Workforce report 2018-19

This report looks at the profile of Southwark Council employees and at human resources management activities over financial year 2018–19.

Scope

1. It covers all departments of the council and directly employed substantive employees. It therefore excludes those under the management of schools.

2. All departmental details will relate to organisational structures as at year end 2018-19.

3. All workforce profile data will be at the end of the year 2018-19.

4. All data related to the outcomes of HR activity will cover the period April 2018 – March 2019, unless stated.

5. For completeness, information is given on the numbers of agency workers engaged. They are an important addition to our workforce resources but do not have a direct contractual relationship with the council and therefore details are limited.

6. The data used in this report is rounded up or down. It is for this reason that, on occasions, tables may not add up to 100%.

Content

The report –

1. Begins with key data. This includes an overview of the employees profile and some comparative data from previous years.

2. Looks at the profile of the council's employees against each protected characteristic where information is available (sex, ethnic origin, age, disability).

3. Includes gender pay gap data as set out in legislation. Previous reports have included gender data, but from 2017 requirements include specified formulas.

4. Will be discussed with the constituent trade unions.

The report will be published on the council's intranet, (the Source), and the Southwark website; www.southwark.gov.uk

Contents

Please click on the links below

Key data - Workforce 2018 - 19

The details below pull out some key information from the report that follows about the workforce. It aims to provide a quick reference and to give context by looking at details from previous years where comparisons can be made.

Year 2018-19

Number of employees (headcount)

4196

Sex Profile of Employees

	Number	%
Female	2097	50%
Male	2099	50%

Broad Ethnic Profile

	Number	%
BAME employees	2028	50%
White employees	2027	50%
Total	4055	100%

Excludes those with no ethnic origin stated = 141 employees

Employees with Disabilities

	Number	%
Employees	208	5.0%

Average age of the workforce

46 years

Context

Number of employees

Year	No.
Year 2018-19	4196
Year 2017-18	4110
Year 2016-17	4150
Year 2015-16	4538
Year 2014-15	4847

Sex Profile

Year	% Female Employees
Year 2018-19	50%
Year 2017-18	51%
Year 2016-17	51%
Year 2015-16	51%
Year 2014-15	52%

Broad Ethnic Profile

Year	% BAME employees	% White employees
Year 2018-19	50%	50%
Year 2017-18	49%	51%
Year 2016-17	49%	51%
Year 2015-16	48%	52%
Year 2014-15	49%	51%

Disability

Year	% Disabled
Year 2018-19	5.0%
Year 2017-18	4.5%
Year 2016-17	2.7%
Year 2015-16	3.3%
Year 2014-15	4.0%

Age

Year	Average age (years)
Year 2018-19	46.0
Year 2017-18	45.7
Year 2016-17	45.2
Year 2015-16	45.1
Year 2014-15	45.2

Section 1: Workforce Numbers & Employee Profiles

1. The headcount of employees was 4,196. This excludes casual workers and others who are not directly employed such as agency workers. A workforce population of 4,196 is an increase of 2% of employee numbers in 2017-18This is predominantly due to the insourcing of some services e.g. Mears in Traded services and the expansion of others Housing. (Key Data).

2. Southwark has a similar size workforce to boroughs such as Islington, Newham, Tower Hamlets, Camden and Hackney who have similarly retained key services in-house rather than outsourcing. The average size of London boroughs for 2018/19 was 2,411, or 3,131 for just inner London boroughs.

3. The highest percentage of part time employees is in Children's & Adults' Services (18%). Overall 12% of all employees work part time. *(Reference data 2)*

Reference data 1
Employee numbers by department

	Numbers (headcount)	% of total	FTE
Chief Executive's Department	49	1%	48.5
Children's & Adults Services	1045	25%	973.4
Environment & Leisure	1375	33%	1296.3
Finance & Governance	537	13%	521.6
Housing & Modernisation	985	23%	960.4
Place & Wellbeing	205	5%	197.4
Total	**4196**	**100%**	**3997.6**

Reference data 2
Distribution of full time & part time employees per department & Council wide

	Male		Female	
	Full-time	Part-time	Full-time	Part-time
Chief Executive's Department	38.8%	0.0%	57.1%	4.1%
Children's & Adults Services	21.4%	1.7%	60.5%	16.4%
Environment & Leisure	74.0%	3.4%	15.4%	7.2%
Finance & Governance	43.0%	0.9%	48.2%	7.8%
Housing & Modernisation	43.4%	1.2%	48.3%	7.1%
Place & Wellbeing	45.4%	2.9%	42.9%	8.8%
Total	**47.9%**	**2.1%**	**40.4%**	**9.6%**

Sex

4.   The percentages of female and male employees are equal; 50% of employees are female; 50% are male. *(Reference data 3).* The sex split shows a minor change from the previous year, *(Key Data).* The sex breakdown in council employment is similar to the female population in Southwark (50.5%) but lower than the average across London boroughs (65%). *(Appendix 1)*

5.   There are greater differences in the sex breakdown when looking at a departmental level. *(Reference data 3).* In particular, Environment has a high percentage of male staff compared to the rest of the Council largely due to areas such as waste and cleansing and traded/building services.

6.   There are higher percentages of male employees than female employees in the grades 1-5, amongst building workers and in the higher grade bands, although the total numbers of employees grade 17 and above are relatively small *(Reference data 4)*

Reference data 3
Sex breakdown per department as percentages

	Female	Male
Chief Executive's Department	61%	39%
Children's & Adults Services	77%	23%
Environment & Leisure	23%	77%
Finance & Governance	56%	44%
Housing & Modernisation	55%	45%
Place and Wellbeing	52%	48%
Total	**50%**	**50%**

Reference data 4
Grade distribution, sex and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	**1023**	**288**	**735**	**36**
% of grade band		*28%*	*72%*	*4%*
Building Workers	**118**	**0**	**118**	**1**
% of grade band		*0%*	*100%*	*1%*
Grades 6 - 9 or equivalent	**1565**	**944**	**621**	**105**
% of grade band		*60%*	*40%*	*7%*
Grades 10-12 + Social Work	**1183**	**105**	**112**	**56**
% of grade band		*60%*	*40%*	*5%*
Grades 14-16	**217**	**105**	**112**	**10**
% of grade band		*48%*	*52%*	*5%*
Grades 17 & above	**20**	**6**	**14**	
% of grade band		*30%*	*70%*	
Teacher conditions	**13**	**11**	**2**	
% of grade band		*85%*	*15%*	
Soulbury conditions	**43**	**33**	**10**	
% of grade band		*77%*	*23%*	
Other [1]	**14**	**4**	**10**	
% of grade band		*29%*	*71%*	
Total	**4196**	**2097**	**2099**	**208**

[1] "Other" category mainly consists of employees on various TUPE conditions

7.   The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 place a new mandatory requirement to report annually on our gender pay gap and publish the following information:

- the mean and median gender pay gap which is the difference between the mean and median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees, expressed as a percentage of the male mean.
- the mean and median gender bonus gap which is the difference between the mean and median bonus pay paid to male relevant employees and that paid to female relevant employees, expressed as a percentage of the male mean.
- the proportions of male and female employees who received bonus pay.
- the proportions of male and female employees in quartile pay bands.

9.   Pay includes gross full pay April 2019 pay data for all staff and includes basic pay, certain allowances and shift payments. It does not include overtime payments.

10.   Bonus includes gross bonus payments in a 12 month period i.e. 6th April 18 to 5th April 19 includes bonus payments received by building and trades staff in Building Services and Asset Management. They are paid on a productive pay system (in place since 1994). It is based on output for work generated over and above the required level, over a specified period. This accumulates to a bonus payment.

11.   The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. A positive percentage figure shows that overall, female employees receive lower pay than male employees and a negative percentage figure shows that overall, male employees receive lower pay than female employees.

12.   All organisations employing 250 or more peoples must report the mean and median pay gap data, as well as the proportion of men and women in each quartile pay band. The mean pay gap is a useful overall indication of the gender pay gap, but very large or very small pay rates can distort the figure. The median pay gap is useful indicator of the 'typical' situation in the middle of an organisation and is not distorted by very large or very small pay rates.

13.   **The mean gender pay gap:** Southwark council has a mean gender pay gap of minus6.43%, a reduction –minus 7.91% last year. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 6.43%. This is predominantly due to the larger number of male workers in lower paid roles within the waste and cleansing services.

14.   **The median gender pay gap:** Southwark council has a median gender pay gap of minus12.62% which suggests that typically Southwark male employees are paid at around 12.62% lower than Southwark female employees. The hourly median pay for females is £19.74 compared to £18.54 for males. Compared to last year, the gap between the hourly rate of pay has decreased.

15.   **The average Bonus Pay:** Southwark Council has a mean bonus gender pay gap of 90%. In the period to 6 April 2019, approximately 5.02% of Southwark male

employees were paid a bonus payment compared to 1.18% of Southwark female employees. The data is based on long service awards and the only relevant operational bonus scheme for building and trades staff in Building Services and Asset Management. This is a local longstanding scheme (since 1994) rooted in national conditions. A review of how the bonus payments are awarded in this area revealed no issues of inequality or irregularity based on gender. The bonus scheme is under review.

16. **The proportion of male and female employees in each quartile pay band:** The distribution of men and women through the pay bands by quartile, as shown above, does not reflect the overall gender composition of the workforce which is 50% male and 50% female. Notably, the proportion of men and women in the lower quartile (shown as quartile1) is the *furthest* from the overall gender composition of the workforce at 31.53% female, 68.47% male. A review of the data highlights that for the quartile, there were 1031 employees, 405 of which were cleaning operatives (a male dominated job role); 372 of the 408 cleaning operatives were male.

Gender pay gap

Gender Pay Indicator	April 2018	April 2019
Difference in mean hourly rate of pay	-7.91%	-6.43%
Difference in median hourly rate of pay	-11.76%	-12.62%
Difference in mean bonus pay	93.07%	90.93%
Difference in median bonus pay	87.45%	82.83%
Proportion of male employees who were paid a bonus	4.22%	5.02%
Proportion of female employees who were paid a bonus	0.77%	1.18%

Gender Pay Indicator – Quartile Distribution	Female	Male
Quartile 1 (lowest average pay per hour)	36.97%	63.03%
Quartile 2	54.05%	45.95%
Quartile 3	53.67%	46.33%
Quartile 4 (highest average pay per hour)	54.79%	45.21%

Disabilities

17. On joining Southwark Council staff are asked to self declare if they do or do not have a disability and they are also asked to update their electronic employee record should they develop a disability during employment. The definition of disabled under the Equality Act 2010 applies if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.

18. The percentage of people formally declaring a disability, 5.0% has increased by 0.5% compared to the previous year *(Key Data).* As part of our bi-annual employee survey, in 2017-18 we asked staff whether they consider themselves to have a disability. 10% said they do, which is significantly higher than our formal records and indicates that not all disabled staff are formally declaring their disability. The average across London boroughs is 5.2%, (Appendix 1).

19. The percentages of employees with declared disabilities are lowest on Building Worker grades.

Reference data 5
Staff with disabilities as percentage of departmental numbers

	Disabled
Chief Executive's Department	4.1%
Children's & Adults Services	5.7%
Environment & Leisure	3.0%
Finance & Governance	4.8%
Housing & Modernisation	6.7%
Place & Wellbeing	6.3%
Total	**5.0%**

20. **The mean disability pay gap:** Southwark council has a mean disability pay gap of -0.68%. This indicates that on average, for every £10 a disabled employee earns, non-disabled employees earn £10.07.

21. **The median disability pay gap:** Southwark council has a median disability pay gap of 0.87%, which suggests that typically Southwark disabled employees are paid at around 0.87% lower than Southwark's non-disabled employees. The hourly median pay for disabled staff is £18.10 compared to £18.26 for not disabled staff.

22. **The average Bonus Pay**: Southwark Council has a mean bonus disability pay gap of 45.8%. In the period to 6 April 2019, approximately 2.9% of Southwark disabled employees were paid a bonus payment compared to 3.1% of non-disabled employees. The data is based on long service awards and the only relevant operational bonus scheme for building and trades staff in Building Services and Asset Management. As previously identified this is due to the specific bonus scheme in place within Traded Services.

23. **The proportion of disabled and not disabled employees in each quartile pay band:** The distribution of disabled and non-disabled staff through the pay bands by quartile, as shown above, does not reflect the overall disability composition of the workforce which is 95.3% not disabled and 4.7% disabled. The proportion of disabled staff in the middle quartiles is higher than the overall proportion, and only slightly less in the top quartile.

Disability pay gap

Disability Pay Indicator	April 2019
Difference in mean hourly rate of pay	0.68%
Difference in median hourly rate of pay	0.87%
Difference in mean bonus pay	45.79%
Difference in median bonus pay	81.90%
Proportion of Not Disabled employees who were paid a bonus	3.07%
Proportion of Disabled employees who were paid a bonus	2.87%

Gender Pay Indicator – Quartile Distribution	Declared disabled	Not declared as disabled
Quartile 1 (lowest average pay per hour)	3.48%	96.52%
Quartile 2	6.49%	93.51%
Quartile 3	5.08%	94.92%
Quartile 4 (highest average pay per hour)	4.51%	95.49%

Ethnic Origin

20.   There are a small number of employees who do not have an ethnic origin record, 171 employees (3%). This compares with an average of 13.7% across London boroughs who do not have an ethnic origin *(Appendix 1).*

21.   There is a small change in the percentages of employees who classify themselves as white (50%) or from black and minority ethnic groups (50%) compared to the previous year. *(Key Data).*

22.   When looking at broad ethnic groups the percentages of employees from White and from BAME communities are very similar to the percentages in the Southwark community, where 54% of the population classify themselves as White. *(Appendix 1).* Across London boroughs those employees who classify themselves as White average 59%. *(Appendix 1).*

Reference data 6
Broad ethnic origin of employees as percentage of departmental headcount

	Asian	Black	Mixed	Other	*BAME employees*	White
Chief Executive's Department	9%	9%	0%	0%	17%	83%
Children's & Adults Services	6%	39%	4%	3%	52%	48%
Environment & Leisure	4%	33%	3%	3%	44%	56%
Finance & Governance	8%	32%	4%	3%	48%	52%
Housing & Modernisation	7%	47%	5%	3%	62%	38%
Place & Wellbeing	11%	17%	3%	5%	37%	63%
Total across the council	**6%**	**37%**	**4%**	**3%**	**50%**	**50%**

23.   The percentages of White employees compared to BAME employees change through the grades. Apart from those in Building Worker grades, up to grade 9 there are higher percentages of BAME staff than percentages of White staff. This changes at grades 10-12 and the percentages of BAME employees are lower in grades 14 and above. (Reference data 7)

24.   **The mean ethnicity pay gap:** Southwark council has a mean ethnicity pay gap of -15.15%. This indicates that on average, for every £10 a BAME employee earns, white employees earn £11.52.

25.   **The median ethnicity pay gap:** Southwark council has a median ethnicity pay gap of 12.02%, which suggests that typically Southwark white employees are paid at around 12% more than Southwark's BAME employees. The hourly median pay for white staff is £19.58 compared to £17.22 for BAME staff.

26.   **The average Bonus Pay:** Southwark Council has a mean bonus ethnicity pay gap of 50%. In the period to 6 April 2019, approximately 4.1% of Southwark white employees were paid a bonus payment compared to 2.7% of BAME employees. The data is based on long service awards and the only relevant operational bonus scheme for building and trades staff in Building Services and Asset Management.

27.   **The proportion of white and BAME employees in each quartile pay band:** The distribution of white and BAME staff through the pay bands by quartile, as shown above, does not reflect the overall ethnicity composition of the workforce which is

50.1% white and 49.9% BAME. In the lower two quartiles, there are more BAME staff than the overall ethnicity composition. In the third quartile (the second highest), it is the closest, with 51.4% BAME staff. In the top quartile, 32.7% of staff were BAME and 67.3% were white.

Ethnicity pay gap

Ethnicity Pay Indicator	April 2019
Difference in mean hourly rate of pay	15.15%
Difference in median hourly rate of pay	12.02%
Difference in mean bonus pay	49.96%
Difference in median bonus pay	69.59%
Proportion of White employees who were paid a bonus	4.14%
Proportion BAME employees who were paid a bonus	2.26%

Ethnicity Pay Indicator – Quartile Distribution	BAME	White
Quartile 1 (lowest average pay per hour)	56.64%	43.36%
Quartile 2	58.72%	41.28%
Quartile 3	51.41%	48.59%
Quartile 4 (lhighest average pay per hour)	32.66%	67.34%

28.   Reference data 7

Grade distribution, broad ethnic origin

Grade band	BAME employees	White	Total staff with declared ethnic origin	Staff with Not Stated ethnic origin
Grades 1-5	**547**	**452**	**999**	**24**
%[1]	*55%*	*45%*		
Building Workers	**24**	**47**	**71**	**47**
%[1]	*34%*	*66%*		
Grades 6 - 9 or equivalent	**909**	**614**	**1523**	**42**
%[1]	*60%*	*40%*		
Grades 10-12 +SW's	**494**	**667**	**1161**	**22**
%[1]	*43%*	*57%*		
Grades 14-16	**39**	**173**	**212**	**5**
%[1]	*18%*	*82%*		
Grades 17 & above	**3**	**17**	**20**	**0**
%[1]	*15%*	*85%*		
Teacher conditions	**3**	**10**	**13**	**0**
%[1]	*23%*	*77%*		
Soulbury conditions	**6**	**37**	**43**	**0**
%[1]	*14%*	*86%*		
Other[2]	**1**	**10**	**11**	**3**
%[1]	*7%*	*72%*		
Total **%**	**2026** **50%**	**2027** **50%**	**4053**	**143**

[1] Percentage split of grade band excluding staff with Not Stated status.
[2] "Other" category mainly consists of employees on various TUPE conditions

Age

29.   The average age of employees is 46 years. *(Key Data).* There is not a significant range (43-48) across London but our average is the same as the median age of 46.1 years and younger than the majority of London boroughs *(Appendix 1).*

30.   The largest staff group is in the 40-54 years banding (40.5%) *(Reference data 8)* although we are in the upper quartile in London for the 25-39 age group, which has increased once more last year.

Reference data 8
Employees per age band as percentage of total workforce numbers

Age band	%
16 to 24	3.8%
25 to 39	28.8%
40 to 54	40.5%
55+	26.9%

Length of Service

31.   Employees' length of service is on average 10 years. The average service will be impacted by the large percentage of employees who have over 10 years' service. *(Reference data 9)*

Reference data 9
Employees' length of service & service bandings - total workforce numbers

Average (mean) length of service	10 years
Length of service – bands	**% of employees**
Less than 1 year	9.6%
1 to <2 years	8.7%
2 to <3 years	4.7%
3 to <5 years	10.2%
5 to <10 years	20.7%
10 to <15 years	19%
15 to 20 years	11.1%
20+ years	16.0%
Total	100%

Gender Reassignment, Religion or belief and Sexual Orientation

32. Whilst our employee monitoring data now includes gender reassignment, religion or sexual orientation, we do not hold enough data for it to be statistically significant. For the first time in 2016-17, our bi-annual employee survey carried out asked staff to respond to questions relating to these protected characteristics.

33. In the survey less than 0.5% of staff indicated that their gender identity does not match the gender assigned at birth. Over the last five years, the proportion of the UK population identifying as lesbian, gay or bisexual (LGB) has increased from 1.5% in 2012 to 2.0% in 2017, regionally, people in London were most likely to identify as LGBT which is 2.6% of the national population according to the ONS. Southwark has the second highest gay or bisexual population in London with 5.8% of the population sharing their sexuality in the 2017 according to the ONS, which is broadly reflective of our workforce position.

Religion	%
Christian	44%
Buddhist	1%
Hindu	1%
Jewish	<0.5%
Muslim	3%
Sikh	<0.5%
No religion	27%
Other faith / religion / belief	4%
Prefer not to say	20%
Not provided	<0.5%

Sexual orientation	%
Heterosexual	77%
Gay woman/ lesbian	1%
Gay man	3%
Bisexual	1%
Other	1%
Prefer not to say	17%
Total	**100%**

Section 2: Changes in the Workforce

Starters

34.   There were 509 people who started work with the council within the year. The table below shows the person's department at the end of the financial year not necessarily the department at commencement. *(Reference data 10)*

35.   Those starting during this period have not resulted in any notable changes to the profile of the workforce in terms of sex, age, ethnic origin or disability *(Key data)*.

Reference data 10
Number of starters & department

	Numbers of starters (headcount)
Chief Executive's Department	13
Children's & Adults Services	122
Environment & Leisure	168
Finance & Governance	55
Housing & Modernisation	121
Place & Wellbeing	30
Total	**509**

Leavers

36.   This section provides a detailed look at the reasons why people leave the organisation and their profile.

37.   The dominant reasons for people leaving were on a voluntary basis, i.e. voluntary redundancy, resignation, retirement. Other reasons attracted relatively small numbers of employees.

38.   The most common reason for leaving during 2018-19 was resignation.

39.   Further scrutiny of those who left on the basis of dismissal, e.g. disciplinary or capability, appears in the relevant sections later in this report.

Reference data 11
Leavers by reason, sex and disability

Reason for Leaving	No. of Leavers	Female %	Male %	Total	Of those disabled %
Career Break	8	88%	12%	100%	0%
Deceased	6	17%	83%	100%	17%
Capability Dismissal	7	71%	29%	100%	14%
Disciplinary Dismissal	9	44%	56%	100%	0%
Dismissal - Other	2	100%	0%	100%	0%
Expiration of Contract	32	50%	50%	100%	0%
Redundancy	113	56%	44%	100%	4%
Resignation	305	56%	44%	100%	5%
Retirement Age	17	35%	65%	100%	0%
Retirement Early	0	0%	0%	0%	0%
Retirement Ill Health	8	37%	63%	100%	25%
Total	**507**	**55%**	**45%**	100%	**5%**

Reference data 12
Leavers by reason, BAME employees, White employees

	No. of leavers	BAME employees %	White employees %	Not stated %	Total
Career Break	8	38%	50%	13%	100%
Deceased	6	33%	67%	0%	100%
Capability Dismissal	7	57%	43%	0%	100%
Disciplinary Dismissal	9	44%	56%	0%	100%
Dismissal - Other	2	50%	50%	0%	100%
Expiration of Contract	32	53%	41%	6%	100%
Redundancy	113	58%	42%	0%	100%
Resignation	305	44%	56%	1%	100%
Retirement Age	17	24%	76%	0%	100%
Retirement Early	0				
Retirement Ill Health	8	0%	100%	0%	100%
Total	**507**	**46%**	**53%**	**1%**	100%

Reference data13
Leavers by reason & age bands

	No. of leavers	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	8	0%	63%	25%	13%	100%
Deceased	6	0%	17%	50%	33%	100%
Capability Dismissal	7	0%	29%	29%	43%	100%
Disciplinary Dismissal	9	11%	0%	89%	0%	100%
Dismissal - Other	2	50%	50%	0%	0%	100%
Expiration of Contract	32	28%	31%	38%	3%	100%
Redundancy	113	2%	23%	41%	35%	100%
Resignation	305	7%	51%	28%	14%	100%
Retirement Age	17	0%	0%	0%	100%	100%
Retirement Early	0	0%	0%	0%	0%	100%
Retirement Ill Health	8	0%	0%	38%	63%	100%
Total	**507**	**7%**	**40%**	**32%**	**22%**	100%

Section 3: Performance Management & Increments

This monitor looks at incremental awards primarily through the performance management scheme but will also include increments awarded as part of any career or qualification progression in 2018.

40.   68% of the workforce were eligible for an incremental award for 2018/19 performance i.e. were not at the maximum increment for their grade. Figures in the reference data below relate only to staff who were eligible for an increment.

41.   65% of eligible staff (or 44% of all staff) were awarded an increment, slightly less than last year. *(Reference data 14)*

Reference data 14
Incremental awards – Council wide position

Incremental awards	Increment given	No increment given
2013 % of employees	56%	44%
2014 % of employee	74%	26%
2015 % of employees	58%	42%
2016 % of employees	55%	45%
2017 % of employees	67%	33%
2018 % of employees[1]	65%	35%

[1] Data for incremental awards 2018 as at 10th September 2019

Reference data 15
Incremental awards by sex

Sex	Increment Given	No Increment Given
Female	66%	34%
Male	64%	36%

Reference data 16
Incremental awards by disability

Disability Status	Increment Given	No Increment Given
Disabled	65%	35%
Not Disabled	65%	35%

Reference data 17
Incremental awards by broad ethnic origin

Broad Ethnic Origin	Increment Given	No Increment Given
Asian	63%	37%
Black	65%	35%
Mixed	60%	40%
Not Stated	45%	55%
Other	66%	34%
White	66%	34%

Reference data 18
Incremental awards by age band

Age Band	Increment Given	No Increment Given
16 to 24	50%	50%
25 to 39	67%	33%
40 to 54	65%	35%
55+	62%	38%

Section 4 – Sickness

42.   Average sickness per person of 7.1 days, showed an increase of 0.6 days per person (Reference data 19). This is lower than the average sickness across London boroughs of 8.6 days. (Appendix 1). Of note is the significant proportion of staff who had no sickness absence during the year (51%).

43.   There are multiple recorded reasons for sickness which are grouped as shown *(Reference data 20)*. The "internal disorders" grouping alone covers over a hundred conditions, but will include chronic health disorders such as angina, chest infections, stroke etc.

44.   At present a high percentage of sickness absence does not have a recorded reason and it is likely that this is resulting in underreporting of stress, depression and anxiety related absence.

45.   According to the Health and Safety Executive in 2017/18 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 57% of all working days lost due to ill health within the UK. Stress, depression or anxiety is more prevalent in public service industries, such as education; health and social care; and public administration and defence. Changes have been made to our systems to improve data capture in the coming years.

46.   Occupational health data shows us that a high proportion of referrals (22%) are related to mental health conditions.

Reference data 19
Annual average days' sickness per person over five years

Year	Average sickness absence
2018-19	7.1
2017-18	6.47
2016-17	6.20
2015-16	6.63
2013-14	7.77

Reference data 20
Recorded reasons for sickness absence 2018-19

Reason[1]	%
Minor conditions	45.4%
Muscular skeletal	24.8%
Medical conditions	19.3%
Stress/ depression/ anxiety/ mental health	9.2%
Back problems	1.2%

[1] Excludes where not stated

Reason	%
Internal disorders	24.9%
Muscular skeletal	19.6%
Nervous system	9.1%
Infectious diseases	6.2%
Stress	6.0%
Injury, fracture	5.2%
Cold, cough, flu	4.5%

Ear/nose/throat-ENT	4.3%
Pregnancy related	2.9%
Chest & respiratory	2.4%
Gastrointestinal	2.4%
Disability related	2.3%
Anxiety/Depression	1.7%
Mental health	1.5%
Cancer	1.4%
Genitourinary/gynae	1.3%
Back	1.2%
Headache/migraine	1.1%
Heart/blood pressure	0.8%
Eye related	0.3%
Dental & oral	0.3%

[1] Excludes where not stated

Section 5 – Learning & Development

Introduction

47. Southwark Council remains committed to supporting the continued development of its workforce in line with our Fairer Future principles which shape everything we do. This means a Learning and Development programme focused on providing quality, flexible and accessible learning opportunities to all our staff.

48. Our programme is designed in line with the 70:20:10 learning model and provides opportunities for our staff to learn by doing (70%), learn from others (20%) and learn through for formal training. It covers technical, IT, business management, people management, professional and personal development training. It also supports skills for life development, with an overall focus on skills and talent development to meet organisational needs.

Learning and Development in 2018/19

49. The Learning and Development programme is delivered through our well established and engaging Learner Management System (LMS). The system is used to manage, accurately report on and evaluate all the learning and development activities coordinated or supported by the corporate Learning and Development (L&D) team.

50. It should be noted that the data below only relates to training activities that have been coordinated and recorded in the council's LMS, My Learning Source. Training organised locally is also recorded on the LMS, where known. However, managers and staff do still record additional training/learning and development locally. We have made good progress in using the council's LMS as a central source for all learning and development information and will continue to do so, moving forward.

51. In 2018/19, a total of 914 learning and development sessions were delivered (and 111 e-learning modules made available) with 2511 members of staff attending (this includes completion of e-learning courses). Out of 9078 learning activities completed, 3715 (41%) were delivered face to face and 5363 (59%) were delivered online. As mentioned before, this data only relates to learning and development activities coordinated or supported by the L&D team so there will still be some local learning/development activities that cannot be reported on, at this time.

52. The data suggests that, when looking at training completion (classroom-based and e-learning):
    - The proportion of training completed by BME staff is in line with the proportion of BME staff in the workforce (reference data 21)
    - The proportion of training completed by disabled staff is lower than the proportion of disabled staff in the workforce (reference data 22)
    - The proportion of training completed by women is higher than the proportion of women in the workforce (reference data 23)
    - The proportion of training completed by grade groups is in line with the grade distribution in the workforce (reference data 24)

Reference data 21

Training completed by employee ethnic group

	No. of completions	% of overall completion
BAME	4510	49.7
White	4361	48
Not stated	207	2.3
Total	9078	100

Reference data 22

Training completed by employee who declared a disability

	No. of completions	% of overall completion
Did not declare as disabled	8469	93.3
Declared as disabled	609	6.7
Total	9078	100

Reference data 23

Training completed by employee sex

	No. of completions	% of overall completion
Female	5696	62.7
Male	3382	37.3
Total	9078	100

Reference data 24

Training completed by employee grade group

	No. of completions	% of overall completion
Grades 6-9 + DSO + NC01 + RCO	4396	48.4
Grades 10-12 +SW's	3068	33.8
Grades 1-5	1092	12.0
Grades 14-16	420	4.6
Soulbury Conditions	52	0.6
Grades 17 & above	20	0.2
Building Workers	9	0.1
Other Grade	6	0.1
Teacher Conditions	5	0.1
Total	9068	100

Growing our own

53. We continue to deliver our well-established 'growing our own' programmes to support the development and progression of our workforce within the council. The first, our Apprenticeship and First Entry Trainee programme, provides opportunities to join the council and the second, our Southwark Leadership Development programme, delivered as through the Institute of Leadership and Management (ILM).

Apprentices and First Entry Trainee Programme

54.   Southwark has a council plan target to have 3% of our workforce who are apprentices or first entry trainees. The total of individuals on this programme was 129, with 106 being apprentices and 23 trainees. This equates to 3.1% of our workforce of 4,196, 21% of our total new joiners for the year and a slight decrease for 0.4% from 2017/18.

Development Pathway	2016/17	2017/18	2018/19
Apprentices	98	111	106
Trainees	28	35	23
Total	126 (3.1%)	146 (3.5%)	129 (3.1%)

Apprentices and trainees by employee ethnic group

	Apprentices	% of apprentices	Trainees	% of trainees
BAME	57	54	11	48
White	49	46	10	43
Not stated	0	0	2	9
Total	106	100	23	100

Apprentices and trainees by employee disability status

	Apprentices	% of apprentices	Trainees	% of trainees
Not Disabled	90	85	22	96
Disabled	16	15	1	4
Total	106	100	23	100

Apprentices and trainees by employee sex

	Apprentices	% of apprentices	Trainees	% of trainees
Female	60	57	10	43
Male	46	43	13	57
Total	106	100	23	100

Apprentices and trainees by employee grade group

	Apprentices	% of apprentices	Trainees	% of trainees
Grades 1-5	96	90	6	25
Grades 6-9 + DSO + NC01 + RCO	9	9	17	74
Grades 10-12 +SW's	1	1	0	0
Total	106	100	23	100

Apprentices who secured a promotion or employee grade increase on completion

	Total (109)	% of apprentices
Ethnic group		
BME	54	49.5
White	55	50.5
Disability status		
Not Disabled	2	2
Disabled	107	98
Sex		
Female	66	61
Male	41	38
Age on entry group		
16 to 24	60	55
25 to 39	43	39
40 to 55	6	6
Grade on completion group		
Grades 2 to 3	4	4
Grades 4 to 5	20	18
Grades 6 to 7	40	37
Grades 8 to10	45	41

Professional Qualification Scheme

55.   Our long standing Professional Qualification Scheme (PQS) application process transitioned to My Learning Source. A parallel application process still exists for staff with limited access to technology.

PQS approvals by employee ethnic group

	No. of approvals	% of overall approvals
BAME	63	44.1
White	79	55.2
Not stated	1	0.7
Total	143	100

PQS approvals by employee disability status

	No. of approvals	% of overall approvals
Not Disabled	136	95.1
Disabled	7	4.9
Total	143	100

PQS approvals by employee sex

	No. of approvals	% of overall approvals
Female	73	51
Male	70	49
Total	143	100

PQS approvals by employee age group

	No. of approvals	% of overall approvals
25 to 39	70	48.9
40 to 55	52	36.4
55+	15	10.5
16 to 24	6	4.2
Total	143	100

PQS approvals by employee grade group

	No. of approvals	% of overall approvals
Grades 10-12 +SW's	64	44.7
Grades 6-9 + DSO + NC01 + RCO	53	37.1
Grades 1-5	12	8.4
Grades 14-16	11	7.7
Soulbury Conditions	3	2.1
Total	143	100

PQS approvals by employee department

	No. of approvals	% of overall approvals
Environment & Leisure	46	32.1
Housing and Modernisation	39	27.3
Finance & Governance	27	18.9
Children's and Adults' Services	24	16.8
Place and Wellbeing	6	4.2
Chief Executive's Department	1	0.7
Total	143	100

PQS 2018-19 approvals who secured a promotion since their approval

	Total (15)	% of overall approvals
Ethnic group		
BME	7	4.9
White	8	5.6
Disability status		
Not Disabled	14	9.8
Disabled	1	0.7
Sex		
Female	7	4.9
Male	8	5.6
Age group		
25 to 39	8	5.6
40 to 55	7	4.9
55+	0	0
16 to 24	0	0
Grade group		
Grades 10-12 +SW's	4	2.8
Grades 6-9 + DSO + NC01 + RCO	7	4.9
Grades 1-5	1	0.7
Grades 14-16	3	2.1
Soulbury Conditions	0	0
Department		
Environment & Leisure	6	4.2
Housing and Modernisation	5	3.5
Finance & Governance	2	1.4
Children's and Adults' Services	1	0.7
Place and Wellbeing	1	0.7
Chief Executive's Department	0	0

Southwark Leadership Development Programme

56.   As part of PQS, our managers are encouraged to apply for sponsorship to attend one of our ILM accredited leadership and management qualifications which are offered at levels 2, 3, 5 and 7. It is worth noting that the level 7 programmes were introduced in 2017.

57.   In 2018/19, 89 managers and aspiring managers have started a new ILM management qualification at levels 2, 3, 5 and 7. There are currently 34 managers partly through their studies.

58.   These ILM programmes continue to be well received across the council and since the programme in 2014, 327 managers have completed a programme.

Southwark Manager Learning Programme

59. Last year Southwark Council saw the launch of a blended learning programme for people managers, covering the areas of people management, business management, personal impact, resilience and wellbeing. So far 279 (32%) out of 862 people managers set up on My Learning Source have started this programme.

Section 6 - Disciplinary Investigations & Outcomes

60. Note – two separate activities are described in this section; staff subject to disciplinary investigation and the outcomes of disciplinary hearings. The information below is not necessary linked, i.e. some of the cases that are captured in "investigations" would not have reached the stage of a completed disciplinary hearing.

61. The number of staff who were subject to disciplinary investigation and/or disciplinary action is a very small percentage of all employees, 1% *(Reference data 24 & Key Data)*.

62. On 29 occasions disciplinary actions resulted in either a warning or dismissal. (References data 26 & 27). Those subject to such actions are 0.7% of all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. sex, ethnic profile or disability is questionably statistically valid.

63. It is difficult to draw conclusions from relatively low numbers when considered against the overall workforce. However, we do carry out analysis and monitoring of individual cases to ascertain whether more detailed action is necessary.

Reference data 24
Investigations by sex & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	7	35	42	0
Investigations in Progress	6	2	8	0
Total[1]	**13**	**37**	**50**	**0**

[1] Note in addition 5 investigations resulted in a guidance interview; on 4 occasions there was no further action; on 1 occasion the employee left before the investigation concluded.

Reference data 25
Investigations by broad ethnic origin

	BAME employees	White employees	Not stated	Total
Disciplinary Action Pursued	20	20	2	42
Investigations in Progress	8			8
Total[1]	**28**	**20**	2	**50**

[1] Note in addition 5 investigations resulted in a guidance interview; on 4 occasions there was no further action; on 1 occasion the employee left before the investigation concluded.

Reference data 26
Disciplinary action by sex & by disability

	Female	Male	**Total**	Of those - disabled
Dismissal	4	12	**16**	0
Final written warning	0	8	**8**	0
Written warning	2	3	**5**	0

Guidance Interview	0	4	**4**	0
Total[2]	**6**	**27**	**33**	**0**

[2] Note in addition
- On 5 occasions the employee left during a disciplinary process
- 4 still in progress

Reference data 27
Disciplinary action by broad ethnic origin

	BAME employees	White employees	Not stated	Total
Dismissal	6	9	1	**16**
Final written warning	2	6		**8**
Written warning	3	2		**5**
Guidance Interview	3		1	**4**
Total[2]	**14**	**17**	**2**	**33**

[2] Note in addition
- On 5 occasions the employee left during a disciplinary process
- 4 still in progress

Section 7 - Capability Action & Outcomes

64.   The numbers subject to capability action, including performance and sickness, are a small percentage of all employees *(References data 28 & 29),* 17 concluded cases represents 0.4% all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 28
Capability action by sex & by disability

	Female	Male	**Total**	Of those - disabled
Dismissal	3	2	**5**	0
Written warning	0	1	**1**	0
Monitoring	0	8	**8**	0
Other outcomes	1	1	**2**	0
No Action	2	1	**3**	0
Total	**5**	**12**	**17**	**0**

- On 2 occasions the employee left during the capability process
- 1 case still in progress

Reference data 29
Capability action by broad ethnic origin

	BAME employees	White employees	Total
Dismissal	3	2	5
Written warning	0	1	1
Monitoring	5	3	8
No action	2	1	3
Total	**10**	**7**	**17**

- On 2 occasions the employee left during the capability process
- 1 case still in progress

Section 8 - Staff Complaints

65.   Note this data relates to individual employee complaints that require a formal process to resolve. Many complaints can be resolved informally or through mediation; all parties are encouraged to pursue such actions as a first step.

66.   The numbers of staff that submit a formal complaint at stage 1 are very few. *(Reference data 30 & 31); 27* employees represent 0.6% of the workforce. *(Key data).*

67.   Stage 2 complaints are those where the employee is not satisfied with the outcome at stage one and identifies grounds for appeal.

68.   Where there are such small numbers drawing conclusions at a more detailed level, e.g. sex, ethnic profile or disability is questionably valid.

Reference data 30
Stage 1 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	6	2	8	1
Partially upheld	1	5	6	1
Upheld	0	1	1	0
In progress	6	6	12	1
Total[1]	**13**	**14**	**27**	**3**

[1] In addition 11 stage 1 registered complaints were withdrawn.

Reference data 31
Stage 1 complaints by broad ethnic origin

	BAME employees	White employees	Not Stated	Total
Not upheld	2	5	1	8
Partially upheld	3	3	0	6
Upheld	0	1	0	1
In progress	9	3		12
Total[1]	**14**	**12**	**1**	**27**

[1] In addition 11 stage 1 registered complaints were withdrawn.

Reference data 30A
Stage 2 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Partially upheld	0	1	1	0
Total[1]	**0**	**1**	**1**	**0**

Reference data 31A
Stage 2 complaints by broad ethnic origin

	BAME employees	White employees	Total
Partially upheld	1	0	1
Total[1]	**1**	**0**	**1**

Section 9 - Respect at Work

Note; the procedure will cover complaints on all forms of harassment and bullying.

69.   The numbers of employees making a formal complaint are few; 23 employees represents less than 0.5% of the workforce.

70.   Where there are such small numbers drawing conclusions at a more detailed level, e.g. sex, ethnic profile or disability is questionably valid.

Reference data 32
Complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	6	6	12	1
Upheld	2	0	2	0
Partially upheld	5	1	6	0
In progress	3	0	3	0
Total [1]	**16**	**7**	**23**	**1**

[1] In addition 4 complaints were withdrawn.

Reference data 33
Complaints by broad ethnic origin

	BAME employees	White employees	Total
Not upheld	10	2	12
Upheld	2	0	2
Partially upheld	4	2	6
In progress	3	0	3
Total [1]	**19**	**4**	**23**

[1] In addition 4 complaints were withdrawn.

Section 10 - Recruitment

71.   The following looks at recruitment projects over the year 2018-19. A recruitment project is an advertised job(s) with a defined closing date. More than one media (advertisements) may be used in each project. The following looks at 423 recruitment projects; of these

- There were 34 with 50 or more applicants.
- There were 163 with 5 or fewer applicants.

72.   Some jobs have been the subject of more than one recruitment project. For example, Project Support officer and Customer Services officer appear several times and each project is counted separately. Only those projects that attracted an applicant response are shown. Applicants who withdrew from the process are excluded completely from the details below.

73.   Overall there were 6,714 people who pursued an application.

74.   Looking at sex and disability the success of people at the hired stage of the recruitment process are in line with the percentages of people who applied, i.e. female / male, not disabled / disabled, (*Reference data 34 & 35)*.

Reference data 34
Sex
Female applicants, 3,662; Male applicants, 2,936; Not stated or prefer not to say, 116

Status	Female	Male	Not stated	Total
Hired	56%	42%	2%	100%
Shortlisted	59%	40%	2%	100%
Applicants	55%	44%	1%	100%

* Hired here means an offer of appointment, not that the person has yet started work

Reference data 35
Disability
Disabled applicants, 817; not disabled applicants, 5,800; Not stated, 97.

Status	Disabled	Not Disabled	Not stated	Total
Hired	11%	87%	2%	100%
Shortlisted	14%	85%	2%	100%
Applicants	12%	86%	1%	100%

* Hired here means an offer of appointment, not that the person has yet started work

75.   When looking at broad ethnic origin, (Reference data 36), the success of people at the shortlisting stage is in line with the percentages of people who applied.

Reference data 36
Broad Ethnic Origin
BAME applicants, 4,839; White applicants, 2,130; Not stated, 195.

	BAME	White	Not stated	Total
Hired	47%	51%	2%	100%
Shortlisted	63%	35%	2%	100%
Applicants	65%	32%	3%	100%

* Hired here means an offer of appointment, not that the person has yet started work

Section 11 – Agency Workers

76. Agency workers are not employees of the Council but are an important resource in the delivery of the council's services. On the first working Monday of each month a snapshot is compiled of agency workers in use.

77. Monitors over the financial year 2018-19 show that numbers ranged from 412 to 480. (Reference data 37)

Reference data 37
Agency Workers – numbers via monthly snapshot 2018-19[1]

	No. Headcount
April	439
May	450
June	462
July	464
August	437
September	412
October	424
November	444
December	448
January	438
February	466
March	480

[1] The numbers of agency workers in use as at the monitoring date, i.e. first working Monday of each month.

54. The average numbers in use fluctuates monthly and over the year was 447 workers. This is slightly lower to last year with 458.

Appendix 1

Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London & the South-east of England approximately 25% of our staff were Southwark residents. It is however interesting to look at how the profile of the workforce compares to the Southwark community and where possible across London.

This Section provides some basic information about the Borough drawn from the 2011 census.

It also includes key data comparing the council's workforce with other London boroughs, albeit this must viewed with caution. Increasingly the services provided will differ between boroughs. This will, for example, impact on the sex profile where particular services remain male or female dominated. Service type and organisation size is also known to affect how organisations perform, for example sickness absence tends to be higher in large multi functional organisations.

Some key data is as follows.

Census data - Southwark borough

All data drawn from ONS census 2011 – key statistics

1. Population figures, sex & economically active comparisons

	Southwark borough information	England Country
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	142,618	26,069,148
	49.5%	**49.2%**
2011 Population: Females	145,665	26,943,308
	50.5%	**50.8%**
Economically Active; Employee; Full-Time	42%	39%
Economically Active; Employee; Part-Time	9.9%	13.7%
Economically Active; Self-Employed	10.0%	9.8%
Economically Active; Unemployed	6.0%	4.4%
People aged 16 and over with 5 or more GCSEs grade A-C, or equivalent	10.2%	15.2%
People aged 16 and over with no formal qualifications	16.3%	22.5%

2. Occupations of all people in employment, March 2011

	Southwark	England
Managers, directors and senior officials	11%	11%
Professional occupations	26%	18%
Associate professional and technical occupations	17%	13%
Administrative and secretarial occupations	10%	12%
Skilled trades occupations	7%	11%
Caring, leisure and other service occupations	8%	9%
Sales and customer service occupations	7%	8%
Process, plant and machine operatives	3%	7%
Elementary occupations	12%	11%

3. Ethnic Origin

	Southwark – Borough (Numbers)	(%s)	London – Region (%s)	England – Country (%s)
All Usual Residents	288283			
White; English/Welsh/Scottish/Northern Irish/British	114534	39.7%	45%	79.8%
White; Irish	6222	2.2%	2%	1.0%
White; Gypsy or Irish Traveller	263	0.1%	0%	0.1%
White; Other White	35330	12.3%	13%	4.6%
White		**54.2%**	**59.8%**	**85.4%**
Mixed/Multiple Ethnic Groups; White and Black Caribbean	5677	2.0%	1%	0.8%
Mixed/Multiple Ethnic Groups; White and Black African	3687	1.3%	1%	0.3%
Mixed/Multiple Ethnic Groups; White and Asian	3003	1.0%	1%	0.6%
Mixed/Multiple Ethnic Groups; Other Mixed	5411	1.9%	1%	0.5%
Mixed		**6.2%**	**5.0%**	**2.3%**
Asian/Asian British; Indian	5819	2.0%	7%	2.6%
Asian/Asian British; Pakistani	1623	0.6%	3%	2.1%
Asian/Asian British; Bangladeshi	3912	1.4%	3%	0.8%
Asian/Asian British; Chinese	8074	2.8%	2%	0.7%
Asian/Asian British; Other Asian	7764	2.7%	5%	1.5%
Asian		**9.4%**	**18.5%**	**7.8%**
Black/African/Caribbean/Black British; African	47413	16.4%	7%	1.8%
Black/African/Caribbean/Black British; Caribbean	17974	6.2%	4%	1.1%
Black/African/Caribbean/Black British; Other Black	12124	4.2%	2%	0.5%
Black		**26.9%**	**13.3%**	**3.5%**
Other Ethnic Group; Arab	2440	0.8%	1%	0.4%
Other Ethnic Group; Any Other Ethnic Group	7013	2.4%	2%	0.6%
Other		**3.3%**	**3%**	**1.0%**
Totals		100.0%	100.0%	100.0%

The following information relates to year 2018/19. The data that is shown is based on no fewer than submissions from 30 London boroughs although not every borough will have submitted data for every area.

In considering this information –

- The London mean (average) data is shown.

- It must be re-emphasised that there are significant differences in the organisations presenting data, e.g. Islington has around 4,393 directly employed staff (headcount), Sutton 1,117 directly employed staff (headcount).

- Organisations collect and define data in different ways, e.g. some councils extrapolate from survey information others such as Southwark rely on actual declarations.

- Only data which links to Southwark's statistics shown in the body of this report is shown.

1. Average Headcount of employees
- 2,400 staff

2. Average age
- 46.12 years. Across London boroughs those in 16-24 years age band are 3.25% of the workforce and those aged 65 and older are 3.3% . (Note there are significant variations in data submitted by boroughs in response to this question, one borough's return being 1.1%, another 6.21% and 1.52% - 4.71% respectively - which is out of step with all other responses)

3. Sex profile
- Male 38%
- Female 62%

4. Disabled staff
- 5.22% of the workforce

5. Broad Ethnic Origin
Not known – 13.49% of remainder

Broad Ethnic Origin	%
Asian (inc Chinese)	12.52%
Black	22.74%
Mixed	3.68%
White	59.92%
Other	2.14%

6. Length of Service

Range	%
Less than a year	11.69%
1 - < 2 years	10.61%
2 - < 3 years	8.28%
3 - < 5 years	11.77%
5 - < 10 years	17.04%
10 - < 15 years	15.85%
15 - < 20 years	11.35%
20 years & above	13.40%

7. Sickness Absences

- Average sickness days per person 8.16 days

8. Turnover

- All 14.81%
- Resignations 9.40%
- Leavers with less than 1 years service 16.89%