

# Deeds Not Words

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A pledge to end racial inequality in housing



## Baseline Report

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# Introduction

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**The baseline report on race equality in housing in Wales, has been compiled as part of **Tai Pawb's Deeds Not Words challenge**. When we launched the race equality challenge in 2020, Tai Pawb and participating organisations, committed to obtaining a baseline for measuring progress of Deeds not Words with the organisations which signed up to the initiative.**

This report is a result of a commitment of a group of housing organisations to eradicate racism in housing. Tackling racism and race inequality has always been important to the housing sector, however the devastating impact of Covid-19 and the murder of George Floyd were an important turning point in the realisation that tackling racism at scale is more pressing than ever. Despite much good practice, it is clear that we need to work more, better and differently to turn our values into tangible and just outcomes.

Deeds not Words organisations recognise that there is a need for a different and more proactive approach to understanding and continuously tackling issues which are often pervasive in our cultures, systems and practices.

This report reflects the strong commitment from Deeds not Words organisations to an open and honest reflection on where we are on race equality in housing at the beginning of our journey – a baseline from which we can start to measure the challenge, the effectiveness of our actions and the progress made in the next 5 years.

The evidence presented in this report marks the beginning of a constructive 5-year journey. It presents evidence of extensive work, commitment, positive efforts and leadership shown in many organisations but it also paints a challenging but honest picture of where we are now. The evidence clearly shows that no sector or organisation is immune to racism, while providing a starting point from which we can look to improve.

In many ways, real change will be shaped by how effectively we learn from the data and experiences kindly shared by our colleagues in this report and across organisations. We need to acknowledge the evidence, build on the good work and be mindful of not losing the momentum we have.

*This baseline report is based on two surveys:*

- 1) Employee survey – which gathered employees own views and experiences of race equality, inclusion and diversity.
- 2) Organisational survey – which asked for data and information specific to the pledge areas

It is our intention to carry out these surveys regularly, in order to measure and inform the progress of Deeds not Words, including identifying good practice, challenges and potential areas where further support is needed.

This is accompanied by ongoing engagement with CEO's and/or senior leaders within the 30 organisations<sup>1</sup> which pledged to tackle racial inequality under the banner of Deeds not Words. The initiative is also supported and scrutinised by the Deeds not Words panel consisting of Black, Asian and ethnic minority people working within or with the housing sector.

# Key findings | Employees

Fewer people of colour felt that they **belonged in their organisations, much fewer felt so strongly and much more felt undecided** compared to white British colleagues.

On average, a sense of belonging for all employees taken together was much higher than indicated by other research on this topic, with up to 3% of all people feeling like they did not belong <sup>2</sup>.

Nearly **a third** of people of colour often worried about **not having things in common** with others in their organisations, compared **to a tenth** of white British employees.

Fewer people of colour than their white British colleagues felt able to **voice contrary opinions and speak up**, with their views valued and no fear of negative consequences.

Fewer people of colour & white Europeans felt respected and valued by their teammates. There were no major racial or ethnic differences in whether people felt **respected and valued** by their managers.

Nearly all people of all races thought that race equality and diversity **was important** to them.

**A third** of people of colour did not know whether racial equality and diversity was important to their managers and senior leaders compared to only **one tenth** of white colleagues.

There were very small differences in views on fairness in promotion decisions, performance evaluation and development opportunities between different races and ethnicities. Large proportions of all respondents were undecided in their views on fairness in promotion, performance and development (27 to 47%).

In the past year **1 in 9 people of colour** stated that they experienced racist treatment from colleagues, compared to **1 in 100** white British employees. In the past three years **1 in 9** people of colour and **1 in 14** white European employees experienced racism/xenophobia from colleagues, compared to **1 in 100** of white British people.

White British and European colleagues had much more positive view of how accessible their organisations' services are, than their counterparts from black, Asian or mixed heritage backgrounds. While only 3% of white British colleagues thought the accessibility of their organisation's services for ethnic minority people was poor or very poor, 16% of people of colour had that view.

There is a clear indication that Black Lives Matter, COVID-19, and Deeds not Words have increased organisational consciousness of race issues and sparked work towards change. Despite some of the continuing challenges described in this report, it is evident that there are many positive efforts, good practice, leadership and commitment in organisations: from smallest changes and adjustments to leadership and strategy.

While some organisations have raced ahead with planning and implementation of their Deeds not Words commitments, some colleagues were disappointed with little movement from commitment, aspiration and conversations to planning and action.

# Key findings | Organisations

**Covid-19:** All organisations were either using a **COVID-19 risk assessment tool** that takes account of ethnicity or were planning to incorporate it into existing practices. The vast majority of respondents stated that they have been or were offering support to ethnic minority staff. However, almost **a fifth** said they are not.

**Overcrowding:** When asked about investigating and addressing overcrowding, **majority** of stock-holding organisations said they had either investigated/were investigating (43.5%) or would do in the future (39%). However **4 organisations** (17%) said they had not and did not specify that they are planning to do so.

**Diversity:** The racial diversity across different levels of staff is **low across most roles**, the lowest average being for **'other managers'** (0.6%) followed by **senior management** (3.7%), non-managerial roles (4.4%) and board members (5.5%). **4.9% of staff** as a whole were from black, Asian or ethnic minority backgrounds. Two organisations said 25% or more board members were from ethnic minority backgrounds. Two organisations said 20% or more of their staff were from ethnic minority backgrounds.

**Unconscious bias:** Almost two-thirds of organisations indicated that 25% or fewer staff had been trained in unconscious bias. **Five organisations** said that 75% or more staff had been trained.

**Recruitment panels:** Many organisations were actively working **on increasing racial diversity** on recruitment panels. This included some creative thinking and, at times, working with external partners.

**Communication and accountability:** **Two thirds** of organisations had already published an initial statement on race equality or anti-racism, with **a fifth** planning to do so. Only **two thirds** of organisations had issued information on specific race equality challenges or areas of focus for the organisation with **three quarters of organisations** outlining specific actions they would take.

**Data:** Use of ethnicity data was limited. Although **three quarters** of organisations used ethnicity data to varying degrees, **a quarter** did not use ethnicity data at all. Only **a fifth** of all organisations used other insight channels (e.g. engagement to inform service delivery or feedback).

**Engagement:** **Half** of organisations said they had worked with ethnic minority community groups in their area and provided some examples (these are provided in the report). However, more than **40 per cent** said they had not, with **7%** unaware of these links.

**Housing refugees:** Most organisations said they didn't work in dispersal areas, but in cases where organisations did (two thirds) some provided an insight into their current practice. **A quarter** of organisations in dispersal areas did not have links with refugee organisations. Several referred to Syrian Resettlement Scheme (Vulnerable Persons Resettlement Scheme) and others provided **great examples** of providing housing through partnerships with one organisation leasing housing to a refugee organisation.

**Anti-racist culture:** Nearly **one third** of organisations self-reported that they actively promoted inclusive and anti-racist culture 'to a great extent or 'considerably' while almost half said they had done so 'moderately' and **a quarter** reporting 'slightly'.



Governance: **One in ten** boards responding have reported scrutinising race equality issues ‘to a great extent’ or ‘considerably’. **One in ten** boards have not scrutinised race equality issues at all. **40%** of boards scrutinised the issues to a moderate extent, with similar percentage of those who scrutinised to a slight extent.

Early practice: The survey was undertaken in the first few months of the initiative and it is clear that many organisations were in the **early stages** of their anti-racism work, however several organisations scaled up and moved beyond engagement and conversations early on. Pockets of good practice have been highlighted throughout this report.



# Recommendations | What can we do?

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This report contains a number of recommendations and suggested actions based on colleague and organisational responses. You can find them in each part of the report or go straight to those sections via links below.

[Belonging and inclusion | What can we do](#)

[Performance and career | What can we do](#)

[Experiences of racism | What can we do](#)

[Strengths and weaknesses | What can we do](#)

[Employees' own recommendations](#)

[Other organisational recommendations](#)





## Employees views and experiences

IN DETAIL





# Methodology and colleague profile

The below report is based on a survey of 833 employees working in housing organisations signed up to Deeds not Words. 89% of respondents were White British & Irish, 6.4% were Black, Asian and minority ethnic, with the remainder choosing not to state their ethnicity/national origin. Please see Appendix 1 here for more details on methodology and profile of respondents.

## Belonging and inclusion

### Belonging and inclusion | Snapshot

In this part we asked colleagues the following questions:

- To what extent they felt like they belonged in their organisation
- To what extent they felt that they had things in common with colleagues
- To what extent they felt that they could voice a contrary opinion
- To what extent people felt respected and valued by their teammates and managers
- To what extent people thought that racial equality and diversity were important to their managers and senior leaders

The positives:

- on average, a sense of belonging for all employees was much higher than other research on this subject indicates<sup>3</sup>
- vast majority of people of all races thought race equality and diversity was important to them
- there were no major racial or ethnic differences in whether people felt respected and valued by their managers.
- nearly all people of all races thought that race equality and diversity was important to them.

The challenge:

- people of colour did not feel that they were included or belonged to the same extent as their white British colleagues (a trend which is reflected in research on this subject, mainly with private sector organisations)
- one third of people of colour did not know whether racial equality and diversity was important to their managers and senior leaders compared to one tenth of white colleagues.
- nearly a third of people of colour often worried about not having things in common with others in their organisations, compared to a tenth of white British employees.
- fewer people of colour than their white British colleagues felt able to voice contrary opinions and speak up, with their views valued and no fear of negative consequences.
- fewer people of colour & white Europeans felt respected and valued by their teammates.

There is an increasing body of research and practice which demonstrates that a sense of belonging at a workplace is an important and often undervalued indicator, driver and output of inclusion. In the world of equality, diversity and inclusion, fostering cultures which increase a sense of belonging is now often described as 'the missing' piece in the traditional EDI approaches which place a lot of focus on training or compliance.

USA based research indicates that a quarter (26%) of employees don't feel like they belong in their companies, UK based research indicates that only 32% of employees feel like they completely belong. Consistently, results for some underrepresented groups showing that their experience of inclusion and belonging is different and a sense of belonging and inclusion – weaker.

Research also shows that a sense of belonging and inclusion is experienced differently by different ethnic groups, especially where they intersect with other characteristics, e.g. that different intersectional groups of women score lowest across many questions. We were not able to explore intersectionality in this report due to low sample sizes across different intersections, but we would encourage employers to explore this as they design their approaches to inclusion and belonging.

There is also a body of evidence showing a strong relationship between a sense of belonging, inclusion and employee engagement, commitment, motivation and pride. Increasing number of companies are therefore investing in approaches and initiatives which foster a sense of belonging and inclusion. This is particularly important with the wide adoption of remote or hybrid models of working.

## Find out more about diversity, belonging and inclusion

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**Below are links to some of the research and articles which we used to contextualise and analyse our findings and offer suggestions.**

[The value of belonging at work | Better Up](#)

[Diversity, inclusion and intersectionality | CultureAmp](#)

[6 ways to foster belonging in the workplace | CultureAmp](#)

[Belonging: A Conversation about Equity, Diversity, and Inclusion | Krys Burnette | Medium](#)

[Diversity Isn't Enough: Cultivating a Sense of Belonging at Work | Knowledge@Wharton](#)

[Why companies need to remember the "I" in D&I | HR Technologist](#)

[Five findings on the importance of belonging | EY](#)

[The Value of Belonging at Work | HBR](#)

[Do Your People Feel Like They Belong? | Psychology Today](#)

# Belonging and inclusion | Why does it matter?

It was beyond the scope of this survey to explore reasons behind feelings and views associated with belonging and inclusion, but we would encourage Deeds not Words organisations to explore this further with their colleagues.

- We did find that some answers were linked to previous experiences of racism as well as the position of people of colour within organisations (see: In Detail sections below).
- We sought Deeds not Words panel's views on the potential reasons for the much more positive views from white colleagues of the importance of racial equality/diversity to their managers/leaders and propose the following potential explanations:
  - white respondents could be more likely to positively assume the importance of racial equality/diversity to managers and senior leaders. People of colour could be less likely to make such assumptions, especially where this importance is not outwardly or effectively expressed or practiced by managers and leaders, or not espoused and experienced in culture.
  - the high scores from white colleagues could also indicate an apprehension about 'painting a negative picture' of white people.

These findings are extremely important as they suggest a different perception and 'verification' of values espoused by managers and senior leaders by different ethnic groups and have strong and challenging implications for the inclusivity of organisational cultures.

The often-significant ethnic and racial differences do paint a challenging picture and indicate strongly that neither our society, nor organisations we work in, have moved beyond race and racism – they clearly do shape people's workplace and other experiences. There is an urgent need therefore to move towards much more proactive measurement, verification and development of inclusive cultures and expectations.

## **Sense of belonging and inclusion matters because:**

- It is a fundamental human need which translates into our workplaces
- Our workplaces are and will become more diverse with new generations entering the field (and with the racial diversity of Wales increasing) and our experiences at work can be strongly affected by our identities and how our organisations make sense of those
- While representation does improve diverse colleagues' and tenant/service user experience, the correlation between a strong sense of belonging/inclusion and diverse employee engagement, motivation and commitment is much stronger. Employees with a strong sense of belonging are much more likely to recommend their workplace to other people and much less likely to leave. This proves the importance of focusing on ALL three facets of equality, diversity and inclusion approaches. In other words: increasing diversity within the organisation is not enough on its own.
- Proactive inclusive workplace strategies may reduce the risk of so-called stereotype threat (a risk and sense that one might be judged based on their race in this instance, rather than merit<sup>4</sup>).
- Inclusion is good for colleagues and good for the organisation - the moral imperative of inclusion and belonging should be much more important for socially just organisations – we should not need financial or business reasons to justify proactive strategies aimed at improving the experience of ethnic minority colleagues. However, it is documented that a higher sense of belonging and inclusion does lead to better performance, retention, reduction in sickness etc.
- Training, awareness raising, education and more traditional EDI strategies (e.g. focusing on equal opportunities or legal compliance) are not enough to influence long-term change on their own. How we translate this learning to our cultures and into how we relate to each other is much more important.

## Belonging and inclusion | What can we do?

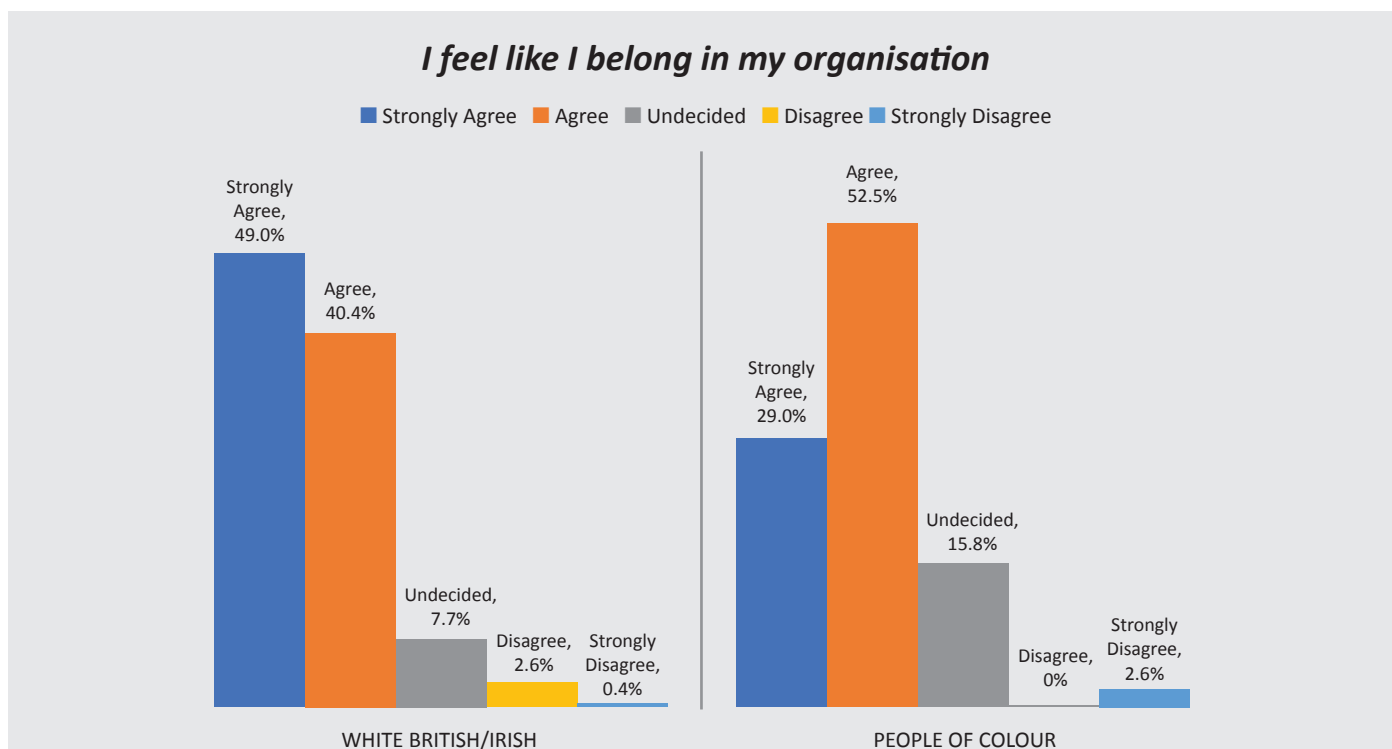
Prevention is better than cure, therefore preventing racial exclusion from happening is the best way forward, however, as highlighted in the report – exclusion is real and already there therefore conscious effort is required to tackle it. When focusing on belonging and inclusion, it is important to acknowledge two dimensions of any approaches: how to prevent exclusion and how to support colleagues who might feel excluded and involved them in developing solutions and influencing change. Ultimately no one can make people feel like they belong if the culture of the organisation does not acknowledge it's own failures or blind spots.

- **Be deliberate:** Fostering belonging is imperative in organisations that want to deliver on their promises to colleagues. If we do not take time to reflect and proactively focus on fostering cultures where all groups, but especially those which are underrepresented, feel respected and valued, exclusion may happen accidentally through blind spots and lack of consideration. Here are some suggestions on effective strategies.
- **Measure & engage:** Regularly measure colleague engagement, belonging and inclusion for different groups of colleagues across the diversity spectrum. Surveys like this are one way of finding out what EDI looks like in your organisation but direct engagement and observation will help you establish the why.
- **Bring people together.** Create opportunities for exploring experiences of exclusion/inclusion across different groups of people. Research shows that meaningful interaction with people who are different than you pays dividends but it can also prompt people to acknowledge their differences, needs and shared values or concerns. Focus on exploring and learning about difference, in this instance the experiences of ethnic minority people/colleagues while also creating opportunities for exploration of shared concerns and strategies which work for people in overcoming those. Some of the responses to our survey conveyed the message that: 'We don't see colour, and we treat everyone the same' – but the data evidence from this survey demonstrates the need to drop such approaches and move on to a much more proactive learning about difference and similarity. Acknowledging or helping people explore shared feelings and experiences should not mean denying or erasing difference<sup>5</sup> – a deeper understanding of the different and often more challenging experiences and views of people of colour is crucial. There are of course a myriad of ways to do this, for example: specific sessions, story sharing (bearing in mind the psychological safety and stress caused by sharing difficult experiences), fostering a culture where race and other identities and experiences can be openly shared between individuals; considering how teams are structured, how people solve problems together and how different people within or between organisations can be brought together remotely.
- **Mutual mentoring and coaching:** help ethnic minority people develop and expand their networks and relationships and help white British colleagues to learn more about ethnic minority colleagues through formal or informal programmes.

- **Develop managers' skills** – help managers develop confidence and skills to discuss with colleagues racial equality, diversity and inclusion, other aspects of identity and how it might be influencing their experience at work. Discussion and action resulting from surveys like this can be a good starting point.
- **Meaningful training and education:** good racial awareness training can help people learn more about how racism affects colleagues or tenants/service users. Unconscious bias training will help people learn and acknowledge that bias affects our behaviours and practices everyday and learn ways to counteract it. But training on its own will not create a more inclusive organisation, it is what we do with it and how we apply the knowledge that matters most. Create opportunities for colleagues to reflect on their learning and how they might apply it in policy and practice.
- **Take time to include everyone:** be reflective and plan how you will ensure that all colleagues can contribute and influence what you do, from meetings to strategies.
- **Encourage allyship:** having an ally who understands your situation and can use their power, influence and experiences to support, advocate or influence change can have a huge influence on underrepresented groups and organisations. Anyone can be an ally, check out this [article](#), to explore this further.
- **Support networks:** Support black, Asian & ethnic minority colleague networks and peer-to-peer support or working groups: having a safe and supportive space to exchange experiences and/or influence change can make a huge change for colleagues. It is important that groups like this are supported from the top. If numbers are small – support colleagues in connecting with other groups, e.g. Deeds not Words panel is organising a meeting for colleagues on 'managing upwards'.
- **Reflect on your vision and values:** most organisations have respect, fairness or similar concepts in their strategies. Create inclusive spaces for engagement and reflection with black, Asian and minority ethnic colleagues and other groups to reflect on vision and values, how they translate into organisational culture and practice and how these could be shaped and measured by colleagues in the future.
- **Check your assumptions:** Investigate the less positive perception from people of colour of the racial equality values espoused by their managers and senior leaders. Here are some helpful questions:
  - o Why do so many white colleagues think that racial equality and diversity is important to managers & leaders while so many people of colour do not know?
  - o How does this much more positive view of managers values around race from white people translate into organisational culture and practice?
  - o (How) do managers and senior leaders model racially inclusive behaviours or outwardly demonstrate the importance of racial equality and diversity? How does this translate into organisational culture and experiences of people of colour? How is this perceived by people of colour in the organisation?
  - o To what extent is racial equality and diversity openly and proactively discussed?
  - o If so many white colleagues assume the importance of racial equality and diversity, do they also assume that this translates into practice? To what extent therefore is a proactive approach to racial inclusion seen as important to organisations?
- **Check latest research:** There are plenty of resources to explore this online, you can start with this report from BetterUp or this [research](#) and [tips](#) from CultureAmp.
- **Adopt a framework:** It is good to have a framework or a point of reference to track your journey. Here is a useful [article and diagram](#) on stages of developing anti-racist organisations

## Belonging and inclusion | In detail

We asked people to what extent they agreed/disagreed with the statement:



***Our findings show that fewer people of colour (81%) felt that they belonged in their organisations, compared to white British colleagues (89%). Twice as many people of colour as white colleagues felt undecided. Much more white people felt a strong sense of belonging (49%) than people of colour (29%). Average sense of NOT belonging for all employees was much lower (2.8%) than for employees in companies surveyed in key research on this topic (25%). Sense of belonging was consistently higher for senior managers, with key racial differences across all other job levels.***

Those people of colour who felt less strongly that they belonged or completely disagreed with the above statement were much more likely (4 to 5 times) to have experienced or witnessed racist or inappropriate treatment, from both tenants and colleagues. None of them were senior managers.

For white British or Irish respondents:

89.4% agreed or strongly agreed (with 49% Agreeing Strongly), 7.7% were undecided, and 3% disagreed or strongly disagreed that they feel like they belong. (with only 0.4% disagreeing strongly)



For People of colour:

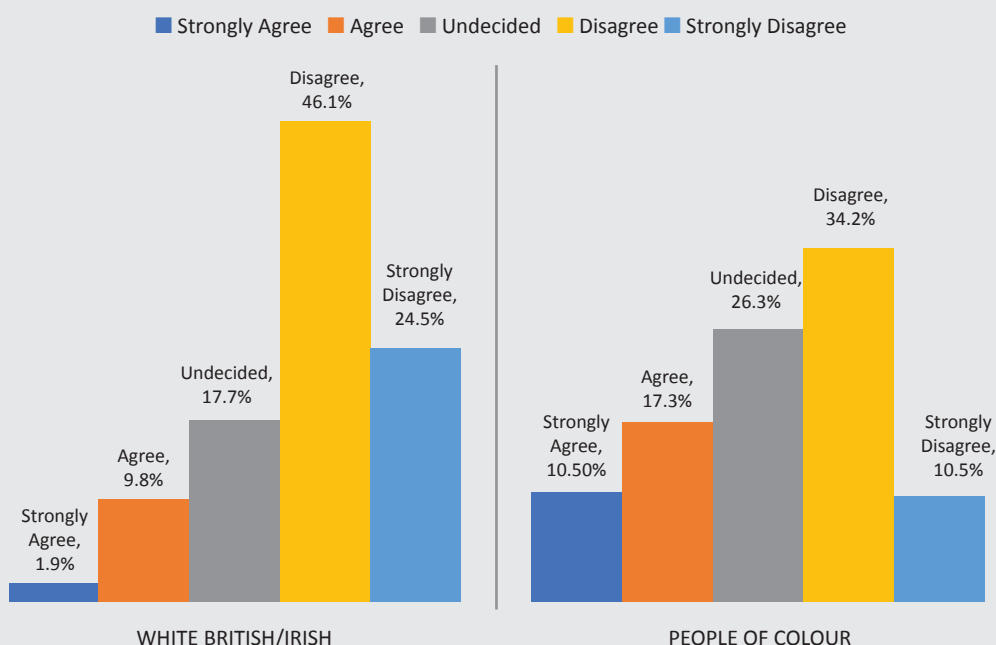
81.5% agreed or strongly agreed (with 29% Agreeing Strongly), 15.8% were undecided, and 2.6% strongly disagreed. Out of this group, Asian employees were least likely to feel like they belonged.

It was also clear that both **race** as well as position of people within the organisation influenced people's sense of belonging. All of the 80 senior managers, **irrespective of race**, felt or felt strongly that they belonged. Those feelings were evidently much more mixed for other managers or people in non-managerial roles – with both levels showing much stronger feelings of belonging for white British and Irish groups.

Interestingly all the other white European respondents felt or felt strongly that they belonged, despite no representation in senior management positions, which would suggest that race and colour may bear more significance in respondents' feelings and experiences.

We asked people to what extent they agreed/disagreed with the statement:

***I often worry I do not have things in common with others in my organisation.***



***Our findings show that nearly a third of people of colour often worried about not having things in common with others in their organisations, compared to a tenth of white British employees. Much more people of colour felt undecided (26%) compared to White British colleagues (18%) with white European colleagues somewhere in the middle (21%). In contrast to findings on belonging, nearly 8% of senior managers from people of colour group did agree to some extent that they worried, with those worries scoring much higher for people working at other levels.***

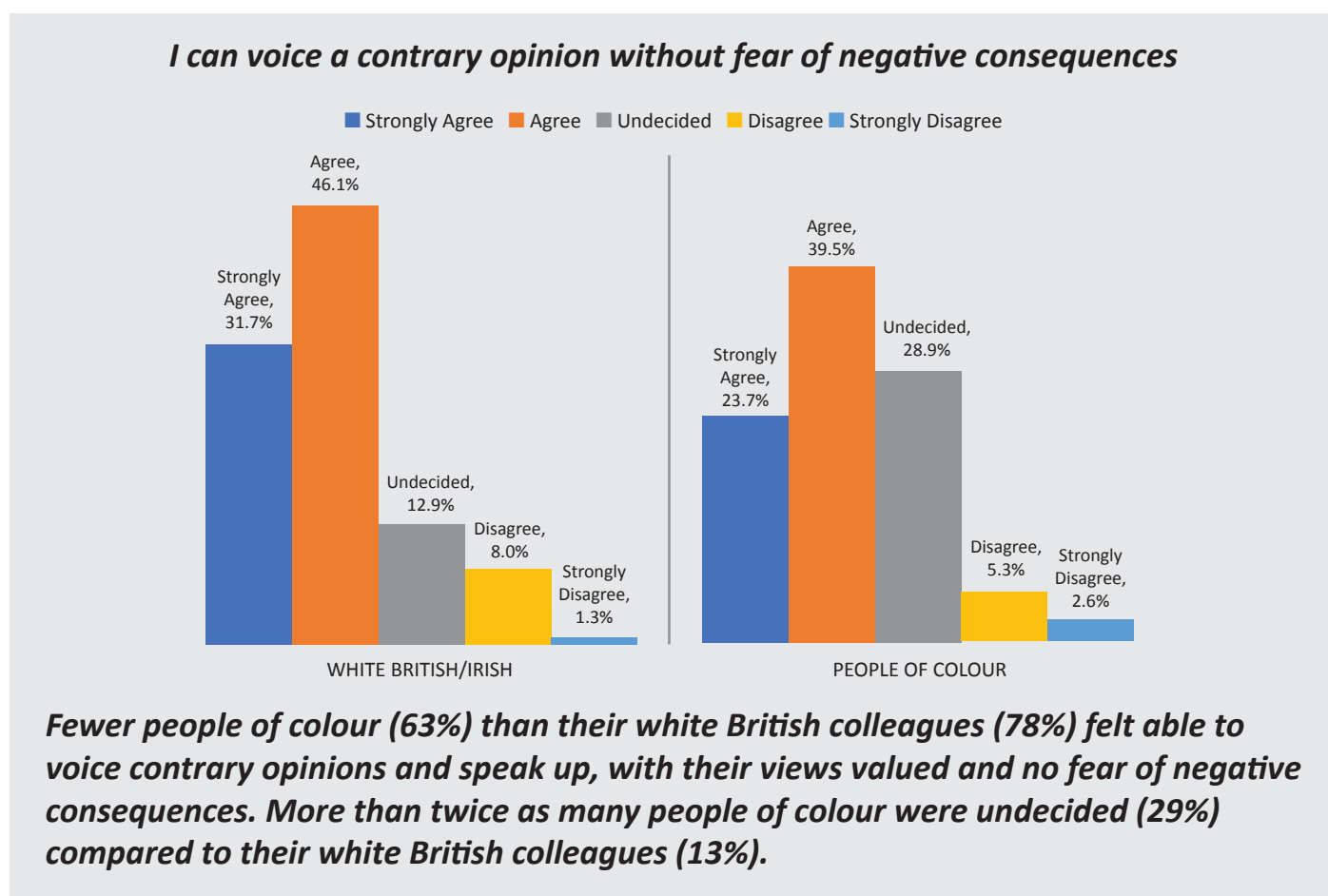
Similarly, to the question about belonging, no other white European respondents worried that they don't have things in common although the proportion of those who were undecided was somewhere in the middle between white British and people of colour (21.4%).

Interestingly 7.6% of senior managers did agree to some extent that they worried, with those worries much higher for people working at other levels. We could not extract the data for separate ethnic minority groups here as numbers were too small to be statistically meaningful.

We asked people about their level of agreement with the following statements.

*I can voice a contrary opinion without fear of negative consequences*

*When I speak up at work, my opinion is valued*



Slightly more white employees disagreed that their opinion was valued, with more people of colour disagreeing strongly.

Much more other white European employees agreed or strongly agreed with the statement than those who were White British or Irish (over 85%)

Position of people within the organisation was a contributing factor here with over 95% of senior managers feeling able to voice contrary opinion, 77% of other managers and 72% of other employees. On average, there were no racial or ethnic differences when it comes to senior managers here. The above differences are mainly attributed to other managers and especially people in non-managerial roles.

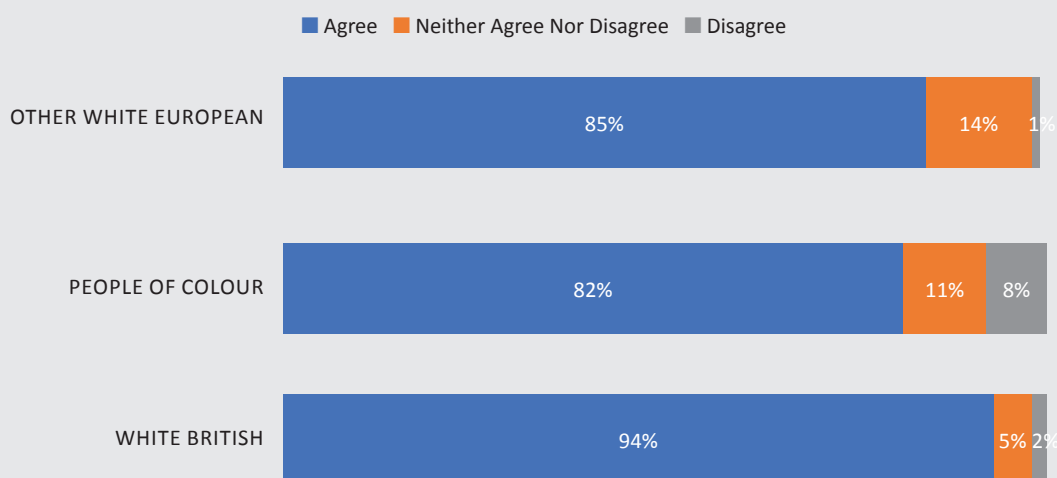
The patterns of differences between different groups were largely similar for the second question (speaking up), with people of colour less likely to agree that their opinion was valued. In this question however, more people of colour than their white colleagues disagreed, i.e., did not think that their opinion was valued.

We asked people about their level of agreement with the following statements:

*I feel respected and valued by my teammates*

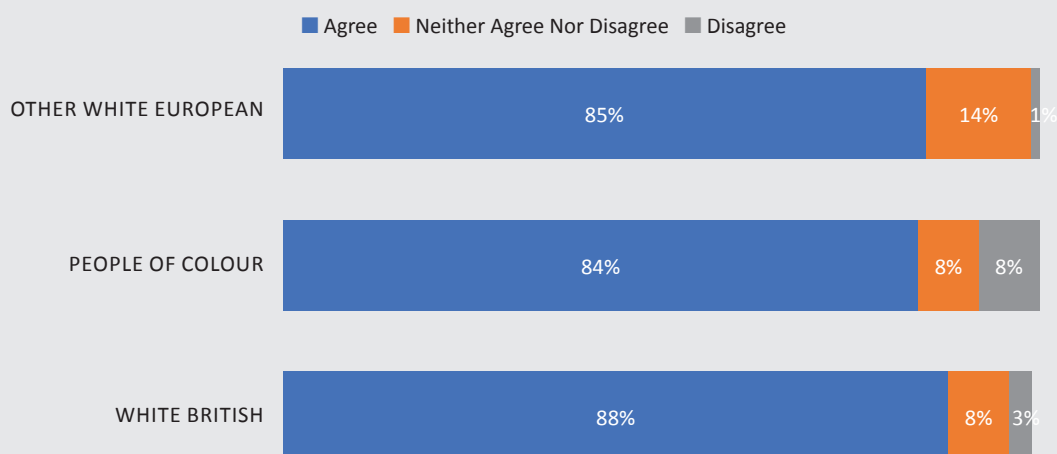
*I feel respected and valued by my managers*

### ***I feel respected and valued by my teammates***



***We found that fewer people of colour (82%)/white Europeans (85%) than their white British colleagues (95%) felt respected and valued by their teammates. There were no major differences however in whether people felt respected and valued by their managers, apart from a bigger proportion of people of colour (8%) stating that they did not feel valued, compared to their white British counterparts (3%). Research in this field does indicate perceptions of respect and value only paint a partial picture of the extent of inclusion and belonging in organisations (as indicated by big differences in answers to the above questions)***

### *I feel respected and valued by my manager*



Patterns with other white European employees were largely similar to the findings related to belonging with the feelings of respect similar to their white British counterparts, however more likelihood of being undecided.

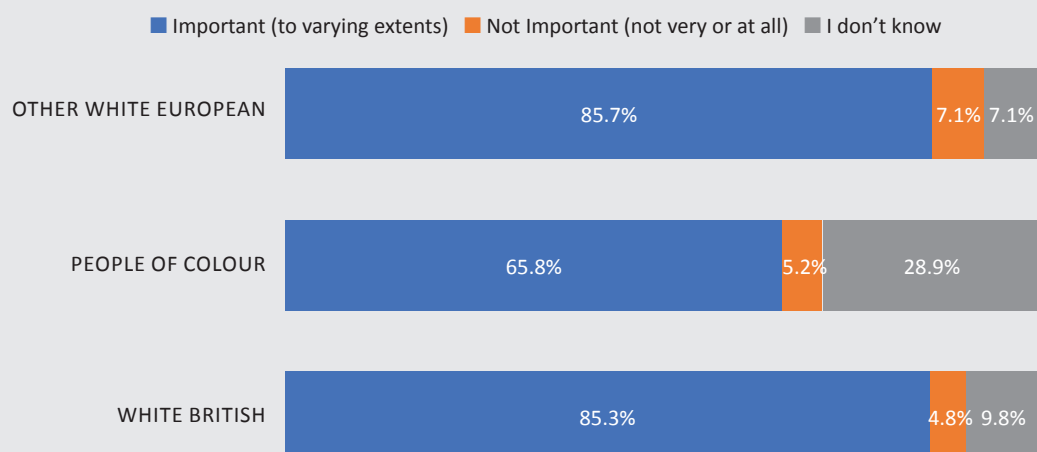
Our survey asked about perceptions of importance of racial equality and diversity in the organisation.

***Vast majority of all groups thought racial equality and diversity was important to them (to varying extents). While all people of colour and white European colleagues thought it was important, a very small minority of white British colleagues (2.3%, 17 people) thought it was not very important or not important at all.***

There were however big racial differences in people's perceptions of whether racial equality and diversity were important to respondents' managers and senior leaders.

***Vast majority of all groups thought racial equality and diversity was important to them (to varying extents). While all people of colour and white European colleagues thought it was important, a very small minority of white British colleagues (2.3%, 17 people) thought it was not very important or not important at all.***

### ***How important is racial equality and diversity to managers in your organisation?***



***While 85% of white colleagues thought racial equality and diversity was important to their managers, only 66% of people of colour thought so. This difference is mainly reflected in proportions of people who answered 'I don't know' – nearly one third (28.9%) of people of colour said that they did not know whether racial equality and diversity were important compared to only 10% of white colleagues. Patterns for question about senior leaders were pretty much the same.***

We did not ask respondents to state their reasons for choosing these options, but it is crucial to explore this further in organisations (see above).

# Performance & Career

## Performance & Career | Snapshot

In this section we asked people three questions:

- Whether they thought that promotion decisions in their organisation were fair
- Whether they thought that their performance was evaluated fairly
- Whether they were confident that they could develop their career in their organisations

The positives:

- there were only small to moderate differences in views between people of colour and white British employees, with white European colleagues showing much more positive views on fairness in promotion and performance decisions than the other two groups (but not development opportunities).

The challenge:

- There were differences between organisations and role levels and we would encourage organisations to explore this further internally.
- Large proportions of people across all races and ethnicities were undecided in their views on fairness of promotion and development opportunities (from 27% to 47%).

It was beyond our scope to investigate the reasons for these views. There is no doubt that this warrants further exploration by organisations and, potentially, sector bodies – especially relationship with initiatives aimed at attracting talent to the sector and how colleagues' views may influence this. Many studies<sup>6</sup> explored progression within the workplace through diversity lens and organisations should explore their practices and policies closer.

One important area to investigate is the transparency of progression and development opportunities. Where these are opaque, it may be impossible to tell whether decisions are fair, which might explain the high numbers of employees who were undecided on fairness of development routes.

Importantly, diversity statistics collected from Deeds not Words organisations, show that diversity levels are low, especially at managerial roles (other than senior management). It is imperative therefore that the sector invests time and resources into both: diversity in recruitment and diversity in progression.

National research shows that 35% of Pakistani, 33% of Indian and 29% of Black Caribbean employees report feeling that they have been overlooked for promotion because of their ethnicity<sup>7</sup>. It is well evidenced that ethnic minority people tend to have unequal access to development opportunities<sup>8</sup>, often because of lack of information on training or progression routes, especially where these are opaque or informal, gap between inclusive policy and culture, or lack of access to networks and role models/mentors.

<sup>6</sup>E.g. Progression in Employment | IES ; Making progress? | Work Foundation | Diversity in the sector | Altair

<sup>7</sup>McGregor-Smith Review – we based much of our analysis above on this large scale review

<sup>8</sup>Entry to, and progression in, work | JRF



## Performance and Career | What can we do?

Deeds not Words includes pledges related to increasing diversity in recruitment and progression within organisations. It is important to further explore and implement the below opportunities for increasing racial diversity, opportunities and equal outcomes in these areas.

- **Measure & engage:** what gets measured gets done, so invest time and capacity in developing the right measurement systems for diversity in the recruitment journey and in the development and progression in the organisation. Statistics are key but input from diverse employees is also crucial to explore experiences and influence practice.
- **Mutual mentoring:** mentoring provides opportunities for both sides, not only to learn but to widen networks on which colleagues can call upon for support and advice.
- **Targetted recruitment and development:** there is good practice and opportunities for sectoral learning and participation in schemes in this space from some Deeds not Words organisations<sup>9</sup>
- **Develop inclusive culture:** see section on inclusion and belonging, and other resources specifically focused on inclusion in talent selection<sup>10</sup>
- **Tackle bias:** unconscious bias training is a good starting point but it is important to consider it in practice, e.g. through evaluating promotion criteria for evidence of exclusion or bias, updating all promotion criteria by removing any unnecessary requirements; running recruitment 'experiments' (see IES research below).
- **Clarity: Clear progression & development routes:** test whether these are understood and equally accessed by diverse colleagues from across the organisation
- **Make it strategic:** Make diversity and diverse talent development into a leadership-wide mandate with strategic oversight from the board.

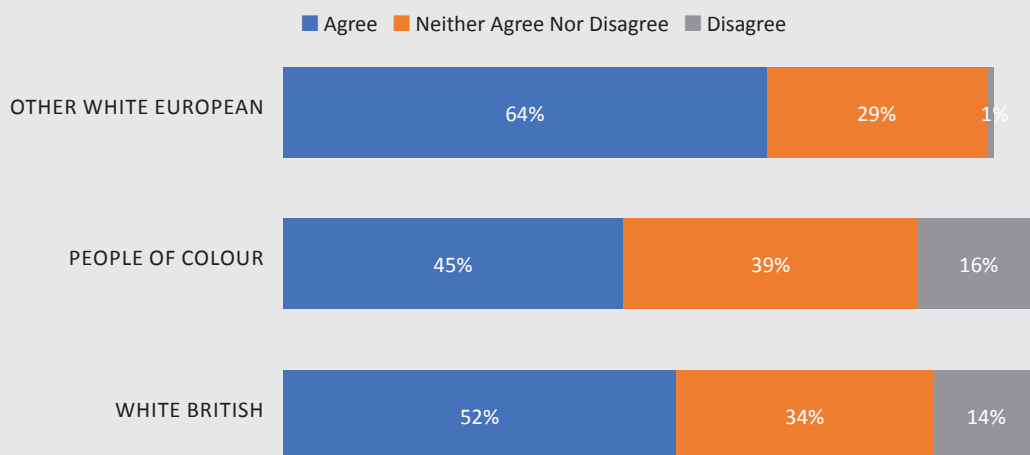
## Performance and career



## Performance & Career | In detail

We asked colleagues about their extent of agreement with the following statement:

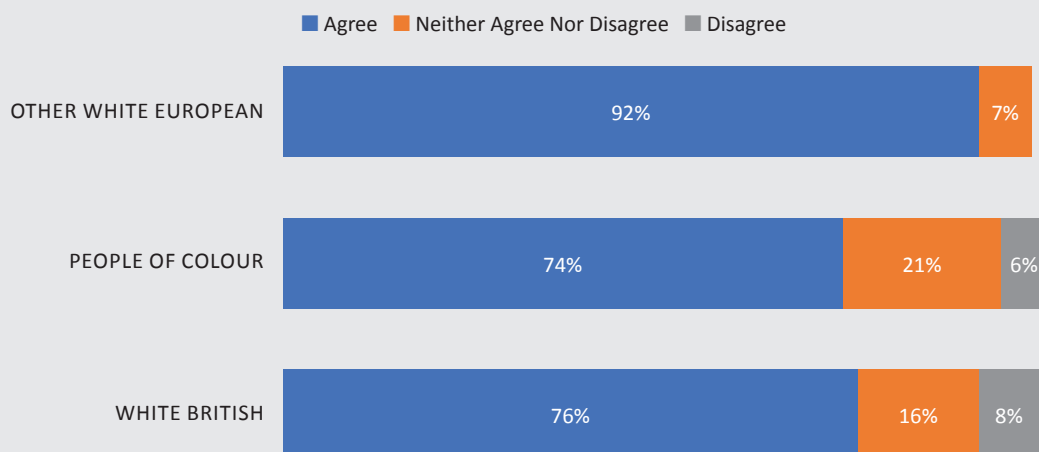
### ***Promotion decisions are fair at my organisation***



***Moderately fewer people of colour (45%) than white British people (52%) thought that promotion decisions in their organisations were fair, and slightly more people of colour felt undecided (39% vs 34%). White Europeans were more likely to agree that those decisions were fair (64%).***

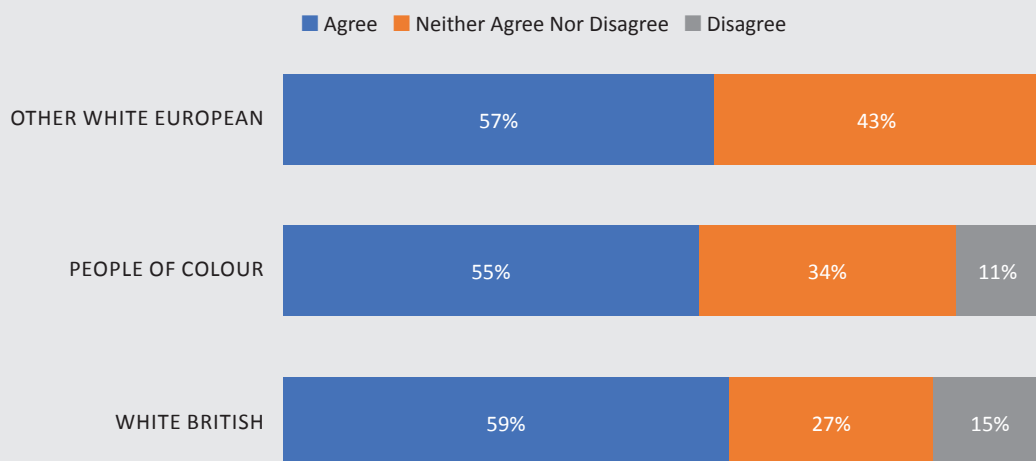
We then asked colleagues about their extent of agreement with the following statement:

### ***My job performance is evaluated fairly***



***There were no major differences between different racial and ethnic groups in relation to fairness of job performance evaluation. Three quarters of people of colour and white British respondents agreed that job evaluations are fair, albeit 5% more people of colour felt undecided. Interestingly white European colleagues scored much higher than all other groups (92% agreed on fairness).***

### ***I feel I can develop my career in my organisation***



***Similarly, to the above findings, there were no major differences between views of different groups agreeing or disagreeing about career development opportunities. However, 4% fewer people of colour felt confident about this, 7% more were undecided and slightly more white British people (4%) were not confident that they could develop their career. Notably, in contrast to the above questions, there was no big difference between white Europeans and other groups here***

# Experiences of racism

## Experiences of racism | Snapshot

In this section we asked respondents about two types of experiences:

- whether they have been subjected to inappropriate behaviour linked to race/ethnicity of the respondent
- Whether they have witnessed inappropriate behaviour linked to race/ethnicity
- Comments: respondents were invited to describe their experiences although not all employees who reported racism, did.

The challenge:

- In the past year 1 in 9 people of colour stated that they experienced racist treatment from colleagues, compared to 1 in 100 white British employees.
- In the past three years 1 in 9 people of colour and 1 in 14 other White European employees experienced racism/xenophobia from colleagues, compared to 1 in 100 of white British people.

The experiences of ethnic minority colleagues make for a very difficult read and cannot be disregarded. The events of the past year, including the killing of George Floyd, impacts of Covid and nationwide protests shone a bright light at the experiences of institutional and systemic racism in Britain and prompted an urgent call to action.

The experiences described below show vividly how this translates to the housing sector in Wales and prove that addressing racism and adopting a truly anti-racist culture within the sector is even more pressing.

We cannot afford to lose the momentum and we owe it to the individuals who took time to tell us about their experiences below. We hope that these accounts, kindly provided by people who responded to the survey, can serve as the basis for reflection, heightened awareness, learning and further action by our members.

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## Experiences of racism | What can we do?

There is nothing novel that can be said about approaches to tackling racism reported by colleagues below. What is really needed is a concerted effort to embed a zero-tolerance approach to racism while recognising the need for respectful and honest discussion and learning:

- Prevent racism from occurring (with the understanding of the many forms in which racism occurs from the more subtle forms of exclusion, through unintended consequences of policies, racist 'banter' all to the way to overt forms of racist behaviours)
- Challenge racism when it occurs
- Enable colleagues to report it and support them
- Enact consequences for those who perpetrate it
- Measure experiences and ask the right questions
- Provide colleagues with confidence and skills to challenge discriminatory views and hold respectful discussions

Yet, there are some themes from this research, our conversations with Deeds not Words panel and our own work with organisations which those responsible should pay particular attention to and take action:

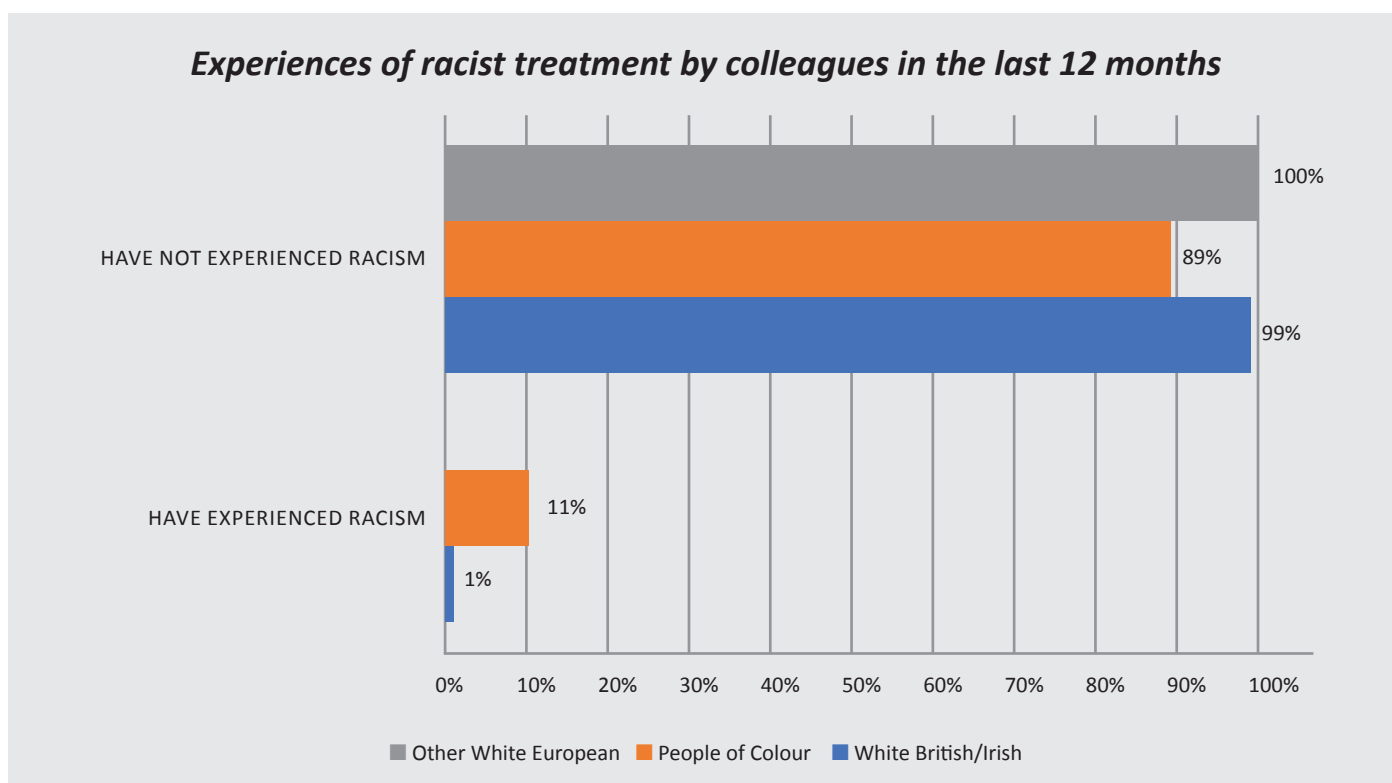
- **Rogue minority:** at times there is a perception that racism is perpetrated by a small rogue minority and that therefore it is not a significant problem. The instances and figures below show that this is not the case. Racist behaviours can be perpetrated by all sorts of people, including managers who are otherwise respected. People of colour and migrants experience it much more than others. Unchallenged instances of racism can and do have a serious impact on ethnic minority people who were not directly targeted – because they say something about the culture of the organisation
- **Avoid defeatism:** overt racism might happen less frequently than it used to (for some groups) but there is certainly a cause for concern. For example, hate crimes have more than doubled since 2013 and majority of those crimes were racist crimes. Resigning oneself to an assumption or expectation that some racism will always be there should not detract us from the goal of eradicating racism, e.g. the assumption that ‘some poverty will always be there’ rarely detracts people from action aimed at eradicating it.
- **Learn how to challenge:** we all have a responsibility for challenging racism. In our experience we find that at times colleagues simply do not have the right skills or confidence to challenge racist behaviours, biased assumptions, stereotypes and lack of awareness – especially where the lines between ‘expressing views’, ‘banter’ and being racist is not entirely understood, agreed or in fact discussed by colleagues. This can also happen in instances where racist behaviours are put down to ignorance or lack of education. There are many ways and means of discussing and challenging such behaviours and these should be embedded within organisational cultures<sup>11</sup>. It is clear that in many instances below, the behaviour, at times perpetrated over time, should have been challenged with consequences.
- **Encourage and support reporting:** how the organisation deals with instances of racism will influence the confidence of ethnic minority colleagues to report it or bring it up. This can be difficult, especially where organisational awareness of the more subtle or systemic forms of racism is low. Organisations should ensure that ethnic minority colleagues feel safe and confident in challenging racism and inappropriate behaviours. In some cases, specific mechanisms, e.g. a trusted colleague partners, could help.
- **Zero-tolerance does not mean ‘no discussion’:** organisations should consider how their policies and practices encourage safe spaces for learning on race issues and/or from race related issues which may arise<sup>12</sup>. Some organisations are using restorative justice approaches to tackling racism, e.g. check out bottom links in [this webpage](#) or courses on restorative racial justice developed by people with lived experience in other sectors, e.g. [Tackling Racism Restoratively](#) - for experienced practitioners - RJ Working
- **Check your assumptions:** some results of this survey indicate that white employees may have a more positive view of attitudes towards race than ethnic minority colleagues. Organisations should examine how these differences in views and assumptions may influence how they deal with racist incidents when they occur.

## Experiences of racism | In detail

*In the past year 1 in 9 people of colour stated that they experienced racist treatment from colleagues, compared to 1 in 100 white British employees.*

*In the past three years 1 in 9 people of colour and 1 in 14 other White European employees experienced racism/xenophobia from colleagues, compared to 1 in 100 of white British people.*

In terms of behaviours experienced longer than 3 years ago: 1 in 6 people of colour experienced racism from colleagues, 1 in 14 white European people and 1 in 30 white British and Irish people.



**Experiences of inappropriate treatment coming from tenants or service users which were based on race were more common.** In the past 12 months, 1 in 6 people of colour reported that they were subjected to such behaviours, compared to 1 in 20 white British people and 1 in 14 white Europeans. Patterns were similar in the last three years. In terms of treatment which happened more than three years ago, these were much more commonly reported by white Europeans with 1 in 7 having those experiences.

**The figures and responses indicate that racism, xenophobia and offensive or inappropriate behaviours linked race/ethnicity are still a serious problem for a significant number of people of colour and migrants living in the UK. As evidenced in the above sections, they are only a part, albeit the most overt part of the experience of being black, Asian or mixed heritage person working in housing in Wales. They are also symptomatic of more systemic and structural organisational and wider societal issues.**

One important caveat to the figures for white British colleagues quoted above is that descriptions of experiences by people of colour and other white European group had a clear race or nationality element in it. On the other hand, many descriptions of events recounted by white British and Irish colleagues were general in nature, mostly about aggressive or abusive behaviour including language from service users or tenants over the phone or in person.



*“Not linked to race or ethnicity but have had in appropriate language directed at me by service user”*

*“Tenant said ‘I don’t want to talk to people like you’, I asked what did he mean and he said “gay people”*

It can be therefore assumed, that if we discount some of those instances, the figures for white British colleagues experiencing actual racism would be lower. This is of course not to undermine those experiences of abusive, threatening, or inappropriate behaviour/treatment. They clearly had an impact on our respondents and should be closely monitored with support provided.

Several experiences described by white colleagues which were directly referring to ethnicity or national identity could be categorised as follows:

- 2 speakers of English as a first language being treated unfairly by colleagues or tenants
- 3 employees being mocked by service users or colleagues for having what they described as strong Welsh accent or “Valleys” accent:

*Discriminatory remarks about me being a “Valley girl” implying I was uneducated and “easy”*

*I have been verbally abused by clients because of being Welsh, staff and clients have mimicked my Welsh accent*

- *2 respondents referring to a colleague who was a person of colour perceiving the performance management of another ethnic minority colleague was motivated by race; another respondent described a race-based grievance from a colleague who was of ethnic minority background which they thought was malicious and unsubstantiated*
- *1 colleague recalling being called names due to their surname and the behaviour continuing despite complaints*

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## Experiences of racism | In people's own words

### **TRIGGER WARNING: the following section contains accounts of racism and racial slurs**

In this section, we provide verbatim accounts from colleagues who experienced or witnessed racism and inappropriate behaviour. We consciously decided to quote most of those accounts to demonstrate the different forms of racism, to demonstrate the importance of tackling such behaviours and to do justice to colleagues who took time to share these difficult events. The experiences can be broadly characterised as follows:

- Direct racist comments and use of racist and abusive language
- Racist and inappropriate ‘banter’ and behaviours
- Some racist behaviours were challenged (which was good to see) but others went unchallenged without support or understanding
- Offensive or inappropriate stereotyping and assumptions
- Some behaviours were perceived to be driven by ignorance or lack of basic education about race issues
- Perceptions that ethnic minority groups get ‘better treatment’ or have negative influence on society or organisations
- Perceptions that people of colour ‘challenge too much’ in the wider society and in organisations; dismissal of race or racism as an issue (when brought to attention)

# Examples of events experienced by people of colour and white European employees:

*A colleague complained to my manager when I corrected her of my name, my work was heavily scrutinised whereas other people's work was not and I was told not to be 'too challenging'*

***Racist comment from a colleague resulted in being sacked***

*Work colleague stated that people are coming over here and taking our jobs and that they are a strong support off Tommy Robins and everything that people say about him is a lie. They stated that they met him and he is a very nice person and that he never went to prison. I was worried that this person was applying for a full-time post and would not support people equally due to their prejudice. Service users did not like or agree what I had to say, so they then called me a P word and hung the telephone up.*

*Service user told a colleague to go back to where they come from, calling him useless, nobody likes him, stupid. Colleagues refusing to work with one person from ethnic minority, making excuses about language which was not an issue at all.*

***Inappropriate comments & treatment by a senior member of staff e.g. imitating accents, contributing stereotypes and recommending fancy dress for events like Black History Month, singing reggae when I entered a room & calling to me across a room in a fake accent and singing the whole way across the office until they reached my desk to speak with me***

*Offensive banter between colleagues. An incident in which colleagues did not realise myself and another colleague were in the office and were using offensive language and accents that would not have been used if either of us had been visible to them.*

***I had fed the incident back to managers and I did not have one response. When I brought this to their attention again and stated that I felt unsupported, I was made to feel that it was my fault for not reporting this to the correct people. I was never asked how I felt and what to do if this ever happens again. I felt poorly treated by the client and not supported at all within my workplace.***

***Strong verbal racial abuse from service users to colleagues. Comments between colleagues, usually made in complete ignorance and at times, exposing a total lack of basic education about humans, referring to service users of particular or perceived ethnicity as "I can't tell them apart as they all look the same to me". Directing all non-English speaking clients to a colleague of ethnic minority heritage assuming that all non-white people must understand each other.***

## Examples of behaviours witnessed by other colleagues:

*I have seen and heard ALOT of racial harassment to staff from tenants*

*I have heard occasional comments from white British tenants accusing us of prioritising works in homes belonging to our Somali tenants, which I have always challenged by saying that is false, with our focus being the age and condition of the items that require upgrading.*

*Manager in my organisation hinted that they would not hire a colleague of Indian descent who applied for a temporary post as thanks to 'Them' his favourite pub had closed.*

*Tenant commented on lovely colour of black skin saying they were jealous they didn't need to use false tan.*

*Between colleagues - sometimes I feel that there is prejudice towards asylum seekers around work ethic, sense of entitlement etc. These kinds of conversations make me feel uncomfortable. Service user to colleague - We have a diverse team and in the past tenants have made comments about my colleagues' ethnic background. Sometimes it's ignorance, other times its aggressive.*

*I have witnessed some tenants remarking about how they would have a more positive outcome if they were an immigrant/refugee/Black/Muslim. I have discussed their wrong assumptions.*

*I was brought up in the 70s as an Irish Catholic and faced discrimination and offensive behaviour, but not on the scale experienced by black and Asian friends and colleagues. I have always challenged prejudice, racism and inequality.*

*Longer than 3 years ago: overheard a now ex-colleague using very offensive and racist language to describe contractor (twice). In the past 12 months: a few comments which highlight that some staff (at management level) do not understand race issues/ think tenants are playing the race card, etc.*

*I pointed out that the comments were derogatory, which they took on board.*

*As I work in housing, I often work with many BAEM applicants/tenants looking for housing. Many of our 'White British' tenants can be discriminatory against BAEM applicants/tenants. I have had too many tenants use derogatory and racist terms when referring to BAEM tenants.*

*A tenant of ours is extremely racist and has used offensive and abuse language to our ethnic minority staff. I've heard them being called black b..(referring to female), black b (referring to males), refusal to accept medication because of the colour of that person's skin. The tenant has told the member of staff of ethnic minority to f\*\*\* off back to their country.*

*Use of the word 'd\*\*\*ie' was made by a tenant to a member of staff*

*A white colleague made a comment about a Muslim colleague going to England and needing his passport so they knew he wasn't illegal*

*A close colleague was subject to discrimination due to ethnicity, by a tenant she was trying to support. My organisation took the situation very seriously and stood by her 100%*

*A tenant has been racist to a colleague but the Manager was informed and this was dealt with immediately*

*Inappropriate comments around 'being jewish' challenged at time*

*Manifested as a lack of understanding and or indifference towards cultural differences*

*I was with a colleague when a tenant asked them which country they came from as obvious they not born here. colleague was quick in answering and replied that's correct I was born in England, but I'm guessing you asked me because of my ethnicity. As we walked away, I asked colleague if ok and they said they used to comments like that from the older generation so not offended, but if it was someone from the younger generation who made the comment, they would have taken offence*

*Some of our clients use phrases to describe people of different ethnicity and have not understood that these phrases are offensive. A lot of work has gone into educating clients on what is deemed offensive and why, and putting this into context for them as to how offensive these terms are. Mostly there has been no malice in this, but very offensive terminology.*

*I have witnessed colleague to colleague discussion on race - assumptions of liking Reggae music, speaking in accents towards a ethnic minority colleague of mine. I have also witnessed tenants using inappropriate language in meetings like P\*\*\* and also 'people like you' to an Asian colleague.*

*There is a constant undertone of racism in the words of many staff. 'This Black lives equality thing has gone too far' (in relation to football players) and 'I hate all this bandwagon jumping' (in relation to Black History Month) are just two comments I have personally heard recently.*

*I have witnessed a former colleague say to a black colleague walking through a busy area: "You would make a great black Santa!" He was confused and offended and walked away shaking his head. I told off my colleague for the stupid comment. I have seen tenants refuse to work with colleagues because of their race; I had a housing colleague who spoke very badly to an Asian tenant and I felt her behaviour was inappropriate and she would have spoken differently to someone else. I told her this and followed up with the tenant.*



# Strengths and weaknesses

## Strengths and weaknesses | Snapshot

We asked colleagues to share their views on:

- Inclusive services: accessibility of their services to black, Asian and minority ethnic communities.
- What we do well: what their organisations did well
- What needs to improve: colleagues recommendations for improvement

The positives:

- there is a lot of good practice in many Deeds not Words organisations which can be shared and learned from
- there is a clear indication that Black Lives Matter, COVID-19, and Deeds not Words have increased organisational consciousness of race issues and sparked work towards change

The challenge:

- white colleagues had much more positive views on accessibility of tenant services to ethnic minority people than their colleagues from black, Asian or mixed heritage backgrounds. While only 3% of white British colleagues thought services were poor or very poor, 16% of people of colour had that view.
- despite areas of good practice, there are still significant challenges in the areas of: culture, governance and leadership, data and insight, engagement, communication, accessibility and inclusivity of services, levels of awareness and extent of learning
- it was evident that while some organisations have raced ahead with planning and implementation of their Deeds not Words commitments, many colleagues saw little movement from commitment, aspiration and conversations to planning and action.

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## Strengths and weaknesses | What can we do?

Many of the comments and views shared by colleagues in these sections provide the answers organisations need. There was certainly no scarcity of ideas and suggestions. We would encourage organisations to engage with these views, and hone on the ideas and challenges laid by colleagues.

**Use ideas already there:** views and ideas shared by many colleagues indicate that, in most circumstances, organisations have the knowledge about what needs to be done and what needs to change. The question therefore is what is therefore stopping organisations from implementing change and improvements? The answer will obviously be different to different organisations but comments indicate that: race equality or equality in a more general sense should have an increased strategic priority supported by capacity, investment and resources. If organisations take their commitments truly seriously, action will follow. We would encourage you to read the comments and suggestions from colleagues in the report.

**Use existing solutions:** Much good practice has been shared by colleagues in their comments and organisations can utilise this learning from their peers in other organisations. Tai Pawb (and other organisations) provides an extensive [library of resources, guidance and good practice](#) for members, on most if not all of the areas mentioned in this report. Where these are not sufficient, our team is always available to support organisations in ideas generation and implementation.



**Engage with ideas from black, Asian and minority ethnic colleagues:** colleagues from these groups had more challenging views on inclusivity and accessibility of services and there must be a reason for this – we would encourage organisations to explore this with colleagues. The difference in opinions evidenced in the report indicates a different level of insight, possibly linked to lived experiences. Organisations of course need to be mindful that everybody is different, and having some lived experience of belonging to a particular group does not automatically mean high awareness of issues and solutions on race issues, especially considering the diversity of different groups. Some colleagues are more than willing to offer their insight however, so why not use it in a sensitive way.

*We could ask our existing staff from BAME groups if they would like to share what we do well and what we should do to improve from an internal staff management point of view-although I am wary of this because it may put people in an awkward situation. (ethnic minority colleague)*

**Define what an accessible service is and implement it:** our question on accessibility of services was understood very differently by different colleagues. Having a clear idea what is needed in this space would help organisations adopt a standard which every service can work towards. Insight from tenants here is crucial. Specific and targeted services may be needed in some areas and localities, but this is not the only way in which to ensure inclusion and fair outcomes (as some colleagues thought). There is a greater need for generic services to be flexible and inclusive of the different needs of diverse communities. A few examples include: being aware of where to call for support or expertise, (e.g. on immigration issues), availability of translation, having contacts for specialist advocacy services where these exist and having the right language, culture and confidence to interact with and support different ethnicities.

**Understand why racial equality is important in areas of low diversity:** while some colleagues did not see the need to focus on racial equality in these areas others presented clear evidence of this approach being problematic. Our own experience indicates that ethnic minority people living in such areas may struggle more. We have written a section in our Deeds not Words resources [FAQ section](#) on this issue.

**Move from words to deeds:** while there is much excitement and hope amongst many colleagues who shared their views, the sense of frustration from others was evident. While it is important to open up conversations and carefully consider what the organisation can do on race issues, it is equally important to move on from conversations to planning to implementation. You may not have the exact solution for some areas in your specific circumstances, but communicating how these are actively being considered, engaging with colleagues and providing clear timescales for planning and implementation can go a long way. As one CEO put it: I don't want to have another meeting with leaders where we talk about having open conversations.

**Learn from others:** some people of colour provided fantastic comments on the leadership from their CEO's, the changes they are witnessing and actions they are taking. If you see something positive that you would like to learn from in the colleagues' comments below or examples provided by organisations in the next section, get in touch with us and we can point you to the source. Explore examples such as [CCHA targeted recruitment](#), [United Welsh open leadership](#) or Deeds not Words [action plans](#) from organisations.

**Have a clear strategic governance approach:** racism and racial disparity is a systemic issue, therefore it needs systemic solutions. Ad-hoc approaches can work but it is difficult to sustain them. Embed the EDI principles from [CHC Code of Governance](#) (and have clear focus on race alongside other issues), [explore](#) and agree board leadership and assurance approach and [ask the right questions](#).

**Get that data and use it:** some organisations are much further along the journey of collecting and using data for insight. Others still need to progress data collection. It is time to give this the right priority (see examples below).

**Invest time into building relationships:** get to know any local, regional or national groups or networked individuals. Building relationships can take time so ensure your teams are given sufficient time and/or resources to build relationships and that people are rewarded for their time and support provided to your organisation.

## Inclusive services | In detail

We asked colleagues to provide views on how accessible their tenant services were to black, Asian and other ethnic minority people.

Naturally, we acknowledge that the best way to assess service inclusion and accessibility is to measure this directly with tenants, and this is clearly an area for development for organisations:

*We don't know enough about our customer yet and need to use insight data to find out what this group of our community think about how we provide services to them.*

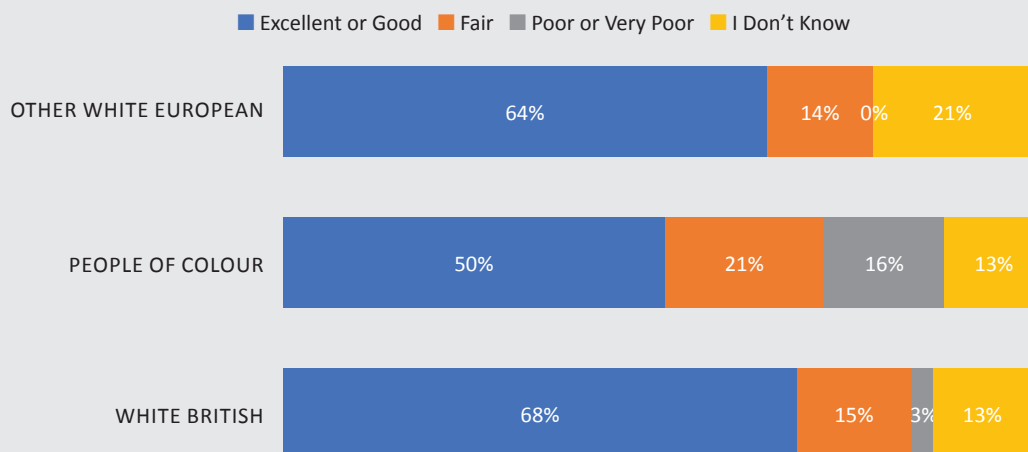
*I would need to see proof, but my instinct is "good". Without the statistics, I can't choose that though.*

Nevertheless, colleagues' opinions do offer much insight into this area and are worth reflecting on.

It was clear that respondents viewed inclusion and accessibility in various ways, which is an important finding in itself:

- Some respondents interpreted the question as asking about **separate targeted services** catering for specific communities
- Others thought about practical ways of making **existing services more flexible** and inclusive to specific communities (e.g., language needs)
- Others still referred to the **culture within service provision** and how that impacts on equal access and outcomes

### *In your opinion, how good is your organisation at providing services that are accessible to diverse black, asian and ethnic minority communities?*



***White colleagues had much more positive views on accessibility of tenant services to ethnic minority people than their colleagues from black, Asian or mixed heritage backgrounds. While only 3% of white British colleagues thought services were poor or very poor, 16% of people of colour had that view. Fewer people of colour thought services were good or excellent and more were undecided on this question.***

## What we do well | In detail

Despite some of the continuing challenges described in this report, it is evident that there are many positive efforts, fantastic work, leadership and commitment in the sector: from smallest changes and adjustments to leadership and strategy.

We asked colleagues to share what they thought their organisations did particularly well in relation to race equality. Respondents provided multiple examples of practices and actions. We hope that this can be a useful source of information for other organisations. We have grouped examples together into the following categories:

**Want to learn more about good practice shared by colleagues? [Click here](#) to read their examples.**

**Leadership and culture:** key values and behaviours appreciated and recognised by colleagues here were: leadership from CEO who leads by example with some excellent examples, organisation shining a light on race inequality, honesty about shortcomings and doing something about it, listening, caring, feeling welcome and valued.

**Conversations for change and engagement:** key examples here included frank conversations and focus groups on race issues feeding into action planning, communication activities to increase awareness of race inequality, developing relationships with black, Asian and minority ethnic community groups and organisations. Key focus for organisations here should be follow up and using what they learned to address challenges and celebrate 'the good stuff'.

**Data and insight:** good data on engagement, access to services, experiences and outcomes for different ethnic groups (and other groups, including income differences) is still a challenge for many organisations despite being part of the equality framework for many years. Although progress for the sector as a whole can be slow, organisations are investing time in resources to get better insight and there is certainly good practice in this area (e.g. see example from [Cadwyn](#) or member presentations from Tai Pawb events [here](#)). This should clearly be an area of focus for organisations, not only on race but a whole range of groups within and beyond the equality act framework and socio-economic profile.

**Inclusive and targeted services:** key examples here included access to language support and translation, accessing specialist immigration support services for migrant groups, using IT system alerts to draw attention to specific needs and services targeted at specific groups, e.g. Swan Gardens and Red Sea House.

**Diversity and recruitment:** key examples here were targeted recruitment, e.g. [CCHA board recruitment](#), changes to hiring policies & considerations which deliver results, and creating specialist inclusion focused roles.

**Action Planning:** a good and measured plan or strategy based on organisational and tenant insight can go a long way towards achieving change, some colleagues shared their actions in this area below. Examples of race action plans are also on the Deeds not Words [resources page](#).

**Awareness, learning and celebration:** examples here included activities focusing on education and awareness of racial inequality, including training, but also celebration of multiple cultures that make up our communities.

## What needs to improve | In detail

We asked colleagues to share what they thought needed to improve in their organisations on race equality issues. Colleagues of all races and ethnicities shared their thoughts here, many of them chimed with other recommendations in this report. We have compiled colleague recommendations and our own reflections below.

**Want to see the comments and examples provided by colleagues? [Click here](#) to read their examples.**

**Race equality in non-diverse areas:** Quite a few comments from colleagues made reference to the fact that their areas weren't very diverse. While some colleagues thought that services accessible to ethnic minority communities were not required in such areas, others saw the need to proactively consider inclusivity. Tai Pawb's engagement with black, Asian and minority ethnic support organisations operating in such areas often demonstrates that minority ethnic people/service users in areas of low ethnic diversity can face more exclusion, isolation and find access more difficult, specifically due to the fact that services may not be geared up or prepared to flexibly respond for their needs, there can be lower awareness of specific support or advocacy services available amongst staff and there is greater risk of services being less culturally inclusive.

**Governance and leadership:** key insights here included the need for more transparency and engagement from senior teams, more systematic ways to assess and monitor service effectiveness and fairness, as well as being aware of organisational blind spots. CHC Code of Governance should help boards and leaders consider this. Tai Pawb have also developed a resource for boards to lay foundations for good governance – Board EDI Health Check.

**Deeds not Words implementation:** key comments, which chime with other findings in this report, were about the extent and effectiveness of organisational efforts to bring about change and moving beyond awareness raising and conversations towards scaled up action. Although these views were collated in the first few months of Deeds not Words and change does take time, there was a clear sense of frustration with some colleagues who could not see how aspirations, commitments or communications were being translated into plans to make change.

**Engagement:** key comments here talked about the need to invest more time, capacity and skills into engagement with ethnic minority tenants and building relationships and partnerships with local black, Asian and ethnic minority communities. There were also several voices which highlighted frustration with spoken commitment but no action in this area.

**Culture and support:** key comments here related to issues with values, people feeling uncomfortable to talk about race, lack of training or empathy and 'race blindness', i.e. people not seeing the need for action. Similarly to the comments in other sections, many related to narrative not being translated into leadership prioritisation, action planning and action. This is clearly a priority area which should be addressed by organisations, including raising wider awareness and communication where planning might be happening, without wider staff awareness.

**Communication and accessibility:** there was a whole raft of comments here about lack of or gaps in access to translation and interpreting services. Facilitating and investing in such access should clearly be a focus for organisations, as it is crucial in delivery of inclusive services.

**Diversity and recruitment:** lack of diversity in staff was clearly an area that a lot of colleagues care deeply about, we received a large number of comments on this topic. Key issues were general lack of diversity, representation being limited to frontline roles and lack of representation in specific sections of organisations.

There were also quite a few comments which highlighted that increasing diversity in recruitment is still perceived by some as discriminatory and tokenistic. It was evident that there was a lack of understanding with some colleagues who (mistakenly) assumed that people are 'hired for their race not skills'. More communication and awareness is needed in this area to explain and educate teams in merits and methods employed to support positive action in this area, i.e. that people are not hired for their race if they lack skills.

Organisations also need to consider how to get creative with their recruitment approaches and move beyond the traditional sending of adverts to community groups with longer term planning and strategy in this area. It was clear that time and/or resource investment is needed to focus on increasing diversity amongst staff.

**Data and insight:** as previously mentioned using equality data to get a better insight into accessibility, experience and outcomes from services is still limited in some organisations, despite long standing commitments and requirements of the Equality Act and previous legislation (see good practice above). Data based equality insight is crucial not only to meeting organisations' equality duties but for business improvement purposes. There is a definite need to invest time and resource into better data systems and analysis.

**Awareness and learning:** most comments here related to lack of equality training or in-person training and workshops being substituted with e-learning. Where organisations use e-learning, we would recommend that in-person training, workshops and focus groups are still planned in, from time to time and, importantly, followed up with reflection on how the learning could be implemented etc.





## Evidence from organisations

**IN DETAIL**





# Introduction

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**27 out of 29 who signed the Deeds not Words pledge at the time, responded to our survey of organisations which explored each of the 5 areas within the pledge, including:**

- Mitigating the impact of Covid-19 on Black, Asian and other minority ethnic staff and communities
- Improving the ethnic diversity of board and staff at all levels
- Communicating and engaging (including accessible services)
- Developing an inclusive culture

Organisations have pledged their commitment to Deeds not Words, including this baseline survey, therefore more effort needs to be made in the future by all organisations to respond. The difference between this and other initiatives is that we have pledged to measure the progress, effectiveness and early impact of Deeds not Words, so we would encourage organisations to deliver on their commitment. No roadmap will help us in achieving this, if we don't know the starting point.

It is important to read the below evidence within the context of it being a baseline survey which marks the beginning of the journey from which we want to start and make improvements. We have acknowledged and are continually learning from past mistakes. The focus of Deeds not Words is to take that learning and focus on the now and the future – the data below can be a starting point of true change.

We are grateful to our colleagues and organisations for their openness and honesty in sharing data to make this endeavor truly meaningful and effective. Although some of the figures below are challenging, it was also encouraging to see emerging and existent good practice and initiatives aimed at improve racial equality, diversity and inclusion.

**Interested in finding out more about some of the good practice below?**

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**Contact [alicja@taipawb.org](mailto:alicja@taipawb.org) or [ross@taipawb.org](mailto:ross@taipawb.org) and we can point you towards the organisation which shared good practice examples.**



# Organisational recommendations

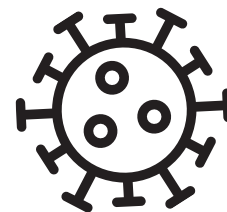
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This is a compilation of all recommendations included in sections below – these are based on the organisational responses to questions on each Deeds not Words pledge.

- Consider and learn from suggestions for action presented in the above sections, including: fostering greater sense of belonging and inclusion, supporting fair performance and career opportunities, tackling racist behaviours, inclusive services and learning from employees' recommendations.
- Ensure formal or informal support is available to colleagues affected by increased risks of COVID-19. As vaccinations reduce the risks, organisations may want to further consider the racial equality impacts of indirect effects of Covid-19, e.g. new ways of working and financial fallout.
- Organisations which have not already done so, should revisit their commitments on overcrowding
- Use diversity data to increase racial and ethnic diversity at underrepresented levels as a strategic priority overseen by boards. Those organisations which did not have data should prioritise collection and analysis. Learn from the advice and good practice presented in this report and elsewhere.
- Plan for training all staff in unconscious bias. Bias training can at times be part of other training packages. Organisations should also consider training, sessions, raising awareness on other topics such as white privilege, microaggressions, how to challenge and hold conversations and specific session for people of colour wishing to explore their experiences.
- Continue on the journey to increase diversity on recruitment panels. Examples presented in the report can help explore options. Organisations should carefully consider how to avoid tokenism when adopting this practice.
- Publishing anti-racist statement, information on challenges and actions to address them forms part of the Deeds Not Words pledge. We recommend that all organisations look to publish these in keeping with the commitment. Where organisations were still working on gathering information and analysing the state of racial equality in some areas, and therefore felt unable to publish, we would encourage them to simply provide information on the work they were doing in conducting their analysis and engagement, which is an action in itself.
- Improve ethnicity (and other diversity) data collection and analysis as well as other forms of ascertaining views and feedback from black, Asian and ethnic minority tenants, service users and communities. Improvement in this area is crucial to consider and ensure equitable experiences, access or outcomes from services between different groups are fair.
- Undertake an audit of what black, Asian and ethnic minority community groups/organisations exist within their area of operation with a view to reaching out to under-represented groups.
- All organisations working in asylum dispersal areas should consider how they can provide support and accommodation as per Deeds not Words pledge.
- Organisations, led by boards and senior leaders, should use this report (and other available tools/resources) to a) define what inclusive and anti-racist culture means in their organisation b) assess where they are on the journey to achieving it c) create smart plans for how this is going to be achieved and d) monitor and scrutinise the adoption.
- Boards to actively scrutinise race equality issues by adopting the CHC Code of Governance and introducing a strong leadership, performance, assurance and accountability framework on race equality and broader equality, diversity, and inclusion issues.

# Pledge 1: COVID-19

## Adoption and roll-out of the COVID-19 risk assessment tool



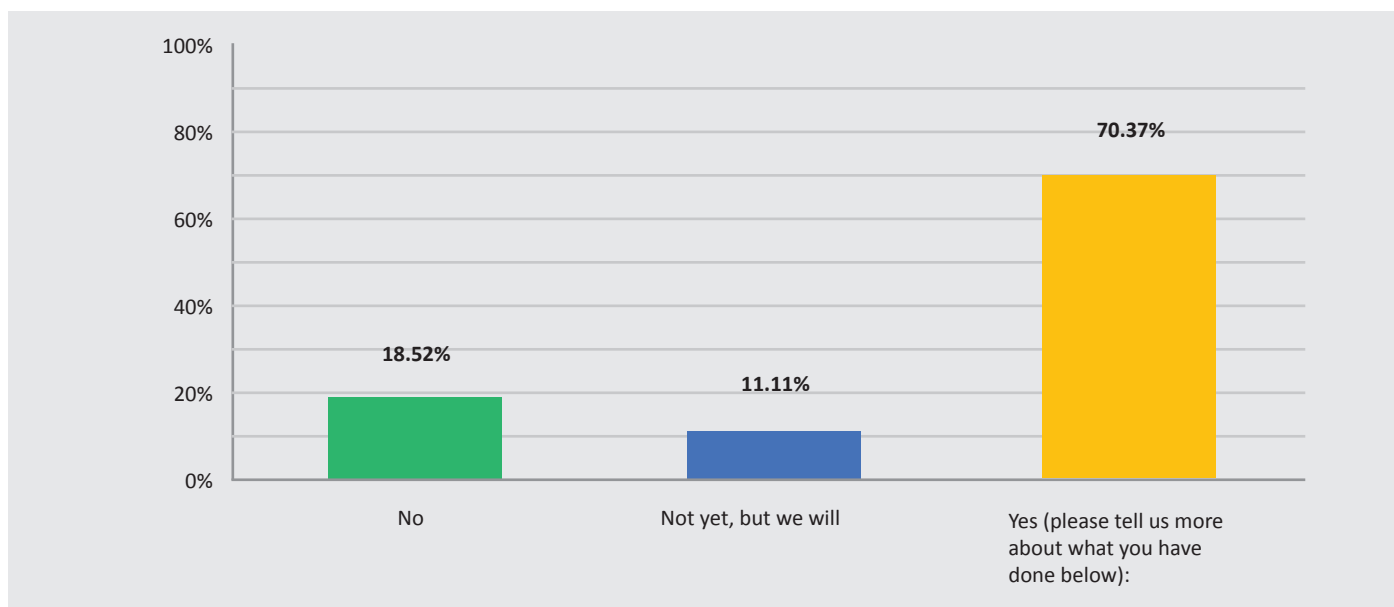
**SNAPSHOT:** All organisations were either using a risk assessment tool that takes account of ethnicity or were planning to incorporate it into existing practices.

Overall, more than two thirds – equating to 19/27 organisations - report they have adopted and rolled out the Welsh Government COVID-19 risk assessment tool. The remaining seven organisations report using a different tool; of those seven, all but one reported that their toolkit took account of risks associated with ethnicity; the remainder organisation said it would look to incorporate such risks.

## Re-assurance to ethnic minority staff who might be/feel affected by increased risks to COVID-19

**SNAPSHOT:** The vast majority of respondents stated that they have been or were offering support to ethnic minority staff. However, almost a fifth said they are not.

**RECOMMENDATION:** Ensure formal or informal support is available to colleagues affected by increased risks of COVID-19. As vaccinations reduce the risks, organisations may want to further consider the racial equality impacts of indirect effects of Covid-19, e.g. new ways of working and financial fallout.



Good practice included support via one-to-one discussions or via a line manager as well as regular internal communication on Welsh Government or Public Health Wales updates. One organisation said it had set up a race, ethnicity and cultural heritage group to network, share experiences and support each other, the feedback from which is helping to shape their specific risk assessment tool.

# Investigating overcrowding

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**SNAPSHOT:** Majority of stock-holding organisations said they had either investigated/ were investigating (43.5%) or would do in the future (39%). However 4 organisations (17%) said they had not and did not specify that they are planning to do so.

**RECOMMENDATION:** Identifying and addressing overcrowding issues forms an integral part of Deeds Not Words as well as being part of Welsh Government's Race Equality Action Plan. We would encourage organisations which committed to this pledge but have not or are not planning to look into overcrowding, to revisit their commitments.

10 organisations said they had started investigating, with some finding no issues whilst others taking specific action. It is encouraging to see the focus on this important issue, including actions such as:

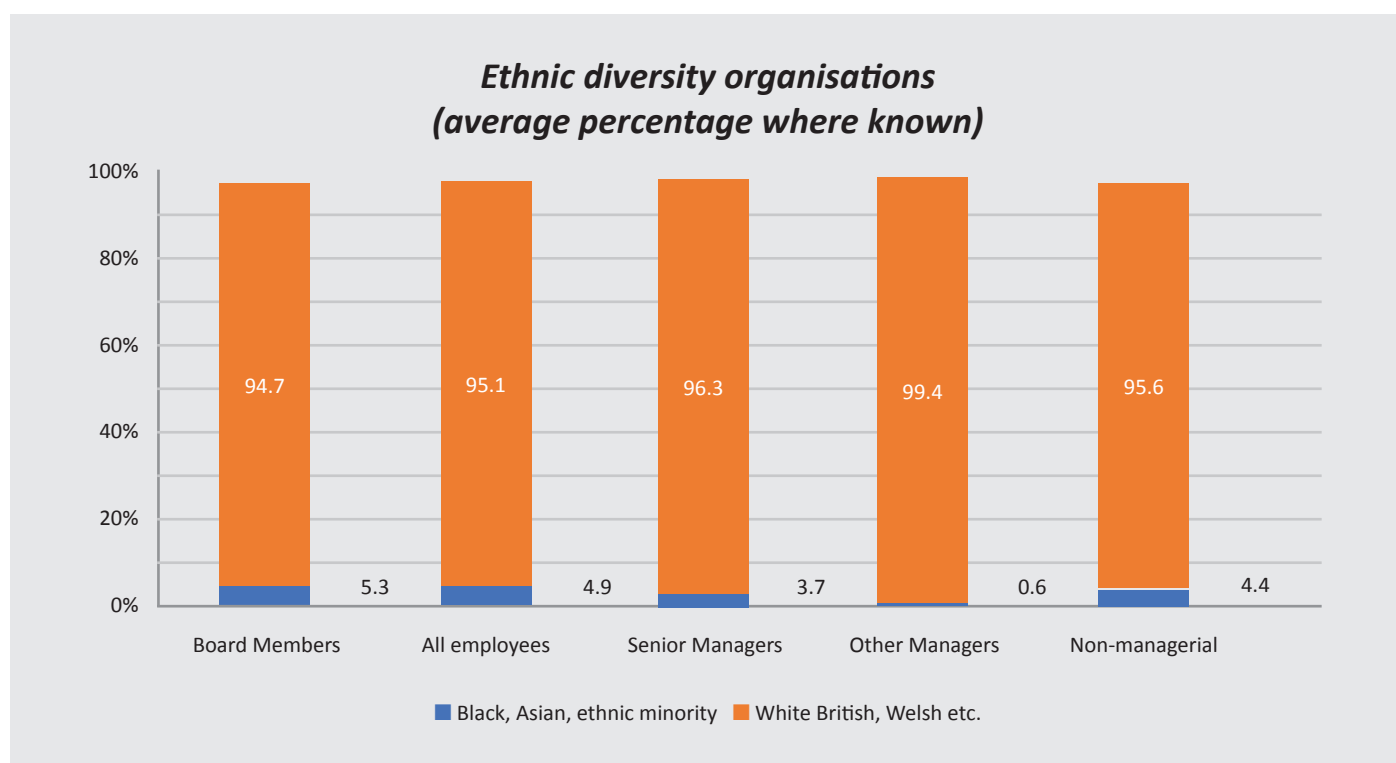
- Prioritisation for transfer
- Investigating as a way of facilitating deeper and informed conversations with the wider community
- Compiling an action plan to address overcrowding, specifically helping those in high need of alternative accommodation
- RSL working together with the local authority and other providers as part of allocations working group
- Using software package to identify a list of addresses where there is the suggestion of overcrowding issues and cross-referencing this with E&D data. Where overcrowding is identified, carefully considering engagement approach.
- Our discussions with members have also highlighted that some have increased targets for bigger properties in their development plans
- Key issue identified has been the way social housing grant is structured which makes it difficult to build larger properties – something that Tai Pawb, CHC and other members have discussed with Welsh Government and will aim to address.

# Pledge 2: Increasing diversity at staff and board level

## Staff and board diversity

**SNAPSHOT:** The racial diversity across different levels of staff is low across most roles, the lowest average being for 'other managers'(0.6%) followed by senior management (3.7%), non-managerial roles (4.4%) and board members (5.5%). 4.9% of staff as a whole were from black, Asian or ethnic minority backgrounds. Two organisations said 25% or more board members were from ethnic minority backgrounds. Two organisations said 20% or more of their staff were from ethnic minority backgrounds.

**RECOMMENDATION:** Organisations should look to use their data to increase racial and ethnic diversity at underrepresented levels as a strategic priority overseen by boards. Those organisations which did not have data should prioritise collection and analysis. There is more scope for the sector to work together – nationally or regionally to develop initiatives aimed at increasing diversity. Much can also be learned from some the good practice presented in this report.



All organisations knew the ethnic composition of their boards; 2 did not have the ethnic composition of their staff as a whole. Most organisations were able to break down the ethnic composition of their senior managers (except 1), non-managers (except 3) and other managers (except 3).`

Out of the 27 organisations responding **55% (15)** provided housing (wholly or partially) in areas of high ethnic diversity (which we defined as **black, Asian and minority ethnic communities comprising 15% of the population<sup>1</sup>**).

Despite this only ca:

- 16% of boards reflected that level of diversity
- 12% of organisations reflected that level diversity amongst their staff
- 13% of organisations reflected that level of diversity amongst their senior management
- No organisations reflected that level of diversity amongst other managers
- 12% of organisations reflected that level of diversity amongst their non-managerial staff

Responding organisations shared their views on **reasons for low racial diversity**, which included:

- Actual or perceived external barriers such as: small size of the organisation, geographical location, types of roles, stigma of working in social housing, Welsh language being a barrier for some black, Asian and minority ethnic people
- Barriers assigned to organisational policy and practice, e.g. organisations being perceived as white organisations and insufficient past effort on more inclusive or targeted recruitment.

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## Representation across departments

This was an open-ended question asking for information about this specific area.

Some organisations weren't aware of particular under or over-representation. Those who said they were aware highlighted specific underrepresentation in:

- Apprenticeship applications
- Trades, maintenance, development, IT, finance and HR
- Overrepresentation in case and support roles

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## What could be done to increase diversity?

Many factors can contribute to successfully increasing racial diversity in organisations and below is a compilation of members thoughts, good practice and our own suggestions in this area

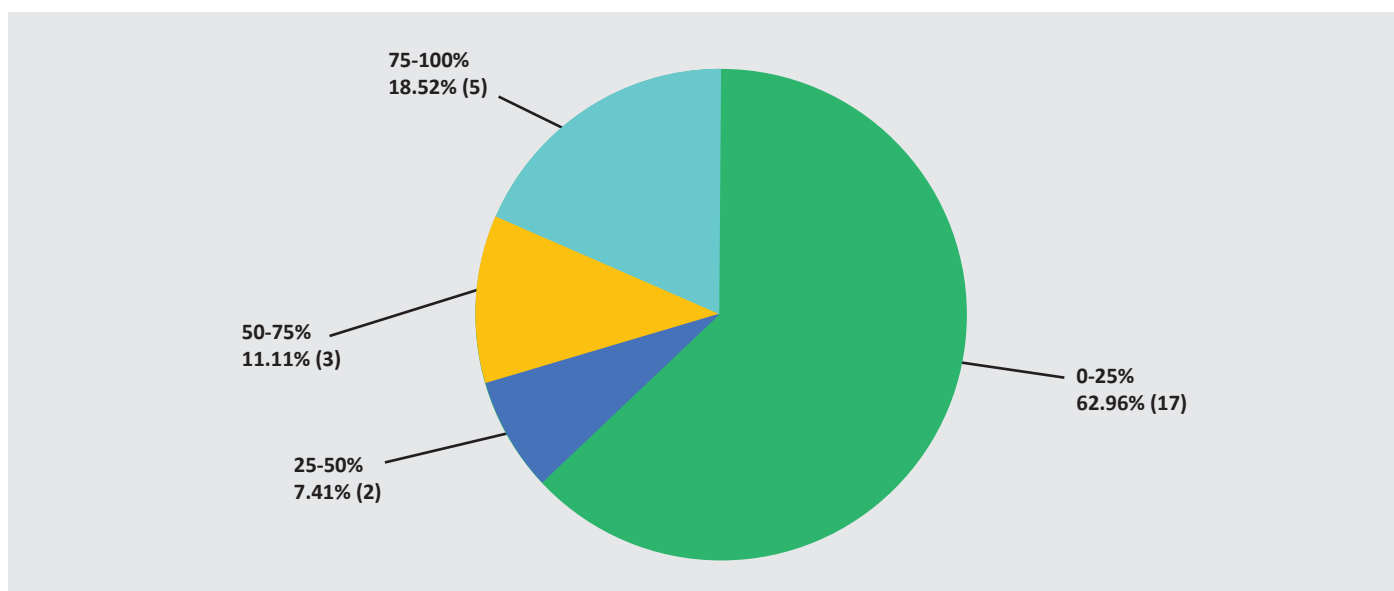
- **Tenacity:** steadfast commitment, belief and tenacity in increasing diversity – it is easy to get discouraged where organisations tried different methods which did not work but there are many positive examples which show good outcomes
- **Setting targets or milestones** for diversity in e.g. areas such as applications, shortlisting or appointments. While it can be hard to achieve hard targets, they have proven to work and motivate some organisations with some setting milestones based on locality populations.
- **Inclusive adverts:** Changing where and **how roles are advertised** (imagery, language) – *'our presence is not known – and we've had insufficient engagement with BAME groups'*
- **Inclusive application forms:** e.g. Stonewall revised their job packs and application forms as part of their Race Equity Review, which included e.g. asking 4 specific questions on the application form. [Work For Us | Stonewall](#)
- **Using videos** to accompany job advertisements where we've spoken to a wide range of diverse staff about the roles they play with our organisation'. We have seen this practice employed by CCHA, amongst others.

- Previous roles have been advertised as being based from specific office locations whereas now we can offer **home/remote working options**
- 'Roles have not been advertised in a way that captures interest from BAME and other people – this is being addressed via a **review of our recruitment policy and procedure**'
- Wanting to build better **links with specific groups, colleges and schools** to help promote vacancies
- Engaging **specialist recruitment agencies** to target recruitment where budget is available
- There are also some excellent examples of **positive action** mentioned in previous sections e.g. CCHA board recruitment.
- Cardiff RSL's working together on a **traineeship scheme** for prospective board members
- Some organisations have **internal mentoring or coaching schemes** with proactive consideration of Black talent
- **Asking recruiters** to expand where we advertise / targeted recruitment
- Investment in **apprenticeship opportunities, secondments and placements**
- Referring **unsuccessful candidates elsewhere** in the organisation if the skillset fits
- Adoption of **Rooney Rule** / positive action
- Link in with CHC '**This Is Housing**' campaign for wider market appeal

## Unconscious Bias Training

**SNAPSHOT:** Almost two-thirds of organisations indicated that 25% or fewer staff had been trained in unconscious bias. Five organisations said that 75% or more staff had been trained.

**RECOMMENDATION:** We would encourage organisations to plan for training all staff in unconscious bias. Bias training can at times be part of other training packages. Organisations should also consider training, sessions, raising awareness on other topics such as white privilege, microaggressions, how to challenge and hold conversations and specific session for people of colour wishing to explore their experiences.



While we need to acknowledge that some organisations may choose different type of training aimed specifically at greater racial equality awareness, numbers trained on unconscious bias were quite low at this stage. We are looking forward to seeing whether these numbers will change going forward.

## Racially diverse recruitment panels

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**SNAPSHOT:** Many organisations were actively working on increasing racial diversity on recruitment panels. This included some creative thinking and, at times, working with external partners.

**RECOMMENDATION:** Organisations should continue on their journey to increase diversity on recruitment panels. Examples of practices below can help explore options. Organisations should carefully consider how to avoid tokenism when adopting this practice.

One of the Deeds not Words pledges committed organisations to increase racial diversity on recruitment panels. While it is understandable that this may not always be achievable for all panels and may depend on many factors, including locality, turnover, existing staff diversity etc, it was clear that many organisations considered this and employed some creative thinking in their practice. This included:

- Working with partnership with neighbouring HAs or on a regional basis
  - Reviewing the make up of all recruitment panels
  - Engagement with local black, Asian and minority ethnic community groups to include them on interview panels where 'reasonably practicable'
  - Reaching out to internal staff to support recruitment panels (where appropriate)
  - Seeking external support for recruitment processes but avoiding tokenism
  - One organisation was able to have a diverse recruitment panel for almost any role it interviews for – and had already this year recruited where a black, Asian or other minority ethnic staff member was part of the panel
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## Pledge 3: Communication & engagement

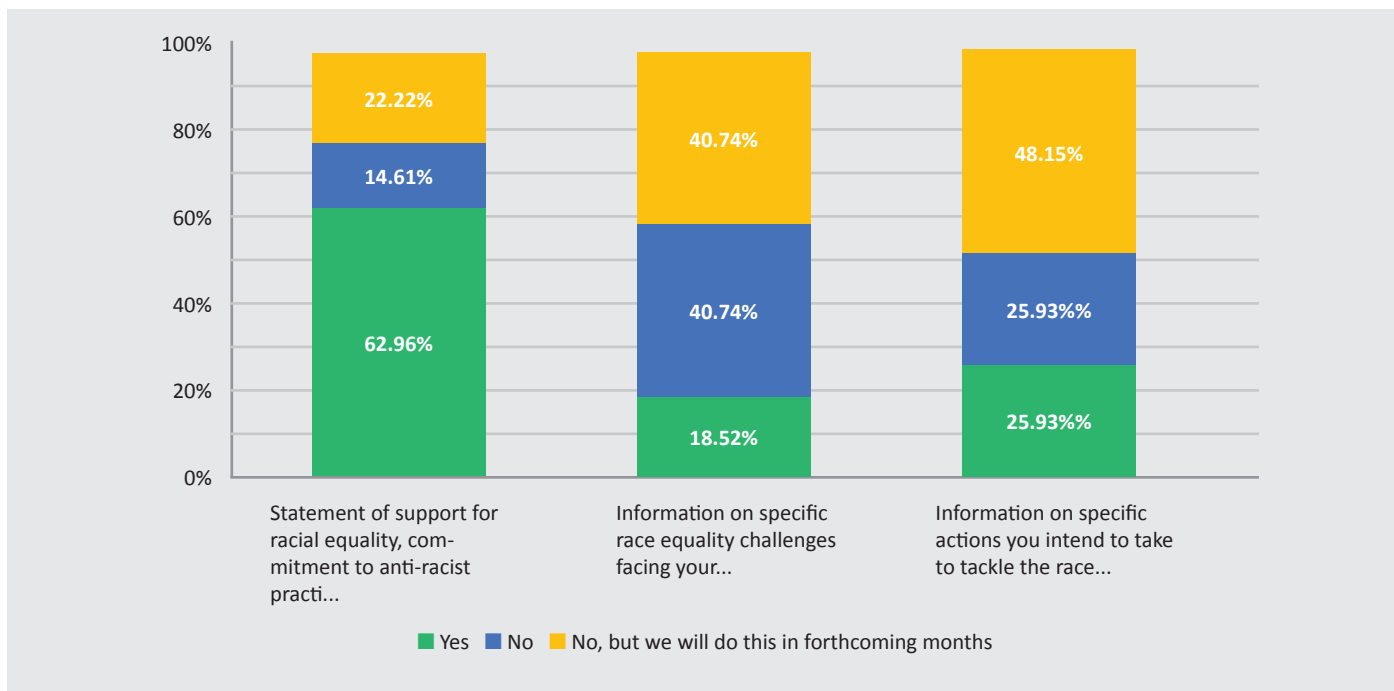
### Published commitment and transparency

In this question we asked organisations about their progress with Deeds Not Words commitments to publish information on challenges, actions and progress.

**SNAPSHOT:** The majority (60%) of organisations had already published an initial statement on race equality or anti-racism, with 20% planning to do so. Only 60% of organisations had issued information on specific race equality challenges or areas of focus for the organisation with 75% outlining specific actions they would take.

**RECOMMENDATION:** The three areas for publication form part of the Deeds Not Words pledge. We recommend that all organisations look to publish these in keeping with the commitment. Considering this survey was carried out a few months into the initiative, an anti-racist statement or other form of communication on this topic would not have been difficult to achieve. Where organisations were still working on gathering information and analysing the state of racial equality in their organisation, and therefore felt unable to publish, we would encourage them to simply provide information on the work they were doing in conducting their analysis and engagement, which is an action in itself.





The majority of organisations (17/27) reported that they had issued a statement, with six planning to do so in the coming months. Some 15% (four) said they hadn't.

5 from 27 organisations said they had published information on challenges while a further 11 organisations said they were planning to do so shortly. The remaining 11 organisations said they had not and of those, five responded saying it hadn't been discussed or wasn't currently being planned.

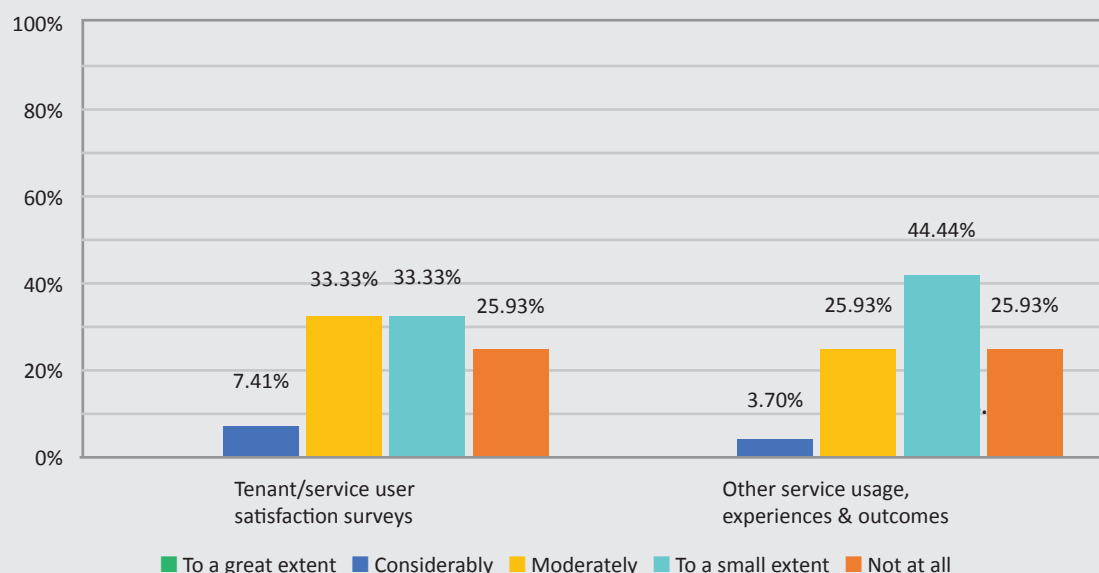
Almost half (13/27) of organisations said they had not issued information on their specific actions yet but were planning to do so; seven reports already having done so while a further seven said they hadn't.

## Use of ethnicity data and other insight

In this question we asked about views on overall extent to which organisations thought that they used ethnicity data and other insight to ascertain equality in service deliver.

**SNAPSHOT: Use of ethnicity data was limited. Although majority of organisations (75%) used ethnicity data to varying degrees, 25% did not use ethnicity data at all. Only a fifth of all organisations used other insight channels (e.g. engagement to inform service delivery or feedback. This is a rather challenging finding and we hope this area will develop as Deeds not Words progresses. We look forward to working with our members and partners to help support this particular area.**

**RECOMMENDATION: Organisations should improve ethnicity (and other diversity) data collection and analysis as well as other forms of ascertaining views and feedback from black, Asian and ethnic minority tenants, service users and communities. Improvement in this area is crucial to consider and ensure equitable experiences, access or outcomes from services between different groups are fair.**



Collection and use of ethnicity and equality data is an important part of attaining greater insight into potential ethnic and racial differences in customers' experiences, access, views and outcomes from services. While equality monitoring is only legally required from public authorities, for other organisations, including housing associations and third sector, it is seen as a crucial tool in a) ensuring compliance with the general equality duty within the Equality Act 2010 and b) reducing discrimination and advancing equality through business improvement.

The most basic way of ascertaining diversity of views through data is through equality monitoring of satisfaction surveys – which are conducted regularly by housing associations. Use of equality data however goes beyond satisfaction surveys with organisations encouraged to apply it to data relating to allocations, repairs, rent management and ASB and beyond.

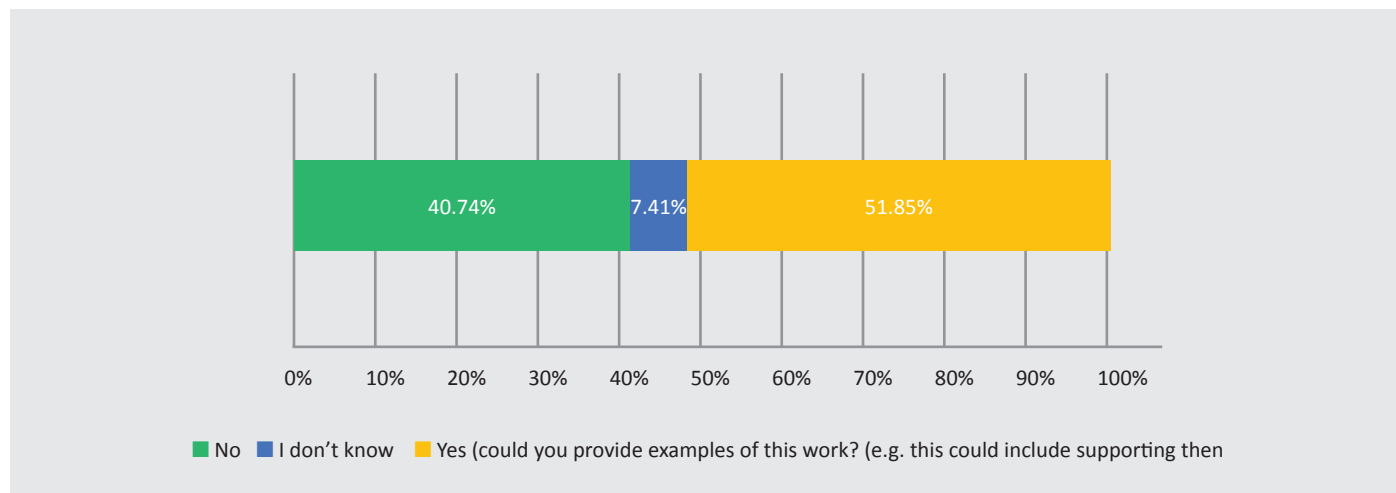
Organisations shared their proactive work on data and insight gathering and improvement including:

- **Building systems** for better data collection and analysis
- Introduction of 3 stage **strategy for customer insights** – with stage 1 focused on maximising data collected from residents
- Introducing **KPI's** on capturing ethnicity data – with discussions on ELT and SLT meetings
- Collection of diversity data with **tenant satisfaction and repairs** surveys, identifying trends and acting on any differential findings
- One organisation has invested in developing a bespoke system to hold all data relating to individual customers and has recruited a **Head of Data**. This organisation has aligned its diversity data questions with the data collected by ONS, enabling analysis via national data.
- Reaching out to community groups across area to ask for opinions on the **organisation as an employer**
- **BAME contact group** and engagement with local groups (with some considerable examples)
- Involvement strategy where more than 100 residents are invited to share their views and influence decision making
- BAME consultation carried out in 2020
- **Tenants invited** to BLM Zoom meeting

## Working with black, Asian and ethnic minority communities

**SNAPSHOT:** Half of organisations said they had worked with ethnic minority community groups in their area and provided some examples (below). However, more than 40 per cent said they had not, with 7% unaware of these links.

**RECOMMENDATION:** Tai Pawb recommends that organisations undertake an audit of what community groups/organisations exist within their area of operation with a view to reaching out to under-represented groups.



This pledge asks organisations to build links with black, Asian and minority ethnic community groups. Behind the pledge is the recognition of the important work that grassroots organisations carry out in support of local communities and the role of housing organisations in supporting this work, including help with capacity building. Developing good links with advocacy and support groups can also help provide community insight into issues and, importantly, strengths of the local ethnic minority communities with the view of informing service delivery and employment strategies and bringing in constructive challenge.

It is important to recognise that community groups range from those which are more established or constituted to more informal peer support, advocacy or activity groups. Many small groups will not have websites or strong online presence, therefore it is often more difficult to identify them through online searches. Strategies which might help with this include contacting local [county voluntary councils](#) and searches on social media, e.g. Facebook groups and contact with [Race Council Cymru](#) – an umbrella organisation for many black, Asian and ethnic minority groups who also run multicultural hubs in Newport and Swansea. Race Council Cymru has a list of some of the groups it works with [here](#), similarly, EYST provides a map of black, Asian and minority ethnic groups [here](#).

Below are some good examples of work with community groups shared by members:

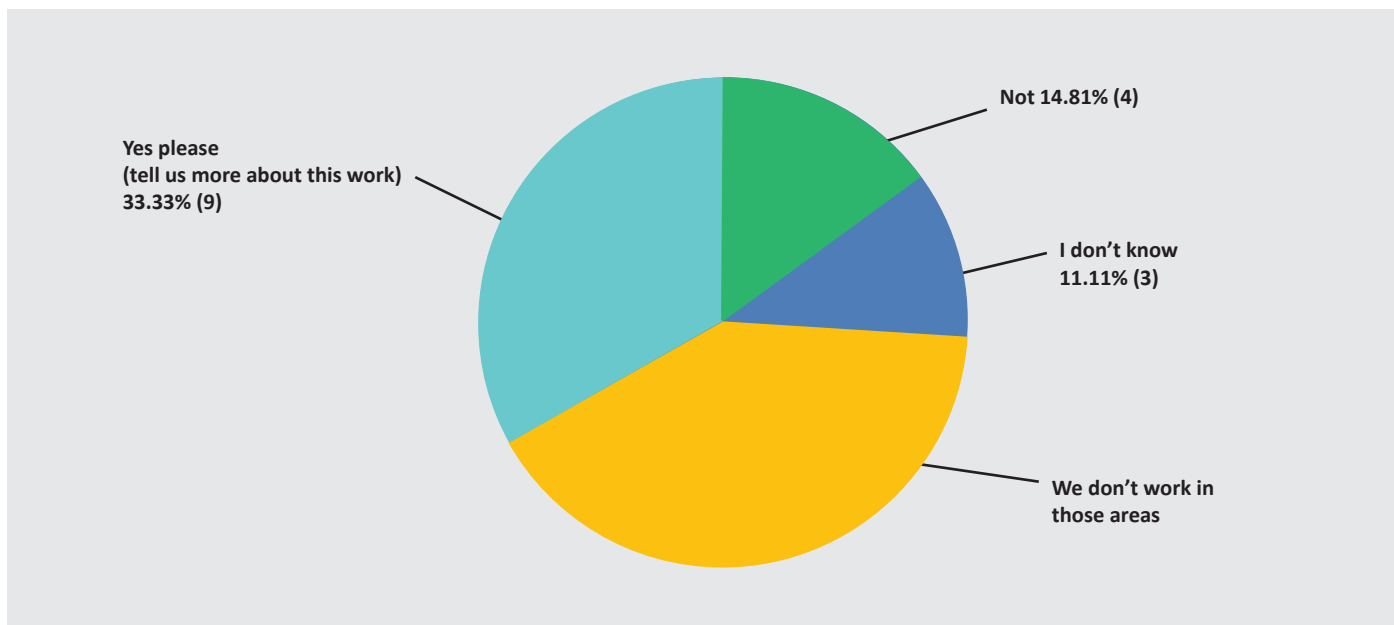
- Working with [Caribbean Heritage Cymru](#) – deliveries of hot meals to their elders etc. and looking to support them in other areas that they can benefit from
- Working closely with [RCC](#) and [EYST](#)
- Supporting Global Village - an annual festival that raises awareness of and celebrates cultural diversity
- Working on a Gypsy and Traveller community project alongside the local comprehensive school – offering young people an engagement tool to encourage attendance
- Strong relationship with local diversity and religious groups and supporting black, Asian and minority ethnic people through a tenant group.
- Offering funding for new business ideas/ventures within the local community
- Engagement with local Mosques as well as [BAWSO](#) and EYST on things like foodbanks. Running a flagship housing scheme for Chinese elders called Swan [Gardens](#) which acts as a community hub
- Working with EYST on young BAME people projects and local CAB that has a specialist project advising on EU Settled Status. Promoting specialist support available to staff and residents e.g., Polish Community Support from [Vesta](#).
- Working with [Newport Yemeni Community Association](#) – helping with access to funding and to bring community benefits from the business and contractors into the community space. Recruiting four Community Development Assts to regeneration team which will help with an evolving community involvement strategy
- Working closely with residents and staff at a Polish housing association one member recently merged with to preserve the heritage of the site and the stories that people hold close. Community sessions and consultation conversations have taken place to shape the future care and support for both staff and residents.

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## Housing for sanctuary seekers

**SNAPSHOT:** Most organisations said they didn't work in dispersal areas, but in cases where organisations did (two thirds) some provided an insight into their current practice. A quarter of organisations in dispersal areas did not have such links with refugee organisations. Several referred to Syrian Resettlement Scheme (Vulnerable Persons Resettlement Scheme) and others provided different examples of providing housing through partnerships with one organisation leasing housing to a refugee organisation.

**RECOMMENDATION:** Some housing organisations already do excellent work with refugee organisations, providing support and/or leasing accommodation. We would encourage others operating in dispersal areas to consider provision of support and accommodation as per Deeds not Words pledge.



This question asked organisations whether they have considered working with refugee or asylum seeker organisations to provide housing for homeless refugees and/or asylum seekers. As part of Deeds not Words pledge, those housing associations which hold stock in asylum dispersal areas were asked to consider working with refugee and asylum organisations to improve housing provision for those who are destitute or those who have to leave Home Office accommodation, where projects aimed at improving such provision exist. Where organisations do not hold stock, deliver specialist provision only etc., other forms of support, advice and help with capacity building can be provided for refugee organisations wishing to engage.

Two recent studies explored feasibility of increasing the provision of accommodation within Wales with an important role identified for social housing providers. [“Providing accommodation for refused asylum seekers in Wales”](#) explored provision for those with no recourse to public funds and [Refugee Housing and Support Feasibility Study](#) explored options for provision for refugees. We would encourage members in dispersal areas to acquaint themselves with the studies and create links with refugee organisations which do work in this area.

Some refugee and asylum organisations which already provide some housing or housing assistance have been listen in this report on [Reducing Homelessness Amongst Migrants, Refugees and Asylum Seekers](#) from WLGA, WSMP and Tai Pawb. [This blog](#) showcases the refugee housing project delivered by the Gap, in partnership with POBL group in Newport. Housing Justice Cymru, Tai Pawb, the Wallich and Oasis in partnership with Welsh Refugee Council and others are also due to [commence a project](#) aimed at increasing housing and homelessness provision and support (you can obtain more information from [rob@taipawb.org](mailto:rob@taipawb.org))

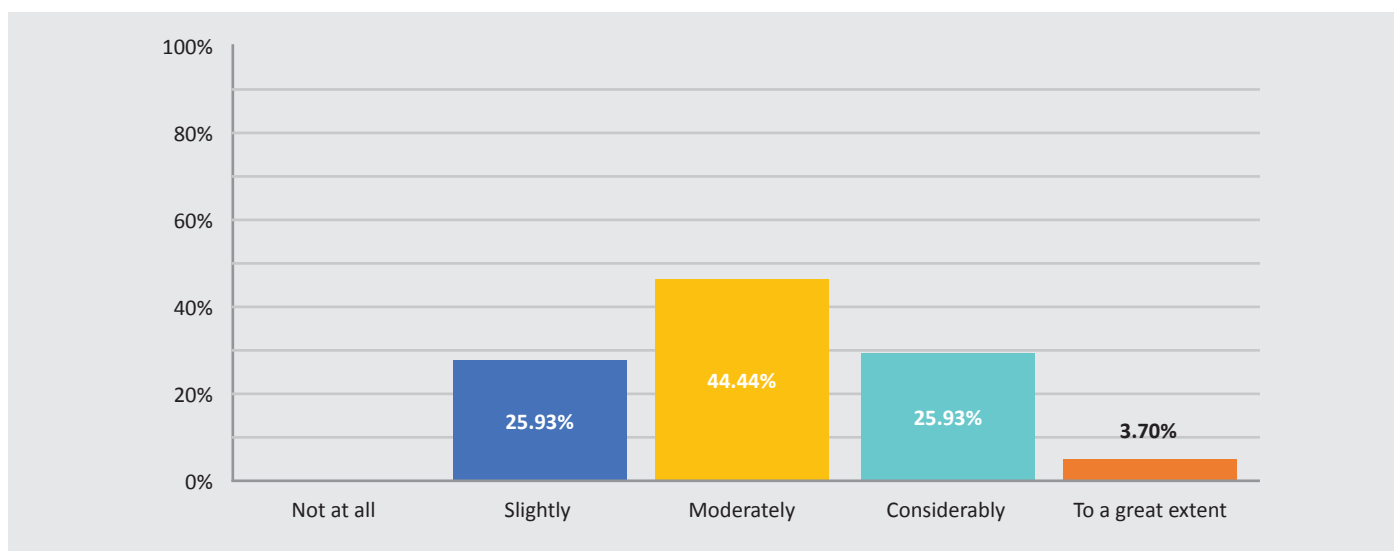
# Pledge 4: Creating an inclusive culture

## Active support and promotion of anti-racist culture

In this question we asked organisations to self-assess the extent to which they/their senior leadership teams actively promoted an inclusive and anti-racist culture. It is fair to say that this was a somewhat general question, based on honest self-reflection.

**SNAPSHOT:** Nearly one third of organisations reported that they actively promoted inclusive and anti-racist culture ‘to a great extent or ‘considerably’ while almost half said they had done so ‘moderately’ and a quarter reporting ‘slightly’.

**RECOMMENDATION:** We recommend that organisations, led by boards and senior leaders, use this report, their internal data and evidence as well as training and education to a) understand what inclusive and anti-racist culture means in their organisation b) assess where they are on the journey to achieving it c) create smart plans for how this is going to be achieved and d) monitor and scrutinise the adoption.



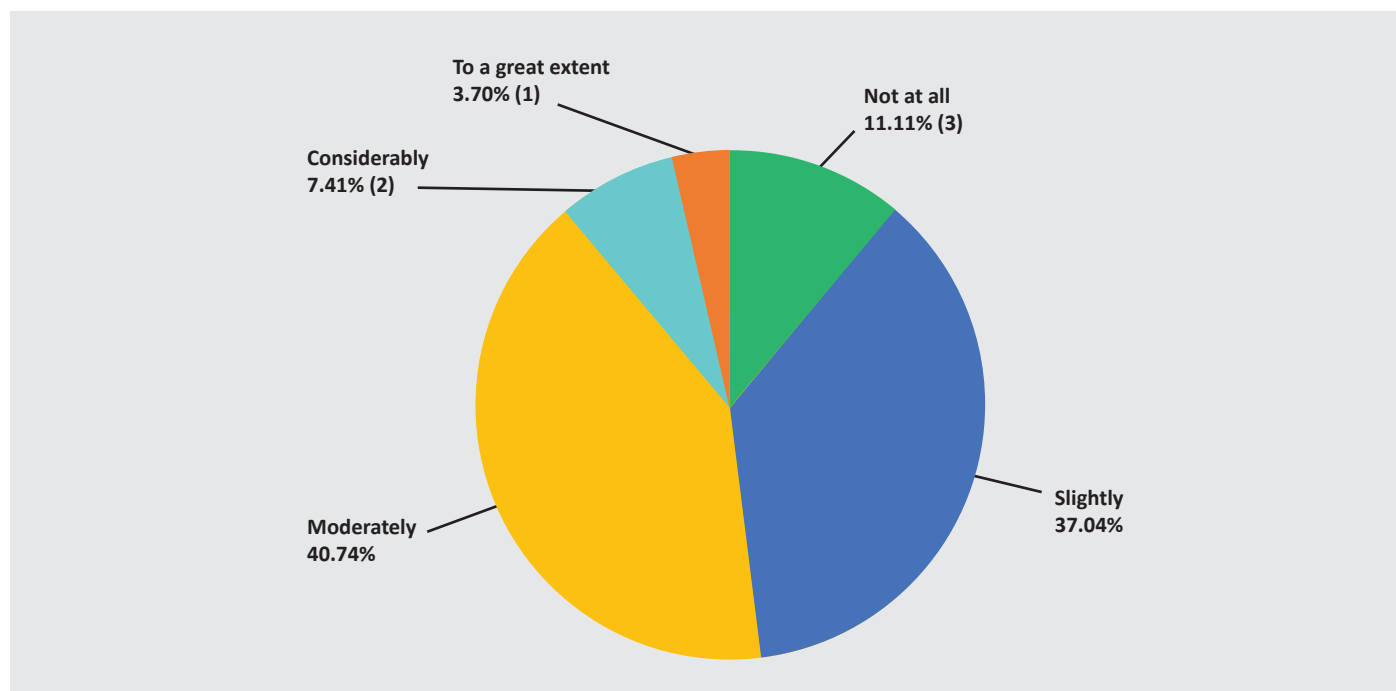
As can be seen from this report, promotion and support of inclusive and anti-racist culture requires multifaceted strategies or actions and a (commitment to) deep understanding of organisational culture and people’s experiences within it.

What could be moderate promotion of inclusive culture for one organisation, might be viewed as considerable by another, especially when one considers the different contexts and geographical areas of operation. We hope that as we continue on the Deeds not Words journey, the way in which the initiative is adopted by organisations, will provide grounding for well-founded internal consideration of what constitutes an inclusive and anti-racist culture, how to achieve it and what it means to promote it.

## The role of the board

**SNAPSHOT:** One in ten boards responding have reported scrutinising race equality issues ‘to a great extent’ or ‘considerably’. One in ten boards have not scrutinised race equality issues at all. 40% of boards scrutinised the issues to a moderate extent, with similar percentage of those who scrutinised to a slight extent.

**RECOMMENDATION:** We recommend that boards adopt the CHC Code of Governance and introduce a strong leadership, performance, assurance and accountability framework on race equality and broader equality, diversity and inclusion issues.



At the start of Deeds not Words initiative boards committed themselves to proactively championing and monitoring progress on the pledges. This includes a commitment from boards and organisations to take leadership on actions needed to end racial inequality in housing. We hope that as the initiative progresses, boards will be able to make progress on this commitment, leading to transformational and lasting change.

Boards have a crucial role to play in leading and scrutinising their organisational commitments. CHC Code of Governance provides a good starting point for developing a strong framework for this work. There is a variety of ways in which organisations can look for support and ideas on how to implement a strong framework which will help them deliver on their commitments:

- Tai Pawb can put you in touch with organisations above which reported scrutinised race equality to a great extent
- Tai Pawb’s QED Award is a comprehensive way of assessing the current state of play when it comes to EDI in organisations with similar charters available in other sectors
- Karl George’s Race Code 2020 is a tool which focuses specifically on the role of governance in making a lasting change (the Code has been adopted by Taff in Wales)
- Boards may want to consider EDI Awareness Training for Boards from Tai Pawb



- Our [Evidencing Equal Outcomes Toolkits](#) can help boards consider how to embed equality into their performance and assurance frameworks, including specific equality indicators. Other resources from Tai Pawb can also help consider how to assess, measure and engage on race equality issues [Resources - Tai Pawb](#),
- [EDI Health Check for Boards](#) can be a useful tool in framing the role of governance in promoting and ensuring an effective approach to EDI issues in a more general sense.
- Some organisations responding to the survey highlighted what their boards have been doing, including:
  - o Specific and regular reports on EDI from hereon in
  - o Boards EDI training
  - o Discussions on Deeds not Words and race equality
  - o Deep dive on EDI issues
  - o Introducing a board champion for EDI

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## What has happened so far?

In this open-ended question, we asked organisations to share examples of what they have done so far in their work towards Deeds not Words.

**The survey was undertaken in the first few months of the initiative and it is clear that many organisations were in the early stages of their anti-racism work, generating ideas internally and more broadly looking at their EDI offer.**

We are aware of several organisations which scaled up and moved beyond engagement and conversations early on (e.g. Taff, CCHA, Plattform, POBL, Aelwyd, United Welsh). This often included preparing concrete plans driven by boards (please note these are examples we were aware of at the time and are based on conversations at DNW CEO meetings; we are keen to share more good practice as the initiative progresses therefore we would encourage all organisations to share their work with us to support group learning).

We have shared links to some of the early good practice throughout this document and below is a compilation of what organisations shared with us directly in this section at the time.

### Recruitment

- Implemented the Rooney Rule
- CCHA, Cadwyn, Taff and Linc were already working together to set up a new 'board academy' (for prospective board members from ethnic minority communities).
- One organisation said it was already undertaking a recruitment exercise for its board taking into account the need for diversity; meanwhile, another organisation had completed its recruitment and was successful in appointing two new black or Asian board members (and two staff members)

### Action groups

- Creation of internal working group/party (there were a few examples of this, with some groups led by black, Asian or minority ethnic staff members)

## Engagement and awareness

- Engaged with a number of Black, Asian and Minority Ethnic groups to develop relationships and better understanding
- One organisation referred to steps taken so far around '*educating staff*'- supporting the organisation to hold conversations without being afraid of saying the wrong thing
- One organisation said it was holding focus groups internally to understand staff members' perspectives about being a fair and inclusive employer; the same organisation has appointed EDI champions
- 'Safe space' all-staff conversations / facilitation of forums
- Undertake a process of 'Educate, Listen, Learn'
- Webpages have been developed by some organisations to demonstrate commitment to race equality and what the organisation(s) will do – with dedicated, shared resources being added over time
- United Welsh started a Book and Media Club focusing primarily on race equality
- Some organisations had voiced their support for Deeds Not Words and ending race inequality via social media and internal communications/infographics, including blogs from CEO;s and other people who shared their stories
- One organisation had rolled out unconscious bias training to 106 staff members already; the same organisation has adapted the Rooney Rules via a new recruitment policy

## Action plans and data

- Several organisations have developed action plans
- A number of organisations said that they were already undertaking analysis of their data to look at equity within services and beyond

