



# Diversity, Inclusion and Equality of Outcomes Strategy



# 01

## Foreword by Kath Palmer, CEO



Embracing Equality, Diversity and Inclusion is essential for Cadwyn to thrive as a business where people of all backgrounds can come together and achieve success

Our People Strategy aims to have a thriving organisation, thriving workforce and thriving individuals and this strategy is key to achieving this.

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**WE WANTED TO START  
THE CONVERSATION**

”

In developing this strategy we; the leadership team and the Board, wanted not just the final strategy document, but to raise the conversation about what equality means, why we should be bothered with it at all levels, and what we want from such an action. We wanted to start the conversation – a conversation which was made even more poignant by the killing of George Floyd and the subsequent challenges to us about our responsibilities as a key provider of housing and other services rooted in Cardiff.

This strategy, co-created with you, is the continuation of our conversation and the launch of specific actions we agree will help make real what we agree is our vision, purpose, mission and values. You have told us in real terms what good would look like in 2030, if we succeed so we have a destination.

We want to thank all staff, tenants, board members and volunteers who have engaged in this conversation, for sharing your confusions and insights, your hopes and your fears.

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During those conversations we identified that there was confusion about what different equality related words meant and what new behaviours and ways of being we needed to adopt to be truly equal. We recognise that we don't all start at an equal point, and that we have to remove barriers. It is often said that diversity refers to people who have historically been excluded from service or employment for example protected groups (see list of protected groups at the end). Inclusion means having a voice at the table and belonging means having a voice that is heard. Equity means constantly and consistently recognising and redistributing the power we have to change things for the better. We also learn that doing the same for everyone is not being equal because excluded groups start at different points and we need to do different things to get them to the same level playfield as most of us.

Positive action under the Equalities legislation helps us do this. Together with you, we have agreed with the Board, the following strategy for Diversity, Inclusion and Equality of outcomes. We say Diversity, Inclusion and Equality of outcomes because we want to see better outcomes for people – better job opportunities, better housing, better services and generally better life chances. It is both our responsibility but also their right to have the same life chances as everyone else.

*K. Palmer*.

**KATH PALMER, CEO**



# 03 Key messages from conversations

## ABOUT CADWYN:

"We invest in tenants facing needs"

"Invests in tenants needs especially houses but we do more than provide homes"

"Tenant based" and restorative approach made them humble, insightful and patient with talent challenges. "Can make a difference".

"Lot of training opportunities – made me patient with tenants".

Staff felt "blessed" and protected to be working or Cadwyn especially during Covid- 19 period. Felt protected by health checks and furlough. "Good place to work – safe and supportive". "Reflect my own challenge/disability and that's why I stay"

"I feel looked after as an employee"

## ABOUT EQUALITIES:

"Remove all barriers - language, disability, gender, LGBTQ+, application to interviews"

"Need to reflect diversity in the faces we see inside the organisation"

"Cadwyn need a wider pool of applicants / more diverse, else lip service"

"Fairness for all cultures, races, disabilities etc"

"See everyone as same"

## ABOUT EMPLOYMENT:

"Need a wider pool of people to select from when employing people - not applying"

"The main barrier to improving our services is the lack of Black, Asian and Minority Ethnic staff with languages. Currently ineffective (translation line helps a little, using relatives and children) and is inefficient. Worked well when we had Hyas ( Arabic speaker but also knew customs and approaches to services by minority ethnic groups)

"How say we want the best person"...and not discriminate"

# 06

## Vision, purpose, and mission



### VISION:

A Cardiff that has interconnected communities respecting and celebrating difference

### PURPOSE:

To strive for equality of outcomes for those experiencing discrimination



### MISSION:

To be proactive, and ambitious in creating sustained change

# 07 Envisaged future 2030

## OUR ENVISAGED FUTURE - WHAT GOOD WOULD LOOK LIKE IF WE SUCCEED TO 2030 IS THAT:

- 1.Cadwyn is recognised as a leader in the sector for embedding equality across the organisation
2. We recognised a need for change and developed our policies and processes to attract and retain more diverse individuals
- 3.We learned through COVID-19 how more agile working approaches could enhance our offer of opportunity to a wider, more diverse group of people to welcome to our team
4. We have strong relationships with our tenants and have worked hard to address the power imbalance between housing provider and resident
5. We continuously worked towards eradicating systematic barriers. We recognised that this is a long-term action and we remained committed to this work
6. Our approach to our services is informed by the lived experience of others. We work together, we co-produce and we remain open and honest
7. Equality, diversity, and inclusion is at the heart of what we do. Our organisation is a reflection of this
8. We have strong and meaningful collaborative relationships with diverse communities and the organisations that support them
9. We are known not to accept social injustice, we recognise the importance of our role in creating an equal society, and we are committed to working towards that. We have strong leadership from the Board, senior leaders and managers

# Our core values and relationships to work in equalities

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Both the Board and the senior leadership team discussed what values they would like in relation to this strategy for equalities.

We discussed how Cadwyn had already developed and had consulted on 4 key values:

## OUR CORE VALUES

Fairness  
Kindness  
Honesty  
Respect

Below is a suggestion of how the beliefs about equalities we heard you say explains each value.

# FAIRNESS

In relation to **fairness**, we believe that:



- We walk a mile in the other person's shoes and so our work is informed by empathy.
- We understand that to get different results, we need to apply different ways of working.
- We are innovative.
- We need to actively listen to the lived experiences and voices of marginalised communities must be included and heard fairly.

# KINDNESS

In relation to **kindness**, we believe that:

- We work compassionately with people to produce solutions that work, especially those from seldom heard groups.
- We need to support, encourage, and nurture the potential in staff so that we not only have diversity in terms of staff profile but diversity in talent and decision making.
- We need to not judge people but facilitate learning on how we recognise and use our own privilege for positive and fair outcomes for all.



# HONESTY



In relation to **honesty**, we believe that:

- We need to be accepting of where we are so that we start with acknowledging our different histories and privileges.
- We need to challenge unacceptable behaviours and support others who challenge.
- We need to pause and reflect so that we constantly learn from our successes and more; from our failures.

# RESPECT

In relation to **respect**, we believe that:

- We need to ask what our diverse group of tenants need to meet their needs - provide culturally sensitive, and appropriate services, adaptations and more.
- We must embed a culture of safety where staff, tenants, and all other stakeholders are empowered to raise issues in relation to equality at Cadwyn.
- We must enable a culture of having difficult conversations so we can unearth the real challenges for protected groups and for us all.

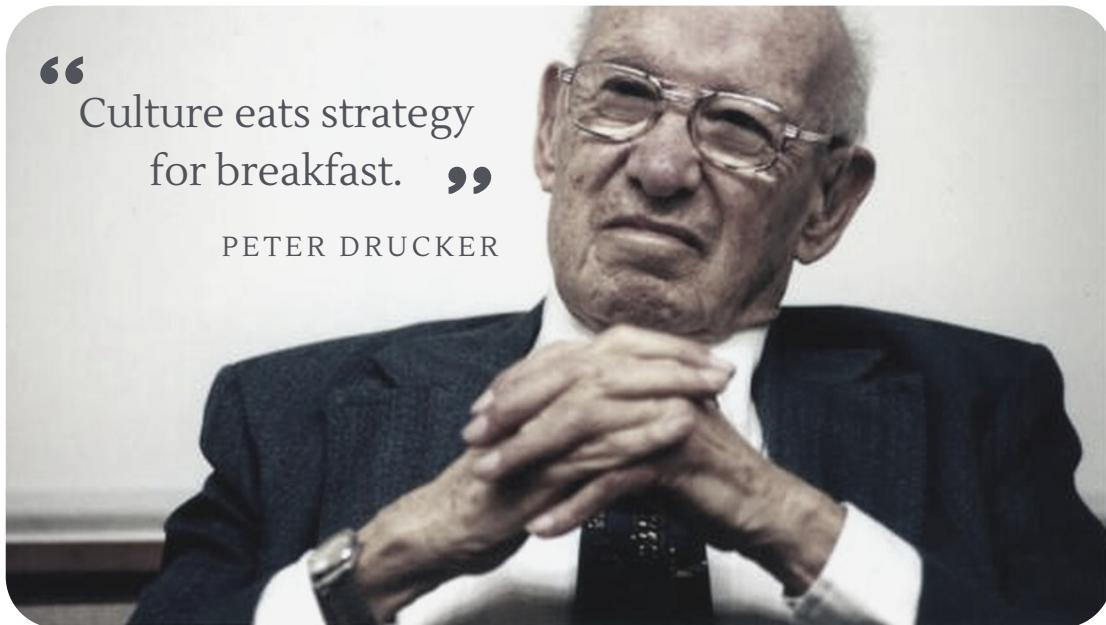


# Culture change 11

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Culture eats strategy  
for breakfast. ”

PETER DRUCKER



Our **People Strategy** focuses on creating a thriving organisation, workforce and individuals and it is important that we use restorative approaches to support us to achieve this. This includes but is not limited to working with people, living our values, using the ladder of leadership, being mindful and having a psychologically informed organisation. We believe that this will provide a strong foundation for Cadwyn to further embrace diversity going forward.

Overall, we want to create a culture where protected groups and all others **feel safe** to be able to ask questions and in a way that both supports and challenges others, and importantly ourselves. We will do this by showing leadership, role modelling - by walking the talk and never assuming that we have learnt all we need. We will not become complacent; we will check and monitor our actions so that we can ensure that they are reflective of our intentions.

We will respond to tenant needs in a way that respects their cultural, adaptation and other needs and gives a swift and efficient service. We believe that by responding in a sensitive and appropriate (languages, accessibility, etc.) way we will not only be more effective in our delivery of services but also more efficient as an organisation.

Our journey into this work has expanded our understanding of equity and what it truly means to have equality of outcome. We understand and will treat people according to their needs as we recognise the fallible nature of adopting a ‘one size fits all’ approach.

# 12 Six transformational goals

Our six transformational goals to achieve our vision and purpose include:

1



**To increase diversity across all parts of the organisation - Board, staff and volunteers.**

**Outcome:**

Cadwyn will become more representative of the communities we live in and serve.

2



**To increase the positive experience of Cadwyn as a place of work and for services for communities.**

**Outcome:**

Cadwyn will be seen as a safe and desired place for diverse groups to relate with and work in.

3



**To build strong links with communities we serve, develop collaborations with the known and new organisations for protected groups to not just develop our work but to support that of others.**

**Outcome:**

Cadwyn will have a reputation as the first to call partner for communities and others.

4



**To make visible our attempts to all our tenants, staff and stakeholders.**

**Outcome:**

All we do and say will be reflected in our image of equality of outcome, diversity and inclusion.

5



**Make our services accessible and appropriate for all communities to engage and participate with.**

**Outcome:**

Our services are as accessible as possible to all our tenants.

6



**To put in place an innovative reflections, and review as well as monitoring system.**

**Outcome:**

Cadwyn will demonstrate how it learns from its success and its failures about its work on equality of outcome and inclusion, in an open and transparent way.

## **1. Increasing diversity across all parts of the organisation; Board, staff and volunteers**

### **ACTIONS:**



- To develop a pipeline for Boards (board academy) with Taff, CCHA and Linc for Board recruitment focusing on BAME characteristics and use the wider networks and tools for recruitment.
- Work to refresh and focus recruitment and selection tools and approaches to secure greater diversity and train managers in equality for recruitment, managing and retaining staff.
- Offer secondment/mentoring to leaders and potential leaders from protected groups;

## **2. To increase the positive experience of Cadwyn as a place of work and for services for communities**

### **ACTIONS:**

#### **For tenants**

- Seek to develop a network of opportunities including volunteers and other stakeholders and enhance the use of digital approaches and translation services to improve our offer of efficient and effective services for all people.
- Develop and facilitate a series of workshops and safe space sessions that help to establish boundaries, best practice and practical advice on how to respond to unacceptable behaviours from others.
- Respect and provide services that are culturally appropriate, responsive to the needs of diverse individuals and groups and take into consideration the impacts of intersectionality.



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## For staff

- Develop a series of workshops, case studies and safe space sessions that help to establish boundaries, best practice and practical advice on how to respond to unacceptable behaviours from others.
- We will develop clear, simple and prompt policies for dealing with desired / unacceptable behaviours by staff and by tenants.
- Develop open and transparent conversations about progression, opportunities and appointments. Our staff and tenants Equality Group will act as one of the platforms within the organisation to allow equality related topics to be raised.
- We will improve our exit interviews by including questions related to experiences that may have been harassing or unwelcomed and review our staff surveys to do similarly.



**3. To build strong links with communities we serve and to develop collaborations with the known and new organisations to not just develop our work but to support that of others.**

### ACTIONS



- Undertake a stakeholder mapping of organisations in our area and key ones across Wales that interest and overlap in our work.
- Identify key organisations from protected groups working in our area and seek conversations about mutual collaborations and possible partnerships if appropriate.
- Develop relationships and partnerships with local groups and other social landlords about challenges and issues in their localities and in their community.

**4. To make visible our attempts to all our tenants, staff and stakeholders**

### ACTIONS

- All our publicity materials include diverse groups of people, and at all levels and roles.
- We have in place good mechanisms to make our services and provisions accessible to all protected groups
- Review and simplify our website



## 5. Make our services accessible and appropriate for all communities to engage and participate with.

### ACTIONS



- Make translating and interpreting services available to all service areas
- Ensure that the locations we use are accessible
- Identify the key documentation that relates to accessibility of services
- Set up an EIA advisory group to support the organisation

## 6. To put in place an innovative reflections, and review as well as monitoring system

### ACTIONS

- Identify what data we need on protected groups (for workforce and tenants) and how to collect them.
- Future-proofing work to include planning for the needs of protecting groups.
- Have ready access to data and lived experience information on disparities in housing and services for different protected groups
- Interrogate data we have on representation on Board, Workforce, and volunteers



# 16 Legislation



Cadwyn will take all reasonable steps to ensure that individuals, or groups of individuals (not necessarily limited to those defined by the protected characteristics listed below), are not excluded, disadvantaged nor unlawfully discriminated against in any manner as outlined in the Equality Act 2010. In particular we take hate crime seriously as described in the Anti-Social Behaviour and Hate Crime policy.

## THE PROTECTED CHARACTERISTICS COVERED BY THE EQUALITY ACT 2010 ARE:

### AGE



### DISABILITY



### GENDER REASSIGNMENT



### MARRIAGE & CIVIL PARTNERSHIP



### PREGNANCY & MATERNITY



### RACE



### RELIGION OR BELIEF



### GENDER



### SEXUAL ORIENTATION

