

To: The Scrutiny Committee

Date: 3rd December 2013

Report of: Head of Human Resources & Facilities

Title of Report: Absence and Recruitment Data

Summary and Recommendations

Purpose of report: To report various recruitment and absence data

Scrutiny Lead Member: Councillor Mark Mills

Executive Lead Member: Councillor Bob Price

Recommendation(s) or major points for consideration: To note the performance indicator data and the actions taken / to be taken

Appendix 1 – Absence statistics at October 2013

Introduction

- 1 The Scrutiny Committee have selected a group of performance indicators from the Council's corporate and service sets which they consider quarterly and this includes the following:

BV017a – Percentage of black and ethnic minority employees

CH001 – Days lost to sickness absence.

Percentage of black and minority ethnic (BME) employees

- 2 Table 1 (overleaf) shows the current workforce profile, which includes the percentage of BME employees. This currently shows just over 7% of the workforce from a BME background.
- 3 This is low in comparison with the wider community (2011 census figures show BME communities in Oxford at 22%, 14% from white non-British and 28% overall born outside the UK). Unemployment stands at roughly 5.7%, with 30% of those unemployed coming from BME communities (an 8% unemployment rate from 14, 542 economically active, compared with a 4% rate for white British from 60,821), however we are progressing and embedding a number of initiatives

which are having a positive impact in the employment areas we can directly influence (see paragraph 5 below)

- 4 Table 2 (overleaf) shows the following over the last 12 months
 - the percentage of applicants
 - the percentage on shortlists
 - the percentage appointed
 - the percentage appointed of those applying

- 5 The number of job applications from BME candidates has doubled from 400 in 2011/12 to over 800 in 2012/13. Whilst it is difficult to attribute this increase precisely to specific actions, we are routinely undertaking the following positive steps:
 - Advertising all vacancies at Job Centre Plus
 - Advertising all vacancies with various community groups and through Community Work Clubs (these resources are also being highlighted in automatic e-mails sent to unsuccessful candidates)
 - Encouraging applications from BME candidates by stating we are under-represented in this area and welcome applications from these applicants
 - Working with the Communities (CAN) team to identify BME community groups actively wanting support in understanding what employers are looking for, filling out application forms and interview skills
 - Running, supporting and signposting job seekers to Job Clubs which is helping to improve the broader skills of applicants in job searching
 - We ran an unconscious bias workshop for all managers in September 2013 which challenged managers to reflect on the impact that biases could have in recruitment and people management
 - Specifically targeted certain recruitment campaigns at ethnic minority groups e.g. the recent cohort of apprentices (where 50% of appointed candidates were from BME groups)
 - Running internal HR and service area BME focus groups to further identify potential areas where new initiatives might be tried
 - Sending HR Metrics “workforce/ recruitment” reports (using a raft of newly developed iTrent workforce reports) monthly to all Heads of Service and Directors

- 6 The statistics show that whilst there are an increasing number of applicants from BME candidates, we still need to do more in terms of shortlisting and appointing more staff from these groups. There are examples of positive trends within the Council (see table 3 for recent recruitment successes in Housing which has 14.4% BME staff in a service with front line teams engaging directly with diverse and vulnerable communities and customers) but continued focus is required in order to make a sustainable difference to the workforce profile. Further work is underway which includes:

- Expanding the campaign in the community to promote the Council as a great place to work for all people and in particular BME candidates (e.g. visiting community leaders to present our desire to hire more BME staff)
- Developing an “employer of choice” video
- Anonymising application forms
- Ensuring all interview and stakeholder panels are fully trained on best practice recruitment techniques with a particular emphasis on promoting diversity
- Highlighting the importance of valuing diversity as part of every staff appraisal and broader management leadership and effectiveness under liP GOLD and in the day-to-day business as usual for the Council

Table 1 – Workforce profile

Workforce Summary as at 31/10/2013

Gender	Count	Percentage
Female	411	34.34%
Male	786	65.66%
Total	1,197	

Age (Years)	Count	Percentage
<20	14	1.17%
20-29	146	12.20%
30-39	266	22.22%
40-49	363	32.00%
50-59	293	24.48%
60-65	88	7.18%
65+	9	0.75%
Total	1,197	

Ethnicity	Count	Percentage
BME	84	7.02%
White	1,113	92.98%
Sum:	1,197	

Disability	Count	Percentage
Declined to specify	2	0.17%
Disabled	109	9.11%
Not disabled	1,075	89.81%
Not Stated	11	0.92%
Total	1,197	

Table 2 – Recruitment statistics

Recruitment Management Report for 14/11/2012 to 13/11/2013

Count of Ethnic Origin	BME	White	Sum:
Application Received	892	3,793	4,685
Percentage	19.04	80.96	
Application Shortlisted	169	954	1,123
Percentage	15.05	84.95	
Appointed	22	163	185
Percentage	11.89	88.11	

Comparison Percentages	BME	White	Sum:
Total Applied	892	3,793	4,685
Total Shortlisted	169	954	1,123
Percentage Shortlisted (Shortlisted / Applied * 100)	18.95	25.15	
Total Appointed	22	163	185
Percentage Appointed (Appointed / Shortlisted * 100)	13.02	17.09	

Count of Disability	Declined to specify	Disabled	Not disabled	Not known	Not Stated	Sum:
Application Received	70	122	4,170	88	235	4,685
Percentage	1.49%	2.60%	89.01%	1.88%	5.02%	
Application Shortlisted	21	44	995	14	49	1,123
Percentage	1.87%	3.92%	88.60%	1.25%	4.36%	
Appointed	2	7	159		17	185
Percentage	1.08%	3.78%	85.95%		9.19%	

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Table 3 – Recruitment statistics for Housing

Recruitment Management Report for 01/08/2013 to 31/10/2013

Count of Ethnic Origin	BME	White	Sum:
Application Received	210	838	1,048
Percentage	20.04	79.96	
Application Shortlisted	49	218	267
Percentage	18.35	81.65	
Appointed	6	26	32
Percentage	18.75	81.25	

Count of Disability	Declined to specify
Application Received	13
Percentage	1.24%
Application Shortlisted	1
Percentage	0.37%
Appointed	
Percentage	

Comparison Percentage	BME	White
Total Applications Received	210	838
Total Applications Shortlisted	49	218
Percentage Shortlisted	23.33	26.01
Total Appointed	6	26
Percentage Appointed	12.24	11.93

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Days lost to sickness absence

- 7 The October 2013 sickness statistics are shown at appendix 1. This table includes split between short and long term absence and the overall position as at the same time last year.
- 8 The corporate target 2013/4 was set at 8 days as part of the new 5 year pay deal (because increments and partnership payments are in part linked to achieving good attendance levels); this reduces to 7 days and then 6 days over the next 2 years.
- 9 During 2013 /14, whilst there has been some excellent improvement in some areas, the statistics are showing an outturn of 7.73 days (almost a whole day increase on 12/13) without yet reflecting the likely adverse impact of the winter months. On this basis we can expect the 13/14 outturn to be around 8 days.
- 10 Two Service Areas will exceed the 8 day target, Human Resources and Facilities and Direct Services. Being a small Service Area the high level of absence in Human Resources and Facilities is not significantly impacting the total and is caused by some long term absence skewing the figure because of the small number of staff. The area of concern is Direct Services which includes 45% of the workforce and has increased by 2 ½ days per FTE compared with last year. Management are aware of this increase and are taking further steps to manage sickness absence. It can be more difficult to implement early return to work because of the physical nature of the work.
- 11 Three other Service Areas currently have an absence rate in the region of 6 days and therefore may be close to or exceed the 8 day target at the end of the year. These are Customer Services, Finance and Housing and Property. Both Customer Services and Housing and Property have improved significantly compared with recent years and Finance is only slightly worse.
- 12 There is approximately a 50/50 split between short and long term absence. This compares with a 40/60 split in 2011/12. Both short term and long term absences have reduced. Short term absence is, however, a larger proportion of all absences. This is likely to be reflection of the change to the trigger system for managing absence and more robust management of long term absences. As such discussions are on-going with trade unions to reduce the trigger thresholds for short term absences so that we can address any potential sickness issues earlier.
- 13 HR will run further sessions in the next couple of months on good practice attendance management, which will again cover some 'must dos' and pick up other points which can increase attendance (e.g. Occupational Health advice, getting people back to work as soon as possible, how they can work whilst under cover of a doctors' note, FAQ's, etc.).

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Appendix 1 - October 2013 Absence Statistics

Service Area	Available Hours in Period	Hours Lost in Period	Average FTE in Period	Lost Hours per FTE in Period	Lost Standard Days Per FTE in Period	Short Term Absence (%)	Long Term Absence (%)	Year End Projection of Absence per FTE	Year End Projection at same time last year	Comparison of year end projection with last year
Across all Service Areas	1288647.69	38039.20	1139.24	33.39	4.51	47	53	7.73	6.75	↑
Business Improvement and Technology	31460.74	60.10	27.81	2.16	0.29	100	0	0.50	0.84	↓
City Development	74532.14	1074.50	65.89	16.31	2.20	53	47	3.77	1.44	↑
Regeneration & Major Projects	14155.57	259.00	12.51	20.70	2.80	60	40	4.80	n/a	n/a
Customer Services	140021.23	3530.06	123.79	28.52	3.85	50	50	6.60	8.57	↓
Direct Services	589225.71	24624.23	520.91	47.27	6.39	45	55	10.95	8.35	↑
Environmental Development	90899.03	977.00	80.36	12.16	1.64	72	28	2.81	3.41	↓
Finance	41321.51	1004.35	36.53	27.49	3.72	45	55	6.38	5.62	↑
Housing & Property	92140.13	2133.70	81.46	26.19	3.54	50	50	6.07	8.4	↓
Human Resources and Facilities	51337.31	2081.30	45.39	45.86	6.20	31	69	10.63	6.22	↑
Law & Governance	30117.00	487.50	26.63	18.31	2.47	38	62	4.23	1.75	↓
Leisure, Parks & Communities	108049.20	1589.87	95.52	16.64	2.25	90	10	3.86	6.46	↓
Policy Culture & Communications	20863.54	217.60	18.44	11.80	1.59	0	100	2.73	0.22	↑
Senior Management	4524.57	0.00	4.00	0.00	0.00	0	0	0.00	0	→

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