

# Deeds Not Words

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A pledge to end racial inequality in housing



## Two years on

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Progress and impact of  
Deeds not Words



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# Introduction

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This progress report has been compiled as part of **Tai Pawb's Deeds Not Words challenge**.

This report measures progress since 2021, when our **Baseline Report** was published, up until 2023 - when we collected data and views from organisations and employees on the actions and impact of work undertaken.

The evidence presented demonstrates positive progress, extensive work, commitment and leadership shown in many organisations whilst also setting out challenges and further areas of focus based on an honest picture of where we are now.

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 Two Years On report is more concise than our original baseline report, which contained extensive sections with advice and good practice. In many ways this advice is still relevant and we would encourage organisations to refer to those sections in the Baseline Report.

## Methodology

This baseline report is based on two surveys.

**Employee survey** gathered employees' own views and experiences of 812 colleagues who completed the survey. As in the baseline report, our analysis splits employees into three ethnic categories: People of colour (those who identified with ethnic categories other than white; 3.2% of respondents), White British/Irish (this includes those who identified as Northern Irish, British, English and Welsh as well as Irish whose responses were similar to White British colleagues; 90% of respondents), White Migrants (these are mainly European migrants other than Irish; 1.3% of respondents).

For White Migrants much of the results were very similar to those of White British/Irish colleagues, with the exception of one or two questions, therefore graphs only identify this group, where a difference was identified.

Note of caution: Data from the survey cannot be treated as fully reliable or representative of employees or progress shown in comparison to 2021, however it is indicative of scale of progress. Comparisons of group responses between 2021 and 2023 reveal close similarities in response trends, which suggests data is indicative of changes in organisations and employee experiences.

**Organisational survey** gathered data and evidence from organisations, including data on diversity, training, actions taken and their impact. Some 22 members completed the organisational survey out of a possible 31 - a completion rate of 71% compared to 93% completion rate in 2021.

# Key findings | Employees

No change in belonging: As in 2021, fewer people of colour felt that they **belonged in their organisations**. Those who did not feel they belonged were more likely to have experienced racism with a weakening sense of belonging as managerial responsibilities reduced.

Positive change in **sense of worry**: Much more people of colour were not worried about having things in common with others than in 2021, much fewer felt undecided.

Positive change: More people of colour than in 2021 felt **able to speak up** and fewer were undecided. The gap between white British colleagues and people of colour has narrowed.

Positive change: More people of colour than in 2021 **felt respected** by colleagues or managers.

Positive change: Much more people of colour than in 2021 thought that racial equality and diversity were **important to their managers**. Numbers of people of colour who stated 'I don't know' have decreased significantly. Although the proportion of those who thought it was not important to their managers has increased slightly, we saw a much bigger increase in positive views.

No major change in views on fairness of **promotion decisions, career opportunities or performance** evaluation. In both years, there were however no major differences in perceptions of fairness between ethnic groups - this is despite sector figures indicating much lower diversity at management levels. In both years, all groups felt more positively about fairness of performance evaluation compared to career development and promotion.

No major change: in the last two years, 1 in 12 people of colour were **subjected to racism** compared to 1 in 9 in 2021. In both years 1 in 100 white British employees reported experiencing racism. In both years people of colour were much more likely to **witness racism** than other groups.

Negative change: Much higher percentage of white migrants **experienced xenophobia** from tenants/service users in 2023 compared to 2021.

Positive status quo: In both years, incidents of **racism** towards tenants/service users witnessed by colleagues of any ethnicity were **extremely rare**.

**Moderate awareness of Deeds not Words** amongst colleagues. White British respondents were more aware of Deeds not Words than white migrants and people of colour, who were least aware.

Positive views: on **improvements in anti-racism** within organisations. People of colour felt **more positive** about what has improved than white colleagues. Only a small number of people felt that there was no or little improvement.

Positive change: in views on **accessibility of services**. In **2023**, no ethnic minority colleagues thought that services were poor compared to 1 in 5 in 2021 with no change for white British colleagues.

# Key findings | Organisations

Positive change: in 2023 more organisations looked into the presence of overcrowding amongst ethnic minority tenants.

No change: Ethnic diversity of staff remains low with no significant changes across all staff levels. Diversity amongst managerial staff remains the lowest, followed by senior management and all staff. We would note caution in comparing the results in this category like for like (2021 and 2023) owing to the lower response rate overall.

New data: More than three quarters of organisations said they actively recruit people from ethnic minority backgrounds.

Positive change: in 2023, much more staff have been trained on unconscious bias with over half training more than three quarters of staff.

New data: At the beginning of 2023 much fewer people have been trained in anti-racism compared to unconscious bias (UC) with only one third having trained over 50% of staff compared to three quarters trained on UC. This was not a pledge, but forms a new commitment within WG Anti-racist Wales Action Plan and can serve as baseline data.

New data: Only one fifth of organisations said they had managed to increase the racial diversity of their recruitment panels, clearly a challenging area for most members.

Positive change: Much more organisations had an anti-racism action plan/Deeds not Words plan than in 2021.

New data: only one third of organisations have published their plan on their website. Three organisations said they didn't have a plan.

Positive change: More organisation use ethnicity data to a greater extent than in 2021 and fewer do not use data at all. We have also seen more data usage in relation to overcrowding.

New data: Over half of stock holding organisations are able to break down their stock conditions data by household characteristics.

Positive change: In 2023 significantly more organisations engaged with their ethnic minority tenants/services users. More organisations also actively worked with ethnic minority community groups in their local area.

Positive change: more organisations working in dispersal areas have considered or provided housing for refugees or destitute asylum seekers.

Positive change: More organisations told us their senior leadership actively promoted an inclusive and anti-racist culture compared to 2021.

Positive change: Much fewer organisations reported that their boards do not scrutinise/lead on anti-racism issues or do so to a slight extent.

New data: Vast majority of organisations thought there was some improvement in their approach to anti-racism. Interestingly employees (especially people of colour) seemed more positive about changes related to anti-racism than organisations.



# Recommendations

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Below is a set of recommendations based on what we learned from the employee survey.

- Review survey results for your organisation, compare to previous year and reflect on what led to positive or negative changes to inform future actions.
- Review advice and good practice provided in the Baseline Report
- Explore, measure and monitor sense of belonging and inclusion in your organisation
- Continue focus on developing more inclusive culture through e.g. education, engagement and support
- Explore reasons for more positive views on performance evaluation compared to progression and consider increasing transparency and communications in relation to progression and career pathways for all groups.
- Increase focus on monitoring progression for different ethnic groups
- Continue focus on increasing diversity (see organisational report)
- Continue tackling racism and discriminatory attitudes amongst colleagues and tenants/service users
- Review what support is available to ethnic minority colleagues experiencing racism from people they serve and how to promote anti-racism amongst tenants/service users.
- Increase awareness of and engagement on Deeds not Words pledge and your actions

# Recommendations

Recommendations below are based on what we found in organisational survey.

- Investigate potential over-crowding issues if you have not done so.
- Use data to increase ethnic diversity, in particular across management and senior management. This should be a strategic priority over-seen by boards. Prioritise data collection and analysis, where this is lacking.
- Continue reviewing recruitment processes to increase diversity. Adopt the Rooney Rule.
- Continue a rolling programme of unconscious bias training focusing on senior management and boards. Organisations with low proportions of staff trained should increase provision of unconscious bias (or other relevant) training.
- Prioritise providing anti-racism training to senior management and boards by the end of 2023. Plan how to provide anti-racism training to other staff groups.
- Continue developing practice in increasing diversity of recruitment panels and learn from/adapt the examples provided. Care and consideration should be taken to avoid tokenism.
- Develop an anti-racism/Deeds not Words plan reflecting the commitments of the pledge and the WG Anti-Racist Wales Action Plan (ARWAP). Organisations should publish their plans on websites.
- Organisations should continue improving their customer base ethnicity data collection and analysis. Prioritise development and analysis of housing conditions data broken down by ethnicity and other protected characteristics and/or vulnerabilities.
- Organisations which haven't developed engagement channels should re-double their efforts to work with ethnic minority tenants/communities.
- If operating in asylum dispersal areas - consider provision of accommodation for refugees/destitute asylum seekers as per the Deeds Not Words pledge, learning from the practice shared in this report and in Tai Pawb Good Practice Briefing.
- Senior leaders should continue to take a lead role in their organisation's anti-racism work, including encouraging staff to share their experiences, leading by example and attending Deeds Not Words Leaders' meetings.
- Boards with lower levels of scrutiny should introduce stronger leadership, performance and assurance framework on anti-racism issues. Advice and training for boards is available from Tai Pawb.
- Review capacity to undertake anti-racism and EDI related work and commit sufficient resources.



## Employees views and experiences

IN DETAIL



# Belonging and inclusion

## Snapshot

- No major change in terms of weaker sense of belonging amongst people of colour
- Positive change in the following areas:
  - Sense of worry about having things in common with others
  - Feelings of respect and value
  - Ability to speak up and voice opinions
  - Perceptions of how important racial equality and diversity are to managers

## Recommendations

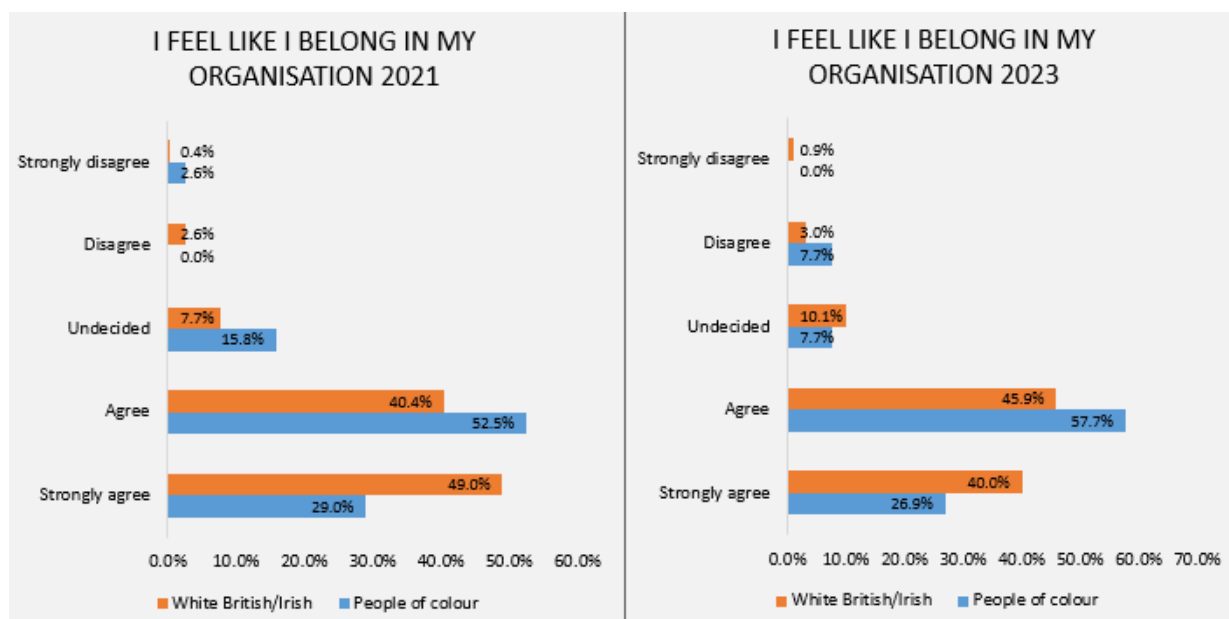
- Review survey results for your organisation, reflect on what led to positive or negative changes to inform future actions
- Explore, measure and monitor sense of belonging and inclusion in your organisation
- Continue focus on developing more inclusive culture through e.g. education, engagement and support.
- Tackle racism, engage with and support people of colour with experiences of racism
- Review advice and good practice provided in the Baseline Report

## For more advice and support:

- Contact Tai Pawb Anti-racism Manager
- Obtain advice from Deeds not Words Panel (contact as above)
- Access advice and good practice on Tai Pawb website

# Belonging

As in 2021, we asked people to what extent they agreed/disagreed with the statement:



## 2021

Slightly 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. People of colour who did not feel they belonged were much more likely to have experienced racism. All senior managers, irrespective of race, felt that they belonged, with the feeling progressively weakening for other managers and those in non-managerial roles.

## 2023

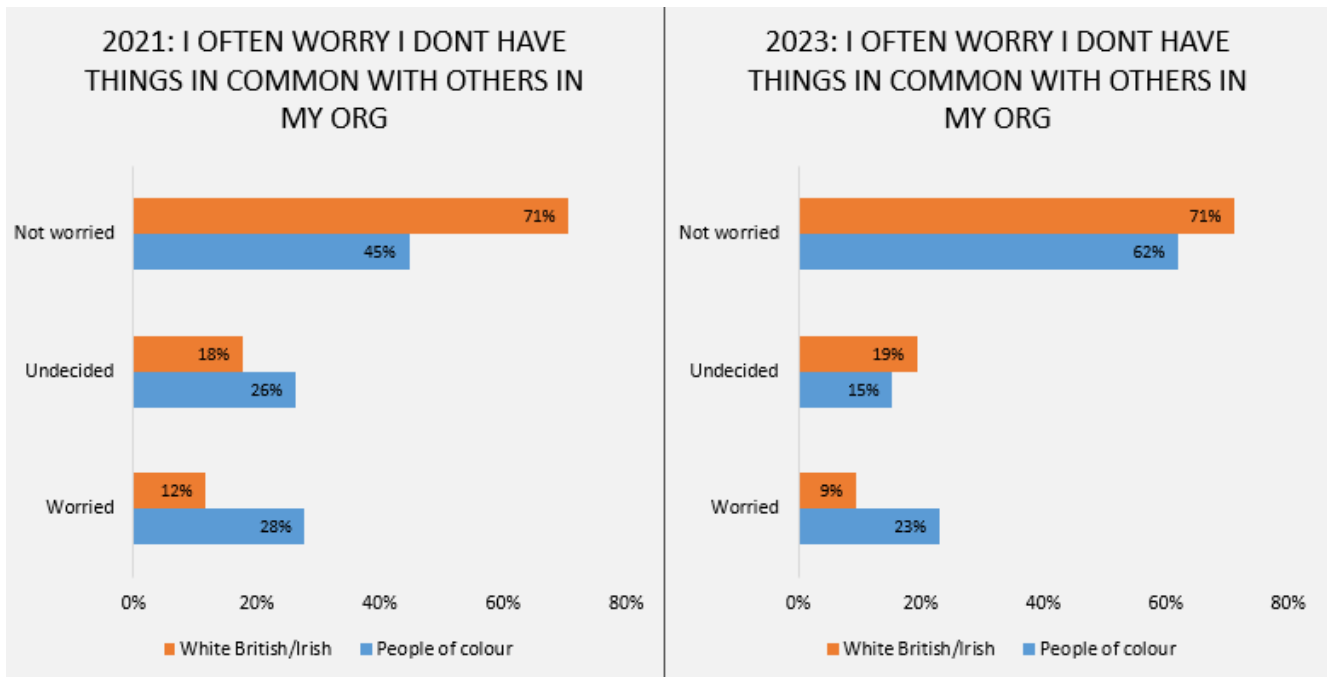
**No change:** while slightly more people of colour felt that they belonged (increase of 3.5%), more also felt that they did not (increase of 5%), with a reduction in 'undecided category'. Trends are similar to 2021: much fewer people of colour than their white British counterparts felt strongly that they belonged, those who did not feel they belonged were more likely to have experienced racism with a weakening sense of belonging as managerial responsibilities reduced.

It needs to be recognised that work on inclusive culture can take years. We would encourage all organisations to explore what sense of belonging looks like for people of colour in their organisations and adapt/continue their work in this area accordingly. See recommendations in section above.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

# Sense of worry

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



## 2021

1 in 3 people of colour worried they have no things in common with others compared to 1 in 10 white British colleagues. A quarter were undecided (compared to 17% of white British).

## 2023

**Positive change:** Much more people of colour did not worry about having things in common with others than in 2021, much fewer felt undecided and fewer people felt a sense of worry.

Trends for white British people remained largely unchanged, indicating a more positive feeling amongst people for colour.

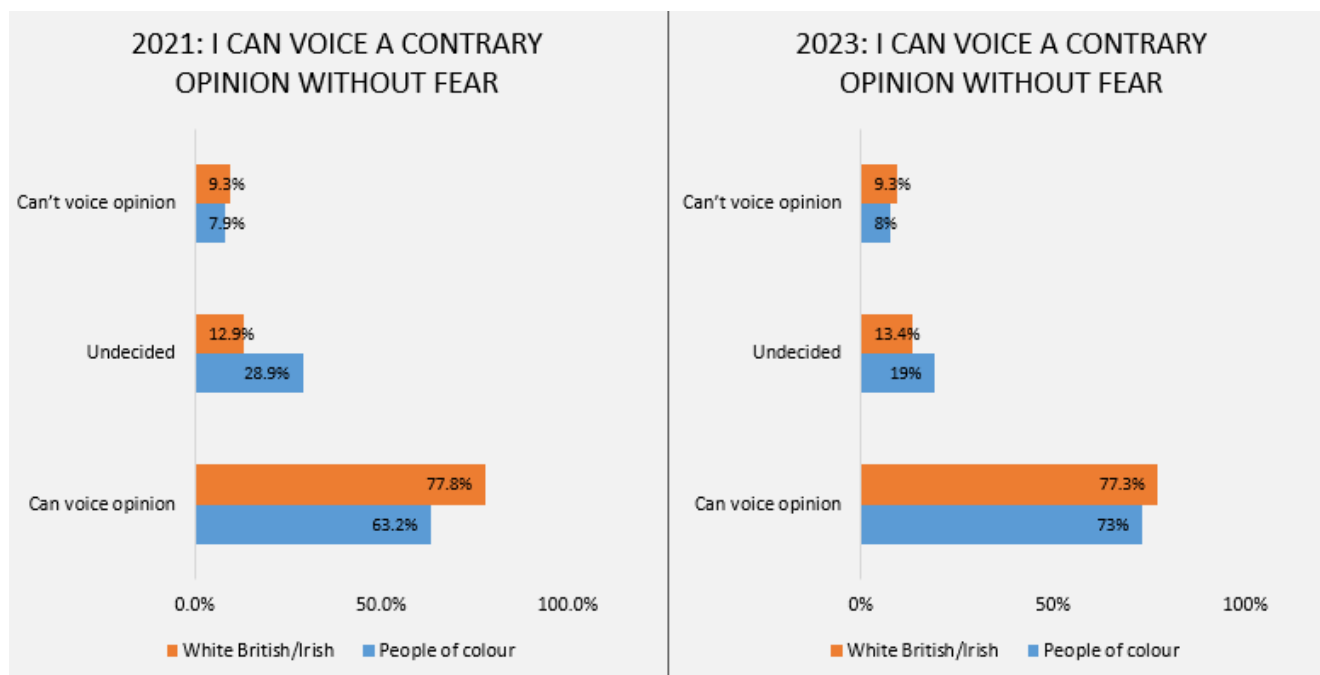
This is a positive and welcome change and we would encourage organisations to reflect on how their actions might have had positive impact here and what worked.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

Organisations should note however that differences between groups still remain, therefore continued focus on this area is required: see recommendations section.

## Speaking up

As in 2021, we asked people about their level of agreement with the following statement:



### 2021

**Fewer people of colour than their white British colleagues felt able to speak up, with their views valued and no fear of negative consequences. More than twice as many people of colour were undecided compared to their white British colleagues.**

### 2023

**Positive change: More people of colour than in 2021 felt able to speak up and fewer were undecided. The gap between white British colleagues and people of colour has narrowed.**

This can be seen as positive progress with people of colour feeling more open and free to voice their views and contribute. Trends of white British colleagues remained largely the same, therefore the gap between ethnic groups has narrowed.

This is a positive and welcome change and we would encourage organisations to reflect on how their actions might have had positive impact here and what worked.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

Organisations should note however that differences between groups still remain, therefore continued focus on this area is required: see recommendations section.

# Respect

As in 2021, we asked people about their level of agreement with the statements below.



2021

Fewer people of colour than their white British colleagues 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 slightly bigger proportion of people of colour disagreeing .

2023

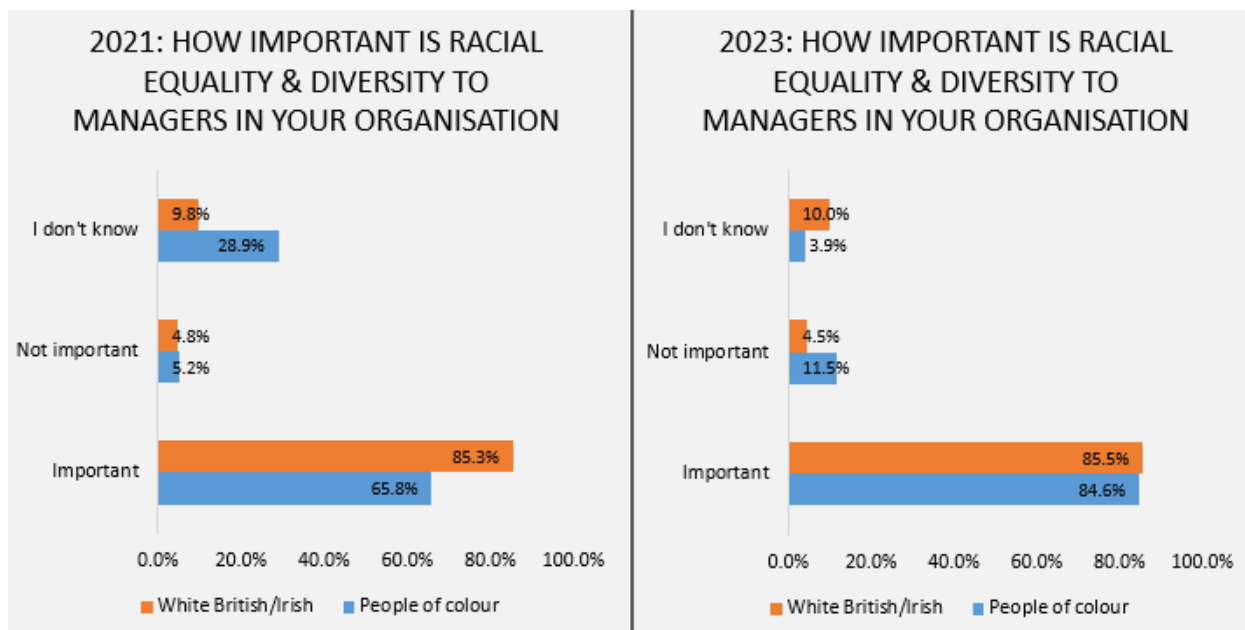
**Positive change for people of colour: while there has been no significant change in views on respect from colleagues/managers from white British colleagues, more people of colour in 2023 felt respected by colleagues or managers.**

This is a very positive and welcome change and we would encourage organisations to reflect on how their actions might have had positive impact here.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

## Importance of racial equality and diversity

As in 2021, we asked about perceptions of importance of racial equality and diversity in the organisation.



### 2021

**1 in 3 people of colour did not know whether racial equality and diversity was important to their managers compared to only 1 in 10 white colleagues. Much fewer people of colour thought that it was important to their managers, compared to white colleagues.**

### 2023

**Positive change:** Much more people of colour than in 2023 thought that racial equality and diversity were important to their managers. Numbers of people of colour who stated 'I don't know' have decreased significantly. Although the proportion of those who thought it was not important to their managers has increased slightly, we saw a much bigger increase in positive views.

We have seen a (largely) very positive shift in views from our ethnic minority colleagues who seem to be better informed or re-assured of their managers' values and commitments.

We would encourage organisations to reflect on how their actions might have had positive impact here. One possibility is that increased communication, engagement and commitment from managers have been recognised by people of colour, reducing the stark difference in views between the two ethnic groups in 2021.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

# Performance and Career

## Snapshot

- No major change in views on fairness of promotion decisions, career opportunities or performance evaluation. In both years, there were however no major differences in perceptions of fairness between ethnic groups - this is despite sector figures indicating much lower diversity at management levels.
- In both years, all groups felt more positively about fairness of performance evaluation compared to career development and promotion.

## Recommendations

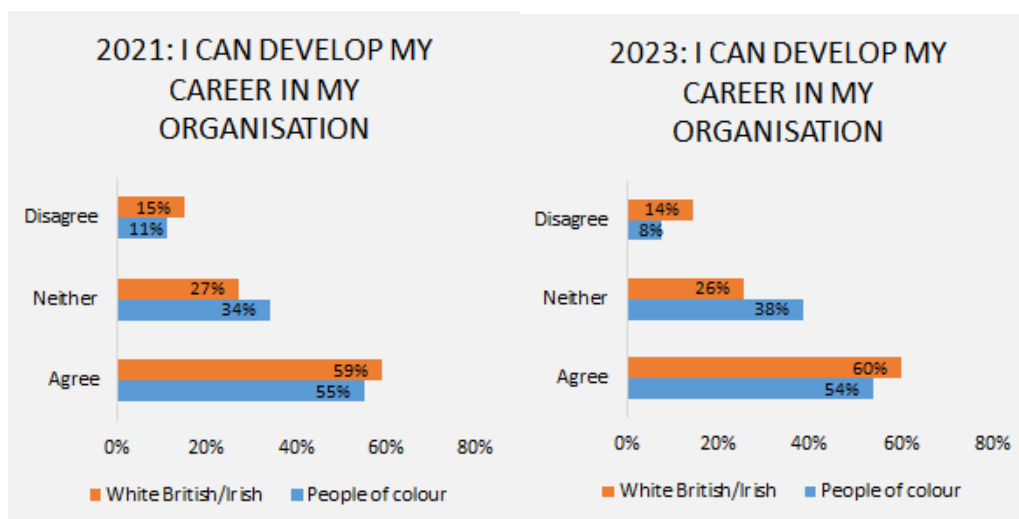
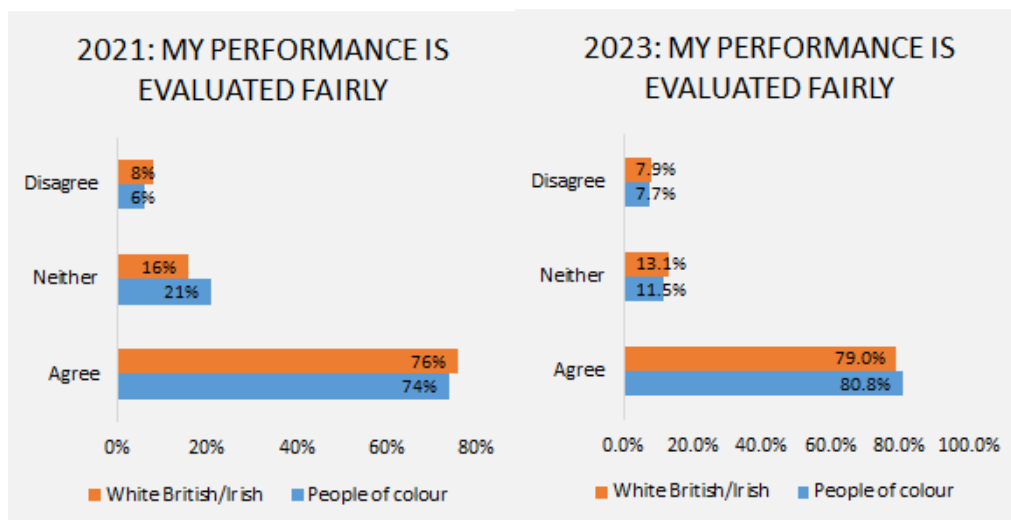
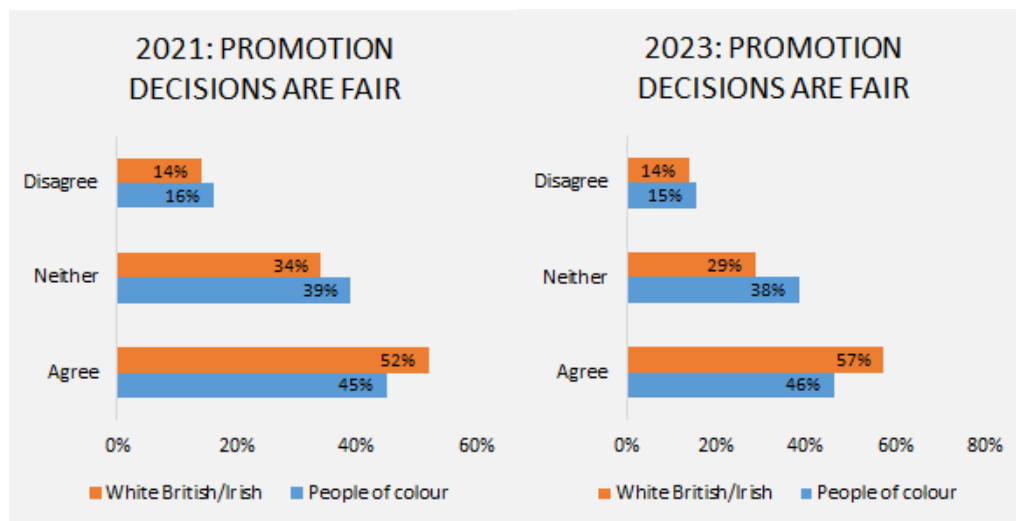
- Explore reasons for more positive views on performance evaluation compared to progression and consider increasing transparency and communications in relation to progression and career pathways for all groups
- Increase focus on monitoring progression for different ethnic groups
- Continue focus on increasing diversity (see organisational report)
- Review survey results for your organisation, reflect on what led to positive or negative changes to inform future actions
- Review advice and good practice provided in the Baseline Report

## For more advice and support:

- Make ethnic minority colleagues aware of Deeds not Words cafe - a peer networking and support group
- Contact Tai Pawb Anti-racism Manager
- Obtain advice from Deeds not Words Panel (contact as above)
- Access advice and good practice on Tai Pawb website

## Promotion, performance and career development

As in 2021, we asked colleagues about their extent of agreement with the following statements:



**Moderately fewer people of colour than white British people thought that promotion decisions in were fair with no major differences around career development and performance evaluation. Overall, all groups felt more positive about fairness of performance evaluation than career development prospects and promotion decisions.**

**No major change: We have not seen any major changes in views on fairness of promotion decisions, career opportunities or performance evaluation and there were no major differences in 2021, although views on fairness of performance evaluation increased slightly for people of colour.**

Similarly to the last survey, all groups felt more positive about performance evaluation than the other two areas. This might be due to the relatively transparent nature of performance evaluation, which is a more direct, 121 process, compared to progression. We would encourage organisations to explore this difference and consider increasing transparency and communications in relation to progression and career pathways for all groups.

Organisational data shows that, on average, workforce within the sector is not reflective of ethnic make up of Welsh population, with diversity being especially low at management levels. This would indicate that progression opportunities for ethnic minority people might be more limited than for others - however this is not reflected in the above figures on perceptions of fairness. As indicated above, this might be due to the relative opacity of progression processes and pathways in terms of how decisions are made.

Since increasing diversity is one of key Deeds not Words pledges, it is therefore crucial that organisations increase their focus on monitoring progression for different groups. For advice and research on increasing diversity in recruitment and progression, see Baseline Report and Tai Pawb resources.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to compare their data to the above averages.

# Experiences of racism

## Snapshot

- No major change in experiences of racism from colleagues: in the last two years, 1 in 12 people of colour was subjected to racism compared to 1 in 9 in 2021. In both years 1 in 100 white British employees reported experiencing racism.
- Much higher percentage of white migrants experienced xenophobia from tenants/service users in 2023 compared to 2021
- No major change in witnessing racism: in both years people of colour were much more likely to spot racism than other groups. In both years, incidents of racism towards tenants/service users were extremely rare.

## Recommendations

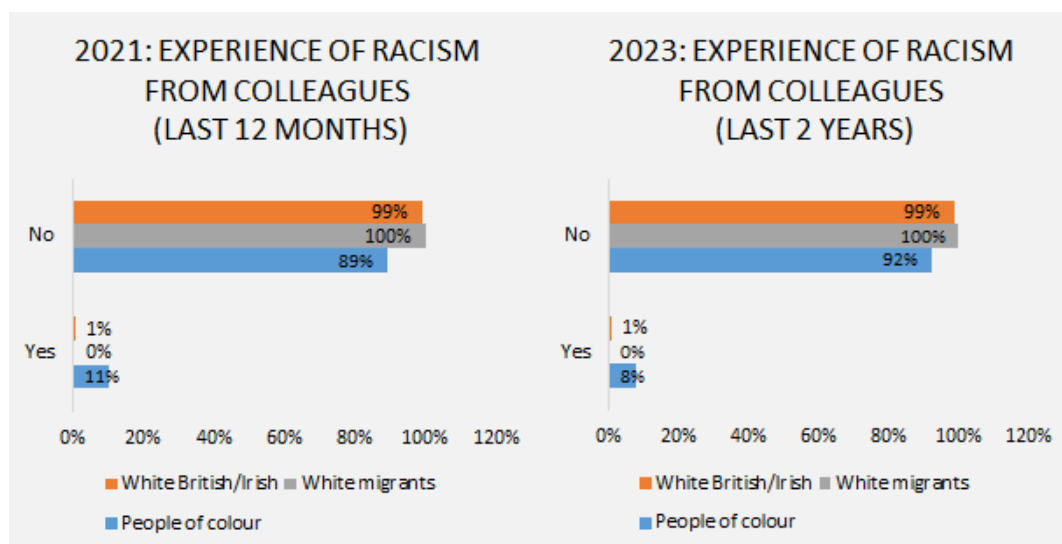
- Review survey results for your organisation and act on findings
- Continue tackling racism and discriminatory attitudes amongst colleagues and tenants/service users
- Review what support is available to ethnic minority colleagues experiencing racism from people they serve and how to promote anti-racism amongst customers.
- Review advice and good practice on this topic provided in the Baseline Report

## For more advice and support:

- Make ethnic minority colleagues aware of Deeds not Words cafe - a peer networking and support group
- Contact Tai Pawb Anti-racism Manager
- Obtain advice from Deeds not Words Panel (contact as above)
- Access advice and good practice on Tai Pawb website
- Support for people experiencing discrimination is available from [Race Equality First](#)

# Racism from colleagues

As in 2021, we asked colleagues about being subjected to inappropriate treatment due to race. In 2021 we asked about two periods - last twelve months and last three years. In 2023 we asked about the last two years. Since figures for both periods in 2021 were similar, we chose last twelve months from 2021 for comparison.



## 2021

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

## 2023

**No major change: 1 in 12 people of colour experienced racist treatment compared to 1 in 100 white British colleagues.**

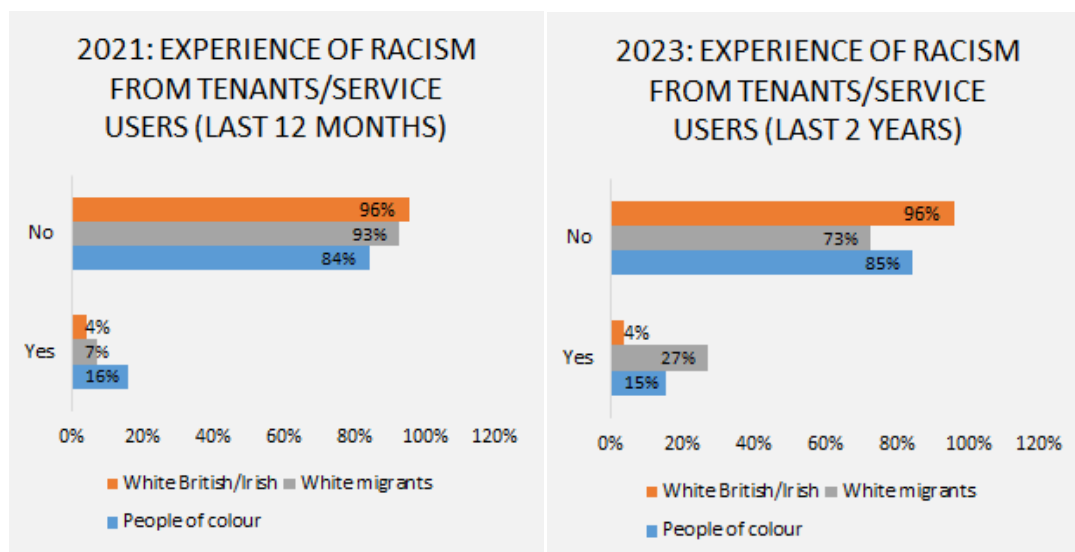
As in 2021, White migrants did not report any experiences of xenophobia from colleagues.

Although there was a slight (3%) decrease in racist treatment experienced by people of color in the housing sector, these experiences are still troubling and should not be ignored. Addressing racism and creating an anti-racist culture within the sector is still an urgent issue and the accounts provided by respondents to the survey should serve as a basis for reflection, awareness, learning, and action.

Experiences described by white British colleagues were mostly generic in nature or related to other forms of discrimination, e.g. age or gender. There was one exception where a white British colleague described being referred to as 'you white people' which they saw as inappropriate.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would urge members to pay attention to any experiences shared by employees and act on findings.

## Racism from tenants/service users



### 2021

**People of colour were much more likely to experience racist treatment from people they serve compared to white migrants and white British colleagues. Such treatment was also more common from tenants/service users than colleagues.**

### 2023

**Negative change for migrants: People of colour were still much more likely to experience racist treatment from people they serve compared to white British colleagues. There was a large increase in the percentage of white migrants who have experienced xenophobia, from 7% to 27%. Racism from tenants/service users was still more commonly reported than from colleagues.**

As in 2021, white British colleagues reported mainly non-racial experiences such as offensive language and sexually offensive 'banter' from frustrated tenants. They were also understanding of behaviors related to complex needs, but the impact should still be acknowledged.

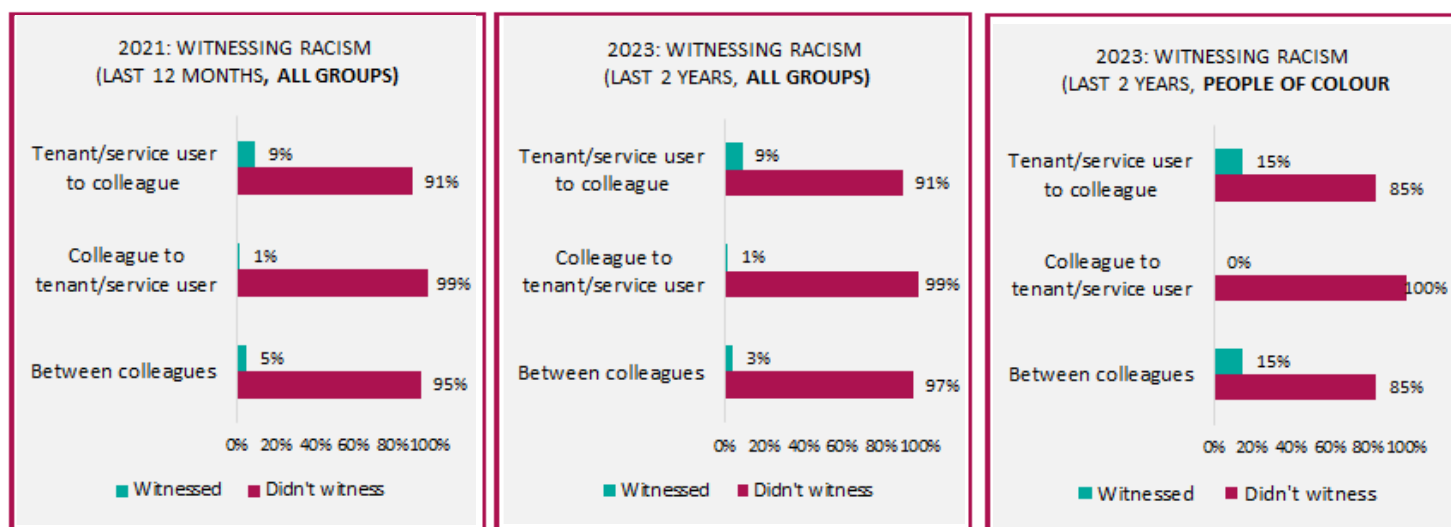
There was an increase in inappropriate treatment against white migrants, largely from Eastern Europe, included mocking of accents, nationalities, and hostile attitudes towards migration. This may be influenced by negative reporting on immigration in the media.

In both years, colleagues reported more offensive behavior from tenants/service users than from colleagues. This may be due to the high number of people they serve in customer-facing roles. However, this does not excuse such behavior or minimize its impact. Organisations should provide support to ethnic minority colleagues experiencing racism from people they serve and promote anti-racism among customers.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would urge members to pay attention to any experiences shared by employees and act on findings.

# Witnessing racism

In both 2021 and 2023 we asked colleagues about witnessing racism (as opposed to being the subject of racism as above). Graphs show witnessing racism for all ethnic groups.



2023

**No change:** In both years, people of colour were much more likely to spot racist behaviour between colleagues and racism from tenant to a colleague. In both years it was positive to see that it was extremely rare for anyone to have witnessed racism from a colleague towards a tenant.

Witnessing racism was less frequent for white British colleagues and colleagues from ethnic minority groups were much more likely to spot it. This might be due to heightened awareness of what constitutes racist behaviour.

Switch to online/hybrid working might have also influenced the figures relating to colleagues with many employees commenting that they do not see or experience interactions as previously.

Behaviours witnessed are still concerning and should not be disregarded. There is an immediate need to tackle racism and promote an anti-racist culture within the sector. The narratives shared by survey participants should be utilised to contemplate, raise awareness, educate, and take action.

As in 2021, each organisation will receive their own data report from Tai Pawb and we would urge members to pay attention to any experiences shared by employees and act on findings.

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

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

It needs to be noted that although people of colour were much more likely than their white British or European colleagues to both experience and witness racist behaviours from and between colleagues - they were much less likely than white British colleagues to describe these behaviours compared to 2021. This might be due to the sensitivities related to publishing these accounts or for other reasons.

We wish to thank all colleagues who have shared their experiences and agreed for these to be published.

# Examples of experiences reported

*I was challenged by certain tenants on many occasions, because I'm Polish. In their opinion it's ridiculous that Polish girl came to this place.*

***Discrimination due to not being Welsh.***

***This has varied from ignorant comments and ethnicity based stereotyping (between colleagues and colleague to tenant) to open and direct discriminatory language from tenants to colleagues.***

*Tenant told colleague to go back to their own country after a disagreement, although my colleague originates from the U*

***A colleague made an inappropriate comment about a Ukrainian family. They said "why don't they all just speak English?!". I called them out on this and they got defensive, but seemed to understand why it was not okay.***

*I have heard tenants complain about ethnic minorities getting properties over what they class as local people - I have challenged comments like this*

*I work with older people. Several are ill educated. Most claim to be "too old to change" - I don't buy that one myself. Racist language is mostly thoughtless & casual as opposed to aggressive. Although there are some hardcore bigots. What can you do? Challenge it? They don't care - I have no real power - I have to continue to work with these people who are then less engaged and more angry towards me if I call them out. Call the police? That's pointless. Tell a Safer Communities Officer - tenant gets sent a letter - what's the point? It won't change a belief/attitude.*

***I have witnessed a resident using racially abusive language and spoken to them about it. Nothing more was done by management or senior management which was disappointing as supporting me would have reinforced the message to this resident that the language used was unacceptable to the organisation & not just to me.***

# Awareness and impact of Deeds not Words

## Snapshot

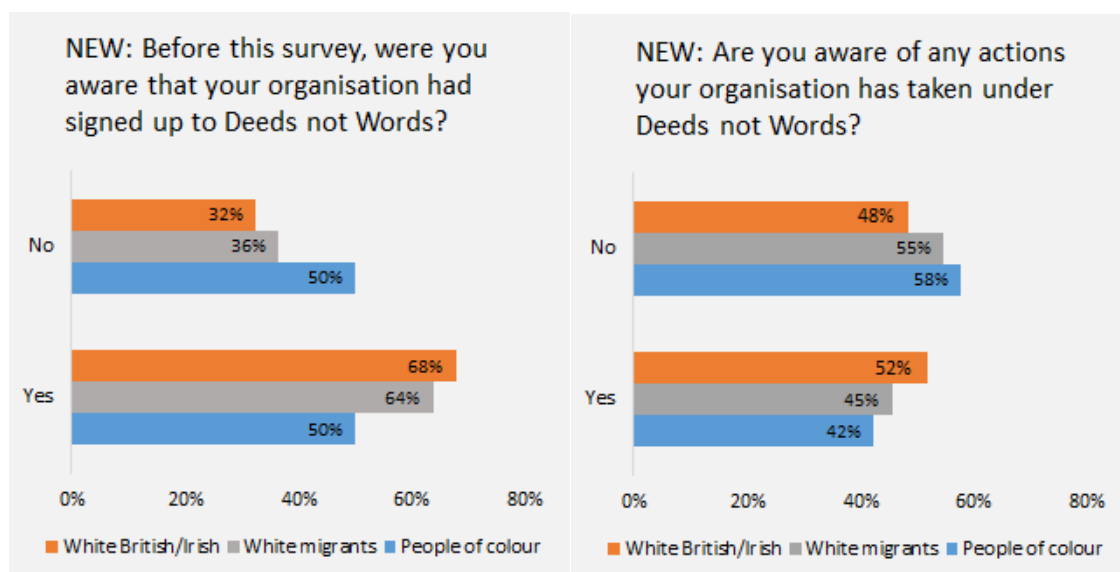
- Moderate awareness of signing up to Deeds not Words and actions taken. White British respondents were more aware than white migrants and people of colour, who were least aware.
- Encouraging views on improvements in embedding anti-racism within organisations. People of color felt more positive than white colleagues. Only a small number of people felt that there was no or little improvement.
- Positive change in views on accessibility of services. No ethnic minority colleagues thought that services were poor compared to 1 in 5 in 2021 with no change for white British colleagues.
- Multiple views on good practice/improvements needed shared by colleagues below

## Recommendations

- Increase awareness of and engagement on Deeds not Words pledge and your actions
- Review and utilise survey results for your organisation, especially comments and ideas shared by colleagues
- Review advice and good practice on this topic provided in the Baseline Report

## Awareness of pledge and organisational actions

Since this is our second survey we asked respondents how aware they were that their organisation had signed up to Deeds not Words and the actions their organisations took to meet their commitments.



2023

**Awareness of organisations signing up to Deeds not Words and actions taken was moderate with some differences for ethnic groups. White British respondents seemed to be more aware than white migrants and people of colour who were least aware.**

We would encourage organisations to focus on further increasing awareness of Deeds not Words with their employees and communities.

There were significant differences in awareness amongst organisations. As in 2021, each organisation will receive their own data report from Tai Pawb and we would encourage members to review awareness in their own organisation and act accordingly. Response rates and sizes of organisations varies - both factors would have influenced the above.

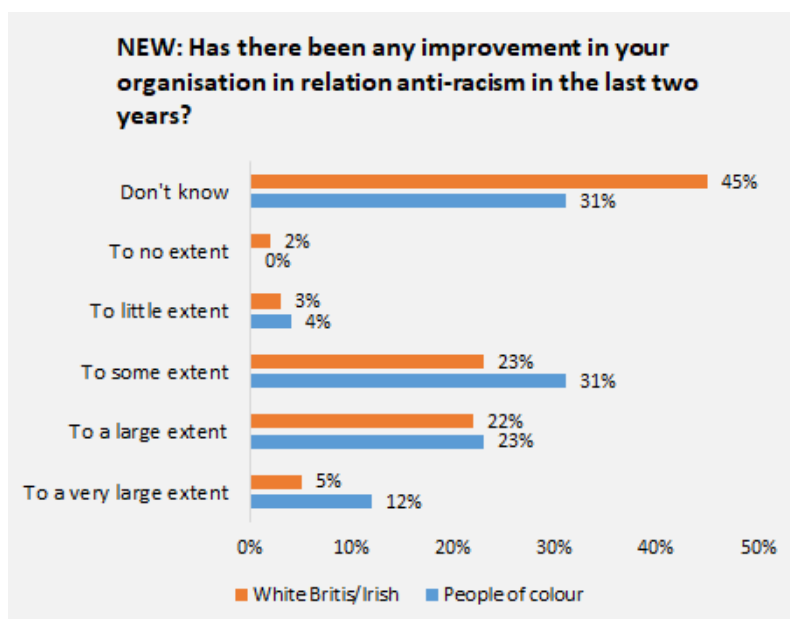
Increased awareness will benefit organisations by increasing confidence and commitment from all employees to help deliver on this agenda.

Colleagues provided many suggestions on how to increase awareness, including:

- More written communication - emails, posters, yammer, blogs, releases etc
- More verbal communication - many colleagues suggested Deeds not Words could be mentioned more in team meetings; others suggested a stronger top/down communication starting with CEO, directors and through managers
- Induction - many colleagues suggested that Deeds not Words could be included in induction

## Impact and improvement

Here we asked colleagues whether they have seen improvement in relation to anti-racism in the last two years.



2023

**There were encouraging views on improvements in embedding anti-racism within organisations in the last two years, particularly among people of color who felt more positive than white colleagues. Only a small number of people felt that there was no or little improvement.**

This is a positive outcome and we hope that this will serve as further encouragement and inspiration to participating organisations to continue on their journey to becoming truly anti-racist.

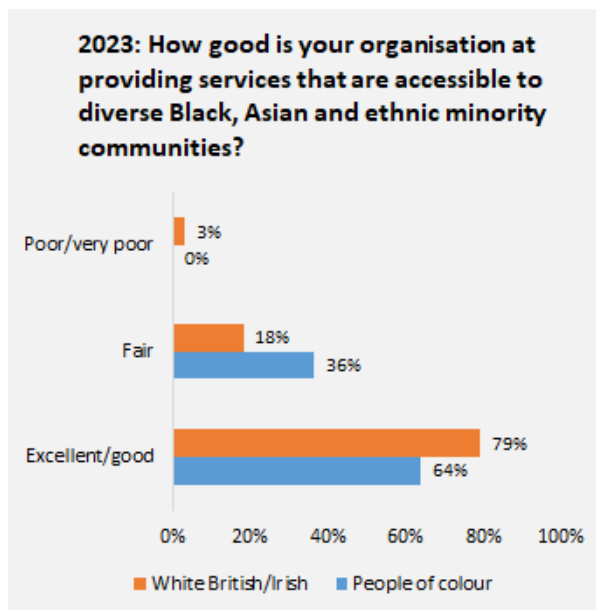
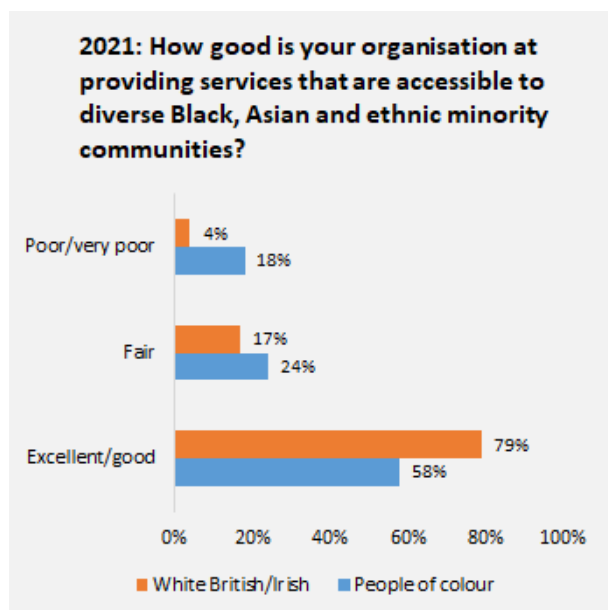
The percentage of people who answered 'I don't know' was not insignificant. Substantial number of white colleagues who selected this answer indicated that they did not think there was room for improvement since their organisations were not racist. This indicates that there is some room for raising awareness of anti-racism and what it means as outlined in [Welsh Government Anti-racist Wales Action Plan](#) and illustrated in a comment from a colleague below:

*I feel some clarity here is needed here around terms. If you aren't familiar with anti-racism as a function of recognising systemic racism as posited as part of Critical Race Theory, then you aren't going to notice how the organisation is addressing anti-racism or what actions and behaviours would count in this regard*

We asked employees for examples of improvements that they have seen and we have featured these in sections below. We hope that this will serve as a good reference point for all organisations to learn from each other.

## Accessible services

In 2023 we have also repeated a question about views on accessibility of services to ethnic minority people.



### 2021

White colleagues had much more positive views on accessibility of tenant services to ethnic minority people than their colleagues from ethnic minority backgrounds, with 1 in 5 people of colour judging services as poor.

### 2023

**Positive change:** No ethnic minority colleagues thought that services were poor compared to 1 in 5 in 2021 with no change for white British colleagues.

Many colleagues shared their views on services and we feature examples of positive/negative views in sections below.

## Views snapshot: what has changed or improved?

Below are what colleagues told us about improvements and what they thought organisations did well. Many colleagues mentioned similar examples from different organisations therefore below is a selection of comments which shows actions in different areas.

*We have a guaranteed interview scheme. We use Rooney rule.*

*A specialist recruitment agency is prioritising candidates from black and minoritized groups, we have invested in a public recruitment campaign to diversify our staff, as well as fill vacancies, and our teams have been encouraged to exhibit at specialist recruitment fayres.*

*EDI Network has been launched and are attending more events in the community to increase diversity*

*It just feels like normal practice in the organisation*

*Different attempts to recruit diverse staff. Looking at ethnic minority people in overcrowded households. Sponsoring events in highly diverse areas.*

*We have had full days of inclusiveness and unconscious bias training that I feel were very helpful - I know that our training date that I attended was successful and many people I've spoken to that attended the same session have mentioned that they have learned a lot.*

*There's definitely been a lot of talking and some cultural change. Definitely some good practices in terms of more diverse recruitment - will be interesting to see how we retain people who have joined the organisation in the last few years.*

*Whilst we are a small organisation there has been support provided for ethnic minority members of staff who have been supporting the sector as a whole, through membership of expert and lived experience panels & groups.*

*I think people are more aware that it's not enough to just say you won't discriminate, and we work hard to do more than this. We now know the value and importance of being visible as an organisation where people feel welcome and valued, and word of mouth about us has spread. I think ethnic minority people now know who we are and want to be part of us.*

*A range of initiatives such as diversity training; race training for leaders; collecting EDI data; and positive action initiatives such as board and employment placements*

*We have introduced Safe Space Sessions where staff can have open and honest conversations on a range of matters including racism and discrimination. In addition, we have had guest speakers attend to talk about their journey and the obstacles they have had to overcome.*

*In my part of the organisation we are very well represented by ethnic minorities due to the pathways in perhaps, and the nature of the work. The org has been involved in recruitment scheme that offers work placement opportunities or those into other departments of the business not well represented by other groups, and there have been some successful full time roles offered.*

*Increased information regarding different cultures and traditions - increased awareness and understanding of barriers that people face and how we can proactively address these.*

## Colleague views: how can services can be better?

Colleagues shared with us ideas on how services could better cater for ethnic minority communities. Examples of these are shared on this page as well as some sections of the following page:

*We do some community work that involves cooking and healthy food. Could possibly target Muslim, Asian , African, Polish, Ukrainian people etc. Basically make it more diverse and interesting.*

*Materials not translated to people's first language. Hostel accommodation has begun to discuss diverse communities and how they experience living in those. But we haven't actioned anything as yet. More training is needed too.*

*I'm not even sure we record how many BAME residents we have so it would be difficult to see how accessible we are.*

*The services seem to be accessible for everyone who qualifies for them - however based on my visa type I don't have access to any of these services as I have zero recourse to public funds. I am sure there are others that feel the same*

*We are an open organisation but we haven't invested sufficient resources to date to widen service access (languages etc...)*

*We struggle with the fact that access to all of our housing is controlled by local authorities. I think access to our services could be improved by Local Authorities.*

*The housing sector could improve its understanding of cultural needs of individuals and their cultural values , there is a lack of training in the sector. This could improve knowledge and awareness*

*We struggle with the fact that access to all of our housing is controlled by local authorities. I think access to our services could be improved by Local Authorities.*

*Currently we do not have any staff from an ethnically diverse background and I know this is something the organisation have been trying to change. Our Tenant group is also not representative of ethnically diverse communities.*

### Other comments on services:

- Areas with low ethnic diversity: many colleagues from these areas commented that due to low numbers, services are not geared/monitored for potential specific needs of ethnic minorities. We would still encourage those organisations to engage with their ethnic minority communities to obtain feedback. This, and learning from others, will become particularly important due to the **widening of Asylum Dispersal** areas to all local authorities.
- We treat everyone the same/our processes are fair: some colleagues commented that people from ethnic minority backgrounds would be treated the same as everyone else, often due to processes being 'colour blind' and fair. While there is no doubt that this is true in many cases, unequal treatment, experiences and outcomes often exist due to assumptions of equal access.

## Colleague views: how can organisations be better?

Colleagues shared their views on how the thought their organisations could be better at anti-racism, we feature some examples below:

*This needs to be embedded into daily operational practice. We need to work on expanding our communication methods beyond Yammer and SharePoint to properly reach those outside of head office*

*We need unconscious bias training - staff and board. Link in with EYST. Improve completion of EQIAs. Publish Action Plan on progress against DNW Pledge on website. Improve induction process on EDI and DNW. Work more closely with Anti Racism Manager at Tai Pawb. Run anti racism workshop energisers for staff and board.*

*Actively hire / give guaranteed interviews to BAME candidates. We have some service users from Black, Asian and ethnic minorities however I think we could do more to promote our service to these communities.*

*Be more vocal about our anti-racist stance on social media platforms. Take action against staff members for the racism/islamophobia used on their social media.*

*Recommend some training so that relevant courses can be incorporated into our ongoing workforce development plan. Definitely share more resources to inform and educate staff. We could partner with other RSL initiatives in our areas to meet the needs of diverse residents and communities*

*Be more vocal about our anti-racist stance on social media platforms*

*We need to involve our BAME residents more and ask for their views on how we do in the area of racial equality. Also to hear their experiences of being a BAME resident living in our communal settings*

*Better training, we do EDI induction training but it is very basic (there were many comments on training)*

*I think that we should make a point to highlight minority voices - one of the important steps towards addressing racial inequality is giving the people most affected by it a better platform on which to speak and bring their concerns forward without fear of consequences*

Educate service users and tenants

Roll out compulsory training to all colleagues to help them understand what is meant by anti-racism and what this might look like in practice.

It would be nice to see more diversity in positions of authority and power. Majority of senior posts are held by (mainly) men with a Caucasian appearance

*Organisations should always be alert to what they can do better. It's about reviewing, questioning, listening and understanding effectively and consistently. Can't just assume 'it's done'.*

Its not just our tenants who will be affected by racism, members of the community do too. This is more difficult to monitor and action but we could investigate more opportunities in this area.

Informing us of plans and evidencing action of those plans, not just virtue signaling on social media like every other company and not actually doing anything to combat it



## Evidence from organisations

**IN DETAIL**



# Introduction

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**23 out of 31 organisations which signed up to Deeds not Words responded to our survey (a drop in response rate from 93% to 74%). The survey explore each of the 5 areas within the pledge. Additional questions, linked to Anti-racist Wales Action Plan were also asked.**

Organisations have pledged their commitment to Deeds not Words, including taking part in progress tracking 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.

It needs to be noted that the lower response rate has somewhat limited the scope for comparability of 2021 and 2023 results. Nevertheless, we hope it serves as a useful indicator of organisational progress as well as a reference point for deeper reflection on the pledge.

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 improving racial equality, diversity and inclusion.

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

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

# Pledge 1: COVID-19 and overcrowding

In 2021 we did not ask specific questions regarding Covid-19 actions as these were seen as less relevant to current operations.

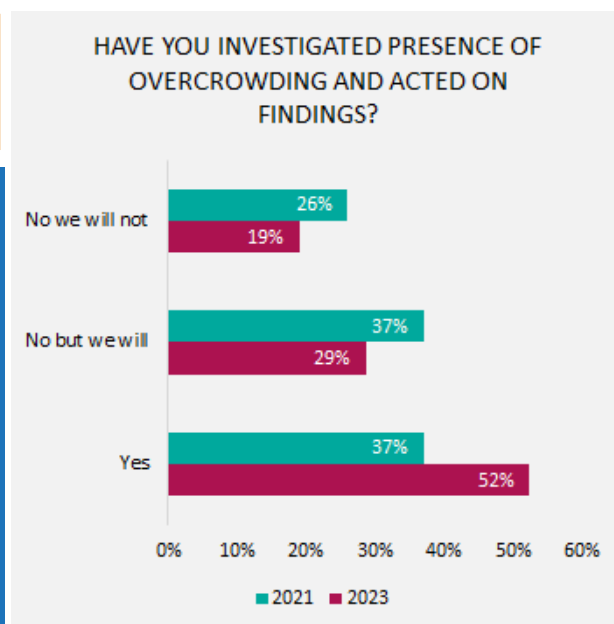
## Investigating overcrowding

As in 2021, we asked organisations whether they have investigated overcrowding amongst ethnic minority tenants and started acting on findings:

**Positive change:** in 2023 more organisations looked into the presence of overcrowding amongst ethnic minority tenants.

### Recommendation

We would encourage all organisations to investigate potential over-crowding issues. Identifying and addressing over-crowding forms an integral part of both Deeds Not Words and the Anti Racist Wales Action Plan.



In their commentary, a handful of respondents reported there being no evidence of over-crowded conditions, while others refer to an 'ongoing process' of visits to properties or undertaking enquiries on a case-by-case basis.

2023 responses were more detailed and it was positive to see increased use of customer data, although many also quoted data challenges, which are being actively addressed. Examples of responses from those who looked into data:

*We obtained data on overcrowding from the council which showed that 43 of our households were overcrowded. (We carried out the same exercise in 2022 with the number being 42). A presentation on overcrowding was made to the Executive Team, highlighting the extent of the issue and possible innovative solutions. In 2022, 12 units in new developments were allocated to overcrowded BAME families. These were properties allocated from the Common Waiting List although not all our households.*

*We used software to cross reference the number of bedrooms per property, with the named occupants and occupant dates of birth. This provided us with a small number of homes that could potentially be overcrowded. We then reviewed the ethnicity data we held for some of these addresses. The outcome of this exercise did not reveal that minority ethnic families were disproportionately affected*

It was positive to see examples of community engagement related to size of homes needed:

*We are part of a joint RSL forum in a development area. As part of the master planning process there is direct consultation with local Black, Asian, Minority and Ethnic customers of all RSLs who live in the area to gauge views on the availability of appropriate sized homes, ideas for future need and any shortfalls in the housing provision for those people living in the area.*

Action on findings included feeding into development plans, feeding into waiting list allocation and proactive checks of overcrowded homes with information on transfers provided to tenants .

Of the organisations reporting they have not investigated over-crowding (one does not hold stock), the following comments were offered:

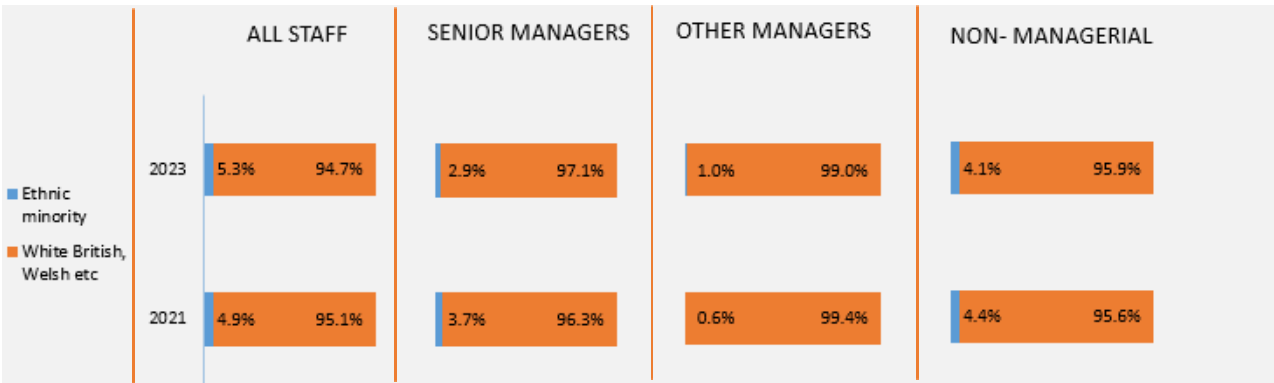
- *Revised actions being presented to board ‘Given our area of operation this is not something we plan to carry out in the near future.’*
- *‘Very low percentage of our tenants are from ethnic minority background’.*

Those planning to investigate in the near future cited issues with COVID-19 and lockdown and a lack of data available. One organisation said it ‘takes a trauma-informed approach to all resident needs and creates personalised approaches to every resident and their needs’

# Pledge 2: Increasing diversity

## Staff diversity

As in 2021 we asked organisations to provide their staff diversity data.



**No change:** Ethnic diversity remains low with no significant changes across all staff levels. Diversity amongst managerial staff remains the lowest, followed by senior management and all staff. We would note caution in comparing the results in this category like for like (2021 and 2023) owing to the lower response rate overall.

### Recommendation

Organisations should use the data they hold to increase ethnic diversity, in particular across under-represented levels. As per our previous recommendation, we suggest this is a strategic priority that is over-seen by boards. Organisations that lack internal data should prioritise collection and analysis. We would also refer to instances of good practice in this report.

Wales' ethnic minority populations amount to 6.3% of population if we exclude white migrants and 9.6% including white migrants.

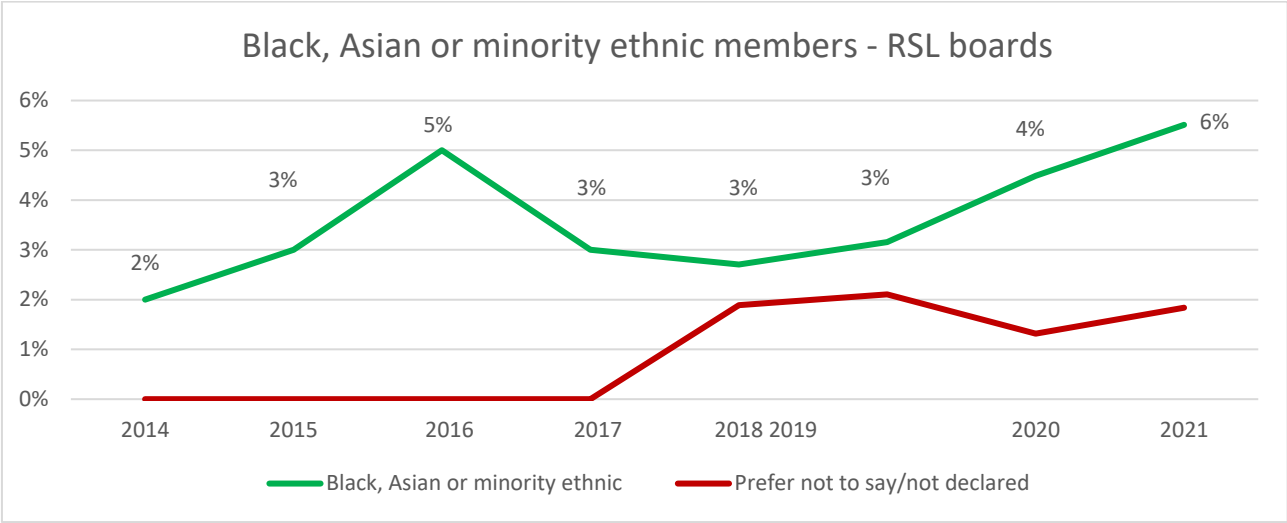
Of the 23 responding organisations, three said they had no Black, Asian or Minority Ethnic staff, two said their make-up was 12 per cent and one had 20% ethnic minority employees.

At senior management level, the majority (68%) said that nobody was from a Black Asian or Minority Ethnic background. One organisation said its rate was 10%, another 15% and another said a quarter of its senior management team was Black, Asian or Minority Ethnic.

On the question of 'other managers', nearly half of the organisations responding had no Black, Asian or Minority Ethnic staff in this category; for non-managerial staff, a further 50% reported having no Black, Asian or Minority Ethnic staff in this category, with two organisations reporting more than ten per cent and one reporting 20%.

# Board diversity

Data on board diversity across Wales exists via [Welsh Government](#), as per the table below.



Source: (WG, 2021) Housing associations boards: equality and diversity report

Some six per cent of board members were from a Black, Asian or Minority Ethnic background, the highest proportion since the data was first collected in 2014, indicating a positive change. Data for 2023 will be analysed and released later this year and we are expecting to see a further increase in representation.

## Recruitment from ethnic minority backgrounds

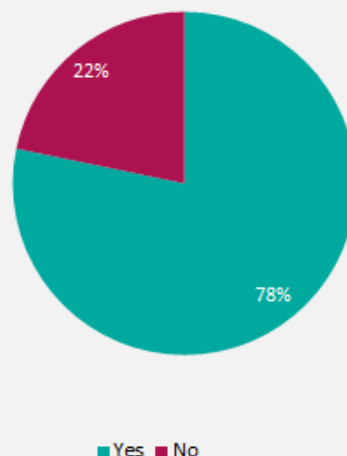
NEW: this was a new question for 2023, where we asked organisations whether they actively recruited people from ethnic minority backgrounds.

**Positive change:** More than three quarters of organisations said they do actively recruit people from ethnic minority backgrounds.

### Recommendation:

Organisations should continue reviewing their recruitment processes to increase diversity. We also actively encourage organisations to consider adopting the Rooney Rule. Further, to consider adapting the good practice that exists from within this report, where applicable.

DO YOU ACTIVELY RECRUIT PEOPLE FROM ETHNIC MINORITY BACKGROUNDS?



The broad responses included:

- *Using external organisations to advertise posts in different communities (examples given: Tai Pawb, Race Equality First, BMEjobs.co.uk)*
- *Having adopted the Rooney Rule for recruitment*
- *Ensuring the recruitment pack highlights how the organisation supports people from diverse communities (e.g. prayer time, dietary requirements)*
- *An internal review of content, style and imagery in recruitment packs and offering alternative methods of applying e.g. via submitting a video*
- *Membership of Pathway to Board programme*
- *Having worked with Tai Pawb to review and adapt materials Introduction of staff recruitment panels across the organisation allowing greater diversity in the process*

Out of the organisations which answered 'no', comments included:

- *'Our local area demographic is not racially diverse'*
- *'We are looking at further relevant contacts to advertise our roles.'*
- *'We've been looking to reach a wider audience as part of our recruitment review so are looking to adopt the Rooney Rule.'*

We quote some of the examples provided below:

## Examples of diverse recruitment drives and barriers:

*All job vacancies are emailed to key contacts at organisations such as Race Equality First, Tai Pawb, BME obs.co.uk. Vacancies include job information on how we support the cultural needs of our employees including prayer time and dietary requirements and wording that candidates from ethnic minority backgrounds are particularly welcome where there is underrepresentation. Our recruitment imagery has been updated to ensure inclusivity. We have adopted the 'Rooney rule'. We have been supported by Dynamic Boards to successfully recruit a BAME board member.*

*We are attempting to build community relationships to encourage applications from a broader range of candidates, e.g. with Pill Connects, by advertising on their community portal which serves an area of Newport with greater racial diversity than other areas where we operate. We have also reviewed our wording of job adverts and other recruitment materials, to ensure they are as accessible as possible to do not dissuade ethnic minority job searchers from applying.*

*Since the last survey, we've been building relationships with several external inclusion groups. We have attended meetings and community group sessions to discuss our commitment to inclusion, our vision and our approach to recruitment. During these sessions we have shared challenges and discussed ideas to attract a more diverse workforce. Here are a few of the organisations we have engaged with:*

*Networking for World Awareness of Multicultural Intergration (NWAMI) are a community interest group based in North Wales. We've been working with them to explore multiculturalism within our communities. NWAMI host lots of events to showcase talents from different cultures and we are in early discussions with supporting them with a space for event practice.*

*North Wales Police have offered us the opportunity to collaborate in hosting pop up stalls in local communities to attract people into housing. These will target people who may not have considered the forces or housing/ social care as a career.*

*Vesta support Polish families affected by domestic abuse. We've been networking with Vesta, they send us any relevant training sessions that might be useful. There will be representation from our Women's Aid at their next domestic abuse session.*

*We promote vacancies through a number of ethnic minority focused organisations such as EYST, Tai Pawb, Race Council Cymru, BAWSO, Vesta, North Wales Africa Society, Wrexham Islamic Cultural Centre, NWREN and Race Equality First who shared the advert with their networks and communities through a variety of ways including stakeholder newsletters, social media posts and their websites.*

*We encouraged people to apply in a variety of ways including submitting a video. We are rolling out our plans to monitor the diversity of our applicants and we are asking all successful applicants to complete an anonymous survey to tell us about their experience before, during and after the interview.*

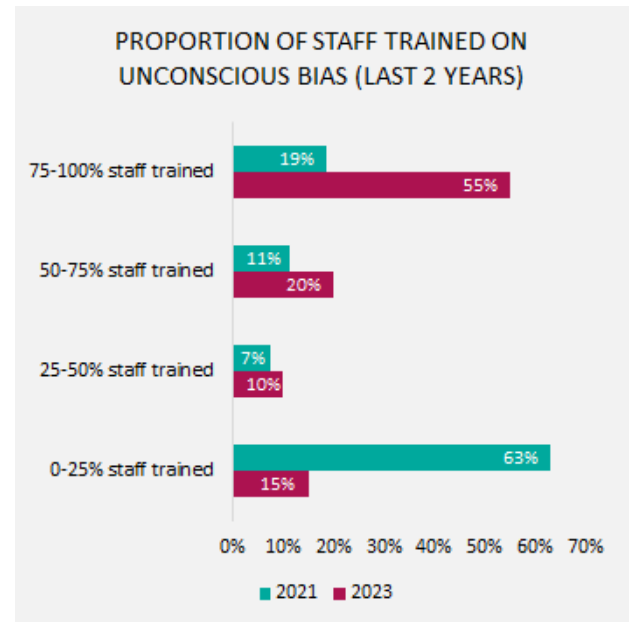
# Unconscious bias training

As in 2021, we asked organisations about proportions of staff trained on unconscious bias:

**Positive change:** in 2023, much more staff have been trained on unconscious bias with over half training more than three quarters of staff.

## Recommendation

- Continue a rolling programme of unconscious bias (or other relevant) training focusing on senior management and boards.
- Organisations with low proportions of staff trained should increase provision of unconscious bias (or other relevant) training.



In 2023, we added a new part of the question asking about specific groups:

### Senior management

Most respondents (16/23) indicated that more than a half of senior management had been trained in unconscious bias, with thirteen reporting training over three quarters of management.

### Boards

Only (10/23) respondents indicated that more than half of their board members had been trained in unconscious bias, with nine reporting training over three quarters of board members.

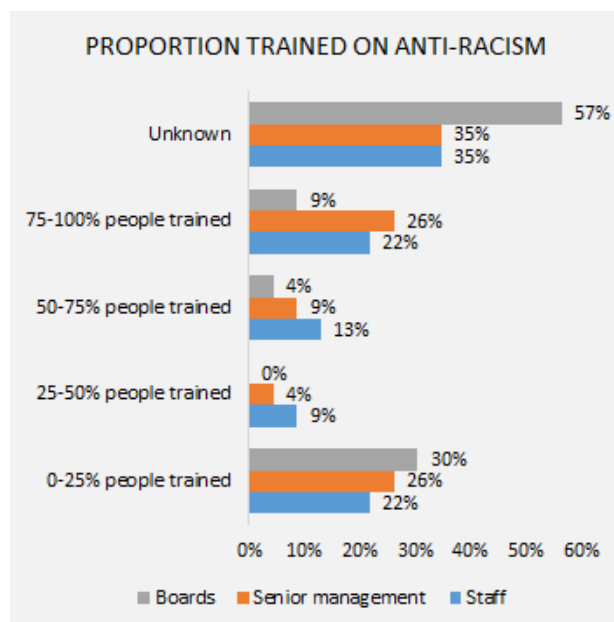
## Anti-racism training

NEW: In 2023 we asked about anti-racism training for the first time. While this was not a specific pledge, for those who consented, data will be used as a baseline for tracking progress against Anti-racist Wales commitments. ARWAP asks organisations to train all of their senior managers and boards by the end of 2023.

**Baseline:** At the beginning of 2023 much fewer people have been trained in anti-racism compared to unconscious bias (UC) with only one third having trained over 50% of staff compared to three quarters trained on UC.

### Recommendation:

- Prioritise providing anti-racism training to senior management and boards by the end of 2023
- Provide anti-racism training to other staff groups



### Staff

One third of respondents indicated that more than half of staff had been trained in anti-racism. Six organisations reported that between 75% and 100% of staff had received training.

### Senior management

Again, one third of respondents indicated that more than a half of management had been trained in anti-racism. Five organisations reported that between 75% and 100% of managers had received training.

### Boards

Only two respondents indicated that more than a half of their board members had been trained in anti-racism. One organisation reported that between 75% and 100% of board members had received training.

## Diversity of recruitment panels

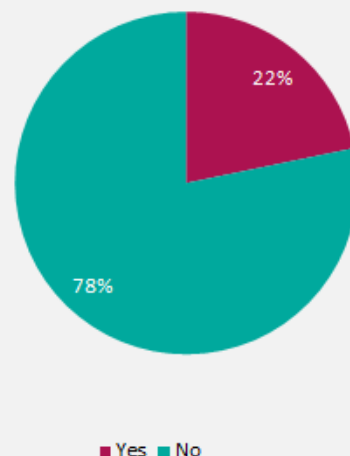
NEW: We asked organisations whether they managed to increase diversity of their recruitment panels.

**Baseline:** Only one fifth of organisations said they had managed to increase the racial diversity of their recruitment panels, clearly a challenging area for most members.

### Recommendation

Continue developing practice in increasing diversity of recruitment panels and learn from/adapt the examples provided below. Care and consideration should be taken to avoid tokenism.

HAVE YOU MANAGED TO INCREASE DIVERSITY OF RECRUITMENT PANELS?



Those who managed to increase diversity on recruitment panels offered the following comments:

- *We have compiled a database of tenants who want to be involved and we will be approaching those from BAME backgrounds to see if they would like to be involved*
- *For some panels where it was role appropriate a BAME Director sat in on staff recruitment interview panels*
- *We've incorporated racial diversity into our panels where possible. We've increased our ability to do this in our supported housing recruitment activities by including customers on recruitment panels*
- *We have worked with staff across all our business areas to encourage people to take part in recruitment panels and in turn, make them more racially diverse. Our Union representatives have campaigned with us, highlighting the benefits of being a member of recruitment panels and how it supports our ambition to increase inclusivity throughout our whole recruitment process, from planning through to hiring and onboarding.*

The majority of the organisations suggested they need further support or are looking to undertake work in this area soon:

- *We would like to consider using a Deeds Not Words panel member to support senior recruitment in the future*
- *We do involve our residents in some of our interviews, to increase the diversity of our panels, but the racial diversity of our residents is reflective of the racial diversity of our communities'*
- *As our inclusion plan begins to make an impact, we will be in a better position to increase racial diversity across our recruitment panels'*
- *We are looking at working with our partners to achieve this*

# Pledge 3: Communication & engagement

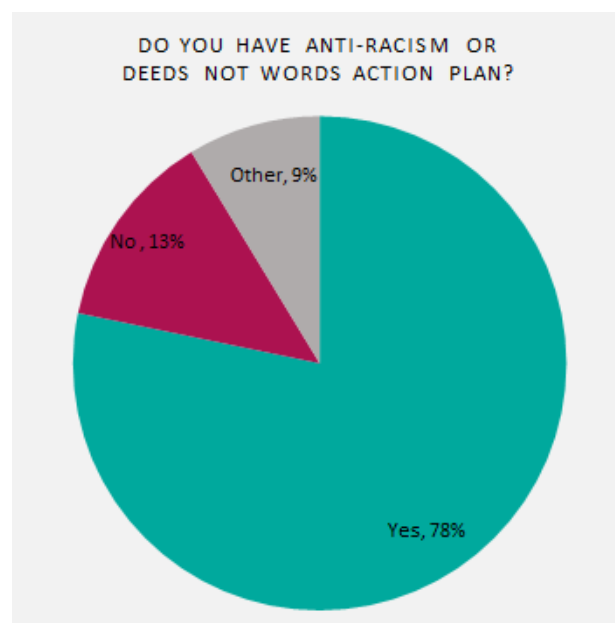
## Anti-racism action plans

We asked whether organisations had anti-racism action plans, indicating that this could be their Deeds not Words plan/commitments developed under the pledge.

Positive change: Much more organisations had an anti-racism action plan than in 2021. Only one third of organisations have published the plan on their website. Three organisations said they didn't have a plan.

### Recommendation

- *We strongly encourage organisations to develop an anti-racism plan reflecting the commitments of the pledge and the Anti-Racist Wales Action Plan (ARWAP\_*
- *Organisations should publish their plans on websites.*



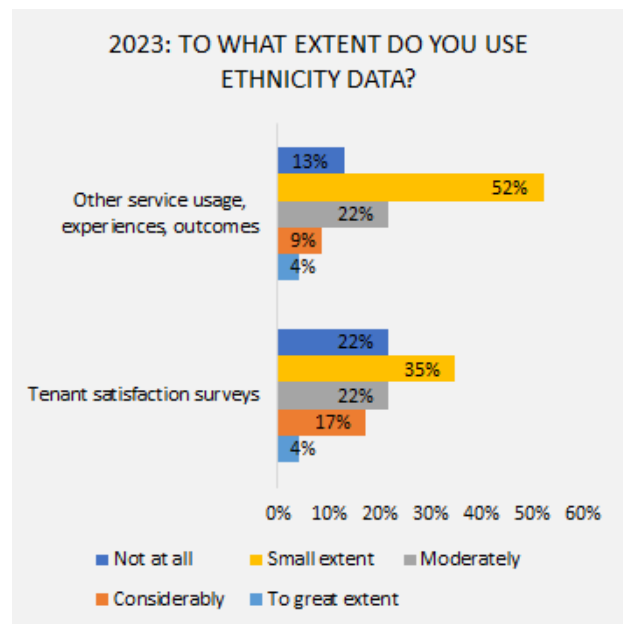
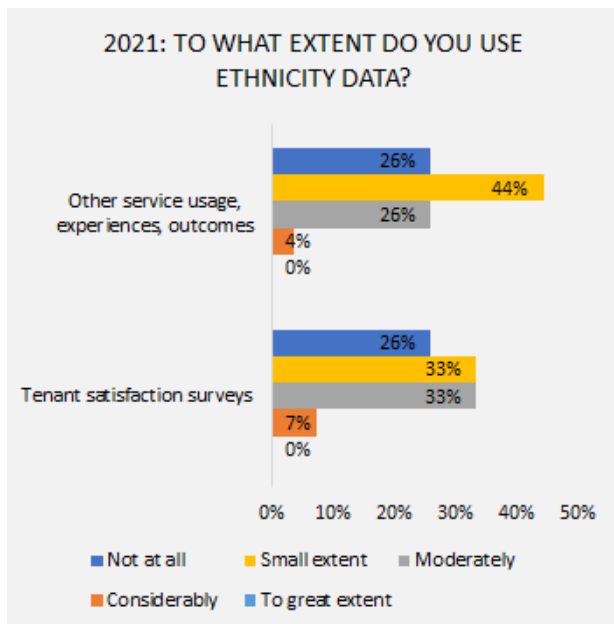
In 2023 nearly 80% of organisations had some form of anti-racism plan, either standalone or as part of their EDI plans, compared to only a quarter of organisations in 2021. Only one third of organisations however published those on their websites and we would strongly encourage all members to do so to demonstrate tangible commitment.

Considering most organisations pledged to publish specific actions in 2020/2021, we would strongly encouraged those organisations without a plan to develop one. Development of anti-racist action plans is one of the commitments within the Welsh Government Anti-racist Wales plan.

Where organisations developed Deeds not Words Plans, they should check their actions against commitments contained in ARWAP - shortened version of those is [available here](#).

## Use of ethnicity data

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 delivery.



Positive change: More organisation use ethnicity data considerably or to great extent and fewer do not use data at all. We have also seen more data usage in relation to overcrowding.

## Recommendation

Organisations should continue improving their ethnicity data collection and analysis.

Some organisations provided comments on their responses, which included the following:

- We currently have limited data but have an action plan to significantly improve our baseline information over the next 12 months.*
- Introduced procedures to check and deal with overcrowding.*
- As part of our 'Healthy Homes' project in response to the recent tragic damp and mould case, we are reviewing our internal systems and processes to consider how we properly gather, store and use customer data regarding protected characteristics, vulnerabilities, etc. and how we can then use this data to better serve our customers.*
- We analyse our involved tenant base according to the data we hold for them and compare this information to the data for our tenant base. We have used this information to identify underrepresented groups. This data showed us that ethnic minority groups were underrepresented and may need a tailored approach to encourage initial engagement. We didn't gain a positive outcome from our targeted door knock exercise, but we will continue to test approaches to engagement.*

- *We report on resident satisfaction as part of the regulatory requirements for Welsh Government. We also complete satisfaction surveys for our new homes and complaints process. We review key trends, and every negative review is followed up by a phone call to understand how we can improve our customer's experience. The data that we have collected shows that satisfaction levels around neighbourhoods is slightly higher for our minority ethnic group residents (88%) when compared to the feedback from our White British and White Welsh residents (both 86%).*
- *An annual Complaints report goes to Board which breaks down ethnicity data. The Board has recently requested that all tenant-related board reports include ethnicity data from now on.*
- *As an organisation who are involved in analysis and policy development rather than service provision, we do interrogate sub-samples of surveys for ethnicity data.*

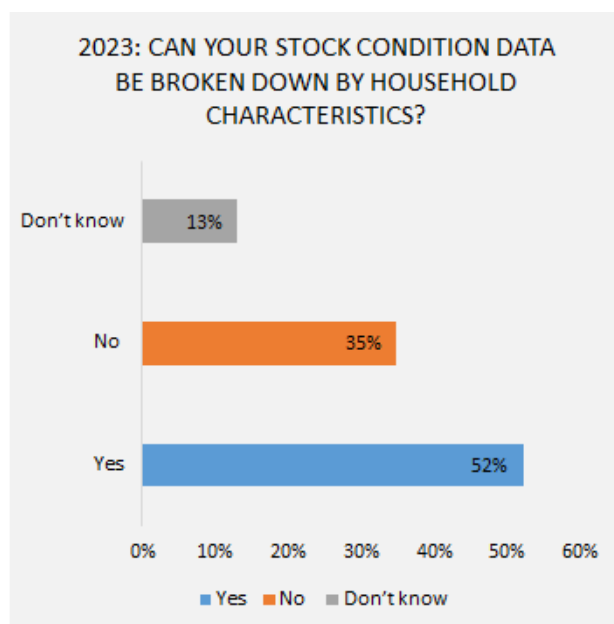
## Housing conditions data

NEW: In light of recent reports relating to housing conditions and how these relate to race, we included a new question on housing stock data.

**Baseline:** Over half of stock holding organisations are able to break down their stock conditions data by household characteristics.

### Recommendation

Prioritise development and analysis of housing conditions data broken down by ethnicity and other protected characteristics and/or vulnerabilities



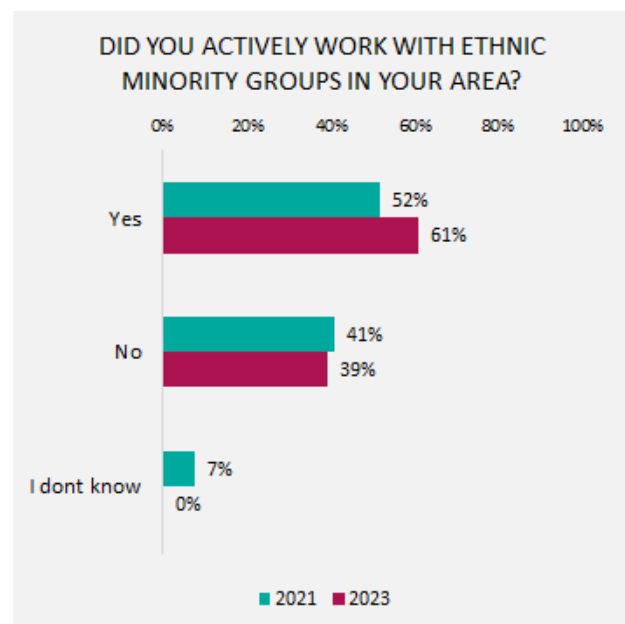
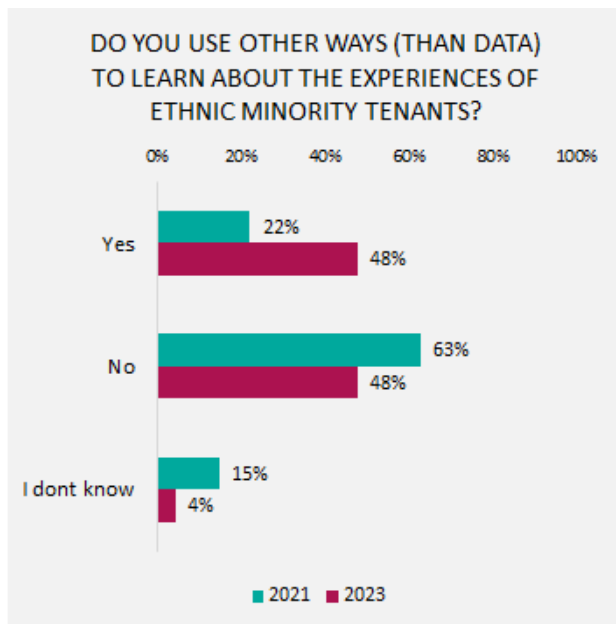
Below are examples provided by members:

*It's something we have done recently when assessing damp & mould. We were able to see that reports of damp & mould disproportionately affected BAME households for example. It's not something that we measure consistently though.*

*We can break down stock condition by ethnicity and other criteria for the data we hold on residents. For our recent campaign on damp, mould and condensation we used ethnicity as one of our criteria for 'possibility of being at a higher risk of damp and mould' and we contacted all residents from an ethnic minority or those who had a possible language barrier to complete a phone survey with them on the condition of their home. All residents who had concerns about damp, mould and/or condensation have had a job raised for our maintenance and/or asset team to visit the property. We don't hold ethnicity data for all of our residents, so we are reviewing our approach and we have worked with Tai Pawb on our getting to know you form. Unfortunately, the implementation of our new CRM system has delayed the roll out of our data collection project.*

# Engagement with racially diverse tenants and communities

We asked two questions on the extent to which organisations were engaging with: a) racially diverse tenants/service users b) wider ethnic minority communities (not necessarily tenants)



Positive change: In 2023 significantly more organisations engaged with their ethnic minority tenants/services users. More organisations also actively worked with ethnic minority community groups in their local area.

## Recommendation:

Recognising that some responses were from areas of varied diversity, organisations which haven't developed engagement channels should re-double their efforts to work with ethnic minority tenants and communities. While data itself can prove fruitful, it cannot necessarily support the development of relationships between organisations and tenants or communities.

Organisations provided many examples in this area, some of which we have quoted below:

- *We did a one-off tenant satisfaction survey focusing on tenants with protected characteristics.*
- *We regularly discuss services with tenants in a variety of schemes, including our Chinese Elders scheme, Swan Gardens. As a result of feedback from the tenants, at the end of 2022 we updated the signage at the building to make it more accessible to visitors who speak Mandarin. Staff have translated information into French for the Swansea African Community centre who we have collaborated with on events.*

- *The new Resident Engagement Strategy (draft) has been informed by the views of tenants including those who are routinely disengaged with our current offer of tenant participation (namely, tenants who identify as LGBTQ+, coming from Black, Asian, and Minority Ethnic backgrounds and tenants aged 35-54).*
- *We've undertaken door knocking exercises to encourage tenants from ethnic minority groups to become involved in shaping our services and to understand any barriers to this. We are shortly launching our ED&I tenant group that is set up purely to focus on equality and diversity related issues.*
- *Worked with ethnic minority organisations to help co-produce EDI strategy and Anti-racism plan*
- *We worked with Caribbean Heritage Group in Newport delivering hot food to residents all around Newport. We have also made a donation to Gap Wales to contribute to the range of engagement activities they deliver to the refugee and asylum-seeking communities throughout the Newport area. We sponsor both the Dragons Community and County in the Community to help them deliver community work For County in the Community they have told us: We have several programmes that we have been delivering since September, engaging children, young people and adults from across Newport and the wider areas who identify as being a different race or ethnicity than white British.*
- *Funded a Roman Gypsy Traveller Group to introduce arts and crafts on their site to help celebrate Holocaust Day.*
- *We continually work with the Chinese community, particularly with Chinese Elders, as our scheme in Swansea, Swan Gardens acts as a focal point for the local Chinese Community. Our support team at Swan Gardens provide service users with translation support to promote their independence and engagement with services. We currently have two senior tenancy support workers who support our tenants in two different Chinese dialects. We celebrate our tenants' culture by assisting the tenant's association in the organization of events such as Chinese New Year and the Mid-Autumn Festival.*
- *For example, Race Equality First, who have trained our staff and provided specialist advice e.g. on hate crime*
- *We are currently networking with organisations such as EYST, Tai Pawb, Race Council Cymru, BAWSO, Vesta, NW Africa Society, Wrexham Islamic Cultural Centre, NWREN, NWAMI and Race Equality First. We promote local specialist support available to staff/residents – e.g. Polish Community Support available from Vesta and we promote relevant details/opportunities.*
- *We have worked with the Community Jobs Compact to improve the inclusivity of our recruitment.*

# Housing for sanctuary seekers

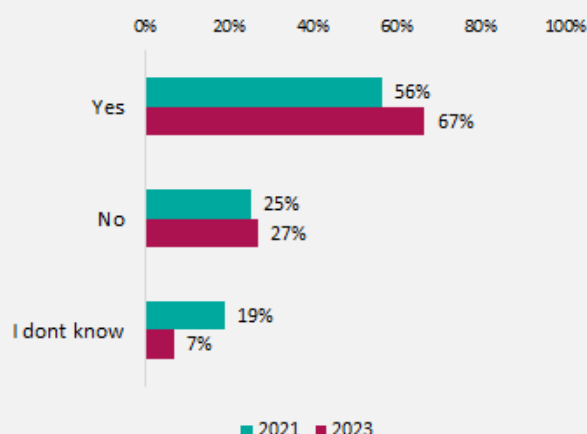
As in previous survey we asked members whether they considered or provided specific housing for refugees or destitute asylum seekers in partnership with refugee organisations. Results below are only for those who indicated working in dispersal areas. Examples provided below indicate whether organisations have considered this or whether they indeed provided housing.

**Positive change:** more organisations working in dispersal areas have considered or provided housing for refugees or destitute asylum seekers in partnership with refugee organisations.

## Recommendation

We would encourage all organisations operating in dispersal areas to consider provision of accommodation as per the Deeds Not Words pledge, learning from the practice shared in this report and in Tai Pawb **Good Practice Briefing**.

HAVE YOU CONSIDERED/PROVIDED HOUSING FOR REFUGEES/DESTITUTE ASYLUM SEEKERS IN PARTNERSHIP WITH REFUGEE ORGANISATIONS?



Some housing organisations are continuing to carry out excellent work with refugee organisations, providing support and/or leasing accommodation. Those who were supporting asylum seeker and refugee accommodation offered the following insights:

*We have offered housing to refugees under the Ukrainian & Syrian Resettlement Scheme.*

*We are working with Swansea Council and a Ukrainian Community Interest Group to do building works. Their idea is to employ Ukrainian refugees in Swansea as many have construction type skills. We are looking at the possibility of running a pilot by ring fencing 5 houses for them.*

*We work in partnership with HOMES4U, an organisation that supports people with no recourse to public funds, since 2020. In late 2021, we approved the provision of one flat to HOMES4U free of charge. We also manage the properties for Cardiff's Syrian Relocation Scheme.*

*We opened Welcome Centre for Ukrainian Refugees. We are currently supporting 68 refugees in the welcome centre, having supported 134 in total so far with 66 refugees moving on.*

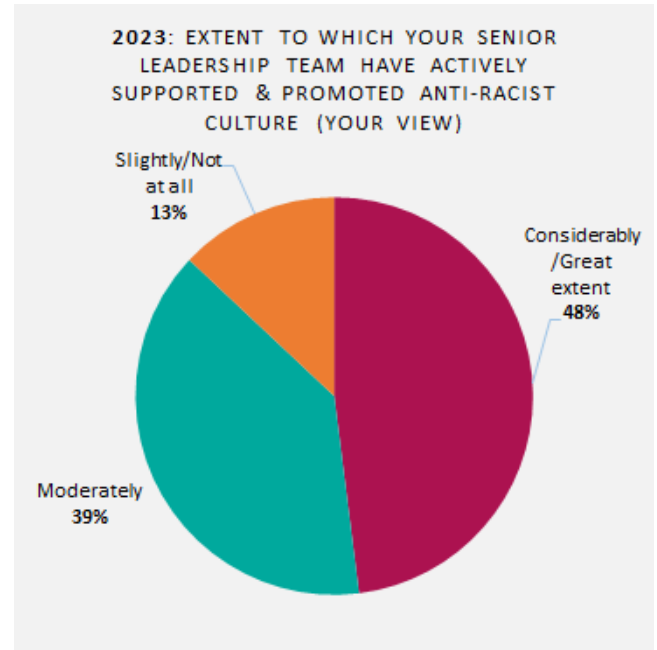
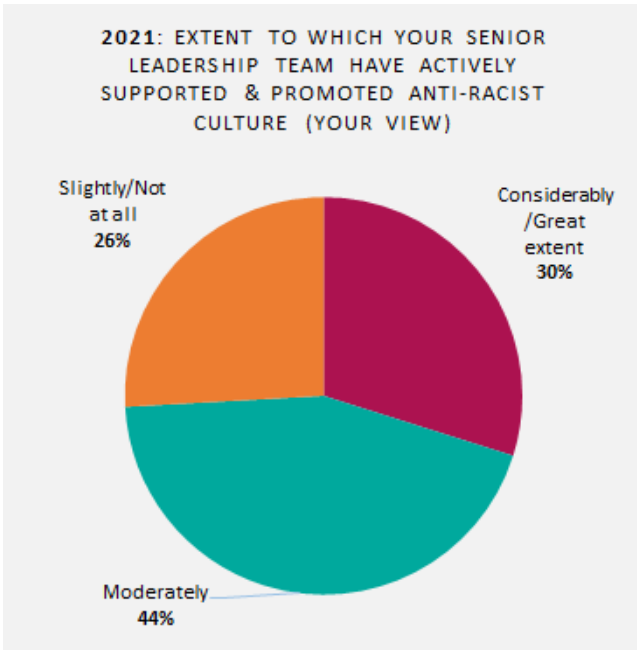
*We work very closely in partnership with local authorities to accommodate refugees or destitute asylum seekers, at times in partnership liaison with refugee organisations. For example, we were awarded a contract to deliver one local authority's refugee resettlement schemes. We also work with two local authorities to provide supported housing for unaccompanied minors seeking asylum through managing partner arrangements.'*

*An innovative solution has been established in partnership with Tai Pawb and The Gap Wales to address Refugee homelessness in Newport. We identified a vacant 3-bedroom property and The Gap took on the property as the landlord at a discounted rent. We invested to convert the property into shared flats and offer maintenance services. The Gap have supported several refugees to move into the property and the community have been really welcoming of the new residents.*

# Pledge 4: Creating an inclusive culture

## The role of senior leaders

As in previous survey we asked organisations to share their own views on the extent to which their senior leaders actively promoted and supported anti-racist culture.



**Positive change: More organisations told us their senior leadership actively promoted an inclusive and anti-racist culture compared to 2021.**

### Recommendation:

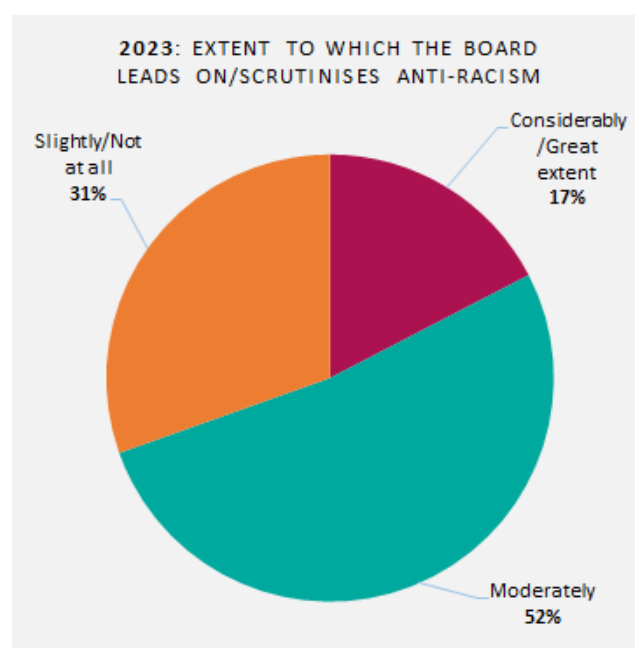
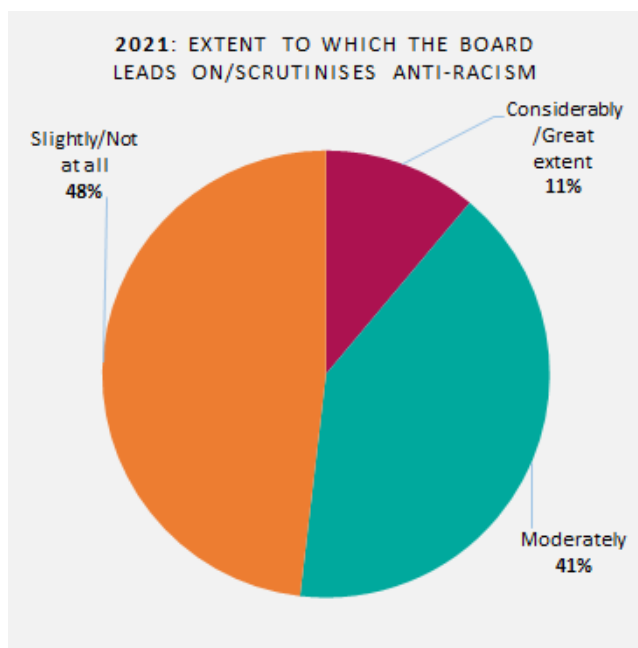
Senior leaders should continue to take a lead role in their organisation's anti-racism work, including encouraging staff to share their experiences, leading by example and attending Deeds Not Words Leaders' meetings.

Examples provided included:

- Senior leadership led cultural awareness raising celebrating religious days, festivals etc across a spectrum via social media.
- The Interim CEO voiced their support of anti-racism at the Staff Meeting where an external BAME person was presenting.
- Senior leaders issuing anti racism statement, using Shereen Daniels 4 stage racial equity maturity model and they use reflective questions
- EDI is discussed at Business Leadership Group
- SLT led awareness raising at staff conference and Breakfast Briefings, Media Club participation, encouraging better reporting

## The role of the board

As in previous survey we asked organisations for their views on the role of the board in leading on and scrutinising issues related to anti racism



**Positive change: Much fewer organisations reported that their boards do not scrutinise/lead on anti-racism issues or do so to a slight extent.**

### Recommendation:

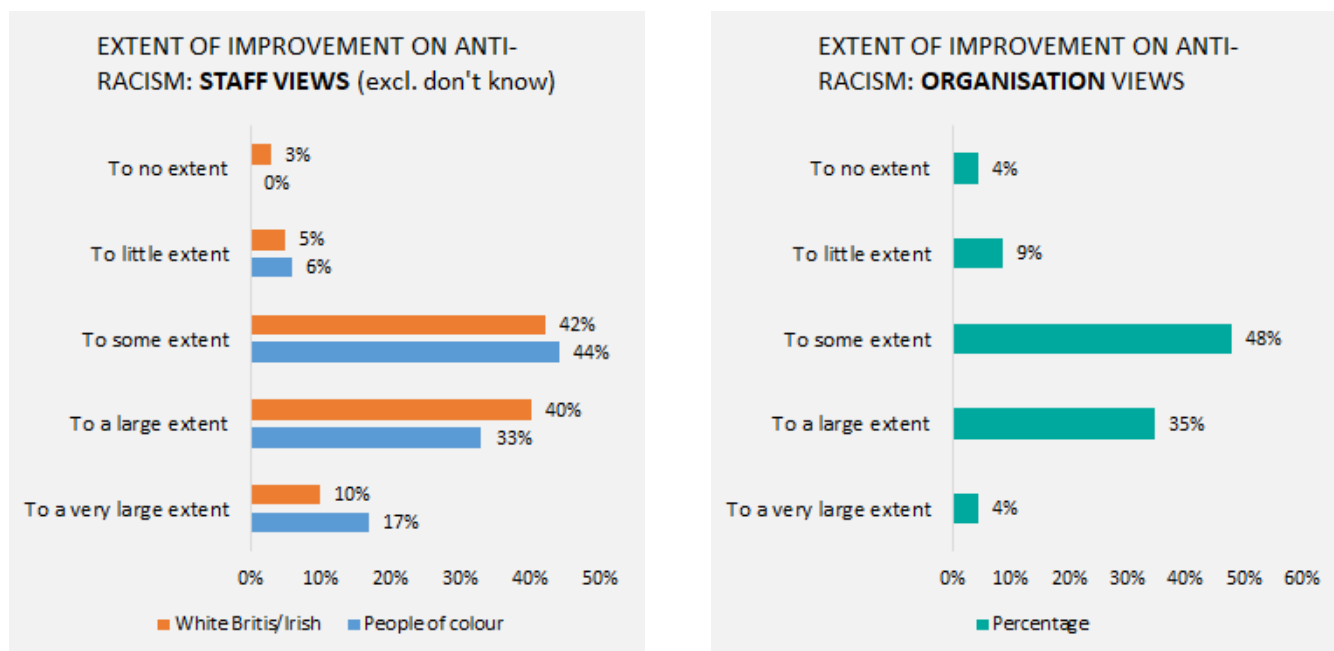
**Boards with low levels of scrutiny should introduce stronger leadership, performance and assurance framework on anti-racism issues. Advice and training from boards is available from Tai Pawb.**

Examples shared by organisations included:

- *Huge improvement here supported by focussed sessions with our External EDI consultant*
- *All new and revised policies are submitted to our Policy Committee who will only accept them if they have an EIA. E&D Champion Board member sits on our EDI Working Group*
- *Regular EDI reports; reviewing Deeds not Words updates; anti-racism is part of board appraisals*
- *The Board receive bi-annual updates on progress against the EDI Action Plan which incorporates the Deeds not Words Action Plan. Strategic discussions on Race and other equality issues are held regularly with the Board.*
- *EDI deep dive in January 2021 and another one scheduled on the audit plan for June 2023. The deep dive process has been introduced by the Board Finance and Risk committee (FRAC) to examine key risks and priority areas of the business. EDI regulatory standards are reviewed and monitored at our Remuneration and Governance (RAG) committee. The governance team also produce annual updates on progress in our annual self-evaluation report. Our continuous improvement plan identifies areas for improvement and shows how these will be addressed. In the 2022 continuous improvement plan a number of areas were identified in relation to EDI.*

## Views on improvement in embedding anti-racism

NEW: We asked organisations to rate the extent to which they have improved in their approach to anti-racism. We asked a similar question of employees and beyond is a comparison.



Findings: Vast majority of organisations thought there was some improvement in their approach to anti-racism. Interestingly employees seemed more positive about changes related to anti-racism than organisations.

In examples of improvements, organisations referred to:

- Development and publication Deeds Not Words Action Plan and awareness-raising
- Development of resources e.g. an inclusive language guide for staff, inclusivity calendar
- Recruitment of diverse board members
- Reporting/monitoring of EDI at board level
- Review and implementation of policies relating to EDI in the workplace
- Better tenant profiling and use of data
- Rolling programmes of staff training
- Establishment of internal EDI groups

We also asked an open-ended question asking organisations to share other examples of actions they have taken, and this is what they shared:

- We have also increased diversity within our Board and currently have 14% of our Board from other than white ethnic backgrounds. This is a major shift from 2 years ago when all Board members were from the same ethnic background.
- Drawn up a plan to implement things like training on unconscious bias. Developing data on colleagues to be able to analyse diversity and the support it needs, looking to be able to break down data as per your categories eg management, board etc. Started to improve the collection of EDI data on our customers

- Our *Deeds Not Words* progress report outlines the work we have done to date
- 463 staff have completed our core Equality & Diversity training (61%) over the last 2 years. It is mandatory training that staff complete every 3 years currently, which is why it is only 61% over the last 2 years, plus it's a rolling figure as it expires, and staff are prompted to complete it
- Massive recruitment campaign showcasing our diversity, refined application process - it's a lot easier. launched Gydai'n Gilydd, our EDI network. Brought in external support to ensure there's black representation on our leadership team, further diversity on our board, new anti racism statement with compulsory reflective practice questions for all teams.
- As an organisation Board and Staff are aware of need to improve. We know there is more to do in terms of increasing the profile both internally and externally. We have a dedicated EDI Group with representation from across the business, Senior Leadership (inc. CEO) and Board. The group meet bi-monthly to monitor progress and agree/support future actions. We have included questions in our Quarterly Staff Survey to understand how staff feel about our approach/progress on EDI, their sense of belonging, confidence/feeling safe to raise issues – these support us in planning our overall approach to EDI. We report diversity data annually and identify areas for improvement. We have increased awareness internally through our monthly staff bulletin where we celebrate all religious festivals/events etc. Agile/Flexible working to support employees to participate/attend events and other activities that are important to them. Recruitment - updated our recruitment process to be more inclusive, strongly stating our commitment to inclusion in our adverts/ recruitment brochures etc; we apply the 'Rooney Rule' in recruitment; all jobs are advertised with local BAME organisations.
- We have successfully introduced a Mutual Mentoring programme. The third programme was launched at the start of 2022 with several Black, Asian and Minority Ethnic colleagues acting as Mentors. Mentees comprised members of the Board and Senior Leadership Team. Feedback on the programme was positive and all participants referred to the benefit of learning from someone with different lived experiences. We will be launching further mutual mentoring programmes on an annual basis. We have signed up to the 'Pathway to Board' development programme for ethnic minority people looking to secure a Board position. We will be offering a Board shadowing opportunity and the successful candidate will spend 4-5 months attending our Board meetings and events and learning about the role of a Non-Executive.

# Challenges

In this open ended question we asked organisations what they found challenging about Deeds not Words.

We hope that good practice shared in this report, support available from our Anti-racism Manager and the opportunity to exchange good practice and work together as part of our Deeds not Words leaders group will help address some of the below.

**Since capacity, workloads and ongoing focus were mentioned several time, we would encourage organisations to review their capacity to undertake not only anti-racism but also EDI related work.**

- **CAPACITY** challenges in a small organisation with overworked staff team.
- Resources and staff changes. Lack of **SKILLS, EXPERTISE** in this area.
- Yes, the organisational focus in the last 2 years has been to help our staff and residents in general, to deal with **COVID 19** and its attendant effects (including working from home, health factors and limited support in the last year) and the rising cost of living. In 2023, we believe we are set to meet our Deeds not Words commitment and we are currently working on an action plan to help us meet these commitments.
- **TIME** commitment and cross over with our QED work, absence of Executive Leadership Team members and delay in recruiting a new post which will drive our DNW work forwards have all meant resources have been stretched.
- Maintaining a continued **FOCUS** on plan/activities
- Challenges based on the lack of diversity in our borough - **DEMOGRAPHIC**
- It was really challenging for our staff led race equality group to be able to focus on the work, due to other **WORKLOAD PRESSURES** This just didn't end up working. We are continually trying to ensure this work is embedded, not an add on. We know we've more work to do and are committed to doing it.
- Organisational **BUY-IN** Some areas are more committed than others which is why senior managers need to be fully on board. Changes at a senior level have meant that new interim leaders have had to prioritise other areas.
- Ensuring ethnically diverse **RECRUITMENT PANELS** has been a challenge for us giving our low numbers of ethnically diverse staff.
- Pandemic Cost of Living / financial constraints. **FUNDING** for training Engagement and communicating with **FRONT-FACING COLLEAGUES** can be a challenge due to variety of shift patterns, lack of technology etc Data.
- Disaggregating meaningful **ETHNICITY DATA** from the customer data and satisfaction data we hold and collect has been a challenge for us.
- Yes. Demography and geography and our Welsh language policy.

## Support needed

We asked organisations, where they thought they needed support from Tai Pawb or otherwise. Below is a compilation of responses.

We will utilise the below to consider how else we could support our members on their journey towards anti-racism.

- *Work with us to **COMBINE ACTION PLANS** - DNW action plan with anti racism plan as per WG expectations*
- *As part of the QED Training Expertise and links within the North Wales Communities Sharing 'what works' within a **SIMILAR OPERATING ENVIRONMENTS** Supporting NWREP- soon to be re-established with a revised focus. I found meeting with Simon recently as part of the review of our DNW pledge very helpful*
- ***PRACTICAL GUIDE** to embedding anti racism work on an operational level that's relevant to our services.*
- *Increasing the diversity of our **RECRUITMENT PANELS** – we have limited number of available staff; we would appreciate some support from Tai Pawb/the network on how potentially we can work with other RSLs to support this. Finding people with lived experience to share their stories, as we have an active network maybe we can support each other with this, without having to pay 'professional' speakers which is often prohibitive in such challenging times.*
- ***GOOD PRACTICE SESSIONS** including recruitment.*
- *It would be great if the new Anti-Racism Manager could **WORK WITH RSL'S AS A GROUP** i.e. via workshops to tackle the more challenging aspects of the pledges.*
- *Recommend some **TRAINING PROVIDERS** so that relevant courses can be incorporated into our ongoing workforce develop plan.*
- *We would be interested in some advice and guidance about best practice and the **PRACTICAL STEPS** we can take to embed it within the organisation.*
- *Free online awareness sessions/materials Tai Pawb briefings*
- *Tai Pawb could help us with understanding our responsibilities under the **ANTI RACISM WALES ACTION PLAN** which we can then link to our Deeds Not Words commitments. For example, changes to regulation and quality training.*