Contents

Introduction 3
D&I Strategy Priorities 4
Overview 5
How to read the data 8
Age 9
Disability 10
Race 11
Religion/Belief 12
Sex 13
Sexual Orientation 14
Caring Responsibility 15
Introduction

Background

The 2019/20 Workforce Equalities Profile explores the workforce profile of council departments (excluding schools) at Hertfordshire County Council (HCC) over the financial year 2019/20 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 Strategy 2020

The Hertfordshire County Council D&I Strategy has been launched. It sets out our determination to take action to ensure that our belief in equality of opportunity, diversity, and inclusion is integral to everything we do and that it informs every area of activity. 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.

The Strategy includes a number of priorities which relate to the workforce data presented in this report. These 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.
Overview

Age
Employees aged 25-49 make up 53.1% of our workforce. The proportions of under 25s (4.4%) and 60+ (14.8%) groups have remained at similar levels to 2018/19. The top 5% of earners in the council reflect the workforce profile by age, and data on learning shows that staff of all ages are accessing both face to face and e-learning. Turnover remains high among the under 25 group. We have committed in the Diversity and Inclusion Strategy 2020 to increase the number of employees across the organisation who are aged under 25.

Caring Responsibility
32% of the council departments workforce have declared a caring responsibility (of any type) and this group are well represented among the top 5% earners and those undertaking both face to face and e-learning. Their turnover is below the council departments average. For the first time this year we have also included the proportion of the workforce who have declared they care for an adult and/or a child with a disability (which may be in addition to parental responsibilities). We would consider these staff to be carers. 7.5% of the workforce fall into this category.

Disability
The proportion of staff declaring a disability has continued to increase, from 6.6% to 7.4% 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. Disabled staff have a higher representation among the top 5% earners, and as participants in both face to face and e-learning. Their turnover is slightly higher than the council departments average. We have committed in the Diversity and Inclusion Strategy 2020 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.
Race

The proportion of Black, Asian and Minority Ethnic (BAME) staff across council departments continues to increase, from 14.5% to 15.1%. This remains above the BAME economically active population in Hertfordshire of 12.6% (2011 Census). Turnover levels are higher than the council departments average at 17.7% but have reduced from 23% in 2018/19. 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 alleged unfair treatment. BAME staff are underrepresented among the top 5% earners at 12.3%, and recognising this, we have committed in the Diversity and Inclusion Strategy 2020 to increase the number of BAME employees progressing into senior roles.

Religion/Belief

The council departments workforce is approximately half Christian at 50.7% with 41.9% of the workforce declaring they have no religion/belief. 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 proportionately represented among apprentices, those accessing learning, and the top 5% earners. Their turnover is slightly higher than the council departments average and the formal employee relations performance cases have been explored and no unfair treatment has been identified.
Sex
The workforce profile in relation to sex remains similar to 2018/19 at 67.8% female and 32.2% male. At the present time, only these binary categories are recorded. Women represent 63.4% of the top 5% earners and we have committed in the Diversity and Inclusion Strategy 2020 to increase the number of women progressing into senior posts. The gender split in apprenticeships is equal to the workforce representation, and women are participating in greater proportions than men in face to face and e-learning.

Sexual Orientation
The proportion of staff who have reported they are either: Asexual; Bisexual; Gay man; Gay woman; Pansexual (collectively grouped as non-Heterosexual) has increased from 2.1% of the workforce to 2.3%. ONS statistics (2018) report 2.2% of the UK population as lesbian, gay or bisexual with a further 0.6% as other. The proportion of council departments staff who have not disclosed their sexuality has reduced from 32.5% to 27.6%. The non-Heterosexual group are underrepresented in the top 5% earners, however with a significant proportion of staff not disclosing their sexuality these figures may be skewed. Learning activities including apprenticeships are equally accessed by this group and there were no formal employee relations cases completed during 2019/20. Turnover is higher among the non-Heterosexual group.
Guide to reading the following data

All data relates to the financial year 2019/20 for council departments (excluding schools). Where data at a point in time is used it is at 31.03.2020. Comparisons are shown with the previous year’s figures.

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

Top 5% Earners
These percentages show the proportion of staff from the group(s) who are among the top 5% earners in council departments. The figures are based on full time equivalent salaries and include 505 staff earning £48,531 pa or more. Please note that last year these calculations were based on actual salary.

Apprentices
These percentages show the breakdown of staff on apprenticeships at 31.03.20, 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 2019/20.

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.

Turnover
These percentages show turnover by protected characteristic as at 31.03.20. 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 14.4%.

Recruitment
Key figures have been used to highlight the external recruitment process in this period. During 2019/20 there were 19,141 applications made by candidates with a wide range of protected characteristics. The application, interview/assessment and offered stages have been reviewed.

Employee Relations
Percentages and case numbers are shown for Disciplinary, Grievance and Performance formal cases that were completed to a final outcome during 2019/20. In the period there were 57 Disciplinary cases resulting in 2 dismissals, 24 Grievance cases of which 4 were upheld, 15 Performance cases resulting in 0 dismissals. Cases were reviewed by protected characteristic and it was concluded that there was no pattern or trend to suggest any unfair treatment.
### Age

#### Workforce Representation

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>4.4%</td>
<td>↓</td>
<td>from 4.5%</td>
</tr>
<tr>
<td>25-49</td>
<td>53.1%</td>
<td>↑</td>
<td>from 52.6%</td>
</tr>
<tr>
<td>50-59</td>
<td>27.7%</td>
<td>↑</td>
<td>from 28.2%</td>
</tr>
<tr>
<td>60+</td>
<td>14.8%</td>
<td>↓</td>
<td>from 14.7%</td>
</tr>
</tbody>
</table>

#### Top 5% Earners

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>0%</td>
<td>↑</td>
<td>no change</td>
</tr>
<tr>
<td>25-49</td>
<td>47.7%</td>
<td>↑</td>
<td>from 46.1%</td>
</tr>
<tr>
<td>50-59</td>
<td>37.6%</td>
<td>↓</td>
<td>from 40.6%</td>
</tr>
<tr>
<td>60+</td>
<td>14.9%</td>
<td>↑</td>
<td>from 13.4%</td>
</tr>
</tbody>
</table>

#### Apprentices

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>20.6%</td>
<td>↓</td>
<td>from 36%</td>
</tr>
<tr>
<td>25-49</td>
<td>67.0%</td>
<td>↑</td>
<td>from 59.3%</td>
</tr>
<tr>
<td>50-59</td>
<td>11.2%</td>
<td>↑</td>
<td>from 4.7%</td>
</tr>
<tr>
<td>60+</td>
<td>1.1%</td>
<td>↑</td>
<td>from 0%</td>
</tr>
</tbody>
</table>

#### Face-to-face Learning

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>5.1%</td>
<td>↓</td>
<td>from 5.3%</td>
</tr>
<tr>
<td>25-49</td>
<td>53.3%</td>
<td>↓</td>
<td>from 54.5%</td>
</tr>
<tr>
<td>50-59</td>
<td>29.9%</td>
<td>↑</td>
<td>from 28.9%</td>
</tr>
<tr>
<td>60+</td>
<td>12.4%</td>
<td>↑</td>
<td>from 11.2%</td>
</tr>
</tbody>
</table>

#### E-Learning

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>4.7%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>25-49</td>
<td>51.8%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>50-59</td>
<td>28.8%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>60+</td>
<td>14.2%</td>
<td>↑</td>
<td></td>
</tr>
</tbody>
</table>

#### 2018 Staff Survey

‘I feel a strong sense of belonging to this organisation’

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>63%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>30-49</td>
<td>62%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>50-59</td>
<td>60%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>60+</td>
<td>63%</td>
<td>↑</td>
<td></td>
</tr>
</tbody>
</table>

#### Turnover

<table>
<thead>
<tr>
<th>Age</th>
<th>2018</th>
<th>2019</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 25</td>
<td>44.5%</td>
<td>↑</td>
<td>from 43.1%</td>
</tr>
<tr>
<td>25-49</td>
<td>12.7%</td>
<td>↓</td>
<td>from 14.8%</td>
</tr>
<tr>
<td>50-59</td>
<td>10.2%</td>
<td>↓</td>
<td>from 13.3%</td>
</tr>
<tr>
<td>60+</td>
<td>19.0%</td>
<td>↑</td>
<td>from 18.2%</td>
</tr>
</tbody>
</table>

#### Recruitment

In 2019/20 we attracted candidates of all ages applying for our roles – from Under 25s to age 60+

#### Employee Relations

<table>
<thead>
<tr>
<th>Category</th>
<th>Under 25</th>
<th>25-49</th>
<th>50-59</th>
<th>60+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disciplinary</td>
<td>3.5%(2)</td>
<td>54.4(31)</td>
<td>26.3(15)</td>
<td>15.8(9)</td>
</tr>
<tr>
<td>Grievance</td>
<td>4.2%(1)</td>
<td>41.7(10)</td>
<td>45.8(11)</td>
<td>8.3(2)</td>
</tr>
<tr>
<td>Performance</td>
<td>0%(0)</td>
<td>46.7(7)</td>
<td>25.0(6)</td>
<td>8.3(2)</td>
</tr>
</tbody>
</table>
Disability

Workforce Representation

7.4% of staff have declared a disability ↑ from 6.6%

Top 5% Earners

9.7% ↑ from 7.6%

Apprentices

5.6% ↓ from 8.1%
NB there are 8 more apprentices with disabilities than 2018/2019

Face-to-face Learning

8.6% ↑ from 7.7%

E-Learning

8.3% of e-learning accessed by staff with a disability

2018 Staff Survey

'I feel a strong sense of belonging to this organisation'
58% ↑ from 51%

Turnover

14.7% ↓ from 17.0%

Recruitment

In 2019/20 a higher proportion of disabled applicants than non-disabled applicants were interviewed, due to our ‘Disability Confident’ approach and accreditation. We will continue to monitor the success of this approach

Employee Relations

Disciplinary 3.5% (2) cases
Grievance 12.5% (3) cases
Performance 20% (3) cases
## Race

### Workforce Representation
- 15.1% are BAME  Up from 14.5%  

### Top 5% Earners
- 12.3% are BAME  Up from 12.1%  

### Apprentices
- 19.5% are BAME  Down from 19.8%  

### Face-to-face Learning
- 19.2%  Up from 19.0%  

### E-Learning
- 16.3% e-learning accessed by BAME staff  

### 2018 Staff Survey
- 'I feel a strong sense of belonging to this organisation'
  - 69%  Up from 61%  

### Turnover
- 17.7%  Down from 23%  

### Recruitment
- In 2019/20 a third of our applicants were from BAME backgrounds  

### Employee Relations
- Disciplinary: 21% (12) cases
- Grievance: 25% (6) cases
- Performance: 20% (3) cases
Religion/Belief

**Workforce Representation**
- 7.4% have a religion/belief that is not Christian (non-Christian)
  - ↑ from 7.3%
- 50.7% Christian 41.9% no religion/belief

**Top 5% Earners**
- 8.1% non-Christian ↑ from 6.5%
- 52.7% Christian ↑ from 52.6%
- 32.3% no religion/belief
  - ↓ from 33.2%

**Apprentices**
- 7.1% non-Christian ↑ from 5.8%
- 39.7% Christian ↑ from 39.5%
- 50.2% no religion/belief
  - ↓ from 51.2%

**Face-to-face Learning**
- 7.7% non-Christian same as 2018/19
- 51.3% Christian ↓ from 53.1%
- 34.2% no religion/belief
  - ↑ from 33.2%

**E-Learning**
- 7.8% non-Christian
- 49.8% Christian
- 42.3% no religion/belief

**2018 Staff Survey**
- 'I feel a strong sense of belonging to this organisation'
- 64% non-Christian ↑ from 62%

**Turnover**
- 15.3% non-Christian ↓ from 18%
- 13.9% Christian ↓ from 15.1%
- 14.4% no religion ↓ from 17.0%

**Recruitment**
- In 2019/20 we attracted applications from people with a range of religions/beliefs, as well as those without one

**Employee Relations**
- Disciplinary: 3.5% (2) cases
- Grievance: 8.3% (2) cases
- Performance: 26.7% (4) cases
## Sex

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>Change from 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Workforce Representation</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>67.8%</td>
<td>from 67.4%</td>
</tr>
<tr>
<td>Male</td>
<td>32.2%</td>
<td>from 32.6%</td>
</tr>
</tbody>
</table>

| **Top 5% Earners**        |             |                  |
| Female                    | 63.4%       | from 56.4%       |
| Male                      | 36.6%       | from 43.6%       |

| **Apprentices**            |             |                  |
| Female                    | 67.4%       | from 58.1%       |
| Male                      | 32.6%       | from 41.9%       |

| **Face-to-face Learning**  |             |                  |
| Female                    | 79.4%       | from 78.2%       |
| Male                      | 20.6%       | from 21.8%       |

| **E-Learning**             |             |                  |
| Female                    | 73.5%       |                  |
| Male                      | 26.5%       |                  |

| **2018 Staff Survey**      |             |                  |
| Female                    | 61%         | from 56%         |
| Male                      | 62%         | from 57%         |

| **Disciplinary**           | 57.9% Female| 42.1% Male       |
| **Grievance**             | 83.3% Female| 16.7% Male       |
| **Performance**           | 33.3% Female| 66.7% Male       |

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

In 2019/20 applications were two thirds female to one third male
# Sexual Orientation

## Workforce Representation
- **2.3%** non-Heterosexual **↑ from 2.1%**
- **68.2%** Heterosexual **↑ from 65.4%**
- **29.6%** Not disclosed **↓ from 32.5%**

## Top 5% Earners
- **1.2%** non-Heterosexual
- **59.6%** Heterosexual
- **39.2%** Not disclosed

## Apprentices
- **3.4%** non-Heterosexual **↓ from 7.0%**
- **83.1%** Heterosexual **↓ from 83.7%**
- **1.5%** Not disclosed **↓ from 9.3%**

## Face-to-face Learning
- **2.5%** non-Heterosexual **↑ from 1.9%**
- **69.9%** Heterosexual **↑ from 68.5%**
- **27.6%** Not disclosed **↓ from 29.6%**

## E-Learning
- **2.3%** non-Heterosexual
- **70%** Heterosexual
- **27.7%** Not disclosed

## 2018 Staff Survey
- 'I feel a strong sense of belonging to this organisation'
- **66%** non-Heterosexual **↑ from 60%**

## Turnover
- **21.8%** non-Heterosexual **↑ from 20.8%**
- **15.3%** Heterosexual **same as 2018/19**
- **18.9%** Not disclosed **↑ from 13.3%**

## Recruitment
- In 2019/20 **6.3%** of applicants declared a non-heterosexual sexual orientation

## Employee Relations
- Disciplinary: **0%**
- Grievance: **0%**
- Performance: **0%**
**Caring Responsibility**

### Workforce Representation
- **32.0%** have a caring responsibility (child/adult/both)
- **7.5%** care for an adult and/or child with a disability

### Top 5% Earners
- **47.9%** \( \downarrow \) from **49.9%**
- **11.5%** (not reported in 2018/19)

### Apprentices
- **26.2%** \( \uparrow \) from **16.3%**
- **5.2%** (not reported in 2018/19)

### Face-to-face Learning
- **35.0%** \( \downarrow \) from **35.3%**
- **8.6%** (not reported in 2018/19)

### E-Learning
- **33.5%** (not reported in 2018/19)
- **8.8%** (not reported in 2018/19)

### 2018 Staff Survey
- Survey not broken down by caring responsibility, so not able to provide this data

### Turnover
- **11.2%** \( \downarrow \) from **13.6%**
- **11.1%** (not reported in 2018/19)

### Recruitment
- In 2019/20 we offered an equal number of posts to applicants who have a caring responsibility, compared to those who don’t

### Employee Relations
- Disciplinary: **22.8%** (13 cases)
- Grievance: **29.2%** (7 cases)
- Performance: **26.7%** (4 cases)
  - All with staff who have a caring responsibility (child/adult/both)
#making inclusion
part of our DNA