Creating Authentic Impact in Communities

HACT Conference
November 2025

Afshan Iqbal | Cardiff Community Housing Association

Hact Social Value Conference 2025

CCHA

A community-based housing association rooted in the heart Cardiff.

Our purpose: fair, inclusive, and representative communities. From this commitment, two landmark programmes were born:

Pathway to Board

Get Into Housing

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“You don’t build homes for families like mine”

“ When people trust you as a landlord they will trust you as an employer”

Amina Butetown Resident 2019/20

Representation Matters

Why the Diversity Projects Began

We saw our tenants reflected in communities, not in leadership.

Barriers existed in access and confidence, not talent.

We turned intention into action through structured pathways into housing and leadership.

The power of partnerships

Collaboration with 7 housing associations,

Principality, Yolk Recruitment, Cardiff Council.

WG and core funding enabled delivery.

“By supporting this project, we’re opening doors to a more inclusive workforce.”

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Our fantastic partners!

- 7 Welsh Housing associations
- Principality
- Welsh Government
- SPF

ccha · Linc · TAFF · Hafod · united welsh · Wales & West Housing · Cadwyn · Arloesi gan Lywodraeth Cymru Funded by Welsh Government · mewn i waith into work · Cardiff Caerdydd · Principality Building Society Cymdeithas Adeiladu

newydd

Pathway to Board

Developing diverse leaders for governance and beyond

Annual training & mentoring programme

Supports ethnically diverse professionals into Board roles

Builds skills, confidence & sector insight

Mentor scheme with experienced leaders



Live Board observation opportunities
Partnered with housing, education & public bodies

"From potential to leadership — changing who's in the room."

Pathway to board Outcomes

49 participants | 23 secured board roles | 6 within host organisations.
£328,690 social value created (SROI 1:3.4)

“It’s about giving people the confidence to believe they belong in the room.”

The Get Into Housing Project

16-week paid placement programme

For people from ethnically diverse backgrounds

Builds skills, confidence, and pathways into housing careers

Includes mentoring, training & real work experience

Delivered in partnership with 7 housing associations across South Wales



Get into housing Outcomes

Aim: Open doors to meaningful employment in housing.

100 participants | 86 into jobs |

£2,112,245 social value created (SROI 1:3.8)

“It’s impacted me dramatically in confidence, skills, and self-esteem — now I’m employed in housing.”

Operational Impact

CCHA's workforce diversity increased from 7% in 2022 to 22% in 2024.

Partners report innovation, empathy, and retention. "It's been transformational for both the people and organisations involved." — Taff Housing.

Real lives .....

“After a 20-year career break, I’ll be forever grateful for the opportunity.” — Fozia, Hafod

“Before this, I was shy and low in confidence. Now I’m full-time at United Welsh.” — Saiqa

“Four years ago, I was unemployed. Now I work at CCHA — it’s changed my life.” — Marfat

get into housing

ccha

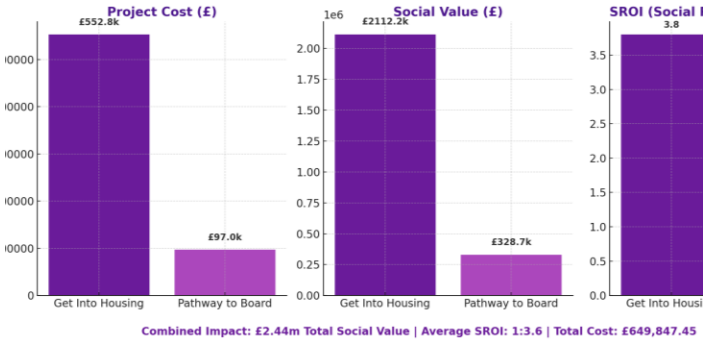
4 Years of impact- from Ideas to movement!

2021: A pilot placement, one idea.
2022: Two programmes launched.
2023: Partnerships secured.
2024–25: 149 participants, £2.44m social value.

“When you act with purpose, ripples become waves.”

Social Value Impact

- **Get Into Housing: £2.1m social value | SROI 1:3.8**
- **Pathway to Board: £328k social value | SROI 1:3.4**
- **Combined Impact: £2.44m total social value**



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Pathway to Board

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Social Value Impact — Beyond the Numbers











What's next?

Scale across Wales and new sectors.

Strengthen progression: Get Into

Housing → Pathway to Board → Leadership

Build sustainable funding

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From Action to Impact

Conclusion





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Thank You

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