

Hertfordshire County Council, Council Departments Workforce Equalities Profile 2018/19



Human Resources

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Introduction

Background

The 2018/19 Workforce Equalities Profile explores the workforce profile of council departments (excluding schools) at Hertfordshire County Council (HCC) over the financial year 2018/19 to demonstrate our commitment to the public sector Equality Duty (Equality Act, 2010).

The Equality Duty requires public bodies to publish relevant, proportionate information which demonstrates due regard to:

- eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by the Act;
- advance equality of opportunity between people who share a protected characteristic and people who do not; and
- foster good relations between people who share a protected characteristic and people who do not.

The county council is committed to promoting Equality, Diversity and Inclusion across all its services and continues to increase awareness and understanding across all levels of the organisation.

New look Equalities Profile for 2018/19

This report is set out by protected characteristic and focusses on key information about the workforce in an infographic style, followed by narrative about what we have done during 2018/19 (last year) and the actions that we will take in 2019/20 (this year) arising from the data presented and our ambitions in relation to equalities. Whilst 'caring responsibility' is not a protected characteristic under the Equality Act it is included as the county council use this data for Equalities Impact Assessments and planning purposes. The data is based upon employees of **council departments only**, it excludes schools. The new look profile includes the equalities profile of apprentices, engagement scores from the recent staff survey (conducted in November 2018) and provides a summary of the equalities profile of the top 5% of earners in the organisation. It outlines the activities that are led by the Human Resources (HR) department. Please see Appendix 1 for data definitions.

Recruitment process reporting

In the 2017/18 report it was acknowledged that further work was required to reduce the unknown equalities data in the recruitment process. This had arisen due to changes to make the recruitment process quicker and easier, particularly when recruiting into hard to fill posts. This work has now been completed and changes were implemented in April 2019 that will improve the data quality for presentation in the 2019/20 report. During 2018/19 the HR Resourcing Team have ensured that candidates with a disability who meet the core criteria for the post are offered an interview, in line with the Disability Confident standard. The team have worked hard to attract a wide diversity of applications from people of all backgrounds through campaigns, promotions and the use of social media, including supporting Community Protection to increase applications from women, BAME and LGBT+ members of the community for Fire Fighter posts. The workforce data that follows highlights some positive changes.

Executive Summary

Age

Employees aged between **40-59** make up **51.5%** of our workforce. The proportion of **under 25s** has continued to reduce whilst the **60+** age group have increased. Engagement scores (as measured by responses to the 2018 Staff Survey) for both the **under 20s and 60+** groups are higher than the council departments average and all ages have access to face to face and e-learning, with the **60+** group taking up less learning. This year the menopause group will be developed further and we will continue to explore and support resourcing options, such as careers fairs, to attract younger people into the organisation.

Caring Responsibility

32.4% of the council departments workforce have declared a caring responsibility (including parenting) and this group have a higher representation in the **top 5% of earners**. This group have a high engagement score (as measured by responses to the 2018 Staff Survey) and their turnover is lower than the council departments average, indicating stability. They have a lower representation on apprenticeships although they access both face to face and e-learning. National Carers Week in June will be used as a platform to promote resources and support available for carers.

Disability

The proportion of staff declaring a disability has continued to increase, from **6.3% to 6.6%**, and it remains below the 2011 Census figure of **8.7%** of the Hertfordshire population living with a long-term health problem or disability. Disabled staff have a higher representation as apprentices and among the **top 5% earners** across council departments (**7.6%**). Their engagement scores (as measured by responses to the 2018 Staff Survey) are lower than other groups and are being reviewed by Equality Action Groups to determine appropriate actions. Last year was an active year supporting disabled employees and raising awareness, and an employee Autism Forum and employee Hearing Loss Network were newly established.

Race

The proportion of Black, Asian and Minority Ethnic (BAME) staff across council departments continues to increase, from **13.9%** in 2018 to **14.5%** in 2019. This remains above the BAME economically active population in Hertfordshire of **12.6%** (2011 Census). Turnover levels are higher than the county council average, so this will be monitored. BAME staff are well represented as apprentices, their engagement scores (as measured by responses to the 2018 Staff Survey) are higher than the HCC average and they have a higher representation as a proportion of the workforce in face to face and e-learning. **12.1%** of BAME staff are in the **top 5% earners** of council departments. We will continue to re-invigorate our BAME staff group this year, so it can develop as a representative voice and assist the council with increasing representation of BAME staff at more senior levels within the organisation.

Religion/Belief

The council departments workforce remains predominantly Christian (**52.4%**) and the proportion of non-Christian religions/beliefs has increased from **6.3% to 7.3%**. **34.0%** of staff report that they do not have a religion/belief. Engagement scores (as measured by responses to the 2018 Staff Survey) are higher than the council departments average, at **75%**. Non-Christians have a lower representation among the top 5% of earners and on apprenticeships, however they have a higher representation on face to face learning. Last year a range of awareness raising events took place and a high-profile event is being planned for National Inclusion Week in September.

Sex

The workforce profile in relation to sex has remained static with females representing **67.4%** of the workforce (compared to **51%** of the Hertfordshire population (ONS 2017) and males represent **32.6%** of the workforce (**49%** of Hertfordshire). Whilst males, as the minority group, have a lower representation on face to face learning, they have a higher representation as apprentices and in e-learning. Males have a higher representation in the top 5% of earners, however, it has been encouraging that 6 women have been recruited to senior posts in the past 12 months, compared to 4 men. The county council's women's group will be used to consider how to increase representation at senior levels.

Sexual Orientation

The proportion of staff who have reported they are non-Heterosexual has continued to increase, from **1.8% to 2.1%** of council departments staff. There remains **32.5%** of the workforce who have not disclosed their sexual orientation. Of those on an apprenticeship programme, **7.0%** have declared they are non-Heterosexual and engagement scores (as measured by responses to the 2018 Staff Survey) are higher than the council departments average. Participation in face to face learning is above the council departments average. LGBT+ awareness raising events took place last year and will continue this year alongside further promotion of the LGBT+ Network.

Employee Relations

Disciplinary and Grievance (including Harassment and Bullying) formal cases conducted during 2018/19 have been reviewed by protected characteristic in relation to the sanction and outcome, and our analysis has concluded that there has been no unfair treatment in our processes.

Last year there were **89** Disciplinary cases (**65** in 2017/18). Of these 89 cases, **10** led to dismissal and among this group the majority did not have any protected characteristics. Of those with protected characteristics, the proportion receiving sanctions was in line with, or lower than the proportion with their protected characteristic within the workforce.

There were **35** formal Grievance (including Harassment & Bullying) cases in 2018/19 (**47** in 2017/18). **26** (74%) were resolved formally and **9** (26%) were resolved informally or the case was withdrawn. Grievances were raised by groups of staff broadly proportionate to their % of the workforce, with the exception of disabled staff whose proportion of grievances was **20%** (representing 7 complaints). The outcomes of each of these cases vary between formal and informal outcomes, indicating there is no pattern or trend in relation to alleged unfair treatment. Analysis of the cases that were partially or fully upheld (**9 – 26%**) show an even spread across the workforce and do not present any concerns or trends relating to those with protected characteristics.

Age

Workforce Representation



4.5% Under 25 ↓ From 5.2%
80.8% 25-59 ↓ From 80.9%
14.7% 60+ ↑ From 14.0%

Apprenticeships



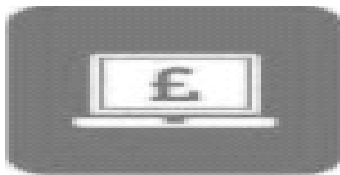
36.0% Under 25
64.0% 25-59
0% 60+

2018 Staff Survey



72% Under 20 Engagement Score
71% 60+ Engagement Score (HCC 69%)

Top 5% Earners



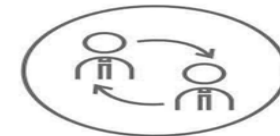
0% Under 25
86.6% 25-59
13.4% 60+

Face to Face Learning



5.3% of all delegates Under 25
83.4% of all delegates 25-59
11.2% of all delegates 60+

Turnover



Voluntary (HCC 12.9%)
22.4% Under 25 ↑ From 22.0%
15.3% 60+ ↓ From 17.4%

Compulsory (HCC 2.8%)
20.3% Under 25 ↑ From 10.4%
2.9% 60+ ↓ From 3.6%

Age

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> As over half of our workforce is aged between 40-59 (and majority female) we have been actively raising awareness of the Menopause and, in particular, work-related issues - as a result of this, we have initiated a Menopause staff group Recruited existing and new staff onto apprenticeship programmes across the county council, in a wide variety of disciplines Promoted our Flexible Working policy and practices throughout the county council Provided free financial planning workshops for employees at different life stages, including mid-career advice and preparation for retirement Our Employee Assistance Programme provided our employees of all ages with free confidential advice and support on a range of life and work related topics 	<ul style="list-style-type: none"> The age profile of the workforce remains stable in the 25-59 group with a decrease in the under 25s and increase in the over 60s. The largest proportion of staff (51.5%) are aged 40-59 According to estimates by ONS 27.9% of the Hertfordshire population is aged 40-59 The majority of apprentices in the organisation fall in the 25-59 age range, demonstrating the success of promoting apprenticeships to staff of all ages Respondents to the staff survey aged under 20 and 60+ have engagement scores that are above the HCC average The 60+ group are slightly under represented as a proportion of the workforce in the top 5% of earners Retaining the under 25 age group continues to be a challenge although it has been anticipated due to what we know about the 'millennial' generation who are more likely than their predecessors to move between jobs more frequently Compulsory turnover is high due to leavers completing fixed term contracts in roles across the organisation, predominantly Youth Worker posts delivering the National Citizen Service over the summer Face to face learning is accessed by all age groups and analysis of e-learning indicates participation in line with the workforce age profile 	<ul style="list-style-type: none"> Ensure the employee Menopause staff group is fully set up and provides not only support for each other but represents a collective voice to work with the organisation to influence decisions around working practices at the council Continue to promote apprenticeship opportunities internally to all staff, emphasising that age is not a barrier, and seeking to use apprenticeships as a method of attracting and retaining younger staff Promote the new KPMG Learning & Development offer to attract staff of all ages to develop their careers within the council Review our approach to careers fairs to seek to attract more young people into the organisation, alongside use of social media resourcing approaches Continue to promote flexible working options, financial planning sessions and support available via the Employee Assistance Programme

Caring Responsibility

Workforce Representation



32.4% have a Caring Responsibility
↓ From 32.8%

Apprenticeships



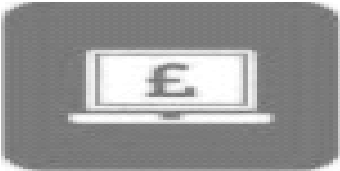
16.3% have a Caring Responsibility

2018 Staff Survey



72% Engagement Score
↑ From 69% (HCC 69%)

Top 5% Earners



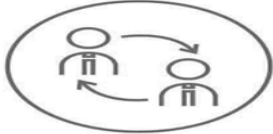
49.9% have a Caring Responsibility

Face to Face Learning



Average Attendances per person 4.6 have a Caring Responsibility (HCC 4.7)
35.3% of all delegates have a Caring Responsibility

Turnover



Voluntary (HCC 12.9%)
12.1% have a Caring Responsibility ↑ From 11.4%

Compulsory (HCC 2.8%)
1.5% have a Caring Responsibility ↓ From 1.6%

Caring Responsibility

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> Ran lunchtime events at 3 main sites during National Carers' Week (June) – events were supported by various external partners and internal teams, including Commissioning Managers from our Adult Care Services and Children's Services departments. The events were well attended and were a chance to both provide help and support to employees who are carers and give them a chance to feedback their experiences to senior staff who are involved in commissioning these services Promoted our Flexible Working Policy and practices through internal communications and the above events Promoted and encouraged Smart Working practices across the county council to enable flexible working for employees with caring responsibilities Continued to develop and promote e-learning packages through the iLearn+ portal to enable all staff to learn in a flexible way to suit their needs 	<ul style="list-style-type: none"> 32.4% of employees have declared a caring responsibility (including parenting), which is a slight reduction on the figures reported over the past 2 years Those who completed the staff survey with a caring responsibility have a good engagement score, slightly above HCC overall and they scored higher on questions about work life balance Those with a caring responsibility have a higher representation when compared to their proportion of the workforce in the top 5% of earners Across both face to face and e-learning, participation by those with a caring responsibility is representative of their workforce profile Those with a caring responsibility have a lower representation among apprentices, which may be due to balancing their work life and other commitments Turnover among this group is lower than HCC levels, indicating stability 	<ul style="list-style-type: none"> Link in with Adult Care Services to run a stand at one of our main sites during National Carers' Week (June) to raise awareness of the support and resources we have for our employees who are carers (in particular focussing on those who may not see themselves as carers, e.g. parent carers) As part of promoting changes to equalities categories, encourage staff to update their caring information as it may have changed since they first declared it Continue to promote flexible working options to carers through communications and events As part of planned apprenticeship promotions, encourage participation across all groups of staff including those with caring responsibilities Review our reporting on caring responsibility to separate out parenting from other caring roles, so we can analyse the data and consider appropriate actions Promote flexible learning options available under the new KPMG Learning and Development offer

Disability

Workforce Representation



6.6% Disabled  From 6.3%


Apprenticeships



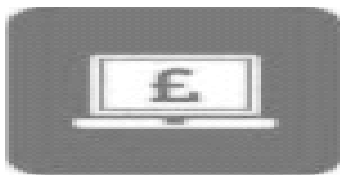
8.1% Disabled

2018 Staff Survey



67% Engagement Score
 From 64% (HCC 69%)

Top 5% Earners



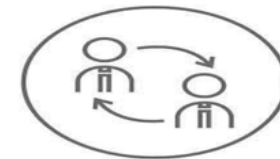
7.6% Disabled

Face to Face Learning



Average Attendances per person 5.1 Disabled (HCC 4.7)
7.7% of all delegates Disabled

Turnover



Voluntary (HCC 12.9%)
12.6% Disabled  From 11.3%

Compulsory (HCC 2.8%)
4.4% Disabled  From 2.9%

Disability

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> Engaged with disability staff groups to gain input on changes to disability reporting categories for staff to update their records Set up an Equalities Working Group for a high-profile council project so staff with disabilities can influence decisions around building design and Smart Working Trained and qualified 44 of our first aiders in Mental Health First Aid to provide emergency mental health support onsite and reduce the stigma attached to mental health by making the first aid role holistic Shared 5 employee stories during Mental Health Awareness Week which encouraged interest and discussion on internal social media Ran an 'Empathy Lab' lunchtime event during Assistive Technology Awareness month (November) Replaced online application form with simpler CV submission process to encourage more applications from vulnerable groups Set up an Employee Autism Forum made up of employees who are 'experts by experience', as a support network for staff, to raise awareness of autism internally and make improvements to working practices and policies Set up a Hearing Loss Network made up of 'experts by experience', as a support network, to raise awareness of hearing loss in the workplace, and to made improvements to working practices and policies (e.g. a recent paper to Diversity Board led to the promotion of free hearing tests through our employee reward platform, and the group have contributed to discussions about building accessibility and future design) 	<ul style="list-style-type: none"> The proportion of disabled staff in the Council has increased by 0.3% from 6.3% to 6.6%, however this remains below the Census figure of 8.7% of the Hertfordshire population (aged 16-64) living with a long-term health problem or disability and our target to increase to 7.3% Disabled staff represent 7.6% of the top 5% earners in the Council, over representative of their proportion of the workforce. This is a new measure which will be monitored going forward Engagement among the disabled staff who completed the staff survey was lower than HCC overall and responses were lower on a number of questions. This was reported to Diversity Board Disabled staff have a higher representation in face to face and e-learning, indicating there are no barriers to learning Compulsory turnover has increased due to the ending of fixed term contract (Youth Worker roles) 	<ul style="list-style-type: none"> Improvements to the disability categories on the SAP HR system are being finalised and will be shared with staff in June 2019, so they can update their records accordingly We will continue to deliver our resourcing in line with the Disability Confident standard, encouraging applications from disabled candidates Equality Action Groups to consider appropriate actions to improve engagement amongst disabled staff Re-promote awareness and importance of reasonable adjustments at work Continue to work with and promote Employee Autism Forum Continue to work with and promote the Hearing Loss Network

Race

Workforce Representation



14.5% BAME  From 13.9%


Apprenticeships



19.8% BAME

2018 Staff Survey



78% Engagement Score
 From 72% (HCC 69%)

Top 5% Earners



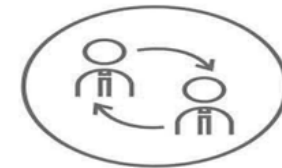
12.1% BAME

Face to Face Learning




Average Attendances per person 5.3 BAME (HCC 4.7)
19% of all delegates BAME

Turnover



Voluntary (HCC 12.9%)
17.7% BAME  From 17.3%

Compulsory (HCC 2.8%)
5.4% BAME  From 2.8%

Race

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> Ran a lunchtime event during Black History Month (October) which included a display of black history in Hertfordshire and employees from BAME backgrounds sharing their experiences – as well as raising awareness, this celebrated historical BAME contributions to society, both locally and nationally. The display then stayed up in the canteen for the whole month and became a talking point to raise awareness of local BAME history Analysed workforce data on the BAME Social Worker population in Adult Care Services (ACS) which has highlighted areas for the Equality Action Group to focus on related to progression to leadership roles 	<ul style="list-style-type: none"> The proportion of Black, Asian and Minority Ethnic (BAME) staff in the council has continued to increase by 0.6%, to 14.5%, between 17/18 and 18/19. This figure remains above the 12.6% BAME economically active population of Hertfordshire (2011 Census) Based upon those completing the staff survey, employee engagement across BAME staff has increased by 6% from the 2016 survey, from 72% to 78% BAME staff represent 12.1% of the top 5% earners across the Council (84.9% are white). This is a new measure which we will monitor going forward Turnover among BAME staff is higher than the council total, with the main reason for leaving as resignation, for a variety of reasons, followed by the ending of a fixed term contract, the majority of which were Youth Worker posts delivering the National Citizen Service over the summer BAME staff have a higher representation on face to face and e-learning when compared to their proportion of the workforce 	<ul style="list-style-type: none"> Work has already begun to re-invigorate the BAME staff group and make it active again. The vision for the group is to support, celebrate and promote diversity and represent a collective voice to contribute to the strategic direction of the organisation Report on BAME representation in the top 5% earners to track progress in this area, and report to Diversity Board and Equalities Action Groups. Continue to report in the Equalities Profile to track over time Continue to monitor turnover of BAME staff and explore reasons for this group of staff leaving, taking action as appropriate Support a focus group with ACS BAME staff to get a better understanding of their experiences of working in the Adult Disability Service

Religion/Belief

Workforce Representation



7.3% Non-Christian
↑ From 6.3%

52.4% Christian, 34.0% No Religion

Apprenticeships



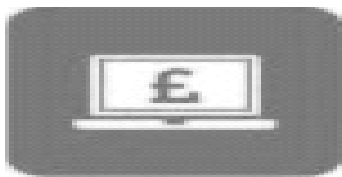
5.8% Non-Christian

2018 Staff Survey



75% Engagement Score
↑ From 74% (HCC 69%)

Top 5% Earners



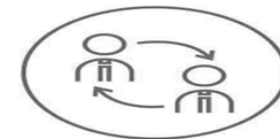
6.5% Non-Christian

Face to Face Learning



Average Attendances per person 4.4 Non-Christian (HCC 4.7)
7.7% of all delegates Non-Christian

Turnover



Voluntary (HCC 12.9%)
15.9% Non-Christian
↓ From 16.9%

Compulsory (HCC 2.8%)
4.4% Non-Christian
↑ From 2.6%



Religion/Belief

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> • Worked closely with Muslim employees to run Islam Awareness events during Ramadan (May) at 3 of our main sites (included food, traditional clothing, resources etc) – events were well attended and employees were able to learn from colleagues and raise their awareness of Islam and the issues the community faces • Worked with Christian and Sikh employees to promote awareness during National Inclusion Week (September) • Worked closely with employees of other faiths such as Hinduism, Humanism, Nichirin Buddhism and Wicca to promote awareness among colleagues during World Religion Day (December) • Advised on Equalities Impact Assessment for property review to ensure the project team consider the needs of religious groups 	<ul style="list-style-type: none"> • 7.3% of the workforce has a religion/belief that is not Christian – including Muslims (1.6%), Jews (0.7%), Hindu staff (1.1%), Sikhs (0.6%), Buddhists (0.4%), this closely mirrors the 7.98% from other religions reported in the 2011 Census • The 2011 Census data also revealed that in Hertfordshire 58.3% of the population aged 16-64 were Christian and 26.5% have no religion • Non-Christians who completed the staff survey have a higher engagement score than HCC overall • Representation of non-Christians on apprenticeships is lower than their proportion of the workforce, so this is an area we can focus on • Representation of non-Christians within the top 5% of earners is slightly lower than their proportion of the workforce. We will continue to monitor this • Non-Christians are participating in face to face and e-learning in line with their proportion of the workforce 	<ul style="list-style-type: none"> • Continue to promote awareness including Ramadan events, throughout the year • We will be supporting National Inclusion Week in September 2019 and are planning a high-profile event to celebrate and inspire staff inclusion in the workplace, with involvement from staff at all levels of the organisation • Promote apprenticeships widely across the organisation and consider whether there are staff groups we can use to spread the message further • Work with Equality Action Groups to support and contribute to activities designed to raise awareness of different religious groups/beliefs

Sex

Workforce Representation



67.4% Female  From 67.1%
32.6% Male  From 32.9%


Apprenticeships



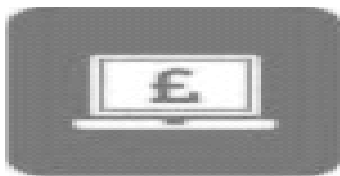
58.1% Female
41.9% Male

2018 Staff Survey



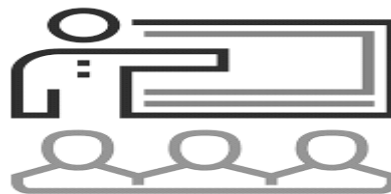
70% Male Engagement Score
 From 67% (HCC 69%)
(71% Female Engagement Score)

Top 5% Earners



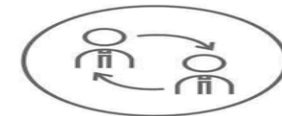
56.4% Female
43.6% Male





Face to Face Learning



Average Attendances per person 4.9 Female, 3.7 Male
78.2% of all delegates Female

Turnover



Voluntary (HCC 12.9%)
13.9% Female  From 12.9%
12.3% Male  From 12.7%
Compulsory (HCC 2.8%)
2.7% Female  From 2.4%
3.4 % Male  From 2.4%

Sex

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> Ran a lunchtime event with HCC's women's group on International Women's Day (8 March) to promote gender equality in the workplace and celebrate women's achievements – the event was well attended and almost 50 colleagues (including a board member and a county councillor) made pledges which we posted on our internal social media pages to support the campaign. This event also increased membership of HCC's women's group As we are a majority female and older workforce work has started to raise awareness of the Menopause and issues in the workplace and we have initiated an employee Menopause staff group Reported on the Gender Pay Gap which revealed a mean gap of -2.86% in favour of women, meaning that we pay women on average 0.26 pence per hour more than men 	<ul style="list-style-type: none"> Female staff remain the majority within the Council, representing 67.4% of the workforce, compared to 51% of the Hertfordshire population (ONS 2017). Men represent 32.6% of the workforce and 49% of the Hertfordshire population Proportionally men have a higher representation in the top 5% of earners, at 43.6% of this group. This is a new measure which we will monitor going forward During 2018/19 there were 6 women externally recruited into senior roles across Council Departments, compared to 4 men Staff survey results show that of responses from the minority group of males, engagement is slightly higher than HCC overall at 70% (compared to 69%) Female representation is higher at face to face learning than males, which is likely to be due to role requirements, however male participation in e-learning is more representative of their proportion of the workforce at 29.4% Voluntary turnover is higher for females (13.9%) than males with male voluntary turnover at 12.3%. Male compulsory turnover is slightly higher at 3.4%. The increased female turnover is due to resignations and the ending of some fixed term contracts. 	<ul style="list-style-type: none"> Ensure the employee Menopause staff group is fully set up and provides not only support for each other but represents a collective voice to work with the organisation to influence decisions around working practices at the council Promote further awareness of the HCC's women's group and utilise them when completing Equality Impact Assessments for council projects Explore the best way to present e-learning by sex and other protected characteristics for the 19/20 profile Report on the gender pay gap based on March 2019 data

Sexual Orientation

Workforce Representation



2.1% Non-Heterosexual
↑ From 1.8%
(32.5% of workforce not disclosed their sexual orientation)

Apprenticeships



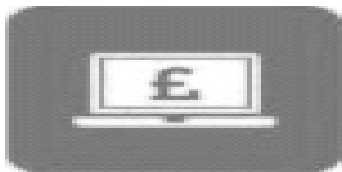
7.0% Non-Heterosexual

2018 Staff Survey



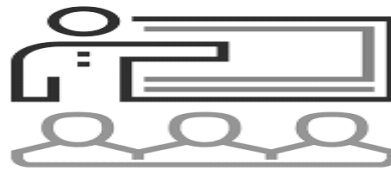
75% Engagement Score Non-Heterosexual
↑ From 66% (HCC 69%)

Top 5% Earners



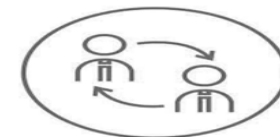
1.0% Non-Heterosexual
(45.1% sexual orientation not disclosed)

Face to Face Learning



Average Attendances per person 5.7 Non-Heterosexual (HCC 4.7)
1.9% of all delegates Non-Heterosexual

Turnover



Voluntary (HCC 12.9%)
14.3% Non-Heterosexual
↓ From 16.6%

Compulsory (HCC 2.8%)
6.5% Non-Heterosexual
↑ From 3.8%

Sexual Orientation

What we have done in 2018/19	What the 2018/19 data highlights	Actions for 2019/20
<ul style="list-style-type: none"> • Raised awareness of the LGBT+ community by refreshing current employee support group and running 'coming out' lunchtime event during LGBT History Month (February). The event was well attended and open to all, not just the LGBT+ community) – 4 employees shared their stories to raise awareness and provide advice and support to each other and parents of children who were part of the LGBT+ community • Consulted with the LGBT+ Network staff group to update sexual orientation data recording categories for SAP • Supported Community Protection in activities to increase diversity in the workforce, particularly in the resourcing of Wholetime Fire Fighters, and worked closely with their Equalities Lead to share good practice and learning 	<ul style="list-style-type: none"> • The proportion of the workforce declaring they are non-heterosexual has increased over the past 3 years from 1.4% to 2.1% • 32.5% of employees have not disclosed their sexual orientation • Over the last 5 years in the UK the proportion identifying as lesbian, gay or bisexual has increased from 1.5% in 2012 to 2.0% in 2017. In the South East the figure is 2.2%, it is 1.5% in the East and in London it is the highest in the UK at 2.6% (ONS 2017) • Engagement levels among non-Heterosexual employees who completed the staff survey are higher than HCC overall at 75% • Non-heterosexual employees have a lower representation in the top 5% of earners, however due to the high proportion who have not declared their sexual orientation, this 1% figure is likely to be an underrepresentation • Voluntary turnover has reduced, and compulsory turnover has increased due to fixed term Youth Worker posts delivering the National Citizen Service over the summer ending (NB this relates to small numbers of staff) • Non-Heterosexual participation in both face to face and e-learning is in line with their proportion of the workforce 	<ul style="list-style-type: none"> • Further promotion of the LGBT+ Network within the county council to raise awareness and increase membership • As part of promoting changes to equalities categories on SAP, encourage staff to update their sexual orientation information, emphasising confidentiality, and explaining how the information will be used • Continue to monitor the top 5% of earners by sexual orientation • Continue to support Community Protection to recruit Fire Fighters that reflect the community they serve, including the LGBT+ community • Maintain close links with colleagues representing the county council on the Herts LGBT Partnership, to ensure awareness raising updates and initiatives are shared with council employees

Appendix 1 Data Definitions

Voluntary Turnover

Voluntary turnover includes resignations, retirement, voluntary redundancy and settlement agreements.

Compulsory Turnover

Compulsory turnover includes ending of fixed term contract, dismissal, death in service, compulsory redundancy, ill health retirement, TUPE.

Employee Engagement measure

Staff engagement was measured in the 2018 staff survey by positive responses (strongly agree/agree) to the following questions:

I am proud to work for this organisation

I would recommend this organisation as a great place to work

I feel committed to the organisation's goals

I feel a strong sense of belonging to this organisation

Working for this organisation makes me want to do the best job I can

This organisation motivates me to contribute more than is normally required in my work

The previous staff survey conducted in 2016 was used as a comparator to show employee engagement % changes.

Top 5% Earners

Percentages are based on the actual salary of council departments employees, across all terms and conditions.