



# Workforce Equalities Report 2016 to 2018

Published \*\* November 2018

# WORKFORCE EQUALITIES REPORT: 2016 TO 2018

## 1. INTRODUCTION

In contrast to other parts of the County, Oxford is a more ethnically and culturally diverse city. The City has experienced population growth in recent years, with *economically active* Black, Asian and Minority Ethnic (BAME) communities across Oxford accounting for some 19% of the population (based on 2011 census data). This diversity of population requires the Council to provide strategic community leadership, promoting community cohesion and equality across its services as well as aim for its workforce to reflect the diversity of the communities it serves. 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 BAME 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 (OLW) policy for directly employed staff, contractors and agency staff, as well as 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 Investors in People Gold Champion, in addition to embedding the Public Sector Equality Duty and Equality Act 2010 best practice.

It provides an update on human resources and equalities related activities, a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2015 to 31 March 2018) that highlights what we have done in terms of recruitment and retention to increase the diversity of our workforce. The report also provides comparative population data and breakdown of Oxford City Council and Direct Services staffing for key equalities reporting areas.

### 3. GENERAL POPULATION & WORKFORCE DIVERSITY PROFILE (AS AT 31 MARCH 2016, 2017 AND 2018)

#### OXFORD GENERAL POPULATION DATA: SEX

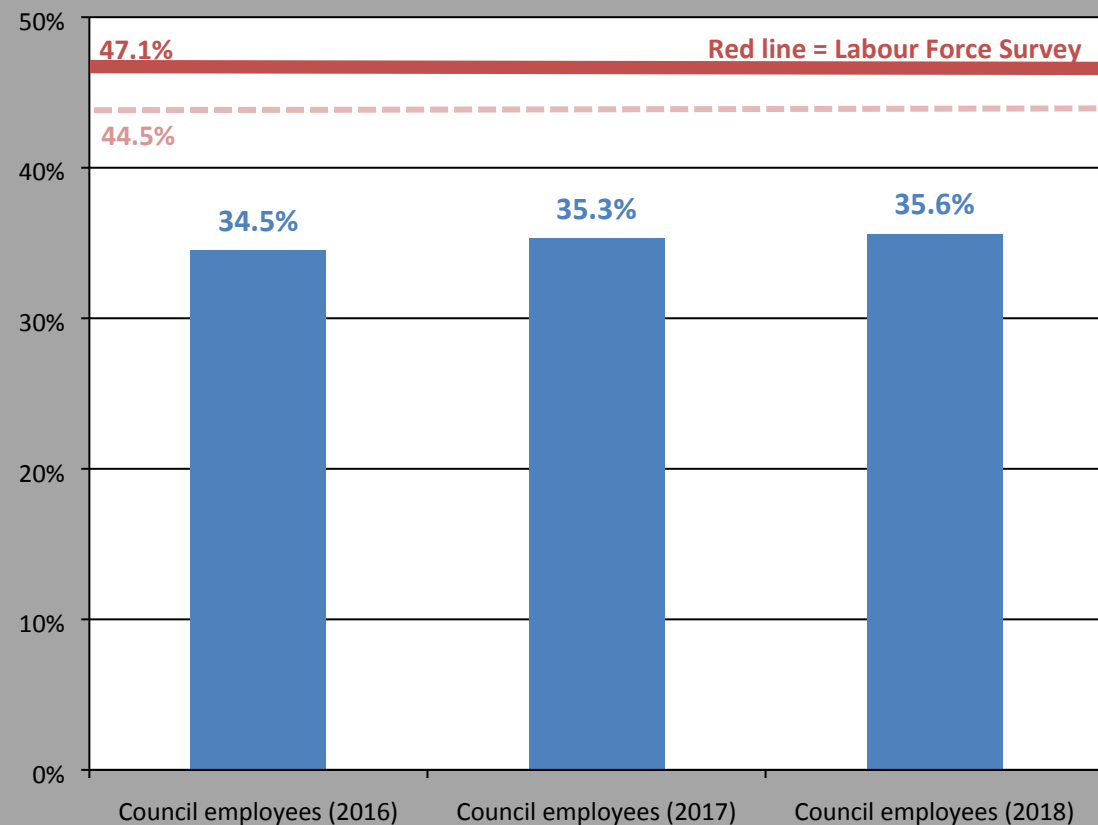
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##### WOMEN

The Labour Force Survey suggest that in Jan-Mar 2018, 47% of the national workforce was female.

Over the last few years, the proportion of employees who are female has risen and is currently at 35.6%.

**This number is statistically significant.** Significance occurs below the pink dotted line.



## WORKFORCE PROFILE - OVERVIEW

One of the Council's four values is to Value Diversity and this forms part of the annual behavioural development for all staff, as well as being included in the annual appraisal review process. All new starters are required to read the Council's *Dignity at Work* policy as part of their induction process, and the Council offers a wide range of learning and development including unconscious bias training for managers and staff involved in recruitment as well as equalities-related e-learning packages. HR Business Partners continue to promote and encourage an open and inclusive team culture in their day-to-day engagement with managers and staff.

## WORKFORCE PROFILE (SEX)

### As at March 2016

Gender	Percentage	Number
Female	34.53	433
Male	65.47	821
<b>Total</b>	<b>100%</b>	<b>1254</b>

### As at 31 March 2017

Gender	Percentage	Number
Female	35.29	463
Male	64.71	849
<b>Total</b>	<b>100%</b>	<b>1321</b>

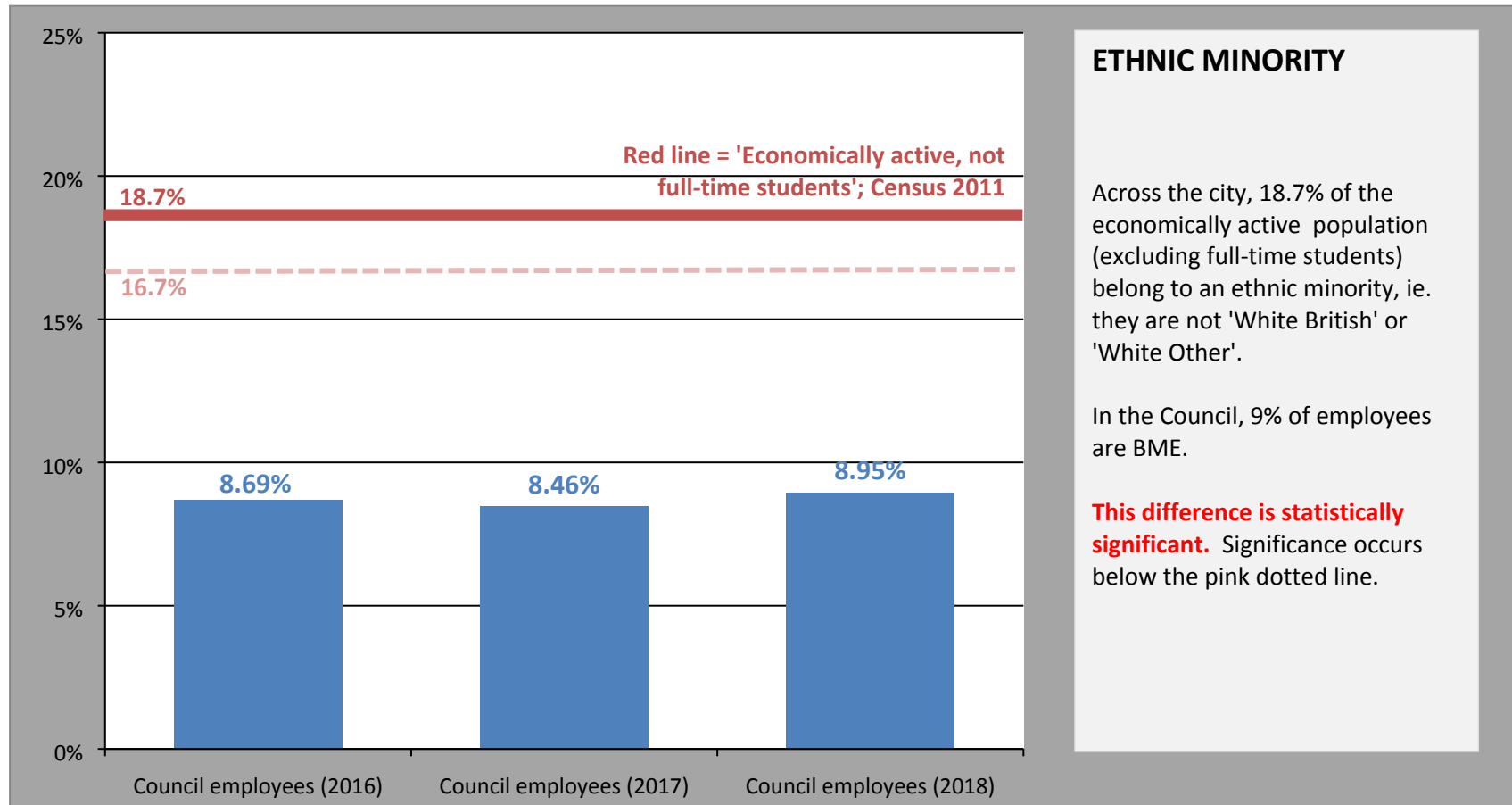
### As at 31 March 2018

Gender	Percentage	Number
Female	35.59	473
Male	64.41	856
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** The organisational headcount has increased steadily since March 2016, with the proportion of female staff increasing slightly over the same period. Although the Council remains a predominantly male organisation, reflecting the high participation rate of male employees within Direct Services, the majority of other service areas have a higher proportion of female staff.

## OXFORD GENERAL POPULATION DATA: ETHNICITY

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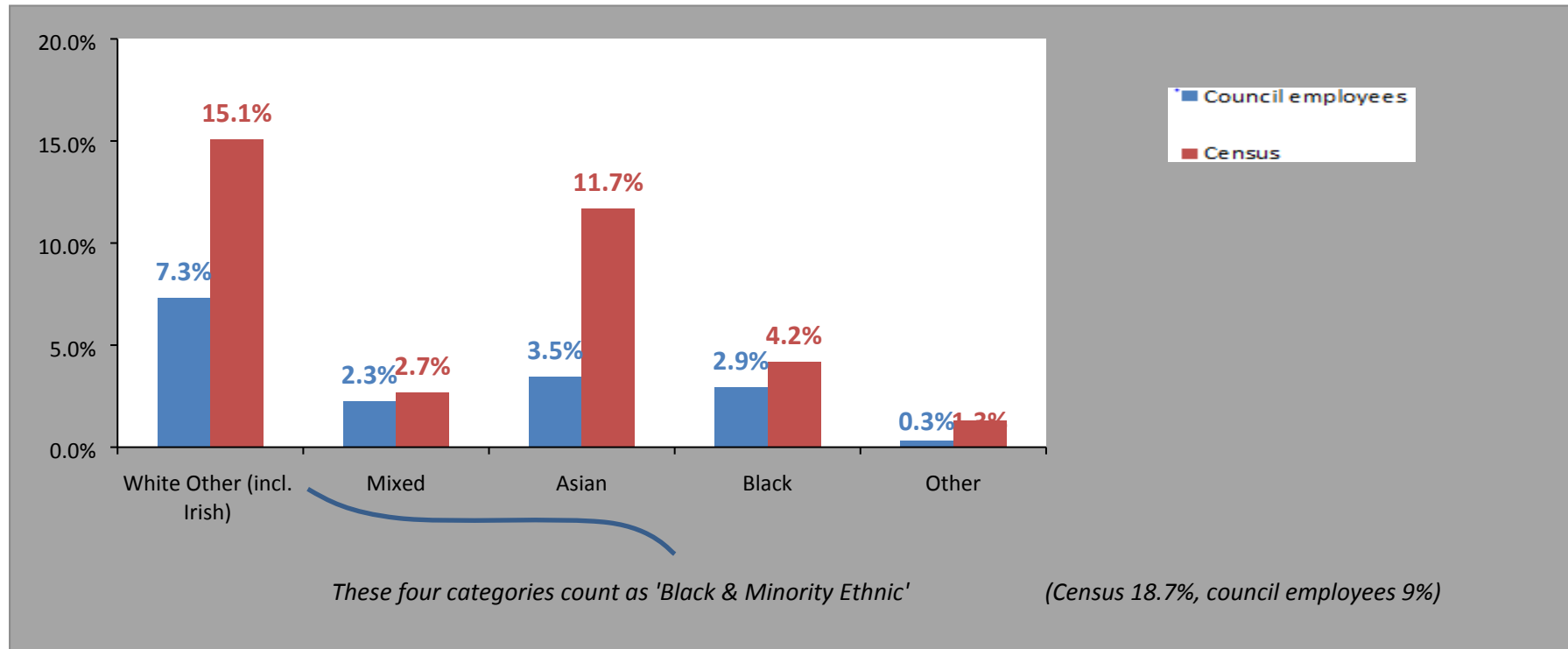
### ETHNIC MINORITY

Across the city, 18.7% of the economically active population (excluding full-time students) belong to an ethnic minority, ie. they are not 'White British' or 'White Other'.

In the Council, 9% of employees are BME.

**This difference is statistically significant.** Significance occurs below the pink dotted line.

## OXFORD GENERAL POPULATION DATA COMPARISON: CITY ECONOMICALLY ACTIVE GROUPS & COUNCIL EMPLOYEES



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This graph shows the types of sub-categories for ethnic minority, for those who are economically active. (Note that White British is not presented on this graph).

The graph shows that **'Asian' is the group which is most under-represented**. This is a wide category including Indian/Pakistani/Bangladeshi; Chinese; etc. There are also fewer than expected in the 'White Other' category.

**NOTE:** Full-time students and the economically inactive have been excluded from analysis.

Source: Census 2011, Table DC6201EW

## WORKFORCE PROFILE (ETHNICITY)

### As at March 2016

Ethnicity	Percentage	Number
White	85.81	1076
BAME	8.69	98
Unspecified	5.50	80
<b>Total</b>	<b>100%</b>	<b>1254</b>

### As at 31 March 2017

Ethnicity	Percentage	Number
White	84.76	1112
BAME	8.46	111
Unspecified	6.78	89
<b>Total</b>	<b>100%</b>	<b>1312</b>

### As at 31 March 2018

Ethnicity	Percentage	Number
White	84.12	1118
BAME	8.95	119
Unspecified	6.92	92
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** Although the number of employees from a BAME group has steadily increased since March 2016 and is at a record high as at 31 March 2018, we need to ensure that more people feel able to declare their ethnic origin. This will enable us to compile a more comprehensive and accurate picture of our employee make-up.

## OXFORD GENERAL POPULATION DATA: AGE

### Age Distribution

The age distribution at the council is much the same as nationally. However:

(a) there are fewer than expected young people (5.6% are aged under 25, as opposed to 11.7% nationally)

(b) there are more than expected older people (37.8% are aged 50-64, as opposed to 27.6% nationally)

(c) there are fewer than expected people aged 65+ (1.4%, as opposed to 3.7% nationally).





## OXFORD GENERAL POPULATION DATA: ECONOMICALLY ACTIVE ETHNIC GROUPS BY AGE CATEGORY

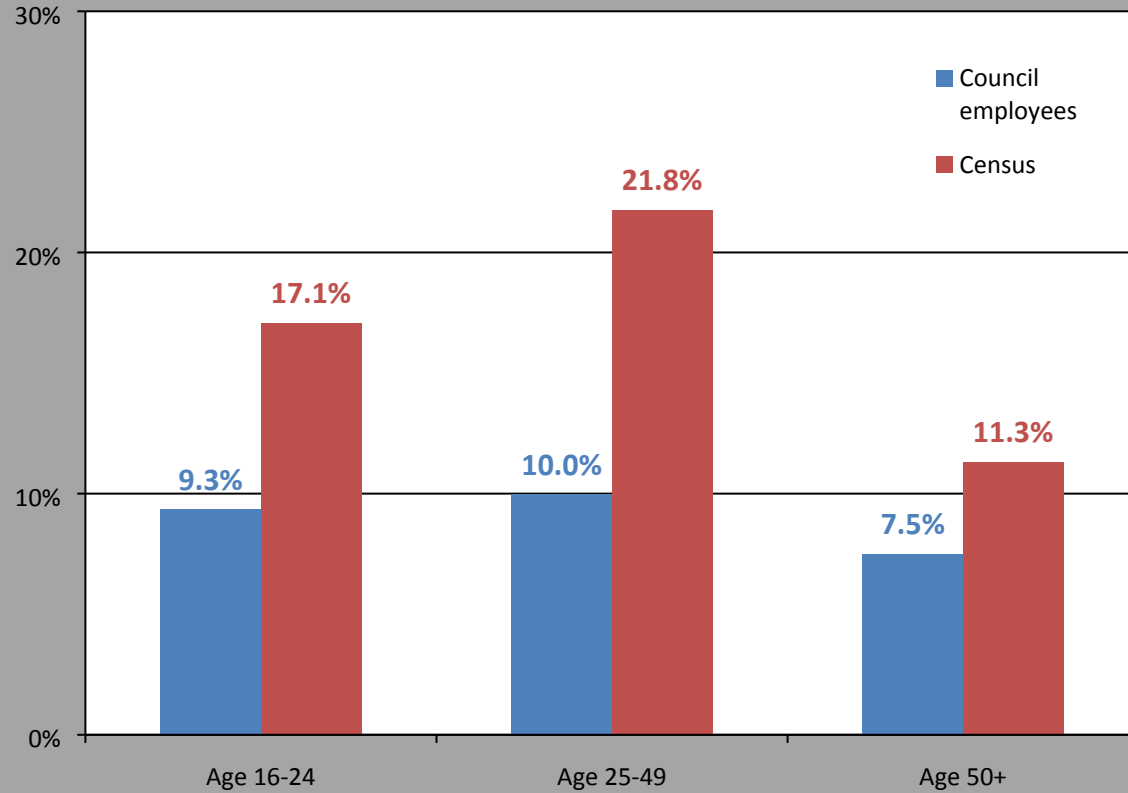
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### Ethnic Minorities vs Age

This graph shows the proportion of council employees who are BAME, compared to the proportion of those economically active in Oxford. (Eg between ages 25 and 49: 21.8% of the Oxford economically active are BAME, compared to 10.0% BAME in the council)

NOTE: Full-time students and the economically inactive have been excluded from analysis.

Source: Census 2011, Table DC6201EW



## WORKFORCE PROFILE (AGE)

### As at March 2016

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
<b>Total</b>	<b>100%</b>	<b>1254</b>

### As at 31 March 2017

Age Bands	Percentage	Number
21-30	15.32	201
31-40	21.49	282
41-50	26.91	353
51-60	28.73	377
61-65	4.34	57
Over 65	1.07	14
Under 21	2.13	28
<b>Total</b>	<b>100%</b>	<b>1312</b>

### As at 31 March 2018

Age Bands	Percentage	Number
21-30	15.58	207
31-40	21.60	287
41-50	24.68	328
51-60	29.87	397
61-65	5.34	71
Over 65	0.90	12
Under 21	2.03	27
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** The proportion of staff under 30 years of age is now almost 20% of the workforce. Whilst the proportion of staff aged between 51 and 65 has stabilised at around 33%, the number of staff over age 65 has steadily declined since 2015/16. The recruitment to the next cohort of apprentices later this summer will increase the number of staff under age 21.

## OXFORD GENERAL POPULATION DATA: DISABILITY

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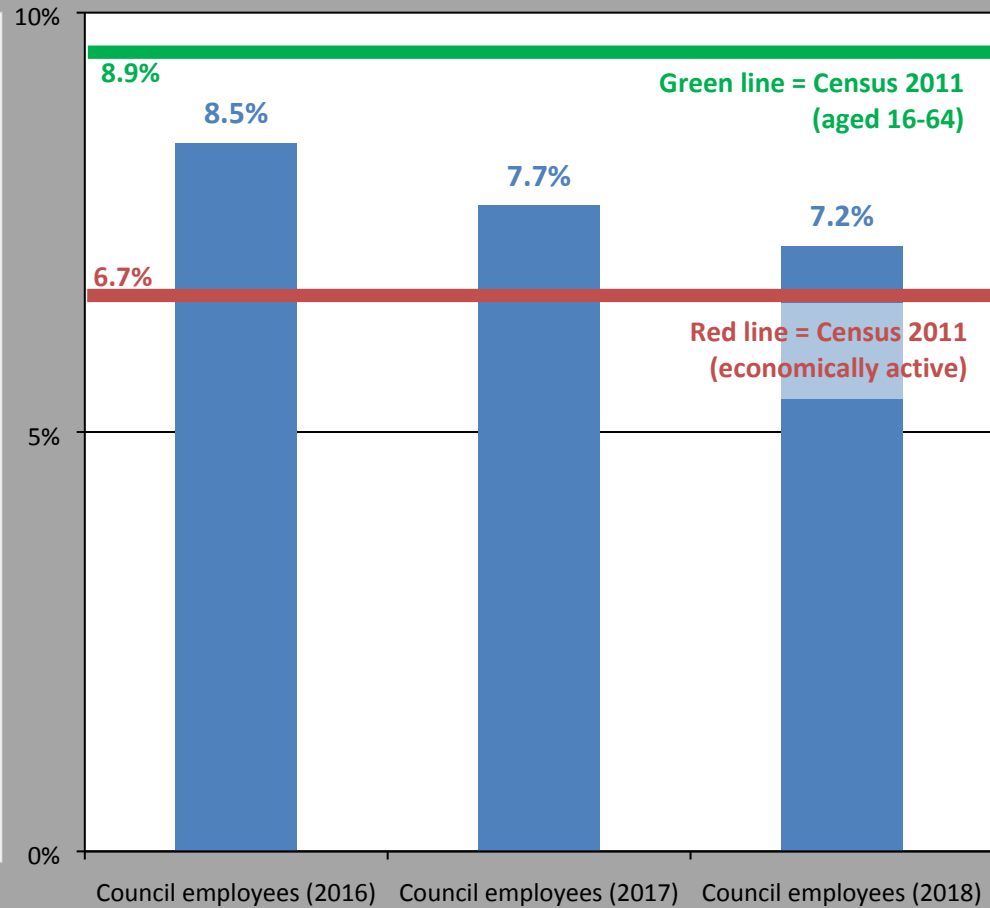
### DISABILITY

The Census asks individuals if their activities are long-term limited by health or disability .

\* Of Oxford residents who are economically active (and not full-time students), 6.7% self-reported as limited in this way.

\* Of Oxford residents aged 16-64, 8.9% self-reported as limited in this way.

Source: Census 2011, Table DC3201EW & DC6302EW



## WORKFORCE PROFILE (DISABILITY)

### As at March 2016

Disability	Percentage	Number
No	85.81	1076
Not Known	1.04	13
Yes	8.45	106
Not Specified	4.70	59
<b>Total</b>	<b>100%</b>	<b>1254</b>

### As at 31 March 2017

Disability	Percentage	Number
No	85.44	1121
Not Known	1.45	19
Yes	7.70	101
Not Specified	5.41	71
<b>Total</b>	<b>100%</b>	<b>1312</b>

### As at 31 March 2018

Disability	Percentage	Number
No	86.16	1145
Not Known	1.28	17
Yes	7.22	96
Not Specified	5.34	71
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** The number of staff in March 2018 that reported they have a disability was 7.22%, which is the lowest level for 3 years. It should be noted, however, that the Council's policies around attendance management and flexible working continue to offer support for staff declaring a disability, along with an open culture that encourages staff to discuss this with their manager and HR Business Partner (HRBP). The Council has recently awarded its Employee Assistance Programme (EAP) and Occupational Health Service (OCS) contracts to new service providers (Health Assured and People Asset Management, respectively) who will both work in partnership with the Council to further support and improve the services provided to staff and managers alike. In addition, the Council received the *Disability Confident* award last autumn from Job Centre Plus (which replaces the 'Two Ticks' accreditation) and has recently commissioned an independent access audit, with the aim of identifying areas of improvement for staff, Members and the general public using the Council's offices and civic facilities.

## OXFORD GENERAL POPULATION DATA: SEXUAL ORIENTATION

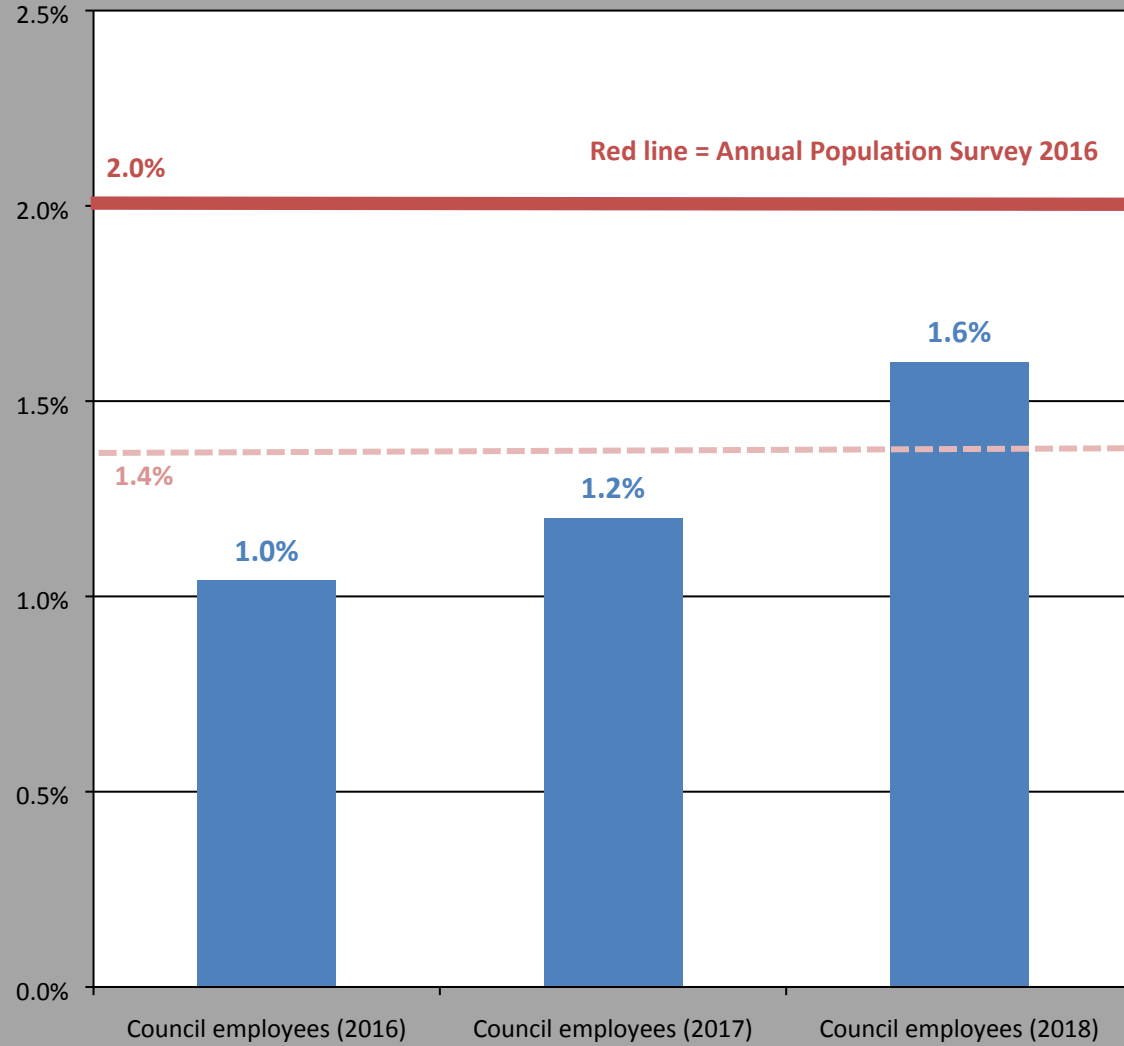
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### SEXUAL ORIENTATION

The Annual Population Survey (2016) suggests that 2.0% of the population identifies as bisexual, lesbian or gay.

As between 35-40% of the workforce do not feel able to declare their sexual orientation, it is hard to get an accurate picture.

To put this into perspective, to reach 2% would equate to 5 people.



## WORKFORCE PROFILE (SEXUAL ORIENTATION)

### As at March 2016

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
<b>Total</b>	<b>100%</b>	<b>1254</b>

### As at 31 March 2017

Sexual Orientation	Percentage	Number
Bisexual	0.23	3
Gay man	0.46	6
Gay woman/lesbian	0.46	6
Heterosexual/straight	62.27	817
Prefer not to say	5.64	74
Not specified	30.95	406
<b>Total</b>	<b>100%</b>	<b>1312</b>

### As at 31 March 2018

Sexual Orientation	Percentage	Number
Bisexual	0.30	4
Gay man	0.60	8
Gay woman/lesbian	0.68	9
Heterosexual/straight	64.03	851
Prefer not to say	5.64	75
Not specified	28.74	382
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** Although the number of staff who have declared themselves as Lesbian, Gay or Bisexual has increased steadily over the reporting period and is at a three year high, there remains a significant proportion of staff who have either indicated 'prefer not to say' (5.64%) or 'not specified' (28.74%) at employee on-boarding stage as at March 2018.

## Religion/Belief & Non Belief profile:

As at 31/03/16

As at 31/03/17

As at 31/03/18

Religion	Percentage	Number	Religion	Percentage	Number	Religion	Percentage	Number
Atheist/Humanist/no beliefs	20.73	260	Atheist/Humanist/no beliefs	21.19	278	Atheist/Humanist/no beliefs	22.87	304
Buddhist	0.32	4	Buddhist	0.30	4	Buddhist	0.23	3
Catholic	5.58	70	Catholic	6.48	85	Catholic	6.70	89
Christian	26.56	333	Christian	27.59	362	Christian	27.92	371
Hindu	0.40	5	Hindu	0.53	7	Hindu	0.60	8
Jewish	0.08	1	Jewish	0.08	1	Jewish	0.08	1
Muslim	1.04	13	Muslim	1.37	18	Muslim	1.28	17
Other	2.63	33	Other	2.52	33	Other	3.69	49
Prefer not to say	6.30	79	Prefer not to say	6.71	88	Prefer not to say	6.85	91
Sikh	0.16	2	Sikh	0.23	3	Sikh	0.23	3
Not specified	36.20	454	Not specified	33.00	433	Not specified	29.57	393
<b>Total</b>	<b>100%</b>	<b>1254</b>	<b>Total</b>	<b>100%</b>	<b>1312</b>	<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** The proportion of members of staff who consider themselves to be atheist or have no religion has increased since March 2016. The numbers of staff Christian or Catholic has increased steadily since 2015/16 to circa 33% of the workforce.

A dedicated non-denominational 'quiet room' is available within St Aldate's Chambers for use by all staff as a reflective meditative space. It is also recognised that some groups have specific needs and these are addressed through commitments within the Fair Employment Policy, flexible working arrangements as well as through diversity training and support from HR Business Partners to assist staff/managers planning leave. Details of key national and local events, such as Inter Faith Walks, are promoted through Council Matters bulletins.

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

**As at 31/03/16**

Central Oxford	Percentage	Count
Central	45.30	568
Not	54.70	686
<b>Total</b>	<b>100%</b>	<b>1254</b>

**As at 31/03/17**

Central Oxford	Percentage	Count
Central	45.73	600
Not	54.27	712
<b>Total</b>	<b>100%</b>	<b>1312</b>

**As at 31/03/18**

Central Oxford	Percentage	Count
Central	44.24	588
Not	55.76	741
<b>Total</b>	<b>100%</b>	<b>1329</b>

**Commentary:** The proportion of staff living outside the OX1 to OX4 postcode area has increased since March 2016, which reflects the fact that Oxford is the most expensive place to live in the UK outside London, as well as the Council’s ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits.



#### 4. RECRUITMENT ACTIVITY BETWEEN 2016 AND 2018

The Council continues to use a variety of approaches to promote job opportunities within the local community, including: holding recruitment roadshows in local community venues; attendance at local job fairs and careers events in local schools; advertising suitable roles in community centre notice boards; community newspapers/magazines; local libraries and the Oxford Mail; and encouraging applications for apprenticeship opportunities from the OX1 to OX4 postcode area. Staff turnover remains at around 10% per annum, which is broadly comparable with other public sector organisations. The reduction in recruitment activity volumes over the reporting period will be an issue considered as part of the review of recruitment and retention processes to be completed over the coming year. Data will be reviewed across the entire recruitment cycle to identify if there are any specific points areas within that cycle which need attention. This forms part of the action plan.

**Recruitment activity in 2015/16**

Sex	Percentage	Number
Female	46.51	5138
Male	51.00	5634
Unspecified	2.49	275
<b>Total</b>	<b>100%</b>	<b>11047</b>

**Recruitment activity in 2016/17**

Sex	Percentage	Number
Female	41.25	3850
Male	55.66	5195
Unspecified	3.09	289
<b>Total</b>	<b>100%</b>	<b>9334</b>

**Recruitment activity in 2017/18**

Sex	Percentage	Number
Female	45.60	3812
Male	50.40	4213
Unspecified	4.00	334
<b>Total</b>	<b>100%</b>	<b>8359</b>

Ethnicity	Percentage	Number
BAME	24.30	2684
White	75.70	8363
<b>Total</b>	<b>100%</b>	<b>11047</b>

Ethnicity	Percentage	Number
BAME	21.20	1979
White	78.80	7355
<b>Total</b>	<b>100%</b>	<b>9334</b>

Ethnicity	Percentage	Number
BAME	20.07	1678
White	79.93	6681
<b>Total</b>	<b>100%</b>	<b>8359</b>

Disabled	Percentage	Number
No	87.06	9618
Yes	4.77	527
Not Specified	8.17	902
<b>Total</b>	<b>100%</b>	<b>11047</b>

Disabled	Percentage	Number
No	86.49	8073
Yes	4.37	408
Not Specified	9.14	853
<b>Total</b>	<b>100%</b>	<b>9334</b>

Disabled	Percentage	Number
No	84.69	7079
Yes	5.13	429
Not Specified	10.18	851
<b>Total</b>	<b>100%</b>	<b>8359</b>

**Commentary:** The number of female to male applicants reduced in 2016/17 but is now at a similar level to 2015/16. Applicants from BAME groups reduced noticeably in 2016/17 but has now stabilised around 20% of applicants. The proportion of applicants who declare themselves as having a disability has steadily increased since 2015/16. The Council is reviewing where and how it advertises job opportunities (including greater use of social media to encourage applications from a younger age demographic), its 'employer brand' and how it can promote working for the city, and will continue to work towards being more reflective of the communities it serves through ongoing initiatives such as targeted recruitment campaigns within the OX1 to OX4 postcode areas, as well as outreach work with local communities and schools.

## STARTERS BETWEEN 2016 AND 2018

### New starters during 2015/16

Sex	Percentage	Number
Female	46.63	90
Male	53.37	103
<b>Total</b>	<b>100%</b>	<b>193</b>

Ethnicity	Percentage	Number
BAME	12.44	24
White	66.84	129
Not Specified	20.72	40
<b>Total</b>	<b>100%</b>	<b>193</b>

Disabled	Percentage	Number
No	75.13	145
Yes	2.59	5
Not Specified	22.28	43
<b>Total</b>	<b>100%</b>	<b>193</b>

### New starters during 2016/17

Sex	Percentage	Number
Female	43.35	114
Male	56.65	149
<b>Total</b>	<b>100%</b>	<b>263</b>

Ethnicity	Percentage	Number
BAME	8.75	23
White	59.70	157
Not Specified	31.55	83
<b>Total</b>	<b>100%</b>	<b>263</b>

Disabled	Percentage	Number
No	94.68	249
Yes	2.28	6
Not Specified	3.04	8
<b>Total</b>	<b>100%</b>	<b>263</b>

### New starters during 2017/18

Sex	Percentage	Number
Female	33.56	97
Male	66.44	192
<b>Total</b>	<b>100%</b>	<b>289</b>

Ethnicity	Percentage	Number
BAME	7.960	23
White	51.900	150
Not Specified	40.140	116
<b>Total</b>	<b>100%</b>	<b>289</b>

Disabled	Percentage	Number
No	82.70	239
Yes	2.42	7
Not Specified	14.88	43
<b>Total</b>	<b>100%</b>	<b>289</b>

**Commentary:** The proportion of female new starters has reduced since 2015/16, with a significant fall between 2016/17 and 2017/18. Although the number of new starters from a BAME group has remained stable, this is offset by a significant growth in the number of staff who did not provide details of their ethnicity at the onboarding stage. Similarly, whilst the number of new starters who declared themselves as having a disability has steadily increased, there has been a significant increase in the numbers of staff who have not specified whether they have a disability at the onboarding stage. An important area of work in forthcoming years will be interventions to encourage colleagues who have decided not to specify their ethnic origin or disabled status to provide this information, in order that the Council can gain a clearer understanding of the composition and needs of its workforce.

## LEAVERS BETWEEN 2016 AND 2018

### Leavers during 2015/16

Sex	Percentage	Number
Female	41.71	83
Male	58.29	116
<b>Total</b>	<b>100%</b>	<b>199</b>

Ethnicity	Percentage	Number
BAME	9.05	18
White	77.39	154
Not Specified	13.56	27
<b>Total</b>	<b>100%</b>	<b>199</b>

Disabled	Percentage	Number
No	76.88	153
Yes	9.05	18
Not Specified	14.07	28
<b>Total</b>	<b>100%</b>	<b>199</b>

### Leavers during 2016/17

Sex	Percentage	Number
Female	30.97	35
Male	69.03	78
<b>Total</b>	<b>100%</b>	<b>113</b>

Ethnicity	Percentage	Number
BAME	6.19	7
White	85.84	97
Not Specified	7.97	9
<b>Total</b>	<b>100%</b>	<b>113</b>

Disabled	Percentage	Number
No	91.15	103
Yes	7.97	9
Not Specified	0.88	1
<b>Total</b>	<b>100%</b>	<b>113</b>

### Leavers during 2017/18

Sex	Percentage	Number
Female	37.09	56
Male	62.91	95
<b>Total</b>	<b>100%</b>	<b>151</b>

Ethnicity	Percentage	Number
BAME	7.95	12
White	77.48	117
Not Specified	14.57	22
<b>Total</b>	<b>100%</b>	<b>151</b>

Disabled	Percentage	Number
No	90.07	136
Yes	7.94	12
Not Specified	1.99	3
<b>Total</b>	<b>100%</b>	<b>151</b>

**Commentary:** The number of female staff that left the Council increased significantly between 2016/17 and 2017/18 but is at a lower rate than 2015/16. This also applies to leavers from a BAME group, but there has been a significant increase in leavers who did not specify their ethnicity when they first joined the Council. The proportion of leavers that declared that they had a disability during 2017/18 was at a similar level to 2016/17, but is significantly lower than 2015/16.

## SUMMARY OF REASONS FOR LEAVING BETWEEN 2016 AND 2018

### Leavers during 2015/16

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 – Relocation	69.34	138
Retirement	8.04	16
Retirement (Ill Health - Tier 1)	1.51	3
<b>Total</b>	<b>100%</b>	<b>199</b>

### Leavers during 2016/17

Reason	Percentage	Number
Died in Service	0.88	1
Dismissal – Attendance	1.77	2
End of Fixed Term Contract	5.31	6
End of Fixed Term Contract (with Redundancy Payment)	0.88	1
Mutually Agreed Termination	7.96	9
Redundancy (with Severance Payment)	0.88	1
Resignation – Career Development	8.85	10
Resignation – Improved Pay/Benefits	0.88	1
Resignation – Other	66.37	75
Resignation – Relocation	1.77	2
Resignation – Retirement	4.42	5
<b>Total</b>	<b>100%</b>	<b>113</b>

### Leavers during 2017/18

Reason	Percentage	Number
Died in Service	0.66	1
Dismissal – Attendance	3.31	5
End of Fixed Term Contract	7.95	12
Failed Probation	1.98	3
Mutually Agreed Termination	2.65	4
Resignation – Career Development	4.64	7
Resignation – Improved Pay/Benefits	0.66	1
Resignation – Other	67.55	102
Resignation – Relocation	2.65	4
Resignation – Retirement	4.64	7
Retirement – Ill Health Tier 1	2.65	4
Retirement – Ill Health Tier 2	0.66	1
<b>Total</b>	<b>100%</b>	<b>151</b>

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**Commentary:** The number of leavers at the end of their fixed term contract is at its highest since 2015/16 as the Council moves to consolidate its permanent workforce, with the proportion of ‘resignation’ (for various categories such as relocation, retirement, etc.) given as a leaving reason for 2017/18 is broadly comparable with 2016/17. More granular reporting for 2016/17 and 2017/18 has been achieved through an increased focus on securing more information from the exit interview process.

## 5. EQUAL PAY/"GENDER PAY GAP" (FULL TIME)

As at 31 March 2016

Full-Time Gap	Hourly Rates	
	Female	Male
Asst 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
<b>Overall</b>	<b>£15.84</b>	<b>£15.36</b>

<b>Female Salary Average</b>	£29,848	£15.47
<b>Male Salary Average</b>	£29,773	£15.43

As at 31 March 2017

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£41.40	£12.85
Business Improvement	£14.09	£15.35
Community Services	£14.37	£16.47
Community Services Directorate	£17.94	£17.14
Direct Services	£13.75	£14.35
Financial Services	£16.61	£16.37
Housing & Property	£16.59	£19.53
Law & Governance	£19.00	£20.75
OD & Corporate Services Directorate	£16.87	£19.49
Planning & Regulatory	£18.16	£18.43
Regeneration & Housing Directorate	£35.12	£21.90
Senior Management	£60.29	£60.29
<b>Overall</b>	<b>£15.90</b>	<b>£15.42</b>

<b>Female Salary Average</b>	£29,918	£15.51
<b>Male Salary Average</b>	£29,802	£15.45

As at 31 March 2018

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£25.03	£18.25
Business Improvement	£14.22	£15.62
Community Services	£13.76	£16.75
Community Services Directorate	£19.35	£17.07
Direct Services	£14.24	£14.45
Financial Services	£16.80	£17.23
Housing & Property	£17.91	£20.59
Law & Governance	£22.60	£22.02
OD & Corporate Services Directorate	£15.11	£18.65
Planning & Regulatory	£18.87	£18.58
Regeneration & Housing Directorate	£24.22	£22.95
Senior Management		£70.92
<b>Overall</b>	<b>£16.24</b>	<b>£15.66</b>

<b>Female Salary Average</b>	£30,403	£15.76
<b>Male Salary Average</b>	£30,256	£15.68

## EQUAL PAY/"GENDER PAY GAP" (PART-TIME)

As at 31 March 2016

Full-Time Gap	Hourly Rates	
	Female	Male
Asst 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
<b>Overall</b>	<b>£14.55</b>	<b>£15.36</b>

As at 31 March 2017

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£16.59	
Business Improvement	£13.48	£16.36
Community Services	£12.83	£13.01
Community Services Directorate	£20.57	
Direct Services	£11.76	£12.89
Financial Services	£14.19	£14.19
Housing & Property	£16.35	£14.96
Law & Governance	£19.55	£24.96
OD & Corporate Services Directorate	£14.74	
Planning & Regulatory	£18.00	£18.17
Senior Management		£79.46
<b>Overall</b>	<b>£14.50</b>	<b>£15.97</b>

As at 31 March 2018

Full-Time Gap	Hourly Rates	
	Female	Male
Asst Chief Executive	£18.43	£12.82
Business Improvement	£14.04	£17.67
Community Services	£12.13	£13.81
Community Services Directorate	£26.00	£17.23
Direct Services	£12.19	£12.69
Financial Services	£14.37	£15.35
Housing & Property	£16.54	£14.41
Law & Governance	£19.88	£25.33
OD & Corporate Services Directorate	£15.11	
Planning & Regulatory	£17.79	£19.05
Regeneration & Housing Directorate		£20.78
Senior Management		£61.19
<b>Overall</b>	<b>£14.53</b>	<b>£16.07</b>

**Commentary:** The average salary for the Council is £ 29,863.70 (as at 31 March 2017). The City Council remains the **only** local authority within Oxfordshire that is a Living Wage Champion. The Council has also built the OLW into its Procurement process, so that all contractors are required to pay at least the OLW for agency staff engaged on council contracts. This policy ensures that Council staff are paid a decent wage and helps to offset the high cost of accommodation within the city, which is the most expensive area to live in the UK. The Council's first *Gender Pay Gap* report (covering the reporting period 1 April 2016 to 31 March 2017) indicates that in relation to both mean and median basic pay there is no 'pay gap' between female and male staff, which is a reflection of the changes implemented through successive local pay agreements to tackle issues around low pay.

## 6. OTHER WORKFORCE DATA

Disciplinary
Breach of Data Protection policy
Breach of H&S policy
Damage to Council Property
Damage to Council reputation
Discrimination, bullying harassment
Drug or alcohol misuse
Non-adherence to values and behaviours framework
Non-adherence/breach to Organisational policy or work processes

Warnings given during 2015/16			
1st Written	Final Written	Informal Warning	Total
		1	1
1	2		3
6	2	14	22
1	2	1	4
	2	1	3
2	1	5	8
4	4	10	18
<b>14</b>	<b>13</b>	<b>31</b>	<b>58</b>

24% 22% 54%

Warnings given during 2016/17			
1st Written	Final Written	Informal Warning	Total
		1	1
1	2		3
12	2	18	32
1	3	1	5
	1		1
	2	1	3
5	3	9	17
9	7	26	42
<b>28</b>	<b>20</b>	<b>56</b>	<b>104</b>

27% 19% 54%

Warnings given during 2017/18			
1st Written	Final Written	Informal Warning	Total
12	1	4	17
1	5		6
	1		1
	1		1
4	1	6	11
12	5	21	38
<b>29</b>	<b>14</b>	<b>31</b>	<b>74</b>

39% 19% 42%

**Commentary:** The proportion of disciplinary casework resulting in the application of an informal or first written warning has steadily increased since 2015/16. Damage to Council property, failure to observe the values and behaviours framework and breaches of organisational policy or work processes represented the majority of disciplinary casework across all of the reporting period. There were single instances of casework relating to alleged discrimination, bullying or harassment in both 2016/17 and 2017/18, with the latter case resulting in a Final Written Warning. (The totals shown includes cases where there was more than one actionable component).



## 7. SUMMARY

- In order to be in a better position to recruit a workforce more representative of the City's resident economically active population we have continued to review the essential criteria and the practical entry assessment tests for high turnover posts; cascaded best practice around recruitment by involving more staff in the meeting and greeting process and informal stakeholder groups; as well as promoted and advertised job opportunities in local community publications and community centres and recruitment.
- The Council maintains its commitment to staff development and continues to maintain a Corporate Training budget of £124,000 in addition to Service Area funding of £302,000. Since 2016 the Council has provided additional funding for a comprehensive Health and Wellbeing programme, (£150,000 over two years) and £174,000 for a Leadership and Management development programme for all managers. We have an internal training resource designing and delivering a varied and high quality corporate training programme including an accredited ILM manager's course.
- In the future, a new Organisational Development strategy has been agreed and will be implemented over the next three years, which was developed in conjunction with feedback from the 2016 staff survey and liP accreditation.
- We have continued to explore new opportunities to promote the careers available at the Council, and have reviewed the apprenticeship opportunities on offer in 2018 to incorporate more specialist apprenticeships, as well as 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 has developed and implemented career matrix schemes in a number of service areas to both attract and retain talent within the Council.
- The Council has held Corporate *Customer Service Excellence* (CSE) accreditation since 2016 and received a further 'compliance plus' awards for: the Youth Ambition team's efforts to find and work with vulnerable young people and providing English classes for speakers of other languages alongside their other activities; empowering contact centre staff to use their experience and skills to help customers rather than sticking to a script, and developing staff to respond to customers effectively through social media; and identifying reasons why customers make repeat calls and improving our service to reduce unnecessary calls. The CSE assessor also gave positive feedback across the board, singling out service improvements, better customer engagement, and the way we are supporting and developing our staff to take responsibility for customers and how we serve them.

- The Council is proud to have maintained its Gold Level Investors in People Gold accreditation in 2017 highlighting its commitment to people management, and will continue to embed these best practices in order to recruit and retain a talented workforce that better reflects the local community.
- The Council has an aspiration to be an 'employer of choice' with a workforce that better reflects the demographics of the diverse communities it serves. By continually reviewing and refining policies, procedures and approaches we also aim to develop a significantly better understanding as to why applications from specific groups might fail or, indeed, why they may not apply for job opportunities within the Council.
- Finally the Council will look to address the significant proportion of staff and potential employees who choose not provide details of their ethnicity, religious belief, etc. at key stages of the recruitment process and employee on-boarding process.

#### **November 2018**