



Hertfordshire

Council Departments Workforce Equalities Profile 2021/22



Human Resources
Data Management Team



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Introduction

Background

The 2021/22 Workforce Equalities Profile explores the workforce profile of council departments (excluding schools) at Hertfordshire County Council (HCC) over the financial year 2021/22 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 2020

The Hertfordshire County Council Diversity and Inclusion Strategy sets out our five main Diversity & Inclusion priorities and our commitment to bring about a fully inclusive organisation through meeting these priorities by June 2022. The Strategy describes how we want all employees to feel they can be themselves at work, and that a sense of belonging is good for us as individuals but is also good for teams and the people and communities we serve. Our goal is to be an employer where everyone feels able to bring their whole self to work and to perform at their best. Since the Strategy's publication, the council have revised the Diversity & Inclusion governance structure, so it now includes full involvement from our Staff Network Groups and each Directorate's Diversity & Inclusion Board, as well as a Members D&I Reference Group. The council has done much work over the last two years to make D&I part of our DNA and is on track to meet these priorities. However, D&I is a constant focus for the council and there is still much work to be done. We have a new Head of Diversity & Inclusion, Temitayo (Temi) Fawehinmi who will be reviewing the outcomes of the current D&I Strategy and moving the D&I agenda forwards in line with the priorities of the council.



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

D&I Strategy Priorities

Based on our workforce data we know that we need to prioritise diversity and inclusion actions to increase the number of:

- 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 committed to achieving this ambition over the next two years and will develop the necessary targeted action plans across the council. However, we need the support and ideas of our staff to do this. We will therefore carry out research with those who work for the organisation to understand these issues further.

The actions from this will be embedded into our corporate and departmental action plans.



Social Care Workforce Race Equality Standard (SCWRES)

During 2020/21 Hertfordshire took part in the first phase of the Social Care Workforce Race Equality Standard, alongside 17 other Local Authorities across the country. In December 2021 the Department of Health and Social Care confirmed that the Social Care Workforce Race Equality Standard (SCWRES) would continue past its first phase year and be rolled out across Local Authority Social Care Departments in England.

Since April 2021, as one of the first phase participants, the SCWRES has provided a framework for understanding the workplace environment and directing improvement activity where information and evidence shows there is racial inequality to address. The SCWRES does this by using 9 metrics to measure differences in experience between people from Black, Asian and Minority Ethnic backgrounds and White Ethnic backgrounds. It does this by looking at a number of themes:

- Leadership
- Recruitment and retention
- Learning and career development
- Culture and staff experience
- Health and wellbeing and employee voice, together with any additional themes the organisation identifies.

Throughout our participation in the SCWRES, the project team has engaged with and included the views of colleagues, ACS and CS Diversity and Inclusion Boards and departmental Management Boards. As a Project Team we are committed to creating meaningful change.

Our participation in the SCWRES during 2021/22 has enabled us to use our HR data together with staff survey responses and feedback from staff forums to develop a draft SCWRES Action Plan for Hertfordshire. It will be published on the Hertfordshire website once it is finalised and signed off. The actions will be integrated into our departmental Diversity and Inclusion Action Plans and we will share the learning across work with other protected characteristics and other council departments.



Overview Summary

The 2021/22 workforce profile based on employees working across Council Departments at 31.03.22 remains broadly similar to 2020/21, with a reduction in under 25-year-olds and increases in the proportions of employees with a disability, those from a black or minority ethnic group (BAME) and those who are LGBT+. The proportion of employees with a non-Christian religion/faith remains the same.

The key changes are shown below:

Protected Characteristic	2020/21	2021/22	Hertfordshire Benchmark*
Age – Under 25s	5.5%	4.7%	7.1% (ages 18-24, 2020)
Disability	7.5%	8.7%	13.4% (2020/21)
Race – BAME	15.4%	16.3%	16.0% (2021)
Religion/Belief – non-Christian	7.7%	7.7%	7.9% (2011)
Sexual Orientation – LGBT+	2.7%	2.9%	2.7% (UK, 2019)

*NB data from 2021 Census is not yet available so ONS population estimates/Annual Population Survey data has been used

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 has reduced from figures shared in 20/21, however they remain higher than 19/20 at 4.7% compared to 4.4%. The pandemic reduced the turnover of this group during 20/21
Race – BAME employees progressing into senior posts	Whilst 16.3% of the workforce are BAME, only 11.1% of those in senior posts are BAME. There has been an improvement since the D&I Strategy was launched and the proportion of BAME employees in senior posts was 9.5%
Sex – Women progressing into senior posts	Whilst 67.5% of the workforce are women, they account for 50.8% of those in senior posts. There has been a small increase from 49.7% in 20/21
Sexual Orientation – turnover	Turnover of employees who have shared they have a non-Heterosexual sexual orientation (LGBT+) remains higher than the average of 18.7%, at 32.7%

Executive Summary

Age

Employees aged 25-49 make up **56.7%** of our workforce. The proportions of 25-49s and 60+ groups have shown small increases, and the proportion of under 25s has reduced from **5.5%** to **4.7%** following a period of stability during the pandemic. This remains above **4.4%** in 2019/20. Increasing under 25s remains one of the D&I Strategy priorities. The 50-59 and 60+ age groups 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 increases in the 50-59 and 60+ groups), as well as face to face learning (mainly delivered remotely) and e-learning. Turnover among the under 25s (**53.7%**) and 60+ (**19.1%**) groups is above the council departments average of **18.7%**. **60%** of under 25s left due to resigning for alternative employment or education, and **40%** left due to contracts ending in Covid testing centres, care traineeships and seasonal youth worker roles. **44%** of 60+ year olds retired, with **46%** resigning for a variety of reasons including alternative employment and family commitments. Staff survey data highlights that Under 25s scored highest for engagement and the 25-49 group scored highest for belonging. See p.10 for further information about the staff survey questions

Caring Responsibility

31.3% of the council departments workforce have shared they have a caring responsibility (of any type including parenting), and **8.5%** 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. Both figures are a slight increase on 20/21. **76.6%** of those with a caring responsibility (all types) are women and **79.7%** of carers are women. Employees with caring responsibilities are well represented in senior posts and those undertaking both face to face learning (delivered remotely) and e-learning. Their turnover remains below the council departments average of **18.7%** at **14.9%** and **16.7%**. Their Staff Survey results for belonging and engagement are above the HCC average.

Disability

The proportion of employees sharing they have a disability has continued to improve, from **7.5%** to **8.7%** which is moving closer to the new benchmark figure of **13.4%** of the Hertfordshire population who are disabled (Annual Population Survey estimate). Employees with a disability are proportionally represented in senior posts, and as participants in face-to-face learning (delivered remotely), e-learning and undertaking apprenticeships. Their turnover is lower than the council departments average of **18.7%** at **16.4%**. The staff survey results show 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 reporting and work in this area will continue into 2022/23. One of the two Grievance cases was Upheld.



Race

The proportion of Black, Asian and Minority Ethnic (BAME) employees across council departments continues to increase, from **15.4%** to **16.3%**. This matches the BAME working age population in Hertfordshire of **16.0%** (Annual Population Survey 2021). BAME employees are under-represented in senior posts at **11.1%** 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 **18.7%** at **23.4%**. Turnover is highest this year in Resources due to BAME employees undertaking short term Covid testing centre roles, and **73%** of BAME employees left due to resignations for a variety of reasons, the main one being alternative employment. BAME employees are accessing all types of learning including apprenticeships, and for those participating in the Staff Survey scores were higher than the HCC average for belonging and engagement. Where BAME employees are overrepresented in employee relations casework further analysis has taken place and concluded that there is no pattern or trend in relation to bias or unfair treatment.

Religion/Belief

The council departments workforce is approximately half Christian at **47.8%** with **37.4%** of the workforce sharing that they have no religion/belief. **7.7%** of the workforce have identified their religion/belief as: Muslim; Jewish; Hindu; Sikh; Buddhist or Other which is broadly in line with the 2011 Census figure of **7.9%** (the most current data we have on religions in Hertfordshire). This non-Christian group are under-represented in senior posts at **6.9%** however this figure has improved from **5.8%** as work on the D&I Strategy has progressed. The non-Christian group have accessed all types of learning although proportions have dropped from last year. Their turnover is higher than the council departments average of **10.5%** at **26.8%** due to undertaking fixed term Covid testing centre and youth support worker contracts.

Sex

The workforce profile in relation to sex remains similar at **67.5%** female and **32.5%** male. At the present time, only these binary categories are recorded on our HR system. Women represent **50.8%** 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. A greater proportion of men are accessing apprenticeships and women are participating in greater proportions than men in face-to-face learning (delivered remotely) and e-learning. Turnover has increased for both sexes and is slightly higher among men at **19.1%**.

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 **2.7%** of the workforce to **2.9%**. ONS statistics (2019) report **2.7%** of the UK population as lesbian, gay or bisexual. The proportion of council departments employees who have not shared their sexual orientation continues to reduce from **26.6%** to **24.6%**. The proportion of the LGBT+ group in senior posts has increased from **2.1%** to **2.6%**, however with a significant proportion of employees not disclosing their sexual orientation these figures may be an under representation. Learning activities including apprenticeships are accessed equally by this group. Turnover is higher among the LGBT+ group at **32.7%**. **30%** of this group left due to the ending of fixed term Covid testing centre and youth support worker contracts, and **64%** left due to resignation for a variety of reasons, the main one being alternative employment. For those participating in the 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 2021/22 for council departments (excluding schools). Where data at a point in time is used it is at 31.03.2022. 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 PMC pay grade (or equivalent salary) and above. This equates to an annual full time equivalent salary of £56,917 and represents **189** employees, **2.3%** of the workforce as at 31.03.2022.

Apprentices

These percentages show the breakdown of employees on apprenticeships at 31.03.22, 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. Most of this learning was delivered remotely.

E-Learning

These percentages show the proportion of employees who have accessed e-learning at least once during 2021/22.

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%**.

Turnover

These percentages show turnover by protected characteristic. It is calculated by dividing the number of leavers (01.04.2021 – 31.03.2022) 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 **18.7%**, an increase of **8.2%** on the **10.5%** reported for 20/21. It is important to note that the pandemic had a significant impact on reducing turnover during 2020/21. During 2021/22 as the pandemic eased we have seen increased movement in the labour market leading to turnover increasing significantly, taking it above the pre-pandemic level of **13.9%** in March 2020. During 2022/23 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.

Employee Relations

Percentages and case numbers are shown for Disciplinary and Grievance formal cases that were started and completed to a final outcome during 2021/22. Formal Performance cases have been omitted this year due to the small number of formal cases concluding during the year.

In 2021/22 there were **75** Disciplinary cases resulting in **6** dismissals, and **10** Grievance cases of which **2** were upheld and **3** partially upheld. Cases were reviewed by protected characteristic and it was concluded that there was no pattern or trend to suggest any bias or unfair treatment.

Age

Workforce Representation

Under 25	4.7%	↓	from 5.5%
25-49	52.0%	↑	from 51.6%
50-59	27.7%	↓	from 27.9%
60+	15.6%	↑	from 15.0%

Senior Posts

Under 25	0%	→	no change
25-49	41.3%	↓	from 46.0%
50-59	41.3%	↑	from 37.6%
60+	17.5%	↑	from 16.4%

Turnover

(HCC score 18.7%)

Under 25	53.7%	↑	from 17.4%
25-49	17.1%	↑	from 10.3%
50-59	15.1%	↑	from 7.2%
60+	19.1%	↑	from 15.4%

Apprentices

Under 25	12.0%	↓	from 12.6%
25-49	70.4%	↓	from 73.0%
50-59	15.6%	↑	from 12.6%
60+	1.9%	↑	from 1.8%

Face-to-face Learning

(delivered remotely)

Under 25	4.4%	↓	from 4.8%
25-49	52.6%	↓	from 54.1%
50-59	30.3%	↑	from 27.6%
60+	12.7%	↓	from 13.5%

E-Learning

Under 25	5.1%	↓	from 5.6%
25-49	50.8%	↓	from 53.0%
50-59	28.2%	↑	from 27.8%
60+	16.0%	↑	from 13.5%

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

Under 30	63%
30-49	74%
50-59	60%
60+	62%

2021 Staff Survey

Engagement Index (HCC score 68%)

Under 30	76%
30-49	70%
50-59	69%
60+	72%

Employee Relations

	U25	25-49	50-59	60+
Disciplinary	0	50.7% (38)	29.3% (22)	20.0% (15)
Grievance	0	40.0% (4)	40.0% (4)	20.0% (2)

Disability

Workforce Representation

8.7 % of the workforce have shared they have a disability **↑** from 7.5 %

Senior Posts

9.0 % of those in senior posts have shared they have a disability
↓ from 10.6 %

Turnover

(HCC 18.7%)

16.4 % turnover of those who have shared they have a disability **↑** from 10.2%

Apprentices

8.7 % of apprentices have a disability **↑** from 8.4 %

Face-to-face Learning (delivered remotely)

11.2 % of learners have a disability **↑** from 8.3%

E-Learning

9.0 % of learners have a disability **↑** from 8.2%

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

Employees with a disability **60 %**

2021 Staff Survey

Engagement Index (HCC score 68%)

Employees with a disability **69 %**

Employee Relations

Disciplinary **6.7 % (5)**
Grievance **20.0 % (2)**

Race

Workforce Representation

16.3 % of the workforce are BAME **↑** from 15.4 %
81.1% are White **↓** from 82.3%

Senior Posts

11.1 % of those in senior posts are BAME **↑** from 10.6 %
86.8 % are White **↓** from 87.8 %

Turnover

(HCC 18.7%)

23.4 % turnover of BAME employees **↑** from 14.0%
17.8 % turnover of White employees **↑** from 10.0%

Apprentices

22.6 % of apprentices are BAME **↑** from 18.9 %
76.4% are White **↓** from 80.4 %

Face-to-face Learning (delivered remotely)

23.3 % of learners are BAME **↑** from 22.5%
74.8% are White **↓** from 75.7%

E-Learning

16.3 % of learners are BAME **↑** from 16.1%
79.6% are White **↓** from 81.5%

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

BAME	62 %
White	59 %

2021 Staff Survey

Engagement Index (HCC score 68%)

BAME	74 %
White	69 %

Employee Relations

	BAME	White
Disciplinary	22.7 % (17)	74.7 % (56)
Grievance	30.0 % (3)	70.7 % (7)

Religion/Belief

Workforce Representation

7.7 % have a religion/ belief that is not Christian (non-Christian)

→ no change

47.8 % Christian ↓ from 49.0%

37.4 % No religion ↓ from 43.2%

Senior Posts

6.9 % in senior posts non-Christian

↑ from 5.8%

50.8 % Christian ↓ from 54.0%

36.0 % No religion/belief ↑ from 32.3%

Turnover

(HCC 18.7%)

26.8 % non-Christian ↑ from 13.2 %

17.3 % Christian ↑ from 10.4 %

18.9 % No religion ↑ from 10.4 %

Apprentices

6.7 % non-Christian ↓ from 8.8 %

40.1 % Christian ↑ from 40.0 %

53.1 % No religion ↑ from 47.0 %

Face-to-face Learning

(delivered remotely)

7.9 % non-Christian ↓ from 8.8%

51.2 % Christian ↑ from 50.8 %

34.3 % No religion ↑ from 34.2 %

E-Learning

7.3 % non-Christian ↓ from 7.8 %

46.5 % Christian ↓ from 48.4%

36.1 % No religion ↓ from 37.0%

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

57 % non-Christian

63 % Christian

58 % No religion

2021 Staff Survey

Engagement Index (HCC score 68%)

69 % non-Christian

72 % Christian

70 % No religion

Employee Relations

	non-Christian	Christian	No religion
Disciplinary	9.3% (7)	42.7% (32)	44.0% (33)
Grievance	20.0% (2)	30.0% (3)	50.0% (5)

Sex

Workforce Representation

67.5 % are Female **↑** from 66.9 %
32.5 % are Male **↓** from 33.1 %

Senior Posts

50.8 % of those in senior posts are Female **↑** from 49.7 %
49.2 % are Male **↓** from 50.3 %

Turnover

(HCC 18.7%)

18.4 % Female **↑** from 11.1 %
19.1 % Male **↑** from 9.4 %

Apprentices

62.5 % Female **↑** from 62.1 %
37.5 % Male **↓** from 37.9 %

Face-to-face Learning (delivered remotely)

79.4 % Female **↓** from 82.0 %
20.6 % Male **↑** from 18.0 %

E-Learning

69.6 % Female **↓** from 71.3 %
30.4 % Male **↑** from 28.7 %

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

59 % Female
60 % Male

2021 Staff Survey

Engagement Index (HCC score 68%)

70 % Female
70 % Male

Employee Relations

	Female	Male
Disciplinary	50.7 % (38)	49.3 % (37)
Grievance	80.0 % (8)	20.0 % (2)

Sexual Orientation

Workforce Representation

2.9 % have a sexual orientation that is not heterosexual (LGBT+)
↑ from 2.7%
72.5 % are Heterosexual ↑ from 70.7 %
24.6 % not shared ↓ from 26.6 %

Senior Posts

2.6 % of those in senior posts are LGBT+ ↑ from 2.1%
64.6 % are Heterosexual ↑ from 63.5%
32.8 % not shared ↓ from 34.4%

Turnover

(HCC 18.7%)

32.7 % LGBT+ ↑ from 19.0 %
19.7 % Heterosexual ↑ from 10.8 %
14.2 % not shared ↑ from 9.0 %

Apprentices

3.9 % LGBT+ ↑ from 3.5 %
82.9 % Heterosexual ↑ from 82.8 %
13.2 % not shared ↓ from 13.7 %

Face-to-face Learning (delivered remotely)

3.4 % LGBT+ ↑ from 3.0 %
73.8 % Heterosexual ↑ from 72.9 %
22.8 % not shared ↓ from 24.1 %

E-Learning

3.0 % LGBT+ ↑ from 2.8 %
72.5 % Heterosexual ↑ from 71.6 %
24.5 % not shared ↓ from 25.6 %

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

56 % LGBT+
60 % Heterosexual

2021 Staff Survey

Engagement Index (HCC score 68%)

63 % LGBT+
71 % Heterosexual

Employee Relations

	LGBT+	Heterosexual	not shared
Disciplinary	1.3% (1)	72.0% (54)	26.7% (20)
Grievance	10.0% (1)	70.0% (7)	20.0% (2)

Caring Responsibility

Workforce Representation

31.3 % have a caring responsibility (child/adult/both) **↑** from 30.9%

8.5 % care for an adult and/or child with a disability (carers) **↑** from 7.9%

Senior Posts

45.0 % of those in senior posts have shared they have a caring responsibility **→** no change

13.8 % are carers **↑** from 12.2%

Turnover

(HCC 18.7%)

14.9 % turnover of those who have shared they have a caring responsibility

↑ from 8.8 %

16.7 % turnover of carers **↑** from 7.9%

Apprentices

28.4 % of apprentices have shared they have a caring responsibility

↑ from 27.4 %

3.9 % are carers **→** no change

Face-to-face Learning

(delivered remotely)

36.7 % of learners have shared they have a caring responsibility

↑ from 35.2 %

9.7 % are carers **↑** from 9.1%

E-Learning

31.3 % of learners have shared they have a caring responsibility

↓ from 32.4 %

8.6 % are carers **↓** from 8.3%

2021 Staff Survey

'I feel a strong sense of belonging to this organisation' (HCC score 57%)

63% Caring responsibility

59% Carer

2021 Staff Survey

Engagement Index (HCC score 68%)

73% Caring responsibility

70% Carer

Employee Relations

	All Caring	Carers
Disciplinary	25.3 % (19)	9.3 % (7)
Grievance	20.0 % (2)	10.0 % (1)

#making inclusion
part of our DNA

