



Annual Workplace Equalities Report 2015/16

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Annual Workforce Equalities Report – 2015/ 2016

1. Introduction:

In contrast to other parts of the County, Oxford is an ethnically and culturally diverse city, with the third highest minority ethnic population in the South East. The City is experiencing rapid population growth (the third highest outside London), with Black and Minority Ethnic (BME) and other European communities across Oxford accounting for 28% of the population: 36% of residents are of non-white British ethnic origin. Newer communities tend to be more complex, consequently the Council provides strategic community leadership, promotes community cohesion and equalities across its service delivery. In relation to employment key initiatives promoted by the Council include:

- Increasing the diversity of the workforce by promoting the career opportunities available in local government, attracting and appointing more BME candidates to better reflect the make-up of Oxford communities
- Supporting the creation of new jobs through leading on ethical procurement, working with the local enterprise partnership, investing in major infrastructure projects to regenerate Barton, Blackbird Leys, Rose Hill and the City Centre, and supporting employment and skills plans linked to these developments
- Maintaining our accredited Oxford Living Wage policy for directly employed staff, contractors and agency staff, and influencing other employers to be part of a Living Wage City

2. Purpose of this report:

This report focuses on the Council as an employer committed to increasing the diversity of its workforce and providing an inclusive work environment with equality of opportunity for all employees. It covers all aspects of recruitment, retention, performance management and staff development reflecting high standards of professional practice, our position as an Investors in People Gold Champion, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.

It provides a comprehensive update on human resources and equalities related work streams and provides a snap shot of what we look like as a council: highlighting what we have done in terms of recruitment and retention to increase the diversity of our workforce.

3. Workforce Diversity: What we look like as at 31st March 2016

Gender profile:

Gender	Percentage	Number
Female	34.53%	433
Male	65.47%	821
Grand Total	100.00%	1254

Commentary: The gender split continues to reflect a predominance of male staff in the largest service area, Direct Services, and their on-going recruitment, in part due to expansion to cover winning additional external work. An organisational split of 65.47% male to 34.53% female employees represents a very marginal growth in the number of female employees from the previous year. With the exception of Direct Services, the majority of services have a greater number of women (more in line with national patterns of employment in the sector).

Ethnicity profile:

Ethnicity	Percentage	Number
White	85.81	1076
BME	8.69	109
Unspecified	5.50	69
Grand Total	100.00%	1254

Commentary: The workforce has 8.69% representation from BME groups, a record high for the Council. The overall figure rises to over 14% when staff from white European and other ethnic backgrounds are included (up from 12.2% in 2014/15). We have seen a record high number of applicants (24.3%) from BME groups last year, (significantly up on the 19.6% in 2014/ 15). The workforce figure has been boosted by higher rates of staff self-declaration following reminders from HR and from proactive interventions such as delivering recruitment workshops in the community and running community focus groups. Real step changes in the rates of appointment have stabilised over the last two years, with 12.44% (24) of new starters from BME communities appointed over the past year demonstrating good progress against the Council's ambition to employ a more representative workforce.

These improvements are, in part, attributable to the Council providing more effective application advice on its website, sending vacancies out directly to community groups as a matter of routine, and offering general recruitment advice and skills workshops within local communities for groups protected under the Equality Act. This is also an area that the Council has addressed through significant educational attainment funding programmes in targeted city schools and via the Welfare Reform team coaching/ mentoring clients to positions where they were better prepared to re-enter the work market and make more robust applications or display more confident core interview skills. A series of jointly run Job Fairs across Oxford's regeneration areas has seen up to 1800 attendees attend four events during this 2015/ 2016 period. More are planned for 2016/ 2017.

The Council has both financed a Business in the Community initiative and seen the active engagement of over 40 of its staff in mentoring, mock interviews and speed career networking event interventions across city schools to help students gain a greater awareness of what the bridge from school to work is actually like and what careers are available at the Council. This has helped with the increased levels of interest in Council apprenticeships from BME communities; evidenced by a successful recruitment Open Evening for apprenticeships and other live roles run by Direct Services in March 2016 which saw over 200 attend, with over 30% of the interest in apprenticeships coming from BME attendees. 22.6 % of our current 31 apprentices are from BME communities.

Age profile:

Age Bands	Percentage	Number
21-30	15.39	193
31-40	21.45	269
41-50	28.31	355
51-60	27.59	346
61-65	4.31	54
Over 65	1.36	17
Under 21	1.59	20
Grand Total	100.00%	1254

Commentary: The current staff make-up is starting to reflect a change in trend from the typical age profile for local government, with over 36% of staff now falling within the under 40 category and 28.3% between 40-49 years old. The growth of the Council's apprenticeship programme in the autumn of 2016 will mean over 2% of the workforce will be under 21.

Disability profile:

Declared Disability	Percentage	Number
No	85.81	1076
Not Known	1.04	13
Yes	8.45	106
Not specified	4.70	59
Grand Total	100%	1254

Commentary: 8.45% of the workforce reported a disability, an increase change of 0.1 from the previous year. The Council's Attendance Management Policy offers support for staff declaring a disability, including assistance in managing planned and unplanned time off. All managers receive training in the Policy as part of the Council's Great Managers Programme and other specific workshops from HR Business Partners. The Council has also invested in an employee assistance programme (EAP) and has been successfully reaccredited as a Mindful Employer charter signatory (for employers who are positive about mental health and will ensure that all staff involved in recruitment and selection are briefed on mental health issues and the Equality Act 2010). Additionally;

- Recruiting managers are given appropriate interview skills
- Line managers are provided with information and training about managing mental health in the workplace.
- A resource base has been developed on the internal Health & Wellbeing pages and a number of national awareness raising events around various aspects of disability, particularly mental health, were supported throughout the year.
- All staff in the customer contact centre received Disability Awareness training to help with making our services fully accessible for customers.
- Various services have commissioned the award winning Mental Health Lite awareness training delivered by RESTORE (mental health charity)
- The largest service area, Direct Services, continues to work proactively with their managers to improve their skills in managing sickness absence related to disability; using occupational health referrals and the EAP counselling and other benefits to support staff more effectively.

The Council continues to be subject to an annual external audit, conducted by Job Centre Plus, and has retained its Two Ticks (positive about employing, retaining and developing disabled employees) accreditation since 2010. The HR administration team have all been fully trained in the Two Ticks principles to support the shortlisting process and facilitate reasonable adjustments at interview and for on-going employee management. From autumn 2016 the Council became a Disability Confident employer (the scheme replaces Two Ticks).

Sexual Orientation profile:

Sexual Orientation	Percentage	Number
Bisexual	0.16	2
Gay man	0.48	6
Gay woman/lesbian	0.40	5
Heterosexual/straight	59.01	740
Prefer not to say	5.90	74
Not specified	34.05	427
Grand Total	100%	1254

Commentary: Despite regular reminders from HR for all staff to ensure that all personal data is correct rates of self-declaration continue to remain low with large returns under unknown (34.05%) or prefer not to say (5.9%). The Council is however acutely aware that Lesbian, Gay, Bisexual and Transgender staff can face additional barriers to reporting workplace issues that might place them in a position of effectively “outing” themselves, so has strengthened its Dignity at Work Policy, with input from trade union equalities officers, and has used an external trainer from the former Andrea Adams Trust to develop the skills of a group of Contact Officers who can help staff understand the Policy. No grievances have been brought on the grounds of harassment or unfair treatment relating to sexual orientation, while proactive HR business partnering interventions have encouraged an open and inclusive cross-team culture where coaching conversations by managers (supported by a strong internal management and training programme) are increasingly embedded as the business norm.

We have been working closely with Stonewall as a Diversity Champion since 2010 and the background of our working relationship with Stonewall is included in the Corporate Induction for all new starters, led by the Chief Executive. An equalities scrutiny review in the spring of 2016 led to the Council deciding to no longer pay to be a Stonewall Diversity Champion, preferring instead to utilise these funds for general equalities awareness interventions in the future. We will however continue to embed Stonewall best practice recommendations and promote key campaigns in the future. We will continue to embed our Values and Behaviours through the appraisal process and use Investors in People to help focus on line managers’ leadership responsibilities/ role modelling, senior champions stepping up, and what do you do as an individual member of staff or equality champion to be a visible supporter of diversity and inclusion, e.g. e-mail signatures/ celebrating diversity as a team.

Religion/Belief & Non Belief profile:

Religion	Percentage	Number
Atheist/Humanist/no beliefs	20.73	260
Buddhist	0.32	4
Catholic	5.58	70
Christian	26.56	333
Hindu	0.40	5
Jewish	0.08	1
Muslim	1.04	13
Other	2.63	33
Prefer not to say	6.30	79
Sikh	0.16	2
Not specified	36.20	454
Grand Total	100.00%	1254

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Commentary: The profile of the Council is broadly reflective of the wider national cultural trends highlighted by the 2011 Census, with just over 10% of staff declaring a religion or belief distinct from Christian (26.56%) or atheist/no belief (20.7%). The details for 36.2% of staff are unknown.

The Council has a dedicated non-denominational “quiet room” designed for use by all staff as a reflective meditative space in St Aldate’s Chambers. It also recognises that some groups do have specific needs and these are addressed through commitments enshrined in the Fair Employment Policy, flexible working arrangements and an on-going commitment to diversity training and expert HR business partnering guidance to assist staff/ managers with planning leave. A cultural calendar of key national and local events, such as Inter Faith Walks, has been promoted on a regular basis through internal Council Matters bulletins and a diversity calendar available for staff to download from the Council intranet.

Living in Central Oxford vs. Living outside Central Oxford profile:

Central Oxford	Percentage	Number
Central	45.30%	568
Not	54.70%	686
Grand Total	100.00%	1254

Commentary: The make-up of the Council is split, with recent trends seeing the gap between those living in the City and those in-commuting widening further: 45.3% live in the City and 54.7% in-commute (down from 46.1% and up from 53.9% in 2014/ 2015). This is logical and indicative of both the high housing costs of living in the City (officially the most expensive place to live outside London) and the fact that the City Council has a business focused, forward thinking brand that will attract interest from across the country. Nevertheless, in order that the Council is more reflective of the communities it serves within the City we will take every reasonable opportunity to use positive action principles to target recruitment campaigns within the key Oxford postcode areas OX1 to OX4 (apprenticeship recruitment in September 2012, 2014 and 2016 were clear examples of the Council adopting this approach). The council has also started to explore relocation packages for some roles that have been hard to recruit to due to the conditions with some labour markets, and will monitor the fairness and sustainability of this approach.

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4. Recruitment 2015/ 2016: Starters & Leavers

Recruitment activity 2015/ 201:

Gender	Percentage	Number
Female	46.51%	5138
Male	51.00%	5634
Unspecified	2.49%	275
Grand Total	100.00%	11047

Disabled	Percentage	Number
No	87.06	9618
Not Known	2.82	311
Yes	4.77	527
Not Specified	5.35	591
Grand Total	100.00%	11047

Summary of New Starters 2015/ 2016:

Disability	Percentage	Number
No	75.13	145
Yes	2.59	5
Not Specified	22.28	43
Grand Total	100.00%	193

Gender	Percentage	Number
Female	46.63	90
Male	53.37	103
Grand Total	100.00%	193

Ethnicity	Percentage	Number
BME	24.30%	2684
White	75.70%	8363
Grand Total	100.00%	11047

Commentary: BME applicants have grown year on year since 2010 reaching a record high at 24.3% in 2015/16. But a final appointment rate of 0.89% of the total applications, although closing the gap from the previous year, still remains a gap when compared against a 1.54% rate for white/British/white other.

Ethnicity	Percentage	Number
BME	12.44	24
White	66.84	129
Not Specified	20.73	40
Grand Total	100.00%	193

Commentary: 46.63% were women, a significant increase from 2014/ 2015 (36.87%). 12.4% were from BME communities and 2.59% declared a disability (representing a slight fall from the previous year (3.7%) even though the actual number was greater)

Summary of Leavers 2015/ 2016:

Gender	Percentage	Number
Female	41.71%	83
Male	58.29%	116
Grand Total	100.00%	199

Ethnicity	Percentage	Number
BME	9.05	18
White	77.39	154
Not Specified	13.57	27
Grand Total	100.00%	199

Disability	Percentage	Number
No	76.88	153
Yes	9.05	18
Not Specified	14.07	28
Grand Total	100.00%	199

Summary of reasons for leaving 2015/ 2016:

Reason	Percentage	Number
Died in Service	2.01%	4
End of Fixed Term Contract	14.07%	28
Failed Probation	1.51%	3
Mutually Agreed Termination & Redundancy (with Severance Payment)	3.52%	7
Resignation	69.34%	138
Retirement	8.04%	16
Retirement - Ill Health - tier 1	1.51%	3
Grand Total	100.00%	199

Commentary: There was a small increase in women who left the Council (41.7% up from 40%) which goes against the trend since 2012/13. It is worth noting that although 9% (18) of leavers were from BME groups (a slight increase on the previous year's 6.1 % (10) this has come at a time when the number of BME staff have been at their greatest and is not deemed to be a cause for concern

5. Equal pay/ Gender pay gap (full and part-time):

	Hourly rates	
	Female	Male
Full-Time Gap		
Assistant Chief Executive	26.85	16.72
Business Improvement	14.19	15.56
Community Services	14.64	16.65
Community Services Directorate	17.81	16.97
Direct Services	13.66	14.12
Financial Services	16.41	16.30
Housing & Property	16.68	18.93
Law & Governance	17.86	23.91
OD & Corporate Services Directorate	15.97	24.19
Planning & Regulatory	18.52	18.77
Regeneration & Housing Directorate	32.25	21.57
Senior Management	59.40	59.40
Overall	15.84	15.36

	Hourly rates	
	Female	Male
Part-Time Gap		
Assistant Chief Executive	16.08	16.72
Business Improvement	14.17	15.56
Community Services	12.84	16.65
Community Services Directorate	20.42	16.97
Direct Services	11.38	14.12
Financial Services	14.05	16.30
Housing & Property	15.95	18.93
Law & Governance	19.26	23.91
OD & Corporate Services Directorate	18.45	24.19
Planning & Regulatory	17.63	18.77
Overall	14.55	15.36

Female Salary Average	£29,848	£15.47
Male Salary Average	£29,773	£15.43

Commentary: The Office for National Statistics Annual Survey of Hours and Earnings found that in April 2016 the gender pay gap (with median earnings estimated at approximately £28,200, although the actual national average might be more accurate at £27,600) for full-time employees was 9.4 per cent, down from 9.6 per cent in 2015. When part-time employees are included, the gap decreased from 19.3 per cent in 2015 to 18.1 per cent in 2016, the largest year-on-year drop since 2010. This is also the lowest gender pay gap since the survey began in 1997, when the gap for all employees was 27.5 per cent. For part-time employees separately, women are paid more on average, resulting in a “negative” gender pay gap. Although the part-time gender pay gap has decreased from minus 6.8 per cent in April 2015 to minus 6.0 per cent in April 2016, there is evidence that the part-time gender pay gap has widened (for a full national overview please go to: <http://www.equalpayportal.co.uk/statistics/>)

The average salary for the Council is £29,799.77 and significantly higher than the national average due to the Council's commitment since 2009 to an Oxford Living Wage (the only Council as a Living Wage Champion in Oxfordshire), currently set at £8.93. This ensures that Council staff are paid a decent wage to offset the high cost of accommodation within the City. The average house price in Oxford is currently 16 times the average salary.

The fundamental changes implemented by a new pay agreement agreed in April 2013 have undoubtedly helped to tackle issues around low pay and the national position of the slowest wage growth since 1997. The Council is proud that this and other measures have resulted in a reduction from a 0.18% differential gender pay gap in favour of men in 2012/ 2013 to a gender pay differential of 0.26% in favour of women in 2015/ 2016. The Council was shortlisted for a Living Wage Champion award in November 2014 and will undertake further periodic equal pay reviews. Elected members also worked with the Living Wage Foundation as part of a report on Combatting Inequality in Oxford in 2015 and made recommendations to champion the Oxford Living Wage across Oxford at business forums, celebrating Living Wage week, Job Fairs, and other strategic partnerships including regeneration partners. The Council has built the OLW into a pay requirement for all contractors as part of its procurement process.

6. Other workforce data (e.g. Disciplinary & Grievance)

Employees involved in a disciplinary:

Disciplinary category	1st written warning	Final written warning	Informal warning	Grand Total
Breach of Data Protection policy			1	1
Breach of H&S policy	1	2		3
Damage to Council Property	6	2	14	22
Damage to Council reputation	1	2	1	4
Drug or alcohol misuse		2	1	3
Non-adherence to values and behaviours framework	2	1	5	8
Non-adherence/breach to Organisational policy or work processes	4	4	10	18
Grand Total	14	13	32	59

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Commentary: During this period 4 grievances were submitted, of which one went to appeal. Grievance reasons were victimisation and poor management.

The overwhelming majority of disciplinary cases were for damage to Council property, failure to observe working procedures, and non-adherence to, or breaches of, organisational policy. It should be noted that the overall total includes cases which had more than one actionable component. Analysis indicates that no member of staff with protected characteristics under the Equality Act 2010 was discriminated against.

7. 2015/ 2016 Summary:

- We have continued to review the essential criteria, practical entry assessment tests for high turnover posts to ensure smarter recruitment, cascaded best practice around recruitment by involving more staff in the meeting and greeting process and informal stakeholder groups, and engaged with local communities through recruitment awareness workshops and recruitment open evenings in order to be in a better position to recruit a workforce more representative of the City;
- We have continued to develop detailed HR Metric reports to run headline equalities assessments by each recruitment campaign and to enable the production of a single trend report summarising all protected characteristics (available for Heads of Service to monitor on a monthly and in depth on a quarterly basis as an aid to wider service planning and via Directorate management meetings);
- We have secured budget commitments until 2017 to reinforce Corporate Training (£423k pa), extend investment to Leadership and management development (£200k over two years) and implement Health and Wellbeing initiatives (£150k over two years) in response to the 2013 Staff Survey results; and
- We have continued to explore new opportunities to promote the careers available at the Council, review the apprenticeship opportunities on offer, and support career development for staff through coaching/ mentoring/ secondments and other interventions, including the extension of a significant corporate training and personal development programme available to all staff

The Council is proud to have been recognised as an liP Gold Champion and international liP award winner in 2015 for its people management and will embed these best practices to recruit and retain a workforce that better reflects the local community. By continually reviewing and refining our approach – and taking action – we have built a significantly better understanding as to why applications from specific groups might fail or indeed why they are not applying in the first place. Using targeted recruitment, implementing new web/ CV based recruitment, the development of a talent management and leadership management strategy, significantly expanding the corporate training programme by including leadership, management and career development workshops, and working directly with schools, community based work clubs and other partners, will all help move use towards our aspiration to be an employer of choice and for a workforce that better reflects the demographics of the City of Oxford.



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