

**EQUALITY,
DIVERSITY,
AND
INCLUSION**

**Annual Report
2021/22**

**The Barnet
Group**
PERSON CENTRED

Executive Summary

Principles of fairness and equality, diversity, and inclusion run through The Barnet Group's Vision, Mission, Values, and strategic objectives, and underpin all that we do. For the first time, this report brings together our reporting on our Public Sector Equality Duty (PSED) equality objectives and annual reporting of our equality information and performance.

The Barnet Group includes a diverse set of organisations, each with a strong social purpose and a fundamental aim to tackle injustice and inequality. We believe challenging inequalities, increasing inclusion, and celebrating diversity provide a strong foundation for a committed and productive workforce and happy communities. We believe everyone has the right to equal access to opportunities, including representation, services, and employment.

So that everyone can achieve their potential, our aim is to create an inclusive organisation:

- where people are treated with respect;
- where inequalities are challenged; and
- where we anticipate and respond positively to different needs and circumstances.

In the creation of our new Equality, Diversity, and Inclusion (EDI) Strategy 2022-26, we have confirmed the priorities to which we have been working over the previous 18 months. This report doesn't go into great detail about all the ways we have addressed inequality and supported our customers and colleagues, or about the frameworks we have in place to make sure that our work is driven by principles of fairness and opportunity, because this is at the very heart of everything we do at The Barnet Group. However, you can read about some of our achievements in our corporate annual reports.

Instead, whilst this EDI Annual Report for 2021/22 does not capture all that we have done during this period in relation to EDI, it does highlight some of the activity that is aligned to our new objectives, and it serves as a baseline report on which we will build in future and demonstrate our progress and how we are achieving our goals.

Key progress for 2021/22 included:

- Making demonstrable early progress in delivering our EDI aims through targeted activities that have helped to shape our commitment to 'action, not just words';
- Starting to build our understanding of our customers and staff and of their experiences, helping us to identify where we need to focus our efforts on improving our knowledge, and starting to steer our activities to identify and address barriers or gaps, improve experiences, and ensure greater fairness;
- Establishing a baseline understanding of customer and staff satisfaction in relation to EDI, and seeing some positive movement as a result of the work we have completed to date.

The period this report covers coincides with the COVID-19 pandemic. We know this impacted our tenants, leaseholders, residents, service users, and clients ("referred to collectively as our 'customers' in this report) and our staff, and continues to do so, and we are immensely proud of the work we did to respond and to try to reduce the impact on individuals.

Despite the many unique challenges the year presented, we made progress on many of our EDI priorities, and the positive difference we have been able to make through our actions should be celebrated. However, we know there is still much to do to build a more inclusive organisation, design and deliver more effective services that meet customers' needs, improve our decision-making, and make the best use of our services. This report will help us to measure and share our progress over the years to come.



Key areas of progress in 2021/22

Our Equality, Diversity, and Inclusion Strategy came into effect from April 2022, and through this we have set aspirational targets to help us understand how we are progressing in our equalities aims to:

1. **Create a diverse workforce with fairness and equality embedded in how we support and develop our people.**
2. **Ensure customers have fair access to the services they need.**
3. **Ensure our governance structures and support services work towards the elimination of discrimination and the promotion of fairness**

Although this is a new strategy, we have worked to achieve our EDI goals over the past year, and this report provides an update on our progress as well as a benchmark for our EDI aspirational targets.

Our aspirational targets

In our EDI Strategy 2022-26 we set aspirational targets, recognising that whilst due to their nature we may not be able to guarantee that some targets will be met, we can reasonably expect to see supporting information that would indicate we are moving in the right direction. We will keep these targets under review to ensure they remain appropriate, and we will report on progress from our 2022/23 EDI Annual Report.

Aspire to decrease the gender pay gap by TBC% by 2026*

Aspire to decrease the ethnicity pay gap by TBC% by 2026*

Aspire to increase the percentage of women occupying the highest-paid jobs within The Barnet Group by 10% by 2026

Aspire to increase ethnic minority representation within The Barnet Group by 2026 by at least 15% of new employees being from an ethnic minority background

Aspire to increase disability representation within The Barnet Group by 2026 by at least 5% of new employees being disabled.

Aspire to increase the percentage of Barnet Homes and The Barnet Group board members from Black/Black British backgrounds by 10% by 2026 to better-reflect the communities we serve.

** we expect to set these targets during 2022/23 once the latest pay gap data has been reviewed*

We will also know we have been successful when:

- we increase overall Barnet Homes tenant satisfaction to 75% (71.7% as of 31 March 2022);
- we hold more customer diversity data;
- we hold more employee and board member diversity data;
- we increase job applications from under-represented groups within our workforce;
- at least 72% of employees 'would recommend The Barnet Group as a great place to work' (69% as of April 2022); and
- we understand more about the experience of employees from groups with protected characteristics from our staff satisfaction surveys.



1. Create a diverse workforce with fairness and equality embedded in how we support and develop our people.

To strive to employ a diverse workforce that broadly reflects our customers and the communities in which we work,

- we set aspirational targets in relation to recruitment of people from ethnic minority backgrounds and people who are disabled.
- we delivered a new programme of EDI-related training including unconscious bias training and recruitment training for managers.
- we encouraged staff to provide their diversity information to help us better understand who our staff are.
- we started our preparations to join the Disability Confident scheme.
- we joined the Race at Work Charter.
- we continued to develop actions to increase representation through our Race Equality Action Plan.
- we used our specialist employment services to support the recruitment of local people who understand the needs of Barnet communities and to help employ staff from under-represented groups, with particular success in employing young people through the Kickstarter and apprenticeship programmes.

To work to ensure our workforce diversity is better reflected in our decision-making bodies,

- we started to monitor the profile of our Senior Management Team, Executive Team, and Boards.
- we set aspirational targets in relation to recruitment of people from ethnic minority backgrounds and people who are disabled as well as aspirational targets for our Boards to ensure they better-reflect the communities we serve.
- we encouraged staff to provide their diversity information to help us better understand who our staff are.
- we started work to develop a mutual mentoring scheme.
- we started our preparations to join the Disability Confident scheme.
- we joined the Race at Work Charter.
- we continued to develop actions to increase representation through our Race Equality Action Plan.

To ensure our employees are clear about their roles and responsibilities in relation to EDI,

- we consulted with staff and customers in the drafting of our new Equality, Diversity, and Inclusion Strategy.
- we delivered a new programme of EDI-related training including unconscious bias and a new EDI course on our new e-learning system.
- we created EDI guidance on a range of topics to help better inform and empower colleagues on EDI matters.

To provide our employees with accessible and inclusive learning and development opportunities to enhance their skills, knowledge, and competencies to facilitate their roles,

- we delivered a new programme of EDI-related training including unconscious bias training for the Board, Senior Management Team, managers, and frontline staff.
- we set up a new programme of recruitment training for managers.
- we launched a new EDI course on our new e-learning system.

To promote a company culture of inclusiveness where everyone feels valued and supported to do their best work,

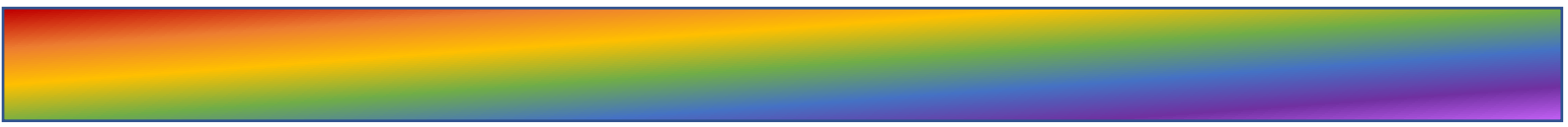
- we continued to support our Race Equality Steering Group.
- we consulted with our staff on our second Race Equality Survey.
- we consulted with staff and customers to create our new EDI Strategy.
- we started our preparations to join the Disability Confident scheme.
- we signed up to the Race at Work Charter.
- we continued to provide an Employee Assistance Programme and staff volunteers as Mental Health First Aiders.
- we continued to develop actions to increase representation through our Race Equality Action Plan.

To work towards identifying and eradicating any gender or ethnicity pay gap that may exist within our organisations,

- we commissioned a gender pay gap report and, for the first time, an ethnicity pay gap report so we can identify any gaps or potential issues and take forward recommendations to address any pay gap.

To take further steps to provide a safe and supportive working environment by strengthening and communicating our commitment to eradicating incidents of bullying, harassment, and discrimination through a zero-tolerance approach, and improving employee confidence in our ability to deal with these issues if they arise,

- we asked staff for their feedback in our second Race Equality Survey to help us shape our approach
- we created a range of EDI-related guidance for our staff.
- we started our work to encourage colleagues to make disclosures about issues including creating an anonymous reporting form.



To increase the number of employees who feel comfortable completing staff profile information, which will enable improved service delivery that meets employees' needs,

- we provided information to our staff about what their information would be used for.
- we worked with the Race Equality Steering Group to inform our approach to collecting staff information.
- we encouraged colleagues to provide their diversity information to help us progress our EDI objectives.

To improve our understanding of access to and outcomes from our 'people' processes, including recruitment and selection, employee progression, and personal development, so we can identify ways to tackle and remove any barriers and/or inequalities,

- we started work to build our capability to undertake equality monitoring of our 'people' processes.

2. Ensure customers have fair access to the services they need.

To make improvements in customer diversity profiling to enable improved service planning and delivery that meets customers' and communities' needs,

- we continued to monitor the information we know about our customers, and identified the areas where we have the biggest gaps.

To continue to work with Barnet Council to better understand information about those who approach us as homeless or at risk of homelessness, with the aim of providing targeted prevention and support to groups that may be disproportionately represented,

- we worked with Barnet Council on the Healthy Workplan's Homelessness Prevention and Insight Project to strengthen the links between housing and health to support rough sleepers to address their housing and other needs.
- we completed interviews with housing applicants who have vulnerabilities and engagement exercises with organisations that support vulnerable people, to better understand any barriers to access and engagement with our Housing Options service.

To ensure regular consultation, engagement, and feedback with our customers, including 'hard-to-reach', marginalised, and diverse groups, to enable us to deliver the most appropriate services to meet their varied needs,

- we undertook analysis of those who are regularly involved to identify under-represented groups, and started making plans to engage with these groups.

To increase engagement of our people to build trust and ensure we have a satisfied, motivated workforce, all employees have a voice, and our approach benefits all and champions under-represented groups,

- we continued to work with the Race Equality Steering Group.
- we started our preparations to join the Disability Confident scheme.
- we signed up to the Race at Work Charter.
- we completed our second Race Equality Survey to get feedback from staff to help shape our approach and our action plan.

To ensure the way we deliver services to our most vulnerable customers is fair, inclusive, and targets support to those who are most in need,

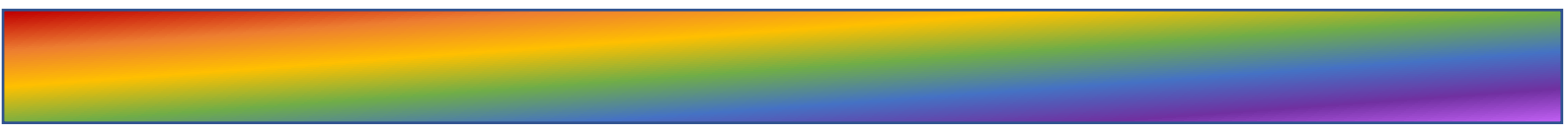
- we developed a Vulnerable Tenants Policy that summarises our approach to supporting this customer group.
- we engaged with our staff and customers to help shape our new Customer Experience Strategy.

To improve our understanding of access to and outcomes from our services, so we can identify ways to tackle and remove any barriers and/or inequalities,

- we continued to complete and report internally on equality analysis of complaints, and we started to develop our capability to complete equality analysis on other key services.
- we started to complete equality analysis of access to our Customer Contact service.
- we have started to use equalities data regarding our early intervention work on rent arrears for Barnet Homes and Opendoor Homes, so we can provide a more tailored approach to supporting residents and preventing arrears.

To increase awareness of EDI and engagement in activities to celebrate the diverse communities and customers we serve and foster good relations between different groups,

- we started to focus on EDI-related issues in our atHome newsletter, celebrating the diversity of our customers and raising awareness of and promoting access to specialist local groups and organisations that can provide support.



To monitor and take appropriate action to prevent and tackle harassment, discrimination, and hate crime affecting or committed by our customers,

- we continued to work to our Anti-Social Behaviour and Hate Crime Policy, working closely with partners including the police to help prevent and tackle these issues, and to take action regarding hate crime.

3. Ensure our governance structures and support services work towards the elimination of discrimination and the promotion of fairness

To embed our commitment to EDI within everything we do and ensure we show visible leadership,

- we appointed EDI champions on our Group Board, in the Executive Management Team, and amongst our Heads of Service
- we consulted with staff and customers to develop a new EDI Strategy
- we agreed aspirational EDI targets against which we will monitor our performance

To raise awareness of EDI issues as part of our efforts to eliminate structural or unconscious bias,

- we published a range of EDI-related guidance for staff including guidance on microaggressions
- we provided unconscious bias training to our boards, Senior Management Team, managers, and frontline staff.

To ensure EDI is embedded within our governance structures and our boards demonstrate a clear and active commitment,

- we consulted with customers and staff to develop a new EDI Strategy that was approved by the Group Board
- we appointed a board member EDI champion
- we signed up to the 2020 Code of Governance which includes a greater focus on EDI

To provide our boards with regular assurance about how our EDI commitments and objectives are being delivered,

- we committed to producing an EDI annual report and to reporting on the progress of our EDI Strategy
- we undertook Equality Impact Assessments when key decisions were being made and provided this information to the boards

To develop a vibrant programme of activities to underpin our EDI agenda,

- we continued to celebrate key events such as Black History Month, and raised awareness of diversity events throughout the year

To monitor satisfaction levels with our services and take steps to improve our delivery if satisfaction is not comparable across equality groups,

- we started to analyse the results of our satisfaction surveys by protected characteristic.

To be open and transparent by publishing information annually about our work to deliver our EDI commitments and objectives and the progress we have made,

- we consulted with staff and customers to develop our new EDI Strategy on which we will report our progress
- we agreed aspirational EDI targets
- we committed to producing an EDI annual report.

To take steps to attract board members with diverse backgrounds and attributes, to ensure our boards have regard to the diversity of the communities in which we work,

- we started to collect information about the diversity profile of our board members so that we can identify gaps or barriers and work on these
- we signed up to the Code of Governance 2020 which has a greater focus on EDI.

To ensure our corporate communications are accessible and tailored to the needs of the intended audience,

- we started reviewing our approach to managing and providing accessible communications and information
- we continued to provide information in alternative formats wherever possible

To use our buying power to achieve improvements in equality and diversity through the procurement process,

- we reviewed our Procurement Policy and Procurement Procedure and Contract Procedure Rules, ensuring there is a focus on EDI within these

To work with other organisations to promote and share best practice in EDI wherever possible,

- we engaged with our colleagues at Barnet Council wherever possible on EDI initiatives and events
- we joined the HQN Equalities Network
- we joined the HACT Centre of Excellence in Community Investment's Equality Network
- we attended EDI-related events and networks to learn about best practice and share our own progress

What more needs to be done?

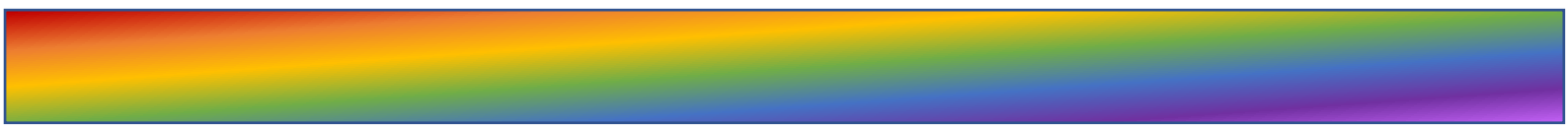
We are keenly aware of the need to act and not just to talk about equality and inclusion. We believe our focus on equalities, and particularly on race equality, over the past two years is starting to bring positive change; however, we know we have more to do. We must ensure our approach to equality, diversity, and inclusion is not seen as a project, but rather is an organisational value that is embedded in our culture, policies, and practices. To make this a reality, strong and accountable leadership is required.

We will deliver against the commitments in our Equality Diversity and Inclusion Strategy 2022-2026, including continuing to progress our Race Equality Action Plan as well as other activities to progress inclusion and fairness across the protected characteristics.

We will recruit to our new Equality, Diversity, and Inclusion Officer role, and expect the creation of this role to help us shape our EDI work as well as provide advice and support to colleagues and customers.

We will continue to work to meet the aims of the Race at Work Charter, and we will progress our agreement to sign up to the Disability Confident Scheme.

We will continue to support our Race Equality Steering Group. Our approach to equality networks is to be responsive to demand, and we will support staff if they wish to form any other EDI-related networks.



Spotlight on our Race Equality Steering Group

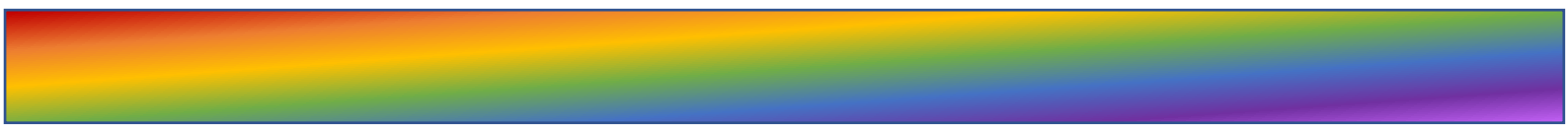
Our staff Race Equality Steering Group (RESG) was formed in August 2020, includes over 20 volunteers from across our organisation, and is co-chaired by two of our Head of Service EDI Champions.

Whilst the RESG is focused on race equality for all people from ethnic minority or minoritised backgrounds, it has also contributed more widely to helping The Barnet Group achieve its EDI ambitions. It has become a central driving force for ensuring progress against our EDI objectives, and in supporting and guiding The Barnet Group to reach its aspiration of being an inclusive place to work.

In 2021/22, the RESG monitored the delivery of our Race Equality Action Plan, discussed and debated race-related issues, gave feedback on a range of race-related and EDI-related proposals, and provided important peer support, networking, and development opportunities for its members.

Members of the RESG have been champions for and have participated in our EDI promotional events, including most notably Black History Month. Alongside this, the RESG has also contributed ideas to and helped to shape our EDI Strategy 2022-26, our EDI aspirational targets and KPIs, the equality accreditations to which we have signed up or aspire, and how we promote ourselves on the recruitment pages of our website.

Most importantly, the RESG has provided a voice of honest and open challenge to The Barnet Group to do better where we need to. We are committed to making sure all our staff have a voice, and the RESG has an open membership meaning that anyone who wishes to participate can do so. During 2021/22 a number of colleagues dropped in on meetings to listen to what was being discussed and participate themselves, including members of our Executive Management Team. The RESG was formed through virtual meetings during the restrictions of the COVID-19 pandemic, and we will continue to meet this way to maximise accessibility for colleagues across our diverse organisation.



What our data tells us

We collect data from our customers, staff, and board members to help us understand the make-up of our organisation and our customer base, and to help shape the actions we want to take. Included in this report are the profiles of Barnet Homes and Opendoor Homes lead tenants, Your Choice (Barnet) (YCB) service users, our staff, including our management teams, and our board members.

We sometimes use borough-wide, London-wide, or national data to compare our staff and customer profiles and understand if any groups are disproportionately represented. This includes borough information from the Barnet Joint Strategic Needs Assessment which was last updated in 2021 and includes data from a range of sources, and London or national information from the 2011 Census data for London, the Office for National Statistics, and other UK government departments and specialist organisations.

Insights

There are gaps in our held data on all groups, with some of these being quite significant. We know we have more to do to improve our data so that we can tailor our services effectively, understand potential disparities in access and outcomes, and make sure we are treating people fairly, as well as meet our aims to ensure our workforce and our boards are reflective of the communities we serve. We also need to review our approach to gathering data and consider whether and/or how to collect new information that was collected in the national Census 2021, including on gender identity.

We would expect there to be some disparity between the age of the general population and the age of our customers within our homes and our service users, which is largely due to the types of homes that we manage or the services we provide. However, we recognise that it is important to better reflect the age demographics of our customer base within our colleague and board data to ensure we have diversity from a generational perspective.

We have a large proportion of undisclosed data on disability, and due to how this information has previously been captured (including to enable us to respond to a disability and provide the right level of care, support, and adaptations), we would expect this to predominantly be customers without a disability, however we need to review our processes to better capture this data. We recognise that our colleagues and board members do not currently represent the population, and we hope that our work to achieve Disability Confident status will help us to develop this representation further.

We collect ethnicity data by sub-category, however for the purpose of reporting we have aggregated these statistics into the leading categories. We recognise that our customers and our colleagues are ethnically very diverse, and recognise that we have work to do to build better representation on our boards as well as in our senior management team.

Data on religion or belief is an area that presents high levels of undisclosed data across our customers and our colleagues, and this prevents meaningful comparisons from being made. This is an area on which we need to focus in improving our data.

We provide a range of services including social housing and adult social care. Nationally, women make up the majority of the overall health and social care workforce, and are highlight represented in social housing despite some service areas or associated sectors, such as repairs and property-related services and construction, often tending to be male-dominated. However, nationally women are under-represented in the most well-paid, senior roles. We recognise that there is a significant representation of females in our customers and colleagues, and that we have work to do to build better representation on our boards and in our senior management team.

Data on sexual orientation is an area that presents high levels of undisclosed data across our customers and our colleagues, and this prevents meaningful comparisons from being made. This is an area on which we need to focus in improving our data.



Customer data

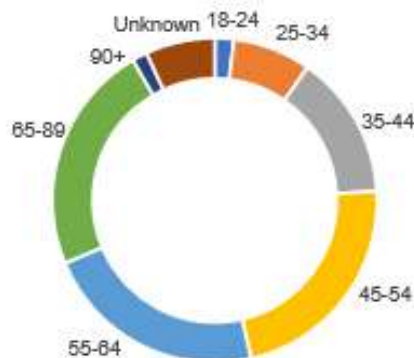
The information in this report on customers shows a snapshot taken on 31 March 2022.



The snapshot shows the profile of lead tenants. Household data is also held; however, we presently have low confidence rates regarding the reliability of this data as it is not routinely updated for every household. We continue to hold some significant data gaps when looking at lead tenant data, including 7% undeclared age, 50% undeclared disability, 16% undeclared ethnic origin, 34% undeclared religion or belief, and 60% undeclared sexual orientation. In annual comparisons we have also seen a decline in the quantity of data we hold, and therefore have committed in our EDI Strategy to address this and improve the information we hold. Due to the gaps in customers not recording all of their protected characteristics, we have to make assumptions about the missing data, and this can make it difficult to draw very firm conclusions.

Whilst Barnet Homes also provides services to leaseholders, the known profile of leaseholders has some significant data gaps, including 70% undeclared age, 78% undeclared disability, 70% undeclared ethnic origin, 73% undeclared religion or belief, 32% undeclared sex, and 89% undeclared sexual orientation.

Age



The majority of our lead tenants are aged over 55:

46.4%
aged 18-54

46.7%
aged 55+

Compared to the profile of Barnet residents taken from the council's Joint Strategic Needs Assessment (JSNA), Barnet Homes customers are disproportionately older, with 33.1% of those in the wider borough being aged 55+.

Disability

18.4%

of lead tenants declared a disability

The Barnet JSNA does not include an overview of disability, however the 2011 London Census revealed that 14% of the population declared themselves to have a disability or long-term condition. Based on this, there is disproportionate representation of those with a disability amongst Barnet Homes lead tenants.

Gender reassignment

we do not presently hold data on gender reassignment

Pregnancy and Maternity

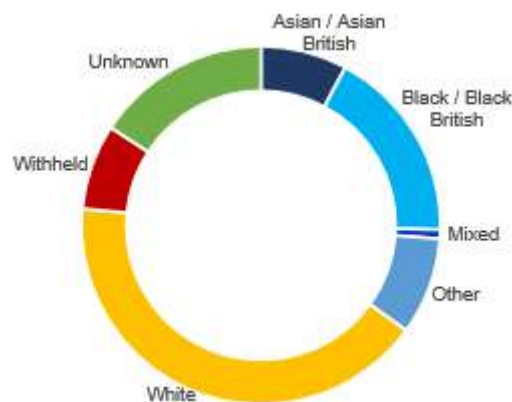
we do not presently hold data on pregnancy and maternity

Race

35%

of lead tenants identify as being from an ethnic minority background.

This is broadly comparable with the profile of Barnet residents, with 33.4% of those living in the borough being from an ethnic minority background. However, there is disproportionate representation of those from a Black or Black British background, with 17.6% of Barnet Homes tenants compared to 6.6% in the borough. The ethnic origin of 15.8% of lead tenants is also undeclared.



35%

ethnic minority background

41.5%

White

7.7%

withheld

15.8%

undeclared

7.8%

Asian / Asian British

17.6%

Black / Black British

0.8%

Mixed

8.8%

Other

Religion or Belief

45.9%

declared they had a religion or belief

Of these, 29.4% are Christian, 10.8% are Muslim, 1.4% are Hindu, 0.7% are Jewish, 0.4% are Buddhist, 0.1% are Sikh, and 3.1% said they had another religion or belief. 10.2% said they do not have a religion or belief.

Sex

66.3%

female

33.6%

male

Compared to the Barnet JSNA data, there is disproportionate representation of females, with 50.4% of the borough being female.

Sexual Orientation

0.6%

lesbian, gay, bisexual, or other

33.4%

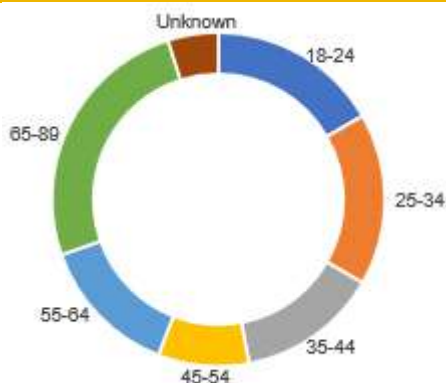
heterosexual

6.1% of lead tenants preferred not to declare this information. There is no data on sexual orientation within the borough in the Barnet JSNA, however nationally it is estimated that 1% of the population is lesbian, gay, or bisexual.

The snapshot shows the profile of service users. Many of YCB's service users have high needs, with many having a disability and almost all experiencing some form of vulnerability, so in some instances service user data has been provided on the behalf of service users by family members or advocates.

We continue to hold some significant data gaps when looking at service user data, including 5% undeclared age, 43% undeclared disability, 40% undeclared ethnic origin, and 40% undeclared sex. Due to the gaps in customers not recording all of their protected characteristics, we have to make assumptions about the missing data, and this can make it difficult to draw very firm conclusions.

Age



The majority of our service users are aged 18-54:

57%
aged 18-54

40%
aged 55+

Compared to the profile of Barnet residents taken from the council's Joint Strategic Needs Assessment (JSNA), YCB service users are slightly disproportionately older, with 33.1% of those in the wider borough being aged 55+.

Disability

50.5%

of service users declared to have a disability

The Barnet JSNA does not include an overview of disability, however the 2011 London Census revealed that 14% of the population declared themselves to have a disability or long-term condition. Based on this, there is disproportionate representation of those with a disability amongst YCB service users, as expected given the nature of the adult social care services provided; however, we are confident we are significantly under-capturing information about disability amongst our service users and will work to improve this.

Gender reassignment

we do not presently hold data on gender reassignment

Pregnancy and Maternity

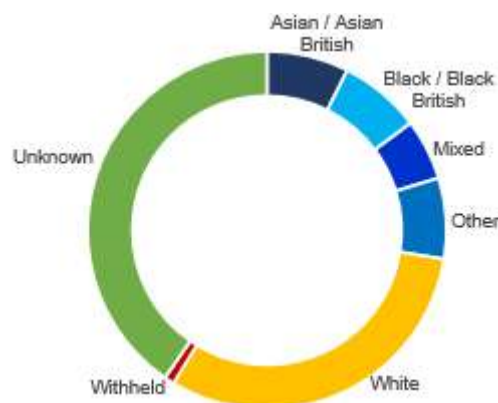
we do not presently hold data on pregnancy and maternity

Race

27.6%

of service users are identified as being from an ethnic minority background.

This is slightly under-representative of the profile of Barnet residents, with 33.4% of those living in the borough being from an ethnic minority background. There is slight disproportionate representation of those from a Black / Black British or Mixed background, and under-representation of those from an Asian background. The ethnic origin of 27.6% of service users is also undeclared, and this is likely to affect the profile significantly.



27.6%

ethnic minority background

31.2%

White

0.9%

withheld

40.4%

undeclared

7.4%

Asian / Asian British

7.4%

Black / Black British

5.5%

Mixed

7.3%

Other

Religion or Belief

79.3%

declared to have a religion or belief

Of these, 50.8% are Christian, 6.3% are Muslim, 7.9% are Hindu, 9.5% are Jewish, and 4.8% have another religion or belief. 12.7% said they do not have a religion or belief, and 1.6% said they did not know if the service user has a religion or belief.

Sex

27.5%

female

32.1%

male

Compared to the Barnet JSNA data, there is disproportionate representation of both females and males. This is affected by the sex of 40% of service users being undeclared.

Sexual Orientation

6.4%

lesbian, gay, bisexual, or other

56%

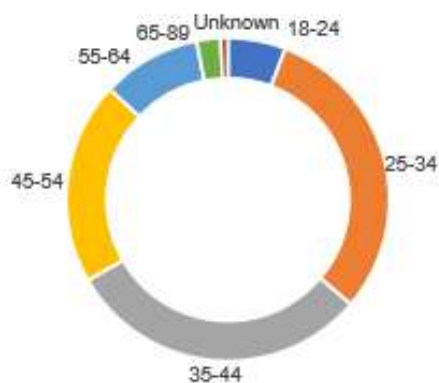
heterosexual

This information was not declared about 11.1% of service users, and 23.8% said they were not sure. The estimated national population of those who are lesbian, gay, or bisexual is 1%; there is therefore disproportionate representation within this group, however it is not known if service users or their families had a clear understanding regarding this question, and this will be considered for further exploration and clarification.



The snapshot shows the profile of lead tenants. Household data is also held; however, we presently have low confidence rates regarding the reliability of this data as it is not routinely updated for every household. We continue to hold some significant data gaps when looking at lead tenant data, including 77% undeclared disability, 43% undeclared ethnic origin, 54% undeclared religion or belief, and 55% undeclared sexual orientation. In annual comparisons we have also seen a decline in the quantity of data we hold, and therefore have committed in our EDI Strategy to address this and improve the information we hold. Due to the gaps in customers not recording all of their protected characteristics, we have to make assumptions about the missing data, and this can make it difficult to draw very firm conclusions.

Age



The majority of our lead tenants are aged 18-54:

86.9%
aged 18-54

12.3%
aged 55+

Compared to the profile of Barnet residents taken from the council's Joint Strategic Needs Assessment (JSNA), Opendoor Homes customers are disproportionately younger (particularly those aged 25-44), with 67% of those in the wider borough being aged 18-54. The age profile of Opendoor Homes is affected by how recently the households were allocated housing, and reflects the priority banding of those in housing need in Barnet within the past three years.

Disability

7.3%

of lead tenants declared a disability

The Barnet JSNA does not include an overview of disability, however the 2011 London Census revealed that 14% of the population declared themselves to have a disability or long-term condition. Based on this, there is potential under-representation of those with a disability amongst Opendoor Homes lead tenants.

We believe we may be under-recording the number of households with disabilities as social housing tenures have a higher-than-average disability and vulnerability level, and we are reporting around 50% of the borough average. This underlines the importance of the drive to update this information.

Gender reassignment

we do not presently hold data on gender reassignment

Pregnancy and Maternity

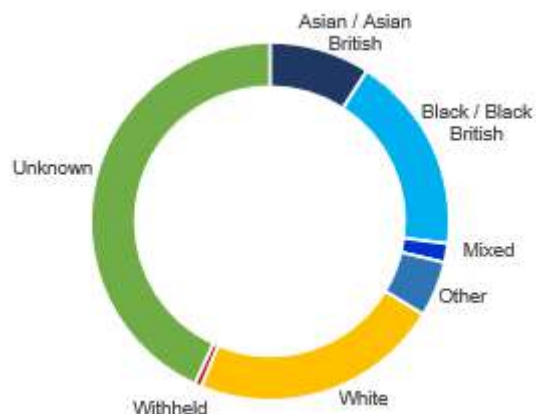
we do not presently hold data on pregnancy and maternity

Race

33.7%

of lead tenants identify as being from an ethnic minority background.

This is comparable with the profile of Barnet residents, with 33.4% of those living in the borough being from an ethnic minority background. However, there is disproportionate representation of those from a Black or Black British background, with 17.9% of Opendoor Homes tenants compared to 6.6% in the borough. The ethnic origin of 43.1% of lead tenants is also undeclared.



33.7%

ethnic minority background

22.6%

White

0.6%

withheld

43.1%

undeclared

9.1%

Asian / Asian British

17.9%

Black / Black British

1.7%

Mixed

5%

Other

Religion or Belief

33.1%

declared they had a religion or belief

Of these, 18.5% are Christian, 12.9% are Muslim, 0.6% are Jewish, 0.2% are Buddhist, and 0.9% said they had another religion or belief. 6.7% said they do not have a religion or belief.

69.6%

female

30.4%

male

Compared to the Barnet JSNA data, there is disproportionate representation of females, with 50.4% of the borough being female.

Sexual Orientation

0.6%

lesbian, gay, bisexual, or other

40.5%

heterosexual

4.1% of lead tenants preferred not to declare this information. There is no data on sexual orientation within the borough in the Barnet JSNA, however nationally it is estimated that 1% of the population is lesbian, gay, or bisexual.



Our staff

At our snapshot date of 31 January 2022, we employed 891 colleagues across a range of services and occupations, including front line operational roles, technical support, and central services. The findings from our data analysis will inform future action planning to address areas of under-representation and gaps in data.

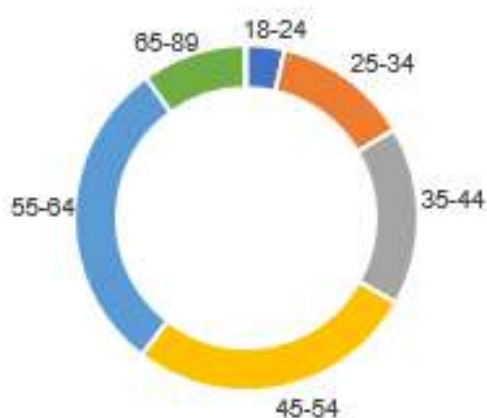
We collect staff profiling data to understand whether our workforce is appropriately reflective of our communities, and whether there might be any disparities in the opportunities provided to or the outcomes experienced by certain groups.

The representation of women and different ethnicities across our more senior roles remains an issue that stands out. We have more work to do ensure that all colleagues have access to the same opportunities, regardless of any protected characteristics.

Our staff equality data is well populated in parts, with 98.9% data collected on sex, and 99.9% data collected on age. In other areas it is low, with 50.1% undeclared on disability, 32.7% undeclared on ethnic origin, 41.7% undeclared on religion or belief, and 44.4% undeclared on sexual orientation. Whilst this suggests these are still areas staff might feel unwilling to disclose, the proportion of staff declaring “prefer not to say” is low for all, at 0% for disability, 1% for ethnic origin, 1.1% for religion or belief, and 1.8% for sexuality. We are hoping that future drives on staff data will start to improve this information.

We have examined our staff profile data, considering protected characteristics, seniority (the Senior Management Team is all Heads of Service and the Executive Management Team), as well as comparisons to our customers’ profile data and the Census profile data for London (2011) held by the Office of National Statistics. This revealed:

Age



Although the majority of our staff are aged 18-54, a large proportion are aged over 55:

60.5%
aged 18-54

39.5%
aged 55+

The profile of our YCB workforce is older, with 42.8% aged over 55.

Managers

At manager level, there is disproportionate representation of people aged 55+, with 57.2% aged 18-54, and 42.8% aged 55+.

Senior Management Team

We might reasonably expect a higher proportion of older employees within more senior management positions. However, at senior manager level, there is a variance of people aged 18-54, with 65% within this age group and 35.1% aged 55+. At Executive Management level there is a differential, higher representation of those aged 55+, at 50%.

Disability

3%

of all colleagues declared a disability

It was slightly higher for Barnet Homes staff (3.5%) and slightly lower for YCB staff (2.6%). There is very low representation of disabled people in the management teams.

Gender reassignment

we do not presently hold data on gender reassignment

Marriage and Civil Partnership

we do not presently hold data on gender reassignment

Pregnancy and Maternity

between 1 April 2021 and 31 March 2022,

8

colleagues took maternity leave

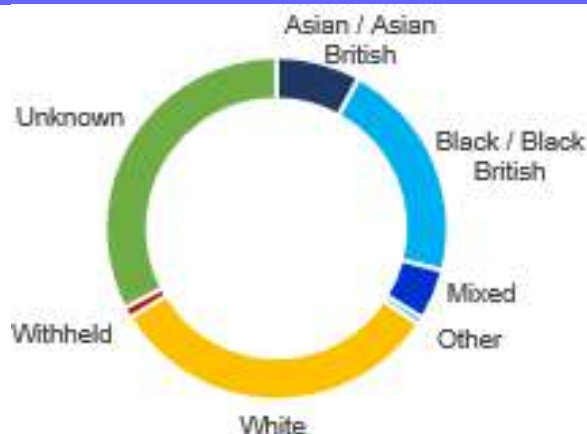
Race

34.5%

of our workforce identified as being from an ethnic minority background.

This is higher than the declared proportion of colleagues from a White background

Although this is lower than the London Census data of 40.1%, the proportion of employees from a Black or Black British background is higher. A particularly high proportion of the YCB workforce comes from a Black or Black British background at 26.7%.



34.5%

ethnic minority background

31.9%

White

1%

withheld

32.7%

undeclared

8%

Asian / Asian British

21%

Black / Black British

4.8%

Mixed

0.7%

Other

Managers

At manager level, there is under-representation of those from an ethnic minority background at 26%, with 49.4% of managers from a White background and 20.8% undeclared.

Senior Management Team

At senior manager level, there is under-representation of those from an ethnic minority background at 13%, with 78.3% from a White background and 8.7% undeclared. At Executive Management level, the profile is 100% from a White background.

Religion or Belief

Sex

46.3%

declared they had a religion or belief

Of these, 35.1% are Christian, 4.6% are Muslim, 4.3% are Hindu, 0.7% are Jewish, 0.3% are Buddhist, 0.2% are Sikh, and 1.1% said they had another religion or belief. 10.9% said they do not have a religion or belief. The religion or belief of 41.7% of staff is undeclared.

67.7%

female

Representation of females is 16.7% higher than the data from the London Census 2011.

Women are particularly highly represented in our Your Choice (Barnet) services, with 73.2% of staff being female, compared to 54.7% of Barnet Homes staff.

Managers

At manager level, there is disproportionate representation of males, with 45.5% male and 54.5% female.

Senior Management Team

At manager level, there is disproportionate representation of males with 65.2% male, and 34.8% female. This is slightly higher when we look only at the Executive Management Team, which is 66.7% male.

33.3%

male

Sexual Orientation

2.1%

lesbian, gay, bisexual, or other

51.7%

heterosexual

1.8% of staff preferred not to declare this information, and we do not hold information about 44.4% of staff. LGB representation is high at both manager level (3.9%) and senior manager level (4.3%).

Our board members

At our snapshot date of 30 November 2021, we had 17 board members in total who serve on one or more of The Barnet Group Board (which includes the Barnet Homes Board, Your Choice (Barnet Board), and TBG Flex Board), and the Opendoor Homes Board. The findings from our data analysis will inform future action planning to address areas of under-representation and gaps in data.

We collect board member profiling data to understand whether our boards are appropriately reflective of our communities. In our reporting in this EDI Annual Report we have focused on the boards that have a Public Sector Equality Duty. It should be noted that our Group Board is comprised of the subsidiary boards for Barnet Homes, Your Choice (Barnet), and TBG Flex, and that some decisions are taken at Group level regarding Barnet Homes, Your Choice (Barnet), and Opendoor Homes.

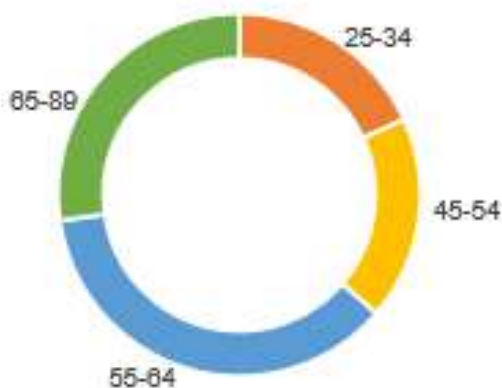
The representation of women, younger people, and different ethnicities across our boards remains an issue that stands out. We have work to do to ensure that people from different backgrounds have access to the same opportunities on our boards and committees.

In 2021/22 we did not hold profile data for a high proportion of board members (for most protected characteristics it was 27.3% of The Barnet Group Board members, 20% of Barnet Homes Board members, 14.3% of Opendoor Homes Board members, and 20% of YCB Board members). We expect a drive on board member data in 2022/23 will improve this information.



Age

The Barnet Group Board

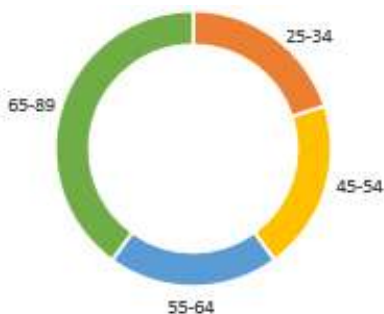


9.1%
aged 18-54

63.7%
aged 55+

Comparing The Barnet Group Board member profile to that of our customers and our staff, there is disproportionate, higher representation of those aged over 55.

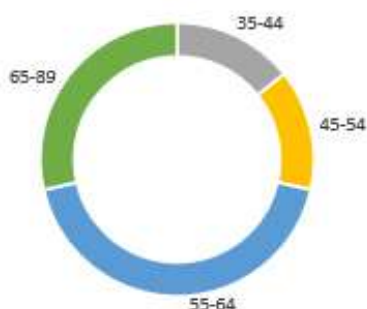
Barnet Homes Board



Comparing our board member profile to that of our residents, there is over-representation of those aged over 55.

100%
aged 55+

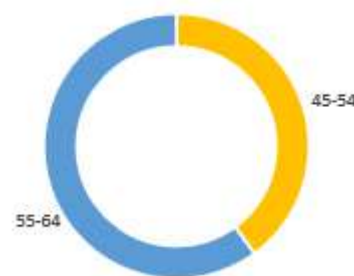
Opendoor Homes Board



Comparing our board member profile to that of our tenants, there is over-representation of those aged over 55.

28.6% aged 18-54 **57.2%** aged 55+

YCB Board



Comparing our board member profile to that of our service users, there is over-representation of those aged over 55.

20% aged 18-54 **60%** aged 55+

Disability

0%

of all The Barnet Group Board, Barnet Homes Board, and YCB Board members declared a disability

14.3%

of Opendoor Homes Board members declared a disability

Gender reassignment

we do not presently hold data on gender reassignment

Marriage and Civil Partnership

we do not presently hold data on gender reassignment

Pregnancy and Maternity

No board members took maternity leave between 1 April 2021 and 31 March 2022



Race

18.2%

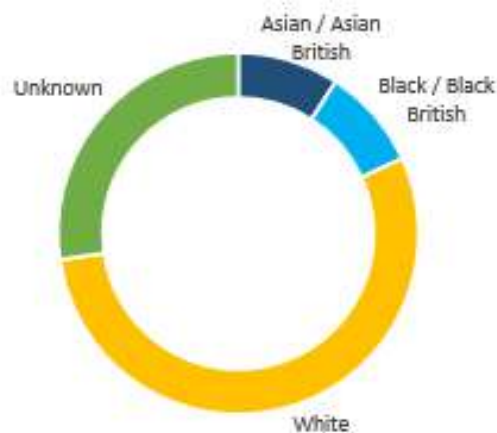
of The Barnet Group Board members identified as being from an ethnic minority background.

Comparing our board member profile to that of our customers and our staff, there is under-representation of those from an ethnic minority background, particularly those from a Black / Black British background.

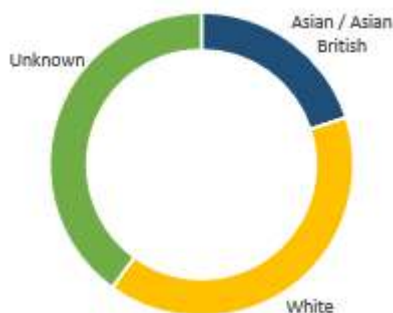
9.1% of Board members are from an Asian / Asian British Background, 9.1% are from a Black / Black British background, and 54.5% are from a White background.

We do not hold profile data for a high proportion of board members (27.3% of The Barnet Group Board members, 40% of Barnet Homes Board members, 14.3% of Opendoor Homes Board members, and 20% of YCB Board members).

The Barnet Group Board



Barnet Homes Board



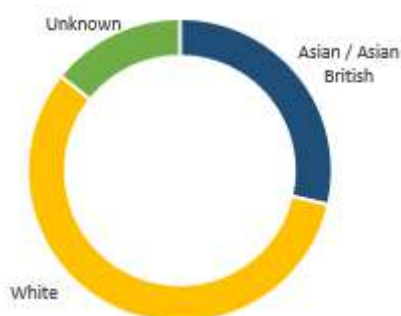
20%

of Barnet Homes Board members identified as being from an ethnic minority background.

Comparing our board member profile to that of our residents, there is under-representation of those from an ethnic minority background, particularly those from a Black / Black British background.

20% of Board members are from an Asian / Asian British Background and 40% are from a White background.

Opendoor Homes Board



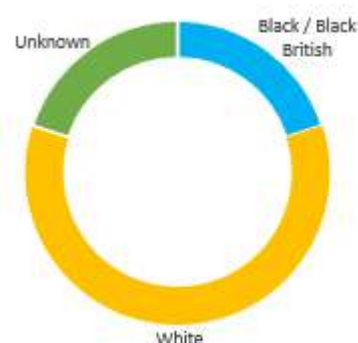
28.6%

of Opendoor Homes Board members identified as being from an ethnic minority background.

Comparing our board member profile to that of our tenants, there is under-representation of those from an ethnic minority background, particularly those from a Black / Black British background.

28.6% of Board members are from an Asian / Asian British Background, and 57.1% are from a White background.

YCB Board



20%

of YCB Board members identified as being from an ethnic minority background.

Comparing our board member profile to that of our service users, there is under-representation of those from an ethnic minority background, particularly those from an Asian / Asian British background.

20% of Board members are from a Black / Black British background, and 60% are from a White background.

Religion or Belief

The Barnet Group Board

36.4%

declared they had a religion or belief

Of these, 27.3% are Christian, and 9.1% are Hindu. 36.4% said they do not have a religion or belief. The religion or belief of 27.3% of board members is undeclared.

Barnet Homes Board

40%

declared they had a religion or belief

Of these, 20% are Christian, and 20% are Hindu. 20% said they do not have a religion or belief. The religion or belief of 40% of board members is undeclared.

Opendoor Homes Board

71.5%

declared they had a religion or belief

Of these, 42.9% are Christian, 14.3% are Hindu, and 14.3% are Jewish. 14.3% said they do not have a religion or belief. The religion or belief of 14.3% of board members is undeclared.

YCB Board

40%

declared they had a religion or belief

40% are Christian, and 40% said they do not have a religion or belief. The religion or belief of 20% of board members is undeclared.

Sex

The Barnet Group Board

45.5%

female

54.5%

male

Comparing our board member profile to that of our customers and staff, there is under-representation of females.

Barnet Homes Board

40%

female

60%

male

Comparing our board member profile to that of our customers and staff, there is under-representation of females.

Opendoor Homes Board

42.9%

female

57.1%

male

Comparing our board member profile to that of our customers and staff, there is under-representation of females.

YCB Board

40%

female

60%

male

Comparing our board member profile to that of our customers and staff, there is under-representation of females.



Sexual Orientation

The Barnet Group Board

9.1%

lesbian, gay,
bisexual, or other

63.6%

heterosexual

27.3% of board members have not declared their sexual orientation.

Barnet Homes Board

0%

lesbian, gay,
bisexual, or other

60%

heterosexual

40% of board members have not declared their sexual orientation.

Opendoor Homes Board

28.6%

lesbian, gay,
bisexual, or other

57.1%

heterosexual

14.3% of board members have not declared their sexual orientation.

YCB Board

0%

lesbian, gay,
bisexual, or other

80%

heterosexual

20% of board members have not declared their sexual orientation.

Customer satisfaction

The Barnet Group continues to work to implement equality analysis of satisfaction data across its services.

Analysis was completed of Barnet Homes customer satisfaction results for the period April 2020 to September 2021, covering the following questions that are measured in perception surveys:

- Overall satisfaction with the organisation
- Feeling treated with respect
- Finding the organisation easy to deal with

The results within each group were broadly comparable, with no areas of concern or significant disparity highlighted. It is noted, however, that the sub-group least likely to find Barnet Homes easy to deal with is those aged 18-39 and that there is an 8.3% difference compared with those aged 40-59, and an 18.7% difference compared with those aged 60+.

Satisfaction results will continue to be monitored, and equality analysis will be used to identify potential barriers and issues and take forward improvements.

In developing the new EDI Strategy, The Barnet Group sought feedback from Barnet Homes and Opendoor Homes residents and YCB service users or their families, through resident involvement groups, engagement at planned community groups, a YCB satisfaction survey, and through transactional surveys on ASB, new social housing tenants, new temporary accommodation tenants, leaseholders, subcontractor repairs, and new Housing Options customers. Whilst this is a relatively small sample (426 were asked in total), it provides useful anecdotal information and comments that helped The Barnet Group to shape its new EDI Strategy.



How satisfied or dissatisfied are you that Barnet Homes / Opendoor Homes / YCB is committed to equality, diversity, and inclusion?					
Organisation	Very satisfied	Satisfied	Neither	Dissatisfied	Very dissatisfied
Barnet Homes (Prospect Ring event)	33.3% (1)		66.6% (2)		
Barnet Homes (satisfaction surveys)	18.8% (38)	34.7% (70)	34.7% (70)	6.9% (14)	4.9% (10)
Barnet Homes (Resident Board survey)		50% (5)	50% (5)		
Barnet Homes (Resident Support Group survey)	17.4% (4)	31.3% (4)	38.3% (5)		13.4% (1)
Opendoor Homes (satisfaction surveys)	25% (4)	43.8% (7)	12.5% (2)	12.5% (2)	6.3% (1)
Your Choice (Barnet) (service user / family satisfaction survey)	49% (52)	36% (38)	14% (15)	1% (1)	
Total	28% (99)	35% (124)	28% (99)	5% (17)	3% (12)

Equality analysis

In 2021/22, we started to develop our ability to undertake equality analysis of customer access to and outcomes from services. This work is still at its early stages, and further work is being undertaken to strengthen and embed this approach and subsequently identify learning and make improvements.

Analysis of ASB cases in November 2021 showed that the profile of residents with an open ASB case was broadly aligned with that of all lead tenants. There was very slight over-representation of some groups within the protected characteristics, including customers who are Jewish (2% of all cases), customers with an ethnic origin of 'Other' (14% of all cases). Access and outcomes will continue to be monitored.

Complaints

The approach to equality analysis is most well-embedded in complaints handling and this has been undertaken since mid-2020/21. Whilst no consistent trends have been identified, the analysis has in some periods identified some disproportionate representation of customers from an ethnic minority background and customers who are disabled making Customer Care complaints, more Customer Care complaints from customers of an ethnic minority background are being upheld compared to those from a White background, and of all types of complaints those received from disabled customers being upheld more often than those from customers who are not disabled. The results will continue to be monitored to identify potential issues or recurring trends. Service access analysis is expected to improve the insight this provides, as at present it is not possible to identify if the profile of complainants about services is proportionate to the profile of those accessing each service.

Staff satisfaction and feedback

Staff engagement surveys

In February 2021 we undertook a 'temperature check' staff engagement survey, and for the first time we were able to analyse the results by protected characteristic; however, unfortunately due to the quality of the staff diversity data that we held at that time, it was difficult to draw firm conclusions from the results or identify potential disparities or gaps.

The EDI-related feedback we received was generally positive, although indicated room for improvement:

- "TBG encourages people to speak up if they see any form of discrimination or inequality" – 70% agreed
- "I feel that TBG values me for my individual skills and abilities – 63% agreed

We are committed to continuing to strengthen this information so that it provides us with meaningful insight, and to continuing to review and analyse staff satisfaction on this basis.



Race equality surveys

In 2020 and 2021 we completed our first Race Equality Surveys; these directly captured diversity information from respondents, and although the response rate was not as high as we would have liked, these surveys gave us invaluable insight that has shaped our work on race equality as well as EDI in general.

We saw clear progress between the two surveys. In the results of the 2021 survey, we saw:

- an overall **increase** in colleagues believing The Barnet Group **celebrates diversity**.
- an overall **increase** overall in colleagues believing The Barnet Group **promotes equality of opportunity**.
- an overall **increase** in staff believing they have been **treated fairly at work, have developed and progressed well**, and have been **supported to progress their career**.
- an overall **increase** in staff **feeling safe** to bring up topics or concerns related to race and/or racism with all levels of the workplace hierarchy.
- an overall **increase** in staff feeling **confident in the leadership** to create an anti-racist workplace.

Whilst we saw a positive movement in many of the responses for colleagues from different ethnicity groups, Black and Mixed Black colleagues were:

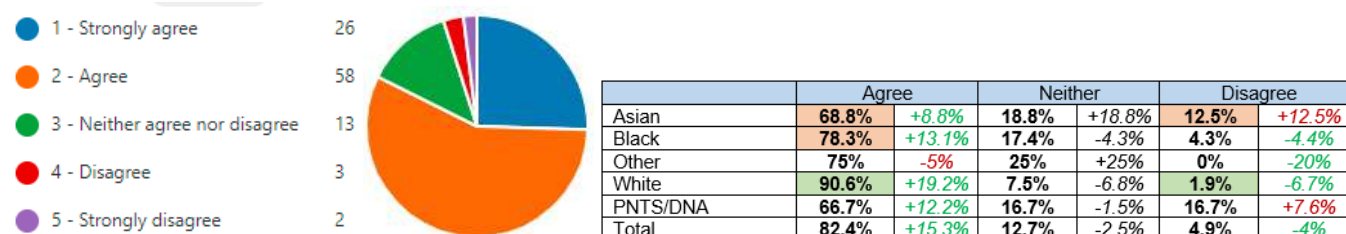
- Still less likely to believe TBG **celebrates diversity**.
- Still less likely to believe TBG **promotes equality of opportunity**.
- Still less likely to feel they have **developed and progressed well at work**.
- Still less likely to feel they have been **supported to progress their career**.
- Still more likely to feel they have to **“tone down” their behaviour at work** or be on their best behaviour to fit in.
- Less likely to feel a **sense of belonging** at work.
- Less likely to feel their **views and perspective are valued** in decision-making processes.
- Still less likely to **feel safe** bringing up topics of race or racism with the EMT.
- Still less likely to feel **confident in leadership** to create an anti-racist workplace.
- Still most likely to have **witnessed or experienced racism at work** in the past year.

And Asian and Mixed Asian colleagues were:

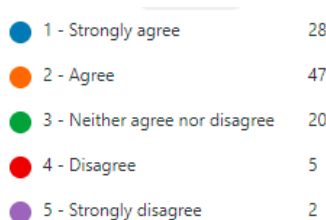
- Less likely to believe TBG **promotes equality of opportunity**.
- More likely to feel they have to **“tone down” their behaviour** at work or be on their best behaviour to fit in.
- Less likely to have had **conversations about race and racism** at work.
- Less likely to **feel safe** bringing up topics of race or racism with the EMT, and more likely to **feel unsafe** with the EMT and Heads of Service.

In the surveys we asked a number of questions; some of the main results are summarised below. When we gather information in any future surveys we will use this to track our progress in achieving our aims.

“I believe The Barnet Group celebrates diversity”

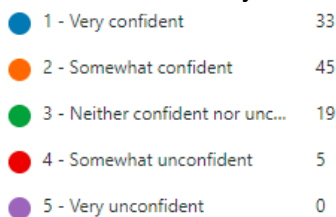


“I believe The Barnet Group promotes equality of opportunity”.

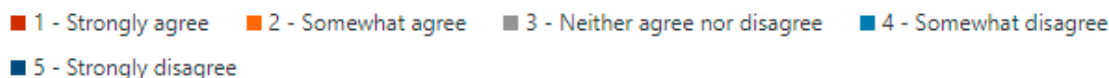


	Agree		Neither		Disagree	
Asian	56.3%	+16.3%	43.8%	+18.8%	0%	-
Black	52.2%	-0.3%	34.8%	+8.7%	13%	-4.4%
Other	50%	-30%	25%	+25%	25%	+5%
White	90.6%	+33.5%	7.5%	-15.4%	1.9%	-15.2%
PNTS/DNA	66.7%	+30.3%	0%	-36.4%	33.3%	+24.2%
Total	73.5%	+20.3%	19.6%	-4.5%	9.3%	-5.9%

“How confident are you in the company’s leadership to create an anti-racist workplace?”



	Confident		Neither		Unconfident	
Asian	75%	+35%	12.5%	-7.5%	12.5%	-7.5%
Black	65.2%	+4.3%	30.4%	+4.3%	4.3%	-8.7%
Other	75%	-5%	25%	+25%	0%	-20%
White	83%	+19.4%	15.1%	+3.7%	1.9%	-3.8%
PNTS/DNA	60%	-3.6%	20%	+1.8%	20%	+10.9%
Total	76.2%	+5.3%	23.3%	+6.8%	7%	-3.1%



“I believe that in the past year The Barnet Group has demonstrated a commitment to advancing race equality”



	Agree	Neither	Disagree
Asian	86.7%	13.3%	0%
Black	78.3%	17.4%	4.3%
Other	75%	25%	0%
White	84.9%	15.1%	0%
PNTS/DNA	80%	20%	0%
Total	83%	16%	1%

“I believe that action is being taken within The Barnet Group to advance race equality”



	Agree	Neither	Disagree
Asian	81.3%	6.3%	12.5%
Black	77.3%	18.2%	4.5%
Other	50%	50%	0%
White	84.9%	15.1%	0%
PNTS/DNA	60%	40%	0%
Total	80%	17%	3%

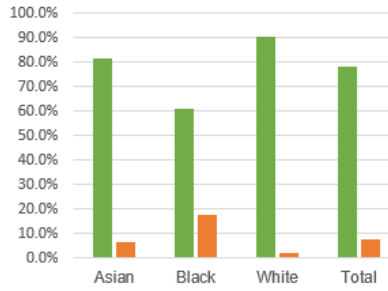
“I believe the work being done on race equality at The Barnet Group is starting to make a positive difference”



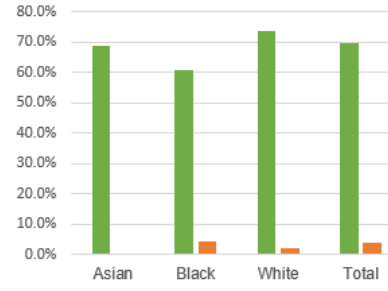
	Agree	Neither	Disagree
Asian	56.3%	37.5%	6.3%
Black	65.2%	26.1%	8.7%
Other	50%	50%	0%
White	65.4%	34.6%	0%
PNTS/DNA	40%	60%	0%
Total	62%	35%	3%



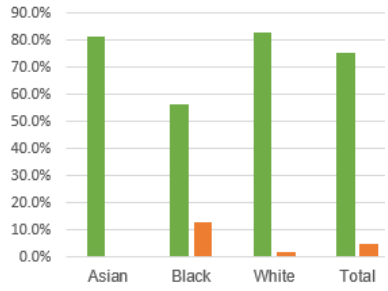
“I have been treated fairly at work”



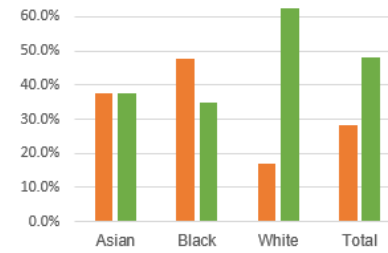
“I have been supported to progress my career”



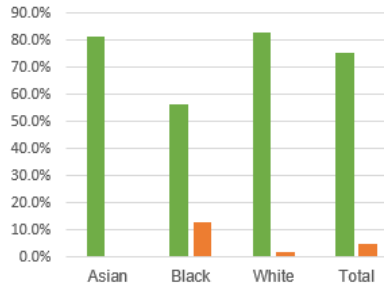
“I have developed and progressed well at work”



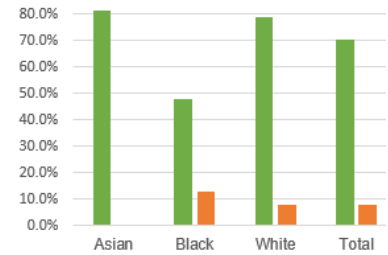
“I have felt the need to ‘tone down’ my behaviour or to be on my best behaviour to fit in at work”



“I have developed and progressed well at work”



“I feel that my views and perspective are valued in decision-making processes”



Pay Gap Reports

In 2021/22 we committed to starting to review our Ethnicity Pay Gap, and this report in addition to the full details of our annual Gender Pay Gap Report can be found on our website.

