

Equality, Diversity and Inclusion Action Plan

Theme 1: Organisational equality, diversity and fairness						
Strategic objective	Current position	Action	Measure of success	Timescale for delivery	Update October 2024	Update November 25
1 Board, Executives and staff teams are representative of the residents and communities which we serve.	We report on our board and staff diversity year on year compared with the local communities and we are currently representative. In addition a good proportion of our board and staff are local residents and we employ our own residents (currently 5% of staff).	<p>We are going to be recruiting to a number of new positions on the Board and committees in the next six months and we must ensure that we get the right diversity on our board for the future.</p> <p>We will continue to offer job/training opportunities to residents through our own recruitment or through our partnerships.</p> <p>We will ensure that we advertise our roles locally to give local communities the opportunities.</p>	<p>A board and staff group that continue to be representative of our wider community.</p> <p>Residents gain employment and training.</p> <p>Staff group which contains a high proportion of residents and local people.</p>	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Three members have retired or left this year so we will be recruiting again at the end of the financial year and we will ensure that we are mindful of the nine protected characteristics in our recruitment.</p> <p>We currently have 3 ccha residents working for ccha and at least 1 resident working for our main contractor. Our contractors constantly advertise and offer employment and training to residents.</p> <p>At least 33% of our staff are local to our operating boroughs of Croydon, Sutton, Bromley and Merton.</p>	<p>In our recent Board recruitment in March 2025, we were looking for a range of technical skills including ICT, risk management and H & S but we wanted applicants to ideally be from social housing or have that lived experience. We successfully recruited a new candidates that have supported our diversity in age, gender and ethnicity.</p> <p>There is a diverse mix of gender, age and ethnicity throughout the organisation from the Leadership Team (100% female and 75% ethnically diverse), Management Team (84% female and 57% ethnically diverse) through to the staff group and we are representative of our communities. As previously stated at least 33% of our staff team work in our local operating boroughs.</p> <p>We still have 3 residents working for us and we actively encourage others to apply for roles within the association.</p>

2	<p>Provide training and resources to support diversity within ccha.</p>	<p>All of the managers have had training by a specialist EDI consultant on how to encourage openness around EDI issues and how to respond to them.</p> <p>All staff had in person EDI training which included acceptable behaviours/unconscious bias</p> <p>Ongoing all staff are required to undertake E Learning on EDI.</p>	<p>Track e-learning to ensure that staff are completing it</p> <p>To ensure that EDI training is included for all new starters</p> <p>Review existing code of conduct/Grievance and Disciplinary policies to ensure that they are not discriminatory</p> <p>Clear message to residents regarding ccha's approach to ED&I on the website via ED&I Strategy and Statement</p>	<p>A positive culture of openness around EDI and a willingness to be able to tackle issues with EDI as they arise.</p> <p>Clear policies and procedures in place for residents which promote and support ED&I</p> <p>Good results in the next EDI staff survey.</p>	<p>ongoing</p> <p>May 2023</p> <p>July 2023</p>	<p>This is now standard practise for us. All new starters will have EDI training when they start and then Elearning every 3 years. We also have in person specific training in areas which we believe could be challenging the first of these will be on unconscious bias in recruitment.</p> <p>All of our Board members are also required to complete EDI training as part of their induction and then repeat this every 3 years.</p> <p>All staff code of conduct, disciplinary and grievance policies have been renewed to ensure that they are not discriminatory.</p> <p>An EDI statement has been put on the website which sends our a clear message about ccha's approach</p>	<p>We continue to ensure that our management and staff teams are equipped to support diversity on our schemes and in our workplace by providing a range of training.</p> <p>November 25 all staff had Neurodiversity training and Mental Health capacity training.</p> <p>Once we have fully analysed the data from the staff EDI survey we will be looking to support staff further through our People Strategy coming to Board in April 26.</p>
3	<p>Use staff feedback surveys to measure satisfaction across protected characteristics.</p>	<p>We have completed one staff survey around EDI and are using this as our baseline. Our action plan has been developed to address the issues identified in the survey.</p>	<p>A further survey will be completed next year to see whether there have been improvements as a result of the action plan so far.</p>	<p>Positive response to the EDI staff survey.</p>	<p>July 2023</p>	<p>This was significantly delayed but has started and we hope to have 100% by the year end March 2025.</p>	<p>67% of staff completed the staff EDI survey. 50% of all staff are of diverse ethnicity. We will be looking to develop a Management steering group to review all of the results of the survey and look at whether we need to adjust training and well being activities as a result.</p>

4	<p>Ensure that the recruitment process is inclusive.</p>	<p>We have a local jobs, training and opportunities bulletin that residents and local people are able to check for jobs and we offer access to sign up to a mail list so that anyone can be informed when opportunities do arise.</p> <p>We currently ask all applicants to complete an Equal Opportunities form.</p> <p>We would also ask new starters about special needs or requirements so that adjustments can be made.</p>	<p>Ensure that the recruitment and onboarding process does not allow for discriminatory behaviours of the 9 protected characteristics through set procedures.</p> <p>Provide training to all recruiting staff to ensure that the process is inclusive.</p> <p>Review of our internal succession planning to promote personal development of existing staff.</p>	<p>Diverse workforce who feel supported and accepted evidenced through further surveys.</p> <p>Residents that feel ccha represent the diversity of the local community which in turn will create action and initiatives that are both positive and impactful.</p>	<p>August 2023</p>	<p>We have now introduced Hire Road, a recruitment package, and ensure that we advertise in more diverse sites to ensure inclusivity in our recruitment. The Hire Road site also operates blind shortlisting and can provide EDI reporting around application through to appointment to ensure that we are being inclusive.</p> <p>For our most recent Board recruitment we advertised through Black on Board as well as the normal recruitment routes and blind shortlisted. We will continue to look to new ways of engaging underrepresented groups in our recruitment.</p>	<p>There has been no movement on what was included in the update as of October 24. We are successfully attracting applicants who are age, gender and or ethnically diverse.</p>
5	<p>Review of our internal succession planning to promote personal development of staff.</p>	<p>Through our appraisal and 1 to 1 systems, we discuss long term ambitions and goals for personal progression and will identify any training and development needs.</p> <p>We have a reasonable training budget and actively encourage staff to do further training if we feel it would benefit the individual and meet the needs of the business.</p> <p>We encourage staff to work shadow to find out more about the business but also about other peoples roles.</p>	<p>A further survey will be completed next year to see whether there have been improvements as a result of the action plan so far.</p>	<p>Positive response to the EDI staff survey and staff satisfaction surveys.</p> <p>Staff that feel developed, supported and invested in.</p> <p>Improvements in recruitment and retention and low staff turnover as more opportunities for career development.</p>	<p>August 2023</p>	<p>Our appraisal and 1 to 1 system has been amended to ask staff to report on our values but to also prompt managers to ask about staff members long term aspirations.</p> <p>We carry out six monthly staff pulse surveys and we have a culture plan which is designed to respond to the feedback from these surveys as well as working on areas which staff have identified as priorities for them.</p> <p>We advertise all of our roles internally and actively look to move staff into development roles with additional support.</p>	<p>We are currently undertaking a skills and succession survey of all staff which we would hope to be able to report on by Q4. We expect the feedback from the survey to be built into the new People Strategy which is currently being developed.</p> <p>We have changed our staff survey this year to the Acuity survey which is in line with our customer satisfaction surveys as we believe that there is a link between the two. We are also trialling a new survey through Acuity ECHO which asks staff what they think of our residents surveys and what they would like to see improved.</p>

		<p>All of our roles are advertised internally as well as externally and through agencies to ensure that we give our internal staff the opportunities where we can. There is a slightly different process required for internal applicants.</p>					<p>As previously stated we actively encourage staff to apply for development roles and through the changes we have made to our repairs model and bringing in our customer contact centre we have been able to create a number of opportunities for staff to develop. This can be a challenge for an organisation our size.</p>
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Theme 2: Sustainable and diverse supply chains							
	Strategic objective	Current position	Action	Measure of success	Timescale for delivery	Update October 2024	Update November 25
1	Ensure that our procurement processes don't prevent and or discourage small to medium sized local partners from bidding for services.	As a small housing provider we actively encourage and support small and medium sized businesses. Our Procurement Policy states how we ensure that our policies are inclusive.	No further action.	A diverse list of providers that are representative of the local communities in which we operate.	In place	We are currently looking to change our repairs model, the new model will start on 1 April 2025. We will be splitting our main contract into smaller lots which should make it accessible for local smaller to medium businesses.	<p>We have taken our customer contact centre in house so this allows greater control and flexibility in our repairs service. For our repairs and maintenance service we have procured a smaller local contractor who are based in south London who employ a direct labour force.</p> <p>We are also using a procurement platform, Plentific, which is on a project by project basis so does not prevent smaller contracts bidding although there is criteria they will need to comply with but not specifically around size/turnover.</p>
2	Ensure that all of our main contractors and suppliers have an appropriate environmental policy and that they complete an environmental impact assessment for their work.	All of our suppliers environmental policies are provided as part of the procurement processes and form part of the quality assessments.	No further action.	A diverse list of providers that are representative of the local communities in which we operate.	In place	In place	Our new main contractor has a good approach to corporate social responsibility which includes environmental management, eg waste reduction and sustainability and responsible sourcing, eg using only sustainable raw materials. Environmental Management ISO 14001 - KNK are accredited by BSi to ISO 14001. Environmental Management.

3	<p>Ensure that all of our main contracts have some commitment to local training, work experience and employment opportunities for our residents and the wider community.</p>	<p>This forms part of the quality requirement when procuring a new major contract. Our three main contractors for repairs, cleaning and grounds and gas servicing have all committed to providing opportunities for employment, training and apprenticeships to our residents in the first instance but also to the wider community by advertising locally. Progress against this objective has been hindered significantly by Covid but we are working with the contractors to ensure that this moves forward in the next year.</p>	<p>Community Team to work with the contractors to ensure that this progresses and our residents and community are offered the opportunities that they have committed to.</p>	<p>Increased job opportunities for our residents.</p>	<p>December 2023</p>	<p>ccha hold a list of residents who are interested in employment opportunities and we actively encourage residents to apply for our own internal roles and those opportunities highlighted by our contractors. This is on going and will continue to be promoted. We also publish on the website a list of local job opportunities.</p>	<p>Our new main contractor is a family orientated business that like to employ and promote from within as well as advertising locally. The company does not use the services of a recruitment agency when more resources are required to meet existing or new contractual requirements. Positions are initially advertised internally and then within the community utilising a job vacancy board on the front of our building. We have successfully offered apprenticeships and the opportunity for work experience whilst training for several employees both in trades and some who have qualified as Surveyors and are now Contract Managers. We only employ personnel who are properly and effectively trained relevant to the tasks they perform and where applicable training needs identified are provided to achieve the necessary competence.</p>
4	<p>Ensure that the quality element of all our main contracts includes for social value and Equality, Diversity and Inclusion.</p>	<p>All of our main suppliers Equality, Diversity and Inclusion Policies are provided as part of the procurement processes and form part of the quality assessments.</p>	<p>No further action.</p>	<p>A diverse list of providers that are representative of the local communities in which we operate.</p>	<p>In place</p>	<p>In place</p>	<p>This is standard for all of our main contracts. We procure on a 60:40 quality:price basis but for specific contracts that we feel quality is key we have the discretion to increase the quality element up to 70:30 quality:price.</p>

Theme 3: Working Together with Londoners							
	Strategic objective	Current position	Action	Measure of success	Timescale for delivery	Update October 2024	Update November 25
1	Compliance with the requirements of the NHF "Together with Tenants".	This forms part of our Customer Strategy. We are completing a gap analysis and compliance with Together with Tenants forms part of our action plan linked to the strategy.	Identify the gaps in order to meet compliance and deliver the actions.	ccha has signed up for Together with Tenants and report full compliance when we do our annual self assessment of compliance with the Code of Governance 2020.	April 2023	Complete - The board acknowledged their commitment to Together with Tenants at the February 2023 Board meeting. We will report against compliance with TWT in April 2025.	We are compliant with the requirements of "Together with Tenants" and have declared our compliance.
2	Promotion of the residents voice from Board to front line staff which is underpinned by a clear set of achievable, measurable and reportable customer standards which have been approved by residents.	<p>We are demystifying the board by raising their profile on social media and resident platforms.</p> <p>We are also providing better opportunities for board to meet with residents through social events.</p> <p>We also want to look to recruit members with community and or lived experience of social housing.</p> <p>We now have measurable customer service standards that were developed from residents direct feedback. We are now monitoring these to ensure that our staff are adhering to them.</p>	<p>Raising the profile of the board with our residents will be an ongoing process which we will assess as part of our current Governance action plan and Customer strategy.</p> <p>Recruitment of new board members will happen early next year and this is a skill set which the board recognise is required.</p>	<p>Board have a greater understanding of our residents.</p> <p>The residents voice is heard and able to influence the future direction of ccha.</p>	December 2023	<p>We have a programme of resident engagement events throughout the year which staff and board members are actively encouraged to attend. The Leadership Team take the results of the independent customer satisfaction surveys and visit our most dissatisfied residents every two months. Board members are obligated to sign up to one of these visits annually. September will see two full board and one independent board member visit with us.</p> <p>We are currently undertaking an extensive face to face resident engagement exercise linked to the next business plan 2030. We have also had resident meetings in person and on line and the next business plan featured in our annual resident open days which happened in July 2024.</p>	<p>In addition: Half day Board stock tour linked to the May Strategy day to allow the discussions/decisions being made in the afternoon to be informed but what they have seen and the residents that they have spoken to in the morning.</p> <p>We have a new tenant panel who are more representative of our wider community and ccha residents. They have been running for approximately a year and are looking at how they would like to formalise the group going forwards and feed into both the Board and the services we provide. The minutes of these meetings are summarised in the CE update to Board.</p> <p>We have successfully recruited a new member of our board with lived experience of social housing.</p>

3	Making sure that we are listening to our residents and responding to their needs.	Please refer to Customer Strategy.	Please refer to Customer Strategy.	Please refer to Customer Strategy.	April 2023	Update on progress of the Customer strategy has been provided for the July 2024 Board and a summary of the board update paper has been provided as a separate document.	Included in the submission is a presentation to the July Board which provides progress against our customer and community strategies. A Resident Engagement Impact Assessment will be presented to the Board in December 2025.
4	Ensuring that we have a diverse range of housing offers which responds to the needs of the community - from genuinely affordable rented homes to low cost home ownership.	We have diversified into Shared ownership and London Living rent under the 2021 - 26 Mayoral funding programme. We have also committed to delivering at least 50% genuinely affordable rented homes. This will continue as there is always a need for good quality housing for sale and rent. Our business plan commits us to a development programme of 40 - 50 per year.	Secure a development programme from new opportunities and our own sites to deliver the programme committed to in our Development Strategy.	Deliver the programme.	December 2023	<p>Our focus in the last year two years has been on customer services and improvements so we have reduced our targets for new homes to a minimum of 25 homes per year of which a small proportion will be private sale to help us deliver more affordable rented homes.</p> <p>We have bid for a number of new opportunities but have struggled to meet developer expectations so the focus has been on developing on our existing sites and run a programme along side trying to win new development opportunities. A new scheme of 18 homes was approved by the Board subject to suitable contract terms.</p>	<p>We currently have two schemes started on site, one for social rent and one for shared ownership. We have two going through planning both for social rent but one of these is a community led development in partnership with a church and a small cooperative.</p> <p>Historically, we have developed homes for shared ownership, London Living Rent and Social Rent. Our future programmes are going to focus more on social rent but will include some shared ownership homes where we feel it is necessary for the financial viability of the scheme or where we feel the scheme is best suited to home ownership.</p>

5	<p>Ensuring that we continue to support our local community through our commitment to community initiatives and improvements.</p>	<p>We are a local community housing provider so are committed to supporting the community. However as a small provider our resources are limited so we partner with organisations in order to maximise our resources and focus on youth opportunity, homelessness and worklessness.</p> <p>We are a founder member of the Croydon Legacy Youth Zone that provide support, training and counselling amongst other services for young people in the borough.</p> <p>We link with Emmaus who provide homes and support for those who need it to support them with a trade and life skills.</p>	<p>Improve our links with Crisis who have a significant presence in Croydon.</p>	<p>Established support network of housing, training, job opportunities and life skills to prevent future homelessness.</p>	<p>March 2025</p>	<p>Our focus for this year has moved to our existing residents and providing them with a good quality service. However, we continue to fund and support the Croydon Legacy Youth Zone which provides a vital services to our younger residents.</p> <p>We are also always looking to new partnerships to provide housing in Croydon for those in most need. We have good links to Emmaus and other local support providers such as Nehemiah and we are currently working on a project with a local cooperative of low income families to develop approximately 15 homes for their cooperative Heads2gether.</p>	<p>Our focus and investment has been on our existing homes and ensuring that they get a good quality service and we can make the improvements that are needed.</p> <p>We are also preparing for all of the new legislation and regulation around our homes which will again mean that much of our resource will be invested in our existing homes and a modest annual development programme. However, we have a responsibility to support our community so we achieve this by working with local partners in ways which also support our business such as providing move on accomodation for Emmaus, leasing our supported housing to Nehemiah and working on community led developments which will achieve growth and provide homes for local people.</p> <p>Providing a Welfare and debt advice service for our residents is absolutely key, we need rents to deliver our services but we have an ethos of not evicting any resident that engages with us as part of our CARE values. Since April 2025, we are supporting an average of 130 residents a month and have already recovered £300,000 in unclaimed benefits.</p>
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