

CHC's EDI Action Plan

25/26 Progress update



Advocacy activity		
Objective	Actions (*)	Progress
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.	Foster a range of voices and experiences in our work by: - 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.	- Developed an Embedding tenant voice and participation plan, which was piloted as part of our Senedd Election campaign to ensure that we were representing tenant voices in our manifesto. As part of this, we worked with TPAS Cymru to include a set of questions in their annual pulse survey in relation to our 3 campaign strands to sense what tenants feel. We also spotlighted powerful lived experience case studies to illustrate how Wales' housing emergency is affecting different people. - Produced a consultation template that incorporates EDI considerations into our policy responses. It primarily prompts us to analyse if proposals have a disproportionately positive or negative impact on people with protected characteristics, and to identify actions that can be taken to promote equality or to lessen any potential adverse impacts.
	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.	- Delivered a session at our One Big housing conference on culturally appropriate accommodation with a Gypsy and Traveller community interest group. The needs and experiences of this marginalised group were shared with our members in an open and honest format that resulted in follow-up work/conversations with our members and CHC on pilots and training for more appropriate accommodation. - Continued to attend Tai Pawb's Deeds Not Words Leaders meetings to understand members' approaches and gaps in different equality matters - including the implications of the WHQS 2023 hazards rule.

(*) 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.

CHC's EDI Action Plan

25/26 Progress update



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.	Supported a statement against racism and challenging misinformation in housing as part of a coalition of third-sector housing and homelessness organisations (Homes for All Cymru) We have begun developing a calendar of key diversity and inclusion dates to ensure we mark them. A small team is meeting monthly to identify opportunities and flag upcoming celebration days. Our election campaign has featured diverse tenants and staff, including a case study that centred on the lived experience of a disabled person experiencing housing-related hospital discharge delays. The story highlighted the needs of those requiring complex care and adapted housing.
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.	Ensured the imagery used for our Senedd Election campaign communications reflects the diversity of our membership, the Welsh population, paying particular attention to protected characteristics such as race, disability and age.
	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.	This has not been formally progressed due to resturcture of our communications function in 24/25; however, on an ongoing basis, we review our language to ensure it is accessible and inclusive. This action will be carried forward to 26/27

CHC's EDI Action Plan

25/26 Progress update



Events & Conferences		
Objective	Actions	Progress
Diversity of conferences, events and training programmes throughout the year is more representative of the communities we support	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.	Our conference and events continue to deliver on the following: • Timings of all events were 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 has begun, and it has proved difficult to obtain this data. We will continue to investigate ways to improve this.
	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.	

CHC's EDI Action Plan

25/26 Progress update



HR & Recruitment

Objective	Actions	Progress
Staff and board recruitment that supports diversity	Pilot different approaches to diversify our end to end recruitment processes, including for: • 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	We tested anonymised CVs and personal statements in recruitment, including only reviewing CVs after a sift of statements to avoid any unconscious bias. A review of our most recent recruitment round affirmed our commitment to equality and diversity, particularly through the conscious effort to identify candidates for the guaranteed interview policy, including for applicants who are racially minoritised or have a disability. Several areas for improvement have been identified to strengthen fairness and reduce bias: • Clarifying and standardising the guaranteed interview policy, and updating the equality monitoring form to explicitly ask if candidates wish to be considered under the policy. All information regarding the guaranteed interview process and the anonymity-protecting sift stage will be clearly included in the 'how to apply' section of the job pack to ensure applicants are fully informed. • Factoring in sufficient time (at least one day) for redacting personal information from applications to ensure anonymity before shortlisting begins. This includes CVs, which were not originally considered as part of the shortlisting process. Anonymised CVs provided as part of the recruitment for a more recent position were found to be more successful in providing a more rounded view of candidates whilst protecting against bias.
	Deeds not Words Pledge: 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.	We have continued to support the Pathway to Board programme, including profiling it through graduation ceremonies in our conference programmes and running a workshop session at our Annual Conference. We also agreed to support a pathway to board participation as a host organisation - this did not happen this year due to circumstances with the individual in question, but will be taken forward next year.
	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.	We acknowledge that we have not yet achieved specific diversity targets for protected characteristics within our recruitment process. Moving forward, we are not convinced that specific targets are proportionate or helpful for such a small organisation as ours with 20 staff.

CHC's EDI Action Plan

25/26 Progress update



HR & Recruitment

Objective	Actions	Progress
Staff and board recruitment that supports diversity	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.	Instead, we are committed to making continuous progress, which starts with better measurement of our baseline and an aim to increase our diversity at every opportunity. We have committed to tracking the diversity of job applicants and our staff year on year, which is something we will look to progress meaningfully next year. Crucially, we identified a data clarity gap in our most recent recruitment round concerning disability and racial identity, and we are prioritising the immediate update of our equality monitoring form to resolve this and improve the accuracy of our future data tracking and 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.	We have explored options for neurodiversity and unconscious bias training. Due to budget constraints, this will now be delivered in the next financial year [2026/27]
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 have continued to work with our HR partners to update the staff handbook, ensuring policies align with legislative and guidance changes and better reflect our current work methods. This has been a long-running piece of work that is near completion

CHC's EDI Action Plan

25/26 Progress update



HR & Recruitment (Continued)

Objective	Actions	Progress
Ways of working/culture that supports diversity at all levels of the organisation	Measure our progress by surveying our staff on their sense of belonging and personal experience working at CHC.	We did not run our staff survey this year due to an organisational restructure. As part of the restructure, a series of facilitated sessions with staff on ways of working and values were held, allowing space for staff to feed back and input to a shared culture. Following this, and now the restructure is complete, we plan to reinstate this in the forthcoming year and thereafter and include questions in relation to EDI.
	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 remain in place to enable a speak up culture: 121s on at least a monthly basis, staff survey and in-person all staff sessions, goal setting three times a year.
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. Since our first EDI strategy was launched five years ago, we will now produce a one-to-two-page document outlining the principles of our organisational approach to EDI. This document will reflect the strategy's overall aims and commitments, but will be more condensed, focusing instead on the objectives of our action plan as the main direction of travel. Furthermore, as noted previously, no data has been collected to report on staff diversity or the ethnicity pay gap. We will explore measures to track and report proportionately on diversity, whilst retaining confidentiality for staff, for next year. It is our sense that, given the small number of staff, reporting on pay gaps can not be done in a way that allows for anonymity and therefore we will not progress this.