

The following document sets out our commitments that will help us become a diverse and inclusive employer and business. It focuses on areas around governance, recruitment and retention, being a great place to work and offering a fair and equitable service to our customers.

We will improve our Governance Structures to ensure race equality and anti-racism is embedded at Taff				
Commitments	Output	Responsible Officer	By when	Update
Publish ethnicity pay gap and seniority level analysis for the organisation every year and include trends to demonstrate our progress.	We can demonstrate the progress we are making or be held to account when our actions are not delivering.	Head of People, Culture & Comms	Annually	Our Colleague Equality Report published yearly on our website. This includes data on pay and ethnicity as well as different levels of seniority, with trend data to show the progress we are making.
Increase the amount of data we hold around personal characteristics of our colleagues.	Our surveys on colleague satisfaction can be interpreted through the lens of race and ethnicity.	Head of People, Culture & Comms	September 23 and biannually thereafter	Full survey to explore experience of working at Taff by ethnicity and report back to business. Findings and associated actions to be acted upon.
Ensure our formal Self-Assessment submitted to Welsh Government explicitly covers our equality and diversity work.	We can demonstrate effective self-regulation in the area of diversity and inclusion.	Chief Exec	Annually	This part of our regulatory requirement.
Our Annual Report will make specific mention our equality and diversity work and our progress against our objectives.	We can demonstrate equality and diversity is one of our core principles.	Chief Exec	Yearly - July	Our Annual Report is being compiled to coincide with our AGM and will be available on our website.
Being actively anti-racist will form part of the expectations of Board Members and included within a clear induction process.	Anti-racism will be embedded in roles across the organisation.	Chair of Board / Chief Exec	On-going	All board members, current and new are expected as standard to complete anti-racism training as part of their induction, and this is a standing item at each board meeting.

A requirement to 'be actively anti-racist and tackle discrimination' will be contained in all accountability profiles including in all vacant job roles	Anti-racism will be embedded in roles across the organisation.	Head of People, Culture & Comms	On-going	This is included in our standard accountability profile and will form part of a drive to enable great performance.
All papers submitted to our Board for decision will have to include confirmation that they been equality assessed. Approval of the report will need to consider the results of that assessment and will not be passed by Board unless this is met.	Decisions taken at Board level will adequately take account of equality issues and the impact of decisions.	Chair of Board / Relevant Exec submitting paper	On-going	Equality Impact Screening Assessments are required as standard for board papers affecting colleagues or customers – where appropriate a full EIA will be completed. EIA training provided to allow effective assessments.

We commit to continually improve our recruitment and retention practices so there are clearly defined career pathways for people from ethnically diverse groups

Commitments	Output	Responsible Officer	By when	Update
All new colleagues, as part of their induction, will be expected to complete anti-racism training and all interviews will cover the topic of equality and diversity. Colleagues will be expected to attend in person training. New colleagues will be provided with clear information on career progression and pay transparency works at Taff.	New colleagues will understand the importance of being anti-racist lies at the heart of the organisation and will have a good understanding of the issues so they can be an ally for people from ethnically diverse communities.	Head of People & Culture	On-going	This is now part of new starter core training. All new starters are required to complete 'uncomfortable truth' training and all employees have access to the online training from Race Council Cymru. Face of face anti-racism training is mandatory for all colleagues New Performance Support Plan in place for all colleagues – career pathway and related training plans in place.
We will offer paid placements on a	We will lead the way in helping	Exec Director or	September	We are part of the Get Into Housing

training programme aimed at people from under-represented communities, providing full training to become future leaders in the housing and support field. We will work with our partners with the aim of widening this scheme across the sector via the Get into Housing Programme and launch our own. 'Community Academy'.	the next generation of diverse leaders in housing and support.	People and Places / Chief Exec	2023	Programme and are due to enter the second year of this work. We are working with our Deeds Not Words Colleague group to devise our Community Academy idea.
We will continue to seek community language skills as essential for roles in teams where we do not have these and where a genuine occupational requirement exists.	We will value the skills and experience that ethnically diverse colleagues bring to the organisation.	Exec Director People & Places / Head of People and Culture	On-going	We have used this as essential language skills in our Income Team, Customer Services Team, Red Sea House Team, Tenant Engagement and Resettlement Teams and will continue to ensure we have language skills in front facing teams. Our Customer Service Team now has 3 separate community languages.
Our new Recruitment Policy and practice will diversify how we advertise our roles and will remove barriers from our recruitment practices that prevent applications or appointments from under-represented groups.	We will be able to demonstrate we have a diverse range of applicants and appointments to vacant roles.	Head of People & Culture	From Sept 23	Our Recruitment and Retention Policies are under review. Our approach will focus on supporting people to realise their ambitions and removing barriers for people to apply and obtain jobs in the business
We will continually review and report on the impact of our <i>Step into Non-Exec project</i> to judge its efficacy	Ensure our actions make a difference and result in more diverse candidates for Non-Exec roles	CEO	Every quarter	The first cohort of people have graduated from this project to date and it is now entering its second year. The second cohort will be commencing in September.
We will ensure applicants, interviewees and interview panels are diverse, have tenant representation where possible and continue to use the	We will continually improve our applicants to offer ratio from ethnically diverse communities.	Head of People, Culture & Comms / Recruiting Managers	On-going	We currently use the Rooney Rule as part of our recruitment processes and as such we have seen an increase in candidates from Black, Asian, and Minority Ethnic groups

Rooney Rule.				applying and securing interviews. Where possible we have tenant representation on interview panels.
We commit to ensure Taff is a great place to work for colleagues from ethnically diverse groups				
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Ensuring all colleagues complete anti-racism training and provide enhanced live training for all leaders and line managers in the business.	All colleagues will have a good understanding of equality matters and be provided with regular refreshers. Senior leaders will be confident holding difficult conversations around race equality.	Head of People & Culture	On-going	In person training has been sought and delivered and this will remain a key package of our training suite that is mandatory for all colleagues..
Make it clear through communications that discrimination or harassment on the grounds of race will not be accepted.	Consistent and clear messages to the business.	Chief Exec / Exec Director People & Places	On-going	Regular colleagues briefings and exec video updates place anti-racism as a priority in the business.
Board Members and Senior Leaders will be accessible to colleagues and will participate in mentorships, sponsorship and reverse mentoring programmes to colleagues from ethnically diverse communities across the business.	Career pathways within the organisation accessible to all and Senior Leaders play their part in a two way dialogue to learn and offer guidance.	Head of People, Culture & Comms / Exec Director People & Places	September 2023	Reverse mentioning is underway. Discussions are taking place with our colleague DNW group to begin peer mentoring at Taff
We commit to ensuring our services are equally accessible to all our customers and we address inequality in service provision				
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Tackling over-crowding in homes occupied by customers from ethnically diverse communities.	Our customers live in homes that suit their needs, irrespective of their race.	Exec Director People & Places	Annual Board report	Our focus on moving tenants affected by overcrowding and our programme of loft conversions and property conversions has provided more suitable accommodation for families – tackling overcrowding is a strategic aim and as such our

				progress is reviewed by Board yearly. We are considered how we expand this work to make the best use of our existing homes to support the communities who depend upon them.
Supporting tenants from black, Asian and minority ethnic backgrounds to effectively manage their rent accounts	We focus our services where they are needed and our customers can access our services.	Exec Director People & Places	Annual Board report	We recognise that services that offer support are not equally accessible to everyone – we monitor rent arrears by ethnicity and report upon this to board – with interventions in place to support those who may be under-served by statutory services.
Ensure community language skills, particularly Arabic and Somali are present in our customer facing teams.	Language is not a barrier to accessing our services.	Exec Director People & Places	On-going	We now have language across a number of teams, including 4 in our Customer Service Team. We will continue to drive this commitment so our services are equally accessible.
Continue to work to create the first dementia friendly sheltered scheme for people from ethnically diverse communities.	We provide suitable and culturally appropriate housing for older people.	Exec Director People & Places		We have sought and obtained strategic support to expand Red Sea House and are currently working with designers and the tenants to confirm development plans to build 'care-ready' new homes at Red Sea House.
Assess our progress by compiling an annual Customer Race Equality report, looking at how our services are offered and received through the lens of race, including trend analysis.	Allow us to judge the impacts of our interventions and focus on areas where improvement is needed.	Exec Director People & Places	Annual Board Report	This is part of our Board cycle.
We will expand our Refugee accommodation and support services	We will play our part to ensure Wales meets its pledge to be a Nation of Sanctuary for those	Exec Director People & Places	On-going	We have increased our refugee and asylum properties from 2 to 5, offering homes to over 20

	fleeing persecution.			refugees and asylum seekers – we have also begun offering accommodation and support to unaccompanied asylum seeking children as part of this scheme. Our Support Service also offers floating support via Bridging Accommodation to Afghan families, and community based support in the Vale and Cardiff.
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How will we measure it?

Our action plan is a set of things we intend to do. It is not an outcome in itself. In order to know whether we are having an impact, we intend to measure our progress using the following:

We'll publish a **Colleague Equality Report** annually, including our ethnicity pay gap, black, Asian and minority ethnic employee ratios across the organisation and between level of seniority, applicant & shortlisted data, and promotion & retention data. We will include year-on-year trend analysis so our progress can be judged and scrutinized. Our Action Plan will only be deemed to be successful if we can demonstrate a positive trend towards more diversity in all areas.

We will set a target to achieve at least 30% black, Asian and minority ethnic representation on our Board, colleagues and our applicants for our vacant roles by **2024**. We will not consider or describe ourselves as diverse or inclusive until we meet this minimum standard.

We will be able to demonstrate, via surveys, that satisfaction with Taff as an organisation, from colleagues and customers alike, is equal across the diversity strands. Where there are disparities, we will outline how we intend to act upon them.

Via the annual publication of our **Customer Race Equality Report**, we will demonstrate we are reducing inequality in how our services are accessed and ensuring we offer them equitably.