

5 Years of championing change:



QUALITY_{IN}
EQUALITY &
DIVERSITY
AWARD

The story so far...



EXECUTIVE SUMMARY

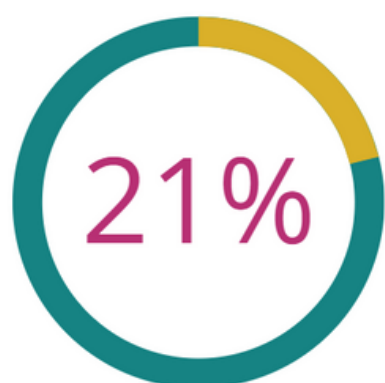
Over the last 5 years, QED has supported 7 organisations to improve their approach to equality, diversity, and inclusion. A robust framework, accompanied by expert staff from Tai Pawb, has enabled housing associations to identify their own priorities and set targets for improvement. Tai Pawb with support from Cardiff University students Francisco Luo, Isobel Crocker, Rebecca Hubbart, have analysed the data for all participating QED organisations that have achieved QED and gone on to take part in an QED annual review.

This report collates these findings and alongside our own insights to:

- Highlight trends identified in our work
- Demonstrate the positive impact of QED
- Showcase good practices by QED accredited organisations
- Share tips to organisations interested in undertaking QED in the future

Our research has shown QED makes a difference:

Before...



Of staff did not know about their organisation's EDI Policy before QED

After...



After 1 year of QED only 1% of staff didn't know about their organisation's EDI Policy

If your interested in learning more please visit our website

www.taipawb.org/consultancy/qed

78.5% of staff reported EDI improvements in their organisation after 1 year

The benefits for participating in QED are felt in a variety of ways...

“It’s made us really think about how we design our services to include everyone... Rather than equality and diversity being a problem that has to be solved it’s actually an opportunity to be embraced.”

MICHELLE REID, CHIEF EXECUTIVE OF MERTHYR VALLEYS HOMES,

At Tai Pawb, delivering QED has also taught us much, not just through working with organisations committed to promoting diversity, but in how housing associations can ensure they get the most out of the award. As QED moves forward, we’ll be looking to consolidate the good practice evidence and share this learning.

What is the QED Award?

The QED award provides a comprehensive, Wales specific framework for reviewing and improving the equality and diversity impact of organisations across governance, services, access, involvement, and culture.

How does it work?

QED is a journey rather than a destination. To begin with, we conduct staff and stakeholder surveys, hold online focus groups and interviews with staff, board members and tenants. All supported by a comprehensive desktop review. Findings identify existing good practice and make recommendations to ensure organisations become more inclusive. QED encourages organisations to think and work in a way that champions diversity and enables them to continually make progress. We check in with organisations every 6 months to see if they need any further support and return yearly to review, measure, and identify priorities and impact, while celebrating successes.

What are the benefits of participating in QED?

Since its inception, participating organisations have told us QEDs meant:

- Improving the experiences of diverse tenants, customers, and staff
- Having a clear understanding of where you are
- Providing a clear understanding of what 'good' looks like
- A framework to encompass equality and diversity work
- Galvanised staff energy and focus on equality and diversity
- Developed a clear framework and plan for continuous improvement

The Impact of QED

Don't just take our word for it!

Here's a flavour of the combined impact across organisations before they undertook QED and the differences felt by staff after just one year.

A greater awareness of EDI initiatives

One year after QED:

18% increase of staff who are aware of initiatives to make experiences of diverse tenants better

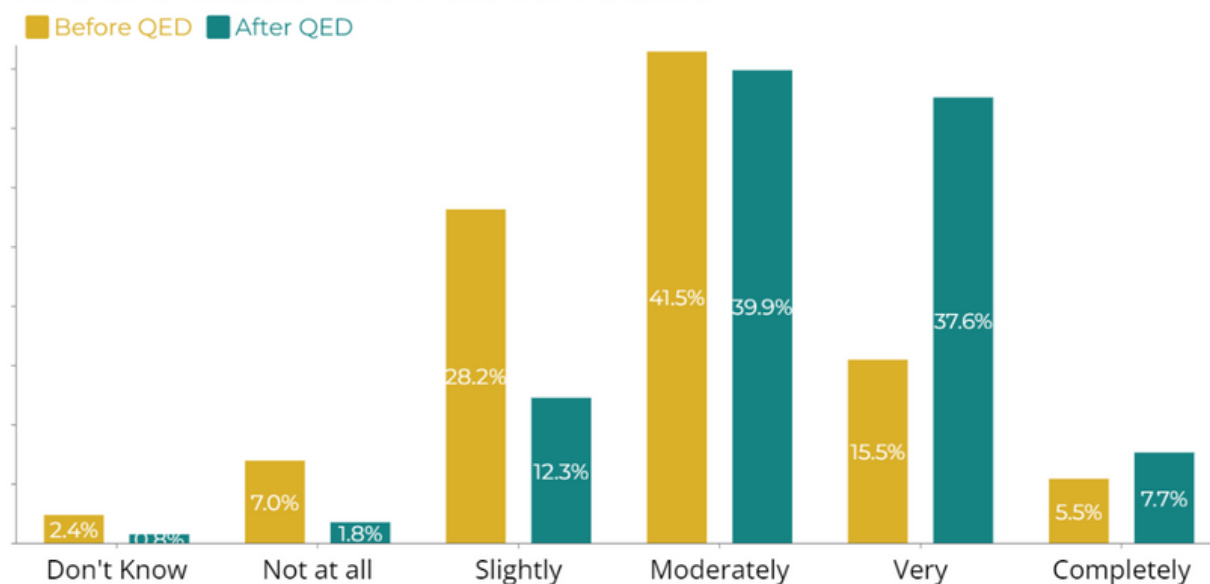
30% increase of staff who knew of initiatives to make experiences of diverse staff better

Before QED, only 21% of staff were aware of initiatives made in their organisations to make the experience of diverse tenants better. After one year of QED, this almost doubled to 39% of members of staff.

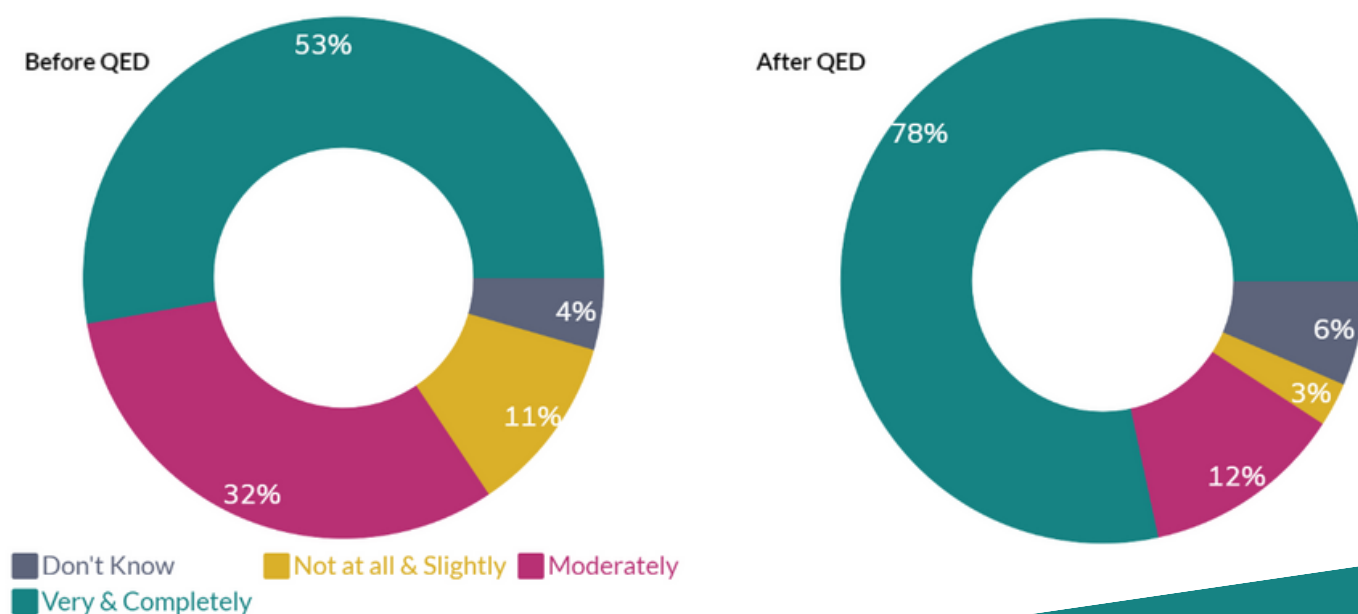
Before QED, only 13% of staff were aware of initiatives from their organisation that have made the experiences of diverse staff better. After just one year it was 43%.

A Strategic approach to EDI

STAFF RESPONSES WHEN ASKED: HOW WELL DO YOU FEEL THE EDI STRATEGY, SCHEME OR EQUAL OPPORTUNITIES POLICY IS APPLIED IN PRACTICE?

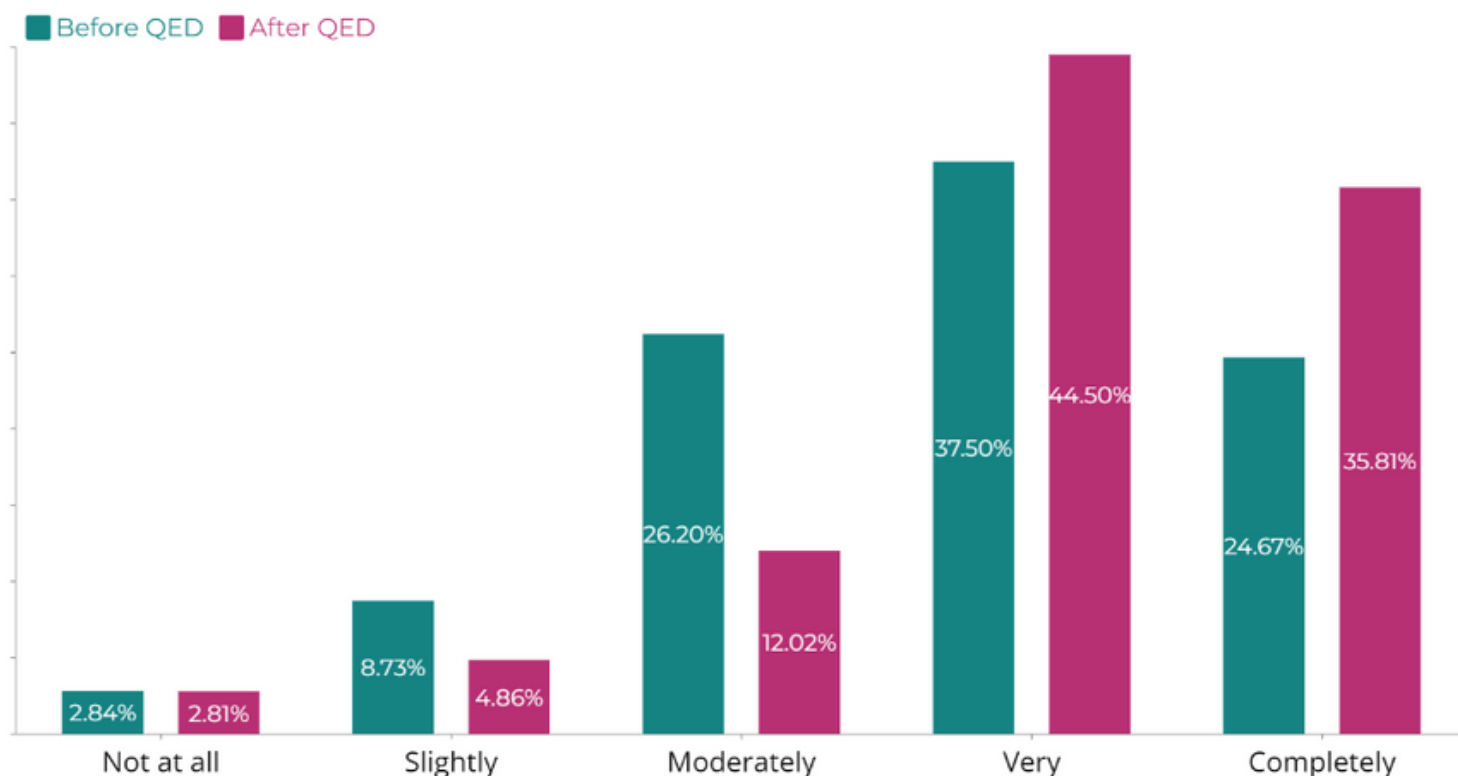


JUNIOR STAFF MEMBERS SHOWED THE BIGGEST INCREASE IN HOW WELL THEY FEEL THE EDI STRATEGY, SCHEME OR EQUAL OPPORTUNITIES POLICY IS APPLIED IN PRACTICE:



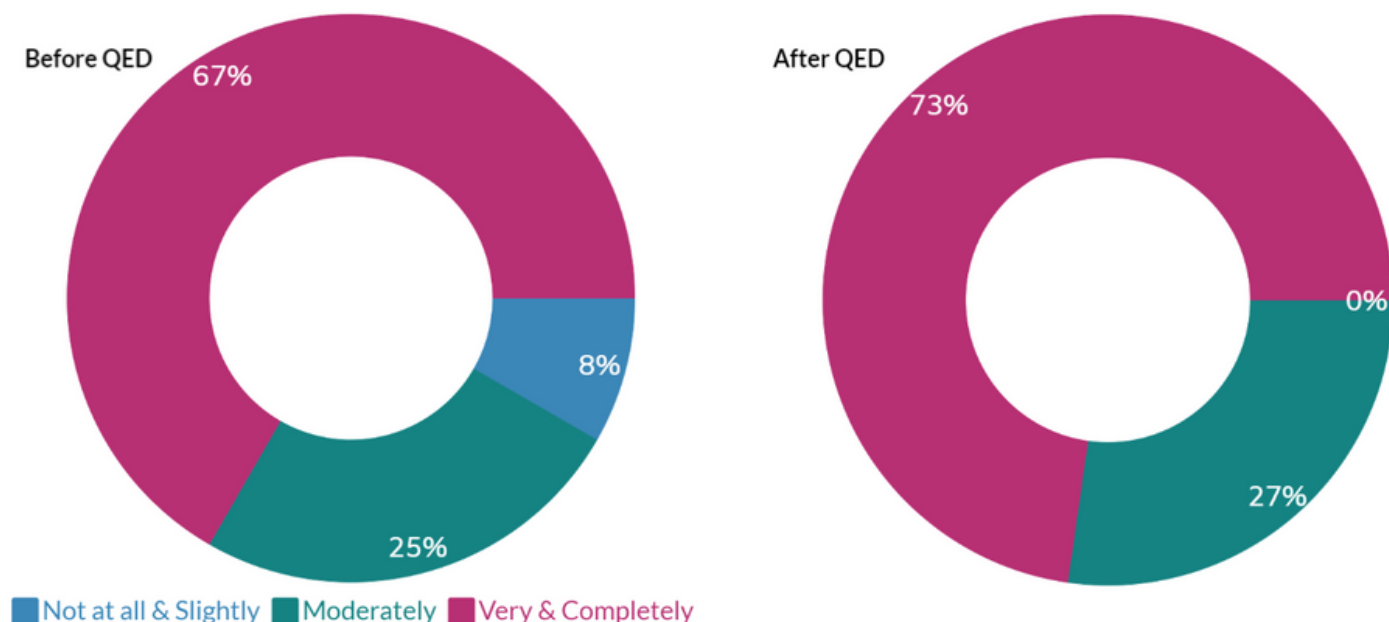
Confidence in a more open workplace

HOW OPEN CAN YOU BE ABOUT YOUR PERSONAL CIRCUMSTANCES AT WORK?

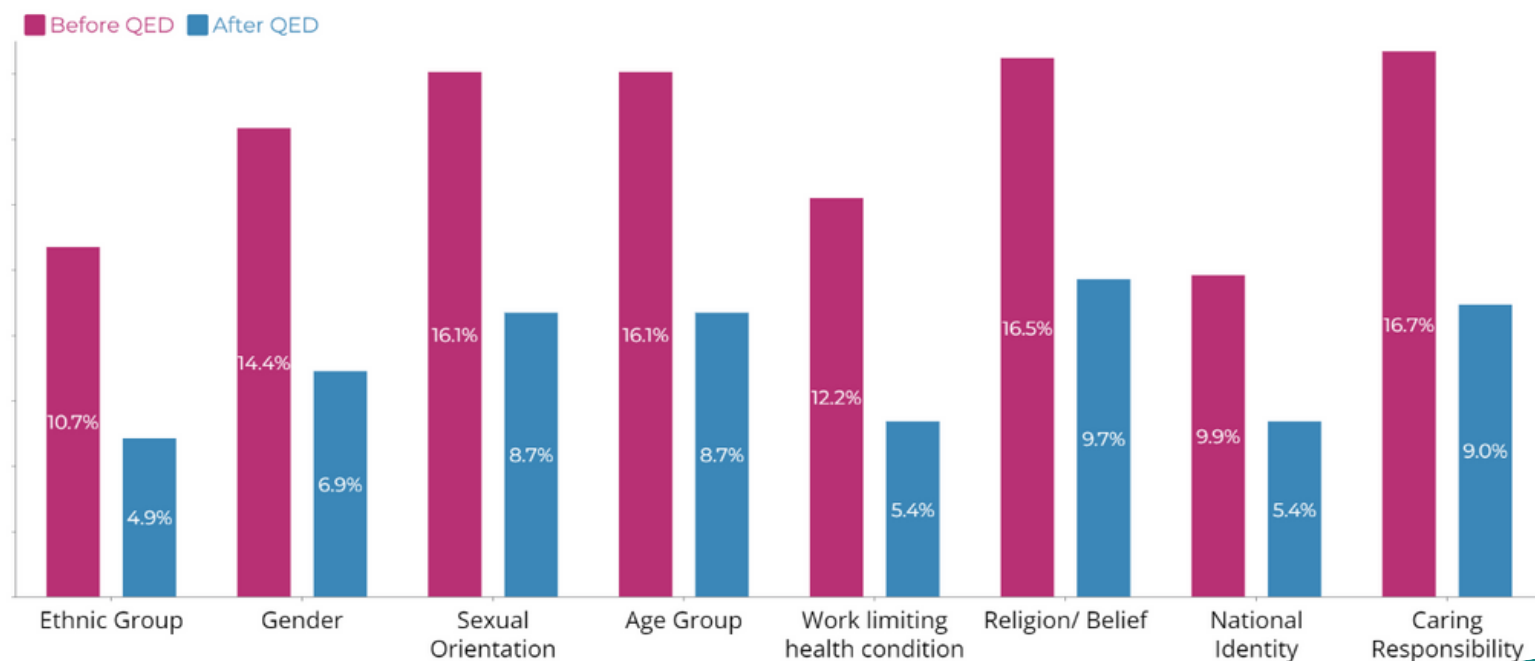


Staff are feeling more confident about their ability to be 'Very' or 'Completely' open at work with 80.3% feeling this way one year after completing QED compared to 62.1% prior to QED.

LGB STAFF MEMBERS SHOWED PROPORTIONALLY MORE SIGNIFICANT IMPROVEMENT WITH HOW OPEN THEY CAN BE AT WORK :



ONE YEAR AFTER ACCREDITATION, FEWER STAFF CHOOSE 'PREFER NOT TO SAY' WHEN ASKED ABOUT THEIR BACKGROUND



Greater participation and more impactful initiatives

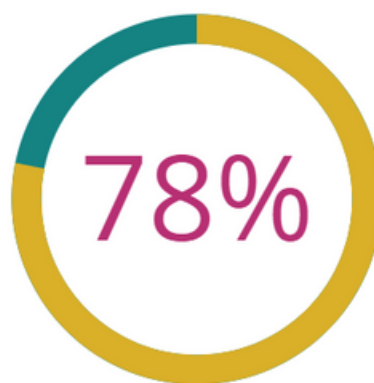
Staff are now more likely to know how to get involved in their organisations' EDI work:

Before...



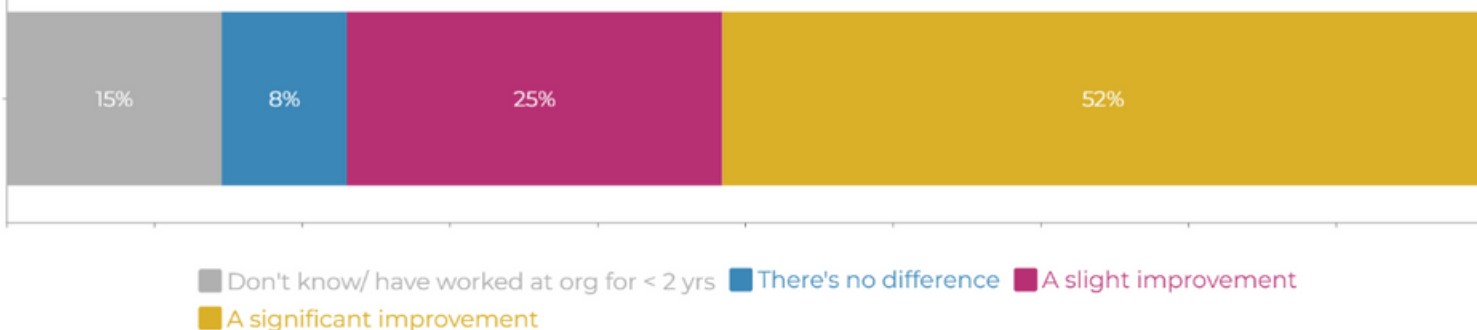
of staff knew how to get involved in their organisations' EDI initiatives before QED

After...



This increased to 78% of staff after one year of QED

STAFF RESPONSES WHEN ASKED: DO YOU THINK YOUR ORGANISATION IS DOING MORE ON EQUALITY DIVERSITY AND INCLUSION THAN BEFORE UNDERTAKING QED?



Impactful Solutions

While statistics help highlight the difference QED has made, on their own they only tell part of the story. All seven organisations awarded QED so far have worked hard to change and adopt some innovative practices. Here's a snapshot of changes organisations made as a result of QED, showing some of the improvements in the workplace.



For Board appointments, Merthyr Valley Homes have adopted the Rooney Rule, enhanced their recruitment pack to focus more on race and require recruitment panellists to undertake unconscious bias training.

Cadwyn Housing Association have revamped their tenant engagement work. This now means engagement needs to be flexible,

relevant, timely and accessible leading to real change. For example, they arranged for translators to speak to 25 tenants in Arabic who don't usually participate in engagement to understand how they would like to in the future.



RHA Wales have created a dashboard for services for people with protected characteristics so they can monitor differences in outcomes for particular groups.

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Newydd have developed and implemented a policy and procedure towards dealing with hate incidents, hate crime and hate crime.

Melin Homes have established a Customer Services Group action plan which empowers diverse residents to influence services through co-production and collaboration.



**Merthyr
Housing**

**Tai
Merthyr**

Merthyr Tydfil Housing Association developed a menopause policy outlining how line managers can support staff and encourage an environment women feel confident to talk about how they are feeling and access support.

Cynon Taff have updated their tendering process so that contractors must have a commitment to EDI, including a robust equality policy, which they actively monitor.



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How to ensure QED is successful at your organisation:

QED is a journey rather than a tick box exercise. Over the past five years we've collated tips working closely with Housing Associations. For those interested in participating, here's how you can make QED have the greatest impact:

- Ensure there is buy-in, commitment and support from the top (leadership and board) right from the start and continuing throughout the QED journey and beyond.
- Promote a culture of openness, honesty, and continuous improvement.
- See the process as a business improvement tool (not a shiny award to sit on a shelf).
- Clear and ongoing communication with staff / tenants (preparing, updating and reporting).
- Understand the need to invest time and resources to get the most from QED.
- Create a working group from all departments, with one coordinator.



Thank you -

Many thanks to Dingming Francisco Luo, Rebecca Hubbard and Isobel Crocker for compiling this data and analysis and making this report possible.