

CHC's EDI Action Plan

24/25 Progress update



Advocacy activity

Objective	Actions (*)	Progress
<p>Ensuring our member engagement and policy influencing work represents and addresses the needs of the diverse communities our housing association members operate in and incorporates effective engagement of these communities.</p>	<p>Foster a range of voices and experiences in our work by:</p> <ul style="list-style-type: none"> Working with our members and partner organisations to build an understanding of important issues for people with protected characteristics and diverse communities with lived experience, in order to give a platform to these and inform change as part of our wider policy work e.g. through Member Communities and working groups. This will include working with our members to understand the work they do on tenant engagement. For example, we know overcrowding affects certain minority ethnic communities more than others. Undertaking an equality impact assessment of our member engagement model to ensure that our routes to influencing provide an accessible space for housing association staff from diverse backgrounds in various roles to participate. Embedding equalities considerations into our day to day policy work to ensure that we consider and highlight the impact of policy and funding choices on diverse communities where appropriate e.g. an equalities section in our consultation requests/surveys to members; case studies; comms approach. 	<ul style="list-style-type: none"> An equality impact assessment was conducted in September 2024 to assess the impacts of our current service delivery on protected groups and how we can help to advance equality by proactively removing barriers [More info on progress in events and conferences]. We have continued to engage with Tai Pawb spaces relevant to individual policy activities. This includes identifying opportunities for joint influencing work in areas that impact our members, such as changes to the Physical Adaptations Grant.
	<p>Provide support to our members to ensure the information, advice and advocacy needs of different groups of people are met in relation to housing and accommodation, working with partners who hold the expertise, such as for Gypsy and Traveller communities.</p>	<ul style="list-style-type: none"> We supported our members with the roll-out of the Welsh Government's refreshed Anti-Racist Action Plan by organising a roundtable with Welsh Government officials and Chief Executives. This aims to outline the key housing-related commitments in the Plan and seek leadership support from the sector to help drive implementation forward. We have also continued to showcase learnings and good practices of our members and partner organisations through online sessions and at our conferences. This includes the innovative work of Taff Housing to address overcrowding in their homes.

(*) These actions give due regard to the protected characteristics and intersectionalities detailed within our EDI strategy, as well the Deeds Not Words pledge and Zero Racism Wales pledge.

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Communications

Objective	Actions	Progress
Show our public support for equality	We will show support for and uplift the voices of diverse communities living in housing association homes e.g. by developing a calendar of activity highlighting key diversity and inclusion dates throughout the year; by actively building in diverse voices to our regular comms activity, such as blogs and articles; and reflecting challenges, strengths and innovations for diverse communities where we seek to influence the external environment, including in our campaigning.	We have made incremental progress on this, including diversity of content in our blog, and it is an area we will seek to prioritise in 2025/26.
Making sure our communications activity is representative of the whole population in Wales and we constructively respond to external challenge	Boost the visibility of diverse voices of our members that are currently underrepresented in our media activities by e.g. establishing a wider network of diverse social housing champions and extend our pool of spokespeople; working with key partners such as Tai Pawb; and improving the diversity of our library of stock images.	Our imagery has been reviewed to establish a baseline on where stock image use can be improved. This is an area we will seek to prioritise in 25/26.
	Update our tone of voice document for the whole organisation to ensure accessibility and include advice on reading age and language for different audiences and purposes.	Advice from Tai Pawb has been incorporated into current practice. We will keep this under review.

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Events & Conferences

Objective	Actions	Progress
Diversity of conferences, events and training programmes throughout the year is more representative of the communities we support	<p>Work with existing partners and expand our networks to provide a platform to individuals with a diverse range of lived experience where possible across our events programme, reflecting the potential higher costs of more diverse speakers in our ongoing budgets. e.g. for Spotlights, webinars and speaker panels at conferences.</p>	<p>Through the outcomes of the equality impact assessment of our service delivery model, we have ensured that for our events and conferences:</p> <ul style="list-style-type: none">• Timings of all events taken into consideration, where possible, to allow for those with caring responsibilities to attend• Conferences include: prayer room, quiet room, induction loops• All venues used are accessible• Dietary requirements are catered for at all in-person events• Welsh Language standards are adhered to• EDI monitoring of speakers at conferences
	<p>In line with the above action, explore how we can best measure improvements to our events programmes e.g. through events feedback forms, avoiding tokenism and taking into account non-visible attributes.</p>	

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HR & Recruitment

Objective	Actions	Progress
Staff and board recruitment that supports diversity	<p>Pilot different approaches to diversify our end to end recruitment processes, including for:</p> <ul style="list-style-type: none">• job packs. E.g. ensuring inclusive language is used• Advertising vacancies across a range of accessible recruitment channels• Shortlisting, incl piloting the 'Rooney' rule and anonymised shortlisting• Reasonable adjustments for interviews• Diversification of recruitment panels incl. piloting a volunteer pool of BAME individuals to support on recruitment• Employee induction• Guidance to managers to support the process	<p>The following actions have been trialled, with reflections for improvement during the next round:</p> <ul style="list-style-type: none">• Redacted personal data from personal statements• Only considered personal statements during the shortlisting process• Numbered candidates rather than named them during the shortlisting process
	<p>Deeds not Words Pledge:</p> <p>Invest resources in positive action initiatives aimed at improving diversity at all levels showing gaps, especially in relation to Black, Asian and Minority Ethnic representation. e.g. leadership development programmes, mentoring/shadowing opportunities and internal talent pipeline initiatives.</p>	<p>We have continued to support the Pathway to Board programme, including inclusion in our conference programmes. This is an area for focus in the coming years.</p>
	<p>Set percentage targets for the representation of protected characteristics across staff and leaders, with an initial focus on representation of those from Black, Asian and Minority Ethnic staff and leaders.</p>	<p>We are reflecting on this action and will provide an update in our 25/26 update report.</p>

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HR & Recruitment (Continued)

Objective	Actions	Progress
Appropriate training to support staff and board on diversity matters	A regular training programme for all staff and board members for increasing awareness and taking positive action across a range of protected characteristics and issues, including unconscious bias.	A board member appraisal and training exercise was completed, and further training will be undertaken in the coming year/18 months.
Ways of working/culture that supports diversity at all levels of the organisation	Update our staff handbook to ensure that we have a suite of policies to attract and retain a diverse workforce in which each person is treated fairly and equally irrespective of any protected characteristics and/or working practices and location. As part of this, we will uphold our commitments made to the Zero Racism Wales pledge and Deeds Not Words pledge.	We are currently working with Effective HR to review our internal policies for refinement/improvement. They have produced a suite of updated policies, which we are working through to reflect our company values and ways of working, as well as legal requirements, including those around equality.
	Measure our progress by surveying our staff on their sense of belonging and personal experience working at CHC.	We continue to run a biannual staff survey that tracks our staff's experience of working at CHC. This includes psychological safety, sense of achievement, work-life balance, management, pay and benefits, and inclusivity.
	Establish clear and accessible communication channels to build a speak-up culture to enable employees, especially those from diverse or minority backgrounds, to voice their opinions and concerns comfortably, with the senior management team leading by example.	The following channels are in place to enable a speak up culture: 121s, staff survey, and quarterly goal setting.
Effective reporting on diversity within the organisation and externally	Annually report on our EDI action plan progress to board and employees and publish progress on our website, including collecting and reporting on CHC staff diversity and ethnicity paygap.	We will continue to publish updates to the plan. We will prioritise collecting and reporting on staff diversity and pay gap in the next period.