

Loreburn Group

**Equality, Diversity & Inclusion
Strategy
2022 - 2025**



Creating Great Places to Live

Strategy	Equality, Diversity & Inclusion (EDI)
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1. Introduction

- 1.1 At Loreburn we strive to develop and nurture an environment and culture where everyone is respected and supported to thrive. Equality, diversity and inclusion will become central to all that we do and we will take every opportunity to strengthen our approach to deliver the best possible outcomes for our customers and our staff.

What do we mean by equality, diversity and inclusion?



Equality – means treating people fairly and ensuring they have equal opportunity to make the most of their lives and talents regardless of their background, beliefs and defining experiences. Our principles linked to equality are to be open and accessible in all that we do, delivering on our commitments and being responsible for our members and each other.



Diversity – means the various differences between people and recognising these differences as a positive force. Our principles linked to diversity are to value differences and use them to create a better community and strong workforce.



Inclusion – means making all people feel welcome and valued, with no barriers to their opportunities and participation. Our principles linked to inclusion are to actively identify new ways to deliver the best service we can being flexible and responsive to change.

- 1.2 Loreburn has an established set of GREAT corporate values. Those values support our vision, shape our culture and describe what makes us different. They guide the way we make decisions and work with our customers, colleagues and stakeholders. Equality, diversity and inclusion ties all of these together linking our corporate vision to our values. We will achieve our ambitions with fairness and growth, with respect and through collaboration to provide an exceptional customer experience for all. We will embed equality, diversity and inclusion into our ways of working so that they become second nature to all that we do.

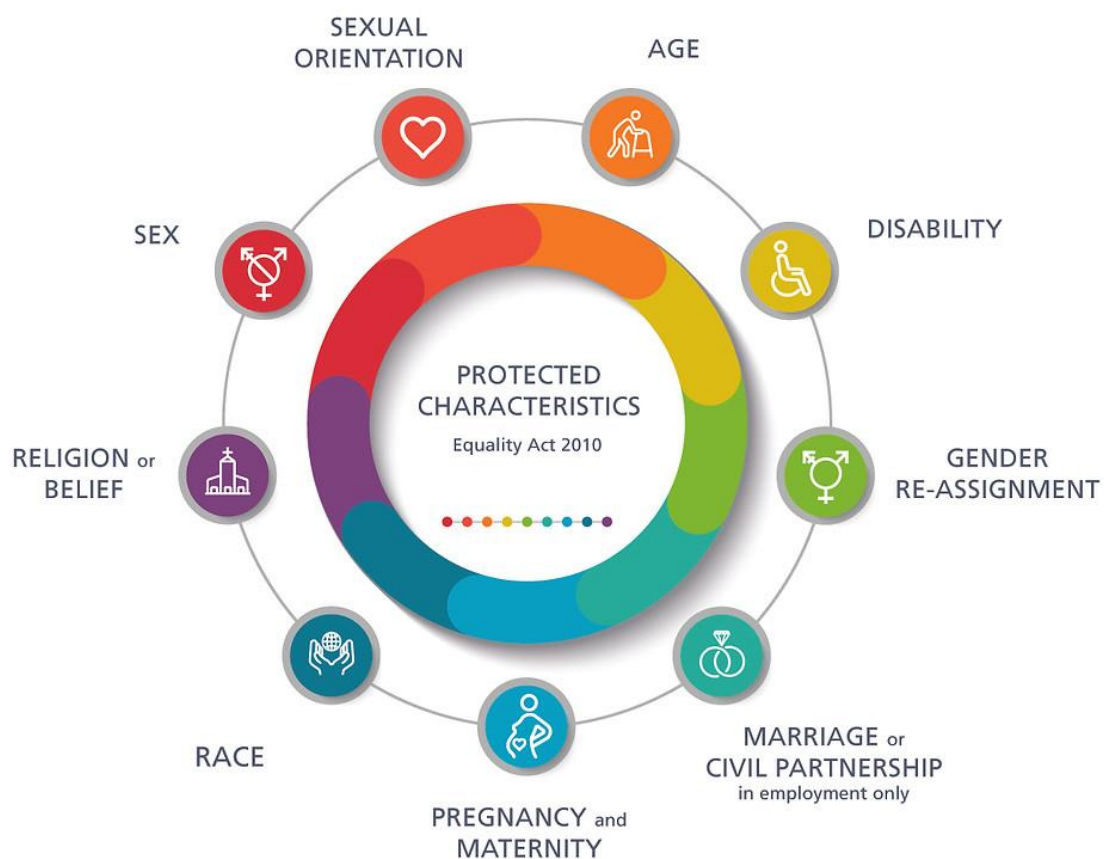
2. Aims & Purpose of the Strategy

- 2.1 Our vision is to provide Great Places to Live. We recognise that this will mean something different to everyone and that there is no blanket approach. That is why we are committed to providing a personalised service - we recognise different people and different communities have different needs. This strategy sets out our ambitions and how we will work to deliver equality in social housing through the way we work and the services we offer to our customers.
- 2.2 Through this strategy and associated policies we will:
- Promote the principles of equality in all that we do
 - Collect equality data on our customers under the guidance issued by the Scottish Federation of Housing Associations

- Use the data we have collected to undertake Equality Impact Assessments on key areas of service delivery and policy development
- Use the information obtained from customers and equality Impact Assessments to engage effectively with customers and stakeholders
- Develop policies and working practices that enable our customers to thrive in their homes and their communities and engage positively within society
- Ensure customers, stakeholders and the wider public understand the value we place on equality, diversity and inclusion in all that we do
- Train, recruit and retain a workforce to uphold and deliver the principles of equality, diversity and inclusion
- Demonstrate the value and success of our commitment to strengthening equality, diversity and inclusion at Loreburn
- Safeguard and enrich Loreburn’s reputation.

3. Protected Characteristics

3.1 In order to achieve the aims and ambitions of this strategy we need to recognise and understand how people may experience inequality due to personal characteristics. The Equality Act 2010 sets out nine legally protected characteristics:



3.2 In addition to the legally protected characteristics, socio-economic factors such as income, education, employment, assets and digital exclusion or marginalisation can

significantly affect how well and how long we live. We also recognise the impact adverse childhood experiences can play in our ability to engage and thrive.

4. Ambitions

4.1 Our ambitions can be broken down into 3 key themes that will impact all the work we do:

Customer Inclusion

Employee Inclusion

Leadership

5. Customer Inclusion

Our Ambition: Creating opportunities to allow all of our customers to thrive, improving the wellbeing and quality of life of our customers and their communities.

5.1 Everything we do will be designed to improve the wellbeing and quality of life of our customers individually, and to contribute to developing thriving and resilient communities together. In order to do this, we will need to understand the needs of our customers as well as their wider communities. Only by understanding this will we be able to shape our services to achieve the fair and equal opportunities needed to create GREAT places to live. We will build strong relationships with customers and will put particular energy into engaging with marginalised groups or groups we know to be underrepresented. This will include those with protected characteristics but will also extend to those with socio-economic experiences that may have led to them becoming less engaged with organisations like ours.

What we'll do...

Collect equalities data on all of our customers in line with SFHA guidance endorsed by the Scottish Housing Regulator	Year 1
Analyse customer data to help identify areas of our business that require Equality Impact Assessments	Year 1
Provide training that enables our customer service teams to recognise and respond to the diverse needs of our customers.	Year 1
Strengthen promotion of employment opportunities at Loreburn to customers using relevant community communication channels and consider employment opportunities as part of community benefit clauses within our procurement activities where practicable	Year 1
Carry out Equality Impact Assessments and use this information to adapt our working practices to the needs of our customers and reshape our services to accommodate those needs	Year 2
Work proactively with our customers to ensure that the services we provide are user friendly and inclusive of needs	Year 2
Establish and nurture links with local agencies to help us better understand the needs of our communities	Year 2/3

6. Employee Inclusion

Our Ambition: Creating working environments that promote equal opportunities to achieve outcomes, celebrate difference and promote inclusion and a sense of belonging.

6.1 We aspire to bring out the best in our people; we are committed to personal development and are an award winning employer. To enhance the work we have done to date, it is important that our approach is inclusive. Colleagues who feel they belong are committed and less likely to leave the organisation. Our ambition is for all employees to feel included and have a sense of safety and belonging at work. That will mean supporting, understanding and making adjustments where necessary to accommodate a broad range of needs. We want to encourage applications from a diverse pool of talent but we also want to be clear that the ability to work flexibly is very important to us to ensure we are not putting any potential barriers in place. We think that every role at Loreburn should be able to provide flexibility, and we challenge our managers to accommodate a level of flexibility for everyone whilst putting our customers first. We're committed to designing and developing roles that suit a wide range of our employees' working needs including flexible working arrangements and our agile working model.

What we'll do...

Collect equalities data on all of our staff in line with SFHA guidance endorsed by the Scottish Housing Regulator	Year 1
Analyse staff data to help identify areas of our business that require Equality Impact Assessments	Year 1
Provide training that enables our staff to recognise and respond to the diverse needs of their colleagues.	Year 1
Ensure that there is signposted support available for mental health and wellbeing	Year 1
Ensure employee inclusion is a standard item on the Team Talk agenda and establish sub-groups where required	Year 1
Be explicit in our communications and documentation that we adopt a zero-tolerance approach to any form of discrimination	Year 1
Carry out Equality Impact Assessments and use this information to adapt our working practices to the needs of our staff and explore reshaping our employment offer where required to accommodate those needs	Year 2
Integrate equality, diversity & inclusion training into our procurement and customer service training	Year 2
Use employee surveys to measure and assess our employees' sense of belonging	Year 2
Continually review our Being You principles and promote flexible working opportunities to all	Year 2
Review our recruitment data to understand trends and highlight any potential issues in recruiting diverse talent	Year 2
Analyse Annual Appraisals to understand and address any trends relating to protected characteristics and marginalised groups	Year 2

Build and nurture a diverse workforce that is representative of the communities we serve	Year 3
Assess our recruitment material and processes to ensure they help us attract candidates from diverse backgrounds, provide equality of outcome and are free from bias	Year 3
Work to promote Loreburn as an inclusive employer of choice and proactively support recruitment opportunities for those in marginalised group	Year 3

7. Leadership

Our Ambition: Demonstrating leadership on equality, diversity and inclusion in our approach to engagement and service delivery to our customers, our staff, our stakeholders and our peers.

7.1 We will drive equality, diversity & inclusion principles through role modelled behaviour from our Management Committee to our senior leadership team and our wider staff. These principles will become embedded in all that we do. They will be central to our engagement with our customers and our high level and day to day decision making processes ensuring we provide opportunities for all of our customers and their communities to thrive. We will act as a role model to existing and potential suppliers and will encourage them to embed working practices and cultures that we can support. We will ensure that everyone that works for us and with us understands our commitment and approach to equality, diversity & inclusion and that we will not tolerate actions and behaviours that do not align with our principles in this area. We will provide clear commitments on our approach in this strategy from the outset and we'll continue to find and create innovative opportunities to deliver and promote best practice as we move forward.

What we'll do...

Collect equalities data on all of our staff in line with SFHA guidance endorsed by the Scottish Housing Regulator and analyse the diversity of our Management Committee and senior staff.	Year 1
Promote and embed equality and diversity into every aspect of the business by providing effective training to all of our employees to enable them to fulfil our ambitions for customer inclusion	Year 1
Provide our Management Committee and senior leaders with the training they need over the next 3 years to be able to model inclusive behaviours with confidence	Year 1
Ensure that all of our Executive Team and senior managers have the confidence and skills to tackle unconscious bias and barriers to inclusion and opportunities to ensure we provide fair and inclusive opportunities for all of our customers and	Year 2

communities. This will include completion of Equality Impact Assessments on policies and working practices.	
Create opportunities to engage with customers from different backgrounds	Year 2
Promote our approach to equality, diversity and inclusion at the beginning of our contact with potential suppliers and take action to ensure our suppliers share our approach to delivery fair and inclusive services.	Year 3

8. How We'll Measure Success

8.1 This strategy cuts across all areas of the business and its impact should be evidenced through performance measures across all Directorates. Appendix 1 identifies the indicators we will use to track success and our Executive Team will monitor and review our progress to ensure we are delivering on our commitments with an Annual Review Report tracking progress against the strategic ambitions of this strategy to the Management Committee

9. Conclusion

9.1 This Strategy has outlined the direction and value we wish to place on equality, diversity and inclusion to support our vision, purpose, and day to day service delivery. We believe this will lead to the improvements in operational performance and improved satisfaction. It will position Loreburn as a trusted landlord, employer of choice and as an organisation who others are keen to work with and support.

Appendix 1

How we'll measure success...

1.1 This strategy cuts across all areas of the business and its impact should be evidenced through performance measures across most, if not all, Directorates.

1.2 The ambitions and outcomes will be measured and monitored by:

- Existing performance indicators which include both qualitative and quantitative measures.
- Provision of an Annual Review Report tracking progress against the strategic ambitions of this strategy to the Management Committee

Success Indicator	Measure/s	Team Responsibility
Equality Data held on staff and customers	% of staff and customers providing equality data % of data increasing over time as customers understand why we are gathering this data and can see the tangible outcomes we are producing.	People & Culture Housing Services Housing Services
Increased customer satisfaction	% increase across all satisfaction indicators. % Increase in ARC Indicator re Opportunities to Participate in Decision Making indicator. Increase in compliments received from customers re our working practices and service provision.	All Directorates Housing Services All Directorates
Increased customer engagement at Loreburn events	Number of customers attending community events	Housing Services
Increased customer engagement across social media platforms	Increased digital engagement (hits on website, access to portal etc)	Data & Digital Housing Services In-House Repairs
Increased engagement with customer consultation	% increase in responses on customer consultations. % increase in responses from varying demographics.	Housing Services Housing Services
Customer Voice	Customer voice is heard by the Management Committee	Management Committee
Reduced complaints with an exclusionary theme	Complaints performance indicators % of complaints that relate to any exclusionary behaviours (i.e customers receiving communications in a format that is	All Directorates

	inaccessible to them or complaints regarding policies/practices that negatively impact specific individuals)	
Trust and confidence in Loreburn	Positive Media coverage Satisfaction Surveys Customer sentiment surveys, inc. Net Promoter Score Compliments	MarCom's Housing Services, IHR, Asset, Development Housing Services Each relevant Team/Directorate
Loreburn is known as an employer of choice	Job applications: numbers and quality of applicants Awards & Accreditations – retained and new Staff sentiment surveys	P&C
Staff feel included and have a sense of belonging	Staff surveys	P&C
Induction and onboarding experience of new staff is positive	Staff feedback	P&C to measure (Resource support from MarCom's)
Internal customer service and experience is improved	Staff surveys, feedback, 121s	P&C, All HoS/Line Managers
Increased engagement from Shareholders	Increase in shareholding members Increase in equality data held on shareholders Increase in attendance/engagement with AGM	Governance & Assurance
Reputation is enhanced and grows	Development of stakeholder/partnerships Positive media and other coverage	All Directorates MarCom's