



Hertfordshire

Council Departments Workforce Equalities Profile 2020/21



Human Resources
Data Management Team



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Introduction

Background

The 2020/21 Workforce Equalities Profile explores the workforce profile of council departments (excluding schools) at Hertfordshire County Council (HCC) over the financial year 2020/21 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. The Strategy describes how we want all employees to feel they can be themselves at work, and that feeling included 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 its publication the council have revised the Diversity & Inclusion governance structure which 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.

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 (WRES)



During 2021/22 Hertfordshire are taking part in the first phase of the Social Care Workforce Race Equality Standard, alongside 17 other Local Authorities across the country. The purpose of the WRES is to create a clearer picture of race inequalities in the workplace through analysis of 9 metrics, to engage directly with staff and take purposeful action to eliminate racial inequality. The work on the WRES will support the council's internal D&I strategy priorities.

The metrics involve the analysis of BAME staff compared to white staff in relation to pay, being appointed from shortlisting, formal disciplinary action, entering the fitness to practice process, accessing non-mandatory funded training, experiencing harassment bullying or abuse, leaving the organisation, senior management membership. The metrics and qualitative data are then used to develop an action plan to focus activity where it is most needed. Reporting for the WRES will take place in October 2021 and again at the end of the year in April 2022.

The WRES has been operating in the NHS for the past 6 years and the Department for Health and Social Care are now leading on rolling it out into the health and social care sector. The scope of the activity during 2021/22 for the WRES will focus on the social care workforce within Adult Care Services and Children's Services. Both services are working closely on this project and the outcomes from the first phase will be shared in this report next year and consideration will be given to widening the scope across the council thereafter.

Overview Summary

The 2020/21 workforce profile based on staff working across Council Departments at 31.03.21 remains broadly similar to 2019/20, with modest increases in staff under 25, with a disability, BAME, non-Christian and LGBT+.

The key changes are shown below:

Protected Characteristic	2019/20	2020/21	Hertfordshire/UK Population Benchmark
Age – Under 25s	4.4%	5.5%	5.2% (ages 20-24, 2000)
Disability	7.4%	7.5%	8.7% (2011)
Race – BAME	15.1%	15.4%	12.6% (2011)
Religion/Belief – non-Christian	7.4%	7.7%	7.9% (2011)
Sexual Orientation – LGBT+	2.3%	2.7%	2.2% (UK, 2018)

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	Improvement has been made between 2019/20 and 2020/21 although this may be due to greater retention during the pandemic
Race – BAME employees progressing into senior posts	Whilst 15.4% of the workforce are BAME, 10.6% of those in senior posts are BAME
Sex – Women progressing into senior posts	Whilst 66.9% of the workforce are Women, they account for 49.7% of those in senior posts
Sexual Orientation – turnover	Turnover of LGBT+ staff remains higher than the average of 10.5%, at 19.0%

Executive Summary

Age

Employees aged 25-49 make up **51.6%** of our workforce. The proportions of under 25s and 60+ groups have shown increases, of particular note is the increase in under 25s from **4.4%** to **5.5%** of the workforce. Increasing under 25s is one of the D&I Strategy priorities. The 50-59 age group are over-represented in senior posts. Data on learning shows that staff of all ages are accessing apprenticeships, both face to face learning (delivered remotely) and e-learning. Turnover among the under 25s (**17.4%**) and 60+ (**15.4%**) groups is above the council departments average of **10.5%**. The majority (**78%**) of under 25s left due to resigning, with a smaller number leaving due to fixed term contracts ending (**20%**). **59%** of 60+ year olds retired, with **34%** resigning for a variety of reasons including alternative employment and family commitments.

Caring Responsibility

30.9% of the council departments workforce have shared they have a caring responsibility (of any type including parenting), and **7.9%** 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. **76.7%** of those with a caring responsibility (all types) are women and **79.6%** of carers are women. Staff with caring responsibilities are well represented in senior posts and those undertaking both face to face learning (delivered remotely) and e-learning. Their turnover is well below the council departments average of 10.5% at **8.8%** and **7.9%**.

Disability

The proportion of staff sharing they have a disability has continued to improve, from **7.4%** to **7.5%** which is moving closer to the 2011 Census figure of **8.7%** of the Hertfordshire population living with a long term health problem or disability. Staff with a disability are well 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 10.5% at **10.2%**. 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, and this work is ongoing.





Race

The proportion of Black, Asian and Minority Ethnic (BAME) staff across council departments continues to increase, from **15.1%** to **15.4%**. This remains above the BAME economically active population in Hertfordshire of **12.6%** (2011 Census). BAME staff are under-represented in senior posts at **10.6%** 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 at **14%** and have reduced from **17.7%** in 2019/20. Turnover is highest in Adult Care Services where the highest proportion of BAME staff work (**24.1%**) across council departments, and these staff have left for a variety of reasons including resignations (**79%**), retirements (**7%**) and ending of fixed term contracts (**8%**). BAME staff are accessing all types of learning including apprenticeships. Where BAME staff 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 **49.0%** with **43.2%** of the workforce sharing that they have no religion/belief. **7.7%** (an increase from **7.4%**) 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%**. This non-Christian group are under-represented in senior posts at **5.8%**, over-represented among apprentices (**8.8%**) and those who have received face-to-face learning (**8.8%**). Their turnover is higher than the council departments average of **10.5%** despite having fallen from **15.3%** to **13.2%**. The 9 employee relations performance cases with non-Christians have been explored and no unfair treatment has been identified.

Sex

The workforce profile in relation to sex remains stable at **66.9%** female and **33.1%** male. At the present time, only these binary categories are recorded. 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. The gender split in apprenticeships is similar to the workforce representation, and women are participating in greater proportions than men in face to face learning (delivered remotely) and e-learning. Turnover has reduced for both sexes, however, is slightly higher than the council departments average of **10.5%** for women at **11.1%**.

Sexual Orientation

The proportion of staff who have shared that they are either: Asexual; Bisexual; Gay man; Gay woman; Pansexual (collectively grouped as LGBT+) has increased from **2.3%** of the workforce to **2.7%**. ONS statistics (2018) report **2.2%** of the UK population as lesbian, gay or bisexual with a further 0.6% describing their sexuality as other. The proportion of council departments staff who have not shared their sexuality continues to reduce from **29.6%** to **26.6%**.

The LGBT+ group are slightly under-represented in senior posts at **2.1%**, however with a significant proportion of staff 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 **19.0%** and further investigation has indicated staff have left posts across council departments for a variety of reasons, mainly resignation (**64%**) and retirement (**26%**).



Guide to reading the data that follows

All data relates to the financial year 2020/21 for council departments (excluding schools). Where data at a point in time is used it is at 31.03.2021. Comparisons are shown with the previous year's figures.

Workforce Representation

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

Senior Posts

For this year's report, and going forward, the breakdown of senior salaries by protected characteristic has been changed from the top 5% earners to those in senior posts defined by PMC pay grade (or equivalent salary) and above. This equates to an annual full time equivalent salary of £55,938 and represents 189 staff, 2.2% of the workforce as at 31.03.2021. This change has been implemented to ensure consistency in reporting on senior posts in line with our Diversity & Inclusion Strategy priorities in this area. Due to the change in reporting, a comparison to 2019/20 is not shown.

Apprentices

These percentages show the breakdown of staff on apprenticeships at 31.03.21, by protected characteristic.

Face-to-Face Learning

These percentages show the proportion of delegates recorded as attending face to face learning across all council departments, by protected characteristic.

E-Learning

These percentages show the proportion of staff who have accessed e-learning at least once during 2020/21.

2018 Staff Survey

These percentages show the positive responses (agree or strongly agree) to the question 'I feel a strong sense of belonging to this organisation'. The 2018 staff survey was the most recent all-staff engagement survey conducted and it received a 53% response rate. Comparisons shown are to the previous, 2016 survey. It is expected that the next full staff survey will take place later in 2021.

Turnover

These percentages show turnover by protected characteristic. It is calculated by dividing the number of leavers (01.04.2020 - 31.03.2021) 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 10.5%.

Recruitment

Key figures have been used to highlight the external recruitment process in this period. During 2020/21 applications were made by candidates with a wide range of protected characteristics, and the council workforce representation reflects this.

Employee Relations

Percentages and case numbers are shown for Disciplinary and Grievance formal cases that were completed to a final outcome during 2020/21. Formal Performance cases have been omitted this year due to the small number of formal cases concluding during the year (3 cases, with a further 3 cases ongoing).

In 2020/21 there were 53 Disciplinary cases resulting in 4 dismissals, and 14 Grievance cases of which 3 were 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	5.5%	↑	from 4.4%
25-49	51.6%	↓	from 53.1%
50-59	27.9%	↑	from 27.7%
60+	15.0%	↑	from 14.8%

Senior Posts

Under 25	0%
25-49	46.0%
50-59	37.6%
60+	16.4%

Apprentices

Under 25	12.6%	↓	from 20.6%
25-49	73.0%	↑	from 67.0%
50-59	12.6%	↑	from 11.2%
60+	1.8%	↑	from 1.1%

Face-to-face Learning (delivered remotely)

Under 25	4.8%	↓	from 5.1%
25-49	54.1%	↑	from 53.3%
50-59	27.6%	↓	from 29.9%
60+	13.5%	↑	from 12.4%

E-Learning

Under 25	5.6%	↑	from 4.7%
25-49	53.0%	↑	from 51.8%
50-59	27.8%	↓	from 28.8%
60+	13.5%	↓	from 14.2%

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'

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

Turnover

Under 25	17.4%	↓	from 44.5%
25-49	10.3%	↓	from 12.7%
50-59	7.2%	↓	from 10.2%
60+	15.4%	↓	from 19.0%

Recruitment

In 2020/21 we attracted candidates of all ages and appointed them to our roles – from under 25s to age 60+

Employee Relations

	U25	25-49	50-59	60+
Disciplinary	0	50.9%(27)	26.4%(14)	22.6%(12)
Grievance	0	64.3%(9)	21.4%(3)	14.3%(2)

Disability

Workforce Representation

7.5 % of the workforce have shared they have a disability **↑** from 7.4 %

Senior Posts

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

Apprentices

8.4 % of apprentices have a disability

Face-to-face Learning (delivered remotely)

8.3 % of learners have a disability **↓** from 8.6%

E-Learning

8.2 % of learners have a disability **↓** from 8.3%

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'

58 % **↑** from 51 %

Turnover

10.2 % turnover of those who have shared they have a disability **↓** from 14.7%

Recruitment

In 2020/21 a higher proportion of applicants with disabilities than those without were interviewed, due to our 'Disability Confident' approach and accreditation

Employee Relations

Disciplinary	13.2 % (7) cases
Grievance	28.6 % (4) cases

Race

Workforce Representation

15.4 % of the workforce are BAME **↑** from 15.1 %
82.3% are White

Senior Posts

10.6 % of those in senior posts are BAME
87.8 % are White

Apprentices

18.9 % of apprentices are BAME **↓** from 19.5 %
80.4% are White

Face-to-face Learning (delivered remotely)

22.5 % of learners are BAME
↑ from 19.2%
75.7 % are White

E-Learning

16.1 % of learners are BAME
↓ from 16.3%
81.5% are White

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'

69 % **↑** from 61 %

Turnover

14.0 % turnover of BAME employees **↓** from 17.7%
10.0 % turnover of White employees

Recruitment

In 2020/21 a third of our applicants were from BAME backgrounds

Employee Relations

	BAME	White
Disciplinary	22.6 % (12)	70.0 % (37)
Grievance	28.6 % (4)	71.4 % (10)

Religion/Belief

Workforce Representation

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

↑ from 7.4 %

49.0 % Christian ↓ from 50.7%

43.2 % No religion ↑ from 41.9%

Senior Posts

5.8 % in senior posts non-Christian

54.0 % are Christian

32.3 % have No religion/belief

Apprentices

8.8 % non-Christian ↑ from 7.1 %

40.0 % Christian ↑ from 39.7 %

47.0 % No religion/belief

↓ from 50.2 %

Face-to-face Learning

(delivered remotely)

8.8 % non-Christian ↑ from 7.7%

50.8 % Christian ↓ from 51.3 %

34.2 % No religion → no change

E-Learning

7.8 % non-Christian → no change

48.4 % Christian ↓ from 49.8%

37.0 % No religion ↓ from 42.3%

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'

64 % non-Christian ↑ from 62 %

Turnover

13.2 % non-Christian ↓ from 15.3 %

10.4 % Christian ↓ from 13.9 %

10.4 % No religion ↓ from 14.4 %

Recruitment

In 2020/21 we attracted applications from people with a range of religions/beliefs, as well as those without one

Employee Relations

	non-Christian	Christian	No religion
Disciplinary	13.2% (7)	58.5% (31)	17.0% (9)
Grievance	14.3% (2)	64.3% (9)	21.4% (3)

An additional 6 cases (Disciplinary) were with employees who had not shared if they have a religion/belief

Sex

Workforce Representation

66.9 % are Female ↓ from 67.8 %
33.1 % are Male ↑ from 32.2 %

Senior Posts

49.7 % of those in senior posts are Female
50.3 % are Male

Apprentices

62.1 % Female ↓ from 67.4 %
37.9 % Male ↑ from 32.6 %

Face-to-face Learning (delivered remotely)

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

E-Learning

71.3 % Female ↓ from 73.5 %
28.7 % Male ↑ from 26.5 %

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'

61 % Female ↑ from 56 %
62 % Male ↑ from 57 %

Turnover

11.1 % Female ↓ from 14.4 %
9.4 % Male ↓ from 14.3 %

Recruitment

In 2020/21 applications were two thirds female to one third male

Employee Relations

	Female	Male
Disciplinary	41.5 % (22)	58.5 % (31)
Grievance	57.1 % (8)	42.9 % (6)

Sexual Orientation

Workforce Representation

2.7 % have a sexual orientation that is not heterosexual (LGBT+)
↑ from 2.3%
70.7 % are Heterosexual ↑ from 68.2 %
26.6 % not shared ↓ from 29.6 %

Senior Posts

2.1 % of those in senior posts are LGBT+
63.5 % are Heterosexual
34.4 % not shared

Apprentices

3.5 % LGBT+ ↑ from 3.4 %
82.8 % Heterosexual ↓ from 83.1 %
13.7 % not shared ↑ from 13.5 %

Face-to-face Learning (delivered remotely)

3.0 % LGBT+ ↑ from 2.5 %
72.9 % Heterosexual ↑ from 69.9 %
24.1 % not shared ↓ from 27.6 %

E-Learning

2.8 % LGBT+ ↑ from 2.3 %
71.6 % Heterosexual ↑ from 70.7 %
25.6 % not shared ↓ from 27.7 %

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'
66 % LGBT+ ↑ from 60 %

Turnover

19.0 % LGBT+ ↓ from 21.8 %
10.8 % Heterosexual ↓ from 15.3 %
9.0 % not shared ↓ from 18.9 %

Recruitment

In 2020/21 6.4% of applicants declared a LGBT+ sexual orientation

Employee Relations

	LGBT+	Heterosexual
Disciplinary	18.9% (1)	64.2% (34)
Grievance	0% (0)	79.0% (11)

Caring Responsibility

Workforce Representation

30.9 % have a caring responsibility (child/adult/both) ↓ from 32.0%

7.9 % care for an adult and/or child with a disability (carers) ↑ from 7.5%

Senior Posts

45.0 % of those in senior posts have shared they have a caring responsibility

12.2 % are carers

Apprentices

27.4 % of apprentices have shared they have a caring responsibility

↑ from 26.2 %

3.9 % are carers ↓ from 5.2 %

Face-to-face Learning (delivered remotely)

35.2 % of learners have shared they have a caring responsibility

↑ from 35.0 %

9.1 % are carers ↑ from 8.6%

E-Learning

32.4 % of learners have shared they have a caring responsibility

↓ from 33.5 %

8.3 % are carers ↓ from 8.8%

2018 Staff Survey

Survey not broken down by caring responsibility, so not able to provide this data

Turnover

8.8 % turnover of those who have shared they have a caring responsibility

↓ from 11.2 %

7.9 % turnover of carers

↓ from 11.1%

Recruitment

In 2020/21 a higher proportion of applicants with caring responsibilities were offered posts than those without caring responsibilities

Employee Relations

	All Caring	Carers
Disciplinary	30.2 % (16)	9.4 % (5)
Grievance	21.4 % (3)	0 % (0)

#making inclusion
part of our DNA

