

## Diversity and Equality of Opportunity Policy - Group

<b>Summary of Document</b>	This document explains how Bromford Group's approach to the delivery of equality and diversity is to mainstream it within every activity undertaken by every team and every colleague in the Group
<b>Who Does It Apply To?</b>	<ul style="list-style-type: none"> <li>• Bromford Living (plus Bromford Living stock managed by Fosseyway Living)</li> <li>• Fosseyway Living</li> <li>• HomeZone Living</li> <li>• Bromford Support – Bromford Living</li> <li>• Bromford Support – Fosseyway Living</li> <li>• Bromford Support – HomeZone Living</li> <li>• Bromford Maintain</li> <li>• Bromford Homes</li> <li>• Group Home Ownership Services</li> <li>• Group Services – BCHA</li> <li>• Group Services – Fosseyway</li> <li>• Group Services – HomeZone</li> </ul>
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<b>Policy Author(s)</b>	Ann Sutcliffe
<b>Reference Documents</b>	
<b>Approved by</b>	Colleague Sounding Board; Viewpoint Plus, Bromford Housing Group Board, Executive Directors, Quality Forum. BHG Board
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## 1. Introduction, Strategic and Business Context

### 1.1 The Bromford Strategic Context

Bromford Housing Group's **Mission** is to

Create homes and support communities where people really want to stay

We **aim** to:

- Offer high quality, affordable housing
- Provide exceptional customer service
- Give care and support where needed

Our **statement of strategy** declares:

Our **aspiration** to

Be recognised as a home for great ideas, re-inventing the way new communities are developed and the way role model providers of public services operate

Our **commitment** to

- Offer the "best fit" with emerging demographic and community priorities
- Align our priorities with government strategies
- Maintain our special focus on achieving all-round exceptional performance

And our **plan** to secure

National influence, and be recognised as the national leader in our field - the organisation against which others benchmark themselves

### 1.2 The National Strategic Context

As part of Bromford's commitment to reinventing the way role model providers of public services operate, the Bromford Housing Group seeks to align our service delivery with the top Governmental priorities identified in Securing the Future: delivering UK sustainable development strategy: DEFRA 2005.

Contained within this are 5 core principles:

1. **Ensuring a strong, healthy and just society**, meeting diverse needs in existing and future communities, promoting personal well-being, social cohesion and inclusion, and creating equal opportunity for all.
2. **Achieving a strong, stable and sustainable economy**, providing prosperity and opportunities for all.
3. **Promoting good governance**, promoting effective, participative systems of governance at all levels. Engaging people's creativity, energy and diversity.
4. **Using sound science** to develop policy, and public attitudes and values.
5. **Living within environmental limits**, ensuring the natural resources needed for life are unimpaired and remain so for future generations.

## 2. **Definitions: What do we mean by valuing diversity:**

"Creating an environment in which individual differences are evident, different means to an end are respected, and the talents and attributes of people from different backgrounds and heritages are fully valued, utilised and developed." **Greenslade 1991**

We believe that the differences between people can bring added value to an organisation, where all individual talents, knowledge and experience are utilised and appreciated. We believe that fostering diversity in our organisation can create a richer, more creative and productive business environment.

Valuing diversity means managing people and serving customers who do not look like you, and who do not necessarily aspire to be like you. It is about having the skills and self-confidence to embrace and enjoy alternative views, because this will improve the quality and individuality of service and management you deliver, and improve your business results.

## 3. **Bromford's approach to diversity will support everything else we are committed to do. We will provide products and services to fit people. We will creatively seek ways to say yes.**

### 3.1 **Through Leadership:**

We see the delivery of diversity as integral to everything we do. The way we deliver all other business drivers is through meeting the diverse needs of customers and colleagues:

- Creating Homes and Supporting Communities where people want to stay
- Offering best fit with emerging demographic and community priorities
- Growing
- Maintaining all round exceptional performance
- Teamwork
- Continuous Improvement
- Customer Focus
- Great Place to Work
- Home for great ideas, reinventing the way new communities are developed and the way role model providers of public services operate

**3.2 Through Delivery:**  
**Diversity will be mainstreamed within every activity undertaken by every individual and every team, at every level of the Group.**

3.2.1 **From the top:** Diversity actions, targets and measures will be incorporated within every Functional or Member Business Plans and will arise from:

- o Actions to fulfil Business Drivers (which all have diversity implications).
- o Actions to ensure regulatory compliance, an essential part of any Leaders obligations.
- o Collated Individual colleague actions.

3.2.2 **From the bottom:** Diversity actions, targets and measures will be incorporated within every Individual's annual action plans

- o Actions to fulfil Business Drivers – cascaded down from the top.
- o Actions to ensure regulatory compliance – cascaded down from the top.
- o Individual colleague commitments.

3.2.3 **From the middle:** Team action plans will incorporate top down actions – what they are doing to deliver their Functional Team Plan, and bottom up actions – all the individual actions that people within the Team have committed to deliver.

**3.3 Through our Methods**

Diversity will be integrated within all our processes, built into our Business Plans, our continuous improvement methodologies, our policy and procedure templates, our individual and team action

planning systems, our performance indicators, our meetings, and communications.

### **3.4 Through our Measures**

**We want to understand our current and potential customers and colleagues, and we want to ensure the services we deliver help us to attract and retain them.**

- 3.4.1 We will create Measures of Understanding:
  - o Current and potential customers, colleagues and communities. Who do we employ, house and support, and who not, why not, where not?
  - o Associated business opportunities and challenges to growth – what requests are unfulfilled? What would it take to say “yes”
- 3.4.2 We will measure how far we can attract and retain current and potential customers, colleagues and communities:
  - o Colleague retention
  - o Internal and external customer retention
  - o Community results
  - o Business results, performance and growth, meeting unfulfilled requests.
  - o Colleague and Customer satisfaction.