

Workforce Equalities Profile 2022/23

Diversity & Inclusion Team
Data Management Team



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Introduction

Background

The 2022/23 Workforce Equalities Profile explores the workforce profile of council departments (excluding schools) at Hertfordshire County Council (HCC) over the financial year 2022/23 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.

Diversity and Inclusion (D&I) Strategy 2022-2023

The Hertfordshire County Council Diversity and Inclusion Strategy sets out our five key diversity and inclusion priorities and our commitment to create a fully inclusive organisation by utilising our vision and values to achieve the priorities.

Our goal is to be an employer where everyone feels able to bring their whole self to work and to perform at their best. We encourage openness, honesty, challenge and innovation. The Strategy outlines our intention to foster a strong sense of belonging for all employees. Feeling included is good for us as individuals but is also good for teams and the people and communities we serve.

The council continues to ensure diversity and inclusion form part of our DNA. In 2023, we have revised our corporate Diversity and Inclusion Board to improve our strategic oversight and facilitate rapid decision-making. Our Reasonable Adjustment policy has been reviewed to improve colleagues' access to support and to assist managers to improve their understanding of disability. We have also introduced the Life Impacting Circumstances Guidance to support colleagues facing circumstances that require workplace adjustments which may not meet the criteria supported by the Equality Act 2010.

This report includes workforce data which relates to the Strategy priorities. The priorities are shown on the following page.



D&I Strategy Priorities

Our workforce data shows that since 2020 we have made good progress with our diversity actions listed below.

- BAME employees progressing into senior posts
- Women progressing into senior posts
- Employees comfortable to share that they have a disability and for these individuals to feel supported and engaged at work
- Employees across the organisation who are aged under 25
- Employees across the organisation who feel a strong sense of belonging

We are determined to accelerate the pace of progress by implementing initiatives, such as our Inclusive Recruitment process, which are designed to ensure that our staff are enabled and empowered to actively sign up to the corporate vision and values by taking personal responsibility and accountability for the five key priorities.

We have adopted a whole organisation approach to embedding these actions into our corporate departmental action plans. At HCC, Diversity and Inclusion is everyone's business.



Key Priorities 2023/24

The 2022/23 workforce profile based on employees working across Council Departments at 31.03.23 remains broadly similar to 2021/22, with a slight reduction in under 25-year-olds and increases in the proportions of employees with a disability, those from an ethnic minority, those who are LGBT+ or who have a religion/faith which is not Christian.

The key changes are shown below:

Protected Characteristic	2021/22	2022/23	Hertfordshire Benchmark*
Age – Under 25s	4.7%	4.6%	7.1% (age 18-24, APS)
Disability	8.7%	9.4%	12.6% (age 16-64, APS)
Ethnic Minorities	16.3%	16.9%	16.2% (age 16-64, APS)
Religion/Belief – non-Christian	7.7%	7.9%	10.4% (age 16+, Census)
Sexual Orientation – LGBT+	2.9%	3.2%	2.4% (age 16+, Census)

*NB data from both the 2021 Census and the 2021 and 2022 Office for National Statistics Annual Population Survey (APS) has been used, depending upon relevance

The areas for attention which have been highlighted through our Diversity & Inclusion Strategy and through the data in this profile are shown below. Our Diversity & Inclusion Boards are targeting actions to make improvements in these areas.

Areas for attention	Comment on the data
Age – increasing Under 25s	The proportion of Under 25s in the workforce has remained similar to 21/22, at 4.6% . There is evidence that young people are being recruited to roles across the organisation and gaining knowledge and skills prior to leaving to work elsewhere. This is not unique to the council, however we remain focussed on retaining under 25s where we can.
Ethnic Minorities – progressing into senior posts	Whilst 16.9% of the workforce are from an ethnic minority, they represent only 9.2% of those in senior posts. A further 13 ethnic minority senior managers would be needed to match 16.9%. Proportions have fluctuated since reporting began in 2020, reaching 11.3% at its highest in 2021, however it remains a priority as part of our D&I work.
Sex – Women progressing into senior posts	Whilst 67.8% of the workforce are women, they account for 49.7% of those in senior posts. A further 31 women in senior posts would be needed to match 67.8%. This remains a priority as part of our D&I work.
Sexual Orientation – turnover	Turnover of employees who have shared they have a non-heterosexual sexual orientation (LGBT+) remains higher than the average of 16.3% , at 23.3% . 15 fewer LGBT+ leavers in a year would bring the turnover level down to match the HCC average.

Diversity and Intersectionality

The term 'diversity' relates to the difference within a group. 'Intersectionality' is about the difference within each person. The term 'intersectionality' was coined by legal scholar Kimberlé Crenshaw regarding the multiple threats of discrimination that may arise when an individual's identities overlap. Crenshaw uses the analogy of a traffic intersection to explain the concept: "If an accident happens in an intersection, it can be caused by cars traveling from any number of directions and, sometimes, from all of them," With intersectionality, impact occurs because a person has several identities; a fusion of different protected characteristics. For instance, a Black woman with a disability may face harm because she is in an "intersection," her injury could result from any or all directions; sex discrimination, race discrimination and/or disability discrimination.

As an organisation HCC is committed to equality of opportunity. Colleagues are advised to prioritise intersectionality within their diversity initiatives and look at discrimination within their directorates through a more holistic lens. Consider a person's multiple identities separately. Then analyse how each identity is impacted by decisions, services, activities and/or events.



Executive Summary

Age

Employees aged 25-49 make up **52.7%** of our workforce. All other age groups remain very similar to last year with the under 25 population at **4.6%** and 60+ at **15.7%** of the workforce. Increasing under 25s remains one of the D&I Strategy priorities. The 50-59 age group are over-represented in senior posts, when compared to their workforce representation. Data on learning shows that employees of all ages are accessing apprenticeships (with greater proportions among the under 25s and 25-49s and fewer 60+ year olds), as well as face to face learning and e-learning. Turnover among the under 25s (**32.8%**) and 60+ (**20.8%**) groups is above the council departments average of **16.3%**, although it has reduced for both these age groups since last year. The majority of under 25s left for alternative employment (**66%**) with **13%** leaving due to the ending of a fixed term contract. The leavers had been employed across all council departments. **44%** of 60+ year old leavers retired, with **36%** resigning for a variety of reasons including alternative employment and family commitments. Staff survey data from 2021 highlighted that Under 25s scored highest for engagement and the 25-49 group scored highest for belonging. The next survey will be due in early 2024.

Caring Responsibility

30.6% of the council departments workforce have shared they have a caring responsibility (of any type including parenting), and **8.4%** of the workforce have shared that they care for an adult and/or a child(ren) with a disability and we would define this group as carers. Similarly to last year, **76.8%** of those with a caring responsibility (all types) are women and **80.9%** of carers are women. Employees with caring responsibilities are well represented in senior posts and in all types of training. Participation of carers on apprenticeships is lower than their workforce representation. Their turnover remains below or close to the council departments average of **16.3%** at **14.6%** and **16.7%**. In 2021 their Staff Survey results for belonging and engagement were above the HCC average.

Disability

The proportion of employees sharing they have a disability has continued to improve, from **8.7%** to **9.4%** which is moving closer to the new benchmark figure of **12.6%** of the Hertfordshire population who have a disability (Annual Population Survey estimate). Employees with a disability are proportionally represented in senior posts, and as participants in all types of learning. Their turnover is lower than the council departments average of **16.3%** at **14.9%**. In 2021 their staff survey results showed that those employees with disabilities who responded, scored slightly higher than the HCC average for belonging and engagement. The council have committed in the D&I Strategy to increase the number of employees comfortable to share that they have a disability, and for these individuals to feel supported and engaged at work. This work has led to increases in employees declaring disabilities and work in this area will continue into 2023/24.

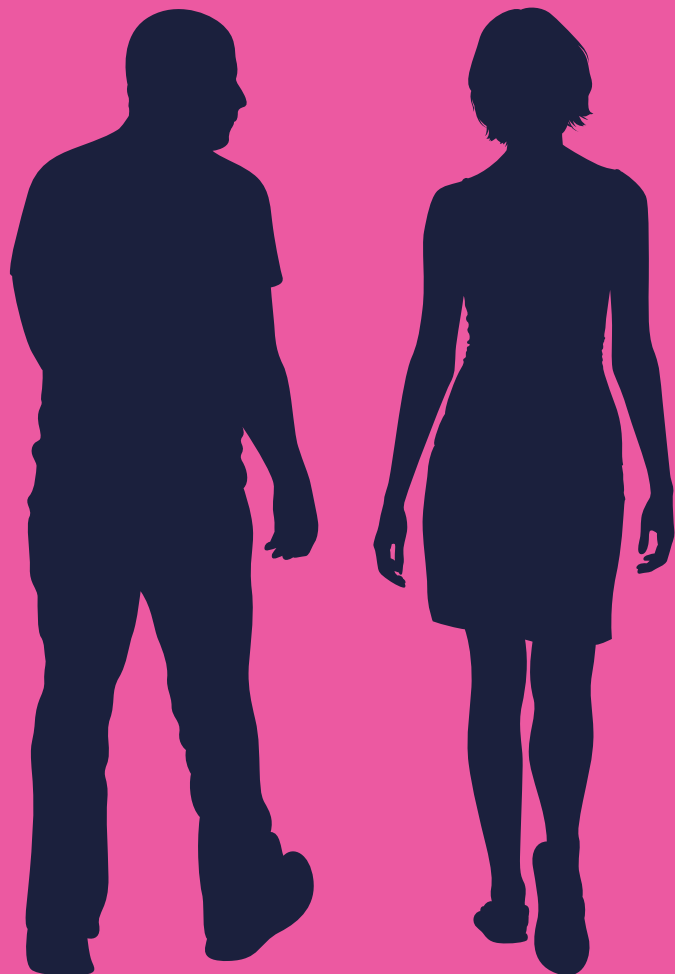
Ethnicity

The proportion of ethnic minority employees across council departments continues to increase, from **16.3%** to **16.9%**. This now slightly exceeds the ethnic minority working age population in Hertfordshire of **16.2%** (Annual Population Survey 2022). Ethnic minority employees are under-represented in senior posts at **9.2%** and work is ongoing to address this as one of the D&I Strategy priorities. Progress is being made as representation was at **8.8%** in June 2020 when the Strategy was launched. Turnover levels are higher than the council departments average of **16.3%** at **21.4%**. Ethnic minority employees left from a variety of roles across all council departments and the main reason for leaving was due to resignation for a variety of reasons including alternative employment, family commitments, entering education. Ethnic minorities participated in all types of learning including apprenticeships, and for those who participated in the 2021 Staff Survey scores were higher than the HCC average for belonging and engagement.

Religion/Belief

The council departments workforce is approximately half Christian at **46.7%** with **38.8%** of the workforce sharing that they have no religion/belief. **7.9%** of the workforce have identified their religion/belief as: Muslim; Jewish; Hindu; Sikh; Buddhist or Other which is below the new 2021 Census figure of **10.4%** based upon all the Hertfordshire population aged 16+ (not just working age). This non-Christian group are under-represented in senior posts at **4.6%**. Due to small numbers a slight shift in headcount can have a significant impact. The non-Christian group have accessed all types of learning although proportions undertaking apprenticeships have dropped this year. Their turnover is higher than the council departments average of **16.3%** at **19.2%**, with 85% leaving due to resignation for a variety of reasons including entering alternative employment, family commitments or relocating.





Sex

The workforce profile in relation to sex remains similar at **67.8%** female and **32.2%** male. At the present time, only these binary categories are recorded on our HR system. Women represent **49.7%** of those in senior posts so remain under-represented in this group and work is ongoing to address this as one of the D&I Strategy priorities. Both sexes are accessing all forms of learning with women participating in greater proportions than men in face-to-face learning. This is due to greater proportions of women in roles where face to face learning is mandatory. Turnover has reduced for both sexes and is slightly higher among men at **17.0%**.

Sexual Orientation

The proportion of employees who have shared that they are either: Asexual; Bisexual; Gay man; Gay woman; Pansexual (collectively grouped as LGBT+) has increased from **2.9%** of the workforce to **3.2%**. However, with a significant proportion of employees not disclosing their sexual orientation these figures may be an under representation. The 2021 Census reports that **2.4%** of the Hertfordshire population aged 16 and over stated that their sexual orientation was other than heterosexual. The proportion of council departments employees who have not shared their sexual orientation continues to reduce from **24.6%** to **22.4%**. The proportion of the LGBT+ group in senior posts has increased from **2.6%** to **4.1%** bringing it above the workforce representation. All learning activities including apprenticeships are accessed proportionally by this group. Turnover is higher among the LGBT+ group at **23.3%**. Most leavers resigned (**86%**) for a variety of reasons including alternative employment, family commitment, entering education, with a few individuals leaving due to the ending of fixed term contracts. For those who participated in the 2021 Staff Survey, results indicate slightly lower than average scores for belonging and engagement.

Guide to reading the data that follows

All data relates to the financial year 2022/23 for council departments (excluding schools). Where data at a point in time is used it is at 31.03.2023. Comparisons are shown with the previous year's figures.

Workforce Representation

These percentages show the proportion of the workforce by protected characteristic.

Senior Posts

These percentages show those in senior posts defined as Level 15 (or equivalent salary) and above. This equates to an annual full time equivalent salary of £65,767 and represents 173 employees, 2.1% of the workforce as at 31.03.2023.

Apprentices

These percentages show the breakdown of employees undertaking an apprenticeship programme during 2022/23, by protected characteristic.

Face-to-Face Learning

These percentages show the proportion of delegates recorded as attending one or more face to face learning events across all council departments, by protected characteristic. Some of this learning was delivered remotely via MS Teams.

E-Learning

These percentages show the proportion of employees who have accessed e-learning, or a form of blended learning consisting of e-learning as one part of the course, at least once during 2022/23.

2021 Staff Survey

The 2021 Staff Survey was conducted in late 2021 and it received a **54%** response rate overall. The survey was open to all Council Departments employees, with the exception of Community Protection who were surveyed separately earlier in the year, in preparation for their inspection.

The percentages show the positive responses (total of agree and strongly agree) to the question 'I feel a strong sense of belonging to this organisation', and a set of 6 engagement questions that result in an overall employee engagement index score. These questions measure commitment to the organisation and motivation to contribute more than is normally required in their role.

The overall score for the sense of belonging question was **57%**, and the employee engagement index was **68%**.

The next survey is expected to take place in early 2024, and the same engagement questions will be asked.

Turnover

These percentages show turnover by protected characteristic. It is calculated by dividing the number of leavers (01.04.2022 – 31.03.2023) from the identified group by an average headcount for the group. A total turnover figure is shown which combines voluntary (resignations, retirement, voluntary redundancy) and compulsory (ending of fixed term contracts, dismissal, death in service, compulsory redundancy, ill health retirement, TUPE) turnover. The council departments turnover comparison is **16.3%**, a decrease of **2.4%** on the **18.7%** reported for 21/22. Turnover increased significantly after the pandemic and is now slowly reducing to pre-pandemic levels.

During 2023/24 we will be launching a new Leaver Questionnaire to improve our intelligence about reasons for leaving by protected characteristic. It will ask questions about inclusion and the sense of belonging felt by the leaver whilst working for the council and it will be extended to all leavers including retirees and those leaving due to redundancy and the ending of fixed term contracts.

Employee Relations

Percentages and case numbers are shown for Disciplinary and Grievance formal cases that were completed to a final outcome during 2022/23.

All queries and formal cases coming into HR are assessed and any unconscious bias or discrimination is challenged.

In 2022/23 there were **77** Disciplinary cases resulting in **12** dismissals and **36** warnings, and **23** Grievance cases of which **1** was upheld and **5** partially upheld. Cases (including ill health, performance and probation) were reviewed by protected characteristic and it was concluded that there was no pattern or trend to suggest any bias or unfair treatment. This analysis will continue to be used to ensure equitable treatment of staff.

Age

Metric	Under 25	25-49	50-59	60+
Workforce Representation	4.6% ↓ from 4.7%	52.7% ↑ from 52.0%	27.0% ↓ from 27.7%	15.7% ↑ from 15.6%
Senior Posts	0% → no change	44.5% ↑ from 41.3%	42.2% ↑ from 41.3%	13.3% ↓ from 17.5%
Apprentices	11.5% ↓ from 12.0%	68.8% ↓ from 70.4%	17.4% ↑ from 15.6%	2.2% ↑ from 1.9%
Face-to-face Learning (some delivered remotely)	4.4% → no change	47.8% ↓ from 52.6%	32.7% ↑ from 30.3%	15.0% ↑ from 12.7%
E-Learning	4.3% ↓ from 5.1%	53.7% ↑ from 50.8%	27.1% ↓ from 28.2%	14.9% ↓ from 16.0%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	63%	74%	60%	62%
2021 Staff Survey Engagement Index (HCC score 68%)	76%	70%	69%	72%
Turnover (HCC 16.3%)	32.8% ↓ from 53.7%	15.7% ↓ from 17.1%	13.0% ↓ from 15.1%	20.8% ↑ from 19.1%
Employee Relations Disciplinary	1% (1)	42% (32)	23% (18)	34% (26)
Employee Relations Grievance	0	48% (11)	30% (7)	22% (5)

Caring Responsibility

Metric	Caring Resp. (incl. parenting)	Carers
Workforce Representation	30.6% ↓ from 31.3%	8.4% ↓ from 8.5%
Senior Posts	45.7% ↑ from 45.0%	13.8% → no change
Apprentices	28.0% ↓ from 28.4%	4.9% ↑ from 3.9%
Face-to-face Learning (some delivered remotely)	36.6% ↓ from 36.7%	10.1% ↑ from 9.7%
E-Learning	31.0% ↓ from 31.3%	8.8% ↑ from 8.6%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	63%	59%
2021 Staff Survey Engagement Index (HCC score 68%)	73%	70%
Turnover (HCC 16.3%)	14.6% ↓ from 14.9%	16.7% → no change
Employee Relations Disciplinary	30% (23)	13% (10)
Employee Relations Grievance	29% (6)	9% (2)

Disability

Metric	With a Disability
Workforce Representation	9.4% ↑ from 8.7%
Senior Posts	9.8% ↑ from 9.0%
Apprentices	9.1% ↑ from 8.7%
Face-to-face Learning (some delivered remotely)	11.4% ↑ from 11.2%
E-Learning	9.5% ↑ from 9.0%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	60%
2021 Staff Survey Engagement Index (HCC score 68%)	69%
Turnover (HCC 16.3%)	14.9% ↓ from 16.4%
Employee Relations Disciplinary	16% (12)
Employee Relations Grievance	13% (3)

Ethnicity

Metric	Ethnic Minorities	White
Workforce Representation	16.9% ↑ from 16.3%	80.8 ↓ from 81.1%
Senior Posts	9.2% ↓ from 11.1%	89.0% ↑ from 86.8%
Apprentices	23.3% ↑ from 22.6%	75.2% ↓ from 76.4%
Face-to-face Learning (some delivered remotely)	28.4% ↑ from 23.3%	69.9% ↓ from 74.8%
E-Learning	17.2% ↑ from 16.3%	79.3% ↓ from 79.6%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	62%	59%
2021 Staff Survey Engagement Index (HCC score 68%)	74%	69%
Turnover (HCC 16.3%)	21.4% ↓ from 23.4%	15.5% ↓ from 17.8%
Employee Relations Disciplinary	29% (22)	69% (53)
Employee Relations Grievance	13% (3)	87% (20)

Religion/Belief

Metric	Non-Christian	Christian	No Religion
Workforce Representation	7.9% ↑ from 7.7%	46.7% ↓ from 47.8%	38.8% ↑ from 37.4%
Senior Posts	4.6% ↓ from 6.9%	48.6% ↓ from 50.8%	41.0% ↑ from 36.0%
Apprentices	6.1% ↓ from 6.7%	39.1% ↓ from 40.1%	49.1% ↓ from 53.1%
Face-to-face Learning (some delivered remotely)	8.1% ↑ from 7.9%	52.4% ↑ from 51.2%	32.7% ↓ from 34.3%
E-Learning	8.0% ↑ from 7.3%	46.2% ↓ from 46.5%	38.5% ↑ from 36.1%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	57%	63%	58%
2021 Staff Survey Engagement Index (HCC score 68%)	69%	72%	70%
Turnover (HCC 16.3%)	19.2% ↓ from 26.8%	16.4% ↓ from 17.3%	15.6% ↓ from 18.9%
Employee Relations Disciplinary	13% (10)	48% (37)	32% (25)
Employee Relations Grievance	13% (3)	35% (8)	52% (12)

Sex

Metric	Female	Male
Workforce Representation	67.8% ↑ from 67.5%	32.2% ↓ from 32.5%
Senior Posts	49.7% ↓ from 50.8%	50.3% ↑ from 49.2%
Apprentices	66.3% ↑ from 62.5%	33.7% ↓ from 37.5%
Face-to-face Learning (some delivered remotely)	81.0% ↑ from 79.4%	19.0% ↓ from 20.6%
E-Learning	70.4% ↑ from 69.6%	29.6% ↓ from 30.4%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	59%	60%
2021 Staff Survey Engagement Index (HCC score 68%)	70%	70%
Turnover (HCC 16.3%)	16.3% ↓ from 18.4%	17.0% ↓ from 19.1%
Employee Relations Disciplinary	44% (34)	56% (43)
Employee Relations Grievance	70% (16)	30% (7)

Sexual Orientation

Metric	LGBT+	Heterosexual	Not Disclosed
Workforce Representation	3.2% ↑ from 2.9%	74.3% ↑ from 72.5%	22.4% ↓ from 24.6%
Senior Posts	4.1% ↑ from 2.6%	69.9% ↑ from 64.6%	26.0% ↓ from 32.8%
Apprentices	4.7% ↑ from 3.9%	83.8% ↑ from 82.9%	11.5% ↓ from 13.2%
Face-to-face Learning (some delivered remotely)	3.2% ↓ from 3.4%	74.8% ↑ from 73.8%	22.0% ↓ from 22.8%
E-Learning	3.2% ↑ from 3.0%	74.2% ↑ from 72.5%	22.6% ↓ from 24.5%
2021 Staff Survey 'I feel a strong sense of belonging to this organisation' (HCC score 57%)	56%	60%	no data available
2021 Staff Survey Engagement Index (HCC score 68%)	63%	71%	no data available
Turnover (HCC 16.3%)	23.3% ↓ from 32.7%	16.6% ↓ from 19.7%	15.8% ↑ from 14.2%
Employee Relations Disciplinary	4% (3)	78% (60)	18% (14)
Employee Relations Grievance	9% (2)	70% (16)	22% (5)



Hertfordshire