



Workforce Report 2012-13

Foreword by Councillor Peter John, Leader of the Council.

The council has set out its vision to create a fairer future for everyone in Southwark. We will do this by protecting the most vulnerable; by looking after every penny as if it was our own; by working with local people, communities and businesses to innovate, improve and transform public services; and by standing up for everyone's rights.

Our employees are key to our success. Drawing on employees' skills, experience, commitment and potential, the council's leadership has charged staff to ask 'can we do it better?' to get things right first time, improve our customers' experiences and show users of our services the same care and consideration that we would show to our own family.

But these are challenging times. Over the three financial years, 2011-14, it is estimated that the council will need to have found £80 million worth of savings. Going forward, we know that we will face further budget cuts and it's difficult to envisage a position where significant investment to the public sector recurs. The demands for statutory services remain unabated and local council tax payers strive for high quality universal services to meet their expectations.

The council therefore has a responsibility to re-think how it can recruit, develop, motivate and manage a workforce able to deliver services in this challenging environment.

The Workforce report 2012-13 provides statistical information on areas of employee activity for the last year and therefore provides some useful background to what has happened in the workforce arena. But it is not the complete story.

The last 2 years have seen large scale cuts which have impacted across the workforce. The Council's approach has been to make cross-cutting savings across all areas of the Council and from top to bottom of the hierarchy (£1M saving has been made in the top management tier). We have aimed to protect service provision and have concentrated on customer service. We have insourced revenues and benefits service and, this year, customer contact; and have witnessed a clear improvement in quality. In reviewing staff levels we have minimised compulsory redundancy, controlled recruitment, reduced agency staff and consultants, provided redeployment opportunities and commissioned bespoke outplacement support.

Through the reorganisation process we have worked hard on consulting with staff and users. And we are determined to up our game on engagement across the board. I and the chief executive are embarking on a series of roadshows stemming from our involvement in induction sessions. The 2013 staff survey had very positive results,

we want to build upon that and show staff they are valued. We know the importance of staff enthusiasm and co-operation to maintain service levels and improve quality despite the tough economic times.

For learning and development the Council achieved silver Investors in People standard, with a plan for gold award in 2014. We have maintained the level of resource in training and have new programmes underway: new customer care, refreshed management development.

Despite funding restrictions and the national pay freeze we have continued our commitment to the low paid: minimum £250 for those earning less than £21,000, minimum pay at the London Living Wage (now £8.55 per hour).

We have continued to support youth employment through the youth fund and have taken on increased numbers of apprenticeships and trainees; in excess of 100 over the last year. This is both important for the health of the community and ensures refreshment of the workforce.

The Council's record on equalities is good and we have continued to place a high emphasis on ensuring the workforce reflects the community we serve. We have more to do, especially in achieving this balance throughout the hierarchy. We have a commitment to aim for higher numbers of professionals and senior managers from diverse communities. We have retained resources to support development opportunities especially for staff from BME communities.

The Council prides itself on having best practice and fair employment processes. But it is important we remain vigilant to ensure proper application at all times. We have built in some extra layers of monitoring to make sure staff are always being treated fairly and equitably.

Southwark's sickness absence level is relatively low but this is an important area to focus on not least as it directly links to productivity. We have developed a health & well-being strategy which aims to harness activities and place and develop new ones which will assist staff to improve and maintain their health.

The crucial message remains that the challenges ahead are best confronted collaboratively and through careful attention to the engagement of staff. I'm confident together we can improve the quality of our services despite the severe resource restrictions we are experiencing.



Workforce Report 2012-13

This report looks at the profile of employees and at human resources management activities over financial year 2012–13

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 2012-13 and reflect the significant movement of staff between departments following changes to top management arrangements during the year.
3. All workforce profile data will be at the end of the year 2012 -13.
4. All data related to the outcomes of HR activity will cover the period April 2012 – March 2013, 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.

Content

The report –

1. Begins with key data. This includes an overview of 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 (gender, ethnic origin, age, disability).
3. Includes a commentary by HR Director on the findings of the report and proposed actions (appendix 2)
4. Will be discussed with the constituent trade unions and with the staff equality and diversity group.

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

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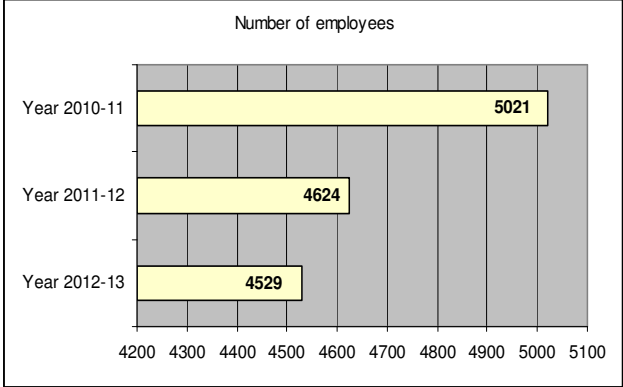
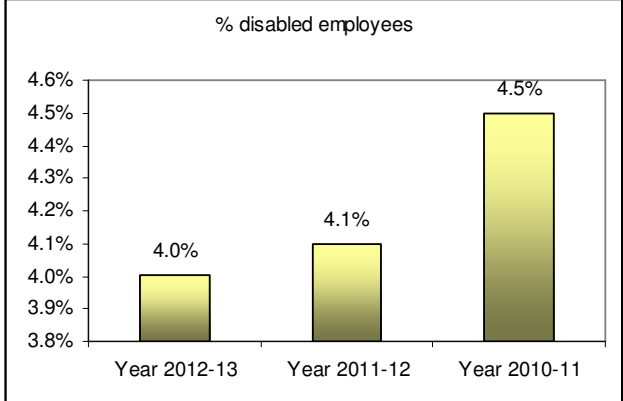
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[Appendix 1 Information on the community in Southwark & other London Boroughs](#)

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Key data - Workforce 2012 - 13

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 2012-13		Context			
Number of employees (headcount)					
4529					
Gender Profile of Employees		Gender Profile			
	Number	%	Year	% Female Employees	
Female	2358	52%	Year 2012-13	52%	
Male	2171	48%	Year 2011-12	53%	
			Year 2010-11	53%	
Broad Ethnic Profile		Broad Ethnic Profile			
	Number	%	Year	% BME employees	% White employees
BME employees	2134	48%	Year 2012-13	48%	52%
White employees	2313	52%	Year 2011-12	48%	52%
Total	2171	100%	Year 2010-11	48%	52%
No ethnic origin stated = 82 employees		Disability			
Employees with Disabilities					
	Number	%	Year 2012-13	4.0%	
Employees	179	4%	Year 2011-12	4.1%	
			Year 2010-11	4.5%	
Average age of the workforce		Age			
44.9 years		Year	Average age (years)		
		Year 2012-13	44.9		
		Year 2011-12	44.5		
		Year 2010-11	43.7		

Section 1: Workforce Numbers & Employee Profiles

1. As at year end 2012-13 the headcount of employees was 4529. This excludes casual workers and non staff resources such as agency workers. A workforce population of 4529 is slightly less than 2011-12, but is 8% less than 2010/11. *(Key Data)*
2. Employees in the three service departments make up 79% of the Council's workforce (Children's & Adults; Environment & Leisure; Housing & Community Services). *(Reference data 1)*
3. The highest percentage of part time employees are in Children's & Adults Services. Overall 14.9% rounded of all employees work part time. Three times as many women than men work part time. *(Reference data 2)*

Reference data 1

Employee numbers by department

	Numbers (headcount)	% of total
Chief Executive's department	372	8%
Children's & Adults Services	1367	30%
Environment & Leisure	1253	28%
Finance & Corporate Services	593	13%
Housing & Community Service	944	21%
Total	4529	

Reference data 2

Distribution of full time & part time employees per department & Council wide

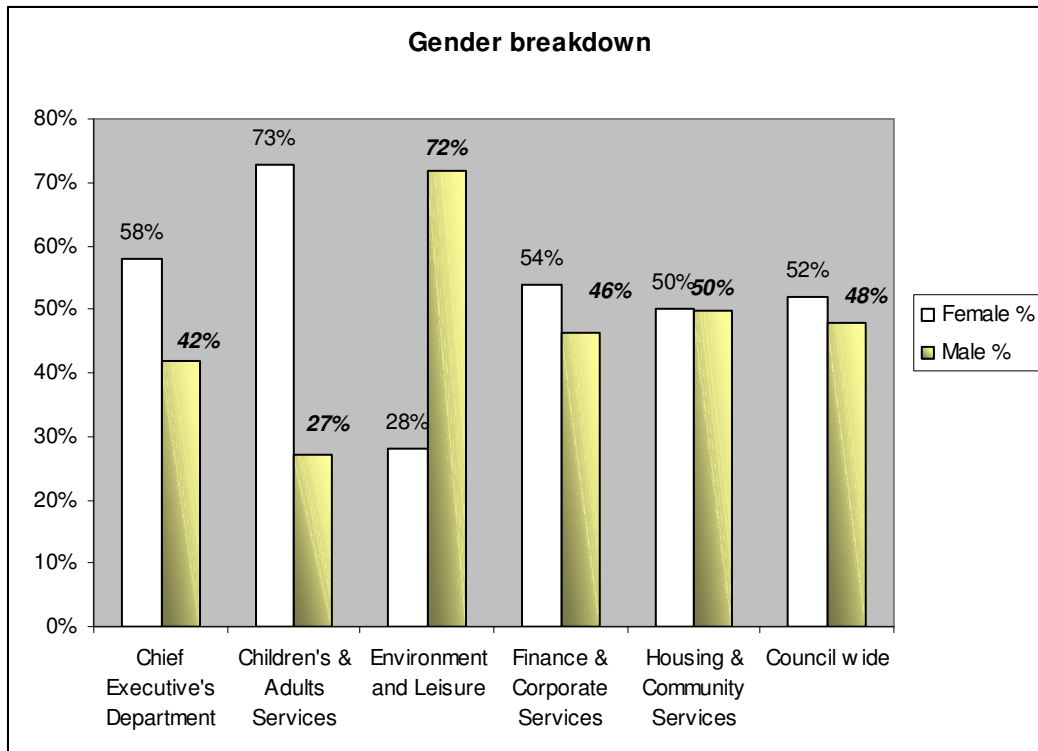
	Female		Male	
	Full time	Part - time	Full time	Part - time
Chief Executive's department	48.7%	9.4%	39.2%	2.7%
Children's & Adults Services	52.5%	20.3%	20.8%	6.3%
Environment & Leisure	18.9%	9.3%	68.3%	3.5%
Finance & Corporate Services	47.6%	6.2%	45.5%	0.7%
Housing & Community Service	44.3%	5.9%	49%	0.7%
Total across the Council	44.6%	3.33%	40.54%	11.53%

Gender

- The percentages of female and male employees are similar; 52% of employees are female; 48% are male. (*Reference data 3*). The gender split shows no significant changes from previous years, (*Key Data*). The gender breakdown in Council employment is similar to the female population in Southwark (50.5%) & the female population across London (50.8%). (*Appendix 1*)
- There are significant differences in the gender breakdown when looking at a departmental level. (*Reference data 3*)
- There are higher percentages of male employees than female employees in the grades 1-5, in Building Services, and in the higher grade bands. Although the total numbers of employees grade 14 and above are relatively small (*Reference data 4*)

Reference data 3

Gender breakdown per department as percentages



Reference data 4

Grade distribution, gender and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	1114	370	744	30
%	100%	33%	67%	3% ¹
Building Workers	91	2	89	2
%	100%	2%	98%	2% ¹
Grades 6 - 9 (or equivalent)	1818	1119	699	84
%	100%	62%	38%	5% ¹
Grades 10-12 +SW's	1197	711	486	52
%	100.00	59%	41%	4% ¹
Grades 14-16	199	83	116	8
%	100%	42%	58%	4% ¹
Grades 17 & above	25	9	16	
%	100%	36%	64%	
Teacher conditions	40	32	8	
%	100%	80%	20%	
Soulbury conditions	35	29	6	
%	100%	83%	17%	
Other²	10	3	7	1
%	100%	30%	70%	10% ¹
Total	4529	2358	2171	175

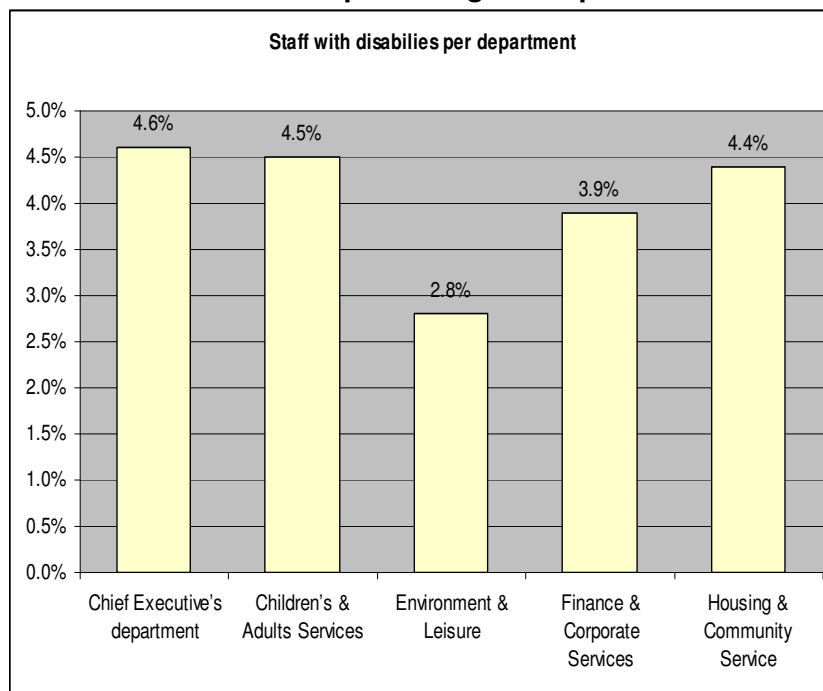
¹ Percentage in that grade band² TUPE conditions (various)

Disabilities

7. The percentage of people with disabilities has dropped slightly when compared with previous years. (*Key Data*). There are not significant differences between departments. (*Reference data 5*)
8. The London wide figures suggest that the percentage of employee with disabilities is lower than the average across other boroughs which is 5.2%. (*Appendix 1*) However, Southwark records actual employee declarations of a disability. Since the introduction of the Disability Discrimination Act when the use of strict externally determined criteria to determine “disability” ceased; self declaration is appropriate. It is known that some other boroughs determine the disability average by extrapolating from survey data or use sickness absence rates as a marker.
9. The percentages of employees with disabilities are not significantly different through the grade bandings. (*Reference data 4*)

Reference data 5

Staff with disabilities as percentage of departmental numbers



Ethnic Origin

10. Only a small percentage of employees do not have an ethnic origin record, 82 employees =1.8%. (*Key data*).
11. The percentages of employees who classify themselves as “White” and from black and minority ethnic groups are largely unchanged from previous years. (*Key Data*). There some significant differences between departments in the percentages of staff who classify themselves as White and from BME communities. (*Reference data 6*)
12. When looking at broad ethnic groups the percentages of employees from White and from BME communities are:-
 - Very similar to the percentages in the Southwark community. Where 54% of the population classify themselves as White. (*Appendix 1*).
 - More evenly balanced than the percentages across London boroughs where on average 61% of employees classify themselves as White. (*Appendix 1*)
13. The percentages of White employees compared to BME employees change significantly through the grades. Putting aside those in Building Worker grades; up to grade 9 there are higher percentages of BME staff than percentages of White staff. Percentages of BME employees are low in grades 10-12 & grade 14-16; but recover slightly at top manager level. (*Reference data 7*)

Reference data 6

Broad ethnic origin of employees as percentage of departmental numbers

	Asian	Black	Mixed	Other	BME employees	White
Chief Executive's Department	5%	25%	3%	4%	36%	64%
Children's & Adults Services	4%	44%	3%	3%	55%	45%
Environment and Leisure	4%	30%	2%	4%	40%	60%
Finance & Corporate Services	7%	30%	3%	3%	43%	57%
Housing & Community Services	3%	46%	4%	3%	56%	44%
Total across the council	4%	37%	3%	3%	48%	52%

Reference data 7

Grade distribution, broad ethnic origin

Grade /Group	Asian	Black	Mixed	Other	BME	White	Not Stated	Total
Grades 1-5	41	446	43	46	576	530	8	1114
% of ethnic origin ¹					52%	48%		
Building Workers	0	28	1	3	32	58	1	91
% of ethnic origin ¹					36%	64%		
Grades 6-9 or equivalent	92	815	45	68	1020	739	59	1818
% of ethnic origin ¹					58%	42%		
Grades 10-12 + SW's	48	338	39	26	451	736	10	1197
% of ethnic origin ¹					38%	62%		
Grades 14-16	5	13	2	3	23	174	2	199
% of ethnic origin ¹					12%	88%		
Grades 17 & above	0	2	2	1	5	20	0	25
% of ethnic origin ¹					20%	80%		
Teacher Conditions	1	13	3	2	19	21	0	40
% of ethnic origin ¹					48%	53%		
Soulbury Conditions	2	3	1	1	7	27	1	35
% of ethnic origin ¹					21%	79%		
Other²	0	1	0	0	1	8	1	10
% of ethnic origin ¹					11%	89%		
Total	189	1659	136	150	2134	2313	82	4529

¹ Excludes those where ethnic origin not supplied.

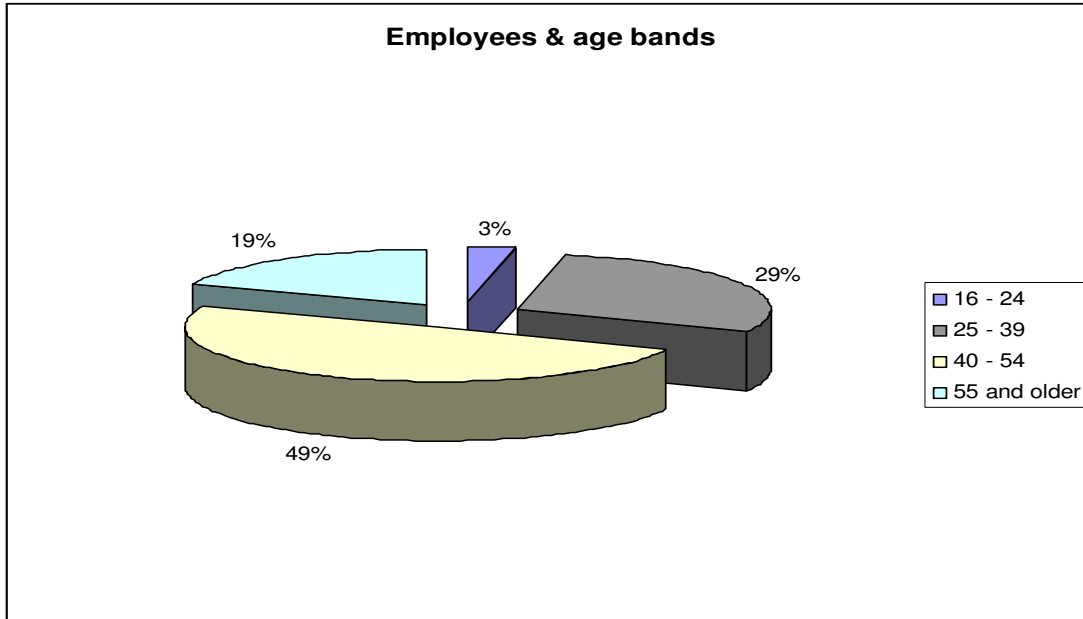
² TUPE conditions (various)

Age

14. The average age of employees (44.9 years) is typical across London boroughs (45 years). (*Key Data & Appendix 1*)
15. Predominately employees are in the 40-54 years banding. (*Reference data 7*)

Reference data 7

Employees per age band as percentage of total workforce numbers



Length of Service

16. Employees' length of service is on average 10 years. This suggests no retention issues. It must be noted however that the average service will be impacted by the large percentage of employees who have over 20 years service. (*Reference data 8*)

Reference data 8

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	10%
1 to < 2 years	5%
2 to < 3 years	9%
3 to 5 years	12%
5 to < 10 years	29%
10 to 15 years	14%
15 to 20 years	6%
20 + years	15%
	100%

Section 2: Changes in the Workforce

Starters

1. Despite budget reductions a significant number of people (439) commenced work with the Council. This table below shows the person's department at the end of the financial year not necessarily the department at appointment. *(Reference data 9)*
2. As noted in the previous section; those starting during this period have not result in any notable changes to the profile of the workforce in terms of gender, age, disability or ethnic origin.

Reference data 9

Number of starters & department

	Numbers (headcount)	% of total
Chief Executive's department	32	7%
Children's & Adults Services	97	22%
Environment & Leisure	112	26%
Finance & Corporate Services	81	18%
Housing & Community Service	117	27%
Total	439	100%

Leavers

3. This section provides a detailed look at the reasons why people leave the organisation and their profile.
4. The two dominant reasons for people leaving were; resignation & redundancy. Any other reason; attracted relatively small numbers of employees.
5. Further scrutiny of those who left on the basis of dismissal; discipline or capability, appears in the relevant section later in this report.
6. In an environment of austerity it is notable that over half of leavers left on a voluntary basis (resignation; career breaks, retirement age).
7. Those that left on redundancy represent year 2 of a three year programme. Reference data 12 shows the picture over the two years. (Whether the leavers event fell in year 1 or year 2 is not material). Looking at the two years the percentage of women who left through redundancy is high compared to percentage of women in the workforce. Over the two years other indicators (broad ethnic origin & disability) are closer to the workforce. Unlike some Authorities the Council has not operated a cross-department voluntary severance scheme in the period. The profile of those leaving on redundancy will be therefore be significantly influenced by the profile of the workforce in those areas that have been subject to review.

Reference data 10

Leavers by reason, gender and disability

Reason for Leaving	Number	Female %	Male %	Total	Of those disabled %
Career Break	14	71%	29%	100%	7%
Deceased	4	0%	100%	100%	
Dismissal - Capability	9	22%	78%	100%	
Dismissal	9	33%	67%	100%	33%
Expiration of Contract	39	49%	51%	100%	
Outsourced	3	33%	67%	100%	
Redundancy	162	69%	31%	100%	5%
Resignation	243	60%	40%	100%	2%
Retirement Age	26	54%	46%	100%	36%
Retirement Early	6	50%	50%	100%	33%
Retirement Ill Health	5	60%	40%	100%	
Other	10	30%	70%	100%	
Total	530	60%	40%	100%	5%

Reference data 11

Leavers by reason, BME employees, White employees

	No.	BME employees %	White employees %	Not Stated %	Total
Career Break	14	29%	71%	0%	100%
Deceased	4	25%	75%	0%	100%
Dismissal - Capability	9	33%	67%	0%	100%
Dismissal	9	89%	11%	0%	100%
Expiration of Contract	39	64%	36%	0%	100%
Outsourced	3	33%	33%	33%	100%
Redundancy	162	65%	35%	0%	100%
Resignation	243	45%	54%	1%	100%
Retirement Age	26	12%	89%	0%	100%
Retirement Early	6	17%	83%	0%	100%
Retirement Ill Health	5	20%	60%	20%	100%
Other	10	60%	40%	0%	100%
Total	530	51%	49%	1%	100%¹

¹(rounding)

Reference data 12

Redundancies Year 1 (2011-12) + Year 2 (2012-13)

Total	Ethnic Origin ¹	Gender	Disabled		
	BME	White	Female	Male	
533	276	251	313	220	29
	52%	48%	59%	41%	5%

¹ Excludes 6 people with no ethnic origin recorded

Reference data13

Leavers by reason & age bands

	Number	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	14	0%	64%	21%	14%	100%
Deceased	4	0%	25%	50%	25%	100%
Dismissal - Capability	9	0%	11%	56%	33%	100%
Dismissal	9	11%	22%	67%	0%	100%
Expiration of Contract	39	18%	46%	15%	21%	100%
Outsourced	3	33%	33%	0%	33%	100%
Redundancy	162	2%	22%	46%	30%	100%
Resignation	243	4%	47%	45%	5%	100%
Retirement Age	26	0%	0%	0%	100%	100%
Retirement Early	6	0%	0%	0%	100%	100%
Retirement Ill Health	5	0%	0%	60%	40%	100%
Other	10	10%	40%	40%	10%	100%
Total	530	4%	35%	40%	21%	100%

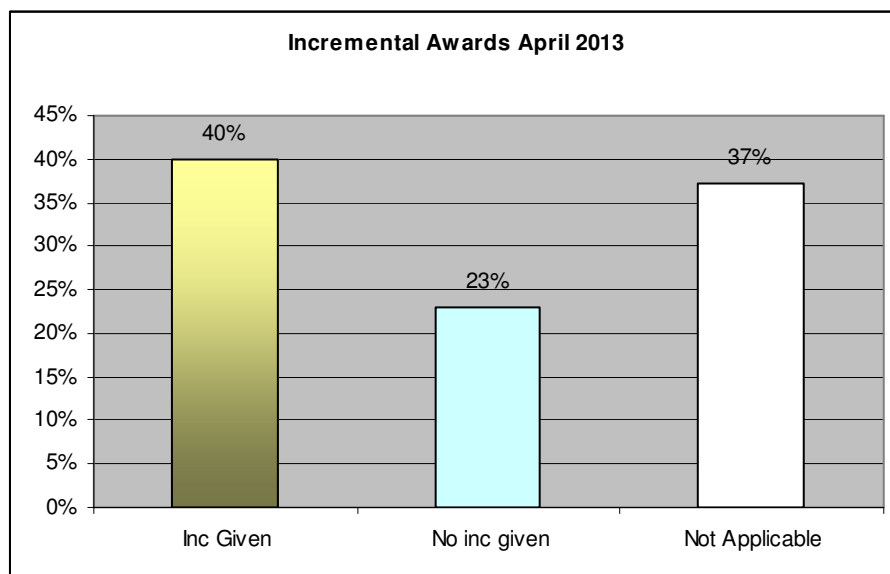
Section 3: Performance Management

This monitor looks at incremental awards from 1st April 2013. The following information has been drawn from August's payroll.

1. A high proportion of staff are not eligible for an increment. This will be because they are at the maximum of their grade. *(Reference data 14)*
2. More eligible staff have been awarded an increment than those who have not received. *(Reference data 14)*
3. Looking at increments awarded they are broadly line with-
 - the proportion of women / men in the workforce. *(Reference data 15)*
 - those who have not declared a disability and those that have declared a disability. *(Reference data 16)*
 - the proportion of people in different/ broad ethnic groups. *(Reference data 17)*

Reference data 14

Incremental awards – Council wide position



Reference data 15

Incremental awards by gender

Outcome & % of employees	Female	Male	Total
Increment Given	51%	49%	100%
No increment given	54%	46%	100%
Not applicable	54%	46%	100%
Total	53%	47%	100%

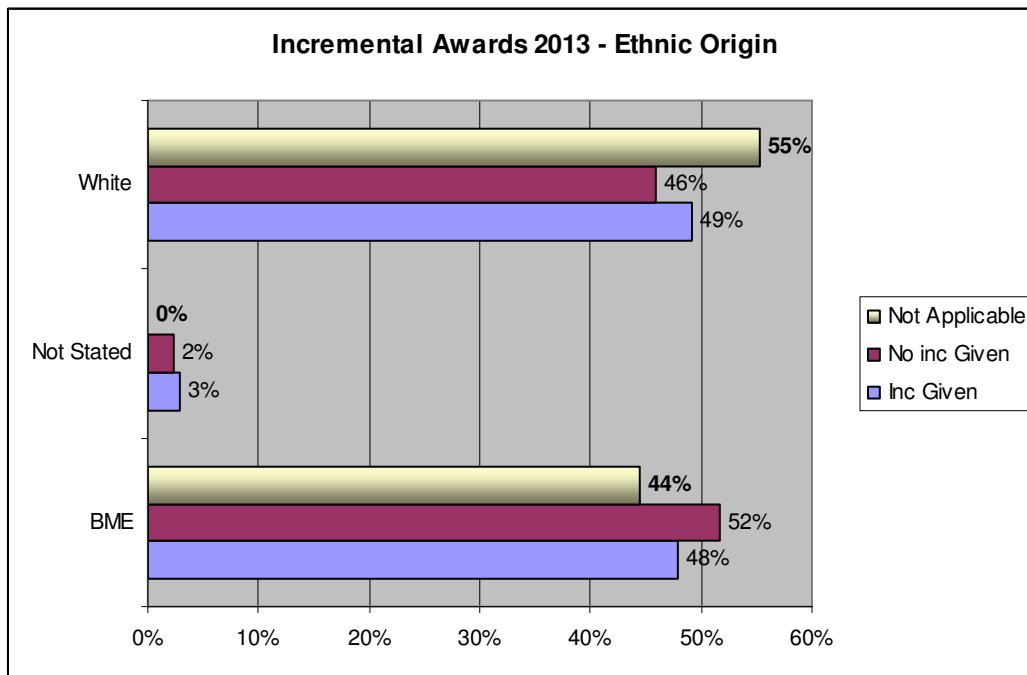
Reference data 16

Incremental awards by disability

Outcome & % of employees	Not disabled	Disabled	Grand Total
Increment Given	98%	2%	100%
No increment given	95%	5%	100%
Not applicable	95%	5%	100%
Total	96%	4%	100%

Reference data 17

Incremental awards by broad ethnic origin



Reference data 18

Incremental awards by age band

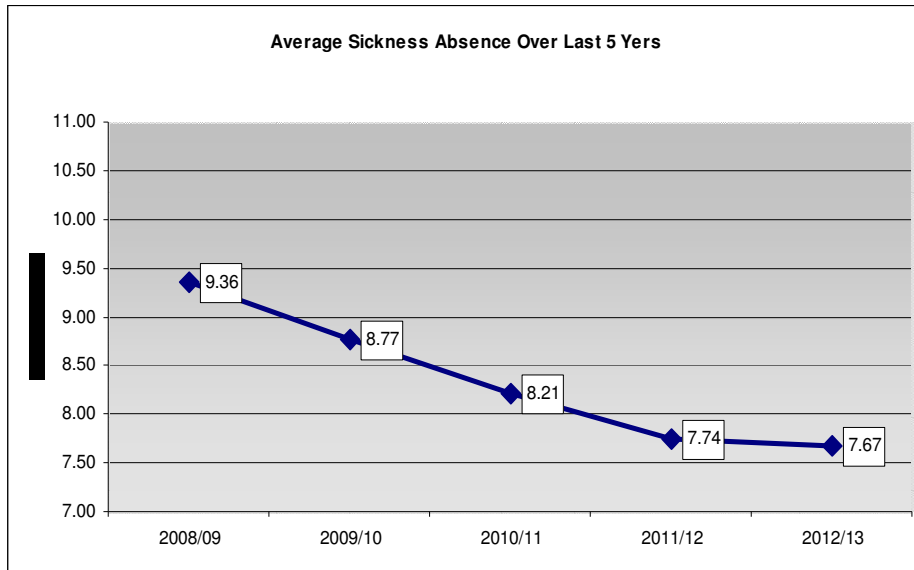
Outcome & % of employees per age band	16 to 24	25 to 39	40 to 54	55 & +	Total
Increment Given	3%	41%	43%	13%	100%
No increment given	7%	36%	45%	12%	100%
Not applicable	0%	14%	59%	27%	100%
Total	3%	30%	50%	18%	100%

Section 4 – Sickness

1. The average sickness absence rate per person show a positive downward trend year on year. (*Reference data 18*)
2. The council performs well compared to the average sickness rate noted across London boroughs which is 8 days. (*Appendix 1*).

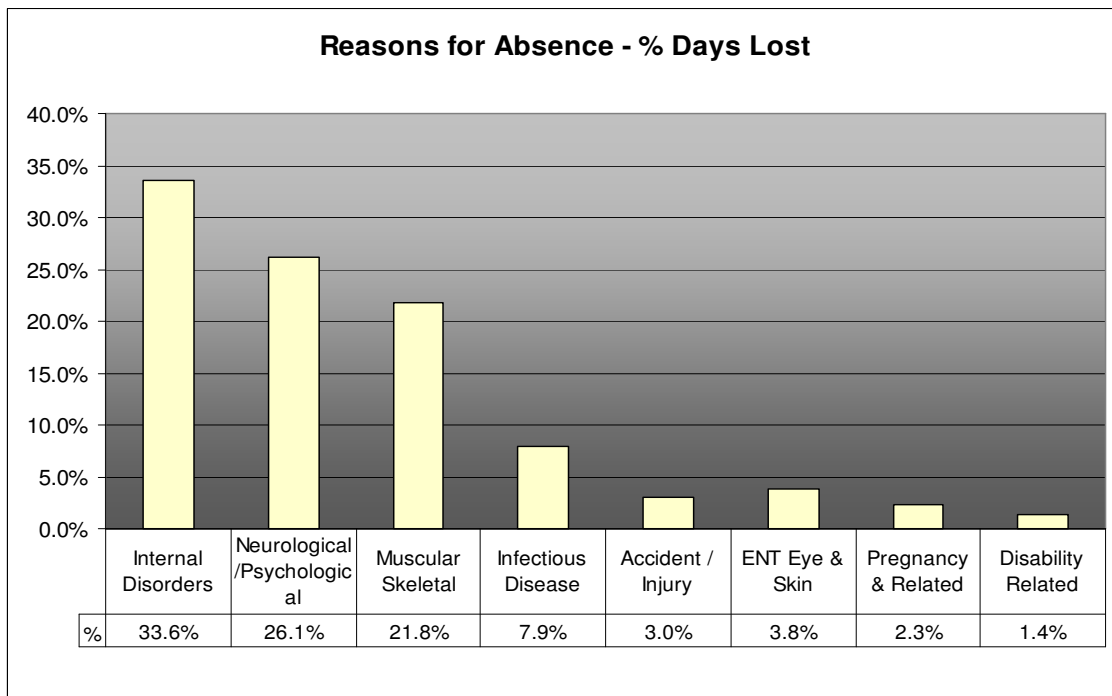
Reference data 19

Annual average days sickness per person over five years



Reference data 20

Recorded reasons for sickness absence 2012-13 ⁽¹⁾



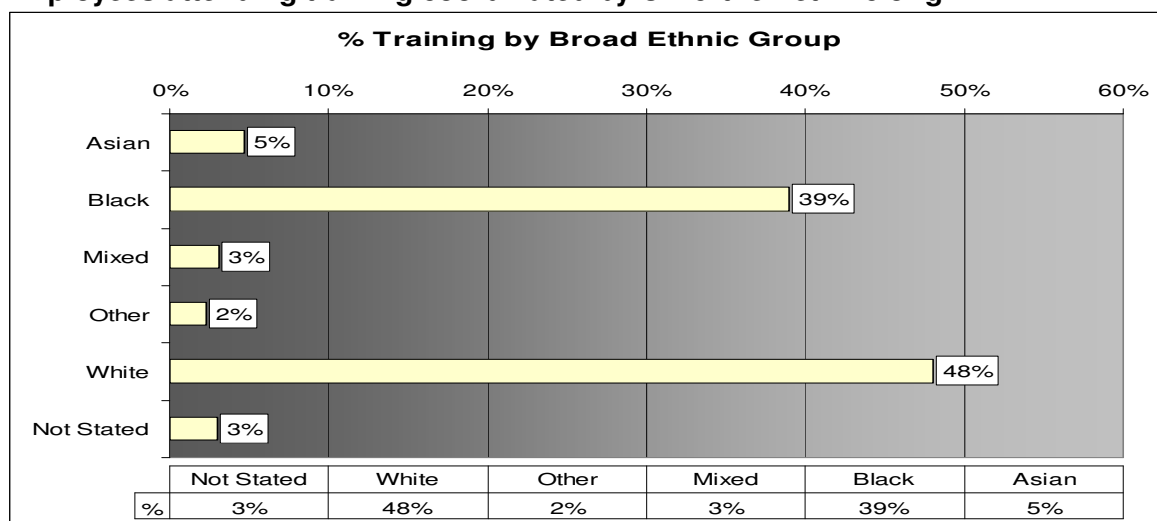
¹ Excludes where not stated

Section 5 – Learning & Development

1. It is stressed that the data below shows training activities coordinated by Organisational Development. Managers and staff record all other training/ learning and development locally.
2. The data suggests that when looking at training days:-
 - The proportion of those attending is broadly in line with; the proportion of people from different ethnic groups in the workforce, (*reference data 21*), the proportion of people who are disabled in the workforce. (*Reference data 22*)
 - The proportion of women attending training occasions/ days is higher than the proportion of women (52%) in the workforce. (*Reference data 23*)

Reference data 21

Employees attending training coordinated by OD & their ethnic origin¹



¹ Data relates to the number of training days and attendees on each of those training days, someone attending a 5 day training programme will be represented 5 times etc.

Reference data 22

Employees attending training coordinated by OD & whether they have a disability¹

	Numbers attending	% of those attending
Disabled	65	4%
Not Disabled	1566	96%
Total	1631	100%

Reference data 23

Employees attending training coordinated by OD & their gender¹

	Numbers attending	% of those attending
Female	1057	65%
Male	574	35%
Total	1631	100

Section 6 - Disciplinary Investigations & Outcomes

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 necessarily linked, i.e. some of the cases are captured in “investigations” would not have reached the stage of a completed disciplinary hearing.

- The numbers subject to disciplinary investigation and disciplinary action are a very small percentage of all employees. On 23 occasions disciplinary actions resulted in either a warning or dismissal. (*References data 26 & 27*). Those subject to such actions are 0.5% of 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 statistically valid.

Reference data 24

Investigations by gender & by disability

	Female	Male	Total	Of those - Disabled
Disciplinary Action Pursued	12	31	43	4
In Progress	6	3	9	0
Total¹	18	34	52	4

¹ Note in addition 19 investigations resulted in a guidance interview; on 18 occasions there was no further action.

Reference data 25

Investigations by broad ethnic origin

	BME	White	Not Stated	Total
Disciplinary Action Pursued	27	15	1	43
In Progress	5	2	2	9
Total¹	32	17	3	52

Reference data 26

Disciplinary action by gender & by disability

	Female	Male	Total	Of those – Disabled
Dismissal	4	5	9	
Final written warning	2	8	10	2
Written warning	3	1	4	1
Total²	9	14	23	3

² Note in addition

- 1 discipline resulted in a guidance interview;
- On 4 occasions there was no further action.
- On 3 occasions the employee resigned during a disciplinary process and on 1 occasion the person took redundancy.

Reference data 27

Disciplinary action by broad ethnic origin

	BME	White	Total
Dismissal	8	1	9
Final written warning	4	6	10
Written warning	3	1	4
Total²	15	8	23

Section 7 - Capability Action & Outcomes

- The numbers subject to capability action are a very small percentage of all employees. Putting aside those still in progress at year end, (2), 13 cases (*References data 28 & 29*), represents 0.3% 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 gender & by disability

	Female	Male	Total	Of those - Disabled
Dismissal	2	7	9	3
Transfer		1	1	1
Written warning	1		1	
In Progress	2		2	1
Set Targets		1	1	
Efficiency Transfer	1		1	
Total	6	9	15	5

Reference data 29

Capability action by broad ethnic origin

	BME	White	Total
Dismissal	3	6	9
Transfer		1	1
Written warning	1		1
In Progress	1	1	2
Set Targets	1		1
Efficiency Transfer	1		1
Total	7	8	15

Section 8 - Staff Complaints

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.

1. The numbers of staff that submit a formal complaint at stage 1 are very few. (*Reference data 30 & 31*); 28 employees represent less than 1% of the workforce. (Key data).
2. Stage 2 complaints are those where the employee is not satisfied with the outcome at stage one and identifies valid grounds for appeal.
3. Where there are such small numbers drawing conclusions at a more detailed level, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 30

Stage 1 complaints by gender & by disability

	Female	Male	Total	Disabled employees
Informal Resolution	2	1	3	
Not Upheld	14	6	20	3
Upheld	3		3	
Partially Upheld	1	1	2	1
Total ¹	20	8	28	4

¹ In addition 10 stage 1 registered complaints were withdrawn.

Reference data 31

Stage 1 complaints by broad ethnic origin

	BME employees	White employees	Total
Informal Resolution	2	1	3
Not Upheld	14	6	20
Upheld	2	0	2
Partially Upheld	0	3	3
Total ¹	18	10	28

Reference data 32

Stage 2 complaints by gender & by disability

	Female	Male	Total	Disabled employees
Not Upheld	7	4	11	2
Upheld	1	1	2	0
Total	8	5	13	2

Reference data 33

Stage 2 complaints by broad ethnic origin

	BME employees	White employees	Total
Not Upheld	9	2	11
Upheld	1	1	2
Total	10	3	13

Section 9 - Respect at Work

Note; the procedure will cover complaints on all forms of harassment, bullying or victimisation on the basis of someone's profile.

1. Once again the numbers of employees making a formal complaint are very few; 12 employees represents less than 0.3% of the workforce.
2. Where there are such small numbers drawing conclusions at a more detailed level, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 34

Complaints by gender & by disability

	Female	Male	Total	Disabled employees
Informal Resolution	1		1	
Not Upheld	4	2	6	
Upheld	2	3	5	1
Total ¹	7	5	12	1

¹ In addition 5 complaints were withdrawn.

Reference data 35

Complaints by broad ethnic origin

	BME employees	White employees	Not Stated	Total
Informal Resolution	1	0	0	1
Not Upheld	5	1	0	6
Upheld	2	1	2	5
Total ¹	8	2	2	12

¹ In addition 5 complaints were withdrawn.

Section 10 - Recruitment

Note; during 2012-13 work has been undertaken to replace our back office recruitment system. This has meant that there has been some interruption to the collation of recruitment statistics at a global level. Further the recurring issue in the compilation of recruitment data is being able to represent the impact where there are high volumes, (100s of applicants) compared to those where response rates can be below 10 applicants.

1. The numbers responding to advertised posts suggest that the Council does not have difficulties in attracting large numbers of people of different profiles. (*Reference data 36*). Future reports should include the numbers of posts advertised, i.e. response rates to give a better picture of activity and where there are large numbers which skew statistical outcomes.
2. Reference data in tables 37-39 provide a snapshot of the outcome where the recruitment activity has been concluded with an offer made to an external candidate. Overall the impact has not been to change the overall profile of the Council's workforce which as evidenced in the Key data is largely unchanged.

Reference data 36

All recorded response to advertisements & profile of applicants

	Number	As a % of applicants
Female	4285	53%
Male	3787	47%
Total	8072	100%
BME	4735	59%
White	3203	40%
Not known	94	1%
Total	8032	100%
Disabled	383	5%
Not disabled	7649	95%
Total	8032	100%

This shows the profile of all applicants to all advertisements that appeared during 2012-13; –

- Internally or externally advertised.
- Whether the recruitment exercise had been completed by transition to the revised recruitment system or not.
- Whether an appointment was made or not.

Reference data 37

Recruitment concluded to offer stage – where external candidates offered & gender

	Male	Female	Total
Applications	1712	1871	3583
As % of applicants	48%	52%	100%
Attending interview	423	503	926
Offered post	153	180	333
% of those offered post	46%	54%	100%

This table & those that follow show the profile of those applicants where-

- The recruitment activity exercise had been completed by transition to the revised recruitment system.
- Where the activity resulted in the appointment of an external candidate
- This excludes all occasions where the advertisement was “internal only” or had not been concluded.

Reference data 38

Recruitment concluded to offer stage – where external candidates offered & broad ethnic origin

	BME candidates	White candidates	Candidates – No details	Total
Applications received	1996	1555	32	3583
As % of applicants	56%	43%	1%	100%
Attending interview (No.)	484	434	8	926
Offered post (No.)	158	175	0	333
% of those offered post	47%	53%	0%	100%

Reference data 39

Recruitment concluded to offer stage – where external candidates offered & disability

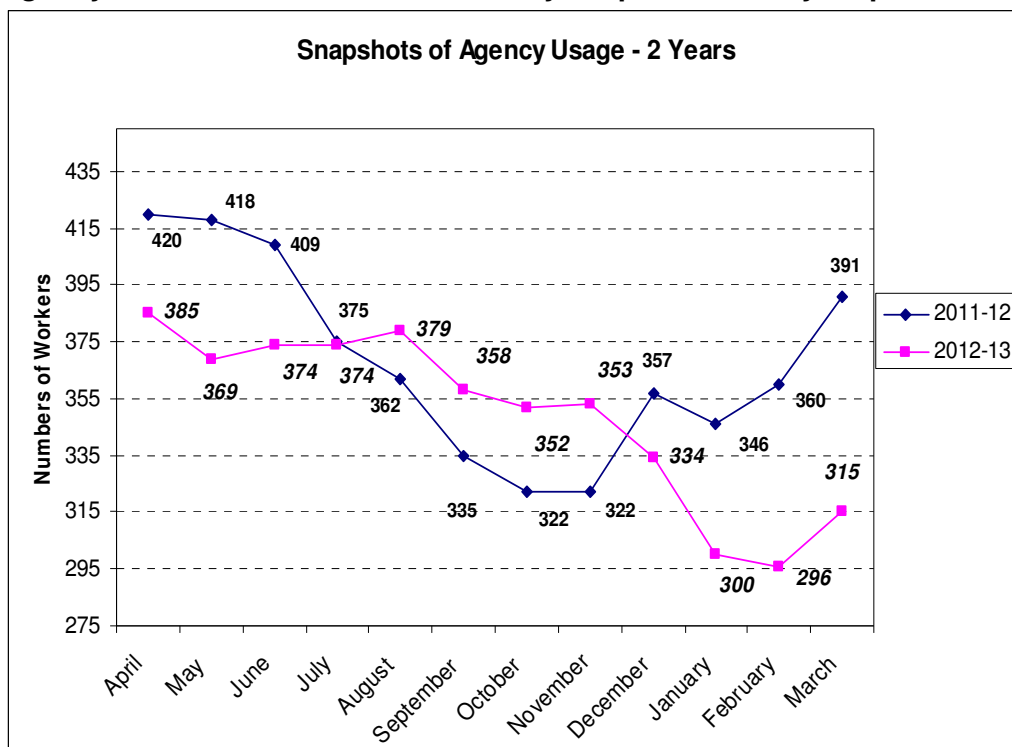
	Not Disabled	Disabled	Total
Applications received	3426	157	3583
As % of applicants	96%	4%	100%
Attending interview	889	37	926
Offered post	326	7	333
% of those offered post	98%	2%	100%

Section 11 – Agency Workers

1. Whilst agency workers remain an important resource in the delivery of the Council's services, the data shows that their numbers have steadily decreased over the last two years. In both years 2011-12 & 2012-13 numbers increased in the month of March. (Reference data 40)
2. These workers' contractual relationship rests with individual employment agencies not the Council who are responsible for the retention of relevant profile information .

Reference data 40

Agency Workers – numbers via monthly snapshot over 2 year period ¹



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

Appendix 1

Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London & the South-east of England, in April 2013 approximately 26%¹ 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.

¹Borough residency is not an indicator on HR records and this figure has been compiled from home address/ post code information.

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 gender 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, gender & economically active comparisons

	Southwark borough information	England Country
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	142618	26069148
	49.5%	49.2%
2011 Population: Females	145665	26943308
	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%

Other Boroughs

The following information relates to year 2011/12, i.e. the previous financial year from the council's workforce data contained in the body of this report. The results across London for 2012/13 will not be available until December 2013 - January 2014.

In considering this information –

- Unless otherwise stated this is based on; responses from 30 boroughs, uses headcounts and **the mean of data**.
- It must be re-emphasised that there are significant differences in the organisations presenting data, e.g. Richmond noted a workforce of just under 1,500 staff, Newham 5,800.
- Organisations collect and define data in different ways, e.g. looking at some Councils extrapolate from survey information others such as Southwark rely on actual declarations. Only data which links to Southwark's statistics is shown.

1. Headcount of employees

- 3,156 staff

2. Average age

- 45 years.

3. Gender profile

- Male 36.9%
- Female 63%

4. Disabled staff

- 5.2% of the workforce

5. Broad Ethnic Origin

Broad Ethnic Origin	%
Asian	9.5%
Black	19.1%
Chinese	0.5%
Mixed	2.5%
White	61.1%
Other	2.1%
Not known	5.4%

6. Sickness Absences

Based on 27 responses & relates to FTE/ FTE days lost

- Average sickness days per person - 8 days

Most frequently reported reason for sickness absence; excluding "other" and unknown - *Stress/depression/anxiety/mental health*.

Concurrent Report from HR Director

Year 2012/13 was the second year of a three year budget cuts programme. In 2011/12 we lost 371 staff through redundancy; this year a further 162 people left on this basis. To enable the council to manage the challenges ahead, and achieve a further £1m of budget cuts, we have re-cast the top manager structure. This meant that during 2012/13 the numbers of departments reduced and some staff moved under the leadership of a new Strategic Director.

Profile Data - Workforce

Despite the significant changes, the data shows that overall the workforce is broadly stable in terms of its profile (gender, ethnic origin, age, disability). To assist comparison we have included in the key data summary information from 2012/11 and 2011/12. There is a slight reduction over the period (0.5%) in the percentage of people declaring a disability; 4.5% in 2010/11, down to 4% in 2012/13.

Action point: to look at how different factors may be affecting the numbers of people with disabilities, (slow down in self declaration, impact of redundancies, recruitment etc). We will aim to put in place measures to encourage better self declaration so that people have access to support that they need.

We have also included for comparison information on the Southwark community and data on workforce profiles in other London Boroughs, (Appendix 1). This data suggests that in comparison with the Southwark community, the gender profile and the ethnic origin profiles of staff are not out of step, although the proportion of staff who classify themselves as Asian or Mixed is slightly low compared to the community and other London boroughs.

Action point; we must ensure that we are properly capturing all ethnic origin, including those details missing for TUPE'd staff. During the coming year we will ask all staff to re-check the data held on them and make any amendments. (Note staff can amend their records at any time via Employee Self Service)

HR Processes

Encouragingly sickness absence rates are slightly lower than the averages of London boroughs; this must be viewed with some caution as the size and shape of organisations will significantly impact on absence rates. More importantly for us, averages are marginally less than the previous two years; a significant achievement in view of the organisational changes. We know, however, that sickness management and opportunities to promote health screening and healthier life styles are essential in maintaining low averages.

Action point; during 2013 we will promote an employee health & wellbeing strategy in accordance with the National Wellbeing Charter

Disciplinary / Capability

The 2011/12 Workforce Report noted that whilst statistically small, the profile of those subject to disciplinary action appeared to be out of step with the workforce and I committed to getting below the top line statistics on disciplines to establish any identifiable causes for the profile results and corrective actions to be taken immediately and for the future.

As a baseline, the Council has agreed, robust, legally-compliant procedures. Panels are independent and profile balanced, employees represented and appeals processes are in place. Quarterly monitoring of disciplinary and capability cases and outcomes, ensures application is compliant with Council procedures, action is justifiable, and no perversities are apparent.

The data shows that over the course of 2012/13 there were relatively few staff dismissed under disciplinary and capability procedures, 18 in total, of whom 11 are BME (61%) and 7 White (38%). This is more balanced than 2011/12. There was a reduction in the number of disciplinary hearings from 70 to 43.

In terms of disciplinary action arising from the 23 disciplinary outcomes concluded during the year, there were 10 final written warnings (43%), 4 written warnings (17%) and 9 (39%) disciplinary hearings resulted in dismissal for gross misconduct. Of these, 4/10 final written warnings were to BME staff and 8/9 disciplinary dismissals were of BME staff. Of the 9 Capability cases, 8/9 related to attendance at work and significantly, no capability dismissals were appealed.

With such small numbers of staff subject to formal procedures it is not possible to draw any broad evidence based equalities conclusions on the quantitative data. However a qualitative overview of the management of individual cases is possible. Scrutiny and monitoring of these outcomes has not shown any perversity and that the disciplinary dismissals have been for legitimate reasons. Disciplinary sanctions are for the right reasons and proportionate to the misconduct. Dismissal cases have been as a result of physical assault; threatening behaviour; safeguarding; fraud; and contractual issues relating to police checks. None of the charges relate to the personal characteristics of the individual.

Dialogue continues with the Trade Unions to ensure fair and proportionate treatment of all staff subject to formal procedures.

Action point; monthly monitoring of disciplinary and capability outcomes will continue to ensure proper application of Council procedures

Agency Workers

Whilst not employees, the other notable change this year compared to previous reports is the numbers of agency workers engaged. Year on year the numbers have reduced; this has been particularly challenging for some services when concurrently undergoing significant organisational changes. Usage is increasingly restricted to hard to fill & front line services or short term whilst changes are being implemented. We know that there is likely to be some increases during the first few months of 2013/14 eg as Customer Services and Public Health services bed in. Organisationally agency usage will be a continuing area of scrutiny.

Action point: To continue to scrutinise the use of agency workers ensuring recruitment to substantive employment (permanent or temporary basis as appropriate).

Performance Management of Staff

The monitors of incremental awards do not raise any significant issues in relation to the profile of staff. What the monitors do show is the percentage of staff who are “not eligible”, i.e. because they are at the maximum of their grade. This is 37% of the workforce overall, as high as 43% in one department. The impact of this in terms of the motivational impact of incremental reward needs to be considered further.

Action point: To propose changes to pay scales for 2014/15 which opens up incremental progression for all.

The council is continuing to face many challenges in how it delivers services. This report suggests that these are being achieved without negative impact on the overall profile of the council's staff and few adverse indicators of HR activity – sickness is not high; agency worker numbers are lower; few are subject to discipline or capability action. This is only achieved through sound people management policy and procedures, alongside a challenging workforce strategy.

Bernard Nawrat
HR Director