

## Anti-Racism Action Plan

*Here at Llamau we are change makers. We are on an unapologetic mission to end homelessness and domestic abuse in Wales. **We respect** the gift of individuality in our colleagues and the people we support.*

*We want to create a safe space for **all colleagues** and give **everyone** a voice. This document sets out our commitments to achieving an Anti-Racist Llamau - for our colleagues and the people we support. We will celebrate the racial diversity in our workforce and the people we are privileged to support and allow everyone to be their authentic self. Working here is more than a job. **We are family.** We are Llamau.*



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## Message from Frances Beecher, Chief Executive

*Llamau is a family; a rich and diverse family. I am proud of Llamau's diversity, tradition of openness and welcoming of people from all backgrounds. It is what truly defines us. It is that diversity which helps spark fresh ideas and new and different perspectives. It is what brings internal challenge and creativity. Our culture of continuous improvement and learning works because of our diversity. But we can do better, I want to do better. We want our colleagues to be proud of Llamau's diversity, and an organisation that others can look to and want to be part of.*

*Everyone should not just be able to feel safe and happy at work regardless of their age, disability, gender, gender identity, marital status, race, religion, sexual orientation, social class, or whether they are pregnant or on maternity leave; but should feel valued and welcomed regardless too.*

*Over the last few years, I believe we have made some great progress as an organisation and made significant strides in creating an inclusive, welcoming and diverse culture. But, there is much more to be done, Llamau is not perfect and we want and will do much more. We welcome challenge and we welcome help. This is one of the reasons that we are launching this strategic plan. The plan will help us improve, build on our progress and help us move forward. Llamau is, and always will be committed to our colleagues and the people we support. Without them, we are nothing.*





# About Us

## Ending Homelessness, Changing Futures

At Llamau we believe that no young person or vulnerable woman should ever have to experience homelessness. Our mission is to eradicate homelessness for young people and vulnerable women. But for thousands of the most vulnerable people in Wales, homelessness is a frightening reality.

Llamau was founded over 35 years ago, to provide homeless teenagers with a safe place to stay. Since then, we have supported nearly **100,000** young people, women and their children who are either homeless or facing homelessness.

Many people think the job of a homelessness charity will be to provide accommodation - a safe place to stay. However, it is very clear to us that for most people who are facing homelessness, the issues they face are far more complex than a lack of permanent shelter. That's why we treat everyone who needs our support as an individual. We recognise their unique strengths and needs and make sure that they are supported to rebuild their futures. We are a values-led organisation which puts the people we support at the heart of the organisation. Our values mean that we can offer the highest quality support and empathy.

**Our values are:**   **We Respect**   **We Listen**   **We Encourage**   **We Learn**   **We don't give up**





# Introduction

Improving diversity and inclusion is one of our priorities at Llamau. We believe that there is strength in difference and want to create an inclusive working environment for all our colleagues to be themselves and achieve their potential, and in turn the people that we support. Regardless of our identity, background or circumstance, we all deserve the opportunity to develop our skills and talents to our full potential, work in a safe, supportive and inclusive environment, be fairly recognised for our work and have a meaningful voice on matters that affect us.

## **Why now?**

In recent years, there have been some significant cultural events that have highlighted the fact that society and organisations have a long way to go in addressing systematic inequalities, for example the Black Lives Matter movement. The pandemic has exposed further inequalities in many minority and underrepresented groups, not least in relation to race, sex, disability, and socio-economic status. With reference to Welsh Government's Anti-Racism Action Plan, Llamau will use this strategy to build on the work that we have previously done and make significant strides forward in creating a safe and positive space for all of our colleagues and the people we support, with a specific reference to Black, Asian and Minority Ethnic people.

This Anti-Racism action plan sets out how we will embed Anti-Racism both as an employer and in our role as a leading charity for homelessness and domestic abuse prevention in Wales. Many of the actions in it will lead to further work in the years beyond.

## What we will do to embed this strategy?

We will be an organisation that demonstrates through our values that we welcome individualism and diversity within our colleagues and the people we support. We will create a culture, which promotes diversity of ideas, behaviours, skills and experiences. We will create a safe space for everyone to reach their true potential. We will ensure that our values are visible in the way we work with and treat each other as colleagues and in our interactions with our stakeholders, commissioners and the people we support.

Every leader in the organisation will have an objective related to Anti-Racism (and wider EDI commitments) for 2023/24 and attend our Compassionate Leadership training programme. We will work with stakeholders and utilise our influence at every opportunity to promote inclusivity for Black and Minority Ethnic people. These objectives are supported with a clear strategy plan, which outlines clear accountability and timescales for delivery.

We consider Diversity and Inclusion as a continuous process of improvement, not a one-off initiative. Llamau has policies in place to support Diversity & Inclusion and a [grievance procedure](#) to manage any complaints fairly, consistently and compassionately.





# Anti-Racism Strategy & Aims

## Anticipated Outcomes

- Llamau as an anti-racist organisation
- An inclusive, welcoming and vibrant culture, in which all colleagues and the people we support feel valued, respected and engaged.
- Increased racial diversity and visible role-models within the organisation, specifically in senior/leadership roles and the Board of Trustees.
- Better representation within the organisation's decision-making forums which take into account lived experience.
- Equal opportunity for all through identifying and removing systematic barriers where they exist (in the workplace or when accessing our services) to improve outcomes for ethnic minority people.
- The senior leadership team will work to embed the principles of Anti-Racism into the way we work, across all levels of the organisation.



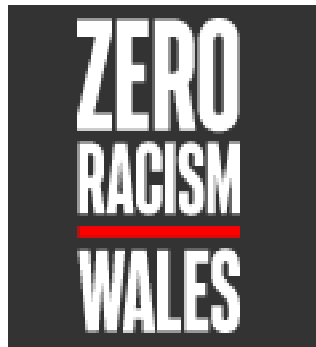
## Principles

- All colleagues have a responsibility to adopt an anti-racist approach and promote equality, dignity and respect, to celebrate diversity and to challenge unfairness and discrimination.
- The senior leadership and management teams will visibly embrace and promote Anti-Racism, Equality, Diversity, Inclusion and Human Rights.
- Anti-Racism and Equality, Diversity and Inclusion values and principles will be embedded in all ways of working, and across all levels of the organisation.





# Pledges & Partner Organisations





# The Equality Act

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society.

It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

Discrimination is when someone is treated unfairly for any of these reasons:

1. Race
2. Age
3. Disability
4. Gender reassignment
5. Marriage and civil partnership
6. Pregnancy and maternity
7. Religion (or lack of belief)
8. Sex
9. Sexual orientation

These are called 'protected characteristics' under the Equality Act and any discrimination based on these characteristics are usually against the law.

Find out more about [who is protected](#) and [the types of discrimination](#).

# Intersectionality

## What is Intersectionality?

'Intersectionality' is a holistic approach to discrimination prevention. Kimberlé Crenshaw, Professor of Law at Harvard University, designed it as a framework and analytical tool. Crenshaw was struck by the way that different types of 'identity' (such as race, gender, and sexual orientation) overlap for some people. She saw how these identities came together to shape unique experiences of discrimination. More specifically, she saw that bureaucratic systems are not set up to handle these situations. These people suffer further injustice merely because policies do not fit nor understand their needs. She created a tool to help people analyse and understand the complex reality of discrimination.

Ignoring intersectionality means that protected characteristics are only seen as discrete and separate identities, as though they never overlap when discrimination occurs, when in reality this is not the case.



# Anti Racism Action Plan

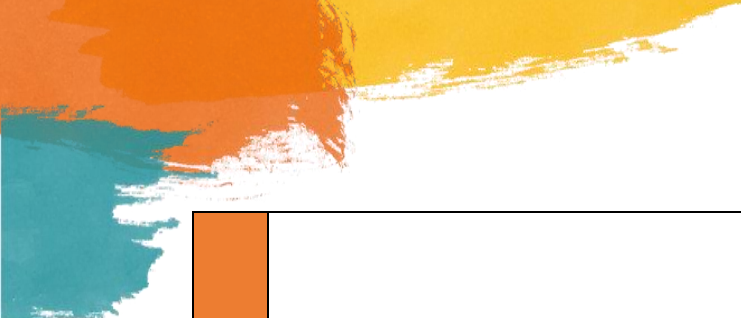
|    | Aim  | Action  | Who?                      | When?        |
|----|--|---|---------------------------|--------------|
| 1. | Improve the racial diversity of board membership, advisory groups, and the wider workforce (including senior leadership positions) to reflect the wider population of Wales. | Continue to build stronger links with under-represented communities to build better relationships   | HR/Senior Leadership Team | Ongoing      |
|    |  | Review our positive action statement on all job adverts to encourage applications from under-represented groups                                 | HR                        | January 2024 |
|    |  | Host open days specifically for under-represented groups to encourage applications  | HR                        | Ongoing      |
|    |  | Ensure there is an Anti-Racist responsibility in all job descriptions to embed equality, diversity and inclusion being part of everyday culture | HR/Managers               | March 2024   |
|    |  | Place adverts on websites, forums, or publications that have a diverse readership or reach underrepresented groups or minorities                | HR                        | Ongoing      |
|    |  | Consider positive action by adopting the 'Rooney Rule' for all or senior level appointments   | HR/Managers               | January 2024 |
|    |  | Review recruitment policy to diversify interview panels, ensuring that there is a mix of ethnicities, where possible.                           | HR/Managers               | March 2024   |



|    |  |  |  |  |
|----|--|--|--|--|
|    |  | <p>Utilise the EDI colleague group to become Recruitment Champions, who are trained on recruitment best practice and positive action to ensure consistent actions are being taken</p> <p>Continue to complete unconscious bias training with all managers</p> <p>Where there is a tie-break and two candidates are of equal merit to be appointed, the candidate from an underrepresented group would be considered as the successful applicant in line with <b>section 159 of the Equality Act.</b></p> <p>Sign up to and promote the Halo Pledge to celebrate our support of colleagues to wear their hair in all styles and not fear race-based hair discrimination</p> | <p>HR/Careers Team</p> <p>HR/Managers</p> <p>HR/Managers</p> <p>HR</p> | <p>March 2024</p> <p>2024</p> <p>March 2024</p> <p>February 2024</p>               |
| 2. | <p>Delivery Plan to outline how anti-racism and race equality will be embedded throughout service design and delivery – consider Deeds not Words.<br/> <a href="https://www.taipawb.org/deeds-not-words/deeds-not-words-resources/">https://www.taipawb.org/deeds-not-words/deeds-not-words-resources/</a></p> | <p>Provide anti-racist training to board members and senior leaders as a priority and across wider workforce. The aim is to become culturally aware and competent to deliver our services to ethnic minority people, and recognise the differences amongst ethnic minority groups.</p>   | <p>HR/Training</p>   | <p>BOT November 2023<br/> LAST April 2024<br/> All colleagues by December 2024</p> |

|  |  |   |                |
|--|--|---|----------------|
|  | Review policies and processes, with input from ethnic minority groups, for reporting racism and discrimination including hate crime and harassment and monitor regularly.  | HR/EDI Colleague Group                          | September 2024 |
|  | Achieve Diverse Cymru accreditation  | HR  | June 2024      |
|  | Ensure Black, Asian and Ethnic Minority people are aware of Llamau's grievance procedure (as a colleague) and complaints procedure (for people we support) and can ask for these to be translated into the language they require without any fear, barriers or retribution | HR  | 2024           |
|  | All managers and leaders have a performance objective specifically requiring them to demonstrate how they are working to embed those principles of ED&I, including anti-racism, within Llamau  | HR/Line Managers/Compassionate Leadership Group | 2024           |
|  | Add objective for EDI for all colleagues   | HR/Line Manager/Compassionate Leadership Group  | 2024           |
|  | All managers and leaders to attend mandatory training on anti-racism   | HR/Line Manager/Compassionate Leadership Group  | 2024           |
|  | Succession planning is developed to support Black, Asian and minority ethnic people to take up management or leadership roles.   | HR/Compassionate Leadership Group               | Annually       |

|    |   |  |  |            |
|----|---|--|--|------------|
|    |   | We will use data and evidence to measure our success and monitor actions annually to benchmark Llamau  | HR/LAST  | April 2024 |
|    |   | Introduce an Ethnicity pay gap report  | HR   | 2024       |
| 4. | Improve data collection, analysis, usage, and publication across service delivery   | Using the data we have to produce a regular report   | Monitoring and Evaluation                                  | Ongoing    |
| 5. | Improve communication and engagement with ethnic minority people and reflect diversity within communication strategies and campaigns.   | Continue to use the communications plan that celebrates dates and events of importance to under-represented groups. Split between colleagues/people we support | HR/Communications  | Ongoing    |
|    |   | Create an anti-racism peer-support group to provide a safe space for people from under-represented groups to meet.   | HR/Wellbeing Team  | April 2024 |
| 6. | Ensure information, advice, and advocacy (where applicable) needs of ethnic minority people are fully met and the barriers faced by the full diversity of ethnic minority people are specifically addressed to ensure they have equal access to homelessness services and homes.. | Update policies to include a range of translation options that could be used   | Operational Directors and ED&I group for People we Support | 2024       |
|    |   | Develop a culturally sensitive checklist to work through for new developments of properties when we have these coming through.                                 |  |            |
|    |   | Analysis of Equalities / protected characteristics against groups we support (compared to the Welsh average from the Census).                                  |  |            |



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|  |  | <p>Work with Commissioners to raise awareness of cultural needs and to factor this into support models.</p> <p>Develop specialist models of support, such as Unaccompanied Asylum Seeking Children, to be able to respond to the needs of specific minority groups.</p> <p>Develop an Action plan to make sure the group have a clear focus for 2024.</p> |  |  |
|--|--|---|--|--|