

## Workforce report 2019-20

This report looks at the profile of Southwark Council employees and at human resources management activities over financial year 2019-20.

### 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 2019-20.
3. All workforce profile data will be at the end of the year 2019-20.
4. All data related to the outcomes of HR activity will cover the period April 2019 – March 2020, 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 employee 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. Has been 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](http://www.southwark.gov.uk)

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## Key data - Workforce 2019-20

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 2019-20		Context			
<b>Number of employees (headcount)</b>		Number of employees (headcount)			
4293		<b>Year</b>	<b>Headcount</b>		
		Year 2019-20	4293		
		Year 2018-19	4196		
		Year 2017-18	4110		
		Year 2016-17	4150		
		Year 2015-16	4538		
<b>Sex Profile of Employees</b>			<b>Sex Profile</b>		
	<b>Number</b>	<b>%</b>	<b>Year</b>	<b>% Female employees</b>	
Female	2149	50%	Year 2019-20	50%	
Male	2144	50%	Year 2018-19	50%	
			Year 2017-18	51%	
			Year 2016-17	51%	
			Year 2015-16	51%	
<b>Broad Ethnic Profile</b>			<b>Broad Ethnic Profile</b>		
	<b>Number</b>	<b>%</b>	<b>Year</b>	<b>% BAME employees</b>	<b>% White employees</b>
Black employees	1558	38%	Year 2019-20	51%	49%
Asian employees	254	6%	Year 2018-19	50%	50%
Mixed employees	161	4%	Year 2017-18	49%	51%
Other employees	130	3%	Year 2016-17	49%	51%
BAME employees	2103	51%	Year 2015-16	48%	52%
White employees	2031	49%			
Total	4134	100%			
<i>Excludes those with no ethnic origin stated = 159 employees</i>					
<b>Employees with Disabilities</b>			<b>Disability</b>		
	<b>Number</b>	<b>%</b>	<b>Year</b>	<b>% Disabled</b>	
Employees	260	6.1%	Year 2019-20	6.1%	
			Year 2018-19	5.0%	
			Year 2017-18	4.5%	
			Year 2016-17	2.7%	
			Year 2015-16	3.3%	
<b>Average age of the workforce</b>			<b>Age</b>		
46 years			<b>Year</b>	<b>Average age (years)</b>	
			Year 2019-20	46.4	
			Year 2018-19	46.0	
			Year 2017-18	45.7	
			Year 2016-17	45.2	
			Year 2015-16	45.1	

## Section 1: Workforce Numbers & Employee Profiles

1. The headcount of employees was 4,293. This excludes casual workers and others who are not directly employed such as agency workers. A workforce population of 4,293 is an increase of 2.3% of employee numbers in 2018-19. This is predominantly due to the insourcing of some services e.g. Adopt South London in Children's Services and the conversion of Agency workers in Waste and Cleansing. (Key Data).
2. Southwark has a similar size workforce to boroughs such as Islington, Tower Hamlets, Camden, Greenwich and Hackney who have similarly retained key services in-house rather than outsourcing. The average headcount of London boroughs for 2019/20 was 2,719, or 3,393 for just inner London boroughs.
3. The highest percentage of part time employees is in Children's & Adults' Services (16.4%). Overall 10.4% 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	43	1%	41.72
Children's & Adults Services	1115	26%	1040.78
Environment & Leisure	1382	32%	1312.45
Finance & Governance	548	13%	533.84
Housing & Modernisation	997	23%	976.84
Place & Wellbeing	208	5%	202.7
<b>Total</b>	<b>4293</b>	<b>100%</b>	<b>4108.33</b>

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	44.2%	0.0%	44.2%	11.6%
Children's & Adults Services	21.1%	1.3%	62.5%	15.1%
Environment & Leisure	75.3%	2.6%	15.3%	6.8%
Finance & Governance	43.3%	0.7%	48.5%	7.5%
Housing & Modernisation	44.5%	1.3%	48.8%	5.4%
Place & Wellbeing	46.7%	1.4%	44.7%	7.2%
<b>Total</b>	<b>48.3%</b>	<b>1.6%</b>	<b>41.3%</b>	<b>8.8%</b>

## 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 no change from last 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 (61%). (*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, in areas such as waste and cleansing and traded/building services, compared to the rest of the Council.
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	56%	44%
Children's & Adults Services	78%	22%
Environment & Leisure	22%	78%
Finance & Governance	56%	44%
Housing & Modernisation	54%	46%
Place and Wellbeing	52%	48%
Total	<b>50%</b>	<b>50%</b>

Reference data 4

### Grade distribution, sex and disability

Grade band	Total	Female	Male	Disabled staff
<b>Grades 1-5</b>	<b>1008</b>	<b>266</b>	<b>742</b>	<b>40</b>
% of grade band		26%	74%	4%
<b>Building Workers</b>	<b>66</b>	<b>0</b>	<b>66</b>	<b>1</b>
% of grade band		0%	100%	2%
<b>Grades 6 - 9 or equivalent</b>	<b>1550</b>	<b>936</b>	<b>614</b>	<b>128</b>
% of grade band		60%	40%	8%
<b>Grades 10-12 + Social Work</b>	<b>1294</b>	<b>780</b>	<b>514</b>	<b>74</b>
% of grade band		60%	40%	6%
<b>Grades 14-16</b>	<b>241</b>	<b>111</b>	<b>130</b>	<b>14</b>
% of grade band		46%	54%	6%
<b>Grades 17 &amp; above</b>	<b>22</b>	<b>8</b>	<b>14</b>	<b>-</b>
% of grade band		36%	64%	-
<b>Teacher conditions</b>	<b>11</b>	<b>9</b>	<b>2</b>	<b>-</b>
% of grade band		82%	18%	-
<b>Soulbury conditions</b>	<b>43</b>	<b>35</b>	<b>8</b>	<b>-</b>
% of grade band		81%	19%	-

<b>Other<sup>1</sup></b>	<b>58</b>	<b>4</b>	<b>54</b>	<b>3</b>
% of grade band		7%	93%	5%
<b>Total</b>	<b>4293</b>	<b>2149</b>	<b>2144</b>	<b>208</b>

<sup>1</sup>"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 2020 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. April 2019 to March 2020 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 minus 6.62%, a slight increase from minus 6.43% last year. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 6.62%. 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 minus 10.02% which suggests that typically Southwark male employees are paid at around 10.02% lower than Southwark female employees. The hourly median pay for females is £19.42 compared to £17.65 for males. Compared to last year, the gap between the hourly rate of pay has increased.
15. **The average Bonus Pay:** Southwark Council has a mean bonus gender pay gap of 91%. In the period, approximately 4.53% of Southwark male employees were paid a bonus payment compared to 1.21% 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. The bonus scheme has been reviewed and a new pay and grading structure is out for consultation at the point of writing this report.
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 29.88% female, 70.12% male. A review of the data highlights that for the quartile, there were 1,051 employees, 557 of which work in Waste and Cleansing (a male dominated area); 521 of the 557 staff were male.

#### Gender pay gap

Gender Pay Indicator	April 2019	April 2020
Difference in mean hourly rate of pay	-6.43%	-6.62%
Difference in median hourly rate of pay	-	-
Difference in mean bonus pay	90.93%	91.84%
Difference in median bonus pay	82.83%	90.68%
Proportion of male employees who were paid a bonus	5.02%	4.53%
Proportion of female employees who were paid a bonus	1.18%	1.21%

Gender Pay Indicator – Quartile Distribution	Female	Male
Quartile 1 (lowest average pay per hour)	29.88%	70.12%
Quartile 2	58.37%	41.63%
Quartile 3	59.66%	40.34%
Quartile 4 (highest average pay per hour)	51.14%	48.86%

## Disabilities

17. On joining Southwark Council staff are asked to share 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 sharing a disability, 6.1% (260 individuals) has increased by 1.1% compared to the previous year (*Key Data*). Our bi-annual employee survey has been delayed in 2020, for reference 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 6.25%, (Appendix 1).
19. The percentages of employees who shared they had a disability are lowest on Building Worker, Teaching/Soulbury and the Grade 17+.

Reference data 5

### Staff with disabilities as percentage of departmental numbers

	Disabled
Chief Executive's Department	7.0%
Children's & Adults Services	6.5%
Environment & Leisure	3.8%
Finance & Governance	6.2%
Housing & Modernisation	8.5%
Place & Wellbeing	6.3%
<b>Total</b>	<b>6.1%</b>

20. **The mean disability pay gap:** Southwark council has a mean disability pay gap of -1.52%. This indicates that on average, for every £10 a disabled employee earns, non-disabled employees earn £10.15.
21. **The median disability pay gap:** Southwark council has a median disability pay gap of 1.49%, which suggests that typically Southwark disabled employees are paid at around 1.49% lower than Southwark's non-disabled employees. The hourly median pay for disabled staff is £18.69 compared to £18.97 for not disabled staff.
22. **The average Bonus Pay:** Southwark Council has a mean bonus disability pay gap of 62.52%. In the period, approximately 2.79% of Southwark disabled employees were paid a bonus payment compared to 3.37% 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 93.9% not disabled and 6.1% 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**

<b>Disability Pay Indicator</b>	<b>April 2019</b>	<b>April 2020</b>
Difference in mean hourly rate of pay	0.68%	1.52%
Difference in median hourly rate of pay	0.87%	1.49%
Difference in mean bonus pay	45.79%	62.52%
Difference in median bonus pay	81.90%	88.66%
Proportion of Not Disabled employees who were paid a bonus	3.07%	2.79%
Proportion of Disabled employees who were paid a bonus	2.87%	3.37%

<b>Gender Pay Indicator – Quartile Distribution</b>	<b>Shared disabled</b>	<b>Not shared as disabled</b>
Quartile 1 (lowest average pay per hour)	4.26%	95.74%
Quartile 2	8.61%	91.39%
Quartile 3	6.38%	93.62%
Quartile 4 (highest average pay per hour)	4.93%	95.07%

## Ethnic Origin

24. There are a small number of employees who do not have an ethnic origin record, 159 employees (3.7%). This compares with an average of 13.7% across London boroughs who do not specify ethnic origin (*Appendix 1*).
25. There is minimal change in the percentages of employees who classify themselves as white (49%) or from black and minority ethnic groups (51%) compared to the previous year. (*Key Data*).
26. When looking at broad ethnic groups the percentages of employees from White and from Black, Asian and Minority Ethnic (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 49.5%. (*Appendix 1*).
27. **The mean ethnicity pay gap:** Southwark council has a mean ethnicity pay gap of -14.67%. This indicates that on average, for every £10 a Black, Asian and Minority Ethnic employee earns, white employees earn £11.14, which is a reduction on last year.
28. **The median ethnicity pay gap:** Southwark council has a median ethnicity pay gap of 11.34%, which suggests that typically Southwark white employees are paid at around 11.34% more than Southwark's Black, Asian and Minority Ethnic employees. The hourly median pay for white staff is £20.27 compared to £17.97 for Black, Asian and Minority Ethnic staff, which is a slight improvement from last year.
29. **The average Bonus Pay:** Southwark Council has a mean bonus ethnicity pay gap of 54.13%. In the period, approximately 3.69% of Southwark white employees were paid a bonus payment compared to 2.35% of Black, Asian and Minority Ethnic 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.
30. **The proportion of white and Black, Asian and Minority Ethnic employees in each quartile pay band:** The distribution of white and Black, Asian and Minority Ethnic staff through the pay bands by quartile, as shown above, does not reflect the overall ethnicity composition of the workforce which is 49% white and 51% Black, Asian and Minority Ethnic. In the lower two quartiles, there are more Black, Asian and Minority Ethnic staff than the overall ethnicity composition. In the third quartile (the second highest), it is the closest, with 52% Black, Asian and Minority Ethnic staff. In the top quartile, 34% of staff were Black, Asian and Minority Ethnic and 66% were white.

### Ethnicity pay gap

Ethnicity Pay Indicator	April 2019	April 2020
Difference in mean hourly rate of pay	15.15%	14.67%
Difference in median hourly rate of pay	12.02%	11.34%
Difference in mean bonus pay	49.96%	54.13%
Difference in median bonus pay	69.59%	71.46%
Proportion of White employees who were paid a bonus	4.14%	3.69%
Proportion Black, Asian and Minority Ethnic employees who were paid a bonus	2.26%	2.35%

Ethnicity Pay Indicator – Quartile Distribution	Black	Asian	Mixed	Other	White
Quartile 1 (lowest average pay per hour)	45.59%	4.11%	3.81%	4.11%	42.38%
Quartile 2	43.98%	7.83%	4.42%	2.61%	41.16%
Quartile 3	38.82%	6.52%	4.71%	2.61%	47.34%
Quartile 4 (highest average pay per hour)	22.42%	5.11%	2.90%	3.30%	66.27%

### 31. Reference data 6

#### Broad ethnic origin of employees as percentage of departmental headcount

	Asian	Black	Mixed	Other	BAME	White
Chief Executive's Department	10%	8%	0%	0%	18%	82%
Children's & Adults Services	6%	42%	4%	3%	55%	45%
Environment & Leisure	4%	34%	3%	3%	44%	56%
Finance & Governance	8%	33%	4%	3%	48%	52%
Housing & Modernisation	7%	47%	5%	3%	62%	38%
Place & Wellbeing	9%	16%	3%	5%	33%	67%
<b>Total across the council</b>	<b>6%</b>	<b>38%</b>	<b>4%</b>	<b>3%</b>	<b>51%</b>	<b>49%</b>

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

### 33. Reference data 7

#### Grade distribution, broad ethnic origin

Grade band	Asian	Black	Mixed	Other	BAME	White	'Not Stated'
Grades 1-5	44	444	30	39	557	432	19
%	4%	44%	3%	4%	55%	43%	2%
Grades 6 - 9 or equivalent	122	668	66	43	899	592	59
%	8%	43%	4%	3%	58%	38%	4%
Grades 10-12 +SW's	72	382	54	40	548	695	51
%	6%	30%	4%	3%	42%	54%	4%
Grades 14-16	12	30	8	3	53	180	8
%	5%	12%	3%	1%	22%	75%	3%
Grades 17 & above	1	2	-	1	4	18	0
%	5%	9%	-	5%	18%	82%	-
Teacher conditions	-	1	-	1	2	9	0
%	-	9%	-	9%	18%	82%	-
Soulbury conditions	2	4	-	1	7	36	0
%	5%	9%	-	2%	16%	84%	-
Building Workers	-	20	-	1	21	45	0
%	-	30%	-	2%	32%	68%	
Other <sup>1</sup>	1	7	3	1	12	24	22
%	2%	12%	5%	2%	21%	41%	38%
<b>Total</b>	<b>254</b>	<b>1558</b>	<b>161</b>	<b>130</b>	<b>2103</b>	<b>2031</b>	<b>159</b>
<b>%</b>	<b>6%</b>	<b>36%</b>	<b>4%</b>	<b>%</b>	<b>49%</b>	<b>47%</b>	<b>4%</b>

<sup>1</sup> "Other" category mainly consists of employees on various TUPE conditions

## Age

34. The average age of employees is 46 years. (*Key Data*). There is not a significant range (43-49) across London but our average is the same as the median age of 46.2 years and younger than the majority of London boroughs (*Appendix 1*).

35. The largest staff group is in the 40-54 years banding (39%) (*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	3.5%
25 to 39	28.4%
40 to 54	39.0%
55+	29.0%

## Length of Service

36. Employees' length of service is on average 9.6 years. The average service will be impacted by the large percentage (37.31%) of employees who have more than 10 years' service. (Reference data 9)

Reference data 9

### Employees' length of service & service bandings - total workforce numbers

Average (mean) length of service	9.6 years
<b>Length of service – bands</b>	<b>% of employees</b>
Less than 1 year	10.74%
1 to <2 years	10.44%
2 to <3 years	7.85%
3 to <5 years	9.53%
5 to <10 years	24.13%
10 to <15 years	14.74%
15 to 20 years	11.79%
20+ years	10.78%
<b>Total</b>	<b>100%</b>

## Gender Reassignment, Religion or belief and Sexual Orientation

37. 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.

38. In that 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.

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

The last census (2011) found that:

Southwark has a larger percentage of Christian residents of 52.5% than London at 48.4%.

Residents who state that they have no religion are the fastest growing group in Southwark. This is reflective of the workforce data from the 2016-17, our bi-annual employee survey.

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%

## Section 2: Changes in the Workforce

### Starters

39. There were 513 people who started work with the council within the year. The table below shows the person's department at commencement. (*Reference data 10*)

40. 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*).

41. 36 new starters were TUPE intake as part of the regional adoption agency moving to Southwark. Most were in Grade 10 -12 and women.

Reference data 10

#### Number of starters & department

	Numbers of starters (headcount)
Chief Executive's Department	6
Children's & Adults Services	194
Environment & Leisure	112
Finance & Governance	39
Housing & Modernisation	129
Place & Wellbeing	33
<b>Total</b>	<b>513</b>

## Leavers

42. This section provides a detailed look at the reasons why people leave the organisation and their profile. 407 staff left the organisation in the period 1 April 2019 – 31 March 2020.

43. 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.

44. The most common reason for leaving during 2019-20 was resignation.

45. 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	4	75%	25%	100%	0%
Deceased	5	0%	100%	100%	20%
Capability Dismissal	1	0%	100%	100%	0%
Disciplinary Dismissal	12	33%	67%	100%	0%
Dismissal - Other	0	0%	0%	0%	0%
Expiration of Contract	34	35%	65%	100%	6%
Redundancy	21	33%	67%	100%	0%
Resignation	303	65%	35%	100%	3%
Retirement Age	22	55%	45%	100%	0%
Retirement Early	0	0%	0%	0%	0%
Retirement Ill Health	5	80%	20%	100%	60%
<b>Total</b>	<b>407</b>	<b>59%</b>	<b>41%</b>	<b>100%</b>	<b>4%</b>

Reference data 12

**Leavers by reason, Black, Asian and Minority Ethnic (BAME) employees, White employees**

Reason for Leaving	No. of leavers	Asian	Black	Mixed	Other	BAME	White	Not stated	Total
Career Break	4	0%	50%	0%	0%	50%	50%	0%	100%
Deceased	5	0%	40%	0%	0%	40%	60%	0%	100%
Capability Dismissal	1	0%	0%	0%	0%	0%	100%	0%	100%
Disciplinary Dismissal	12	0%	67%	8%	0%	75%	17%	8%	100%
Dismissal - Other	0	0%	0%	0%	0%	0%	0%	0%	100%
Expiration of Contract	34	9%	50%	9%	0%	68%	26%	6%	100%
Redundancy	21	10%	33%	5%	0%	48%	52%	0%	100%
Resignation	303	9%	24%	7%	4%	44%	55%	2%	100%
Retirement Age	22	5%	14%	0%	0%	18%	77%	5%	100%
Retirement Early	0	0%	0%	0%	0%	0%	0%	0%	0%
Retirement Ill Health	5	0%	20%	0%	20%	40%	60%	0%	100%
<b>Total</b>	<b>407</b>	<b>8%</b>	<b>28%</b>	<b>6%</b>	<b>3%</b>	<b>45%</b>	<b>53%</b>	<b>2%</b>	<b>100%</b>

Reference data13

**Leavers by reason & age bands**

	No. of leavers	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	4	0%	25%	50%	25%	100%
Deceased	5	0%	0%	60%	40%	100%
Capability Dismissal	1	0%	0%	0%	100%	100%
Disciplinary Dismissal	12	8%	8%	67%	17%	100%
Dismissal - Other	0	0%	0%	0%	0%	0%
Expiration of Contract	34	32%	35%	15%	18%	100%
Redundancy	21	0%	14%	24%	62%	100%
Resignation	303	8%	49%	32%	12%	100%
Retirement Age	22	0%	0%	0%	100%	100%
Retirement Early	0	0%	0%	0%	0%	100%
Retirement Ill Health	5	0%	0%	0%	100%	100%
<b>Total</b>	<b>407</b>	<b>9%</b>	<b>41%</b>	<b>29%</b>	<b>21%</b>	<b>100%</b>



## 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 2019.

46.64.5% of the workforce were eligible for an incremental award for 2019/20 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.

47.64.6% of eligible staff (or 57% 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
2019 % of employees <sup>1</sup>	66%	34%
2018 % of employees	65%	35%
2017 % of employees	67%	33%
2016 % of employees	55%	45%
2015 % of employees	58%	42%

<sup>1</sup>Data for incremental awards 2019 as at 19 October 2020

Reference data 15

### Incremental awards by sex

Sex	Increment Given	No Increment Given
Female	65%	35%
Male	66%	34%

Reference data 16

### Incremental awards by disability

Disability Status	Increment Given	No Increment Given
Disabled	59%	41%
Not Disabled	66%	34%

Reference data 17

#### Incremental awards by broad ethnic origin

Broad Ethnic Origin	Increment Given	No Increment Given
Asian	64%	36%
Black	63%	37%
Mixed	72%	28%
Other	59%	41%
White	67%	33%
Not Stated	69%	31%

Reference data 18

#### Incremental awards by age band

Age Band	Increment Given	No Increment Given
16 to 24	57%	43%
25 to 39	69%	31%
40 to 55	65%	35%
55+	62%	38%

## Section 4 – Sickness

48. Average sickness per person of 7.4 days, shows a slight increase of 0.3 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%).
49. There are multiple recorded reasons for sickness which are grouped as shown (Reference data 20). Internal disorders has been deactivated as a reason since August 2019 so will not appear in next year's report.
50. Since August 2019 the 'Not specified' category is also no longer available this has ensured that staff have to stipulate a reason of absence from the London Councils stipulated list based on the HCM reporting standards.
51. According to the Health and Safety Executive in 2018/19 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 54% 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.
52. Changes have been made to our systems to improve data capture in the coming years. The sickness absence reason, 'stress/ depression/ anxiety/ mental health', has increased from 9.2% in 2018-19 to 26% in the last 12 months. The council have minimised the use of the 'not specified' reason which may account for some of the increase in the sickness absence reason, 'stress/ depression/ anxiety/ mental health'. The increase is also in part due to the mental health programmes, initiatives and awareness campaigns we have ran during the year to help tackle

the stigma of mental health and ensure employees share the real reason for absence with their employer so we can best support them in balancing their ill health and work.

53. Occupational health data shows us that a high proportion of referrals (31%) are related to mental health conditions. This is a 9% increase from the previous year.

Reference data 19

**Annual average days' sickness per person over five years**

Year	Average sickness absence
2019-20	7.43
2018-19	7.10
2017-18	6.47
2016-17	6.20
2015-16	6.63

Reference data 20

**Recorded reasons for sickness absence 2019-20**

Reason <sup>1</sup>	%
Minor conditions	30%
Muscular skeletal	20%
Medical conditions	22%
Stress/ depression/ anxiety/ mental health	26%
Back problems	2%

<sup>1</sup> Excludes where not stated

Reason <sup>1</sup>	%
Anxiety/Stress/Depression	16.80%
Muscular skeletal	14.31%
Cold, cough, flu	6.91%
Internal Disorders	6.24%
Cancer	6.14%
Gastrointestinal	6.10%
Injury, fracture	5.01%
Infectious diseases	4.83%
Nervous system	4.58%
Mental health	3.29%
Heart/Blood pressure	3.12%
Ear/nose/throat	3.06%
Chest / respiratory	2.91%
Pregnancy related	2.61%
Back	2.34%
Genitourinary/gynaecological	2.29%
Disability related	2.23%
Headache/migraine	2.13%

Industrial injury	1.22%
Eye related	1.16%
Endocrine/glandular	0.87%
Coronavirus	0.84%
Skin conditions	0.44%
Dental / oral	0.43%
Accident / Injury	0.07%
Neurological	0.06%
Menopause Related	0.02%

<sup>1</sup> Excludes where not stated

## Section 5 – Learning & Development

54. 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 Learning and Development programmes focused on providing quality, flexible and accessible learning opportunities to all our staff.
55. 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 (10%). It covers technical, IT, business management, leadership development, 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 2019/20

56. 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.
57. 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.
58. In 2019/20, a total of 679 learning and development sessions were delivered (and 99 e-learning modules made available) with 2,139 members of staff attending (this includes completion of e-learning courses). Out of 6,869 learning activities completed, 2,674 (39%) were delivered face to face and 4,195 (61%) were delivered online. As mentioned before, this data only

relates to learning and development activities coordinated or supported by the L&D team. This means that there will be some local learning/development activities that cannot be reported on, at this time.

59. The data suggests that, when looking at training completion (classroom-based and e-learning):

- The proportion of Black Asian and Minority Ethnic (BAME) staff who completed training is somewhat lower than the proportion of Black Asian and Minority Ethnic staff in the workforce (reference data 21)
- The proportion of disabled staff who completed training is somewhat higher than the proportion of disabled staff in the workforce (reference data 22)
- The proportion of women who completed training is higher than the proportion of women in the workforce (reference data 23)
- The distribution of staff who completed training across age groups is relatively in line with the age distribution in the workforce (reference data 24)
- The distribution of staff who completed training across grade groups is relatively in line with the grade distribution in the workforce (reference data 25)

*Reference data 21*

**Training completed by employee ethnic group**

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
BAME	3458	50.3	1060	49.6	24.7
White	3187	46.4	997	46.6	23.2
Not Stated	224	3.3	82	3.8	1.9
Total	6869	100	2139	100	49.8

*Reference data 22*

**Training completed by employee who declared a disability**

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Disabled	602	8.8	163	7.6	3.8
Not Disabled	6180	90.0	1942	90.8	45.2
Not Stated	87	1.3	34	1.6	0.8

*Reference data 23*

**Training completed by employee sex**

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Female	4288	62.4	1294	60.5	30.1
Male	2581	37.6	845	39.5	19.7
Total	6869	100	2139	100	49.8

#### Reference data 24

#### Training completed by employee age group

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
16 to 24	482	7.0	105	4.9	2.4
25 to 39	2677	39.0	721	33.7	16.8
40 to 55	2319	33.8	810	37.9	18.9
55+	1391	20.3	503	23.5	11.7
Total	6869	100	2139	100	49.8

#### Reference data 25

#### Training completed by employee grade group

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Building Wkr	5	0.1	5	0.2	0.1
Grades 1-5	703	10.2	183	8.6	4.3
Grades 6-9	3355	48.8	985	46.0	22.9
Grades 10-12	2380	34.6	793	37.1	18.5
Grades 14-16	341	5.0	127	5.9	3.0
Grades 17 & above	15	0.2	11	0.5	0.3
Other Grade / TUPE	7	0.1	4	0.2	0.1
Soulbury	46	0.7	20	0.9	0.5
Teacher	3	0.0	2	0.1	0.0
Total	6855	100	2130	100	49.6

## Digital Inclusion

60. Our workforce strategy has specific commitments to support all of our staff to develop their digital skills, whether they are office based or out and about delivering services around the borough.

### Digital skills portal

61. The digital skills portal was developed and launches as a central hub with key information, guidance and tools to support our staff. Enabling them to be confident when interacting with technology to seek, find and share information collaboratively. The portal is designed around a digital model, grouped in the following areas:

- **Digital Identity:** information on safety, privacy, rights and wellbeing online
- **Work-skills:** useful resources for digital literacy and use of applications and tools
- **Communication and collaboration:** guidance on sharing information and collaborating on documents
- **Handling Information and content:** guidance on digital storage
- **Transactions online:** support for applying for services and carrying out transaction online

62. The portal is focused on enabling staff to effectively use technology, undertake research and transactions and consider how digital advances can help them carry out their roles.

### **Developmental support**

63. Southwark Council is keen to ensure that all staff have the opportunity to develop their careers and achieve their full potential. We want to make sure that they are not only able to achieve their potential in order to continue delivering excellent services to our residents and businesses but that they are able to develop and enrich their careers and, aligned to our council plan commitment, progress to better paid work.

64. In order to support staff in developing their careers, we have developed this career development portal supplemented by an internal coaching and mentoring programme.

### **Career development portal**

65. In late summer 2019, the career development was launched to provide our staff with a toolkit and blended learning opportunities that enable them to take ownership of their career journey. The key focus of the portal is to provide a central place that showcases all the support available for career planning, development and progression, in an inclusive way. The portal also includes a section for managers to facilitate constructive and effect career conversations.

### **Coaching and Mentoring Programme**

66. Our coaching and mentoring programme was introduced as supplementary support for the career development portal supporting our commitment to offering flexible programmes that all staff at all levels can access. The programme focused in providing immediate informal support through mentoring as well as more structured support through coaching. The mentoring scheme also includes reverse mentoring to provide opportunities for senior leaders/managers to be mentored by an officer.

67. The programme is very much aligned to the 70:20:10 approach to learning; this is where 70% of your learning is on the job, 20% is from others and 10% is from formal classroom training. Coaching and Mentoring are very much focused on the 20% that are about giving you the opportunity to learn from others.

### **Growing our own**

68. Our well-established 'growing our own' programmes continue to be delivered 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).

### **Internship Programme**

69. Our Council Plan contains a commitment under the theme 'A full employment borough,' to make sure 100 young people from low income backgrounds get paid internships within the council. In autumn 2019, we launched our paid Internship Programme enable young people who may have barriers to employment to gain credible and high quality paid work experience.

## Apprentices and First Entry Trainee Programme

70. 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 177, with 151 being apprentices and 26 trainees. This equates to 4.1% of our workforce of 4,299, 29% of our total new joiners for the year an increase for 8% from 2018/19.

### Reference data 26

Development Pathway	2016/17	2017/18	2018/19	2019/20
Apprentices	98	111	106	151
Trainees	28	35	23	26
Total (% of workforce)	126 (3.1%)	146 (3.5%)	129 (3.1%)	177 (4.1%)

### Reference data 27

#### Apprentices and trainees by employee ethnic group

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
BAME	72	48	1.7	9	35	0.2
White	79	52	1.8	15	58	0.35
Not stated	0	0	0	2	8	0.05
Total	151	100	3.5	26	100	0.6

### Reference data 28

#### Apprentices and trainees by employee disability status

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
No Disability	130	86	3.0	23	88	0.5
Disability	21	14	0.5	3	12	0.1
Total	151	100	3.5	26	100	0.6

### Reference data 29

#### Apprentices and trainees by employee sex

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
Female	84	56	1.95	12	46	0.3
Male	67	44	1.55	14	54	0.3
Total	151	100	3.5	26	100	0.6

### Reference data 30

#### Apprentices and trainees by current employee grade group

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
Grades 1-5	99	66	2.3	5	19	0.2
Grades 6-9 + DSO + NC01 + RCO	40	26	0.9	21	81	0.4
Grades 10-12 +SW's	12	8	0.3	0	0	0
Total	151	100	3.5	26	100	0.6



Reference data 31

**Apprentices who secured a promotion or employee grade increase on completion**

	Total (109)	% of apprentices	% of workforce
<b>Total</b>	109	100	2.5
<b>Ethnic group</b>			
BAME	53	49	1.2
White	56	51	1.3
<b>Disability status</b>			
No Disability	104	95	2.1
Disability	5	5	0.4
<b>Sex</b>			
Female	69	63	1.6
Male	40	37	0.9
<b>Age on entry group</b>			
16 to 24	55	50	1.3
25 to 39	49	45	1.1
40 to 55	5	5	0.1
<b>Grade on completion group</b>			
Grades 4 to 5	15	14	0.3
Grades 6 to 7	33	30	0.8
Grades 8 to 10	58	53	1.3
Grades 11 to 12	3	3	0.1

**Professional Qualification Scheme**

71. 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.

Reference data 32

**PQS approvals by employee ethnic group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
BAME	51	46.4	51	1.2
White	53	48.2	53	1.2
Not stated	6	5.5	5	0.1
<b>Total</b>	110	100	109	2.5

Reference data 33

**PQS approvals by employee disability status**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Not Disabled	104	94.5	103	2.4
Disabled	4	3.6	4	0.1
Not stated	2	1.8	2	0.0
<b>Total</b>	110	100	109	2.5

Reference data 34

**PQS approvals by employee sex**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Female	59	53.6	59	1.4
Male	51	46.4	50	1.2
Total	110	100	109	2.5

Reference data 35

**PQS approvals by employee age group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
16 to 24	5	4.5	5	0.1
25 to 39	62	56.4	61	1.4
40 to 55	33	30.0	33	0.8
55+	10	9.1	10	0.2
Total	110	100	109	2.5

Reference data 36

**PQS approvals by employee grade group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Grades 1-5	4	3.6	4	0.1
Grades 6-9	40	36.4	40	0.9
Grades 10-12	62	56.4	61	1.4
Grades 14-16	4	3.6	4	0.1
Total	110	100	109	2.5

Reference data 37

**PQS approvals by employee department**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Chief Executive's Department	4	3.6	4	0.1
Children's and Adults' Services	18	16.4	18	0.4
Environment & Leisure	21	19.1	21	0.5
Finance & Governance	14	12.7	14	0.3
Housing and Modernisation	48	43.6	47	1.1
Place & Wellbeing	5	4.5	5	0.1
Total	110	100	109	2.5

Reference data 38

**Staff with approved PQS applications in 2018-20 who since secured a promotion**

	No. of staff 18/19 Total 15	No. of staff 19/20 Total 22	No. of staff 18/20 Total 37	% of staff approved (out of 252)	% of workforce (out of 4293)
<b>Ethnic Group</b>					
BAME	7	7	14	5.56%	0.33%
White	8	15	23	9.13%	0.54%
<b>Disability status</b>					
Not Disabled	14	22	36	14.29%	0.84%
Disabled	1	0	1	0.40%	0.02%
<b>Sex</b>					
Female	7	9	16	6.35%	0.37%
Male	8	13	21	8.33%	0.49%
<b>Age Group</b>					
16 to 24	0	1	1	0.40%	0.02%
25 to 39	8	16	24	9.52%	0.56%
40 to 55	7	5	12	4.76%	0.28%
55+	0	0	0	0.00%	0.00%
<b>Grade Group</b>					
Grades 1-5	1	1	2	0.79%	0.05%
Grades 6-9	7	7	14	5.56%	0.33%
Grades 10-12	4	12	16	6.35%	0.37%
Grades 14-16	3	2	5	1.98%	0.12%
Soulbury Conditions	0	0	0	0.00%	0.00%
<b>Department</b>					
Chief Executive's Department (incl. Place and Wellbeing)	1	4	5	1.98%	0.12%
Children's and Adults' Services	1	3	4	1.59%	0.09%
Environment & Leisure	6	3	9	3.57%	0.21%
Finance & Governance	2	5	7	2.78%	0.16%
Housing and Modernisation	5	7	12	4.76%	0.28%

**Southwark Leadership Development Programme**

72. 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, and 5.

73. In 2019/20, 83 managers and aspiring managers have started a new ILM management qualification at levels 2, 3, and 5. There are currently 57 managers partly through their studies.

74. These ILM programmes continue to be well received across the council and since the programme in 2014, 348 managers have completed a programme.

Reference data 39

**Managers and aspiring managers who have started a new ILM qualification 2019/20**

	No. of new starters	% of overall new starters	% of workforce
BAME	32	38.6	0.7
White	47	56.6	1.1
Not stated	4	4.8	0.1
Total	83	100	1.9

Reference data 39

**Managers partly through their studies currently 2019/20**

	No. of current learners	% of overall current learners	% of workforce
BAME	24	42.1	0.6
White	29	50.9	0.7
Not stated	4	7.0	0.1
Total	57	100	1.3

Reference data 40

**Managers having completed a programme since 2014**

	No. of staff who completed a programme	% of overall staff who completed a programme	% of workforce based on 6-year average
BAME	155	44.5	0.6
White	188	54.0	0.7
Not stated	1	0.3	0.0
Information not found	4	1.1	0.0
Total	348	100	1.4

**Southwark Manager Learning Programme**

We continue to deliver our blended learning programme for new and existing people managers, covering areas of people management, business management, personal impact, resilience and wellbeing. So far 421 (47%) out of 898 people managers set up on My Learning Source have started this programme.

## Section 6 - Disciplinary Investigations & Outcomes

75. Two separate activities are described in this section; staff subject to disciplinary investigation and the outcomes of disciplinary hearings. The information below is not necessarily linked, i.e. some of the cases that are captured in “investigations” would not have reached the stage of a completed disciplinary hearing.

76. The number of staff who were subject to disciplinary investigation and/or disciplinary action is a very small percentage of all employees, less than 1% (*Reference data 41 & Key Data*).

77. On 14 occasions disciplinary actions resulted in either a warning or dismissal. (References data 43 & 44). Those subject to such actions are 0.3% 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.

78. 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 41

### Investigations by sex & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	9	14	23	1
Investigations in Progress	7	9	16	0
<b>Total</b>	<b>16</b>	<b>23</b>	<b>39</b>	<b>1</b>

Reference data 42

### Investigations by broad ethnic origin

	Black, Asian & Minority Ethnic employees	White employees	Not stated	Total
Disciplinary Action Pursued	19	3	1	24
Investigations in Progress	9	7	0	16
<b>Total</b>	<b>28</b>	<b>10</b>	<b>1</b>	<b>40</b>

Reference data 43

**Disciplinary action outcome by sex & by disability**

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Of those - disabled</b>
Dismissal	5	7	12	1
Final written warning	1	0	1	0
Written warning	1	0	1	0
Guidance	0	3	3	0
Training	0	0	0	0
No Action	2	4	6	0
<b>Total<sup>2</sup></b>	<b>9</b>	<b>14</b>	<b>23</b>	<b>1</b>

<sup>2</sup> Note in addition

- On 5 occasions the employee left during a disciplinary process

Reference data 44

**Disciplinary action outcome by broad ethnic origin**

	<b>BAME employees</b>	<b>White employees</b>	<b>Not stated</b>	<b>Total</b>
Dismissal	10	1	1	12
Final written warning	0	1	0	1
Written warning	1	0	0	1
Guidance Interview	4	0	0	4
Training	0	0	0	0
No Action	5	0	0	5
<b>Total<sup>2</sup></b>	<b>20</b>	<b>2</b>	<b>1</b>	<b>23</b>

<sup>2</sup> Note in addition

- On 5 occasions the employee left during a disciplinary process

## Section 7 - Capability Action & Outcomes

79. The numbers subject to capability action, including performance and sickness, are a small percentage of all employees (*References data 45 & 46*), nine concluded cases represents 0.2% 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 45

### Capability action by sex & by disability

	Female	Male	Total	Of those - disabled
Dismissal	0	1	1	0
Written warning	0	1	1	0
Monitoring	4	3	7	0
No Action	0	1	1	0
<b>Total</b>	<b>4</b>	<b>5</b>	<b>9</b>	<b>0</b>

Reference data 46

### Capability action by broad ethnic origin

	Black, Asian and Minority Ethnic employees	White employees	Not Stated	Total
Dismissal	0	1	0	1
Written warning	0	1		1
Monitoring	3	4	0	7
No action	0	0	1	1
<b>Total</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>10</b>

## Section 8 - Staff Complaints

80. 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.

81. The numbers of staff that submit a formal complaint at stage 1 are very few. (Reference data 47 & 47A); eight employees represent 0.2% of the workforce. (Key data).

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

83. 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 47

### Stage 1 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	2	0	2	2
Partially upheld	1	2	3	1
Upheld	0	0	0	0
In progress	1	2	3	0
<b>Total<sup>1</sup></b>	<b>4</b>	<b>4</b>	<b>8</b>	<b>3</b>

<sup>1</sup> In addition 2 complaints were withdrawn at some point during the complaint process.

Reference data 47A

### Stage 1 complaints by broad ethnic origin

	BAME employees	White employees	Not Stated	Total
Not upheld	1	1	0	2
Partially upheld	2	1	0	3
Upheld	0	1	0	1
In progress	0	2	1	3
<b>Total<sup>1</sup></b>	<b>3</b>	<b>5</b>	<b>1</b>	<b>9</b>

<sup>1</sup> In addition 2 complaints were withdrawn at some point during the complaint process.



Reference data 48

**Stage 2 complaints by sex & by disability**

	<b>Female</b>	<b>Male</b>	<b>Total</b>	<b>Of those - disabled</b>
Not upheld	1	0	1	0
Partially upheld	1	0	1	0
Upheld	0	0	0	0
In progress	1	1	2	0
<b>Total <sup>1</sup></b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>

<sup>1</sup> In addition, one employee resigned during the Stage 2 process.

Reference data 48A

**Stage 2 complaints by broad ethnic origin**

	<b>Black, Asian and Minority Ethnic employees</b>	<b>White employees</b>	<b>Not Stated</b>	<b>Total</b>
Not upheld	1	0	0	1
Partially upheld	1	0	0	1
Upheld	0	0	0	0
In progress	1	1	0	2
<b>Total <sup>1</sup></b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>4</b>

<sup>1</sup> In addition, one employee resigned during the Stage 2 process.

## Section 9 - Respect at Work

84. The numbers of employees making a formal complaint are few; 17 employees represent less than 0.4% of the workforce. Note; these cover complaints on all forms of harassment and bullying.

85. 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 49

### Complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Mediation	1	1	2	0
Not upheld	4	1	5	1
Upheld	0	0	0	0
Partially upheld	2	1	3	0
In progress	4	3	7	1
<b>Total</b> <sup>1</sup>	<b>11</b>	<b>6</b>	<b>17</b>	<b>2</b>

<sup>1</sup> In addition, 1 complaint was resolved informally during the process, a further 4 complaints were withdrawn and 1 employee resigned.

Reference data 50

### Complaints by broad ethnic origin

	BAME employees	White employees	Not Stated	Total
Mediation	1	1	0	2
Not upheld	4	1	0	5
Upheld	0	0	0	0
Partially upheld	3	0	0	3
In progress	3	4	0	7
<b>Total</b> <sup>1</sup>	<b>11</b>	<b>6</b>	<b>0</b>	<b>17</b>

<sup>1</sup> In addition, 1 complaint was resolved informally during the process, a further 4 complaints were withdrawn and 1 employee resigned.

## Section 10 - Recruitment

86. The following looks at recruitment projects over the year 2019-20. 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 352 recruitment projects; of these

- There were 42 with 50 or more applicants
- There were 102 with 5 or fewer applicants

87. 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.

88. Overall there were 7,429 people who pursued an application.

89. 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 51 & 52).

Reference data 51

### Sex

Female applicants: 4,389 (3,662) Male applicants: 2,775 (2,936); Not stated or prefer not to say: 265

Status*	Female	Male	Not stated	Total
Hired	57%	33%	10%	100%
Shortlisted	62%	35%	2%	100%
Applicants	59%	38%	4%	100%

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

Reference data 52

### Disability

Disabled applicants: 837; Not disabled applicants: 6,404; Not stated: 188.

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

90. When looking at broad ethnic origin, (Reference data 53), the success of people at the shortlisting stage is in line with the percentages of people who applied.

Reference data 53

**Broad Ethnic Origin**

Black, Asian and Minority Ethnic (BAME) applicants: 4,886; White applicants: 2,187; Not stated: 356

	Asian	Black	Mixed	Other	BAME	White	Not stated	Total
Hired	8	34	7	3	46%	44%	10%	100%
Shortlisted	11	46	5	4	63%	33%	4%	100%
Applicants	15	46	6	5	68%	28%	4%	100%

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

## Section 11 – Agency Workers

91. 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. On receipt of the monthly snapshot, HR work with departments to review usage, highlight the areas where resource planning would be beneficial, with a particular focus on long serving agency staff (i.e. anyone engaged for more than 12 months).

A monthly contract monitoring meeting is also held between HR and the on-site Comensura Business Partner to address any concerns and agree relevant performance improvements.

92. Monitors over the financial year 2019-20 show that numbers ranged from 438 to 557. (Reference data 54).

Reference data 54

### Agency Workers – numbers via monthly snapshot 2019-20<sup>1</sup>

	Headcount
April	468
May	457
June	438
July	446
August	448
September	474
October	503
November	545
December	559
January	511
February	520
March	557

<sup>1</sup> The numbers of agency workers in use as at the monitoring date, i.e. first working Monday of each month.

93. The number of workers in use fluctuates monthly and over the year averaged 494 workers. This is an increase from last year's average of 447.

The increase in agency staff usage during 19/20 can be attributed to a number of factors such as:

- Interim recruitment needs for the delivery of new homes projects were sourced from the Comensura supply chain rather than other available frameworks used in the past.

- A number of specialist skills for hard to fill engineering, housing and planning roles were recruited under permanent and fixed term contracts.
- We have also captured up to £100k off contract spend for the recruitment of Arboriculture staff in direct response to the emergency tree project.
- There has also being an increase of £1.7m in spend in Children and Adult social care compared to last year. There has been a higher demand for temporary workers in this area and an increase in the hourly rate paid to workers authorised by managers.
- Seasonal demands which is common to see during the Autumn and Winter months

Some successes of the contract during the last financial year include; 68 temporary workers have been successful at taking permanent roles through the 'Temp to Perm' HR campaign, 5 workers being recruited to fixed contracts without any additional cost to the council and total savings achieved through the contract terms for 2019-20 of approximately £935,000.

## Section 12 – Pregnancy & Maternity

94. This is the first year we are including Pregnancy and Maternity in the Workforce Report so there is currently no comparison to previous years. Equally, London Councils do not yet report on this data.

95. The percentage of the Children's and Adults workforce is predominantly made up of female employees (78% of the workforce). This is where we see 44% of all maternity leave in the 2019-20 period (*Reference data 55*).

96. Likewise, the percentage of the Environment and Leisure workforce is predominantly made up of male employees (78% of the workforce). This is where we see 37% of all paternity leave in the 2019-20 period (*Reference data 55*).

97. It is recognised that there were no staff nor their partners who took shared parental leave in council in the reporting year. Shared parental leave (SPL) allows parents to share leave between them. The right applies to both opposite-sex and same-sex couples, and similar rights apply to couples who are adopting a child. Shared parental leave (SPL) is available to parents whose babies were due on or after 5 April 2015 in accordance with employment legislation and to parents who adopted children on or after that date.

Reference Data 55

**Employees as percentage of departmental headcount**

	<b>Maternity Leave</b>	<b>Paternity Leave</b>	<b>Adoption Leave</b>	<b>Shared Parental Leave</b>	<b>Total</b>
Chief Executive's Department	2%	0%	0%	0%	1%
Children's & Adults Services	44%	23%	50%	0%	40%
Environment & Leisure	11%	37%	0%	0%	17%
Finance & Governance	13%	17%	50%	0%	14%
Housing & Modernisation	22%	23%	0%	0%	22%
Place & Wellbeing	8%	0%	0%	0%	6%
<b>Total across the council</b>	<b>100</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>100%</b>

Reference Data 56

**Broad ethnic origin of employees as percentage**

	<b>Asian</b>	<b>Black</b>	<b>Mixed</b>	<b>Other</b>	<b>BAME</b>	<b>White</b>	<b>Total</b>
<b>Maternity</b>	16%	29%	5%	0%	51%	49%	<b>100%</b>
<b>Paternity</b>	10%	33%	0%	7%	50%	50%	<b>100%</b>
<b>Adoption</b>	0%	0%	0%	0%	0%	100%	<b>100%</b>
<b>Shared Parental</b>	0%	0%	0%	0%	0%	0%	<b>0%</b>

Reference Data 57

**Staff with disabilities as percentage**

	<b>Disabled</b>	<b>Not Disabled</b>	<b>Total</b>
<b>Maternity</b>	4%	96%	<b>100%</b>
<b>Paternity</b>	0%	100%	<b>100%</b>
<b>Adoption</b>	50%	50%	<b>100%</b>
<b>Shared Parental</b>	0%	0%	<b>0%</b>

98. Of the women who took Maternity or Adoption leave during 2019/20 there was a significant retention rate, with 73% returning to work. 12% remain on maternity or adoption leave and 15% have left Southwark employment at the time of publishing the Workforce report. (Reference data 58).

Reference Data 58

**Employment status of Maternity/Adoption leave as percentage by department**

	<b>Remain employed</b>	<b>Left Employment</b>	<b>On Leave</b>	<b>Total</b>
<b>Chief Executive's Department</b>	2%	0%	0%	2%
<b>Children's &amp; Adults Services</b>	32%	7%	5%	44%
<b>Environment &amp; Leisure</b>	6%	0%	5%	11%
<b>Finance &amp; Governance</b>	10%	3%	1%	14%
<b>Housing &amp; Modernisation</b>	18%	3%	1%	22%
<b>Place and Wellbeing</b>	5%	2%	1%	8%
<b>Total</b>	<b>73%</b>	<b>15%</b>	<b>12%</b>	<b>100%</b>



## Appendix A

### 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 be 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
	<b>49.5%</b>	<b>49.2%</b>
2011 Population: Females	145,665	26,943,308
	<b>50.5%</b>	<b>50.8%</b>
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%
<b>White</b>		<b>54.2%</b>	<b>59.8%</b>	<b>85.4%</b>
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%
<b>Mixed</b>		<b>6.2%</b>	<b>5.0%</b>	<b>2.3%</b>
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%
<b>Asian</b>		<b>9.4%</b>	<b>18.5%</b>	<b>7.8%</b>
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%
<b>Black</b>		<b>26.9%</b>	<b>13.3%</b>	<b>3.5%</b>
Other Ethnic Group; Arab	2440	0.8%	1%	0.4%
Other Ethnic Group; Any Other Ethnic Group	7013	2.4%	2%	0.6%

<b>Other</b>	<b>3.3%</b>	<b>3%</b>	<b>1.0%</b>
Totals	100.0%	100.0%	100.0%

## Other Boroughs

The following information relates to year 2019/20. The data that is shown is based on no fewer than submissions from 28 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 reported 4,586 directly employed staff (headcount), Kingston 1,153 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

- 2,719 staff

### 2. Average age

- 46.13 years. Across London boroughs those in 16-24 years age band are 3.4% of the workforce and those aged 65 and older are 3.7%. (Note there are significant variations in data submitted by boroughs in response to this question, one borough's return being 1.5%, another 7% and 1.9% - 5.8% respectively - which is out of step with all other responses)

### 3. Sex profile

- Male 39%
- Female 61%

### 4. Disabled staff

- 6.25% of the workforce

### 5. Broad Ethnic Origin

Not known – 13.7% of remainder

<b>Broad Ethnic Origin</b>	<b>%</b>
Asian (inc Chinese)	10.9%
Black	20.9%
Mixed	3.3%
White	49.5%
Other	1.6%

## **6. Length of Service**

<b>Range</b>	<b>%</b>
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 8.58 days

## **8. Turnover**

- All 12.8%
  - Resignations 8.4%
  - Leavers with less than 1 year service 2%
-