



Our Equality, Diversity & Inclusion Strategy

2022/25

A Warm Welcome

At Clyde Valley Group (CVG) our vision is “to provide high quality homes and services that make a difference to people’s lives and their communities”. Our vision is underpinned by our values and we are committed to encouraging inclusion and engaging colleagues, customers and partners in delivering excellent services that are accessible to all.

We recognise the value that diversity brings to our communities and our people. We want to deliver services that are accessible to all and ensure that customers and colleagues from all backgrounds are treated equally, fairly and with respect for their individual needs.

For us, equality, diversity and inclusion (EDI) are about recognising and valuing difference.

As an inclusive Registered Social Landlord (RSL) and employer, we have formalised these commitments in a new Equality, Diversity and Inclusion Strategy which sets out our approach to EDI over the next three years and how we aim to improve across five key strategic objectives.



**Allan Murray, Chairperson
& Lynn Wassell,
Chief Executive,
Clyde Valley Group**

Our Key Challenges



Our Group continues to grow and we now own around 4300 homes and provide factored services to more than 3000 homeowners.

We are proud that people see us very much as a local and regional landlord and employer and that we make a notable difference to lives and communities, including to help meet housing needs. By 2025, we'll be providing a brilliant customer experience to at least 8500 households.

We believe that everyone has the right adequate housing and to lead a dignified life that is free from fear, harm or want and to participate fully in society, without discrimination whatever their race, sex, religion, income or other protected characteristic.

We recognise that access to an adequate home influences a person's ability to live in dignity, comfort and security, to earn a

living, and to participate in the social and economic life of the community. There are inequalities within our communities and many people face a range of challenges including unemployment, poverty, and inequality which have been exacerbated by the COVID 19 pandemic.

We understand that the main groups and individuals who share a protected characteristic in relation to housing services include but are not limited to:

- > older people and younger people
- > disabled people and people with long term health conditions
- > LGBTQI+ people
- > people of different beliefs or faiths

- > people from ethnic minority backgrounds
- > children and families
- > people who are homeless or at risk of homelessness
- > looked after and accommodated people
- > people transitioning from care
- > care experienced young people
- > asylum seekers and refugees

As a RSL we have a key role to play in ensuring that we embed a human rights approach ensuring that the homes that we provide support the dignity, health, wellbeing and safety of all our customers.

**Our
Commitment
to Customers**



We are committed to tackling the inequalities and barriers that hold our communities back by responding to the needs of our customers.

We believe that by embracing diversity and challenging discrimination we will ensure that people from all backgrounds are treated equally and fairly. In 2020 we launched our new Corporate Strategy following consultation with our customers, our people and our board members.

The Purpose of Our Strategy



Customer Experience & The Customer Journey Is At The Heart Of Our Operations



Continued Investment In People, Communities & Homes



Energy Efficient & Sustainable Solutions For All Homes



Provide Homes For Those Most In Need & Improve Social & Economic Impact

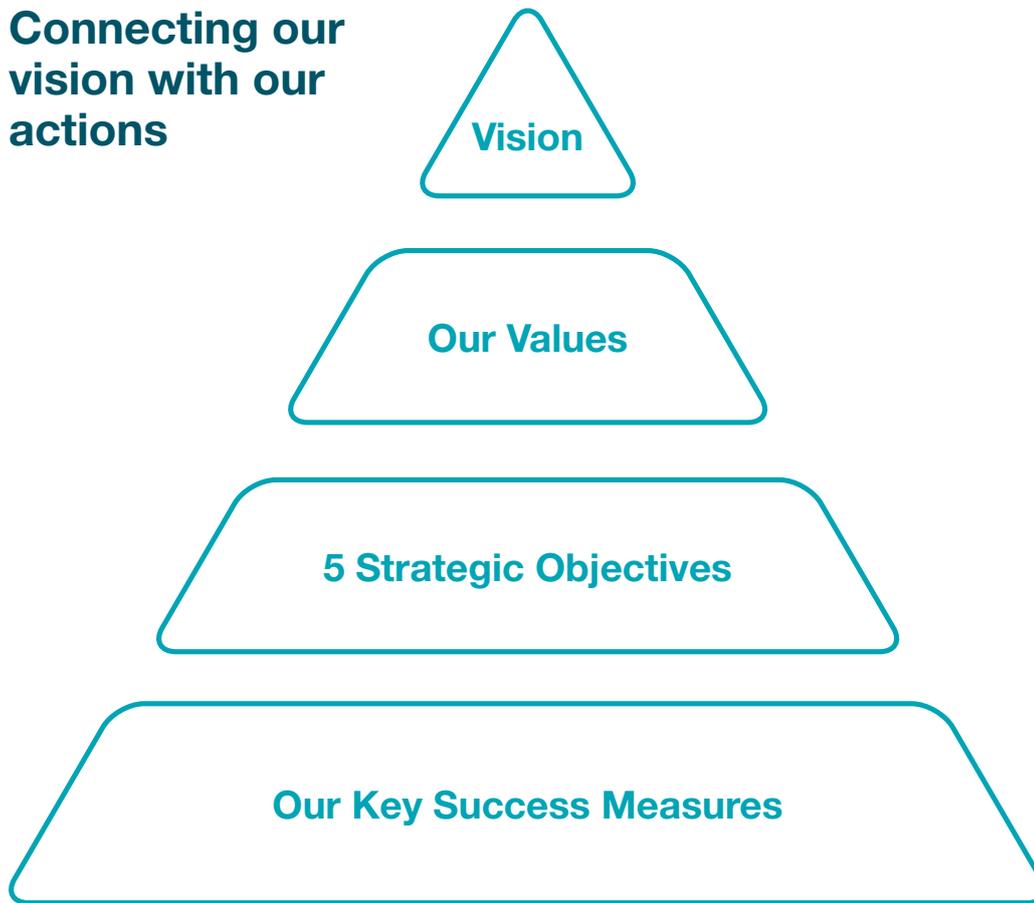


Build over 700 New Homes By 2022



Positively Influence Local Authorities & Government For Our Communities

Connecting our vision with our actions



Our vision is underpinned by our values and a strong commitment to equality through developing a culture which is open, inclusive and diverse.

Our customers are our first priority and drive everything we do and how we do it.

Our focus on customers is strongly evidenced by our Customer Experience Strategy 2020>2025:

- > New ways of delivering services to address the risks of Covid-19.
- > Catching up with routine repairs and investment in homes that have not been completed due to the Covid-19 pandemic.
- > A redesigned service delivery model, co-designed by customers and Clyde Valley Group colleagues.

- > Implementation of a contact centre to provide reliable and consistent contact handling in August 2021.
- > More repairs appointment slots with allocated times.
- > SMS texts and email updates on progress of repairs and other services.
- > Faster 'first time fix' when a customer orders a repair.
- > Introduction of a new suite of transactional customer satisfaction surveys to gain live and meaningful feedback from customers at the point of service delivery.
- > Introduction of monthly Customer eBulletins, providing more regular information and feedback to customers.

Introduction of the new Wellbeing Hub to engage with our customers and communities.

Our Commitment to People



We recognise that our people are what makes CVG

Our People Strategy 2020>2025 sets out our ambition to have the best people in the business, strong leadership and a diverse and inclusive workforce. It outlines our commitment to investing in every sense to make this happen:

- > A supportive, welcoming, inclusive and fair work environment that maximises the talent, skills and diversity within our workforce.
- > An efficient, high-performing and capable skilled workforce in line with our growth and partnership plans.
- > A confident, happy team with health, wellbeing and equality & fairness for all at the heart of how we operate.
- > Maintaining our Gold Healthy Working Lives Accreditation. Our activities range from Dementia Awareness, Mental Health Awareness, awareness of domestic abuse and suicide prevention to healthy eating and healthy living.
- > Our new agile working practices provide more flexibility of when and how people work, making the best use of technology to easily adapt to meet changing customer needs.
- > A values driven business delivering a strong Corporate and Social Responsibility and Volunteering contribution.
- > Positive impact on the environment based on our commitment to learning more, influencing more and taking action on climate change.

We will continue to hold ourselves to the highest standard for accessibility and diversity of our workplace and services.

Our Equality, Diversity & Inclusion (EDI) Strategy



We recognise the benefits of employing a diverse workforce and as an employer and through our work in providing homes and services, we will help ensure fair treatment for all members of the community and eliminate any discrimination.

We will focus on ensuring that the right behaviours are consistently displayed by all and that anything contrary to this is not tolerated and proactively challenged. Our EDI Strategy sets out to ensure that we:

- > Meet our 'equality duty' obligations and comply with best practice in relation to equality responsibilities.
- > Achieve our strategic priorities by enabling people to fully contribute their skills, experience and enthusiasm.
- > Recognise that the ability to meet diverse needs is improved by having a diverse workforce that generally reflects the local population and which has the skills and understanding to achieve our objectives.

- > Ensure services are more accessible, inclusive and responsive to the needs of the communities we work within.
- > Ensure all our people - employees, contractors, volunteers, board members recognise their own responsibility for contributing to the success of this strategy.
- > Meet the five key strategic EDI objectives to promoting equality and continuing to ensure that we eliminate unfair discrimination from all aspects including in the workplace and the provision of services to customers and stakeholders.

**We recognise
the benefits
of employing
a diverse
workforce.**

Our Five Key Strategic Objectives

Enhancing Equality,
Diversity & Inclusion
2022/2025



Our strategic objectives for valuing equality and advancing diversity and inclusion **builds on commitments** made within the People Strategy 2020/2025 which supports the wider Corporate Strategies 2020.

1 Robust, Reliable EDI Data and Application

- > Reliable data underpins and connects all five key strategic priorities in CVG's EDI action plan.
- > Complete, relevant and up to date data is key to understanding customers better, building an inclusive culture, ensuring fair, development opportunities and embedding equality and confidence around EDI.
- > An overview of the data required, from compliance, legal and service delivery perspectives, will form the foundation of our plan for collecting, analysing and utilising data.
- > Commitment to continuously improve and provide a framework for robust and reliable equality data to be collected, analysed, reported and shared.
- > We will provide evidence of progress and clear measurable action in equality and establish a clear focus on each of the protected characteristics, taking action to address inequality.

2 Understanding Customers for Better Engagement

- > Inequalities occur when a person or group has difficulty reaching or making use of services.
- > Increasing understanding of our customers will enable us to deliver our vision and ambitions, whilst also building confidence and competence in colleagues to develop and provide fair and equal services.
- > We are committed to increasing the supply of affordable, accessible and specialist housing.
- > Assist with the implementation of the Rapid Rehousing Transition Plan to effectively address homelessness within our communities.
- > Customer satisfaction data highlights key areas in which we need to focus, including listening and acting on customer views.
- > Further increase the use of technology to help enable independence, inclusion and promote better outcomes.

- > Develop further our wellbeing hub offer for our communities and work to improving digital inclusion, wellbeing, financial inclusion and employment and education within our communities.

3 Create an Inclusive Culture for All

- > CVG will ensure that the strong corporate culture around improving performance drives us forward in terms of equality, diversity and inclusion.
- > The focus will be on the wider inequality agenda to encourage community cohesion and will involve partnership working with other organisations to achieve our joint aspirations for the future of our region.
- > Celebrating positive work is important. We will use external EDI frameworks to help structure, support and identify where CVG can do more to embed inclusion for customers and colleagues.
- > Conduct research to understand the needs of ethnic minority communities and LGBTQI+ people better.

Increasing understanding of our customers will enable us to deliver our vision and ambitions, whilst also building confidence and competence in colleagues.

- > Focusing on wellbeing, mental health, inclusive leadership, behaviours and language are all important elements.
- > Mainstreaming equality, diversity and inclusion in all our policies and practices (both in their development and review) including recruitment, career development, training, communication, promotion and procurement.

4 Inclusive Recruitment and Representation

- > CVG is an inclusive employer which aims to recruit and retain a diverse workforce that reflects our communities.
- > We are committed to ensuring that equality and diversity are key principles of our People Strategy and that this therefore applies equitably across the organisation.

- > We will carry out a review of our recruitment practices to ensure that all stages of the process help us to:
 - Foster good relations, partnerships and communication between diverse groups.
 - Be more representative
 - Achieve a greater diversity of candidates, skills and experience and perspectives
 - Remove any barriers faced by particular groups

- > We will also upskill colleagues to be more confident with sensitive discussions, recruitment processes and EDI.
- > We will support access to work programmes in our local communities.
- > Enhance our workforce by supporting career development of our people to develop diverse future leaders.

5 Expanding Learning and Development

- > Having strong processes in place that support colleagues to take advantage of career progression opportunities and understand their own responsibility for the benefits of EDI are essential.
- > We will provide flexible learning opportunities such as mentoring, coaching and shadowing to help empower colleagues to take control of their own development, build a more inclusive workplace culture and contribute creatively to our vision.

Delivering & Monitoring Success



CVG will begin delivering this strategy in 2022 from a strong position, with an established culture that values and embraces diversity and inclusion, and a firm commitment to tackling inequalities.

We have a clearly defined action plan in place which will be regularly reported on using a range of the key strategic priorities. These will include:

- > Increased, purposeful data that ensures we continue to improve and deliver services fairly and inclusively.
- > Review and refresh our recruitment and selection policy to improve our actions and processes.
- > Plan for colleague development to address career progression, confidence and awareness of EDI.
- > Participation in EDI, housing sector and community related networks.

- > Championing of EDI internally and externally by CVG Board members, Chief Executive and Executive Team.

The implementation of the strategy will be overseen by the People Director, Executive Team inclusive of the Chief Executive and internal EDI Group, with engagement on delivery from colleagues, customers and communities.

Regular updates on the action plan will be provided during the year with our EDI Group taking responsibility for the evaluation of progress on a quarterly basis to EMT and the Board.

An annual report will be presented to the Board and progress on the EDI plan will be reported to customers via the annual report. There will also be an annual review of the strategy to ensure it is fit for purpose and includes any new priorities as they emerge.

We have a clearly defined action plan in place which will be regularly reported on using a range of the key strategic priorities.

**Our Equality, Diversity & Inclusion Strategy 2022/25
or to provide feedback, please contact us.**

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Other formats of this document are available on request. Please ask.

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