

# OUR INCLUSION JOURNEY

2021/22-2022/23



Inclusion is firmly on the agenda at RHP Group, being talked about, considered and influencing decisions to make long term positive change.

We know though that true inclusion is a continuous journey rather than a destination. Let's walkthrough the progress that has been made so far and look ahead to what's to come as we take the next collective steps.

One thing we know for sure, inclusive thinking and actions will continue to be our guiding light.



"It's brilliant to be involved with our strategy. To know that my true equality vision for how I'd like to see RHP progress, from everything from recruitment through to customer engagement, is something that means a lot to me."

**Sharon**, Inclusion Network member

# Connecting through difference

A key part of our values and culture at RHP Group is to create an environment where everyone can be themselves and people are treated fairly and equally. We embrace and understand the value that diversity brings – it can only make us better and stronger.

It's the foundation of our vision to be one of the best service providers in the UK and an excellent employer.

We know that we can only be the best service provider if we take time to understand our diverse group of customers and what their needs are, designing our services around them, so that they're accessible and easy to use for all.

For us being an inspiring place to work means creating an environment where our people feel comfortable to bring their real self to work. We want our employees to feel included, that their voice and opinion matters and that they can grow during their time with us. We know through experience that different ideas, perspectives, and backgrounds create a stronger and more creative work environment that delivers better results. It fuels our innovation and connects us closer to our customers and the communities we serve.

## Our commitment

We know we have more work to do.

I, along with the rest of our Executive Group and Board are passionate about leading meaningful change in this area. We've therefore committed to taking decisive action and improving our practices around inclusion and diversity for both employees and customers.

Supported by our inclusion network (made up of representatives from across the organisation) we've implemented an action plan to become a more inclusive employer and service provider. The plan has three core goals:

### Goal 1:

Develop and sustain an inclusive organisation

### Goal 2:

Recruit, retain and advance a diverse organisation.

### Goal 3:

Integrate diversity, equity and inclusion into what we do

For us this is a continual process and something we will keep reviewing and working on to ensure that we're the most inclusive employer and service provider that we can be.

## Progress made in 2021/22

This report sets out in details the headway we've made around inclusion over the past financial year.

Thanks to RHP Group employees, our Inclusion Network and our Board members, inclusion and diversity is at the forefront of all of our minds. We're talking openly about diversity topics in a whole new way, voices are being heard and allies are standing proudly. We're also listening to customers like never before, both through our Service Design and 'In your Shoes' projects. It's also positive to see the changes to the make-up of our Board, a little later this year over 30% of Board members will be from diverse backgrounds. This particularly matters as it's more reflective of our customer base. As this document highlights, we know there will always be more that we can do, and we continue to be passionate about taking positive action to evoke change.



**David Done,**  
Chief Executive



# Where we've been

Here are just some of the inclusion highlights, showcasing what's been achieved within the past financial year (2021-2022).

## GOAL ONE:

Develop & sustain an inclusive organisation

There has been more regular reporting of our statistics at all levels. Our Executive Group get a quarterly update and our Committees receive a biannual update.

Our Inclusion Network have collectively acknowledged that inclusion is now at the forefront. Difficult conversations are being had, allies are coming forward and people are sharing their stories.

Over 80% of our external speakers have been truly inclusive with topics ranging from gender diversity, disabilities and allyship. We've been able to take their recommendations made forwards.

## GOAL TWO:

Recruit, retain and advance a diverse organisation

So far, 93% on our desk-based employees have received inclusion & diversity training. Feedbacks been extremely positive and helped employees with relevant conversations.

We have already launched our mentoring schemes and reverse mentoring will also have been introduced by the end of the year.

We have better insight about what is happening across our recruitment processes so we can make long term changes.

## GOAL THREE:

Integrate diversity, equity & inclusion into what we do

We have developed our engagement surveys so we can understand more about how it feels across various groups to work at RHP.

We have looked externally for best practices, joining the NHF's Equity and Diversity Forums and taking part in Key for Life events. We also established that we will no longer speak at event unless they have a diverse range of speakers.

Our service design work and In their Shoes project means we're hearing from a wide range of customers like never before.

"Being part of the networks journey has been incredible, it's like watching a child grow from infancy to the early teen years in such a short space of time. It's been my privilege to support and empower people to take steps in raising the bar. Today we can look at what has been achieved and smile because we have made progress, but in true RHP style we will not sit on our laurels but are excited to get to work on creating the future we see ahead of us."

David, Co-Chair, Inclusion Network

# Where we're going

Here are the highlights of what we've got coming up throughout 2022-2023.

## GOAL ONE:

Develop & sustain an inclusive organisation

Train the organisation (RHP & Co-op Homes) annually on conscious inclusion including developing techniques to build it into what we do.

Increase our already high levels of transparency so that our employees and customers are crystal clear on how and why decisions are made.

Encourage online profiles to be completed through the customer portal. We will then use this information to tailor our services going forwards.

## GOAL TWO:

Recruit, retain and advance a diverse organisation

Continue to look at ways that our Executive Group and Leadership Team become more diverse when opportunities arise.

Continue to gather feedback from interviewees to make sure that our end-to-end recruitment process has been inclusive as it can be. Starting with the job advert all the way through to the final interview.

We will continue on the work we've done throughout 2021/22 with finding new ways and channels to advertise and promote our job vacancies. We'll also be removing applicant names from candidate shortlists.

## GOAL THREE:

Integrate diversity, equity & inclusion into what we do

Take a fresh look at our customer data and how it's gathered.

Ensure our contractors have inclusion and diversity as a core part of how they work. Build partnership charters with key contractors that demonstrates our commitment to this.

Review all policies to update and ensure inclusion is embedded throughout. Any new policies that arise from now on will be viewed through the inclusion lens.

## Listen up!

How we're listening to customers like never before.

We've been pushing to 'listen with care' in new ways for both our employees and customers. Here are just two of the key ways we've been doing this.

### Service Design

In the era of social media and instant feedback, customers have more direct access to companies than ever before. We don't want our communication with customers to become quick sound bites, though. We know we must continue to find methods to get customers' feedback in meaningful ways beyond just transactional interactions and clicks.

The key way that we're doing this is through our service design work. We decided to go beyond our standard surveys and data approach to measure our levels of customer satisfaction. Instead, we decided to carry out in-depth interviews with a diverse range of customers. We knew that we'd get more empathetic insights by sitting with customers and listening to the good and bad, taking in what they're saying and digging deeper to find insight.

So, how have we gone about this? Well, our service design team has carried out in-depth interviews with a diverse range of customers - some of whom are employees, too. They were asked detailed questions about our services to get to the root of what does work and what doesn't.

What we're ultimately trying to do here is to get beyond survey results and star-based reviews. The qualitative information we're getting from this work has been extremely valuable in shaping our services and in particularly feeding into our service transformation project 'Rewire'. Rewire is all about bringing people, processes and technology together to provide services that meet the diverse needs of our customers, all while making our employees' jobs easier.

To have this critical mass of customers feeding back and helping shape how we move forwards is powerful, and we've now embedded this as a consistent approach in how we do things, including investing in a dedicated service design team.

### In Your Shoes Project

We've also rolled out a truly inclusive listening and thought-based project called 'In your Shoes'. We've been asking customers from all walks of life to record their life story. These 'audio storybooks' are then shared with our colleagues and they get to hear about new cultures and perspectives. We then encourage our employees to have discussions around these stories and to reflect on what it means for how we deliver our services.

We're currently building up a bank of stories, but so far we've heard from a customer who speaks English as a second language and a customer whose daughter has myalgic encephalomyelitis (ME) and the challenges that it presents for both of them. We plan to have our new starters listen to these stories as part of their induction so that inclusive thinking is part of their thought process right from the jump.

If you'd like to find out more about these projects or our inclusion work in general please contact [communications@rhp.org.uk](mailto:communications@rhp.org.uk).

