



**Cartrefi
Cymunedol
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**Community
Housing
Cymru**

CHC EDI action plan

The following 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.

Objective	Actions	Outcomes	Timeframe	Senior management team lead(s)	Progress (2023)
Advocacy activity					
<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 Aelwyd Housing.</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 they 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. 	<p>Improved understanding of our members operating environment and inequality issues across Wales. Through this, we are able to influence more effective policy outcomes with equality considerations for particular communities.</p>	<p>Review of initial EIA in Sept 2024</p> <p>All other actions can be incorporated imminently and are ongoing</p>	<p>Elly and Rhea</p>	<ol style="list-style-type: none"> The new member community engagement model seeks to provide more flexible opportunities for members to inform our policy work with a structure that is guided by them e.g. through horizon scanning. This approach should allow for enhanced accessibility for housing association staff at varying levels within the organisation. <p>An initial EIA was undertaken in relation to this change. A refreshed EIA will be undertaken following a year of implementation to ensure that we are learning and adapting from experience.</p> <ol style="list-style-type: none"> Utilised partner relationships where expertise is held to share knowledge with our members on specific issues such as refugee resettlement and EDI considerations within asset management through webinars/spotlights delivered.
	<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>	<p>Our members are supported in meeting Welsh Government's Equalities strategy and associated plans in relation to standards, provision and services.</p>	<p>Ongoing</p>	<p>Elly and Rhea</p>	<p>Outcomes have been limited to specific groups of people where there are external requirements/ongoing work for the following:</p> <ol style="list-style-type: none"> Gathered member evidence and produced a sector response to the ESJ committee's consultation reviewing the Welsh Government's Anti-Racist Action Plan. Representation on the Welsh Government's Disability Rights Task Force housing group to provide a sector voice for the development of the Disability Rights Action Plan for Wales.

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Communications					
<p>Show our public support for equality</p>	<p>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.</p>	<p>We are committed to being, and demonstrating that we are, an anti-racist organisation. There is improved awareness of specific diversity challenges for housing associations and their tenants, and the progress the sector is making.</p>	<p>Ongoing</p>	<p>Ruth</p>	<p>1. Considerations are being given to the development of calendar with key diversity and inclusion dates.</p> <p>2. Blog and news activity has featured a range of stories through an EDI lens including:</p> <ul style="list-style-type: none"> • socio-economic challenges associated with the cost of living • sight loss • overcrowding and housing development • supporting homelessness in older people. <p>Process to be implemented to quantify progress on level of diversification across news and blog content.</p>
<p>Making sure our communications activity is representative of the whole population in Wales and we constructively respond to external challenge.</p>	<p>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.</p>	<p>Improved diversity in voices and imagery that are chosen to represent CHC's communications activities</p>	<p>Ongoing</p>	<p>Ruth</p>	<p>While diversity in imagery, video and written content continues to be incrementally improved, new best practice research is being undertaken to ensure that CHC's approach to diversity in external communications is holistic and not seen as tokenism. This informed approach will ensure that we develop solutions that not only ensure balance and visibility but that we are able to deliver with the sector and partners.</p>
	<p>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.</p>	<p>Consistent language across the organisation that is free from phrases, tones and words that reflect bias, reinforce stereotypes or subtly discriminate or discourage certain individuals.</p>	<p>During 2024 (Year 3 of the strategy)</p>	<p>Ruth</p>	<p>Our initial tone of voice document was developed with balance and anti-bias in mind but will be updated to specifically address these areas. Research into best practice/appropriate approaches has begun and will be implemented in 2024.</p>

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Events & conferences					
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.	Increased diversity of speakers, trainers and overall business development portfolio	Ongoing	Louise	We ensure that our speakers and panelists are from diverse backgrounds. This is built into the planning of each conference and we work hard to ensure that across the programme there a variety of panelists, workshop leader and speakers. Diversity challenges and opportunities are highlighted throughout conferences. We are currently developing a data led approach to support this work across speakers and delegates.
	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.	Evidence that demonstrates progress	Ongoing	Louise	

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HR & recruitment					
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>Hiring managers can build diverse teams who have enhanced abilities to be creative and innovative at work, whilst better data/understanding of the hiring process will enable us to take effective action to support diverse candidates to succeed in the recruitment process.</p>	<p>Ongoing, with review of approaches during 2024/2025 (Years 3 and 4 of the strategy)</p>	<p>Katrina</p>	<p>We have sought to increase the reach of job adverts, including for our recent Board recruitment. We recognise this as an area for further focus, and plan to take forward further actions in this space in 2024.</p>
	<p>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.</p>	<p>Responds in the most appropriate way to the above outcome.</p>	<p>Ongoing</p>	<p>Katrina</p>	<p>We have supported the Pathway to Board Programme by hosting the second graduation ceremony at our Annual Conference in November 2023. This provided a platform to hundreds of delegates to inform and seek participation in further rounds of the programme for Black, Asian and minority ethnic people and mentors who want to support greater diversity throughout Wales's social housing sector. We have also run sessions for the Women Lead the Board Programme to support those undertaking that course.</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>An organisation which more accurately reflects the population in Wales in its diversity.</p>	<p>2024 and 2025 (Years 3 and 4 of the strategy)</p>	<p>Stuart</p>	<p>We will take forward the other actions outlined above and review their effectiveness before setting targets – expected towards the end of 2024 or early 2025.</p>

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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.	The ability and confidence to make more informed, stronger decisions, combat bias and that we feel comfortable holding ourselves and others to account.	Ongoing	Katrina	Unconscious bias training was delivered by Tai Pawb to all staff in-person and online in October and November 2022. We are considering our training needs for the forthcoming year and will ensure this reflects issues relating to equality, diversity and inclusion.
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.	Individual needs are recognised and everyone feels supported and a sense of belonging.	End of 2024 (Year 3 of the strategy)	Katrina	Work beginning in 2024, with the first set of policies currently being drafted.
	Measure our progress by surveying our staff on their sense of belonging and personal experience working at CHC.		Ongoing	Katrina	Our mid-year staff survey showed consistency in the positive feedback including psychological safety and motivation at work. We also saw some positive movement in reporting related to stress levels however this remains a focus for CHC. Work has begun on a people strategy, building on the staff survey results and feedback from a series of in person workshops on working well.
	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.		Ongoing	Katrina	
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 are a transparent and accountable organisation and take a proactive role in championing and monitoring progress on these actions.	Ongoing, with staff diversity data planned publication in 2024 or 2025 (Year 3/4 of the strategy)	Stuart	Staff diversity and ethnicity data has not yet been determined. We will be reviewing the approach to collecting and reporting on this data during 2024.