



Annual Diversity Report 2016/17

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The past year has been turbulent, both politically and socially, across London, the UK and globally. Following the decision to leave the European Union, there was a sharp rise in the number of ethnicity-related hate crimes being reported. Against this backdrop, it's more important than ever that Notting Hill Housing (NHH) stands firm in our commitment to equality, diversity and inclusion both for residents and colleagues, creating inclusive communities and workplaces that allow people to be who they are.

Equality, diversity and inclusion has always been key to our work. NHH was founded in 1963 by Bruce Kenrick and like-minded individuals who were deeply troubled by the inequalities and poverty being experienced by immigrant communities in west London. Our purpose has remained the same ever since; we exist to provide good quality homes for those who could not otherwise afford them.

This annual diversity report takes a look at satisfaction levels for residents and colleagues across the eight protected characteristics for which we collect data – age, gender, ethnicity, religious belief, sexual orientation, disability, marital status and gender reassignment – and sets out some of our achievements over the past year as well as our priorities for the future.

Our residents

Our residents are at the heart of everything we do.



Members of the resident Equality, Diversity and Inclusion Forum.

We house a wide range of residents from tenants to homeowners, with a diverse mix of social and economic backgrounds. Our residents reflect the communities in which we work across London's 32 boroughs. Our residents speak over 16 different languages and are aged between a few days to over 100 years old. Every one of them has individual needs.

We provide a personalised service to every resident. Our housing officers and property management officers are the one-stop shop for all their housing needs. By building relationships with residents and getting to know what matters most to each of them, our officers are able to provide a service that places the resident at the centre and ensures their specific needs are met.

Having residents who love where they live is integral to what we do. To ensure that we understand what is important to our residents, we launched a new, more detailed customer satisfaction survey tool in 2016, which provides insight into what our residents value about our services. As the new collection method is incompatible with previous data, it's not possible to compare satisfaction levels exactly as we have done before. This year, we begin with a newly defined baseline that we will be able to build on and compare against in future.

Resident satisfaction results over the past year suggest there aren't any worrying trends associated with gender, ethnicity, religious belief, sexual orientation or disability. At the same time, our data shows that both minority and majority groups have had a similar experience of our services.

We have identified some trends around age. Across all our businesses, younger and older residents are very happy with the service they receive. But there's a dip in satisfaction levels for residents aged between 30 and 40, although these begin to improve in the 55+ age bracket. We'll monitor negative responses from 30-40 age bracket over the next year to identify how we might improve their service.

Permanent rented housing (PRH)

Permanent rented housing is what we call social or general needs housing. We work across all 32 London boroughs to provide affordable rented homes to those in housing need.

The majority of our households in PRH properties are headed up by women (64%). It is positive that the satisfaction results from the past year show that there is no difference in satisfaction level between male and female residents in this group.

In our PRH homes, 40% of residents identify as being Christian. The next largest group do not practise a religion, and the third largest identify as Muslim. Figures from the Office of National Statistics for the wider London population tell a similar story; the largest group identifies as Christian, with the next largest group identifying as Muslim. Interestingly, the percentage of the wider London community who do not practise a religion is smaller than that of our residents.

We've seen a really positive move towards closing up data gaps in PRH, with lower levels of unknown data on sexual orientation.

There has been increased pressure on sections of this group. Continued changes to the welfare benefit system have placed more tenants at financial risk. We've responded by increasing the ways in which we can support those residents who need it the most. Early intervention is crucial.

With our Altogether Better (A2B) model, housing officers provide a one-to-one service for our residents. This means that tenants always know who to contact when they need us. Our welfare benefit advisers are also available to provide expert support to tenants. In addition, we launched a Tenancy Support Network this year. The new team has built up a database of agencies to which our housing officers can refer tenants for a range of support needs.

"I have residents with mental health issues and physical disabilities. As part of my annual visits I ask them about their support network and who they have to assist them. This helps to identify if they are struggling with any tasks, and if so, I can try to signpost them to further support.

I also talk about their condition, if they are comfortable with this. Working out whether they're getting better or worse can really help. I have a number of residents with degenerative disabilities, and having a better understanding of their needs has meant I've been able to help them look for suitable transfers."

– housing officer

Pathways

Our extra care housing provides residents with tailored care and support so they can live as independently as possible. Residents in our extra care schemes continue to express high levels of satisfaction with the service that they are provided, with the overall satisfaction level reaching 90%

Our Turnberry Court extra care scheme achieved an 'outstanding' rating from the Care Quality Commission (CQC) this year, one of the first extra care schemes in London to do so. The rating is a great endorsement of how hard our colleagues work to provide high levels of support and care.

Staff at Turnberry Court, the first extra care scheme in London to be rated 'outstanding' by the CQC.



The CQC report said: "There was an exceptionally inclusive atmosphere and people felt involved in how the service was run. We observed excellent examples of good caring interactions. Staff treated people with the upmost dignity and there was a respect between people and staff that created a warm and caring environment."

The befriending service that our volunteer network organises across our extra care schemes helps to tackle loneliness, a known issue among older residents. Over the past year, 52 residents have benefited from the befriending service, with more than 4,700 hours of time spent by volunteers engaging and interacting with older residents.

Home Options

Our Home Options team works with private landlords and local authorities to provide temporary homes for people in housing need.

Due to the temporary nature of the service in Home Options, it is more of a challenge to hold up-to-date diversity data on this group of residents. The heads of household in Home Options are predominantly female (68%). We haven't identified any worrying trends across different ethnicities or religious groups.

The Home Options team was restructured this year, and now includes two welfare benefit advisors, which means we are able to offer tailored benefits advice and support to our Home Options residents.

Notting Hill Home Ownership

Notting Hill Home Ownership (NHHO) is responsible for housing our leasehold and shared ownership customers, and for outright sales. Across the housing sector, these groups of residents report lower satisfaction levels. Although we perform well compared to our peers, satisfaction levels in NHHO are notably lower than in other parts of our business, scoring 59%. The new, more detailed satisfaction survey will help us to understand what is important to these residents so that we can take steps to improve their satisfaction.

Homeowners remain our least diverse resident group in terms of ethnicity and religious beliefs, and there is an almost completely even split between male and female residents in this group.

Resident involvement

Our equality diversity and inclusion (ED&I) forum is made up of a varied collection of residents who live in our properties and are committed to helping us improve access to our services. This year, they've been a vital sounding board for ideas and have helped us redevelop our complaints processes.

The forum also provided invaluable insight to Habitat, our project to upgrade the working environment at our Hammersmith office, to ensure that diversity was considered.

Artwork made by our residents has been used to decorate the interior of the new office – a fantastic celebration of some of our most talented residents.

"I have received excellent customer service from my property management officer. As a wheelchair user, some people just see my disability and not me as a person but my PMO is different. She treats me as an individual and has been able to resolve issues efficiently and in a professional manner."

- leasehold resident



Resident artwork on display at our Hammersmith office.

Colleagues

We recognise that successful organisations have a balanced workforce and an inclusive culture. Our values – integrity, inspiration and collaboration – underpin our work and help us to attract, develop and retain staff.

We want our colleagues to love where they work, and understand that making sure that we can all feel like we can be ourselves at work is an important part of making that happen.

The profile of our staff broadly matches that of the wider London workforce across the majority of the protected characteristics. But there are some differences. Our workforce is slightly older, with an average age of 40 compared to a London average of 38. We also have a greater proportion of colleagues from an ethnic minority background. Women make up the majority of our staff, with seven out of 10 colleagues identifying as female. In part this is due to our care and support staff, the majority of whom are female, which is typical of the wider care sector. But we also tend to attract a higher proportion of female applicants for job vacancies in non-front-line care roles.

Disabled people are underrepresented at NHH, with just less than 4% of colleagues reporting some form of disability, compared with 11% of the London workforce. This is a long standing issue. We have several procedures to ensure equality of opportunity, including fair selection training for all managers, advertising our commitment to equal opportunities on our website and making adjustments to interviews, assessments and work roles where needed and where reasonable.

Anecdotal evidence suggests that the underrepresentation is due, in part, to under-reporting of disabilities. This is exacerbated as colleagues often do not declare that they have acquired a disability by updating their details on myHR, our people management system. To address this, we are planning a disability awareness week for later in the year, to raise awareness of the types and prevalence of disabilities in our workforce and the support and adjustments that we can offer.

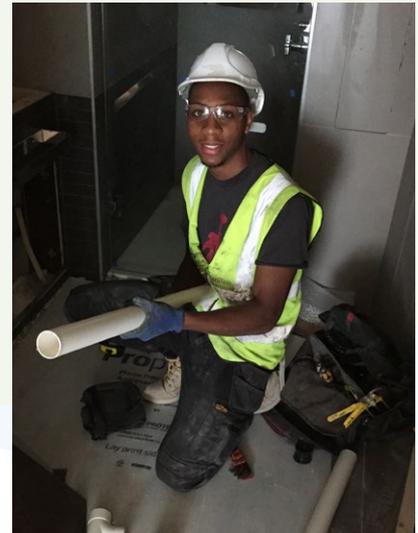
Talent

We want to create a balanced and talented workforce. In 2016/17, we continued to develop our employer brand ensuring that we are promoting NHH as an inclusive employer. This work will continue into 2017/18.

Apprentices

In the last year, we continued our apprenticeship programme and now have more than 10 apprentices working towards level 2 and 3 qualifications in areas ranging from IT and business administration through to bricklaying and carpentry.

We value apprenticeships as great entry points for people to start or change careers. Our current apprentices represent Londoners from a wide range of backgrounds. On the whole, they are more likely than our wider workforce to be male, from a black, Asian and minority ethnic (BAME) background, have a disability and be younger. As is perhaps to be expected, many of our apprentices are starting out in their careers, but we're pleased that some apprenticeship opportunities have been taken up by people changing careers. We're excited to be helping them make that transition.



NHH apprentice at a building site.

Development

Our Emerging Leaders programme moved into its third year in 2016/17. Of the candidates selected to join the programme this year, 50% were BAME and 75% female, with participants' ages ranging between 24 and 51.

Three quarters of those who participated in the first two Emerging Leaders programmes went on to more senior or specialist roles within a year of starting the programme. At the same time, about 70% of appointments to management roles in 2016/17 were internal appointments. We're confident that the Emerging Leaders will continue to contribute to creating a more diverse leadership group across all our businesses and provide a balanced talent pool for future leadership roles.

We offer a course of study programme to support colleagues to achieve qualifications related to their

professions. This year, 28 colleagues took part in the scheme, again adding to the rich skills across our organisation. A higher proportion of BAME staff took up this opportunity than white British staff, and four of the 28 participants identify as a disabled person (14%). This is indicative of our continued commitment to creating an inclusive environment.

Disability Confident Employer



In January 2017, we were awarded level two (of three possible levels) in the Disability Confident Employer scheme. The Disability Confident Employer award replaces the Two Ticks award, which has been phased out. The award recognises that we are working to improve understanding of disability, challenge attitudes and remove barriers to disabled people securing and maintaining employment.

The award is due to expire in January 2018, so we're working to ensure that we maintain our good accreditation.

One Notting Hill

To showcase the diversity and individuality of our colleagues and raise awareness around the topic, we invited all members of staff to tell us one defining fact about themselves. The campaign started 1,000 conversations about labels, perceptions, values and identity.



Pay reporting

As a large employer, we're required by new government legislation to publish our gender pay gap by April 2018. This is the gap between the average pay of all male employees and the average pay of all female employees. The gender pay gap is different to equal pay which deals

with pay differences between men and women who do the same job.

One of the causes of the gender pay gap is that a higher proportion of women work in sectors that tend to be lower paid, most notably the care sector where there is often a genuine occupational requirement for a woman rather than a man to be employed in a role. We anticipate that our gender pay gap will be affected by the number of care staff who are directly employed by us, as colleagues in our care services make up just over a third of our workforce and more than 92% of extra care and support colleagues are women.

We've been working to tackle some of the causes of the gender pay gap by encouraging women to work in higher paid parts of our business. Development and New Business (DNB) has one of the highest average hourly rates of any of our directorates and is often considered to be a male dominated industry. To counter this myth, senior female staff within DNB wrote several articles, talking about their role, their background and their experiences of working in development. Our gender pay gap report will be published later in the year.

Black History Month

During Black History Month in October 2016, we celebrated inspirational individuals, events and the history of people from black and ethnic minority communities.

Our celebrations included showing several films that covered black history and/or experience, such as Selma and the Colour Purple. - Resident Involvement Manager Lorraine Gilbert ran a follow-up event on the Colour Purple where colleagues discussed some of the issues raised by the film, such as racism, sexism and class division.

The month was brought to a close by a panel discussion on social justice, held in conjunction with our colleagues at Clarion Housing and Metropolitan. It was a great opportunity to give career advice by talking about role models, career progression and how staff can build their personal brand.

"Selma is a really good film and a disturbing reminder that while a lot has changed, a lot hasn't"

– housing officer



NHH's Rent and Service Charge Manager Emma Turay answers a question from the audience.

BAME network

The BAME network has come together following a panel event during last year's Black History Month. Several colleagues got talking and agreed that Notting Hill Housing as a whole would benefit from a staff group that supported BAME career progression and culture.



Charlene Peters - Chair of BAME Network

With the support of established staff equality groups from other housing associations, our network developed aims, agreed a structure and elected a chair. Cautious that staff groups can wither away when key colleagues leave, the network was intentionally structured to have a core group of members and the aims were intertwined with the themes of our corporate strategy.

Supporting career progression, especially into senior roles, is an important aim for the group as, in common with other housing associations, we have a low number of senior leaders from a BAME background. Supporting, mentoring and networking can also be used to tackle some of the barriers to career progression such as low confidence, lack of role models and lack of strategic career advice. To help establish this focus, the official launch in July 2017 will offer mini master classes and networking opportunities.

LGBT Plus network

In 2016 we set up a network for LGBT colleagues and residents. The network aims to promote, support and encourage LGBT achievements in the workplace and the wider community. It has strong links with the sector-wide LGBT group, House Proud. Together, they've held a series of events on mental health, faith and sexual identity and

trans-inclusive work places. Having this link has ensured that our staff can access a bigger and more diverse programme of events, enabled us to share resources and provided a great networking opportunity.

The network has also proved to be a great resource for the business, providing LGBT liaison officers, panel members for Paragon Student Lets LGBT events and supporting the review of HR policies to take into account their impact on LGBT staff.

Support for creating an “inclusive environment where staff feel they can identify themselves as LGBT” has come right from the top. Both the Chief Operating Officer and the Chief Executive have written articles for Hive, our intranet, outlining why they are supporters of LGBT rights. That message is also integrated into our corporate induction day, where representatives from the network attend to promote the work of the group to incoming staff

“At the heart of everything we do at NHH is a belief and commitment to creating genuinely inclusive workplaces and communities, where everyone can be themselves”

– Kate Davies,
Chief Executive



Pride Month

Notting Hill Housing officially attended London Pride for the first time in 2016, to mark the achievement, we held a whole month of Pride activities. These included holding a film night and a series of ‘Pride Perspectives’ on Hive, our intranet. The month culminated in LGBT colleagues and their straight allies joining the London parade on an open top bus, organised by Houseproud.

Equality, diversity and inclusion in 2017/18

Our updated action plan will continue to drive our work around equality, diversity and inclusion over the next year, focusing on three key priorities.

BAME leadership

As outlined above, the launch of the BAME network, continued leadership development programme and a new mentoring scheme are expected to bring more balance to the profile of our future leadership group, which we recognise is currently not representative of our overall staff profile.

WorkWise

This is a major programme to improve and refine how we deliver services to our residents. It will focus on automating seven key business processes and give customers wider options for interacting with our services. An ED&I representative will be involved from the outset to ensure that protected characteristics are considered throughout the programme.

Disability

We'll focus on raising awareness around disabilities. As well as the internal staff campaign mentioned above, we'll work over the next year towards improving the disability data that we hold for our residents. It's vital that we have relevant information about any additional needs or adaptations that our customers might need as we deliver our services; improved knowledge about residents who live with disabilities will enable us to provide a more reactive and tailored service.



