

**Deeds Not  
Words**



# DEEDS NOT WORDS

Progress report  
February 2023



# We pledged to:

Mitigate the impact of Covid-19 on our Black, Asian and minority ethnic colleagues and communities

## Our commitment

Immediately adopt the All Wales Covid-19 Risk Assessment Tool



## What we have been doing

➤ Many of the regulations relating to covid-19 have been lifted as the virus becomes part of the circulating viral environment. During the pandemic and as soon as the All Wales Covid-19 Risk Assessment Tool was issued by WG in around July 2020, we extended it to our working environment. Initially it was not related to general employment, however we adopted it ahead of it being used widely. With our HR team we were able to identify those identified in the covid-19 risk assessment flow and consider all aspects - Health conditions, sex, age, and ethnicity.

This was then used to advise managers on whether an individual should be working from home or on site. We excluded those who scored high or very high risk.

## Our commitment

Investigate reasons for overcrowding and worse housing conditions among people of Black, Asian and other minority ethnicities



## What we have been doing

- Current measures in place are the same as for all staff such as:
  - Access to an Employee Assistance Programme
  - Counselling
  - Monthly wellbeing themes/activities
  - Monthly 1:1's with line manager
- Future plan: we will issue mini surveys to staff from BAME backgrounds to seek direct feedback about what they need and want (that may be different to / be in addition to the generic support we provide to all staff.)
- In 2021, we obtained data obtained from Cardiff Council on the 43 Cadwyn households who were overcrowded (42 in 2022).
- A presentation on overcrowding was made to the Executive Team in July 2021, highlighting the extent of the issue and possible innovative solutions.
- In 2022, 10 units at The Wharf and 2 at Clarence House new developments were allocated to overcrowded BAME families.

# We pledged to:

Improve ethnic diversity of board and staff at all levels

## Our commitment

Adopt the Rooney Rule to improve recruitment of people from different ethnic backgrounds

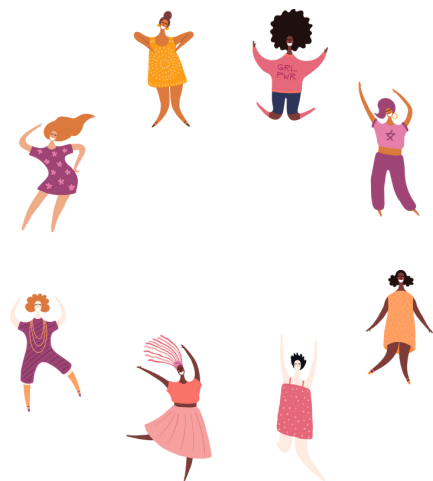


## What we have been doing

- We immediately adopted the Rooney Rule when we signed up to the Deeds not Words Pledge in July 2020.
- The following statement is detailed in all job adverts:  
Cadwyn is committed to the Principles of Equal Opportunities, Tenant Participation, Professionalism, Openness and Accessibility and welcomes applications from all sections of the community regardless of age, colour, disability, ethnic or national origins, marital or parental status, nationality, political belief, race, religion or sexual orientation.
- All Black, Asian and ethnically diverse applicants, LGBTQ+ applicants, candidates with disabilities and tenants who meet the minimum requirements of the job as set out in the Job Description and Person Specification will be guaranteed an interview. **(See Appendix 1)**
- Recruiting Managers are reminded via email by HR to apply the Rooney Rule to their shortlisting activities. **(See Appendix 2)**

## Our commitment

Report annually and act on the findings for pay gap, recruitment, promotion and retention data for minority ethnic groups



## What we have been doing

- **Pay Gap** - Gender Pay Gap reporting now includes a tab that relates to BAME employees / relief workers. This report is shared with our Board annually
- **Recruitment**- 3 appointments in 2022 were individuals from BAME backgrounds. We made 26 appointments in total. Therefore, 11.5% of all appointments made were from individuals from BAME backgrounds in 2022.
- **Promotion** - 1 relief worker secured a role at Nightingale House. 1 role was re-graded in Housing Services. 1 successful for temp secondment in Housing Programmes (starting in Jan 23).
- **Future** – from 2023 we will record all promotions and will be able to report upon the % of BAME employees, against non-BAME employees who are promoted within a given year.
- **Retention** - 2 individuals from BAME backgrounds that were appointed in 2022 remain employed, one has left. One other member of staff from a BAME background left this year. Reasons for leaving: 1 decided that the role was not for her and the other left to explore a career in Accounting. The current number of BAME employees = 11.
- **Future** – from 2023 we will explore our total staff retention rates (those who remain over 12 months) and we will consider this against those employees from BAME backgrounds who remain with us (as a %).

## Our commitment

Invest in our recruitment channels to attract candidates of different ethnic minorities



## What we have been doing

- 32% of the tenants our Realise Your Potential team supported into jobs and training positions were from a Black, Asian or Minority Ethnic background
  - Our recruitment advertising channels were broadened in 2021 to target people from BAME backgrounds. These include: the Tai Pawb website; LGBT, Disability and BAME job site; EYST - ethnic minorities and youth support team; Race Equality First; BAWSO; Oasis Cardiff; the Big Issue.
  - Unfortunately, the advertising channels we use do not attract many BAME applicants. Indeed is the most successful route for attracting people. Further advertising channels will be explored with the tenant and staff Equalities Group. **See Appendix 3**
- Note - we do not currently report on the other channels mentioned above. It's likely that if applicants see our opportunities via these channels, they then go on to apply via our Cadwyn website.
- Along with the other Cardiff housing associations, Cadwyn has part-funded the **Get In to Housing** scheme which is set to continue into 2023. Out of the 40 paid placements that the scheme has supported to date, 21 people have gone on to find employment. The mix of mentoring and support, Cardiff Met Housing training and work-based experience have resulted in candidates improving their CVs and for over 1 in 2 people going on to getting employment.

## Our commitment

Train all staff and board members about unconscious bias and raise awareness of white privilege



## What we have been doing

» Staff have received unconscious bias training as part of the equality and diversity training (e-learning via our Learning Management System). This training is refreshed every 3-years.

Cadwyn's Board participated in EDI training in March 2022 (this referenced unconscious bias).

Ensure our recruitment panels are ethnically diverse



» In early 2022 we built better planning into our Recruitment & Selection process in relation to interview arrangements and a diverse interview panel. For example, the Housing Programmes Administrator interviews (March 2022) panel makeup was 1 male, 1 female and a BAME tenant. Since then, we have carried out a recruitment drive to involve tenants in various aspects of the business including recruitment.

# We pledged to:

## Communicate and engage

### Our commitment

Publicise support for racial equality



Publish our commitment to take specific actions to tackle the challenges we identify, and report on progress annually

### What we have been doing

- We signed the Zero Racism Wales pledge in 2021.
- Cadwyn has informed its tenants of Deeds Not Words via its monthly communications: View email [here](#)
- Deeds Not Words Day with Tai Pawb (7th December 2022) Cadwyn shared a variety of activities undertaken internally & externally on Twitter, to raise awareness on 'Deeds not Words'.

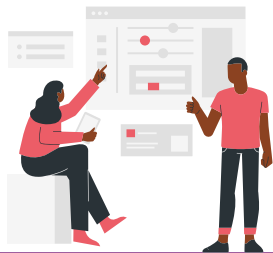
View tweet [here](#)

- We will share this progress update with stakeholders.



## Our commitment

Disaggregate ethnicity data from customer satisfaction data to learn and improve the experiences of people



Build more links and support for Black, Asian and Minority Ethnic community groups to build their capacity to support local people and bring in community knowledge and challenge to the organisation



## What we have been doing

➤ We collect ethnicity data via our tenant surveys which are completed at least every two years.

Data is also collected when a new tenant moves into their home. We disaggregate ethnicity data for areas such as complaints, welfare calls and courtesy calls. In addition to this, we use our housing management system to disaggregate profiling data based on call types to understand the needs of our communities.

➤ Links were built with community leaders in Grangetown and Butetown in lead up to the handover of new developments in 2022 with a further one due in 2023.

➤ Prior to that links were also developed with Race Equality First, who have delivered training to Cadwyn staff and provided advice to the Neighbourhood Team.

➤ As a part of Cadwyn's wider equalities work, stakeholder mapping workshops, focused on the 9 protected characteristics, took place throughout 2022 where race was identified as one of four areas to prioritise.

## Our commitment

In asylum dispersal areas, commit to donating or leasing housing to refugee communities (where they exist)

## What we have been doing

➤ Cadwyn has worked with HOMES4U, an organisation that supports people with no recourse to public funds, since 2020. In late 2021, Cadwyn approved the provision of one flat to HOMES4U free of charge.

A Cadwyn tenant also volunteers at HOMES4U.



# We pledged to:

## Develop an inclusive culture

### Our commitment

### What we have been doing

Our leadership team proactively champion and monitor our progress for tackling racial inequality

- » Members of the Senior Leadership Team attend the Deeds Not Words progress meetings.
- » Deeds Not Words progress is reviewed at the Senior Leadership Team meetings on a quarterly basis.
- » In 2022, Cadwyn sponsored BAME community events in 2022, such as the Butetown Mile and the Ramadan Midnight Football.

Promote an inclusive culture where people are comfortable talking about race and can bring their whole self to work, and people we work with are comfortable to voice concerns related to race and are believed when this happens

- » During Black History Month 2022, we arranged for a guest speaker to share her lived experiences in relation to Race. Bernie Davies (an Associate of Tai Pawb).  
**See Appendix 4** Bernie's biography (shared with staff before her session).
- » We have begun to explore ways in which we seek feedback from staff (linked to our work around our Equality Strategy Measures)



Invest in reverse mentoring schemes to share experiences and improve opportunities

# Actions

**1** Take to March Management Team meeting to raise DNW profile and ask managers to review where their teams/services are at and what they can do

**2** Develop a reverse mentoring scheme in partnership with Tai Pawb and other organisations

**3** Explore in Staff / Tenant Equality Group how we attract more BAME applicants

**4** Continue to disaggregate satisfaction and engagement data based on profiling information obtained through our housing management system to respond accordingly to the needs and strengths of our Black, Asian and Minority Ethnic communities

**5** Report annually and act on the findings for pay gap, recruitment, promotion and retention data for minority ethnic groups

**6** Commit to additional wellbeing/psychological and other support to Black, Asian and other minority ethnic staff: we will issue mini surveys to staff from BAME backgrounds to seek direct feedback about what they need and want (that may be different to / be in addition to the generic support we provide to all staff

**7** Develop the work of our Staff and Tenant Equality Group to support and enhance our community engagement in diverse areas of Cardiff - add long term goals

**8** Analyse profiling data for projects being carried out across the business (Damp and Mould, Courtesy Calls, Gas Meter Project, Incoming Calls)

**9** Publicise our support for racial equality more frequently link to awareness days; share staff meeting speakers on social media

**10** Report progress to Cadwyn's Board

**11** Finalise Heritage Project (April 23)

# Appendix 1



## Recruitment Advertising Channels

	Responses 2021	Responses 2022
Big Issue	-	33
Cadwyn Website	73	75
Facebook	10	7
Housing Jobs Wales/Charity Job Finder	16	11
Friend	-	14
Indeed	134	218
Job centre plus/ Gov site	1	10
LinkedIn	9	12
Twitter	1	1
UK Search Network	15	18
Yammer	1	4
Your vacancy (incl: LGBT/BAME & Disability) website	20	16
<b>Total</b>	<b>291</b>	<b>389</b>

# Appendix 2 Recruitment email (example)

The screenshot shows an Outlook window titled "Interviews - Message (HTML)". The ribbon includes "File", "Message", and "Help" tabs. The "Message" tab is active, showing options like "Delete", "Archive", "Reply", "Reply All", "Forward", "Share to Teams", "Quick Steps", "Move", "Tags", "Editing", "Immersive", "Translate", "Zoom", "Viva Insights", and "Message Actions".

**Interviews**

 Nicola Tonge  
To:  Vicky Humphreys

Mon 13/02/2023 12:53

Hi Vicky,


Your vacancy has now closed. Please can you complete the shortlisting, updating the shortlisting scorecard for each candidate in People HR and let me know when you are ready to move forward with the next steps/interview.

Just remember we offer all Black, Asian and ethnically diverse applicants, LGBTQ+ applicants, candidates with disabilities and tenants who meet the minimum requirements of the job as set out in the Job Description and Person Specification a guaranteed interview. So you will need to check the questions tab to see who meets this criteria.

You will also need to be mindful of any Schedule 1 implications: – has the individual disclosed a relationship to Board/staff members or been previously employed by us within the last 12 months. Board approval will need to be sought prior to making any offer in these circumstances. This information is available in the questions tab. Note any family members/close contacts cannot form part of any shortlisting/interview panel.

Many thanks  
Nic

**Nicola Tonge**  
HR Officer  
029 2043 4425 | [nicola.tonge@cadwyn.co.uk](mailto:nicola.tonge@cadwyn.co.uk)

**Cadwyn**

**Cadwyn Housing Association**  
197 Newport Road  
Cardiff, CF24 1AJ  
[www.cadwyn.co.uk](http://www.cadwyn.co.uk)

# Appendix 3 Gender Pay Gap Data

		Cadwyn 2020 -2021	BAME 2020 -2021	Cadwyn 2021 -2022	BAME 2021 -2022	Cadwyn Move ment	BAME Move ment
No: Female employees		75	8	70	9		
No: Male Employees		51	1	59	2		
Total		126	9	129	11	3	2
Quartiles							
75th-100th percentile	F	3	0	3	0	0	0
	M	1	0	1	0	0	0
75th Percentile	F	31	2	29	2	-2	0
	M	24	1	26	1	2	0
50th Percentile	F	19	3	19	3	0	0
	M	16	0	17	0	1	0
25th Percentile	F	22	3	19	4	-3	0
	M	10	0	15	1	5	1
	Female Total					-5	1
	Male Total					8	1

## Appendix 4



### Bernie Davies

Women in Business 2021 Diversity and Inclusion Award Winner, Bernie Davies is a TEDx speaker, bestselling author, Diversity and Entrepreneurship Leader, with a previous outstanding legal career in property, of over 21 years. A passionate advocate of diversity and inclusion, Bernie sits on the Black History Wales Management Committee and championed the launch of Black Pound in Wales in 2020, Bernie was Swansea Black Icon 2019 and scooped Excellence in Business 2017 at the Senedd for Black History Month. Bernie has shared her thought leadership with audiences at the United Nations, The House of Lords and the Royal Society of London, her famous mantra being, “we go together, or not at all”.

Bernie’s talk for Black History month includes her real-life examples and experiences of 21 years in the corporate sector and a further 10 years supporting corporate initiatives focused on diversity and belonging, it will explore what allyship is-and isn’t and will support learning about the inequities that impact people with less privilege at work.