Workforce Equalities Report 2019 -2021

Published December 2021

Introduction – Message from Chief Executive

In the year that this report focuses on, 1 April 2020 to 31st March 2021, the country spent much of the time in lockdown as a result of the COVID pandemic. Our local communities needed us more than ever, and we responded by providing food support, bringing the homeless off the streets and protecting livelihoods through a programme of business grants and payment holidays.

Oxford is an ethnically and culturally diverse city, with the third largest ethnic minority population in south east England, and 10 out of 83 neighbourhoods amongst the 20% most deprived in England. Data showed that Black and Asian communities were disproportionately impacted by the virus, and so we strengthened our partnership working with these communities, working closely with Oxford Central Mosque, community groups and the NHS to address specific issues. This has fundamentally changed the way we work with and understand our communities, making it more important than ever to ensure we have a workforce reflective of the people we service.

The impact on our own workforce was significant, from ensuring people were set up to work remotely from home and diverting people to take on new demands as a result of the pandemic, to helping our employees with their wellbeing and balancing their work and home life. We also faced a unique set of circumstances during 2020/21 in terms of employment data – recruitment activity was at an all-time low, the number of leavers during the year was markedly fewer and the number of new starters was almost 40% less than previous years.

Last year, in our Workforce Equalities Report, we outlined our commitment to increase the diversity of our workforce and provide an inclusive environment to help people be their best selves and reflect the communities they serve. We set out our ambition to increase our Black and Minority Ethnic (BAME) to 13.5% by 2022, and recognised the need to increase the representation of women and BAME candidates at management level. The challenging circumstances during 2020/21 have impacted the extent to which we have been able to achieve our aims, but we have made some good progress:

- We continued our commitment to transparency around our pay in relation to ethnicity by publishing an ethnicity pay gap report for the first time, alongside the gender pay gap report. This year we will go a step further by publishing a disability pay gap report. These can be found on our website.

- We set out our goals in our Equality Action plan and subsequently launched our ambitious People Strategy, which incorporates these goals and goes further by articulating the respectful, inclusive and supportive culture we are striving for that by definition will nurture a more representative workforce – taking a more authentic approach that focuses beyond key performance indicators. This recognises the multifaceted approach required to achieve this from how we attract a diverse workforce and how our leaders motivate and recognise the contribution of their teams to how we listen and engage with our employees.

- We recognised that to achieve what needed to be done required investment as well as resources and an Equality, Diversity and Inclusion (EDI) workstream of Human Resources and Organisational Development (HR&OD) people was created, with engagement from employees across the Council. We have also increased our governance approach to monitor and drive progress by setting up a People Strategy Board and shortly we will be launching an Equality Steering Group with representation across the Council and from our newly formed employee networks.

This report focuses on the City Council as an employer, and provides an update of our achievements and the people and equalities related activities of the City Council.   This report provides a 'snap shot' of what we look like as a council, data trend analysis for a three year period (1 April 2018 to 31 March 2021) for the key protected characteristics, comparative population data and a breakdown of the City Council's staffing for key equalities reporting areas. We have also provided data in relation to aspects of the employment lifecycle, namely attraction, recruitment, on-boarding and retention/leavers. We intend to increase this in future to incorporate analysis on performance and development.

We recognise from the data, that equality information is not often declared and this means we are unable to get a full picture of our workforce. We have taken steps this year to build trust and increase engagement with our people by establishing staff networks and running focus groups to gain better insight, thereby enabling people to feel confident in disclosing their equality information.

Caroline Green
Chief Executive

About the Data

Sources of Data:

- An examination of the 2011 Census Data, provides a greater understanding of the demography of Oxford's population. The Office for National Statistics Annual Population Survey 2018 has been used where data is not available in the 2011 Census.

- The Council is analysing data collected from applicants and employees over a rolling three year period to enable greater insight into trends and to confirm the relevance of the current action plan and identify any new approaches.

Who the report includes:

- The report includes all directly employed Council staff, including Oxford City Homes Ltd. Agency staff and contractors are not included, nor are Oxford Direct Services (ODS). ODS is a wholly owned company, a separate entity from Oxford City Council and not a public body. Therefore the Public Sector Equality Duty (PSED) to report on equalities information does not apply to them.

Provision of equality data:

- The Council asks job applicants and employees to provide data on certain characteristics for statistical monitoring purposes. They are informed that the data provided will only be used in an anonymised way for these purposes. The data is provided on a voluntary basis using our Human Resources Information Management System (iTrent). Employees can amend or remove their information at any time.

- All employees are required to provide data in relation to sex (as assigned at birth) for HMRC purposes and this is used for monitoring purposes in relation to gender.

Non-reporting
- We strongly encourage completion of non-mandatory equality data (all data except sex) and provide assurances in relation to confidentiality and use of the data, however, as provision of the data is entirely voluntary there are varying levels of non-provision of data which has an influence on the integrity of the data analysis

Presentation of data
- For the majority of information presented in the report, percentages have been used. When information has been broke down further, data has been presented in number format due to the small numbers involved.

Definitions

BAME
Black, Asian and minority ethnic (BAME) is an umbrella term covering people with Black, Asian and minority ethnic backgrounds. For the purposes of this report BAME includes people declaring Asian, Black and Mixed backgrounds.
This term is used in this report purely for statistical purposes to enable the monitoring, discussion and addressing of discrimination and inequalities.

Sex
The UK Government defines sex as the biological aspects of an individual as determined by their anatomy, which is produced by their chromosomes, hormones and their interactions; something that is assigned to an individual at birth and is generally female or male.

For HMRC purposes all staff are recorded as either male or female. Where this report refers to gender in respect of employees it usually categorises according to this.

Gender
The UK Government defines gender as a social construction relating to behaviours and attributes based on labels of masculinity and femininity: gender identity is a personal, internal perception of oneself and so the gender category someone identifies with may not match the sex they were assigned at birth.
Individuals may see themselves as a man, woman, as having no gender, or as having a non-binary gender – where they identify as somewhere on a spectrum between a man and a woman.

Our job application allows applicants to self-identify as male or female or not declare this information.

Disability
People who consider themselves to have a disability/long term impairment.

Sexual Orientation
Sexual orientation is an enduring pattern of romantic or sexual attraction which may be to the opposite sex or gender, same sex or gender or to both sexes and more than one gender.

LGB
Lesbian, gay and bisexual (LGB). People declaring attraction to the same sex.

Equality, Diversity and Inclusion Achievements – 2020/2021

2020/21 has seen a big shift in the way that employers are involved in their employees lives. The pandemic has changed the way we work completely not only in how we support our employees to meet their financial, physical and mental needs but also in how we changed our services to support our local communities – bringing us closer. During 2020/21, we have undertaken a number of activities to proactively support our employees and to meet the goals we set out in our Equalities Action Plan.

- We launched our new People Strategy which embodies our ambition to put inclusion and respect at the heart of our culture; to reduce the extent of inequality, to tackle unfairness and disadvantage and to support our communities to be strong, inclusive and successful. In order to make this change we have established a workstream focussed on proactive activities that will enable all our employees to take part in decision making, and give them the ability to step up, ensuring those with lived experience are able to influence how we deliver services.

- A quarterly engagement survey was introduced across the Council, with questions aimed at understanding people's feelings of belonging and to raise visibility of issues affecting different groups.

- We launched our apprenticeship programme across a number of our service areas including Community Services, Financial Services and Housing, targeting our local communities through different means including outreach to local schools and colleges, liaising with locality hubs and other partners. Apprenticeship applicants received support with applications through locality hubs. Although not within the timeframe of this report, we have seen success in our apprenticeship programme with 53% of candidates appointed black and minority ethnic.

- Member awareness programme was developed with Inclusive Employers and members were actively involved in promoting our apprenticeship programme.

- To improve representation of females and BAME employees at management level, we contracted with our external search and recruitment partners to ensure a diverse talent pool.

- We undertook a review of our employee data across the protected groups to understand where the gaps are, and the impact of this. Recommendations have been made to improve these areas.

- Our Domestic Abuse Policy has been revised and re-launched to support our staff and raise awareness – this has been accompanied with improved intranet resources for staff and promotion of Domestic Abuse Champions.

- The Council were awarded Disability Confident Employer status (at Level 2) on 23 March 2021 and this will be in place up to the 19 March 2024.

- Wellbeing activities have been undertaken to support our employees across a number of areas, such as mental health, women's and men's health, sleep and initiatives to support wellbeing while working from home. We hosted a workplace mental health and wellbeing network to share insights with other Oxfordshire organisations.

- Employee networks have begun to be established, facilitated using different methods, such as a channel for people to discuss a wide variety of wellbeing issues via Teams, and an LGBTQ+ network.

- A programme of activities to encourage our services to build an inclusive culture have been implemented. This included:

  o Awareness sessions run by different people across the Council discussing lived experiences
  o Articles written by members of staff about their lived experiences in Council communications.
  o Specific sessions on equalities with our leadership community and in all Council Let's Talk sessions, encouraging participation and engagement from the audience

- We published pay gap reports for gender and, for the first time, ethnicity with an ambition to publish a disability pay gap report in the coming year.

Headlines

Total Workforce: The number of people employed by the Council has decreased from 720 on the 31st March 2020 to 703 on the 31st March 2021. During 2020/21, turnover was significantly lower than pre-pandemic years (2019 and before) at 8% on average, and 4.8% at its lowest. Recruitment activity was lower, with 60 new starters joining the Council compared to 99 in the previous year and 64 leavers in the same period meaning slightly more people were leaving than joining.

Gender: Over half of the workforce are women (58.2%), which is above that of the population of Oxford at 47%. This is also reflected in an increase in the number of women applying for roles and being appointed. This year, the proportion of women in senior roles has increased, now making up 41.7% of roles at grade 11 plus compared to 35% last year.

Ethnicity: Data indicates a slight reduction in the workforce of black and minority ethnic employees over the reporting period to 12.4% from 13.0 in 2019. This is lower than the local population of Oxford (18%) and below the Council's target of 13.5% by 2022. Furthermore, black and minority ethnic employees are under-represented in management roles making up 6% of managers (33% of managers have not declared their ethnicity). Recruitment data suggests a drop in the proportion of black and minority ethnic candidates applying for and appointed to roles with the Council.

Disability: 10.8% of workforce have declared a disability, relatively stable when compared to last year and compares favourably with the local population at 6.7%. Data suggests an increase in the proportion of disabled candidates applying for and appointed to roles and with the Council. Disabled employees are fairly well represented at lower grades but make up just 6% of senior roles (grade 11+).

Age: The average age of the Council's workforce is 45. The proportion of staff under 30 years of age has decreased across the 3 year reporting period from 16.4% to 13.3%. The proportion between staff aged over 50 has increased marginally during this period. When compared to the local population, the largest proportion of the workforce is between 20-29 years of age, potentially reflecting the large student population in Oxford.

Sexual Orientation: The Annual Population Survey (2018) suggests that 2.2% of the population identifies as bisexual, lesbian or gay. 3.6% of the Council workforce identify as bisexual, lesbian or gay. Currently data on recruitment is limited and this is an area requiring improvement.

Religious Belief and Non-belief: 34.6% of the workforce have declared as Christian compared with 48% in Oxford, with 28.4% atheist/humanist/no belief compared to 33.1% in Oxford and 28.8% unknown. 3.6% of the workforce is 'other', 2.1% is Muslim (Oxford 6.8%) and 0.3% Sikh. The picture in the local population is slightly different according to the 2011 Census, with 48% of the population Christian, 33.1% no religion, 8.3% unknown, 6.8% Muslim and 0.3% Sikh.

Staff living within Oxford: the proportion of staff living in Oxford City is 33.71%, which is a slight reduction over the period of reporting (2019 – 2021).

Oxford City Council Workforce Profile: Trends

Overall, the workforce profile remains similar to previous years.

Comments

- As at March 2021, the total workforce profile was 703, down by 17 on last year. New starter and leaver numbers fell compared to last year. There were slightly more leavers than joiners in 2020/21

- Average age went up by a year to 45

- Over half the workforce are female, similar to last year

- 10.8% of employees declared a disability or a health condition, the same as last year

- 3.6% of employees identified as LGB – similar to last year

- 2% fewer people are living within Oxford than last year, continuing the downward trend over the reporting period

Analysis of workforce profile by year from 2019 to 2021

All dates as at 31st March	2019	2020	2021
Total Workforce	702	720	703
New Starters	122	99	60
Leavers	125	83	64
Average Age	43	43	45

Analysis of workforce by characteristic and year from 2019 to 2021

All dates as at 31st March	2019	2020	2021
Female	59.0%	58.9%	58.2%
BAME	13.0%	12.9%	12.4%
Declared a Disability	9.5%	10.8%	10.8%
LGB	3.7%	3.5%	3.6%
Living within Oxford	36.9%	35.7%	33.7%

Oxford City Workforce Profile

The following data charts indicate the composition of the City Council's workforce compared to the demographic profile of Oxford:

Data Table 1: Oxford and OCC Workforce Profile by Gender from 2019 to 2021

Oxford and OCC Workforce Profile by Gender as at 31 March 2019
Oxford Economically Active: 45%
Male Employees: 41.03%
Female Employees: 58.97%

Oxford and OCC Workforce Profile by Gender as at 31 March 2020
Oxford Economically Active: 47.5%
Male Employees: 41.11%
Female Employees: 58.89%

Oxford and OCC Workforce Profile by Gender as at 31 March 2021
Oxford Economically Active: 47.5%
Male Employees: 41.82%
Female Employees: 58.18%

Data Table 2: Oxford and OCC Workforce Profile by Ethnicity from 2019 to 2021

Oxford and OCC Workforce Profile by Ethnicity as at 31 March 2019
Oxford Economically Active: 18.7%
BAME employees: 12.96%

Oxford and OCC Workforce Profile by Ethnicity as at 31 March 2020
Oxford Economically Active: 18.7%
BAME employees: 12.92%

Oxford and OCC Workforce Profile by Ethnicity as at 31 March 2021
Oxford Economically Active: 18.7%
BAME employees: 12.38%

Data Table 3: Oxford and OCC Workforce Profile by Disability from 2019 to 2021

Oxford and OCC Workforce Profile by Disability as at 31 March 2019
Oxford Economically Active: 6.7%
Employees declaring they have a disability: 9.54%

Oxford and OCC Workforce Profile by Disability as at 31 March 2020
Oxford Economically Active: 6.7%
Employees declaring they have a disability: 10.83%

Oxford and OCC Workforce Profile by Disability as at 31 March 2021
Oxford Economically Active: 6.7%
Employees declaring they have a disability: 10.81%

Data Table 4: UK and OCC Workforce Profile by Sexual Orientation from 2019 to 2021

UK and OCC Workforce Profile by Sexual Orientation as at 31 March 2019
Annual Population Survey 2018: 2%
LGB Employees: 0.37%

UK and OCC Workforce Profile by Sexual Orientation as at 31 March 2020
Annual Population Survey 2018: 2%
LGB Employees: 3.5%

UK and OCC Workforce Profile by Sexual Orientation as at 31 March 2021
Annual Population Survey 2018: 2
LGB Employees: 3.6%

Data Table 5: Workforce Profile by Religion/Belief and Non Belief from 2019 to 2021

Workforce Profile by Religion/Belief and Non Belief as at 31 March 2019
Atheist/Humanist/ no beliefs: 28.35%
Buddhist: 0.85%
Christian: 35.75%
Hindu: 1.14%
Jewish: 0.14%
Muslim: 2.14%
Other: 3.7%
Sikh: 0.43%
Not specified: 27.5%

Workforce Profile by Religion/Belief and Non Belief as at 31 March 2020
Atheist/Humanist/ no beliefs: 29.44%
Buddhist: 0.56%
Christian: 34.58%
Hindu: 1.25%
Jewish: 0.14%
Muslim: 2.08%
Other: 3.33%
Sikh: 0.42%
Not specified: 28.2%

Workforce Profile by Religion/Belief and Non Belief as at 31 March 2021
Atheist/Humanist/ no beliefs: 202 (28.73%)
Buddhist: 4 (0.57%)
Christian: 243 (34.57%)
Hindu: 8 (1.14%)
Jewish: 1 (0.14%)
Muslim: 15 (2.13%)
Other: 25 (3.56%)
Sikh: 2 (0.28%)
Not specified: 203 (28.88%)

Data Table 6: Workforce Profile by Age from 2019 to 2021

Workforce Profile by Age as at 31 March 2019
Age Under 21: 1.14%
Age 21-30: 16.38%
Age 31-40: 23.36%
Age 41-50: 24.22%
Age 51-60: 27.64%
Age 61-65: 6.27%
Age Over 65: 1.00%

Workforce Profile by Age as at 31 March 2020
Age Under 21: 0.69%
Age 21-30: 15.00%
Age 31-40: 25.42%
Age 41-50: 23.61%
Age 51-60: 25.28%
Age 61-65: 8.75%
Age Over 65: 1.25%

Workforce Profile by Age as at 31 March 2021
Age Under 21: 0%
Age 21-30: 13.23%
Age 31-40: 23.9%
Age 41-50: 25.04%
Age 51-60: 27.87 %
Age 61-65: 8.25%
Age Over 65: 1.71%

Data Table 7: Workforce Profile by Number Living in Oxford City from 2019 to 2021

Workforce Profile by Number Living in Oxford City as at 31 March 2019
Living in Oxford City: 36.89%
Living outside Oxford City: 63.11%

Workforce Profile by Number Living in Oxford City as at 31 March 2020
Living in Oxford City: 35.69%
Living outside Oxford City: 64.31%

Workforce Profile by Number Living in Oxford City as at 31 March 2021
Living in Oxford City: 33.71%
Living outside Oxford City: 66.29%

Staff not declaring information by Characteristic as at 31 March 2020
Religious Belief: 28.2%
Sexual Orientation: 25.6%
Ethnicity: 7.8%
Disability: 7.2%

Staff not declaring information by Characteristic as at 31 March 2021
Religious Belief: 28.9%
Sexual Orientation: 27%
Ethnicity: 9.7%
Disability: 11.2%

Workforce Profile by Grade and Employment Type

Grade	Female Full time	Female Part Time	Female Total	Male Full Time	Male Part Time	Male Total	Grand Total
Apprentice	0	0	0	0	0	0	0
Grade 03	5	4	9	7	2	9	18
Grade 04	14	20	34	15	4	19	53
Grade 05	54	46	100	35	5	40	140
Grade 06	53	18	71	29	5	34	105
Grade 07	71	28	99	69	6	75	174
Grade 08	23	11	34	43	10	53	87
Grade 09	19	11	30	22	0	22	52
Grade 10	7	4	11	12	0	12	23
Grade 11	9	1	10	13	0	13	23
Service Manager+	1	0	1	0	0	0	1
Business Lead	3	1	4	5	0	5	9
Service Head	4		4	7	0	7	11
Director		1	1	2	2	4	5
Chief Executive	1		1	1		1	2
Grand Total	**264**	**145**	**409**	**260**	**34**	**294**	**703**

Workforce Profile Summary

- The total workforce number has reduced slightly since March 2020 from 720 to 703. The proportion of women employed by Oxford City Council has remained relatively static at 58.2% and compares favourably with Oxford demographic data of 47%.

- The number who have not declared their ethnicity has steadily increased over the period from 6.7% to 9.7% in 2021 - clearly this needs to be addressed to help provide a more comprehensive and accurate picture of our workforce.

- Black, Minority and Ethnic groups represented 12.4% of the Council's workforce at 31st March 2021, remaining relatively stable since last year. Based on the 2011 Census the economically active BAME population of Oxford is 18.7% and, as part of the equalities action plan, it was agreed to strive to achieve BAME representation of 13.5% by 31st March 2022.

- The proportion of economically active residents in Oxford who considered themselves to have a disability in the 2011 Census was 6.7%. The proportion of staff who consider themselves to have a disability has steadily increased over the reporting period from 9.5% to 10.8%, remaining the same as last year. This is greater than the proportion of economically active individuals.

- The average age of the workforce is 45. As at 31 March 2021, no people under 21 were employed by the Council. Furthermore, the proportion of staff under 30 years of age has decreased across the 3 year reporting period from 17.5% to 13.2%. Whilst the proportion of staff aged over 50 has increased from 34.9% to 37.9%. The largest proportion of the workforce is between 51 and 60, but this is by a very small margin. The Oxford population has a greater proportion of people in the younger age groups, with 26.1% making up the 20-29 category. Comparing this to the local population, potentially due to the student population.

- The number of staff who identify as lesbian, gay or bisexual has increased slightly since 31st March 2020 from 3.5% to 3.6%, this compares favourably to the 2016 annual population survey which stands at 2%.

- The proportion of members of staff who consider themselves to be atheist or have no religion has remained relatively stable at around 28.9% since March 2019, which compares to 33.1% of the population in Oxford. The numbers of staff who consider themselves to be Christian dropped by just over 1% over the reporting period. The number not declaring their religion is relatively high at 28.9%, compared to the Oxford population where 8.3% of religious belief is unknown. 3.6% of the workforce is 'other', 2.1% is Muslim (Oxford 6.8%) and 0.3% Sikh, compared with 6.8% Muslim and 0.3% Sikh in Oxford.

- The proportion of the workforce who have not declared whether they have a disability, their sexual orientation, ethnicity and religion/ belief or non-belief has increased since last year. The biggest drop in declaration has been for disability by 4%.

- The proportion of staff living outside the city centre has risen from 63.1% to 66.3% - this is partly a reflection of the fact that Oxford remains the most expensive place to live in the UK outside London, as well as the City Council's continued ability to attract talent from across the country due to its ambitious agenda and reputation, flexible working arrangements and employee benefits. A further contributory factor is that people have been appointed further afield due to the remote working facilities which have been embedded during the pandemic. This provides an opportunity to have a much more diverse workforce.

- There is a fairly good representation of women in roles up to Grade 9, however there are more women than men in lower grades, in particular grade 5 positions.

- A quarter of the Council's workforce work part time – the majority working part time are women with only 34 men working less than full time hours. There is a fairly proportionate spread of part time workers across all grades up to grade 10, but fewer in management roles above grade 11. In the current context of a more remote working economy it may be useful to understand the lower figure for men and make sure they have the same opportunities for working different patterns as women. These figures also do not currently include any other flexible working patterns that people may be working so only provides a partial picture.

Oxford City Council Management Profile

For the purposes of this report, senior managers are defined as those in the following positions:
- Chief Executive
- Executive Directors
- Heads of Service
- Business Leads
- Service Lead
- Grade 11+

Data Table 8: Management Profile

Managers Split by Gender
Male: 59%
Female: 41%

Managers Split by Ethnicity
White: 65%
BAME: 29%
Unknown: 6%

Managers Split by Disability

Not Disabled: 61%
Disabled: 6%
Unknown: 33%

Managers Split by Working Pattern

Full Time: 90%
Part Time: 10%

Managers Split by Gender and Working Pattern

Female full time: 18
Female part time: 3
Male full time: 28
Male part time: 3

Summary of Management Profile

- Since the last report, the number of women in management roles has increased by 6%, although they remain less well represented, comprising less than half (41.2%) of the workforce at that grade compared to over half (58.2%) of the workforce overall.

- The proportion of the Black and Minority Ethnic workforce in managers roles is 6%, although it should be noted that a large proportion (29%) have chosen not to declare their ethnicity which does not provide a true picture.

- 61% of people in management roles do not have a disability, with 6% declaring they do. Again, the number of people who have chosen not to declare is significant at 33%.

- The proportion of managers who are in part time roles is very low, at only 10%. However, it should be noted that this data does not include all flexible working patterns. The number of part time workers in management roles by gender is similar.

Attraction, Recruitment and On-Boarding

Data Table 9: Profile of Job Applicants from 2019 to 2021

Applicants for roles 2018/2019

Female: 52.5%
BAME: 29.73%
Disabled: 5.08%

Applicants for roles 2019/2020

Female: 49.34%
BAME: 26.84%
Disabled: 6.43%

Applicants for roles 2020/2021

Female: 50.57%
BAME: 25.05%
Disabled: 6.79%

Data Table 10: New Starters Profile from 2019 to 2021

New Starters in 2018/2019
Female: 55.74%
BAME: 18.03%
Disabled: 7.38%

New Starters in 2019/2020
Female: 52.53%
BAME: 17.17%
Disabled: 9.09%

New Starters in 2020/2021
Female: 56.67%
BAME: 13.33%
Disabled: 10%

Data Table 11: Recruitment Profile 2020/21

Applicants
Female: 50.57%
BAME: 25.05%
Disabled: 6.79%

Shortlisted
Female: 57.93%
BAME: 18.12%
Disabled: 13.06%

Appointed
Female: 57.14%
BAME: 10%
Disabled: 11.43%

Summary of Attraction, Recruitment and On-boarding

- Over the reporting period, the total number of new starters joining Oxford City Council reduced from 122 in 2018/19 to 60 in 2020/21. This significant reduction in recruitment activity can be fully attributed to the challenging circumstances facing the country during the pandemic. This fact will have an impact on the subsequent breakdown of the profile of applicants for roles and new starters. See further break down in Data Tables 1&2 in the Appendix.

- The data shows that the proportion of male and female applicants for roles is fairly equitable, with just over 50% of applicants female. The proportion of female new starters has increased by 1% to 56.7% since March 2020. The proportion of female candidates relative to male candidates increases slightly during the recruitment process, with more women appointed than men.

- The proportion of disabled applicants for roles at the Council has increased by just over 1% over the reporting period to 6.8%, with a similar picture for new starters – an increase of 3% in the proportion of new starters declaring a disability.

- Since 2019, the proportion of BAME candidates applying for roles with the Council has decreased by just under 5% to 25.1% in 2021. This is the same picture for new starters, with a reduction from 18.0% in 2019 to 13.3% in 2021, marginally more than the representation in the Council's workforce (12.9%). From application to appointment, the drop off in ethnic minority candidates is marked, at almost a 60% reduction.

- The data for new starters in 2020/21 indicates that the proportion of new starters broadly reflects the current workforce in terms of gender and staff with a disability. The proportion of applicants from a BAME group is higher than the current workforce, which is a positive however this drops off across the recruitment process, indicating further work is needed to support our ambition to increase the representation of ethnic minority staff in our workforce.

- In 2020/21, the Council launched its apprenticeship programme and we maximised our work with local schools and partners to raise awareness. This has been successful in attracting apprentices from the local communities in Oxford City. A breakdown of this shows that 73.4 applicants were under 30 compared with 22.3% over 30, 36% were BAME compared with 53.2% White and 54% were female compared with 42.4% male.

Apprenticeship Programme - Candidates by Age %

Under 30's: 74%
Over 30's: 22%
Unknown: 4%

Apprenticeship Programme - Candidates by ethnicity %

White: 53%
Black and minority Ethnic groups: 36%
Unknown: 11%

Apprenticeship Programme - Candidates by Gender

Male: 42%
Female: 54%

Unknown: 4%

LEAVERS

Data Table 12: Percentage of Employees Leaving by month from April 2020 to March 2021

Period	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21
Percentage	10.68	11.21	10.04	9.09	9.14	8.16	8.60	7.75	6.83	6.85	4.84	7.92	7.29	9.16

Data Table 13: Analysis of Reasons for Leaving between 2019 and 2021

Leavers from 1st April 2018 to 31st March 2019
End of fixed term contract: 12.8%
Failed probation: 1.6%
Mutually agreed termination: 4%
Redundancy (with severance payment): 0.8%
Resignation – career development: 0.8%
Resignation – other: 73.6%
Resignation – relocation: 2.4%
Resignation – retirement: 2.4%
Transfer: 1.6%

Leavers from 1st April 2019 to 31st March 2020
Died in Service: 1.2%
Dismissal - attendance: 1.2%
End of fixed term contract: 3.61%
Failed probation: 1.20%
Mutually agreed termination: 3.61%
Resignation – other: 80.72%
Resignation – relocation: 2.41%
Resignation – retirement: 6.02%

Leavers from 1st April 2019 to 31st March 2021
Dismissal - attendance: 1.56%
End of fixed term contract: 14.06%
Failed probation: 1.56%
Mutually agreed termination: 3.13%

Redundancy: 1.56%
Resignation – other: 71.88%
Resignation – relocation: 4.69%
Resignation – retirement: 1.56%

Leavers Summary

- The average turnover as at the 31st March 2021 was 8.0% but reached its lowest in February 2021 dropping to 4.8%.   The overall number of leavers from the Council has reduced consistently from 125 leavers in 2018/19 to 64 leavers in 2020/21. This pattern is attributed to the uncertainty and a slow labour market during the pandemic. Please see Data Table 3 in the Appendix for further breakdown.

- Overall the proportion of leavers across gender, BAME and disability has increased over the reporting period (2019-2021). The data for leavers in 2020/21 indicates that the proportion of leavers is broadly representative of the current workforce in terms of gender. The number of leavers from a BAME background and with a disability was, however, higher than the representation in the Council's workforce.

- The data indicates that the number of leavers from a BAME background or who have declared a disability is more than the number joining. This suggests that there will be a net decrease for the Council across these groups.

- Data for reasons for leaving is not detailed, however leavers data across the reporting period shows that there have been fewer people voluntarily resigning.

- The top 3 reasons for leaving as Voluntary Resignation, End of Fixed Term Contract, Resignation – Retirement. This has remained consistent across the reporting period. Dismissal for attendance reasons, although low, has increased over the reporting period.

Priority Actions for 2021/2022

- **Improve our diversity and inclusion capability for our people, creating robust and transparent processes, policies and systems across the Council. This will include:**

  o Improving our guidance and training for staff on completing and implementing meaningful Equality Impact Assessments in order to build the needs of protected groups into all policy changes that affect people

  o Improving training for managers on supporting staff experiencing domestic abuse

- **Encourage services to build an inclusive culture. We will:**

  o Put inclusion and respect at the heart of our new leadership development framework and programme, ensuring that our leaders celebrate diversity and create a working environment that is based on trust, honesty and integrity

  o Share knowledge and good practice through regular communications, information-sharing sessions and discussions

  o Establish an Equalities Steering Group to support services to integrate Equality, Diversity, Inclusion and Belonging throughout policy, service designs and operational delivery infrastructure, and to monitor performance

  o Services will develop workforce development plans, including specific actions to improve diversity through the employment lifecycle including recruitment, development, performance and retention.

- **Becoming an inclusive employer – creating an exceptional end to end experience for all of our current and future colleagues. This will include:**

  o A review of recruitment and on-boarding to include how we use best practice at different stages of the recruitment process, learning from the success of other recruitment campaigns such as the apprenticeship programme.

  o Continuing to develop staff networks or forums, with a specific focus on people of colour, minorities and those people who share protected characteristics, to ensure their voices inform policy decisions.

- **Improve our data collection so we can use evidenced based insights, data and experience to progress our diversity and inclusion commitments. This will include:**

  o Review and improve our data capture of personal sensitive information and amending our systems to allow this

  o Improving data around training and development, employee relations, staff engagement and exit interviews

Appendix

Data Table 1: Recruitment Activity between 2019 and 2021

Recruitment Activity by Sex from 1st April 2018 to 31st March 2019
Female: 3472 (52.5%)
Male 2845 (43.02%)
Not specified: 296 (4.48%)
Total 6613 (100%)

Recruitment Activity by Ethnicity from 1st April 2018 to 31st March 2019
BAME: 1942 (29.73%)
White: 4671 (70.63%)
Not specified: 0 (0%)
Total 6613 (100%)

Recruitment Activity by Disability from 1st April 2018 to 31st March 2019
No disability declared: 5448 (82.38%)
Disability declared: 336 (5.08%)
Not specified: 829 (12.54%)
Total 6613 (100%)

Recruitment Activity by Sex from 1st April 2019 to 31st March 2020
Female: 783 (49.34%)
Male 720 (45.37%)
Not specified: 84 (5.29%)
Total 1587 (100%)

Recruitment Activity by Ethnicity from 1st April 2019 to 31st March 2020
BAME: 426 (26.84%)
White: 1029 (64.84%)
Not specified: 132 (8.32%)
Total 1587 (100%)

Recruitment Activity by Disability from 1st April 2019 to 31st March 2020
No disability declared: 1305 (82.23%)
Disability declared: 102 (6.43%)
Not specified: 180 (11.34%)
Total 1587 (100%)

Recruitment Activity by Sex from 1st April 2020 to 31st March 2021
Female: 529 (50.57%)
Male 449 (42.93%)
Not specified: 68 (6.5%)
Total 1046 (100%)

Recruitment Activity by Ethnicity from 1st April 2020 to 31st March 2021
BAME: 262 (25.05%)
White: 686 (65.58%)
Not specified: 98 (9.37%)
Total 1046 (100%)

Recruitment Activity by Disability from 1st April 2020 to 31st March 2021
No disability declared: 839 (80.21%)
Disability declared: 71 (6.79%)
Not specified: 136 (13%)
Total 1046 (100%)

Data Table 2: Starters between 2019 and 2021

New Starters by Sex from 1st April 2018 to 31st March 2019
Female: 68 (55.74%)
Male: 54 (44.26%)
Total: 122 (100%)

New Starters by Ethnicity from 1st April 2018 to 31st March 2019
BAME: 22 (18.03%)
White: 82 (67.22%)
Not specified: 18 (14.75%)
Total: 122 (100%)

New Starters by Disability from 1st April 2018 to 31st March 2019
No disability declared: 88 (72.13%)
Disability declared: 9 (7.38%)
Not specified: 25 (20.49%)
Total: 122 (100%)

New Starters by Sex from 1st April 2019 to 31st March 2020
Female: 52 (52.53%)
Male 47 (47.47%)
Total: 99 (100%)

New Starters by Ethnicity from 1st April 2019 to 31st March 2020
BAME: 17 (17.17%)
White: 62 (62.63%)
Not specified: 20 (20.20%)
Total: 99 (100%)

New Starters by Disability from 1st April 2019 to 31st March 2020
No disability declared: 66 (66.67%)
Disability declared: 9 (9.09%)
Not specified: 24 (24.24%)
Total: 99 (100%)

New Starters by Sex from 1st April 2020 to 31st March 2021
Female: 34 (56.67%)
Male 26 (43.33%)
Total: 60 (100%)

New Starters by Ethnicity from 1st April 2020 to 31st March 2021
BAME: 8 (13.33%)
White: 26 (43.33%)
Not specified: 26 (43.33%)
Total: 60 (100%)

New Starters by Disability from 1st April 2020 to 31st March 2021
No disability declared: 28 (46.67%)
Disability declared: 6 (10 %)
Not specified: 26 (43.33%)
Total: 60 (100%)

Data Table 3: Leavers between 2019 and 2021

Leavers by Sex from 1st April 2018 to 31st March 2019
Female: 68 (54.4%)
Male: 57 (45.6%)
Total: 125 (100%)

Leavers by Ethnicity from 1st April 2018 to 31st March 2019
BAME: 17 (13.6%)
White: 98 (78.4%)
Not specified: 10 (8.0%)
Total: 125 (100%)

Leavers by Disability from 1st April 2018 to 31st March 2019
No disability declared: 114 (91.2%)
Disability declared: 10 (8.0%)
Not specified: 1 (0.8%)
Total: 125 (100%)

Leavers by Sex from 1st April 2019 to 31st March 2020
Female: 43 (51.81%)
Male 40 (48.19%)
Total: 83 (100%)

Leavers by Ethnicity from 1st April 2019 to 31st March 2020
BAME: 14 (16.87%)
White: 59 (71.08%)
Not specified: 10 (12.05%)
Total: 83 (100%)

Leavers by Disability from 1st April 2019 to 31st March 2020
No disability declared: 71 (85.54%)
Disability declared: 9 (10.84%)
Not specified: 3 (3.61%)
Total: 83 (100%)

Leavers by Sex from 1st April 2020 to 31st March 2021
Female: 36 (56.25%)
Male 28 (43.75%)
Total: 64 (100%)

Leavers by Ethnicity from 1st April 2020 to 31st March 2021
BAME: 12 (18.75%)
White: 42 (65.62%)
Not specified: 10 (15.63%)
Total: 64 (100%)

Leavers by Disability from 1st April 2020 to 31st March 2021
No disability declared: 39 (60.93%)
Disability declared: 10 (15.63%)
Not specified: 15 (23.44%)
Total: 64 (100%)