



Metropolitan
Thames Valley

People Powered Living

Journey to Inclusion

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Introduction

Its easy to catalogue and stereotype but we as humans are complex and complicated, we are multifaceted by nature. No one person is one dimensional we are “intersectional” We need to recognise similarities in ourselves and in others and not focus on the difference but rather the value that difference brings.

MTVH Diversity and Inclusion strategy will focus on becoming a more inclusive organisation. By inclusion we want colleagues to bring their authentic selves to work, have a sense of belonging and having an authentic colleague voice where people can speak openly. This is also representative of the ambitions that we have for our residents and communities.

In terms of diversity, we are clear in order to represent the communities we serve we must be able to attract and retain the best and diverse talent. In order for us to create a new D&I strategy we need to outline and explain key D&I metrics:

- Diversity data
- Survey analysis results
- MTVH and People Strategy

Vision

Dare, Care Collaborate

- To be diverse by default: Being representative of the communities we serve.
- To be inclusive by instinct: Creating an inclusive working environment where authenticity, colleague voice and belonging is the norm for everyone.
- To be accessible and accountable: Making our data transparent to all, holding our leaders to account through targets



Inclusion strategy - Workforce

Ambition

Attract and retain a diverse and dedicated pool of talent that meets the future skills and capability needs. We will have a workforce that reflects our communities that will lead to greater trust and better understanding of our workforce . We will be a modern employer that is becoming increasingly diverse, creating a culture of inclusion which is critical to building a responsible and sustainable business.

Importance

Improving the quality or development, talent and line management is integral to us nurturing the skills and capability of our colleagues at all levels to support I the delivery of the MTVH strategy.

Focus

Recruitment – Appeal to the widest pool of talent to fulfil our recruitment needs and review regularly to ensure effectiveness.

Planning – Aligned workforce planning and architecture and department action plans to support the grown and success of the strategy.

Brand/ Employee value proposition – Create a strong tone of voice and employee offer ,review equal pay and reward strategy and structure alignment of grades and capability development.

HR/ MTVH policy –Implement a plan for changes to policy further develop performance management to meet our business needs.

Measure success

Representation across protected characteristic areas.- Increase in declaration rates –

Gender and Ethnicity Pay gap / Pay Equity

Reduced time to hire

Reduced turnover

Reduction in sickness

Improvement in survey results



Inclusion strategy – Development

Ambition

To nurture our diverse range of talent and developing our colleagues at all levels through improved engagement and equality of development opportunities that lead to cost reductions and increased productivity. Leverage our competitive edge by capturing the value of a diverse workforce to outthink, innovate and exceed performance.

Importance

Improving the quality of people development, leadership, talent and line management is one of the main enablers to deliver of the MTVH strategy.

Focus

Leadership – Launch flexible leadership interventions at all levels across the business to nurture inclusive behaviours

Talent – Create a focussed and strategic approach to talent recognition through job family modelling and effective process. Create a quality apprenticeship programme and development opportunities.

Manager capability – Inclusive culture and behavioural programme with open and authentic feedback processes.

Diversity of experience – Embed career paths and opportunities to empower capability building and broaden experience. Increase the availability of mentoring opportunities.

Measure success

Improvement in survey results

Improved feedback from L&D interventions

Progression rates

Apprenticeships

Mandatory completion of training

Targeted approach for % gender and ethnicity at leadership



Inclusion strategy - Culture

Ambition

We want every colleague and every customer to support our values of Dare, Care Collaborate and to feel comfortable enough to be their true self and are working tirelessly in the background to create an environment that encourages our employees to challenge non-inclusive behaviours and to be mindful of their own and other's wellbeing.

Importance

Greater focus is required to embed culture change and people initiatives. Focus is required where it will make the greatest impacts with greater business and individual ownership to drive action forward.

Focus

D&I plan delivery – CNG effectiveness and industry best practice both internally and externally.

Health and wellbeing – Using a comprehensive programme of events, training , support services and culture change initiatives. Focus support for line managers to lead by example for their staff

Policy and Procurement- Improvements that focus on people and behaviours to drive cultural change.

Authentic engagement – Create and embed a plan that supports the MTVH strategy and allows and open feedback process.

Measure success

Increase declaration rates

Effective resident data

Increased pulse and engagement scores

Reduction in discrimination cases

Increased membership of networks and attendance at events



Focus areas for 2022

- **MTVH aspire to have a fully reflective and representative workforce across all Directorates across all levels.**
 - Accurate data sets and reporting across all stages against diverse strand
 - Target/ (aspirational target) driven workforce planning
 - Pay gap analysis/ pay equity
 - Recruitment processes/ employee lifecycle
- **Community based external activities and initiatives with an emphasis on residents wellbeing and treatment.**
 - Identify and engage with resident by protected characteristic
 - Understanding diverse impact of residents lives
 - Integrate insights from residents to influence all MTVH as a whole.
- **Development and upskilling for all roles within the business**
 - Job family mapping and structural architecture
 - Succession and talent management planning
 - Targeted development programme to support Managers with diverse teams

In addition to the above we will produce a full programme of events, initiatives and educational supporting Diversity and Inclusion at MTVH in collaboration with external partners and Colleague Network Groups.



<p>Aim & Outcome:</p>	<p>MTVH aspire to have a fully reflective and representative workforce across all Directorates across all levels.</p>		
<p>Strategies:</p>	<p>Accurate data sets and reporting across all stages against diverse strand.</p> <p>Target/ (aspirational target)driven workforce planning.</p>	<p>Pay gap analysis/ pay equity</p>	<p>Recruitment processes/ employee lifecycle</p>
<p>Actions:</p>	<ul style="list-style-type: none"> • Create easily accessible data sets that are effective in influencing the decisions we make as a business. • Targets for Ethnicity and Gender for each level to influence the pipeline. • Produce annual pay gap reporting suitable for external distribution along with the plans in place to reduce the pay gap. • Conduct analysis around pay equity. 	<ul style="list-style-type: none"> • Accurate reporting on gender and ethnicity pay gap published internally and externally. • Leader in the industry. • Aspirational route to reducing pay gaps through: <ul style="list-style-type: none"> Recruitment Flexible working policies Career Progression Reward and job architecture Targets around the pipeline 	<ul style="list-style-type: none"> • Role modelling write ups of talented diverse role models; • Review wording and imagery on job ads; • All recruitment shortlists to apply the Rooney rule plus where possible • Blind/anonymous CV's • Diverse interview panel members • Unconscious Bias training for all interviewers • Internal progression through talent management processes

Aim & Outcome:	Community based external activities and initiatives with an emphasis on residents' wellbeing and treatment.		
Strategies:	Identify and engage with resident by protected characteristic	Understanding diverse impact of residents lives	Integrate insights from residents to influence Customer Service and Property
Actions:	<ul style="list-style-type: none"> • Diversity-themed events between colleagues and residents, held within communities • Community-led projects that capture their lived experiences • Adopting an ongoing and consistent commitment to engaging communities. • Potential for volunteering through CNG • 	<ul style="list-style-type: none"> • Take steps to understand and address the barriers that prevent minority ethnic communities from accessing the public services they need • Consistent use of translation solutions to address any language barriers • Reach out to residents from different protected characteristic groups to share experiences, create mutual understanding and work together to tackle discrimination • Review levels of diversity within individual estates, and work towards putting in place site-based teams that increasingly mirror our residents' diversity 	<ul style="list-style-type: none"> • Conduct learning events that bring together residents, managers and colleagues, from across all diversity strands, incorporating dialogue that enables them to hear from, share with and learn from each other

Aim & Outcome:	Development and upskilling for all roles within the business		
Strategies:	Job family mapping and structural architecture	Succession and talent management planning	Targeted development programme to support Colleagues and Managers with diverse teams
Actions:	<ul style="list-style-type: none"> • Reward to create structurally appropriate job families that combine levels for progression and career pathway information. • Internal progression tracked and measured through each Directorate. 	<ul style="list-style-type: none"> • Mentoring/career development from senior leaders for correct level/diverse emerging talent • Cultural competence as an assessment criteria for internal promotion candidates into senior positions. • Transparent talent pipeline incorporating development opportunities withing volunteering and mentoring to increases visibility and experience. 	<ul style="list-style-type: none"> • Customer facing colleagues' training to include content related to sexual orientation, gender identity, ethnicity and disability to ensure colleagues are aware of issues customers might face and equipped with knowledge/skills to help mitigate these • Leaders acting as role models by promoting, attending and contributing to all protected characteristic seminars/events etc. • Challenging their own behaviors and those of their peers/reports

Aim & Outcome:	Culture change		
Strategies:	Policy and Procurement- Improvements that focus on people and behaviours to drive cultural change.	Colleague Engagement that encourages and gives our colleagues a platform to share their voice.	Culture Change that promotes positive influence throughout the entire colleague lifecycle
Actions:	<ul style="list-style-type: none"> • Ensure commitment to D&I is mandatory within our supplier selection criteria for all new tenders • Implement systematic review of all current suppliers and engage with them on this topic. • Review of customer-facing policies and procedures to maximize sensitivity towards diverse customers • Review impact of all people policies on protected characteristics through Equality Impact Assessments 	<ul style="list-style-type: none"> • Communication and education to all colleagues around protected characteristic areas allowing everyone the opportunity to be their authentic selves. • Specialist focus groups on areas of wellbeing and mental health aligned with the needs of our colleagues with direction from the Respectability Network. • Wellbeing initiatives aligned to support our colleagues through all stages of their journey 	<ul style="list-style-type: none"> • Zero tolerance of any discriminatory behavior • Highlighting whistle-blowing protocols and application to all relevant concerns raised (to protect safety of complainants & witnesses); • Campaigns to capture colleague diversity data • Cultural competence to be included within each manager/leader's performance objectives

DISG Governanace	Colleague Network Groups	Focus Groups	Residents Groups
<p>Established in 2021 Diversity and Inclusion Strategy Group - Governance Panel. Chaired by Jane Long. Comprised of Senior Leaders from each Directorate and the Senior Sponsor for each Network Group.</p> <ul style="list-style-type: none"> • Governance meets 3 times per annum • Support central team and CNG's in aligning initiatives with the priorities contained within the MTVH Strategic Plan where senior influence may be required. • To identify risks and opportunities associated with the proposals, decisions and other activities. • Act as a conduit between the CNG Chairs and the DISG delivering feedback, action plans and strategy support. • To be committed and passionate about their protected characteristic group. • To be an active and visible role model attending events and promoting initiatives. 	<p>Established in 2021 new Colleague Network Group.</p> <ul style="list-style-type: none"> • To ensure that the activities and decisions of their groups actions are aligned with the priorities contained within the D&I Strategy • To provide opportunity for members, colleagues and residents to openly voice their suggestions, feedback and opinions. • To ensure that protected characteristic and D&I matters are fully considered, addressed and embedded within the activities and decisions of the network. • To identify risks and opportunities associated with the proposals, decisions and other activities which fall within the remit of the network. • Where possible use opportunities to work intersectionally across other/ all network groups. • To ensure terms of reference are reviewed on an annual basis along with the CNG effectiveness • To ensure procedures for events and measurements are delivered back to central team • Lead on creating cross-HA network group for all D&I Leads 	<p>Establish focus group across all MTVH sites with a group of representatives from the business – D&I , Wellbeing, Health and Safety etc</p> <ul style="list-style-type: none"> • To provide opportunity for all colleagues to openly voice their suggestions, feedback and opinions. • Feedback from these session will be delivered back through Jane Long with decisions and feedback communicated ack out to the business through communication channels. 	<p>The Customer Engagement framework, involved customer structures and wider customer groups will reflect the diversity of MTVH customer base. The engagement activities will focus on capturing the diversity of lived experiences to shape and influence MTVH responses</p>