



Cadwyn Housing Association QED Award Annual Review – Year One



promoting equality in housing
hybu cydraddoldeb ym maes tai

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Client Report Details

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Introduction

Cadwyn Housing Association is a medium sized registered social landlord in Wales, with approximately 130 staff and 1500 properties, all based within the City and County borough of Cardiff.

The organisation has 14 Board members and an Executive Team.

Tai Pawb and Cadwyn began QED in early 2020 and they continued their action plan through-out the lockdown period. The final review meeting was held with Cadwyn in November 2020 and following that meeting, the Tai Pawb assessors extended the timescale by 3 months, and they were awarded QED in April 2021.

Cadwyn was the sixth housing association to undergo the QED process and be awarded QED by the Panel. Activity on QED has continued to be led by their Director of Operations and Head of People Services, with their QED Equalities group actively involved and contributing to progressing actions.

The purpose of this report is to provide Cadwyn with a summary of findings following review after twelve months of accreditation and recommendations for the forthcoming twelve months.

Outcome 1: A clear strategic approach is taken to achieving equality in everything that the organisation does

Summary from QED report April 2021 (for highlighted good practice see initial report)

Although there was no Equality strategy in place; 75% of people who took the QED Staff/Board member survey thought that Cadwyn did have an Equality strategy. During QED Cadwyn procured a consultant to draw together a bottom-up equality strategy with a focus on race. The consultant conducted 6 Equality Engagement sessions (not including the session with staff forum) with Cadwyn Board, Senior Leadership Team, Customer Facing Staff, Back Office Staff, Supported Housing, *CanDo* Contractors, and Tenants. This strategy was not launched at the time of the Stage 2 report.

In order to improve board diversity, Cadwyn have adopted the Rooney Rule in recruitment and have teamed up with CCHA, Taff Housing and Linc to develop a training scheme for new board members to prepare those candidates with relevant diversity and skills/experience but less board experience for governance positions.

Cadwyn have updated their Schedule of Designated Authority (SODA) document to specify that any policies / strategy going to Board or Committee, or any new policy should have an EIA attached.

Cadwyn are yet to streamline equality monitoring data and present it in a dashboard format, for the Board and others to engage with it more accessibly.

Outstanding Actions

- Building on the positive work of the new Equality Strategy, develop an action plan containing SMART objective.
- Streamline equality monitoring data and consider presenting in a dashboard format, e.g., visual data, for the Board and others to engage with it more accessibly.

Steps Required for Continuing Improvement

By the QED Year One review, Cadwyn will have:

- Made progress on their Equality Strategy action plan.
- Ensured staff awareness and engagement with the Equality Strategy.
- Made progress on Board recruitment partnership work with other RSLs.

- Ensured monitoring data was being presented to board in a dashboard/more accessible format.

Tai Pawb’s Assessment

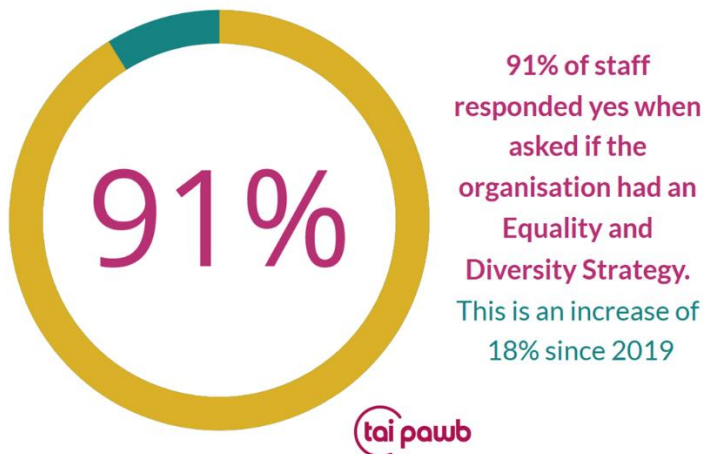
Actions Outstanding from April 2021 QED Panel Report

There were two outstanding actions from the QED Panel report for Outcome One. The first related to Cadwyn’s Equality Strategy having an action plan that was ‘smart’. This action plan has now been developed and is comprehensive.

The second outstanding action related to monitoring data being presented in a more accessible format. Planned work on this has been delayed, due to a delay in recruiting a Data Analyst and it is hoped this role and the associated work, will commence this summer.

Year One Steps for Continuing Improvement

One first year area of work, related to progress being made on the Equality Strategy Action Plan and the plan now in place is comprehensive, incorporating- QED, DNW and EDI Strategy actions. Whilst there are gaps in some areas and some updating is required in other areas, it is clear that good progress is being made on a range of actions.



A second action for year one was to ensure staff awareness and engagement in the new Equality Strategy. The QED year one staff survey, although having a low response rate, indicated a high awareness of the strategy, as shown

in the diagram above. In addition, as shown below, there was a significant increase- 24%- in staff who thought the EDI Strategy was applied completely.

Since 2019 -
 24 percentage point
 increase in those who
 thought the Equality
 Strategy was applied
 completely

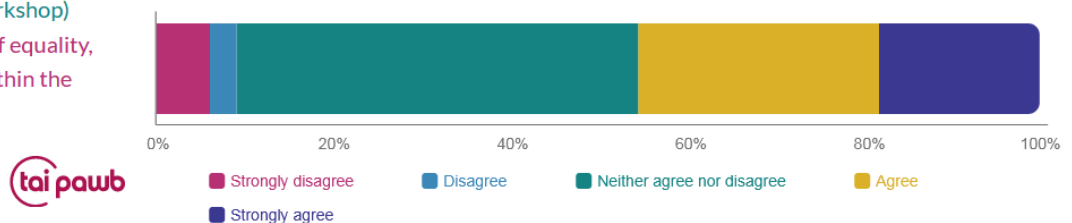


A third action, relating to improving Board diversity through partnership working with local RSLs, has made substantial progress. The partnership project called, *Pathways to Board*, now has a Programme Manager, who has developed networks and relationships across South Wales. The programme is now fully operational, with the first cohort of participants currently going through the programme.

The last action in this outcome related to the more accessible data reporting to Board and as outlined previously, this is still to be developed.

45% of respondents agree that their involvement in developing Cadwyn's EDI strategy (internal workshop) made them more aware of equality, diversity and inclusion within the workplace

Do you agree your involvement in developing Cadwyn's EDI strategy (internal workshop) made you more aware of equality, diversity and inclusion within the workplace?



Next Steps

By the Year Two Review, Cadwyn will have:

- Shown further progress on recruiting Board members from a more diverse range of backgrounds
- Ensured monitoring data is being presented to board in a dashboard/more accessible format.
- Shown how their Board are using insights gained from more accessible equalities data reporting, to help shape their discussions and agreed actions.

Outcome 2: Services delivered are fair, do not discriminate and meet people's needs, continually responding to changes and challenges as they develop.

Summary from QED report April 2021 (for highlighted good practice see initial report)

Cadwyn already had an equal opportunities policy in place, which also included those with caring responsibilities as one of the protected characteristics.

Equality Impact Assessment (EIAs) were already being carried out by Cadwyn, all new policies and strategies have an EIA and there is a template for board reports so that equality implications are captured. Cadwyn have carried out EIA training for staff to include a broader range of the staff team in completing EIAs.

Whilst the action relating to analysing complaints data using equalities data has not yet been achieved, there had been some good progress, so that:

- A new internal procedure for managing complaints has been developed.
- Frequency of complaints report to Board changed from annually to twice a year.
- This report will also include equality data and themes information.

An internal review of the complaints processes highlighted a number of changes. The annual complaints report is due to go to Board in April 2021 and it would be expected that any potential equality related themes would be identified.

In development of the Comms plan Cadwyn engaged with tenants on E&D, and this was followed up with a workshop with TPAS on transparency and accountability.

The *Can Do* (repairs) Code of Conduct could be further improved by including specific equality considerations and practical examples.

Actions Outstanding from April 2021 QED Panel Report:

- Analysis of complaints using equality and diversity monitoring data has not yet been done, although steps to progress this have been made.
- *Can Do* Code of Conduct needs specific equality considerations and practical examples added.

Steps Required for Continuing Improvement

By the QED Year One review, Cadwyn will have:

- Evidenced that the equal opportunities policy actions are being implemented and monitored.
- Provided two examples of EqlAs with the actions within the EqlAs completed.
- Evidenced that complaints equality and diversity monitoring and scrutiny is in place.
- Ensured that the *Can-Do* Code of Conduct has been reviewed and includes specific equality considerations and practical examples.

Tai Pawb's Assessment

Actions Outstanding from April 2021 QED Panel Report

The outstanding action regarding analysing equality monitoring data of complaints was addressed by Cadwyn in the Year One review meeting and QED Assessors were informed that this has commenced, and analysis is being reported to the board. This has led to learning around ensuring people who are not first language English are supported and feel confident using routes to complain. Evidence of this work has not yet been provided to QED Assessors.

Since the awarding of QED there has been no progress on the outstanding action regarding the *Can Do* Code of Conduct. Cadwyn is prioritising completing a piece of work to produce a competency framework for staff, which will include contractors and inform the *Can Do* Code of Conduct.

Year One Steps for Continuing Improvement

Cadwyn have been able to provide evidence showing the Equality Policy actions will be monitored on a regular basis by the Leadership Team, including consideration of data and feedback obtained from staff and tenants and reported on an annual basis to the Governance, Equalities and HR Committee. Actions from the policy have been included in the overarching Equality Strategy Action Plan.

Cadwyn provided EqlAs as evidence. The EqlAs provided were of varying quality with the EqlA for Board Remuneration standing out as most effective. As part of QED, Cadwyn were asked to complete EqlAs for HR policies, an overarching EqlA was submitted as evidence for seven policies however this piece of work has room for improvement. As a result, Tai Pawb and Cadwyn have scheduled a workshop discussion, guiding Cadwyn staff through the new and simpler EqlA guidance and template from Tai Pawb, which is a positive reflection of Cadwyn's enthusiasm to engage and learn best practice.

Next Steps

By the QED Year Two Review, Cadwyn will have:

- Completed all outstanding QED actions relating to Outcome 2:
 - Analysis of complaints using equality and diversity monitoring data has not yet been done, although steps to progress this have been made.
 - *Can Do* Code of Conduct needs specific equality considerations and practical examples added.
- Provided two examples of EqlAs with the actions within the EqlAs completed.
- Provided evidence and update on work to analyse tenant equalities monitoring data. Update to include current level of equalities monitoring data held for tenant base as a whole; how this data is analysed and how the analysis is scrutinised by leadership.
- Evidenced that complaints equality and diversity monitoring and scrutiny is in place.
- Ensured that the *Can-Do* Code of Conduct has been reviewed and includes specific equality considerations and practical examples.
- Shown how Board /staff diversity is moving towards being more reflective of the communities Cadwyn serves.

Outcome 3: All people are aware of, can access and have positive experiences of services delivered.

Summary from QED report April 2021 (for highlighted good practice see initial report)

Cadwyn's Code of Conduct for Service Providers needed to be reviewed so that more specific equality considerations and practical examples were included, but this action has not yet been progressed. Cadwyn has put in place processes to monitor contractor performance in terms of equalities.

Cadwyn improved diverse representation in comms imagery with some engaging videos and images. Cadwyn have developed an action plan which includes a wide range of actions to improve accessibility and a more consistent approach to communication with tenants.

Cadwyn have added more information to their website about services, including covid-related material and the staff welfare calls to tenants' script also had accessible services information in it, including links within the website.

Cadwyn staff have now completed Customer profiling training which will give them a better understanding of why data is collected and how it is used. The actual equality monitoring form itself needed some revision and this is now in draft form.

Cadwyn Hate Crime Policy did not completely meet the requirements of the [Hate Crime Policy Checklist](#) . Raising staff awareness about hate crime and hate crime training for staff was completed in Autumn 2020 (although this should be considered ongoing in nature)

Actions Outstanding from April 2021 QED Panel Report

- Review service providers code of conduct and include wider range of cultural awareness information.

Steps Required for Continuing Improvement

By the QED Year One review, Cadwyn will have:

- Ensured that contractor monitoring includes equality and diversity considerations and is being carried out, reported and acted upon.

- Reviewed service providers code of conduct and included wider range of cultural awareness information
- Shown how the Disability Report communication related actions are progressing and any impact.
- Evidenced that a standardised equality monitoring form is now in place. (May need further revision to reflect Census 2021 format, which will then assist with future comparison monitoring).
- Shown how the reviewed Hate Crime policy is being used in practice.

Tai Pawb's Assessment

Actions Outstanding from April 2021 QED Panel Report

Outstanding since Cadwyn received the QED Award is an action relating to the Code Of Conduct for Service Providers. QED Assessors were assured this work is taking place as part of a larger review of the procurement framework however no evidence was provided of this at the Year One review meeting.

Year One Steps for Continuing Improvement

At year one review Tai Pawb assessors were assured that contractor monitoring includes equality and diversity considerations and is being carried out, reported and acted upon and that this is included in the draft Procurement Framework that is under review. QED Assessors have not yet been provided with a copy of this Procurement Framework.

QED Assessors have been assured that Disability Report actions have mostly been completed. Outstanding actions in relation to the Disability Report have been included in the Equality Strategy Action Plan which has been sighted by QED Assessors.

Cadwyn have evidenced that a standardised Equality Monitoring Form is now in place, and this reflects the format of the Census 2021 collection form.

Cadwyn's Neighbourhood Team were able to provide a short description of recent hate crime cases showing how the policy is being used in practice. Furthermore, the team recently attended a Q&A session with Race Equality First who specialise in response to hate crime. Cadwyn have also translated the hate crime reporting procedure into several different languages and shared this on their website for tenants who are not first language English.

Outcome 4: As a result of inclusive and meaningful involvement, the organisation is fairer and more responsive in how it works and what it does

Summary from QED report April 2021 (for highlighted good practice see initial report)

In Cadwyn's new Equality Strategy, they have made the commitment to make services accessible and appropriate for all communities to engage and participate with and to put in place an innovative reflections process, and a monitoring system.

Due to the pandemic, Cadwyn have delayed equality and diversity training for engaged tenants until face-to-face training could be delivered. Cadwyn have recently recruited a Tenant Engagement Lead to take this work forward.

Cadwyn have not updated their Tenancy Agreement for new occupancies to refer to equality, diversity, dignity and respect. The CSIT terms of reference and code of conduct have been reviewed and updated to include reference to equality, diversity, dignity and respect.

Cadwyn have formed an Equality group with both staff and tenants as members.

Cadwyn have taken on partnerships with specialist and community groups. As part of Cadwyn's Equality and Diversity Strategy, there is a commitment to increase this work.

Actions Outstanding from April 2021 QED Report

- Tenant training has not yet been carried out, due to impact of lockdown.
- Ensure tenancy agreements reference equality, diversity, dignity and respect.

Steps Required for Continuing Improvement

By the QED Year One review, Cadwyn will have:

- Shown progress towards ensuring that engagement and accessibility cover all protected groups, and that they use their tenant data, measure impact, share good practice.
- Carried out E&D training for involved tenants and shown how equality and diversity is being considered and discussed in tenant group meetings.
- Ensured tenant groups have a code of conduct that refers to equality, diversity, dignity and respect.

- Evidenced ongoing staff and tenant engagement with their Equality and Diversity Strategy.

Tai Pawb's Assessment

Actions Outstanding from April 2021 QED Panel Report

Outstanding since Cadwyn received the QED Award is an action relating to training for engaged tenants. This was postponed due to lockdown, until such time as it could be delivered face to face. Since this time training has been delivered by Tai Pawb to the Cadwyn Tenant Scrutiny Team. As a result of this training, the team chose to change their Code of Conduct. Beyond this, several team members attended the Tai Pawb Conference in 2021.

Another outstanding action was regarding Cadwyn's tenancy agreements. Cadwyn chose to wait for the launch of the Renting Homes Wales Act in order to review their tenancy agreements. Cadwyn have now started this work and are part of a consortium of RSLs undertaking this. Cadwyn have shared wording with Tai Pawb that meets the outstanding action requirements. Beyond this, Cadwyn are hoping to influence the wider consortium to include reference to equality, diversity, dignity and respect in future contract templates.

Year One Steps for Continuing Improvement

Cadwyn have an equality group with both staff and tenants as delegates. Members of this group attended the Tai Pawb Conference. Cadwyn are using this group as a vehicle to engage staff in their Equality and Diversity Strategy.

The Cadwyn Tenant Engagement Lead has provided evidence of best practice work to improve tenant engagement at Cadwyn. One such project was called *Let's Interpret*, and this involved Cadwyn Staff working closely with interpreters and making 25 calls to Arabic speaking tenants, who do not regularly get involved with Cadwyn, to understand how they would like to have a say in the way Cadwyn works to support its tenants.

Cadwyn Tenant Engagement Lead has led on a project to track all incoming calls from tenants. Using this data, the team have created a dashboard to allow Cadwyn to identify our callers by location, profiling data and vulnerability indicators. This will be used to understand patterns and trends within the tenant population; have a good understanding of who is reaching Cadwyn and importantly, who is not (based on the profiling data); and use the findings from the courtesy calls to improve Cadwyn services.

Cadwyn Tenant Engagement Lead has led on research to redesign tenant engagement at Cadwyn with the support of three Cardiff Metropolitan students studying BSc Housing Studies. This led to the research report *Re-evaluating Tenant Engagement at Cadwyn*. The report analyses Cadwyn's current approach to tenant engagement, it also highlights a problem that most tenants are not taking part and that this silent majority are not having a voice in service improvement. The report shows a detailed profiling analysis of involved tenants who answered the Cadwyn tenant survey in order to target communities of interest. The report goes on to show how Cadwyn has reached out to involved tenants to better understand their motivations for engaging with their landlord. The report goes on to describe an exercise researchers undertook, to identify those who do not engage, disaggregate their data and put in place actions to ensure the data of these tenants is up to date and to reach out generally. This is in order to break down barriers to engagement and to incorporate Cadwyn's wider tenant voice. The report makes recommendations to improve tenant engagement at Cadwyn with proposes the following transformational goals:

- Engagement needs to be flexible, relevant, timely and accessible leading to real change.
- Tenant scrutiny needs to be strong, robust and influenced by the many and not the few.

Overall this is best practice and a commendable piece of work.

Next Steps

By the QED Year 2 review, Cadwyn will have:

- Apply good practice and demonstrate the impact of using tenant data to ensure that engagement and accessibility covers all protected groups.
- Update on transformational goals from the *Re-evaluating Tenant Engagement at Cadwyn* report.

Outcome 5: The organisation is an inclusive workplace with a culture which values, promotes and embraces equality and diversity.

Summary from QED report April 2021 (for highlighted good practice see initial report)

Cadwyn have produced an equality training plan. The equalities training plan includes a commitment to ensure all staff have Equality and Diversity training at induction, as well as an annual refresher course. Cadwyn have developed an Inclusion Calendar, with months of the year themed for raising awareness of specific protected characteristics.

Cadwyn are now using values-based recruitment and in all recruitment interviews this year applicants are asked to talk about their values.

Cadwyn have shown plans to review their Staff Handbook and complete EIAs against the HR policies, however at this point there were no EIAs submitted as evidence.

In their Equality Strategy, Cadwyn have made commitments to a series of workshops and safe space sessions for staff and tenants, that help to establish boundaries, best practice, and practical advice on how to respond to unacceptable behaviours from others.

Positively, and despite having fewer than 250 staff, Cadwyn have continued with Gender Pay Gap monitoring.

Outstanding Actions

- Equality Impact Assessments of prioritised HR policies

Steps Required for Continuing Improvement

At the QED Year One review, Cadwyn will have:

- Evidenced the number of staff receiving annual equality and diversity training via the learning management system and number of staff receiving other equality related training.
- Decided the priority and made progress on two Equality Impact Assessments of HR policies.
- Evidenced the impact of their Equality Group: what they been working on and what impact this had on the organisation.

- Made progress on the Equality and Diversity Strategy actions on tackling inappropriate behaviour (staff and tenants).

Tai Pawb Assessment

Actions Outstanding from April 2021 QED Panel Report

There was one outstanding action from the QED Panel report for this outcome, which was producing EIAs on prioritised HR policies. Several EIAs were seen as evidence, and analysis and comment on these has already been provided under Outcome Two of this report.

Year One Steps for Continuing Improvement

In terms of steps required for continuing improvement under Outcome Five, the first related to EDI training for staff and a training report showed that half of Cadwyn staff had completed EDI training, with the other half still to complete this training. No clear timescales were available, to clarify when this outstanding training was due to be done and there was no evidence provided that other equality and diversity related training courses had been completed by any staff.

The second action related to EIAs, which has already been discussed and the third action point related to the Equality Group- what they had been focussing on and the impact of their work. Evidence was seen regarding the Equality Group's work over the past 6 months, plus it's Terms of Reference. Currently, their work is not reflected in the over-arching action plan, as a specific piece of work, but it would be good to see them included in the plan. The last action related to what progress Cadwyn had made in tackling inappropriate behaviour. Action taken so far include revising the staff exit form to include questions on inappropriate behaviour, developing a staff competency framework which includes expected behaviours, adding bullying and harassment to the EDI e-learning and looking at the Safe Space model for Cadwyn.

Analysis of the results of Cadwyn's Year One Staff and Board Survey showed:

Since 2019:

36%

increase of staff who knew of initiatives to
make experiences of diverse staff better



Staff who answered that they were aware of initiatives to make the experiences of diverse staff better, provided comments listing these initiatives and the comments are captured in this word cloud:



Next Steps

By the QED Year 2 review, Cadwyn will have:

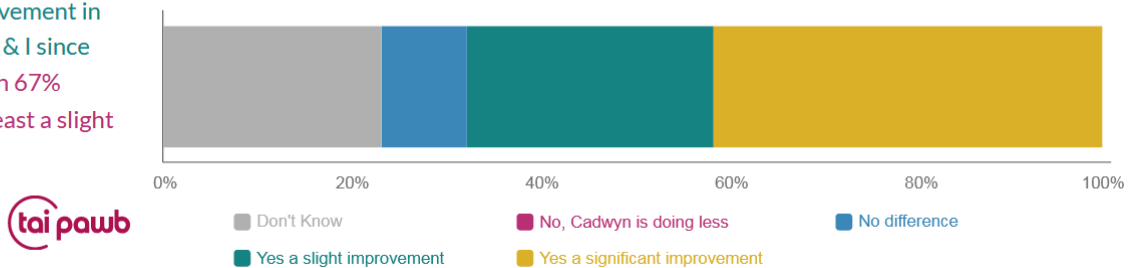
- Addressed any suggested improvement actions related to their EIAs (as per Outcome Two)
- Ensured that all staff have completed EDI training, as per Cadwyn’s own training standards
- Included the work of the Equality Group, including its impact, within the Equality Strategy Action Plan
- Made further progress on addressing inappropriate behaviour (staff and tenants).

Conclusion

Of those that completed the QED Year One Survey, two thirds think that Cadwyn are doing more on EDI since undertaking the QED award.

41% of respondents thought there was a significant improvement in Cadwyn's work on E, D & I since starting the award, with 67% thinking there was at least a slight improvement.

Do you think Cadwyn is doing more on equality, diversity and inclusion than before undertaking QED?



Another positive result from the survey showed that:

Since 2019 -
20 percentage point increase in those who knew how to get involved with organisation's E, D & I work.



Cadwyn have not been able to show progress on several outstanding actions from the initial QED Action plan all of which are listed throughout the report above. That being said Cadwyn are engaging with Tai Pawb and showing enthusiasm to address these actions.

Cadwyn had a low response rate to the QED Year One survey, which makes it difficult to see results as statistically relevant and in future year's Cadwyn may need to consider increasing staff engagement in the survey.

Positively, Cadwyn are currently demonstrating best practice in some areas with innovative projects to be commended e.g.

- Redesigning Tenant Engagement at Cadwyn
- Pathway to Board
- Equality Strategy with action plan

- Specialist Q+A on Hate Crime with Race Equality First
- Contract review ahead of RHW Act
- Staff and Tenant mixed Equality Group
- Lets Interpret
- And more listed above in the report...

RSLs are facing a lot of competing priorities as we move into a post pandemic world. Despite this Cadwyn's work on the Equality Strategy and also Tenant Engagement over the last year have been very high quality. Both can be held up as examples to the housing sector in Wales. QED Assessors are looking forward to hearing more and supporting where needed as we move into Cadwyn's second year of holding the QED award.

Appendix 1

Cadwyn Year 1 QED Survey Analysis

Stage 1 (October 2019) – 77 responses

1 year review (October 2021) – 34 responses

Question	Response Stage 1	1 year review
1. Does your organisation have an equality and diversity strategy, scheme or equivalent in place?	Answered: 77 Yes: 73% No: 8% Don't know: 19%	Answered: 34 Yes – 91% No - 0 Don't know –9%
2. How well do you feel that the strategy, scheme or equal opportunities policy is applied in practice?	Answered: 76 Slightly: 7% Moderately 29% Very: 47% Don't Know: 17%	Answered: 34 Not at all – 3% Slightly – 0% Moderately – 12% Very – 47% Completely – 24% Don't Know – 15%
3. Are you aware of any changes or initiatives that have been made in your organisation to make the experiences of diverse tenants better? This could include changes made before the QED assessment	Answered: 76 Yes: 32% No: 68% 23 examples given	Answered: 34 Yes – 38% No/Don't know – 62% 10 respondents gave examples
4.		<ul style="list-style-type: none"> • guaranteeing interviews to ethnic minorities, if they meet the criteria • Board project and staff version is get into housing to give a better

		<p>representation in the support and services we provide.</p> <ul style="list-style-type: none"> • initiatives to reach more diverse tenants - great work of Richard, Naz and team - includes reserach, tenant profiling, tenant engagment, equalities and diversity new group with teants involved etc • Pathways to Housing Signing up to Deeds Not Words Staff/Tenant Equalities group Core training includes new E&D e-learning module Accessible Wales disabilities training Relationship with Race Equality First More adapated properties being built • Review of complaints by tenant group which is also considering EDI breakdown Specific project to engage with tenants who are hardest to reach to review why/ identify barriers Pathways to Board programme to promote representation and provide opportunities 'Get Into Housing' scheme to provide oppourtunities for tenants to enter the housing workforce & improve representation and overall experience
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		<ul style="list-style-type: none"> • Working directly with under-represented groups to establish why they do not engage (i.e. in survey's and engagement activities). • Adopted new Tai Pawb E&D questions for tenants on sign up and developed new way of recording these on our systems. Sending out texts in different languages • Recruitment process changed tenancy agreements in other languages tenancy moving in sheet New tenant coach being recruited • Using community based interpretation services to support and engage with our tenants. Working with other equality based organisations such as Race Equality First, Diverse Cymru, Platform etc., Being involved in the Get into Housing Project which supports Cadwyn in diversifying its employee profile in a bid to better serve the wider community. The creation of a Staff and Tenant's Equality Group - currently doing work in Butetown as part of new development(s). Equality is generally talked about more frequently from senior leadership to frontline.
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		<ul style="list-style-type: none"> • I am part of an equalities mapping strategy, looking at organizations we have links with to see gaps in service and where we could strengthen relationships to make sure we are offering the best and most appropriate services to all tenants but in particular to improve our knowledge and contacts to improve the experiences and help we offer to diverse tenants. •
5. Are you aware of any changes or initiatives that have been made in your organisation to make the experiences of diverse staff better?	<p>Answered: 73 Yes: 5% No: 95%</p> <p>5 participants gave examples</p>	<p>Answered: 34 Yes – 41% No/Don't know – 59%</p> <p>12 respondents gave examples</p>
6.		<ul style="list-style-type: none"> • Same as above • e.g. Clear commitment to Deeds not words and also change for Rooney rule in HR policies, plus pathways to board programme and pathways to housing programme for instance • Equalities Group established Equalities Action plan developed Recruitment practices have improved to ensure we are reaching out to more diverse applicants. • Interview process

		<ul style="list-style-type: none"> • Improvements to the recruitment process, • Signing up to Deeds Not Words - more conversations/awareness of race Presentations at monthly staff meetings e.g. by LGBTQ+ colleague Staff/Tenant Equalities group Core training includes new E&D e-learning module • Pathways to Board Get Into Housing Other smaller initiatives such as changes made to stock photography use in recruitment process • Equality and well-being initiatives each month • guest speakers talking about equalities matters at our monthly staffing meeting (i.e. sharing their lived experiences). • BAME staff member is now CIH Housing Future Cymru member and is able to feed back from a BAME point of view BAME staff member is now on a Pathways to Board forum • Pathways to Board - some members of staff are now currently undergoing this programme to obtain Board positions in future. The adoption of the Rooney rule in all recruitment. Varied equality related issues being
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		<p>discussed via internal comms to staff.</p> <p>There is now a group focusing on menopause that both women and men can attend.</p> <ul style="list-style-type: none"> •
7. How open can you be at work about your personal circumstances and background?	<p>Answered: 73</p> <p>Not at all: 8%</p> <p>Slightly: 7%</p> <p>Moderately: 21%</p> <p>Very: 40%</p> <p>Completely: 25%</p>	<p>Answered: 34</p> <p>Not at all – 3%</p> <p>Slightly – 6%</p> <p>Moderately – 0%</p> <p>Very – 53%</p> <p>Completely – 38%</p>
8. Do you know how to get involved with your organisation's work on equality as a staff member?	<p>Answered: 73</p> <p>Yes: 48%</p> <p>No: 52%</p>	<p>Answered: 34</p> <p>Yes: 68%</p> <p>No: 32%</p>
9. CADWYN started work towards QED in 2019. Do you think your organisation is doing more on equality and diversity than before undertaking QED?	N/A	<p>Yes, a significant improvement – 41%</p> <p>Yes, a slight improvement – 26%</p> <p>No, there's no difference – 9%</p> <p>No, CADWYN is doing less on equality and diversity - 0%</p> <p>Don't know/have worked for CADWYN for less than 2 years – 23%</p>
10. Do you agree your involvement in developing Cadwyn's EDI strategy (internal workshop) made you more aware of equality, diversity and inclusion within the workplace??		<p>Answered: 33</p> <p>Strongly disagree: 6%</p> <p>Disagree: 3%</p> <p>Neither Agree nor Disagree: 45%</p> <p>Agree: 27%</p> <p>Strongly agree: 18%</p>
11. Please let us know any other comments	<i>No comments made</i>	

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18% increase in those who knew the organisation had an E&D Strategy (91% of respondents)

24 percentage point increase in those who thought the Strategy was applied completely

4 percentage point increase in those who were aware of initiatives to make experiences of diverse tenants better

36 percentage point increase in those who knew of initiatives to make experiences of diverse staff better

26% increase in those who feel very or completely able to be open about their personal circumstances at work.

20 percentage point increase in those who knew how to get involved with organisation's E&D work.

41% of respondents thought there was a significant improvement in CADWYN's work on E&D since starting the award, with 67% thinking there was at least a slight improvement.

45% of respondents agree that their your involvement in developing Cadwyn's EDI strategy (internal workshop) made them more aware of equality, diversity and inclusion within the workplace