



Company No: 05282554 | Charity No: 1110078

www.taipawb.org

Equality, Diversity and Inclusion Strategy 2023–2026

Published: Autumn 2023

Purpose

This strategy and plan describe the areas of equality, diversity and inclusion which we will improve, prioritise or focus on until 2026. The strategy contributes to delivering our third priority under [Tai Pawb Strategy 2021-2026: Be the Change](#).

This strategy covers: embedding EDI in on our internal ways of working with staff; embedding EDI in the way we carry out our work, how our services and functions are delivered. It does NOT cover how we will promote equality, diversity and inclusion in housing in Wales – this is described in our main Strategy above.

This strategy is a plan of priorities and actions for the next few years. Our day-to-day EDI commitments, principles and guarantees are contained in our EDI policy.

Our commitment

We want to be the change we advocate for. Actions speak louder than words. As well as influencing and supporting others to improve equality, diversity and inclusion - we also lay the challenge down to ourselves.

We want Tai Pawb to be an organisation which actively fosters:

- Inclusion: Everybody in Tai Pawb and the people we work with feel valued, heard, supported and safe to be themselves.
- Diversity: For us this is a strength that we strive for, celebrate and build upon
- Equality: In Tai Pawb prejudice, bias, oppression, injustice, systemic discrimination and racism are proactively sought out, considered and eradicated. We actively advance equal opportunities and

outcomes.

This will be achieved through:

- **Leading** by example in an effective and inclusive way
- **Including** everyone by actively pursuing diversity, psychological safety and continuous education in the way we work
- **Listening** to diverse staff and people we work with and serve

Our principles

We will be:

- Courageous and persistent in challenging ourselves and others to do better.
- Open minded, inclusive and accessible in making sure we listen, respond, and engage with diverse people.
- Honest and kind in ensuring people feel respected in how we deliver our work.
- Grounded in lived experience: We believe that the stories and lived experience of people is at the heart of sustainable solutions to complex problems. When engaging with people with lived experience we are conscious of the need to "do no harm" and ensure the process is not extractive to those offering their voices and experience.

Governance and accountability

- Tai Pawb board is responsible for: approval and assurance on implementation with quarterly reporting
- SMT is responsible for: implementation, monitoring, quarterly reports to board
- Tai Pawb team is responsible for: implementation of relevant areas, adherence to our principles
- Tai Pawb will publish and share this strategy on our website with annual updates on progress

How we chose our actions

The journey to inclusion never ends and continuous self-reflection and improvement are part of every organisation's EDI journey. This strategy is based on: the views and feedback from our members, stakeholders, team and board. Below is a summary of why we chose the specific actions below.

- Our approach to EDI improvement has not been formalised. In the last 10 years we have more than doubled in size and different approaches to EDI are needed.
- We want to be more transparent and accountable about our EDI progress
- We did not have a formalised approach to embedding EDI in leadership, governance and culture - this is important to reflect our growth
- We needed better a approach to EDI awareness, learning, development and team feedback and communication

Our EDI Plan

Leading

Foundation		Action	Who	Deadline
The board seeks assurance and is confident that the organisation does what it says it does on EDI. We have a strong accountability structure	1	Quarterly monitoring of EDI plan, dashboard and strategy	Chair CEO	Ongoing, quarterly
The board holds itself accountable for EDI performance	2	EDI considerations are part of Annual Board Reflection/Appraisal	Chair	Annual Completed Aug 2023
We are transparent about our EDI data, actions and progress	3	Publish EDI plan and diversity data and update annually	CEO HPPA	Autumn 2023 and annually thereafter
Our leaders play an active role in embedding and driving our EDI commitment, principles, and actions and behaviours	4	Include feedback from staff about leaders in staff survey	CEO	See action 8
Leaders acknowledge their own biases, can embrace discomfort and embed culture of sharing power with those that might be	5	SMT Mentor at least 1 person per year	SMT	ongoing
	6	Formalise EDI expectations from senior leaders and	CEO	Autumn 2023 and ongoing

underrepresented or marginalised		embed those in annual appraisal and 121's		
Including				
Diversity: we track and make continuous progress on improving diversity of Tai Pawb	7	Review our recruitment process to make it more inclusive with initial view to increase number of applications from ethnic minority people by 2026 (current underrepresentation) and other underrepresentation if identified	HOB and HPPA with support from managers	Plan ready by End October 2023 Implement by August 2024 and ongoing
Culture: we track and ensure our team's sense of belonging, psychological safety and wellbeing	8	Carry out annual staff survey to track: EDI, wellbeing, belonging, safety, leader's performance (see all actions referring to survey)	CEO	Autumn 2023
	9	Develop menopause policy	HOB & FAO	March 2024
	10	Carry out reflective practice training for managers Prepare & embed reflective practice framework for Tai Pawb team	CEO CEO with help from managers	March 2024 May 2025 Dec 2024
	11	Review if/how Spectrum Life is used by the team &	HOB	Dec 2023

		if other wellbeing support needed.		
	12	Carry out research and horizon scanning into 4 day working week	SMT	April 2024
Culture: we track and tackle discrimination and inappropriate behaviour	13	Add a question to annual staff survey & act on findings	See action 8	See action 8
	14	Include in exit interview	HOB	Jan 2024
Culture: we have a clear and meaningful continuous education, awareness and empowerment programme	15	Conduct a review of team knowledge/skills (incl EDI)	SMT/ Managers	By Jan/Feb 2024
	16	Implement team & individual L&D plans including EDI awareness & lived experience perspectives	SMT/ managers	From April 2024
	17	Include discussions on topical EDI issues as part of Lunch and Learn	MM & CMM	Review on an ongoing basis
	18	Contribute to enhancing team Welsh Language skills by promoting policy of paying for courses & implementing Welsh Language Scheme	HPPA	Sept 2023 and annually

	19	Streamline our EDI resources (lots of info in lots of different places)	MM with CMM & MO	March 2024
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Listening

We are grounded in lived experience which has tangible impact on our work and workplace	20	Conduct a workshop on lived experience principles to agree how they are implemented	PM	September 2024
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We use data and best practice to ensure our services are inclusive	21	Include a new question in training/event/member feedback re inclusivity and accessibility	MM/HPPA	November 2023
	22	Introduce formal EIA process & framework for what/when we EIA	CEO/SMT	December 2023
	23	Review accessibility checklist for events – ensure used consistently	HPPA/CMM	March 2024
	24	Review external communications accessibility, including website, social media, external resources Create comms accessibility checklist	CMM	December 2024 January 2024

We ensure that diverse members and people we	25	Include question in pulse surveys	MO	December 2024
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work with feel respected, valued and trust Tai Pawb				
All team members feel that they can challenge, influence and speak up on how we work	26	Include question in staff survey and act of findings	CEO & All Managers	Oct/ Nov 2023
		Continue using working/not working question in 121's		Ongoing
		Use 4+1's from time to time to reflect on EDI aspects of work delivered and enable influence		Ongoing
We ensure that managers and leaders have the right skills to be able to proactively listen to and act on diverse employee experiences.	27	Include in L&D review above	See action 15	See action 15

Anti-racism (our Deeds not Words commitments)

We will implement Rooney rule	28	Implement Rooney Rule in TP recruitment practice	CEO	Completed
Improve racial diversity of board and staff	29	Review board diversity on an annual basis and ensure it remains diverse/gaps are being addressed in targeted way	CEO/Chair	ongoing
	31	Increase number of ethnic minority staff applicants	See action 7	See action 7
		Review our recruitment		

	32	process to make it more inclusive and increase number of ethnic minority applicants	See action 7	See action 7
Set up DNW panel	33	Set up DNW Panel		Completed
Work with partners on initiatives aiming to support the sector	34	Ongoing support to Pathway to Board and new ARWAP project	ARM	ongoing
Conduct research into racial inequalities in housing and work to address recommendations	35	DNW baseline survey completed DNW 2 years on completed	CEO	completed
	36	Conduct ethnic minority tenants survey	ARM	Autumn 2023
	37	Set up panel of ethnic minority tenants	ARM	Winter 2023
Continue working on refugee housing	38	Housing a nation of Sanctuary Project	FPM	Ongoing
Train all staff in unconscious bias and anti-racism	39	Include both in L&D review and train as needed	See 15 &16	See 15 &16

CEO – Chief Executive Officer

HOB – Head of Business

HPPA – Head of Policy and Public Affairs

MM – Membership Manager

MO – Membership Officer

FAO – Finance and Administration Officer

CMM – Communications and Marketing Manager

PM – Policy Manager

ARM – Anti-racism Manager

FPM – Funding and Partnerships Manager