from microbusinesses, SMEs, certification schemes, trade associations, manufacturers, social landlords and innovators.

Key achievements:

- Integrated evidence from 50+ organisations and expert contributors
- Produced a single, authoritative document consolidating:
 - Narrative analysis
 - Data tables

- Employer insights
- Installer perspectives
- Training provider feedback
- Funding and policy barriers
- Accreditation and assurance considerations
- Identified systemic workforce challenges, including:
 - Low appeal and visibility of RMI careers
 - Complex entry routes and inconsistent pathways
 - Barriers to training access for small employers
 - Funding mechanisms misaligned with RMI business models
 - Consumer protection gaps affecting employer confidence
- Set the foundation for workforce and employer support proposals in 2026

The resulting document now serves as a national reference point for understanding the RMI workforce and will directly inform future government planning, funding and regulation.

This work demonstrates NHIC's unique convening power: we bring the sector together, capture its knowledge, and articulate it with clarity and authority.

7.2 Development of the Five Policy Pillars – A Sector-Wide Effort

The five policy pillars for the RMI workforce were refined through collective member collaboration, supported by NHIC's role in bringing contributions together. These pillars now underpin the recommendations to the CLC and the wider government agenda.

The five pillars are:

1. Confidence to Employ & Invest – Improving business conditions and reducing risk for SMEs and microbusinesses.
2. Clear New Entrant Pathways – Creating visible, structured routes into RMI careers.
3. Access to Provision & Practical Support to Train – Ensuring training is accessible, affordable and aligned to sector realities.
4. Funding That Works – Reforming funding systems to reflect how the RMI sector actually operates.
5. Reliable & Rewarding Careers – Building professional identity, pride, long-term development and respect.

Each pillar benefited from sector leadership, with the FMB guiding Confidence to Employ & Invest, GSAP/Exeter supporting New Entrant Pathways and Access to Provision, DGCOS/HICS/HIES shaping Funding That Works, and MEARS leading Reliable & Rewarding Careers, all supported by wider member contributions.

7.3 Working Group 1 (CCQ) – Condition 17 & “Protect What Matters”

NHIC made a substantial contribution through the CCQ Working Group throughout 2025.

One of its most influential outputs was the Condition 17 work, exploring:

- Competence and compliance under the Building Safety Act
- Connections between product installation, assurance frameworks and system performance
- The implications of poor-quality information, documentation and consumer guidance
- Practical risks faced by installers, residents and social landlords

This work fed directly into “Protect What Matters”, a sector-wide report exploring how competence, culture, systems and behaviour shape the quality and safety of home improvement.

NHIC's role included:

- Capturing lived experience from installers and homeowners
- Highlighting risk pathways created through fragmented standards
- Advocating for simpler, clearer and more practical guidance for practitioners
- Connecting competence reform with cultural, behavioural and workforce realities

This research strongly supports the Reduce and Rebuild objectives of Impact 2030.

7.4 Innovate UK Research – Installer Voice & Everyday Repairs

Building on momentum from InstallerSHOW, NHIC began work in October on its first Innovate UK-supported research project, Installer Voice & Everyday Repairs.

The study examines how routine repair and maintenance are carried out in real homes and how installer experience, landlord practices, and resident expectations shape outcomes. Early activity has included interviews with installers, engagement with housing professionals and the facilitation of provocation sessions at Elemental London.

The project will continue throughout 2026, with full findings and recommendations to be published next year. NHIC's contribution ensures that innovation is grounded in lived experience, reflecting the practical conditions, capability and behaviours that influence the quality of everyday repairs.

7.5 Digital Insight, Lived Experience & Member Intelligence

NHIC broadened its research capability through:

- Doorstep Digest insights shared by homeowners and residents
- Podcasts capturing expert perspectives and installer experience
- LinkedIn engagement analytics informing content strategy and audience behaviour
- Member working sessions aligning technical, policy and cultural insights
- Event surveys and panel feedback

This ecosystem of digital insight positions NHIC as a continuously learning organisation — able to respond quickly, strategically and credibly to emerging sector challenges.

7.6 Building a Research-Enabled NHIC for Impact 2030

2025 laid the groundwork for a new chapter in NHIC's evolution as a research-capable organisation.

NHIC's research priorities for 2026 and beyond:

- Align research with the 3Rs and Impact 2030 roadmap
- Expand Innovate UK partnerships and pilots
- Develop new consumer insight programmes supporting trust and awareness
- Strengthen installer voice research (quantitative + qualitative)
- Support CLC and government with evidence-based policy recommendations
- Host national and regional roundtables, generating lived-experience insight
- Produce sector intelligence reports for members

This commitment to insight is what ensures NHIC remains grounded, relevant and influential.

7.7 Research as a Driver of the 3Rs

NHIC's research activities in 2025 directly supported Impact 2030's ambitions by strengthening all three pillars. It contributed to **Reduce** by generating evidence that helps cut through risk, confusion and poor practice, offering clearer insight into workforce and consumer challenges and identifying the systemic barriers that inhibit competence and quality. It advanced **Respect** by grounding research in the lived experiences of installers, residents, and employers, placing value on workforce wellbeing, professional pride, and member expertise. And it supported **Rebuild** by helping restore trust in training, standards and regulation, improving policymakers' understanding of real delivery conditions, and providing a robust evidence base for long-term workforce and quality reform.

8. Communications, Podcasting & Digital Performance

2025 was a milestone year for NHIC's communications strategy. As we marked our 50th anniversary, NHIC significantly expanded its digital presence, strengthened sector messaging, amplified member voices, and improved public-facing guidance. Our communications reached thousands of installers, policymakers, residents, and industry professionals across social media, podcasts, digital campaigns and national events.

This work aligned directly with NHIC's growing influence and with the transition from the 3Cs to Impact 2030's 3Rs — Reduce risk, Respect the workforce and consumer, and Rebuild trust.

8.1 Strengthening the NHIC Narrative

Across all channels and formats, 2025 saw the embedding of NHIC's refreshed value-led narrative: Home Is Where Our Heart Is. This message shaped our storytelling, branding, and content themes throughout the anniversary year. It reminded audiences that improving homes is ultimately about improving people's lives, boosting wellbeing, safety, comfort, and confidence.

NHIC used this narrative to:

- Humanise sector work
- Connect with homeowners and residents
- Champion installers and organisations
- Reinforce the social purpose of home improvement

This emotional tone supported stronger engagement and helped unify all communications under a single, values-driven identity.

8.2 Social Media Growth & Engagement

Digital engagement expanded significantly in 2025, especially on LinkedIn, where industry audiences are most active.

Combined Social Media Footprint (Jan–Dec 2025)

Across platforms, NHIC achieved:

- 1,306 total followers (+18.62%)
- Strong growth in senior, decision-making audiences
- Substantial uplift during InstallerSHOW, Elemental and the 50th anniversary period

LinkedIn – NHIC's strongest platform

- 1,013 followers (+23.84%)
- 40.30K impressions (+4.30%)
- 4,405 interactions (+48.47%)
- High click-through rates (+60%)

Top-performing posts included:

- Launch of NHIC's two new Co-Presidents
- Parliamentary Reception content
- InstallerSHOW Knowledge Hub updates
- 50th anniversary messages
- Speaker highlights and live event coverage

LinkedIn continues to be the platform where NHIC exercises its strongest policy influence, sector convening and membership engagement.

8.3 Facebook & Instagram – Visual Storytelling & Community Engagement

Facebook

- 8,046 impressions (+234.97%)
- Engagement upticks during events and public-facing content
- Strong reach via live updates and storytelling moments

Instagram

- 6,379 views (+207.87%)
- High reach during InstallerSHOW and Elemental London
- Improved performance from reels and dynamic event photography

These channels allowed NHIC to bring its 50th anniversary to life visually, showcasing people, conversations and moments of genuine connection across the sector.

8.4 YouTube – Establishing the Foundation for 2026

NHIC's YouTube channel (@thenhic1400) remains a valuable but currently under-utilised platform. As of December 2025, the channel has 21 subscribers and 73 videos, with growing interest from members and audiences in more video-based content. Although upload activity was limited this year, the channel offers significant strategic potential, including video podcasts, Knowledge Hub recordings, short-form leadership messages, consumer-focused explainers linked to the 3Rs, and sponsor or member spotlights. NHIC plans to relaunch the channel in 2026 as part of the broader Impact 2030 digital strategy, positioning YouTube as a core platform for engagement, insight and public-facing guidance.

8.5 Doorstep Digests – Trusted Consumer Guidance

NHIC continued to produce Doorstep Digests, offering simple, accessible, technically accurate consumer guidance on:

- Installation quality
- Product selection
- Safety considerations
- Common risks
- Choosing installers
- Protection, redress and regulatory changes

Digests were heavily shared by:

- Members
- Certification schemes
- Manufacturers
- Housing providers

This content supports Reduce and Rebuild by improving public understanding and reducing risk for homeowners.

8.6 NHIC Podcast – Trusted Insight for Homeowners & Installers

2025 saw the continuation of the NHIC Podcast, providing accessible, plain-English insight to homeowners, landlords, installers and professionals. Although the publication schedule was lighter this year, the podcast remained a trusted source of guidance and a valuable platform for sharing sector knowledge.

Across the year, the podcast achieved 627 total downloads (–14.93%) and 517 unique listeners (–5.31%), with peaks in February, April and October. Listeners tuned in from more than 10 countries, demonstrating the podcast's reach beyond the UK. The most popular episodes focused on practical decision-making and professional insight, including Choosing a Builder (41 downloads), Understanding EPCs (28), Advanced Glazing (26), Apprenticeships in Construction (26) and the InstallerSHOW Preview (26).

Listener behaviour showed a predominantly digital-literate, mobile-first audience, with access via iOS (35%), MacOS (32%), Android (16%) and Windows (14%). Playback platforms included Google Chrome (31%), Apple Podcasts (22%), Safari (15%), Podbean (8%) and Spotify (7%), offering clear guidance for future promotion and content distribution.

The podcast aligns closely with the Reduce–Respect–Rebuild pillars of Impact 2030. It helps Reduce risk and misinformation by simplifying complex standards, regulations and installation considerations. It supports Respect by elevating installer expertise, sharing lived experience and showcasing the people behind the sector’s work. And it contributes to Rebuild by improving transparency, strengthening homeowner confidence and deepening trust across the installer–consumer relationship.

Podcasting remains an essential part of NHIC’s public engagement strategy because it reaches audiences who may not engage with written guidance, provides a conversational way to discuss technical or regulatory topics, amplifies installer voice and professional pride, and extends NHIC’s presence across platforms beyond traditional social media.

Looking ahead, NHIC will relaunch its podcast in 2026 with a more structured programme of monthly episodes aligned to Impact 2030. Episodes will be published on YouTube alongside audio versions, supported by short-form insight clips and enriched with stories from members, sponsors and NHIC event content. This expansion will strengthen NHIC’s role as a sector educator and trusted guide for homeowners, installers and industry stakeholders.

Over time, the NHIC Podcast is becoming a growing library of sector knowledge, supporting homeowners, celebrating the workforce, documenting challenges and progress, and shaping expectations across the supply chain. As NHIC enters 2026, it will remain a central pillar of our communication and influence, supporting a safer, more confident RMI sector.

8.7 Digital Insights – Understanding our Audience

Across 2025, NHIC developed a more sophisticated approach to digital listening, drawing insight from:

- Social media analytics
- Engagement patterns during national events
- Consumer and installer questions submitted through digests
- Podcast listenership data
- Website behaviours
- Member input and discussion themes

These insights informed:

- Evidence in the RMI Skills Summary
- Impact 2030 messaging
- Working group priorities
- The development of consumer-focused content
- Digital planning for 2026

8.8 Communications Aligned to the 3Rs of Impact 2030

NHIC’s communications in 2025 were shaped by the final year of our 3Cs framework, Competence, Compliance and Culture, providing clear, practical messaging on consumer guidance, regulatory expectations and installer support. As the year progressed, particularly through our 50th anniversary activity, we began laying the groundwork for our transition into the 3Rs of Impact 2030: Reduce, Respect, Rebuild. This shift will define our strategic approach from 2026 onward. Through Reduce, we focused on cutting through confusion with clearer consumer content, regulatory explainers, installer guidance and digest summaries. Under Respect, we celebrated installers, elevated lived experience, showcased member expertise and honoured professional pride and heritage during our anniversary year. And through Rebuild, we prepared the ground for strengthening trust between homeowners, trades, regulators and the wider system by demonstrating transparency, responsiveness and shared values across all communications.

8.9 A Modernised, Impact-Driven Communications Function

In 2025, NHIC strengthened its position as a modern, dynamic and credible communications organisation, operating with a unified tone of voice, stronger brand recognition, improved storytelling and high-performing LinkedIn engagement, supported by a growing cross-platform presence and scalable podcast and video capability. As we move into 2026, digital communications will become even more central to our work — from demonstrating leadership and supporting members to enhancing consumer confidence, delivering the 3Rs, amplifying research findings and expanding the visibility of the wider RMI sector.

10. Governance, Operations & Organisational Strength

As NHIC marked its 50th anniversary and stepped into a new strategic era with Impact 2030, the organisation invested time and leadership into ensuring its systems, processes and structures were able to support growing influence, sector expectations and the complexity of national engagement.

This work underpins everything NHIC does. Strong governance, modern operations, and organisational integrity ensure that NHIC continues to be trusted, efficient, and effective, qualities essential to delivering our mission under the Reduce, Respect, Rebuild framework.

10.1 Board Governance and Strategic Oversight

Throughout 2025, NHIC's Board continued to provide robust strategic direction and oversight, supporting:

- Transition from the Vision 24 plan to the Impact 2030 strategy
- Management of the 50th anniversary programme
- Strengthened partnership and sponsorship arrangements
- Enhanced financial planning and forecasting
- Preparation for future organisational growth and diversification

Board governance ensured that NHIC remained aligned to its charitable purpose, financially resilient and strategically focused.

NHIC Board Members (2025)

- Jon Vanstone — Chair, Non-Executive Director
- Anna Thompson — Vice-Chair, Non-Executive Director
- Faisal Hussain — Non-Executive Director
- Hayley Lorimer — Non-Executive Director
- Frank Bertie — Non-Executive Director
- Paul Simpson — Non-Executive Director
- Gemma Swankie — Non-Executive Director
- Avinash Rajan — Non-Executive Director
- Chris Beedel — Non-Executive Director
- Sandy MacGregor — Chair of NHIC Educational Trust, Non-Executive Director

Our sincere thanks go to all NHIC Board members and to the organisations that support them in contributing their expertise to our work.

The appointment of Lord Jim Knight and Lord Don Foster as NHIC Co-Presidents further strengthened governance by bringing experience in skills, education, housing, consumer policy and digital transformation into the organisation's leadership.

10.2 Strengthening Operational Delivery

Operational capacity grew significantly in 2025 to match NHIC's expanding programme of work. This included:

Improved internal processes

- Better coordination across events, working groups and research programmes
- More structured planning for membership, sponsorship and digital communications
- Increased use of digital project management and information-sharing tools

Enhanced delivery capability

- A stronger, more cohesive working relationship between NHIC and Longwood Maven
- Additional support roles across communications, events and digital operations
- Sharper alignment between delivery teams and strategic objectives

Clearer operational rhythms

- Scheduled content planning cycles
- Defined meeting and reporting structures
- Integration of evidence-gathering and analysis into routine operations

This gave NHIC the internal stability needed to deliver a demanding and high-profile anniversary year.

10.3 Financial Resilience and Resource Stewardship

NHIC continued to operate with strong financial governance, ensuring:

- Sustainable budgeting
- Transparent reporting
- Responsible allocation of sponsorship and membership income
- Value-for-money delivery across events, outputs and partnership activities

The organisation maintained a stable financial position while expanding its range of activity — demonstrating prudent stewardship and long-term planning.

10.4 NHIC Educational Trust – Governance & Development

2025 saw renewed attention on the NHIC Educational Trust, with work focusing on:

- Strengthening governance and trustee engagement
- Refreshing the Trust's purpose aligned to modern sector needs
- Developing a new funding strategy
- Submitting a major bid to the National Lottery Climate Action Fund
- Preparing for expanded educational and community impact activity in 2026

The alignment between NHIC and the Educational Trust strengthens our ability to deliver educational, training and community programmes aligned to Impact 2030.

10.5 Operational Oversight for Major Research & Delivery Projects

Throughout 2025, NHIC ensured strong oversight and coordination across its major programmes of work, including the Innovate UK research activity, the CSMB RMI Skills Evidence Summary, our four working groups, and key sector initiatives such as *Protect What Matters* and Condition 17. This governance approach also underpinned the delivery of NHIC's flagship events, including InstallerSHOW and Elemental London, as well as our 50th anniversary Parliamentary Reception. Consistent quality control, clear decision-making and structured engagement with members and partners supported the successful delivery of these programmes and ensured alignment with NHIC's strategic objectives.

10.7 Organisational Culture – Professional, Collaborative & Purpose-Led

Throughout the anniversary year, NHIC continued to strengthen a culture defined by professionalism, collaboration, inclusion and purpose. This was reflected in consistent, trustworthy delivery, cross-sector partnerships, co-designed programmes, and a commitment to ensuring that multiple voices — especially those of installers and consumers — influenced our work. This culture supports the **Respect** pillar of Impact 2030, valuing the workforce, the public and the partners who help shape the future of home improvement.

10.8 Building Capacity for Impact 2030

2025 set the organisational foundations for NHIC's next phase of strategic growth. Work is underway to:

- Expand research capacity
- Strengthen digital capability (especially YouTube and podcasting)
- Improve internal systems and information infrastructure
- Streamline engagement with members and sponsors
- Enhance delivery planning for 2026's major events and projects
- Create clearer pathways for staff, partners and volunteers to contribute

This ensures that NHIC is fully equipped to deliver on the ambitions of Impact 2030 and to continue serving as the trusted national convenor for the home improvement and RMI sector.

11. Looking Ahead: Impact 2030

As NHIC concludes its landmark 50th year, the organisation stands ready to enter a new era of purpose, influence and delivery under Impact 2030, a long-term strategy designed to shape the future of the UK's repair, maintenance and improvement (RMI) sector.

Impact 2030 builds on the progress of 2025 and moves NHIC into a bold, forward-looking programme of work grounded in the 3Rs:

- Reduce. Risk, confusion, fragmentation and poor practice
- Respect. The workforce, lived experience, competence and the consumer.
- Rebuild. Trust, confidence, capability and sector culture

These pillars will guide NHIC's decision-making, communications, partnerships and programme development for the rest of the decade. They allow NHIC to move from celebrating a rich 50-year history to shaping a future where every home improvement is safe, competent, consistent, and rooted in trust.

Impact 2030 is built around a set of strategic priorities that respond directly to the challenges surfaced through NHIC's 2025 research, working groups, events and wider sector engagement. At its core is a commitment to rebuilding trust in home improvement by improving transparency, strengthening competence assurance, elevating installer pride and deepening consumer understanding. Impact 2030 also aims to support a future-ready workforce by advancing the five RMI skills pillars developed through the CSMB Evidence Summary and by ensuring the distinct needs of the RMI sector are recognised within wider government frameworks. A focus on reducing risk and improving quality will guide improvements in guidance, digital information flows and competence pathways, ensuring homeowners have access to clear, practical advice. The strategy also prioritises embedding lived experience across the system, amplifying installer perspectives, resident voices and employer realities to inform policy, research and innovation. A further priority is connecting innovation to delivery, ensuring that technological, digital, and product developments align with real-world capabilities and the lived conditions of UK homes. Finally, Impact 2030 commits to growing NHIC's role as the national convenor, strengthening our leadership across the CLC, government, standards bodies and Innovate UK programmes to help create a more coherent and confident RMI sector.

11.2 Impact 2030 Delivery Priorities for 2026

Looking ahead to 2026, NHIC will continue to strengthen its research and insight capability, building on the foundations laid in 2025 to deepen installer voice engagement, expand consumer understanding and develop a clearer picture of the sector through ongoing intelligence work.

Workforce reform will remain a central focus, with NHIC helping to advance proposals aligned to the five RMI skills pillars, supporting employers with practical guidance, contributing to Warm Homes Plan planning, and ensuring that the needs of small firms and microbusinesses remain visible in policy discussions. We will also continue to champion improvements in competence and consumer protection by building on the themes of *Protect What Matters*, supporting the evolution of certification and assurance approaches, and helping reduce the complexity that drives homeowners' risk.

NHIC will amplify its digital influence through a more structured YouTube presence, an expanded podcast offer and high-quality multimedia content aligned to the 3Rs, supported by ongoing improvements to our digital estate.

Our national convening role will remain strong, with continued delivery of the NHIC Knowledge Programme at InstallerSHOW, the Knowledge Hub at Elemental London, and wider sector engagement through leadership forums and parliamentary activity.

In parallel, we will support the NHIC Educational Trust as it strengthens governance and prepares for future community-focused education and engagement activity, while recognising that delivery will depend on the outcomes of pending funding applications.

11.3 Partnership Growth & Member Value

Impact 2030 strengthens NHIC's commitment to members, partners and the public by deepening technical and policy support, improving the flow of intelligence and guidance, and creating more visibility and influence for those we represent.

As we expand our public-facing role, NHIC will continue to build homeowner and resident confidence through clearer consumer guidance, richer storytelling, and an increased use of video, podcasting and digital content linked to competence and safety.

This work sits alongside a wider effort to strengthen repair culture, elevate installer pride and support sector professionalism, helping to reduce risk and confusion while rebuilding trust and understanding.

Impact 2030 is a shared endeavour, shaped not only by NHIC but also by government, industry partners, innovators, social landlords, certification bodies, training providers, and, above all, the workforce who deliver improvements in people's homes every day.

Through new partnerships, shared evidence programmes, integrated events, and consistent messaging on trust, quality, and safety, NHIC's role will be to bring coherence, clarity, and collective ambition to the sector as we move into the next phase of work from 2026 to 2030.

11.4 Closing Reflection – From 50 Years of Legacy to a Decade of Impact

NHIC's 50th anniversary year showed that the organisation is respected, mature, influential and trusted. Impact 2030 builds on that legacy, positioning NHIC not only as a longstanding institution but as a forward-looking leader driving meaningful transformation across the RMI sector. Over the next decade, NHIC will work to reduce fragmentation, confusion and poor practice; respect and elevate both the workforce and the consumer; and rebuild trust in the systems, standards and processes that underpin home improvement. In doing so, we honour our heritage while shaping a better future — because home is where our heart is, and improving homes will always mean improving lives.

Conclusion

2025 has been an extraordinary milestone in the life of the National Home Improvement Council. As we marked half a century of supporting a safer, more competent and more trusted RMI sector, NHIC demonstrated what has always set it apart, the ability to bring people together, listen deeply, act collaboratively and lead with purpose.

Across policy, skills, consumer protection, innovation, events, research and public engagement, this anniversary year has shown the breadth and depth of NHIC's influence. We have celebrated our heritage, strengthened our partnerships, grown our digital presence, amplified the voices of installers and consumers, and ensured the sector is represented at national decision-making tables.

The transition from the 3Cs to the 3Rs – Reduce, Respect, Rebuild — marks not just a change of language, but a shift in ambition. It defines the culture, behaviour, and system changes required to rebuild public trust, support the workforce, and ensure that every home improvement contributes to a safer, warmer, and more resilient future for UK households.

2025 has also shown that NHIC is more than a representative body; it is a national convenor, a catalyst for improvement, an evidence-led partner, and a trusted voice for both industry and consumers. Our members, sponsors, partners and contributors have played a key role in shaping this impact, and their commitment has made this anniversary year one of genuine progress.

As we look ahead to Impact 2030, we do so with confidence, clarity and renewed purpose.

NHIC enters the next decade with stronger foundations, deeper insight, clearer priorities and a shared mission:

- To reduce risk and confusion across the sector
- To respect the workforce, lived experience and consumer voice
- To rebuild trust in the systems, standards and pathways that shape home improvement in the UK

Because ultimately, home is where our heart is.

And when we improve homes, we improve lives.

NHIC is proud to lead this work, and together with our members, partners, and the wider RMI community, we look forward to delivering the next chapter of transformation, collaboration, and impact.

