



Loreburn
Housing Association

Our Culture



Creating Great Places to Live

The Loreburn Culture

Our Culture

At Loreburn we work together to ensure behaviours that impact on our success, positive or negative, are identified, celebrated or addressed. By working together, trusting and valuing each others contribution we can all achieve GREAT success.

Our values guide our practice.



Values



Empowerment



Customer



Outcomes



Underpinned with Value for Money for our Customers

DEMONSTRATING THE ORGANISATIONAL CULTURE

We live our organisational culture through our...

- **PERFORMANCE**
- **SPIRIT**
- **GUIDANCE**
- **TEAM APPROACH**
- **STRUCTURE**
- **COMMUNICATION**

If our approach is aligned to our values the more confident we become that we are demonstrating the characteristics of our culture.



HOW DO WE KNOW AND UNDERSTAND THE CULTURE?

Everyone at Loreburn has a role to play in embedding our culture. Positive behaviours relating to customers and colleagues ensure our culture is lived. Counterproductive behaviours such as avoiding conflict and challenge, limited risktaking and being disrespectful impact negatively on our culture. Collectively, our challenge is to identify where our culture thrives and where it is stifled and work together to enable success.

Key documents/ways of working that embody our culture and expectations.

SPIRIT	Our customs and how we think, act and treat one another create a spirit where everyone can bring their best self to work. We're enthusiastic, engaged and work as 'one team' to achieve our goals. We're serious about doing our best and like to celebrate our achievements too, with some fun and laughter along the way.
STRUCTURE	The way we structure our work is dependent on how we communicate information around the organisation, how the information moves from one area to another, how we apply reporting procedures where one person has responsibility for others, and ultimately how Loreburn utilises structure to ensure best use of resources to achieve objectives. Our structures must allow for empowerment and autonomy, allowing our staff to make appropriate decisions within their area of responsibility. The culture of Loreburn matures and spreads out from the way we work which is brought about by our structure.
COMMUNICATION	<ul style="list-style-type: none"> • Corporate Plan • Performance Information • Internal Communications and Meeting Structure • Employee Engagement Surveys • Staff Forum / Stronger Together Group • CEO's Friday Live Update
GUIDANCE	<ul style="list-style-type: none"> • Induction • Values guidance documents • MGI Tools and training • GREAT Decisions guidance • GREAT Reviews
TEAM APPROACH	<ul style="list-style-type: none"> • Company Catch Up's • Team Huddles and Meetings • PDPs - Informal Catch ups and Review • Supporting one another • Loreburn Celebrations
PERFORMANCE	<ul style="list-style-type: none"> • Performance information • Rewards and Remuneration Framework • Internal Audits • Process Reviews • Customer and Staff feedback



Loreburn Values & Ways of Working

At Loreburn we talk about having a strong values culture, and this is defined by our GREAT values being applied by everyone that works for us.

The values set out how we are expected to deliver and behave in our day-to-day work activities. Together we build the foundations for a successful Housing Association and its expected that we are here because we truly believe in the Loreburn vision and aims. Our vision is 'Creating GREAT Places to live'. In order to deliver our vision, we have our values and these are fundamental to all that we do. If one person fails, we all fail and we build our success on our collaborative approach and high trust culture of empowerment, allowing you the ability to make business decisions which are appropriate and fit for purpose.

Creating a customer centric culture is so important to us at Loreburn, without our customers we would not be here, and all our staff are responsible for delivering good customer service. We have a clear behaviour framework which is measured as part of your performance in your role.

This document looks at each of the five values to ensure you are clear on what the Loreburn ways of working are. If you have any questions about Loreburn's values and the ways of working, please contact a member of the People & Culture Team.

VALUES

G

**Growth
Mindset**

We strive to be the best and continue to learn, grow and change to achieve this.

R

Respect

We care about all that we do and how we do it.

E

**Exceptional
Customer
Experience**

We always put our customers first with a strong commitment to positive, proactive ways of working.

A

Accountable

We are responsible for all that we do and happy to learn from our successes and failures.

T

Together

We deliver our best results when we work as a team.



Creating Great Places to Live



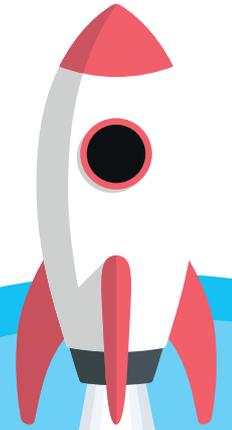
Growth Mindset

We strive to be the best and continue to learn, grow and change to achieve it.

Loreburn works in an ever changing environment and must embrace these changes. In order for the organisation to be successful, individuals need to:

- Embed learning and support change
- Be as flexible and adaptable as possible
- Preempt change where required
- See change as positive
- Be creative, innovative and groundbreaking when coming up with new ideas to create effective change.

We strive to create a culture of learning and use new, imaginative, and modern ideas to bring about improvements to our business.



Our Values are GREAT

LOREBURN'S PRINCIPLE OF G - GROWTH MINDSET - HOW WE DO IT...

We engage in change management and related processes believing where there is change there is opportunity.

We are proactive, we own and learn from our mistakes and listen and respond to feedback from our customers to deliver better outcomes.

We adopt a positive focus to achieve results and to see tasks through to completion with a "get it right first time" attitude to all that we do.

We look for better ways of carrying out our work and bring these ideas forward to be heard, tried and implemented.

We deliver on commitments, complete tasks on time and accept personal responsibility for our actions.

We look for positive solutions to problems and when giving feedback always make sure its constructive.

We embrace new technology and use it to best suit our work outcomes and productivity.

We always look for learning opportunities - if something does not work, we ask why. If an error is made we take steps to prevent it happening again.

We help our colleagues to learn and grow, being patient and tolerant of other ways of learning.



Great - BEHAVIOURS LINKED TO THIS WAY OF WORKING

GREAT

- Sees change as a positive thing and an opportunity.
- Supports change to colleagues.
- Shows flexibility and adaptability when trying out any new system or process.
- Proactively looks at continuous improvement, suggesting better and more efficient ways of doing things.
- Uses new and modern thinking to generate new ideas.
- Embraces learning opportunities.
- Continually reviews projects and current work for improvements.
- Understands and uses new technology to be at the cutting edge of media regulation.

EXCEEDED

- Promotes change as an on-going process.
- Sees the implications and benefits of change.
- Enthuses the team with a positive attitude to change.
- Drives change within own area of influence.
- Encourages the team to learn and propose new ideas.
- Organises and leads in new ways of working by developing new and creative solutions.
- Identifies concepts for new processes based on requirements.

WHAT WE NEVER DO...

Refuse to get involved in change processes.

Act negatively toward change or new ways of working.

Take feedback personally... we use it to grow and improve.

Take a fixed view of our own abilities or that of others.

Ignore new ways of working/technology or initiatives.

Bring others down with negative talk about Loreburn or our ways of working.

Give unhelpful feedback e.g. if you are asked if you think a procedure works and you think it doesn't - then explain your rationale and put forward ideas for making it better, rather than just saying it's no good.

BEHAVIOURS THAT ARE NOT ACCEPTABLE AND THAT DON'T MEET OUR EXPECTATIONS

NOT MET

- Sees change as a negative thing.
- Demotivates colleagues by portraying a negative attitude towards change and openly discussing issues in a negative way.
- Shows no or little flexibility or adaptability to anything new; digs their heels in, creating barriers, preventing new systems working.
- Avoids new technology, preferring to use old methods.
- Is content with the current position and is reluctant to learn new ways of working.
- Does not listen to new ideas or take a risk in considering them.



R

Respect

We care about all that we do and how we do it.

Respect at Loreburn is about

- Respecting our colleagues and customers points of views and values.
- Accepting and appreciating the contribution and dignity of others.
- Communicating freely and in a way that is unambiguous and easily understood.



Our Values are GREAT

LOREBURN'S PRINCIPLE OF R - RESPECT - HOW WE DO IT...

We are courteous, pleasant, respectful and always display a helpful attitude towards those that we interact with through our work.

We build and maintain effective working relationships with our colleagues and wider teams.

We encourage colleagues to express opinions and ideas. We embrace collaborative thinking.

We are respectful when people share their views and opinions. We adapt our style to suit our audience when necessary.

We are open to feedback and accept it positively.

When communicating we ensure the messages we are conveying are understood, and clarify where necessary.

We use the MGI tools to deliver an effective customer service (both internal and external) with positive first responses, action language, template 123 and Glad, Sure, Sorry techniques.

We communicate honestly and effectively: adopting "adult to adult" conversations, supportively holding each other to account.

When we are unsure about something we seek clarification and use questions to check our understanding.

We deliver what is expected of us in a timely manner and when we are not sure we seek clarification.

We work in a way that promotes and delivers an inclusive, engaged workspace.

We respond in a timely manner. If we face difficulties, we liaise with the people we are working with to agree solutions.



Respect - BEHAVIOURS LINKED TO THIS WAY OF WORKING

GREAT

- Is always approachable and builds rapport with colleagues.
- Is respectful of other people's opinions.
- Is open to feedback and accepts it positively.
- Offers constructive feedback in a way which makes it acceptable to others.
- Communication is accurate and easy to understand by the receiver.
- Actively listens to clarify questions and issues.
- Uses questions to check understanding.
- Adapts language to the needs of the listener.
- Issues are raised in a sensitive way without causing offence.
- Communicates positive body language.

EXCEEDED

- Understands and demonstrates empathy with colleagues' issues from other areas of the organisation and offers constructive assistance when required.
- Seeks the views of their colleagues.
- Communication is timely, accurate and understood immediately by the receiver.
- Adapts the content, style, message and tone of a meeting, presentation or discussion to fit the audience or situation.

WHAT WE NEVER DO...

Blame or pass the buck.

Act disrespectfully to others.

Communicate in a way that is misleading or unclear.

Ignore a colleague's request for information or help.

Leave a customer waiting for a response.

Express a viewpoint until we have listened fully to what others say.

Make derogatory comments to customers about the quality of previous colleagues, Loreburn or its activities.

Make judgements or share assumptions with customers or colleagues or outwith work about customer or colleague lifestyle or choices.

Name call, be rude or belittle people or their ideas. We work in a way that ensures our colleagues know they are valued.

BEHAVIOURS THAT ARE NOT ACCEPTABLE AND THAT DON'T MEET OUR EXPECTATIONS

NOT MET

- Communicates inaccurately or in a misleading way.
- Lacks tact when raising issues.
- Concentrates only on the words spoken and not body language or vocal cues.
- Comes across as being negative, unhelpful, uncaring etc.
- Does not respect the views of others.
- Has a defensive attitude and is reluctant to accept feedback.
- Allows personal conflicts to get in the way of team goals.
- Refuses to do any task which they view as outwith their remit.
- Is rude, contemptuous or discourteous to others.

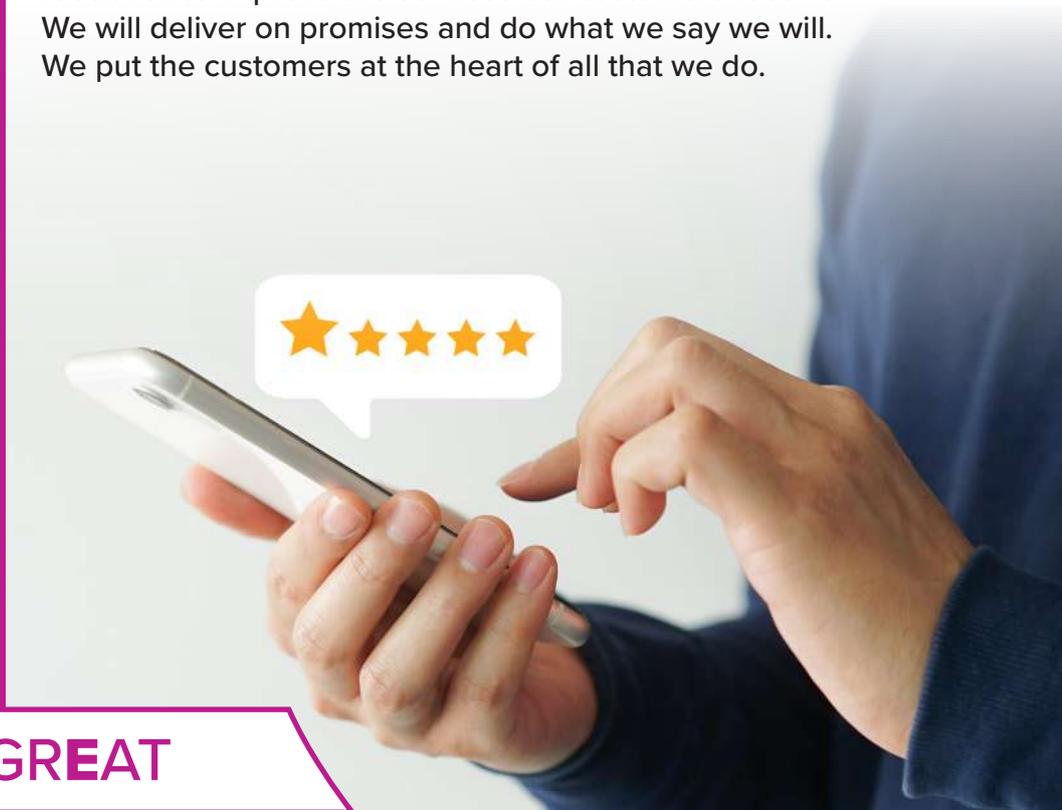


Exceptional Customer Experience at Loreburn is about

Being committed to listening to our customers and responding to their needs accurately, promptly and fully. We will act on feedback to improve the services our customers receive. We will deliver on promises and do what we say we will. We put the customers at the heart of all that we do.

Exceptional Customer Experience

We always put the customer first with a strong commitment to positive, proactive ways of working.



Our Values are GREAT

LOREBURN'S PRINCIPLE OF E - EXCEPTIONAL CUSTOMER EXPERIENCE - HOW WE DO IT...

We always treat our customers and their home with respect. We ensure any works carried out are done so with minimal disruption and we are always courteous when working in our customer's homes.

We should be aware of our customers needs and when we become aware of a sensitive issue, we take the correct steps to flag it and take appropriate measures if there are safety issues.

We adopt a positive focus to achieve results and put the customer at the heart of all we do. We ask ourselves would that be good enough for me or my family if I were in that customer's position.

We take ownership of any issues or problems highlighted by customers and, if possible, ensure they are resolved.

We work in a way that promotes and delivers an exceptional customer experience.

We manage our customers expectations by not over committing when there has been an error. Own it, apologise, and move on to the action to resolve it.

We use the MGI tools to deliver an effective customer service (both internal and external) with positive first responses, action language, template 123 and Glad, Sure, Sorry techniques.

We actively listen and respond to feedback from our customers to deliver better outcomes. We ensure that customer feedback is used to improve our ways of working.

We support each other when responding to customers - if a colleague requests information we respond in a prompt manner.

We ensure that all contact with customers is logged in a timely manner in our relevant customer relations management system to ensure others can get the fullest of information when they need to.

We always represent Loreburn well. We build trust with our customers and aim to build a long-lasting relationship.

We are courteous pleasant, respectful and always display a helpful attitude towards those that we interact with through our work.



Exceptional Customer Experience

BEHAVIOURS LINKED TO THIS WAY OF WORKING

GREAT

- Always proactively listens to the customer.
- Establishes friendly but business-like relationships with customers.
- Displays a positive impression of their team and Loreburn by being helpful at all times.
- Displays an understanding of customer's needs and expectations.
- Ensures promises made to customers are delivered.
- Ensures customers are informed and updated on progress.
- Remains patient and calm even when conversations and interactions are difficult.

EXCEEDED

- Encourages customers to raise issues and provide feedback.
- Uses feedback from customers to identify and resolve problems with our service provision.
- Shifts work as priorities change.
- Organises the work to deliver to time and agreed quality standards.
- Takes personal responsibility for ensuring customer needs are met.
- Ensures promises made to customers are achievable.
- Builds good working relationships with customers.
- Creates a positive impression of their team and Loreburn by demonstrating positive behaviours which exceed expectations.

WHAT WE NEVER DO...

Fail to keep customers informed by not communicating regularly and engagingly.

Take a long time to resolve problems - we are on to it immediately.

Make customer interaction overly complicated and long winded - we keep things as easy and simple as they can be.

Disempower colleagues and customers, we always offer a positive customer experience.

Promise something that's not realistic or achievable.

Forget that the little things do count.

Fail to appreciate that the customer has a choice and they chose Loreburn H A.

Forget to smile and be pleasant even on the bad days.

Forget it's important to fix mistakes quickly when we don't quite get it right.

BEHAVIOURS THAT ARE NOT ACCEPTABLE AND THAT DON'T MEET OUR EXPECTATIONS

NOT MET

- Does not regard customers as their highest priority.
- Does not attempt to build rapport with customers.
- Only does the minimum.
- Does not try to see things from the customer's perspective.
- Fails to deliver on promises.
- Keeps customers in the dark on progress.
- Is disrespectful and impatient when dealing with difficult calls or face-to-face situations.
- Is unhelpful to colleagues.



Accountability at Loreburn is about

- Taking responsibility
- Being honest
- Being honourable
- Being reliable
- Acting with integrity at all times.
- Transparency and truth whilst engaging with all people.

Accountable

We are all responsible for all that we do and happy to own and learn from our successes and failures.

Our Values are GREAT

LOREBURN'S PRINCIPLE OF A - ACCOUNTABLE - HOW WE DO IT...

We are courteous pleasant, respectful and always display a helpful attitude towards those that we interact with through our work.

We are proactive, we own and learn from our mistakes and listen and respond to feedback from our customer and colleagues to deliver better outcomes.

We adopt a positive, focus to achieve results and see tasks through to completion with a "get it right first time" attitude to all that we do.

We take ownership of any issues/problems highlighted by customers and take action to resolve.

We deliver on commitments, complete tasks on time, and accept personal responsibility for our actions.

We deliver what is expected of us in a timely manner and when we are not sure we seek clarification.

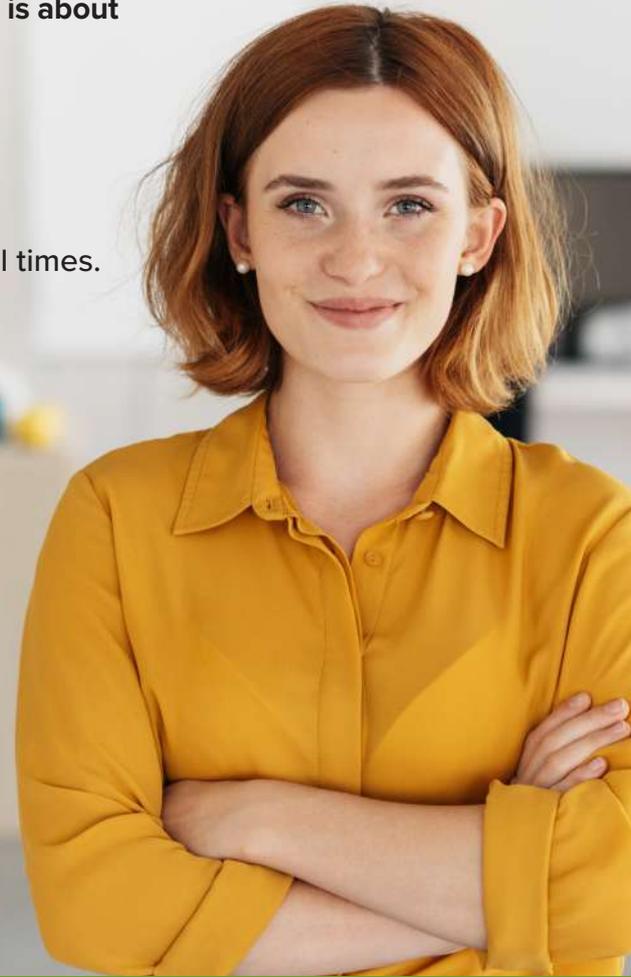
With an awareness of own strengths, weaknesses and developmental needs we work collaboratively to deliver results.

We collaborate and work together and where there is a barrier to delivering work, we take steps to explore how this can be removed. Where it fails, we escalate.

We work in a way that promotes and delivers an exceptional customer experience.

We respond in a timely manner and if we face difficulties, we liaise with the people we are working with to agree solutions.

We communicate honestly and effectively adopting "adult to adult" conversations, supportively holding each other to account.



Accountable - BEHAVIOURS LINKED TO THIS WAY OF WORKING

GREAT

- Accepts personal responsibility for own actions.
- Maintains commitments and completes undertakings.
- Accepts and learns from their mistakes.
- Takes ownership of any issues/problems highlighted by customers or colleagues, and where possible, ensures they are resolved.
- Takes a 'get it right first-time attitude' to everything.
- Works positively to achieve results.
- Is aware of own strengths, weaknesses and developmental needs.
- Sees tasks through to completion.

EXCEEDED

- Promotes equality and inclusion, ensuring everyone you meet is treated as an individual, taking the time to listen and understand different perspectives, thoughts, experience and backgrounds of our colleagues and customers.
- Encourages mutual respect throughout team.
- Is able to quickly evaluate situations, foresee problems and take corrective action.
- Takes responsibility for performance weaknesses in themselves and works to build competency.
- Continually strives to improve quality and outputs of personal performance.
- Focuses on the positive. Is flexible and resilient.
- Takes on new challenges and extra duties with enthusiasm.

WHAT WE NEVER DO...

Forget to lead by example.

Turn up late or unprepared.

Be rude when our colleagues hold us to account.

Shy away from the difficult conversations - always focus on the performance not the person.

Fail to address poor performance as soon as we see it - we support each other to improve.

Fail to follow things through or to keep people informed.

Fail to take ownership - we have a responsibility to meet the expectations placed on us in our roles.

Forget that it is our responsibility to hold each other to account and we have permission to do so.

Forget that we are accountable.

BEHAVIOURS THAT ARE NOT ACCEPTABLE AND THAT DON'T MEET OUR EXPECTATIONS

NOT MET

- Passes responsibility to others inappropriately.
- Lets people down by not maintaining commitments.
- Does not respect confidentiality.
- Passes the buck.
- Lets someone else solve the problem or adopts a 'it's not my problem' approach.



Together at Loreburn is about

Working co-operatively with others, to be part of a team, to respect each other and to work together as opposed to working separately or competitively. It requires the creation and maintenance of genuine, positive, professional and trusting working relationships with colleagues, customers, stakeholders and other people we come into contact with.

At all levels it means respecting the contribution and views of others, supporting and respecting others, sharing information and building positive relationships, both within Loreburn and with and all those we engage with.

Together

We deliver our best results when we work as a team.



Our Values are GREAT

LOREBURN'S PRINCIPLE OF T - TOGETHER - HOW WE DO IT...

We are courteous pleasant, respectful and always display a helpful attitude towards those we interact with through our work.

We always consider the needs of others and work together to find solutions when we need to.

We get to know our colleagues and build effective working relationships.

We support each other to learn. When we're subject experts we take the initiative to develop practice notes to help our teammates when we're not there.

We have an awareness of our own strengths, weaknesses, and developmental needs. We work collaboratively to deliver results.

We engage with the staff forum and other initiatives to share ideas and ways to continue our collaborative working.

We communicate honestly and effectively adopting "adult to adult" conversations, holding each other to account.

We collaborate and work together and where there is a barrier to delivering work, we take steps to explore how this can be removed. Where it fails, we escalate.

We participate in cross team working and opportunities to help other teams when the time arises.

We can be relied upon to help - if you find you are called upon regularly by the same colleague or customer for the same issue then are able to respectfully remind them that assistance has been provided and can look to signpost to the relevant information.



Together - BEHAVIOURS LINKED TO THIS WAY OF WORKING

GREAT

- Consider the team's objectives before their own personal objectives.
- Makes time to support their colleagues.
- Is always willing to 'roll up their sleeves' and help colleagues.
- Is keen to learn from others and to help others learn.
- Rises above personal team conflicts in order to achieve team goals.

EXCEEDED

- Prepared to share resources to allow higher priority projects or work to proceed.
- Includes whole team in decision making process for team objectives.
- Makes time to support other team members.
- Actively involves colleagues to deliver business outcomes through team working.
- Gains colleagues' commitment and support for recommendations.

WHAT WE NEVER DO...

Be dishonest or misleading with colleagues or customers.

Forget that if we work together, we get better results.

Fail to deliver - our colleagues trust us, and we trust them and together we succeed.

Communicate poorly or not at all. We keep our colleagues updated and and respond timely.

Engage in negative behaviours such as office gossip that have the potential to affect the mood and morale of others..

Waste time on problems that are unsolvable.

Ignore our colleagues or customers.

Forget why we are here - to give our best in our roles.

BEHAVIOURS THAT ARE NOT ACCEPTABLE AND THAT DON'T MEET OUR EXPECTATIONS

NOT MET

- Is reluctant to help colleagues and has difficulty relating to colleagues.
- Puts own objectives before team objectives.
- Fails to support other team members.
- Does not consult with colleagues.
- Is only concerned with their own development.



A **GREAT** decision is one that...

G

gets a **GREAT** outcome

Am I using my autonomy to deliver results for customers and Loreburn?



R

uses **RESOURCES** to make a difference

Am I using resources to provide an excellent customer experience with value for money outcomes?



E

ENSURES we meet our obligations:
legal, compliance, policy
and performance

Am I balancing my autonomy with Loreburn's statutory and regulatory obligations?



A

sees us **ACT** with **INTEGRITY**

Will my actions meet the standards of professional conduct required of me? Could acting/not acting damage my own or Loreburn's professional reputation?



T

builds **TRUST, CONFIDENCE**
and **CO-OPERATION** between
customers and among colleagues

Am I delivering on my promises and what others expect of me?





Loreburn Housing Association

where GREAT People deliver GREAT Services
and an exceptional customer experience.

Title:	The Loreburn Culture
Lead:	Chief Executive
Version Reference:	Version One
Date Approved:	May 2021

Creating Great Places to Live

