

01/07/2026

# Anti-racism Action Plan Review

Anti-racism Action Plan published August 2024

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## Introduction

We're committed to being an anti-racist organisation. Our [Anti-racism Action Plan \(ARAP\)](#) set out the actions we're taking to identify, challenge and address racism within our organisation and across our services.

This review provides an update on the progress made since August 2024, when the ARAP was published. It reflects honestly on where we've progressed and where we need to do more. We also reflect on how our approach has evolved in response to learning, feedback and changing needs.

Anti-racism is not a one-off programme of work. It requires sustained effort, accountability and a willingness to challenge ourselves. This review forms part of that commitment.

## Progress to date

Over the past year, Transport for Wales has made progress against a number of actions set out within the ARAP. This includes activity across governance, colleague engagement, learning and development, and organisational culture.

Key areas of progress include:

- Introduction of the Anti-racism Advisory Panel to scrutinise and support with progress of actions within the ARAP.
- In-person anti-racism training delivered to Communications team and People and Culture Senior Leadership Team, with further training booked for HR Business Partners and Case Managers.
- Strengthened governance and oversight, with clearer accountability for anti-racism actions across teams and senior leadership.
- Increased visibility of anti-racism commitments, through our communications plan ensuring that expectations around behaviour, inclusion and challenge are communicated more consistently.
- Improved learning and awareness to help colleagues understand racism, bias and their role in challenging discrimination.
- Engagement with colleagues and networks, allowing people with lived experience to inform our approach and shape future actions.

Ongoing evaluation and feedback will continue to inform how these actions translate into meaningful change for colleagues and customers.

## Learning and Reflection

This year has reinforced that our anti-racism work cannot sit in isolation. It must be embedded into everyday decision making, policy development and organisational culture.

Key learning points include:

- The importance of moving beyond awareness of antiracism towards action, particularly where colleagues are unsure how to challenge racism in practice.
- The need for clearer measures of impact of actions.
- The value of listening to lived experience, while ensuring responsibility for change does not sit solely with those affected by racism.

These reflections have directly informed our proposed updates to the ARAP, ensuring the plan remains relevant, focused and aligned with organisational priorities.

## Updates and proposed changes to the ARAP

As part of this annual review, we've undertaken a refresh of the ARAP with the support of the Anti-racism Advisory Panel to strengthen its effectiveness and clarity.

Proposed updates include:

- Refining actions to be more outcome-focused, with clearer success measures and timescales.
- Clarifying roles and responsibilities for actions, ensuring accountability is shared and understood across the organisation.
- Embedding anti-racism more explicitly into existing processes, such as policy development, people practices and service design.
- Aligning the ARAP more closely with wider EDI priorities, including intersectionality and socioeconomic considerations.

These changes reflect learning from the past year and feedback from colleagues. They are intended to support sustained progress rather than short-term delivery.

## Our ongoing commitment to Anti-racism

Looking ahead, we'll focus on:

- Strengthening accountability for delivery of ARAP actions through the creation of a progress tracker.
- Improving how we measure progress and impact by adding quantifiable measures to each action within the progress tracker.
- Building confidence and capability across the organisation to challenge racism effectively.
- Continuing meaningful engagement with colleagues, partners and communities.

This annual review demonstrates the progress made to date, while recognising that anti-racism is ongoing and requires sustained commitment. We remain dedicated to learning, adapting and taking action where needed. By continuing to challenge ourselves and each other, anti-racism will remain a core part of our commitment to doing the right thing and being an organisation where everyone feels respected, safe and valued.

## Education and awareness

Action	Status	Update	Timescale
Develop an internal site with a range of educational resources, articles, and podcasts to help employees educate themselves on racial injustice, implicit bias, and historical realities.	In progress	We developed Anti-racism materials using external resources.	2 years
Establish an Anti-racism Panel of colleagues and external community experts who can support us with our action plan and evaluate our progress.	Complete	We established our Anti-racism Advisory Panel in September 2025. The panel consists of colleagues, customers and community experts. It meets quarterly to review the progress of ARAP actions and provide feedback.	1 year

## Inclusive policies and procedures

Action	Status	Update	Timescale
Establish a strong, unequivocal anti-racism policy, explicitly stating our commitment to eradicating racist behaviours and attitudes within the organisation.	In progress	The Anti-racism Advisory Panel will provide guidance and support to the People and Culture Directorate in their development of anti-racism policy.	2-3 years
Clearly outline the consequences of disregarding this policy, including disciplinary actions and will ensure the relevant individuals are trained to define and respond to racist incidents.	Not started	The Anti-racism Advisory Panel will provide guidance and support in developing the anti-racism policy and subsequent disciplinary actions for perpetrators of racist abuse	2-3 years
Encourage internal reporting of incidents of racism and other reportable issues via the new confidential reporting email.	In progress	Internal options for a reporting system have been developed and are currently under review by the People and Culture Senior Leadership Team. External reporting system solutions are also being explored.	2 years
Review performance evaluation processes to ensure transparency, fairness and the absence of racial bias	In progress	People Services is reviewing the performance evaluation process to ensure it is fair and reduce racial bias.	1-2 years
Aim to provide spaces within colleague areas where colleagues can exercise their faith or cultural practices.	In progress	Quiet rooms are available across all TfW office locations. We're looking to standardise these spaces and ensure they are appropriately equipped. The Faith Fellowship colleague network will support this work. We're also exploring how similar provisions can be extended to station-based colleagues.	1-2 years

## Colleague Support Networks

Action	Status	Update	Timescale
Build on and expand the work of our Colleague Support Networks that focus on promoting racial equality	In progress	Colleague Support Networks continue to advance anti-discrimination initiatives, including race equity. The planned establishment of a dedicated race network will further strengthen this work.	1-2 years
Ensure we are providing a safe space for underrepresented racial minorities to share experiences and ideas.	In progress	The Anti-racism Advisory Panel has been established, where several TFW colleagues will support the development of a dedicated race-focused network.	1-2 years
Dedicating resources and time for colleagues to attend monthly Colleague Support Network meetings. Members of Employee Resource Groups will be released from their day job for two hours per month to focus on EDI work	Complete	<p>Colleague Support Networks hold monthly meetings. Colleagues are released for up to two hours per month to attend these sessions and contribute to ongoing EDI work, in line with the organisation's commitment to supporting these networks.</p> <p>The EDI team supports the development of these networks by facilitating access to relevant learning opportunities.</p>	1 year

## Community engagement and partnership

Action	Status	Update	Timescale
Sign up for the Governors for Schools programme and provide support for colleagues from underrepresented groups to have opportunities to volunteer in the programme.	In progress	Programme requirements and capacity are currently being reviewed. Further engagement is planned to determine next steps and ensure colleagues from underrepresented groups can access future volunteering opportunities.	2 years
Work with our trade union partners on their diversity agenda.	In progress	We engage trade unions through EDI All Grades meetings, and this will continue now that additional trade unions have been recognised across TfW.	1-2 years
Work with community organisations to ensure the needs of people from racially marginalised backgrounds are considered when developing transport service strategies.	Complete	We have strengthened relationships with community-led organisations to ensure effective engagement with racially minoritised groups.	1 year
Commit to working with Race Equality Matters in their Trailblazer programme which spotlights forward-thinking organisations that are implementing impactful solutions to drive race equality.	In progress	The sign up form for the Trailblazer programme is no longer active. However, Transport for Wales is in active contact with partners to explore alternative opportunities for collaboration to ensure continued progress in driving race equality.	1-2 years

## Recruitment and opportunities

Action	Status	Update	Timescale
Provide career options to all through advertising, outreach initiatives and spotlighting role models to target underrepresented groups	In progress	We continue to highlight a diverse range of colleagues, including those from ethnic minority backgrounds, in our campaigns and videos to demonstrate the opportunities available across the organisation.	1-2 years
Build relationships with multicultural organisations such as Diverse Cymru, Oasis and the Muslim Council of Wales	Complete	We have been working with the Amanah Project and United 2 Change to deliver a careers insight day and employability workshop, with several young people undertaking paid 20-week placements across TfW.	1 year
Work with schools to get a higher uptake of apprenticeship opportunities from ethnic minority communities by being proactive with outreach and community engagement.	Complete	We worked with Careers Wales and their school ambassadors to promote our apprenticeship opportunities, as well as with other diverse community partners, ahead of the January 2026 launch. We also explored broader outreach methods, including the use of social media and virtual engagement sessions with managers across relevant directorates to ensure wider access to these opportunities to racially marginalised people.	1-2 years
Provide mandatory Hiring Manager training to ensure individuals involved in recruitment are aware and act on their bias.	In progress	Back-to-Basics Line Manager training has been developed with EDI integrated into its development.	1-2 years

Action	Status	Update	Timescale
Review our Pathways Programmes to ensure they continue to provide support to underrepresented communities	In progress	A Pathways Programme framework has been mapped and further development is underway, including the creation of a brochure to showcase the various pathways across the business and on our website.	1 year
Identify any retention issues of colleagues from ethnic minority communities by ensuring a robust exit interview process is in place to enable us to analyse trends.	In progress	Exit interviews are undertaken in Rail and Group. However, the two processes are not currently aligned. Work to standardise and align the Group and Rail exit will begin later in 2026.	1-2 years
Develop a suite of activities designed to build employability skills for young people from underrepresented backgrounds	In progress	Further scoping is required to evaluate alignment with current priorities and to establish a clear strategic link with Early Talent programmes.	2 years
Increase the diversity of our senior colleagues including membership of our Board.	In progress	Work to improve senior-level diversity is ongoing, with further activity required to strengthen progression pathways and broaden diverse talent pipelines.	3+ years

## Communications

Action	Status	Update	Timescale
Develop an anti-racist internal communication plan using approved language and conveying our commitment to being anti-racist.	Complete	Anti-racism training has been delivered to the Communications team to ensure anti-racism is embedded consistently across all communication plans from the outset.	1 year
Create a clear external communications plan explaining our zero-tolerance approach to racism from our customers	In progress	An external campaign on zero tolerance of colleague abuse is already in place. However, it did not engage with racial explicitly. . We're exploring opportunities to address it in the future.	2 years
Produce a programme of events which will celebrate the lived experience of our colleagues	In progress	<p>EDI, in collaboration with the Colleague Support Networks and Communications, has developed a calendar of awareness months, days and weeks to support coordinated planning of colleague-led events, including those linked to race and racism.</p> <p>In June 2025, we launched the Travel Safer campaign, which has also been refreshed with updated imagery, including a new design circulated across South Wales that strengthens messaging on collaborating with police and our zero-tolerance approach to all forms of abuse.</p> <p>The campaign will continue in 2026 and may adopt a revised approach.</p>	1-2 years

Action	Status	Update	Timescale
<p>Continue to show diverse representation in marketing and outreach by ensuring that materials, campaigns, and external communications reflect the diversity of Wales</p>	<p>In progress</p>	<p>This work is ongoing, with continual improvements being made so that we reflect the diversity of Wales. Current progress includes:</p> <ul style="list-style-type: none"> <li>• Updated branding with new illustrations reflecting our diverse workforce, which is now used across marketing and communications</li> <li>• A refreshed active travel image library featuring a more diverse range of people.</li> </ul>	<p>2-3 years</p>
<p>Understand how best to communicate with all our colleagues including frontline colleagues to see how we can best deliver communications that everyone will be engaged with.</p>	<p>In progress</p>	<p>This is a priority for the Communications team. Several initiatives are underway to improve engagement among frontline colleagues, ensuring they have greater visibility of anti-racism and other EDI messaging and related updates. Work includes enhancing guidance on using mobile devices and tablets and simplifying communication channels.</p>	<p>1-2 years</p>

## Ongoing evaluation

Action	Status	Update	Timescale
Collect and analyse demographic data from our workforce to identify any disparities or areas requiring improvement.	In progress	Work is underway to improve how we collect and analyse workforce demographic data to better understand representation and identify disparities. Initial scoping has highlighted data gaps, quality issues and required HR system improvements.	3-4 years
Conduct biannual surveys, focus groups and interviews to assess employee experiences and perceptions of racial inclusion and equity.	In progress	Work to improve how we gather insights on racial inclusion is underway. TfW's recent Culture Survey has provided a strong baseline on colleague perceptions of inclusion, belonging and organisational culture. These findings are now being reviewed to identify themes linked to racial equity and to shape the approach for future biannual engagement.  A structured programme of focus groups and interviews is also being developed.	2-3 years
Create an EDI dashboard to monitor how to monitor the diversity of TfW's workforce and look at areas where additional improvement is needed.	In progress	Work to develop an EDI dashboard is in its early stages. Initial scoping has identified the need for improved demographic data quality and clearer system alignment before meaningful dashboards can be produced.	3-4 years

## Anti-racism Advisory Panel

The Anti-racism Advisory Panel was established in September 2025 to strengthen oversight, challenge and guidance in delivering the Anti-racism Action Plan.

The panel brings together people with expertise and lived experience of racism, equality and community engagement. Its purpose is to provide independent insight and constructive challenge to ensure that our approach remains credible, impactful and informed by a wide range of perspectives.

The Advisory Panel has supported Transport for Wales in several key areas, including:

- Reviewing progress against ARAP commitments, providing feedback and challenge on delivery and impact
- Advising on emerging priorities and risks, helping to ensure our approach remains responsive and relevant
- Sharing external perspectives and best practices, drawing on expertise from across communities, sectors and lived experience
- Strengthening accountability, encourage continued reflection on how anti-racism commitments translate into meaningful organisational change.
- The panel has already played an important role in shaping the refinement of the ARAP, including providing input into the proposed updates outlined within this review.

Transport for Wales recognises the value of independent voices in supporting this work. The Advisory Panel will continue to meet quarterly, providing ongoing guidance as we progress our anti-racism commitments.