

	<u>Content</u>	<u>Page</u>
	<u>Introduction</u>	2
Overview	<u>Workforce Scorecard</u>	3
Section 1	<u>Workforce Profile</u>	4
Section 2	<u>Performance Management</u>	13
Section 3	<u>Sickness</u>	14
Section 4	<u>Learning and Development</u>	15
Section 5	<u>Disciplinary Action</u>	16
Section 6	<u>Capability Action</u>	18
Section 7	<u>Staff Complaints</u>	20
Section 8	<u>Harassment</u>	22
Section 9	<u>Promotions</u>	23
Section 10	<u>Agency Workers</u>	24
Section 11	<u>Recruitment</u>	25
Section 12	<u>Maternity Absence</u>	28
Section 13	<u>Equal Pay</u>	29
Section 14	<u>Concurrent Report from the Head of HR</u>	31
Appendix 1	Detailed profile information on the workforce	34
Appendix 2	London Borough's Workforce Scorecard	40

Introduction

This report looks at the profile of the workforce as at 01 April 2011, staff changes and HR activities over the financial year 2010 - 2011, (recruitment, disciplines, etc).

The report has been written to take account of the public sector duties of the Equality Act, as far the requirements are clear at the point of compilation, (May-July 11), or the data is available. This is explored further in the Head of HR's commentary, which is noted below.

Scope

1. Unless stated, the report excludes staff who work in schools and casual workers. Whilst agency workers are not employees, a snapshot of agency workers on assignment as at 7th March 2011 is provided.
2. All departmental details will relate to organisational structures as at 1st April 2011.
3. All workforce profile data will be as at 1st April 2011, unless stated.
4. All data related to the outcomes of HR activity will cover the period April 2010 – March 2011, unless stated

Content

The report –

1. Begins with an overview, i.e. the “workforce scorecard”. This gives brief, accessible data on staff resources and mirrors the information that is collected across London boroughs and is included in the Appendices.
2. Looks at the profile of the Council's workforce against each protected characteristic where information is available (gender, ethnic origin, age, disability).
3. Includes a commentary by the Head of Human Resources on the findings of the report and proposed actions.
4. Will be discussed with the constituent trade unions and other consultation groups e.g. BME consultation group, prior to publication.

Workforce Scorecard

Directly employed workforce **Mean** **Actual**

Number of employees

Headcount **5021**

Age Profile

Age: % of average headcount

16 to 24	3.7%	184
25 to 39	29.8%	1494
40 to 49	35.1%	1764
50 to 64	31.0%	1554
65+	0.5%	25

Average Age of workforce **43.7**

Length of Service Profile

Service: % of headcount

Less than 1 year	11.5%	579
1 to < 2 years	6.4%	320
2 to < 3 years	7.8%	390
3 to < 5 years	12.6%	635
5 to < 10 years	31.3%	1570
10 to < 15 years	8.9%	449
15+ years	21.5%	1078

Gender Profile

Gender: % of headcount

Males	47%	2344
Females	53%	2677

Broad Ethnicity Profile

Ethnicity: % of headcount

Asian	4.0%	195
Black	38.4%	1885
Mixed	2.7%	133
Other	3.2%	156
White	51.8%	2542
Not stated		110

Disabled Staff Profile

Disabled staff : % of headcount **4.5%** **224**

Agency Worker Snapshot

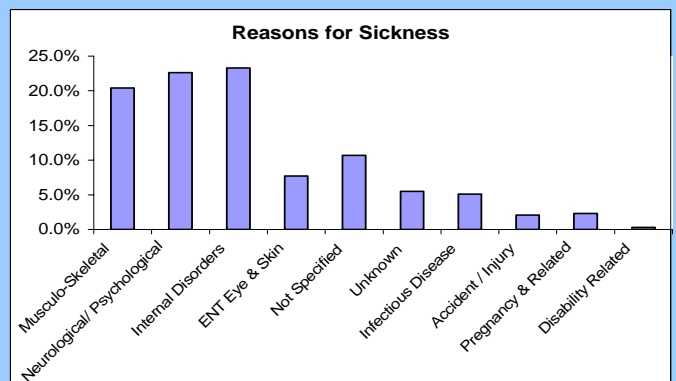
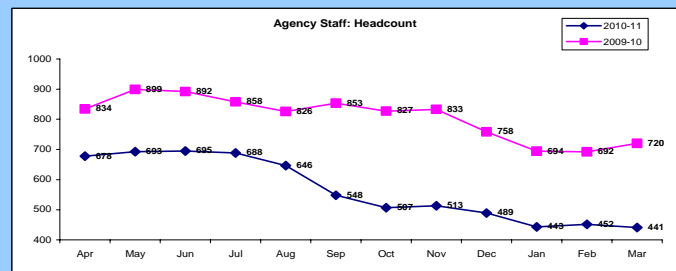
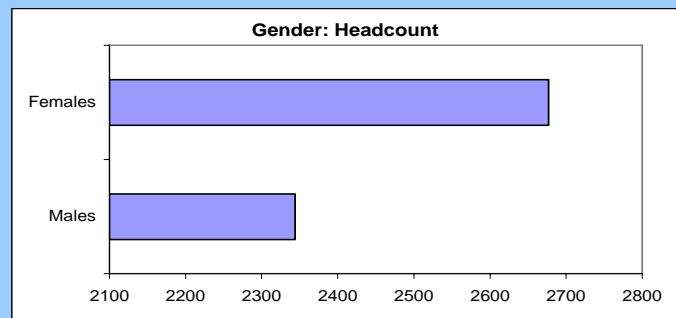
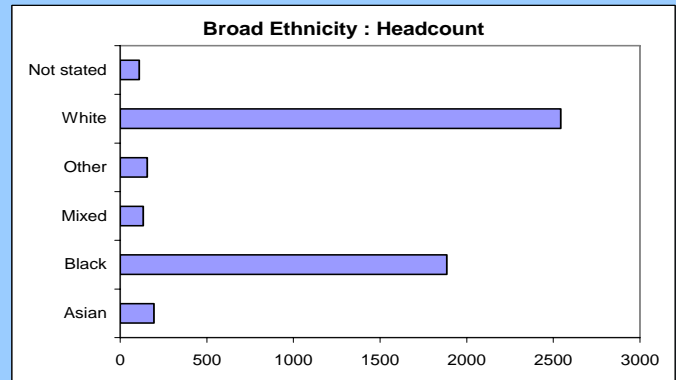
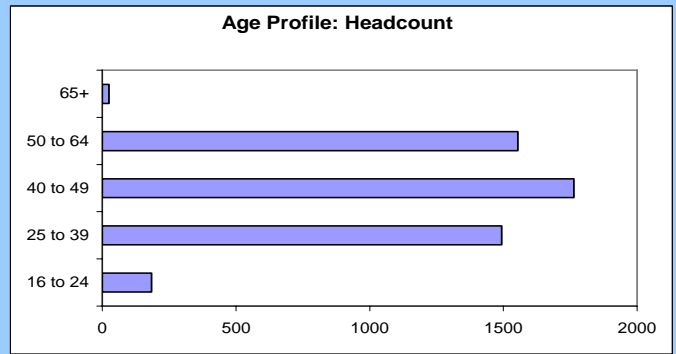
Total number of agency workers **441**

Sickness Absence

Average number of FTE days lost per employee **8.21**

Reasons for Sickness Absence - FTE Days Lost

Musculo-Skeletal	20.4%
Neurological/ Psychological	22.6%
Internal Disorders	23.3%
ENT Eye & Skin	7.7%
Not Specified	10.7%
Unknown	5.5%
Infectious Disease	5.1%
Accident / Injury	2.1%
Pregnancy & Related	2.3%
Disability Related	0.3%



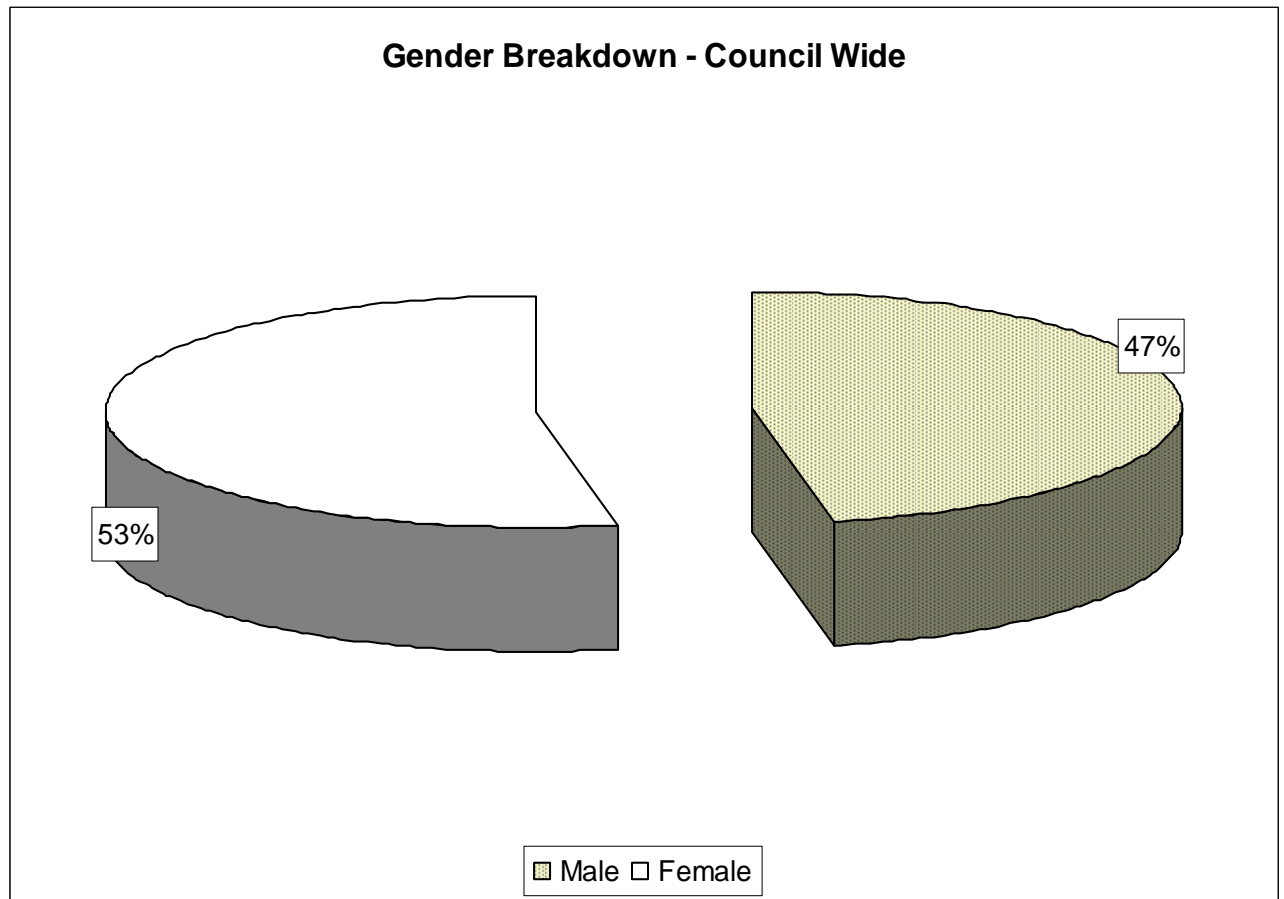
Section 1: Workforce Profile

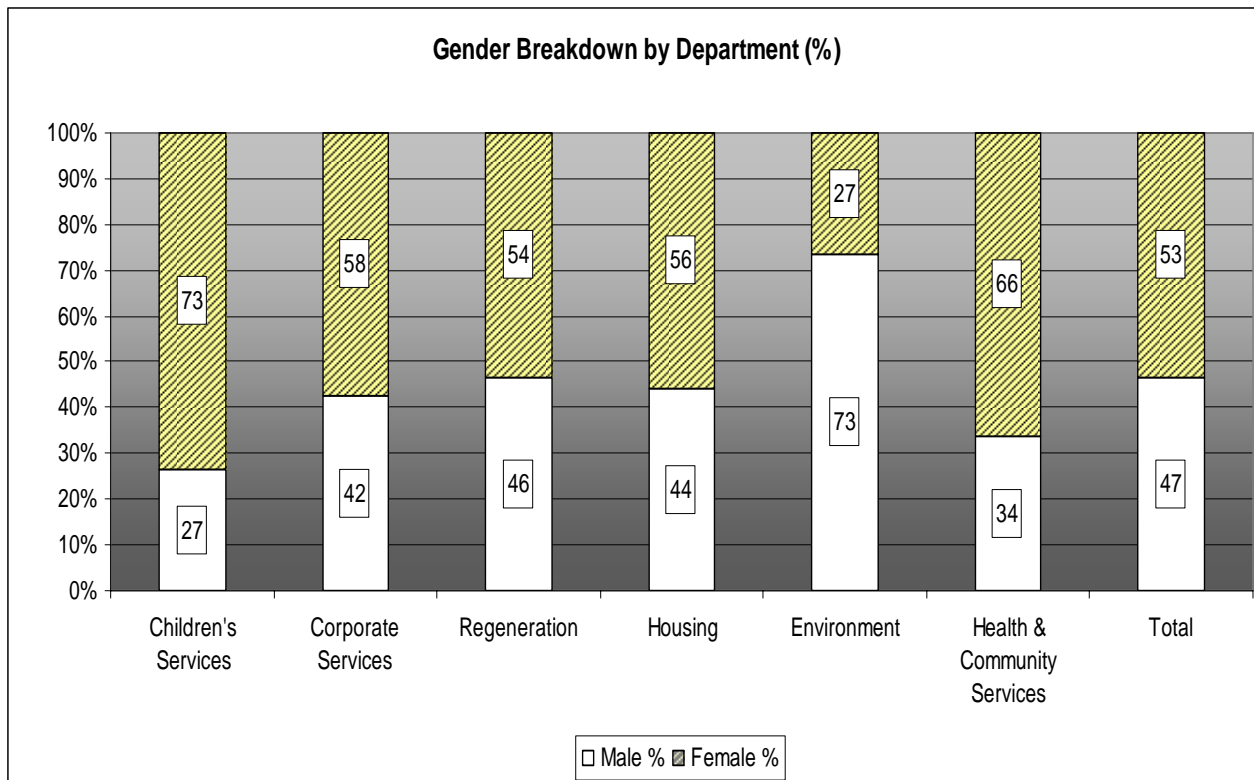
- As at 01 April 2011 the total number of employees was 5021. This excludes casual workers and other non staff members e.g. agency workers and consultants.

Staff Numbers by Department		
	Staff Numbers	%
Children's Services	1424	28
Corporate Services	770	15
Regeneration	471	9
Housing	563	11
Environment	1425	28
Health & Community Services	368	7
Total	5021	100

- 53.32% of the workforce are women
- 17.43% of the workforce work part-time of which 13.01% are women and 4.42% are male
- 42.91% of JNC earners are women

Gender and part-time breakdown by department				
	Male		Female	
	Full-time (%)	Part-time (%)	Full-time (%)	Part-time (%)
Children's Services	16.2	10.5	48.0	25.4
Corporate Services	40.0	2.5	50.4	7.1
Regeneration	44.6	1.9	45.9	7.6
Housing	43.7	0.4	49.6	6.4
Environment	70.9	2.5	18.4	8.2
Health & Community Services	31.5	2.2	53.3	13.0
Total	42.26	4.42	40.31	13.01

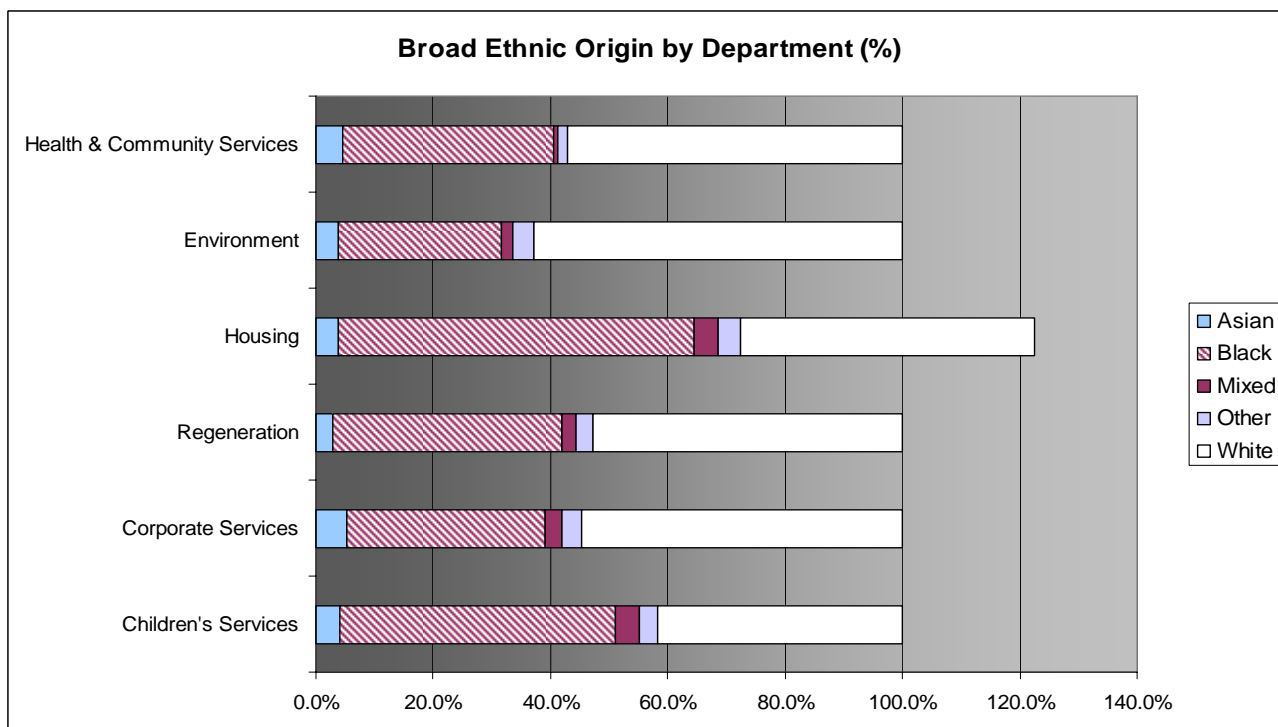




Unless stated those employees who have no ethnic origin recorded, (110), will be excluded from all monitors of ethnicity. Note, a significant number of those with no ethnic origin were staff who joined the Council under TUPE arrangements.

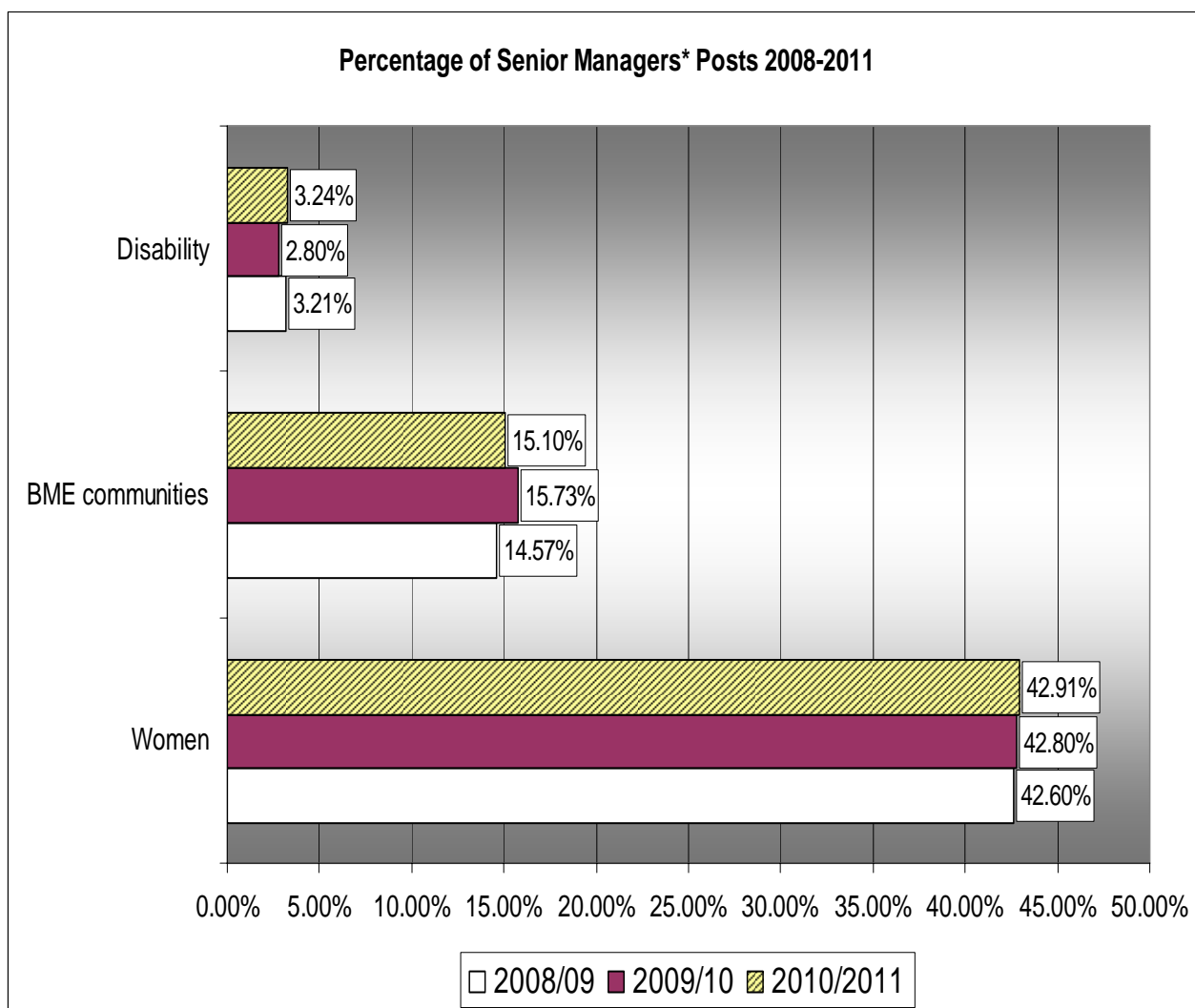
- 48.2% of the workforce are from black & ethnic minority groups¹

Staff Profile by Broad Ethnic Origin and Department



¹ Detailed ethnic origin breakdown can be found in Appendix 1

Broad Ethnic Origin by Department (%)					
	Asian	Black	Mixed	Other	White
Children's Services	4.0%	47.2%	3.9%	3.1%	41.8%
Corporate Services	5.2%	33.9%	2.8%	3.3%	54.8%
Regeneration	2.8%	39.1%	2.4%	2.8%	52.8%
Housing	3.9%	60.5%	4.1%	3.9%	50.0%
Environment	3.8%	27.8%	1.8%	3.7%	62.9%
Health & Community Services	4.6%	35.8%	0.8%	1.6%	57.1%
Total	4.0%	38.4%	2.7%	3.2%	51.8%

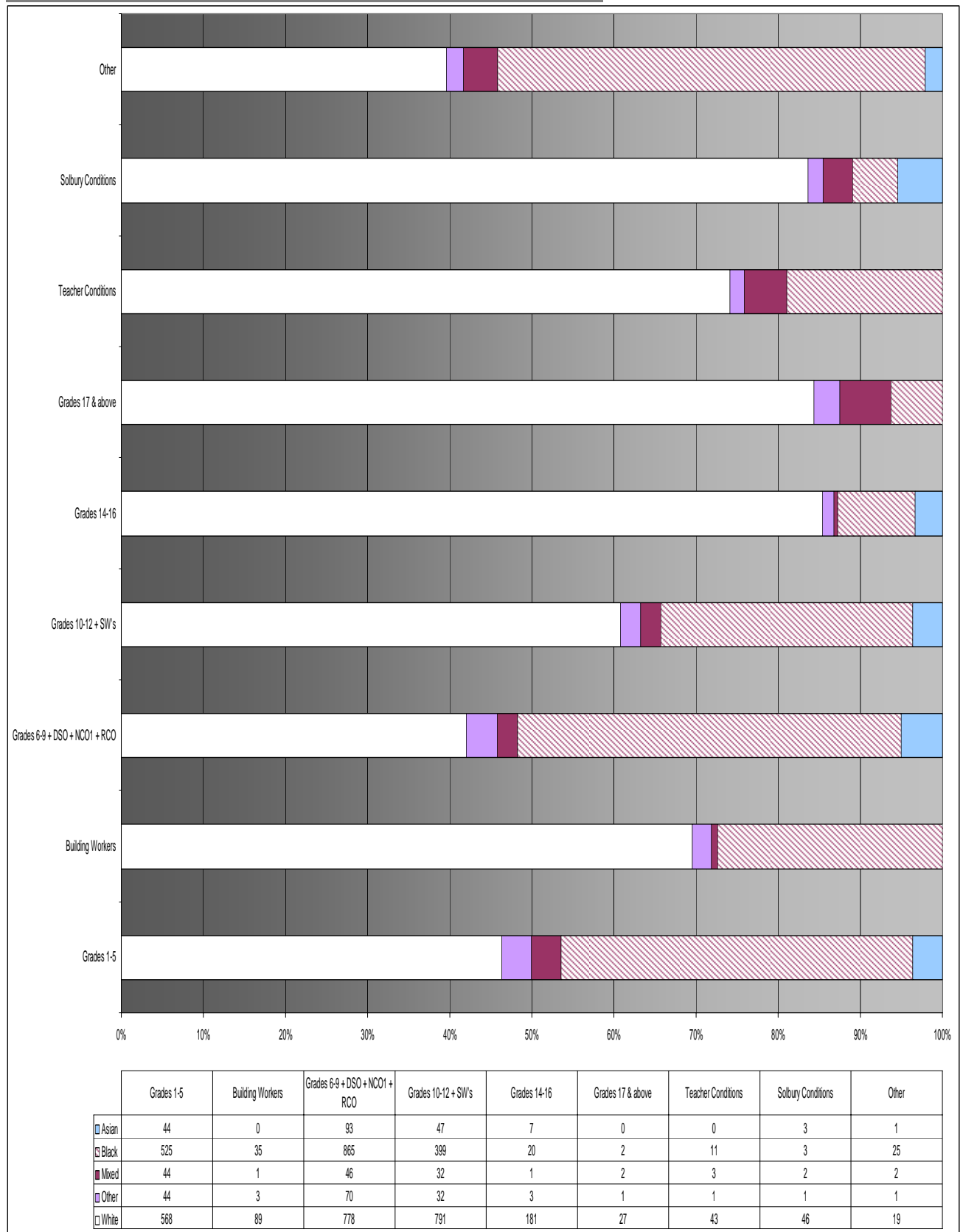


There is little change on the profile of staff at JNC level, slight:-

- Increase in female staff.
- Decrease in BME staff
- Increase in disabled staff

For all categories the change is less than 1%

Staff Profile by Grade Group and Broad Ethnic Origin



2

² Excludes employees that have no ethnic origin recorded (110)

- There were 224 (4.5%) staff with a disability

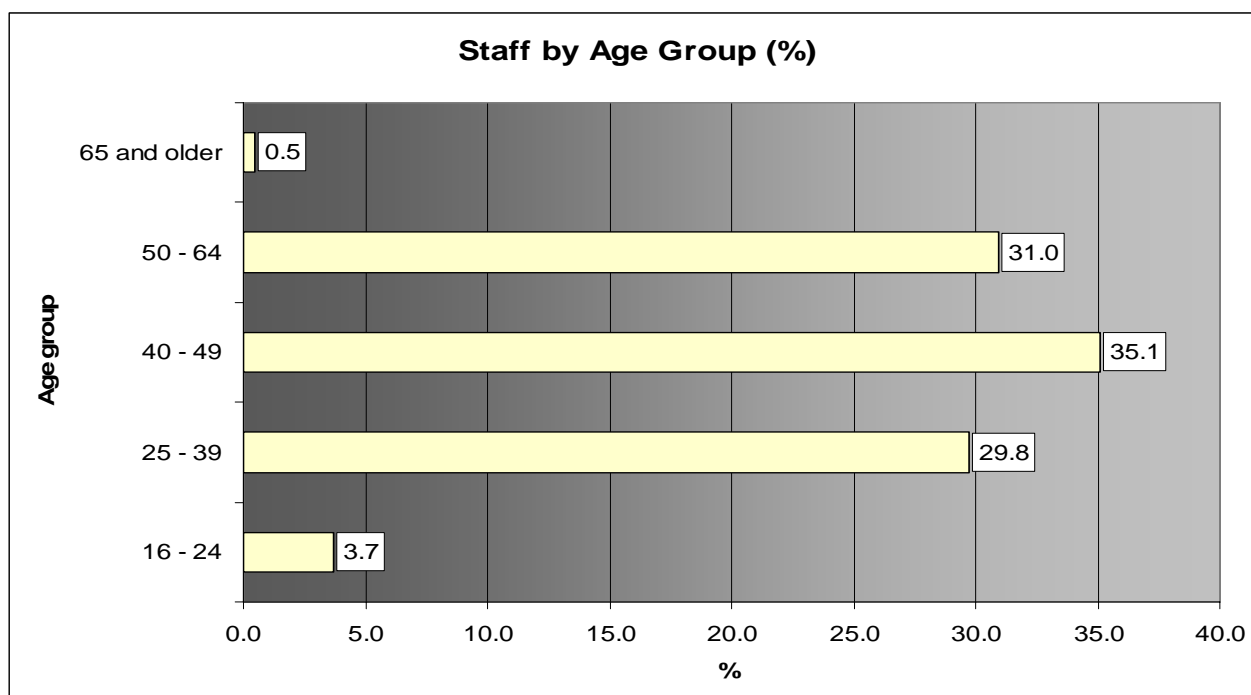
Staff with Disabilities by Department		
	No.	%
Children's Services	57	4.0
Corporate Services	39	5.1
Regeneration	17	3.6
Housing	42	7.5
Environment	35	2.5
Health & Community Services	34	9.2
Total	224	4.5

- The Council wide average age is 43 years and 8 months
- 31.5% of the workforce are over 50 years old
- 0.5% (25) of the workforce has elected to work beyond aged 65 years.

Staff by Age Band	
Age Group	%
16 - 24	3.7
25 - 39	29.8
40 - 49	35.1
50 - 64	31.0
65 and older	0.5
Total	100.0

- On average the length of service was 9 years and 4 months

% Staff by Length of Service	
Service Band	%
<1 year	11.5
1 - <2 yrs	6.4
2 - <3 yrs	7.8
3 - <5 yrs	12.6
5 - <10 yrs	31.3
10 - <15 yrs	8.9
15+ yrs	21.5
Total	100.0

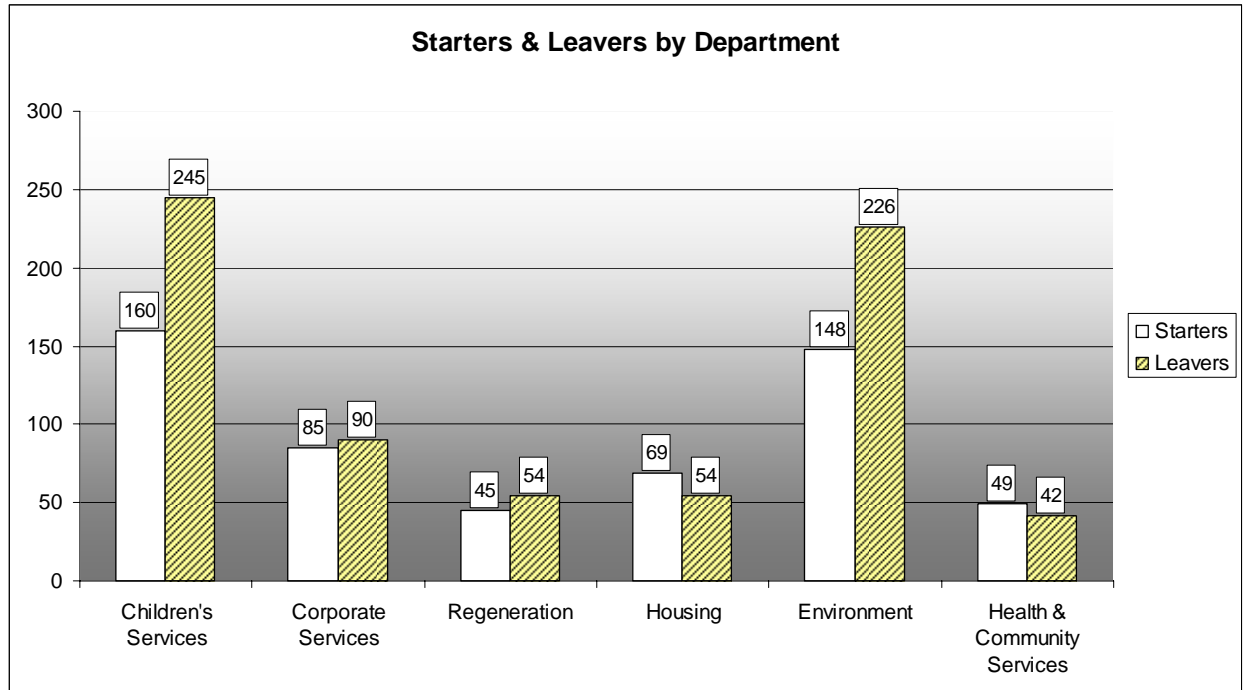


Workforce Report 2010-11

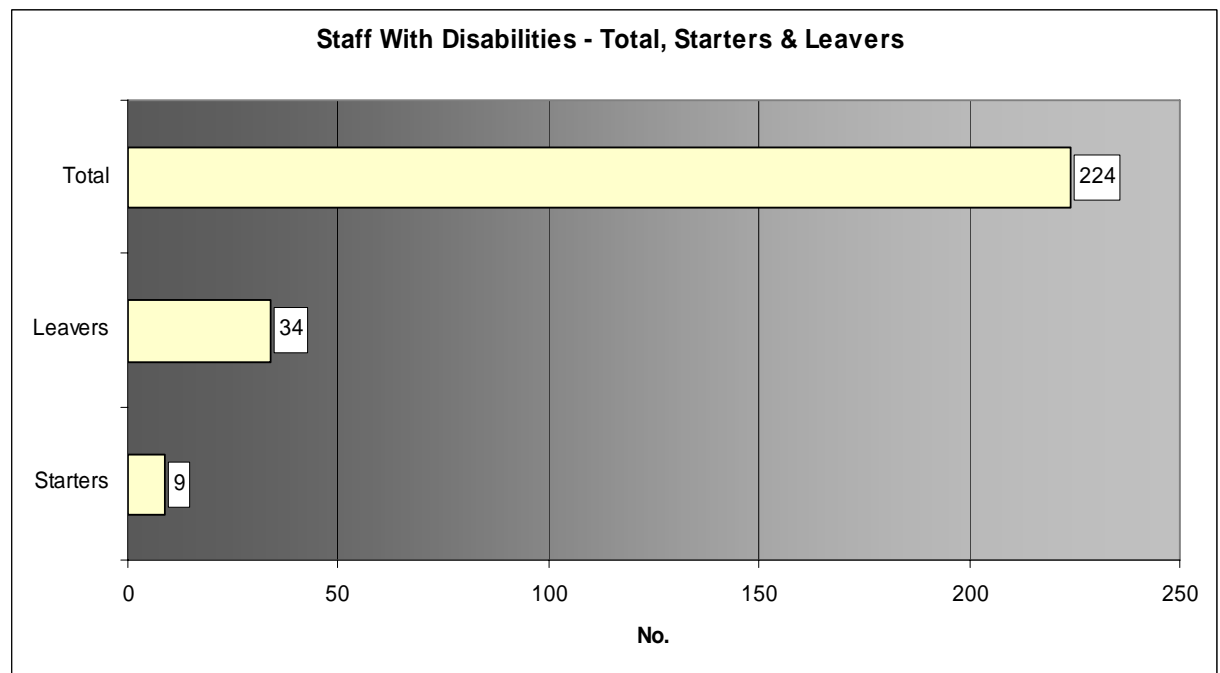
- There were 556 starters* and 711 leavers during 2010-11.

*Note the workforce report reflects the in-post as at 1st April. The numbers employed as at that date were increased by those staff who joined the Council on 1st April under TUPE arrangements. These people will not be included in the "starters" figure above.

Starters & Leavers by Department

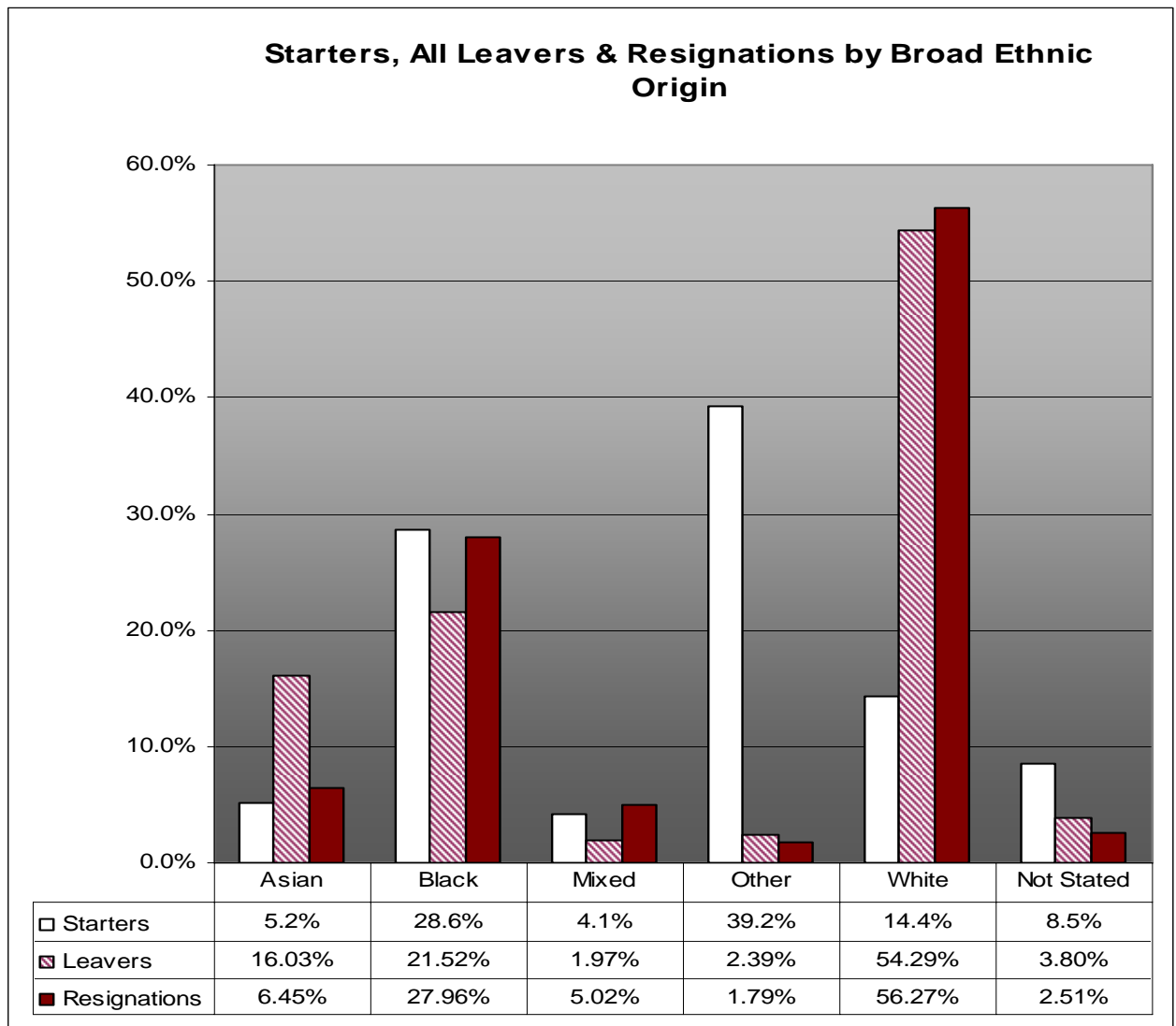


Starters & leavers by Disability



Total = number of people employed who have declared a disability

Starters, All Leavers & Resignations by Broad Ethnic Origin



Those who resigned are also included in the leavers figures.

Termination by Reason for Leaving, Gender and Disability

Leavers by Reason, Gender and Disability			
Reason for Leaving	Female %	Male %	Disabled %
Career Break	53%	47%	0%
Deceased	25%	75%	0%
Dismissal - Capability	50%	50%	9%
Dismissal	50%	50%	3%
Expiration of Contract	50%	50%	0%
Outsourced	82%	18%	0%
Redundancy	60%	40%	24%
Resignation	64%	36%	26%
Retirement Age	49%	51%	12%
Retirement Early	36%	64%	6%
Retirement Ill Health	50%	50%	21%
Total	58%	42%	100%

Leavers by Reason for Leaving and Broad Ethnic Origin

% Leavers by Reason & Broad Ethnic Origin							
	Asian	Black	Mixed	Other	White	Not Stated	No.
Career Break	6.7%	26.7%	0.0%	26.7%	40.0%	0.0%	15
Deceased	0.0%	37.5%	0.0%	0.0%	62.5%	0.0%	8
Dismissal - Capability	0.0%	30.0%	0.0%	10.0%	60.0%	0.0%	10
Dismissal	7.1%	57.1%	0.0%	0.0%	28.6%	7.1%	14
Expiration of Contract	6.1%	34.8%	4.5%	1.5%	45.5%	7.6%	132
Outsourced	3.6%	10.7%	7.1%	0.0%	60.7%	17.9%	28
Redundancy	8.1%	33.8%	2.9%	2.9%	50.0%	2.2%	136
Resignation	6.5%	28.0%	5.0%	1.8%	56.3%	2.5%	279
Retirement Age	2.2%	15.6%	0.0%	2.2%	77.8%	2.2%	45
Retirement Early	0.0%	36.4%	0.0%	0.0%	63.6%	0.0%	22
Retirement Ill Health	0.0%	36.4%	0.0%	0.0%	63.6%	0.0%	22
Total	5.8%	30.1%	3.7%	2.4%	54.3%	3.8%	711

Resignations by Age Band

Resignations by Age Band	
16 - 24	11%
25 - 39	52%
40 - 49	19%
50 - 64	16%
65 and older	2%

Leavers by Reasons for Leaving and Age Band

Reasons for Leaving by Age Band							
	16 - 24	25 - 39	40 - 49	50 - 64	65 and older	Total	No.
Career Break	0%	73%	27%	0%	0%	100%	15
Deceased	0%	0%	25%	75%	0%	100%	8
Dismissal - Capability	0%	20%	30%	50%	0%	100%	10
Dismissal	14%	14%	36%	36%	0%	100%	14
Expiration of Contract	14%	46%	23%	12%	5%	100%	132
Outsourced	4%	36%	14%	46%	0%	100%	28
Redundancy	1%	24%	35%	39%	1%	100%	136
Resignation	11%	52%	19%	16%	2%	100%	279
Retirement Age	0%	0%	0%	24%	76%	100%	45
Retirement Early	0%	0%	0%	100%	0%	100%	22
Retirement Ill Health	0%	5%	23%	73%	0%	100%	22
Total	7%	37%	22%	27%	7%	100%	711

Workforce Report 2010-11

Section 2: Performance Management

This monitor looks at incremental awards from 1st April 2011. The following information has been drawn from July's payroll.

Incremental Awards

Incremental Awards by Department				
	1 Inc Given	No Inc	Not Applicable	Total
Children's Services	38%	30%	32%	100%
Housing	43%	31%	26%	100%
Environment	43%	26%	31%	100%
Health & Community Services	35%	17%	48%	100%
Regeneration	43%	20%	37%	100%
Communities Law & Governance	50%	14%	36%	100%
Deputy Chief Executive	40%	31%	29%	100%
Finance & Resources	45%	14%	40%	100%
Grand Total	37%	32%	31%	100%

Incremental Awards by Gender			
	Female	Male	Total
1 Inc Given	54%	46%	100%
No Increment	54%	46%	100%
Not Applicable	55%	45%	100%
Total	54%	46%	100%

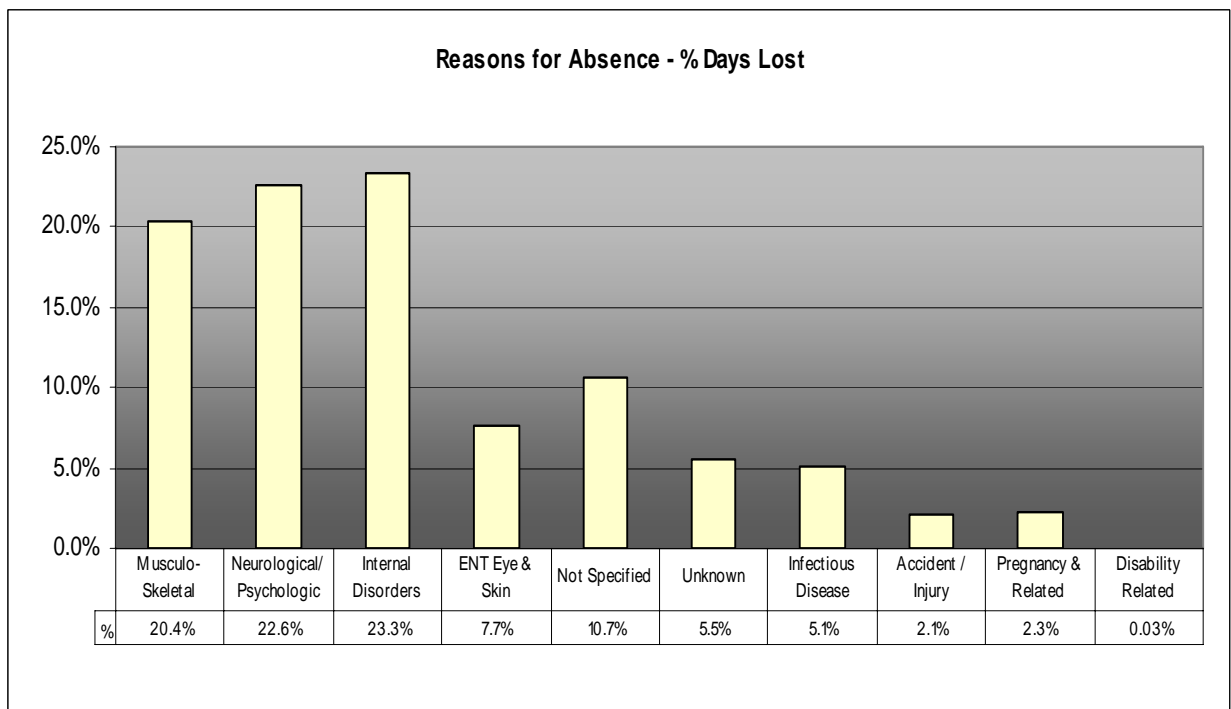
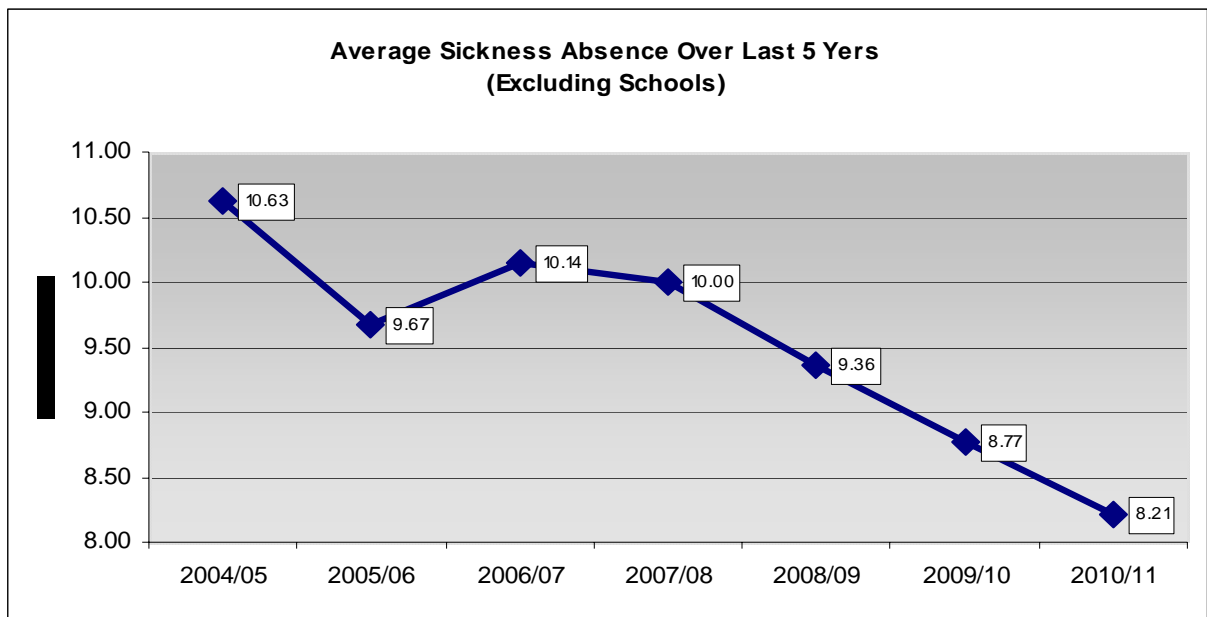
Incremental Awards by Disability			
	Not Disabled	Disabled	Total
1 Inc Given	97%	3%	100%
No Increment	95%	5%	100%
Not Applicable	94%	6%	100%
Total	96%	4%	100%

Incremental Awards by Broad Ethnic Group							
	Asian	Black	Mixed	Not Stated	Other	White	Total
1 Inc Given	4%	39%	3%	2%	4%	49%	101%
No Increment	4%	43%	3%	3%	3%	44%	100%
Not Applicable	4%	35%	2%	1%	3%	56%	100%
Total	4%	38%	3%	2%	3%	50%	100%

Incremental Awards by Age Band							
	16 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60+	Total
1 Inc Given	0.3%	15%	28%	32%	20%	4%	100%
No Inc	1.0%	18%	23%	36%	18%	4%	100%
Not Applicable	0.1%	2%	13%	39%	37%	9%	100%
Total	0%	12%	22%	35%	25%	5%	100%

Section 3: Sickness

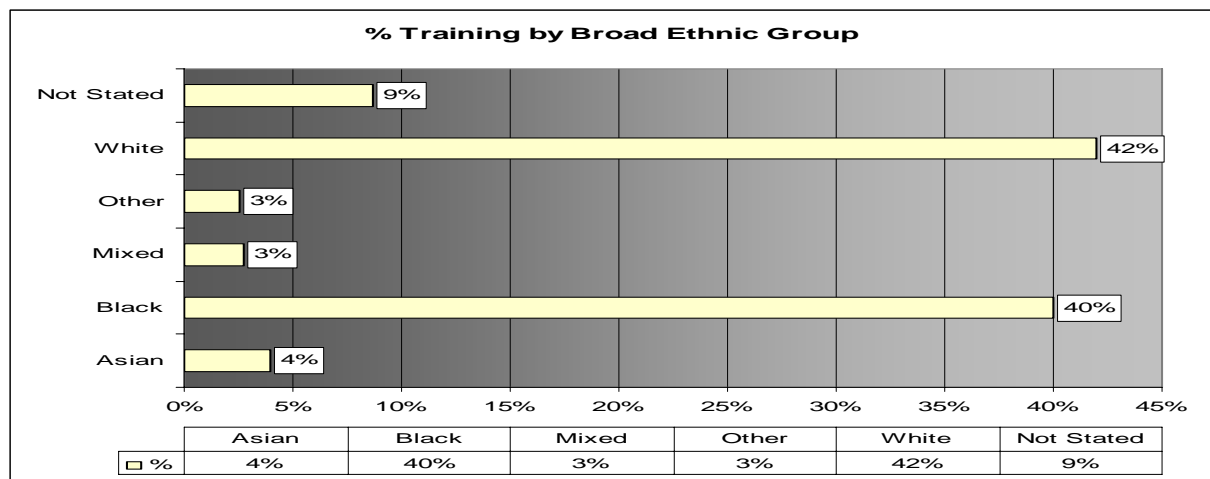
- The average sickness absence for year 2010-11 was 8.21 days per person. This is a small drop from 2009/10 and as noted below continues the trend of recent years.
- The top reasons for sickness absence was; internal disorders, neurological/psychological, (this would include stress, depression, mental health conditions and fatigue), and muscular-skeletal.
- 47% of staff employed (2604 workers) at any point during the year had no sickness



Section 4: Learning & Development

The following information is based on staff that have received training through the Corporate Learning and Development. Managers and staff record all other training/ learning and development locally.

The data relates to the number of training days and the ethnic group of attendees on each of those training days, therefore someone attending a 5 day training programme will be represented 5 times, someone attending a 2 day course will be shown 2 times etc.



Training by Ethnic Origin	
Detailed Ethnic Origin	%
Asian, Bangladeshi	0.4%
Asian, British	1.3%
Asian, Indian	1.2%
Asian, Other	0.9%
Asian, Pakistani	0.2%
Black, African	13.3%
Black, British	13.8%
Black, Caribbean	11.1%
Black, Other	1.9%
Mx, Mixed Other	1.1%
Mx, White & Asian	0.2%
Mx, White & Black African	0.3%
Mx, White & Black Caribbean	1.0%
Not Stated	8.7%
Other, any other group	1.7%
Other, Chinese/Vietnamese	0.5%
Other, Cypriot Greek	0.2%
Other, Cypriot Turkish	0.1%
White, British	31.8%
White, Irish	1.4%
White, Other	8.8%
Total	100.0%

- 70% of training was undertaken by women

Training by Gender (%)		
	%	No.
Female	70	3556
Male	30	1493
Total	100	5049

Training days by Disability		
	%	No.
Disabled	3	154
Not Disabled	97	4895
Total	100	5049

Section 5: Disciplinary Action

Disciplinary Action by Gender & Disability						
	Female	%	Male	%	Total	Of these - Disability
Investigations	40	44	50	56	90	3
Hearings Concluded	34	38	34	38	68	4

Disciplinary Action by Broad Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Asian	3	3%	3	4%
Black	50	56%	35	51%
Mixed	4	4%	4	6%
Other	2	2%	2	3%
White	29	32%	22	32%
Not Stated	2	2%	2	3%

- Disciplinary action by detailed ethnic origin can be found in appendix 1

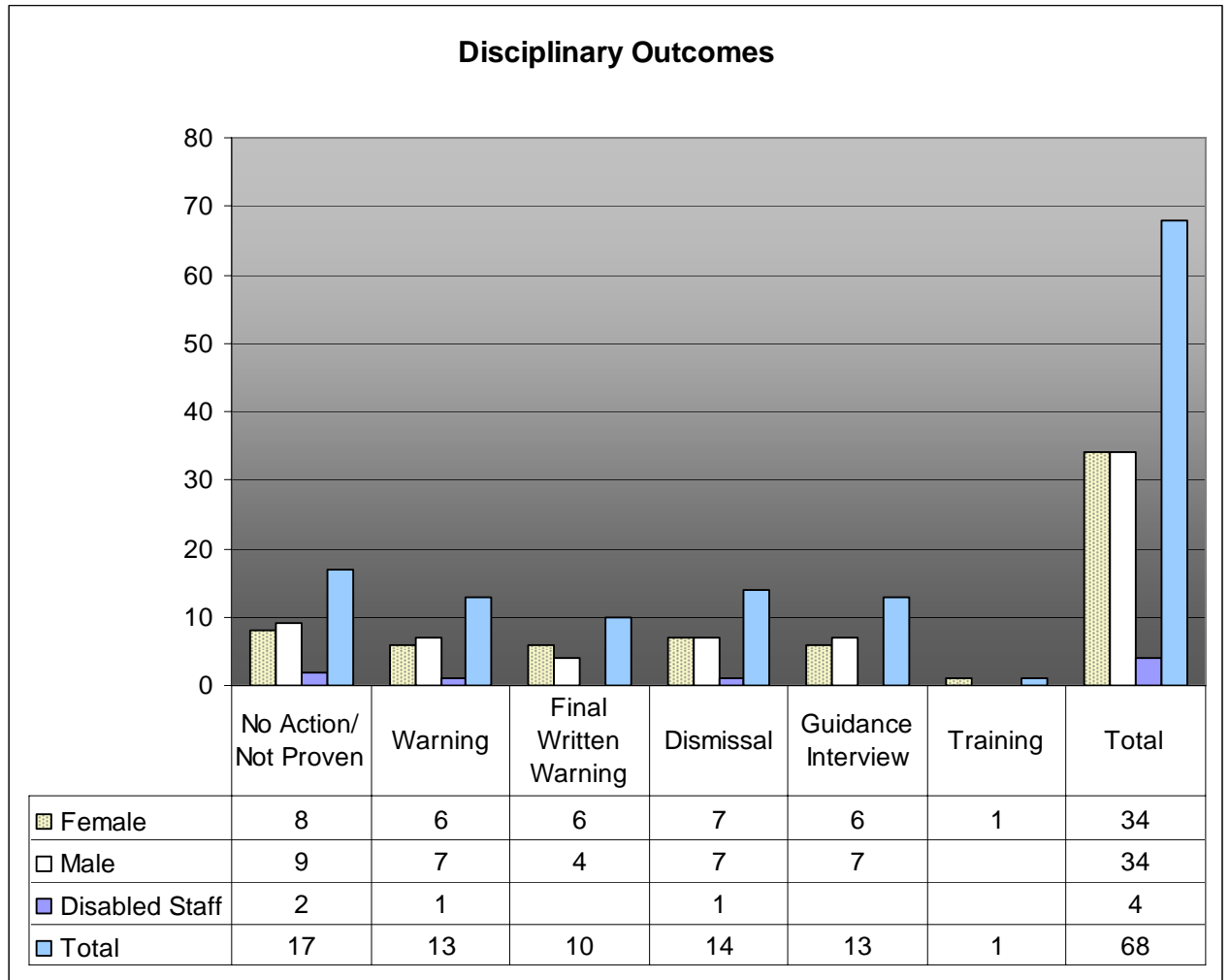
Disciplinary Action – Outcomes

Outcomes by Broad Ethnic Origin						
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview	Training
Asian		1	1	1		
Black	9	6	5	8	7	
Mixed	1	2	1			
Other	1				1	
White	6	4	3	4	5	
Not Stated				1		1
Total	17	13	10	14	13	1

- Disciplinary outcomes by detailed ethnic origin can be found in appendix 1

Age Outcomes						
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview	Training
16 -24	2			2		
25 - 39	5	4	2	2	7	
40 - 49	4	8	5	5	4	1
50 - 64	6	1	3	5	2	
65+						
Total	17	13	10	14	13	1

Disciplinary Outcomes by Gender and Disability



Section 6: Capability Action

Capability Action by Gender & Disability						
	Female	%	Male	%	Total	Of these - Disabled Staff
Investigations	32	68	15	32	47	10
Hearings Concluded	27	73	10	27	37	8

Capability Action by broad Ethnic Group				
	Investigations	%	Concluded	%
Asian		0%		0%
Black	23	49%	17	46%
Mixed	2	4%	1	3%
Other	2	4%	2	5%
White	20	43%	17	46%

- Capability action by detailed ethnic origin can be found in appendix 2

Capability Action by Age Band		
	%	No.
16 - 24	5	2
25 - 39	24	9
40 - 49	30	11
50 - 64	35	13
65+	5	2

Workforce Report 2010-11

Capability Action – Outcomes

Capability Outcomes by Gender & Disability						
	Female	%	Male	%	Total	Of these - Disabled Staff
No Further Action	5	100		0	5	1
Dismissal	5	50	5	50	10	3
Warning	2	100		0	2	
Final Written Warning	1	100		0	1	
Guidance Interview	9	75	3	25	12	2
Individual Retired (Ill Health)	4	80	1	20	5	1
Transfer	1	100		0	1	
Job redesign		0	1	100	1	1
Total	27	73	10	27	37	8

Outcomes by Broad Ethnic Group						
	Asian	Black	Mixed	Other	White	Total
No Further Action		3			2	5
Dismissal		3		1	6	10
Warning		2				2
Final Written Warning					1	1
Guidance Interview		5	1		6	12
Individual Retired (Ill Health)		3			2	5
Transfer		1				1
Job redesign				1		1
Total	0	17	1	2	17	37

Age Outcomes						
	16 - 24	25 - 39	40 - 49	50 - 64	65+	Total
No Further Action		2	2		1	5
Dismissal		2	3	5		10
Warning	1			1		2
Final Written Warning		1				1
Guidance Interview	1	4	4	3		12
Individual Retired (Ill Health)			1	3	1	5
Transfer				1		1
Job redesign			1			1
Total	2	9	11	13	2	37

Section 7: Staff Complaints

Stage 1

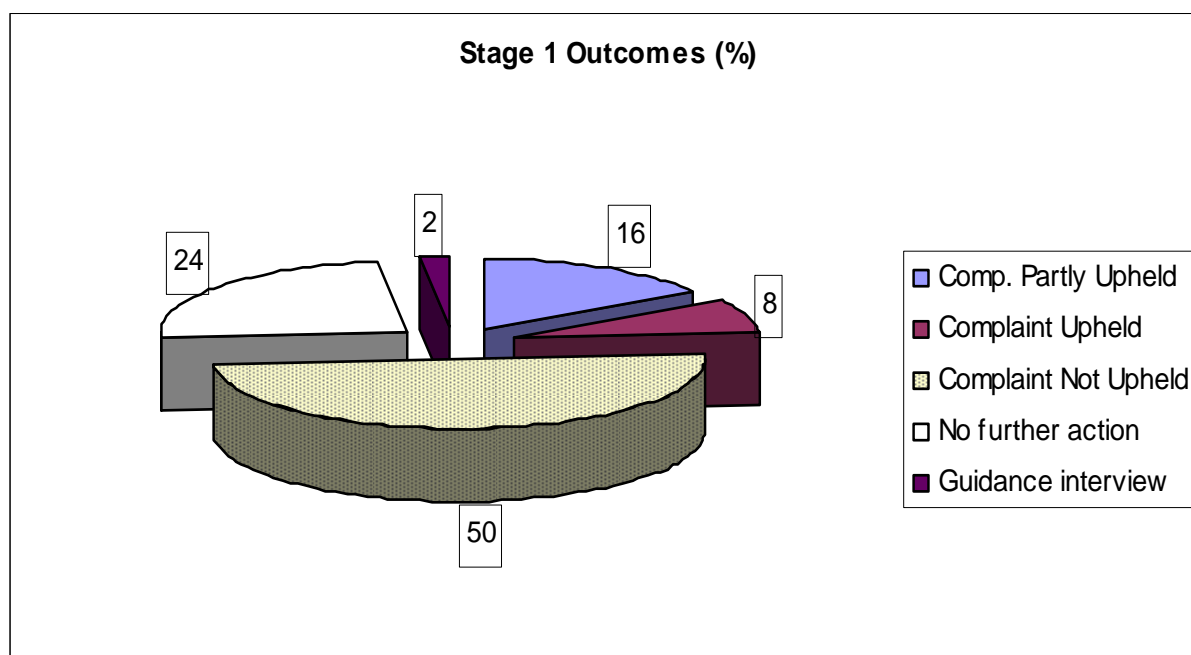
Stage 1 - Complaints Action by Gender & Disability						
	Female	%	Male	%	Total	Of those - Disabled Staff
Registered	56	72	22	28	78	14
Concluded	34	68	16	32	50	5

Stage 1 - Complaints Action by Broad Ethnic Origin				
	Registered	%	Concluded	%
Asian	3	4	2	4
Black	48	62	30	60
Mixed		0		0
Other	1	1	1	2
White	25	32	16	32
Not Stated	1	1	1	2

- Staff complaints by detailed ethnic origin can be found in appendix 3

Stage 1 - Complaints by Age Group				
	Registered	%	Concluded	%
16 - 24		0		0
25 - 39	16	21	11	22
40 - 49	33	42	19	38
50 - 64	29	37	20	40
65+		0		0

Stage 1 Outcomes



Stage 2

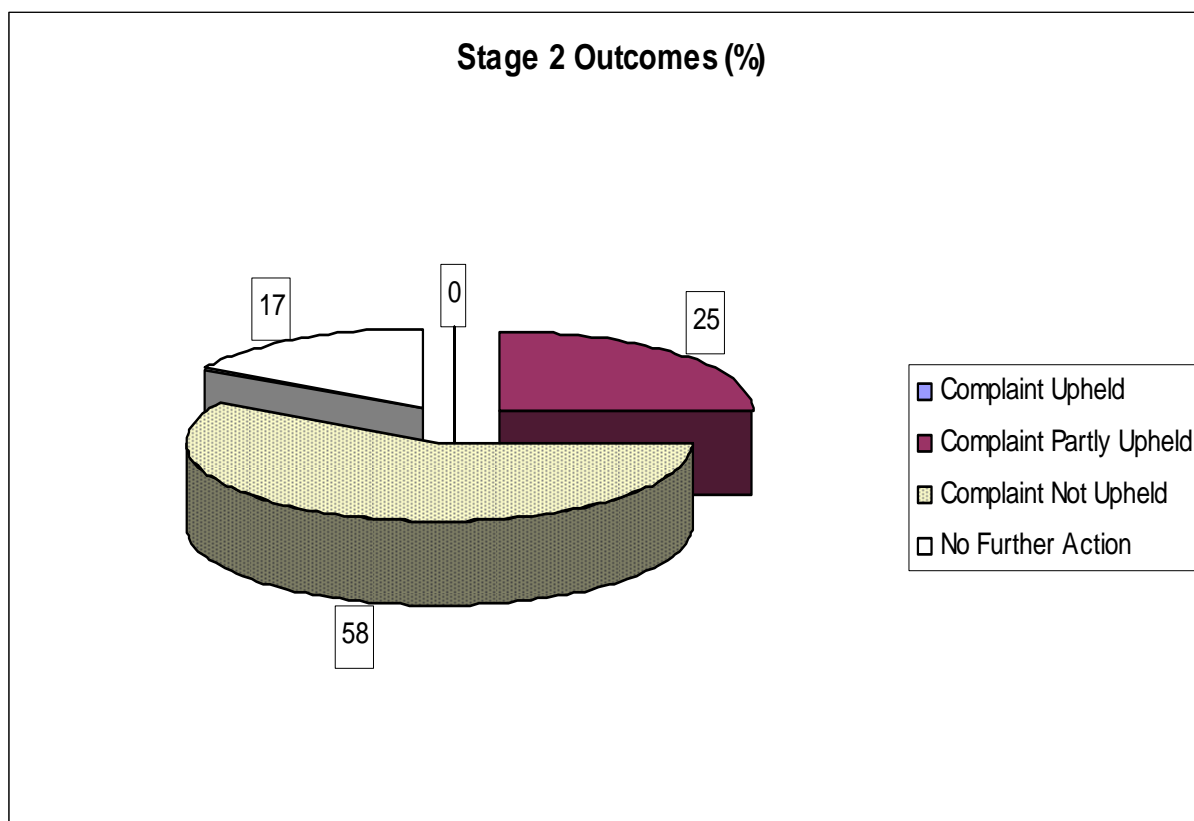
Stage 2 - Complaints Action by Gender & Disability						
	Female	%	Male	%	Total	Of those - Disabled Staff
Registered	14	74	5	26	19	4
Concluded	9	75	3	25	12	2

Stage 2 - Complaints Action by Broad Ethnic Origin				
	Registered	%	Concluded	%
Asian		0%		0%
Black	14	74%	10	83%
Mixed		0%		0%
Other		0%		0%
White	5	26%	2	17%
Not Stated		0%		0%

- Complaints action by detailed ethnic origin can be found in appendix 2

Stage 2 - Complaints by Age Group				
	Registered	%	Concluded	%
16 - 24		0		0
25 - 39	3	16	2	17
40 - 49	9	47	6	50
50 - 64	7	37	4	33
65+		0		0

Stage 2 Outcomes

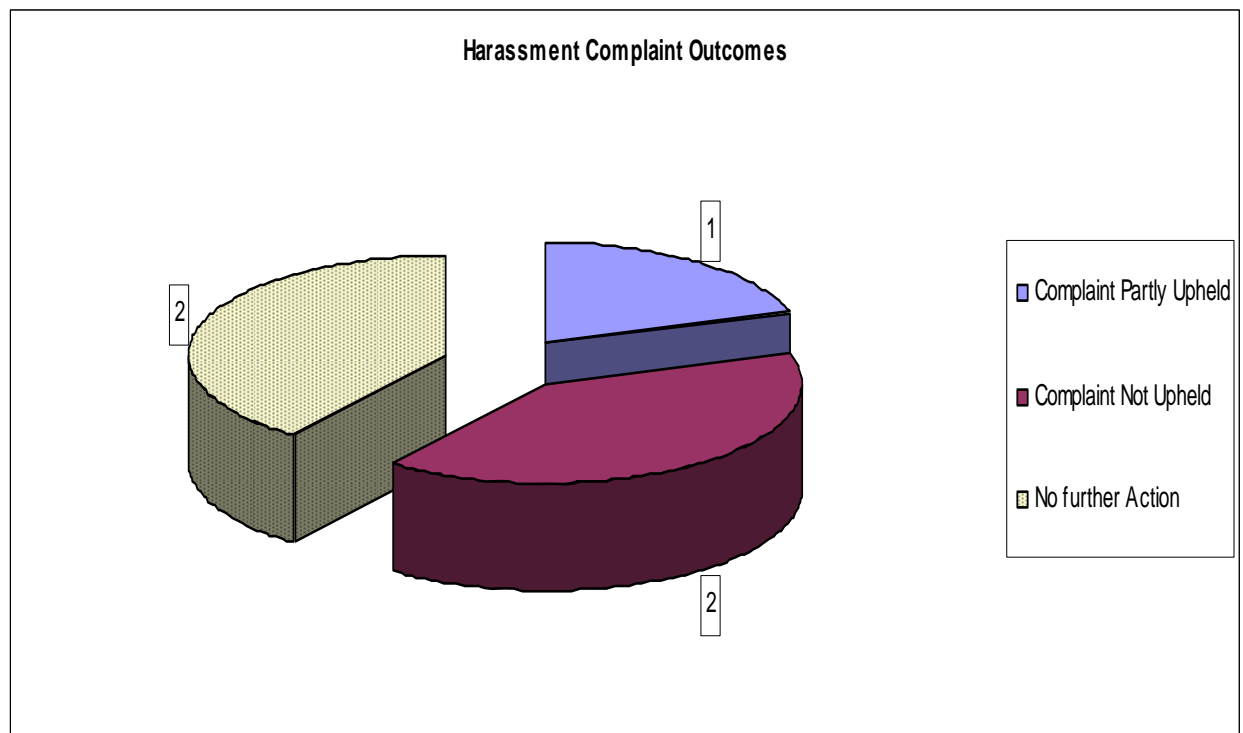


Section 8: Harassment

Harassment Reported by Gender & Disability						
	Female	%	Male	%	Total	Of those -Disabled Staff
Reported	8	88.9	1	11.1	9	2
Concluded	5	100.0	0	0.0	5	2

Harassment Reported by Ethnic Origin				
	Reported	%	Concluded	%
Black, African	2	22.2	2	40.0
Black, British	3	33.3	2	40.0
Black, Caribbean	1	11.1		0.0
Mx, White & Black African	1	11.1		0.0
White, British	2	22.2	1	20.0

Harassment Reported by Age Group				
	Reported	%	Concluded	%
16 - 24		0.0		0.0
25 - 39	1	11.1	1	20.0
40 - 49	4	44.4	1	20.0
50 - 64	4	44.4	3	60.0
65+		0.0		0.0



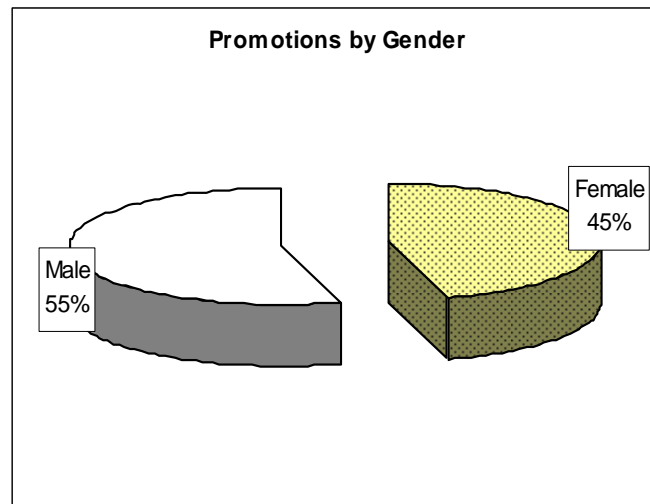
Section 9: Promotions

Guidelines, originally prepared by the CRE, describe the monitoring requirements of public sector organisations. This includes monitor of applications for promotions, those selected for consideration and those successful. This suggests a different process from recruitment. While some organisations have promotion boards and other internal mechanisms to select those eligible for promotion this is not the case in Southwark.

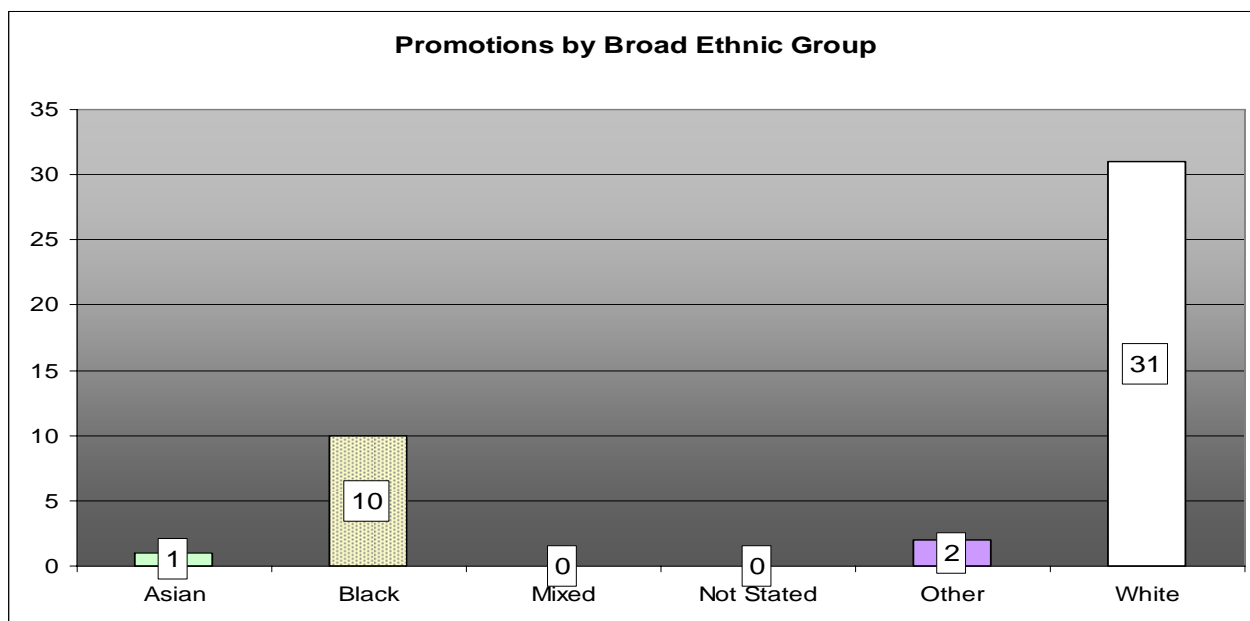
Those wishing to take on a promotional post have to apply as part of a recruitment exercise. This may be through an internal advertisements (i.e. limited to current employees of the Council rather than a particular area) but the majority of posts are advertised through at least one external medium, newspaper, internet etc. Therefore promotions and recruitment have never been seen as different processes in Southwark.

Interrogation of the Payroll system suggests the numbers of "promotions", i.e. as a reason for a change in pay to be 44. This figure appears low and it is

believed that more internal candidates would have been captured through the recruitment process data. However, for completeness, the profile of the staff where the payroll reason for change is marked as promotions was as follows:



Promotions by Disability		
	No.	%
Disabled	1	2.3%
Not Disabled	43	97.7%
Total	44	100%



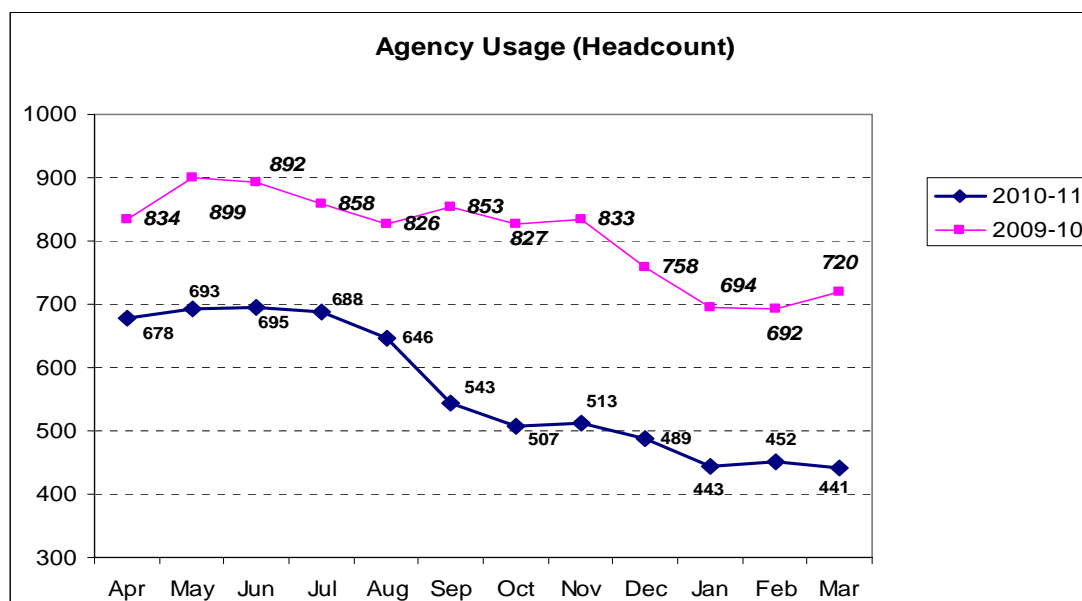
Workforce Report 2010-11

Section 10: Agency Workers

Agency workers have a much greater turnover than the substantive workforce. For the purposes of this report a snapshot of workers on a given date has been considered i.e. 07th March 2011.

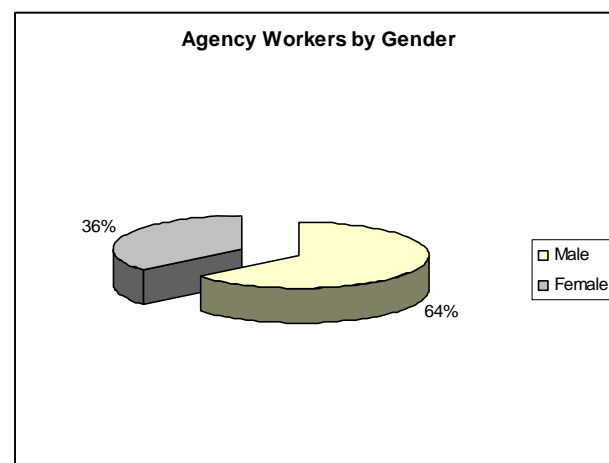
Agency worker assignments are managed by the Council's broker, Comensura.

At the snapshot (07th March 2011) 441 agency workers were engaged. This is a significant reduction compared to March 2010 (720 workers) and shows a steady decline over the year.



Agency Workers by Ethnic Origin

Ethnic Group	%
Asian or Asian British	0.5%
Asian or Asian British - Indian	1%
Black or Black British - African	23%
Black or Black British	5%
Black or Black British - Caribbean	11%
Mixed - Any other Mixed background	1%
Mixed - White and Black African	1%
Mixed - White and Black Caribbean	1%
Other Ethnic background	1%
Other Ethnic background - Arab	1%
Prefer not to say	3%
Prefer not to say	10%
White - Any other White background	12%
White - British	23%
White - Eastern European	5%
White - Irish	1%
Total	100%



Section 11: Recruitment

The following recruitment data includes a number of posts advertised (12) which had very high volumes of applications which will skew the results. Four of which had almost 25% of all applicants.

Application Numbers & Those Shortlisted

	Applications received (No.)	Ethnic group as % of applicants	Shortlisted (No.)	Success rate % (shortlisted)	Staff ethnic profile @ 01/04/11 (%)
White British	1723	28.4	651	37.8	42.2
White Irish	111	1.8	45	40.5	2.2
White other	475	7.8	155	32.6	7.6
White Total	2309	38.1	851	36.9	51.8
Black African	1094	18.0	225	20.6	10.5
Black Caribbean	347	5.7	118	34.0	9.1
Black British	1111	18.3	261	23.5	17.4
Black Other	47	0.8	6	12.8	1.2
Black Total	2599	42.9	610	23.5	38.4
Asian Bangladeshi	138	2.3	37	26.8	0.6
Asian Indian	173	2.9	32	18.5	0.7
Asian Pakistani	77	1.3	14	18.2	0.3
Asian British	213	3.5	71	33.3	1.3
Asian Other	78	1.3	15	19.2	1.2
Asian Total	679	11.2	169	24.9	3.9
Mixed White & Black African	50	0.8	19	38.0	0.4
White and Black Caribbean	73	1.2	34	46.6	0.9
Mixed Other	66	1.1	24	36.4	1.0
Mixed White & Asian	45	0.7	14	31.1	0.3
Mixed Total	234	3.9	91	38.9	2.7
Chinese/Vietnamese	76	1.3	22	28.9	0.5
Cypriot Greek	11	0.2	2	18.2	0.2
Cypriot Turkish	21	0.3	5	23.8	0.3
Cypriot Other	3	0.0	1	33.3	0.1
Any Other Ethnic Group	131	2.2	42	32.1	1.0
Other Total	242	4.0	72	29.8	3.2
Total	6063	100	1793	29.6	100

Interview/ Assessment to Offers by Ethnic Origin

	Attending interview (no.)	Offered post after interview (No.)	Success rate % for those interviewed	Attending assessment centre & interview (No.)	Offered post after test & interview (No.)	Success rate % for those after test & interview	Success rate overall %*	Staff ethnic profile @ 01/04/11 (%)
White British	437	155	35.5	181	67	37.0	35.9	42.2
White Irish	33	12	36.4	12	2	16.7	31.1	2.2
White other	116	38	32.8	33	11	33.3	32.9	7.6
White Total	586	205	35.0	226	80	35.4	35.1	51.8
Black African	150	31	20.7	65	9	13.8	18.6	10.5
Black Caribbean	88	27	30.7	28	5	17.9	27.6	9.1
Black British	189	41	21.7	59	15	25.4	22.6	17.4
Black Other	3	2	66.7	2		0.00	40.0	1.2
Black Total	430	101	23.5	154	29	18.8	22.3	38.4
Asian Bangladeshi	28	4	14.3	9		0.00	10.8	0.6
Asian Indian	29	6	20.7	2		0.00	19.4	0.7
Asian Pakistani	11	1	9.1	3		0.00	7.1	0.3
Asian British	49	7	14.3	18	5	27.8	17.9	1.3
Asian Other	11	3	27.3	3	1	33.3	28.6	1.2
Asian Total	128	21	16.4	35	6	17.1	16.6	3.9
Mixed White & Black African	17	1	5.9	2	1	50.0	10.5	0.4
White and Black Caribbean	26	10	38.5	4	2	50.0	40.0	0.9
Mixed Other	17	4	23.5	5	3	60.0	31.8	1.0
Mixed White & Asian	12	3	25.0	1	1	100.0	30.8	0.3
Mixed Total	72	18	25.0	12	7	58.3	29.8	2.7
Chinese/Vietnamese	18	5	27.8	4	2	50.0	31.8	0.5
Cypriot Greek	1	0	0.00	1		0.00	0.00	0.2
Cypriot Turkish	3	1	33.3	2	1	50.0	40.0	0.3
Cypriot Other	1	1	100.0	0		0.00	100.0	0.1
Any Other Ethnic Group	32	12	37.5	7	3	42.9	38.5	1.0
Other Total	55	19	34.5	14	6	42.9	36.2	3.2
Total	1271	364	28.6	441	128	29.0	28.7	100

*Baseline success rates excludes 81 DNA's.

Success rate overall is percentage of offers against those who attended for interview & interview & assessment

Workforce Report 2010-11

Application Numbers, Those Shortlisted and Offered by Gender and Disability

	Male	Female	Total	Not Disabled	Disabled	Total
Applications received	2885	3178	6063	5800	263	6063
As % of applicants	47.6	52.4	100.0	95.7	4.3	100.0
Shortlisted (No.)	823	970	1793	1714	79	1793
Success rate % (shortlisted)	28.5	30.5	29.6	29.6	30.0	29.6
Attending interview (No.)	595	676	1271	1211	60	1271
Offered post after interview (No.)	187	177	364	353	11	364
Success rate % for those interviewed	31.4	26.2	28.6	29.1	18.3	28.6
Attending assessment centre & interview (No.)	203	238	441	427	14	441
Offered post after test & interview (No.)	47	81	128	124	4	128
Success rate % for those after test & interview	23.2	34.0	29.0	29.0	28.6	29.0
Success rate overall %*	29.3	28.2	28.7	29.1	20.3	28.7
Staff gender & disability profile @ 01/04/11 (%)	46.92	53.08	100	95.5	4.5	100

*Baseline success rates excludes 81 DNA's.

Success rate overall is percentage of offers against those who attended for interview & interview & assessment

Section 12: Maternity Absence

This table looks at the number of people who returned from maternity absence.

It considers those who went on maternity leave during 2009 and those who returned in 2010 for a minimum of 3 months.

This is the first time that this monitor has been completed and therefore it is difficult to comment on whether return rates are high but this will continue to be monitored via future reports.

Department	Did not return	Returned	Total
Children's Services	7	43	50
Communities, Law & Governance	1	5	6
Deputy Chief Executive's Department	2	4	6
Environment	2	15	17
Finance & Resources		9	9
Health & Social Care		5	5
Housing Services		7	7
Regeneration Departments		10	10
Grand Total	12	98	110
%	11	89	100

Section 13: Pay Gap

The Council has considered the pay gap between staff of different protected characteristics. This uses March payroll¹ information and enhancements (overtime, honoraria etc) to year end March 2011. The following looks at staff between grades 1-12, i.e. the majority of employees. The findings are -

- a) Women earn 103.6% of the total average earnings enjoyed by male colleagues.
- b) There are significant differences in earnings between “White” staff and staff of other broad ethnic groups –
 - Asian staff, 94% of total average earnings of White staff.
 - Black staff, 92% of total average earnings of White staff.
 - Mixed race staff, 94% of total average earnings of White staff.
 - Other race, 94% of total average earnings of White staff.
- c) Disabled staff earn 104% of non disabled staff.
- d) The age distribution shows an unsurprising pattern i.e. using staff in the band 40 - 49 as the comparator -

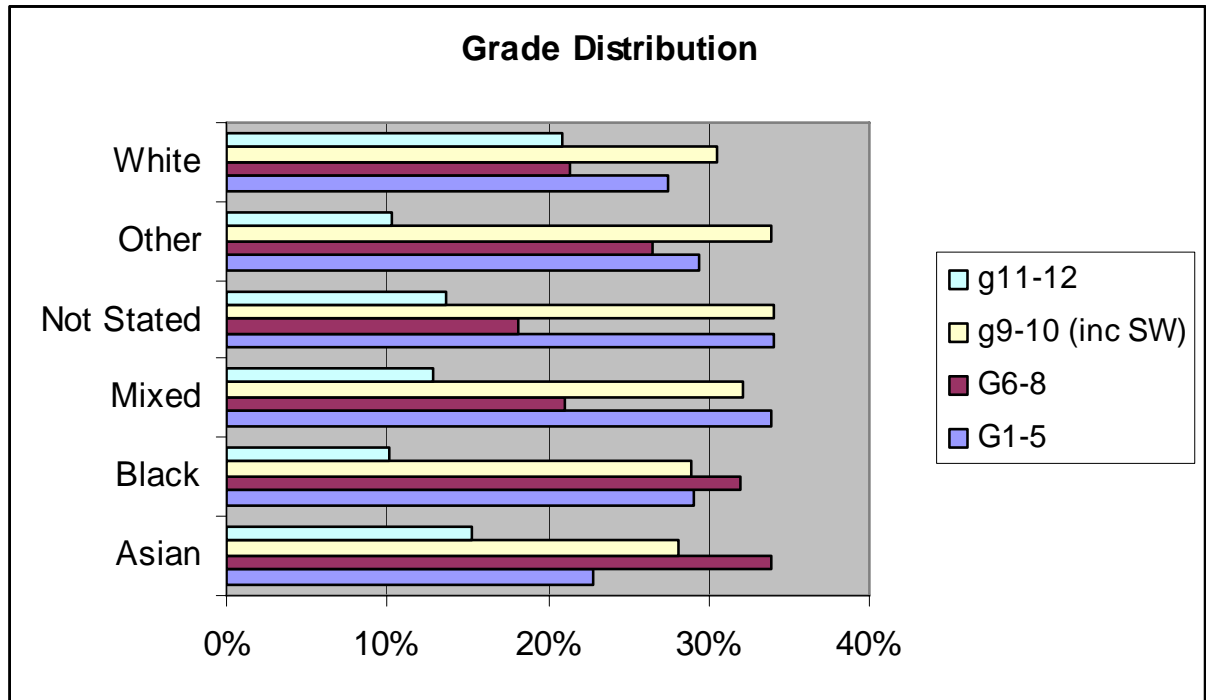
Age band	16-24	25-39	40-49	50-64	65 or over
% to 40-49	66%	93%	100%	99%	91%

The study shows that whilst enhancements will impact, e.g. notably overtime and honorarium, the distribution of people to grades and average spinal column point are the key.

- Most enhancements are based on grade rate, (grade + spinal column point)
- On average, White staff have the greater length of service. Whilst there is not a firm link between service and pay, it is reasonable to assume that those with longer services would have greater opportunities to progress through salary scales, i.e. it is an indicator not a cause.
- Southwark has relatively few enhancements that are significant in terms of frequency and value, albeit they need to be controlled.
- With the exception of the award of double increments/ Apex payments¹ in 2009/10 (and numbers here are too low to draw meaningful conclusions), the award of increments through performance management does not appear to have a significant adverse impact.

¹ The option to award double increments / Apex has been suspended for performance management awards, 2010/11

Looking at grade, White staff are more likely to be employed in higher grades than staff from other ethnic minority groups –



¹ Note this data will exclude a number of people who had extraordinary earnings over the period considered, e.g. because of maternity leave, half pay sickness absences, severance payments etc. Therefore numbers / percentages will not mirror tables shown elsewhere in this report,

Section 14: Concurrent Report from the Head of HR

Public Sector Equality Duty – Specific Duties

The Government's draft regulations, on the specific duties for public sector employers, arising from the Equality Act 2010 are to be revised and therefore did not become law on 6 April 2011, as originally envisaged.

This Workforce Report has therefore been prepared taking account of guidance from the Equality & Human Rights Commission, (*the essential guide to the public sector equality duty*) on what is likely to be included. It is worth noting that the profile information which has been contained in this and previous years' reports exceeds statutory requirements (at the time of compilation) and covers; gender, ethnic origin, disability and age. To reflect potential changes and provide a base line for future changes we have included this year; a monitor of numbers returning from maternity leave and information on the pay gap of different protected groups. Clarification on the future reporting of pay information is expected in the autumn of 2011.

It is not perceived that the Specific Duty will mandate organisations to collect new information, e.g. on sexual orientation, religion or belief. However it's expected that public sector organisations should aim to give a likely indication of representation and to set out plans on how the organisation will engage with its entire staff to identify pertinent issues. The Council has a number of approaches:-

- Periodic use of staff survey information, which allows participants to provide anonymous profile data which covers sexual orientation, religion and belief. The previous staff survey is some years old and in view of the significant staff changes has not been referred to in the report. A future survey will need to be carefully timed in the light of further organisational changes – see below.
- Survey information on starters and leavers, again giving the option of anonymous profile reporting. Take up is currently low, but will be promoted in the year ahead.
- Use of staff groups such as the LGBT forum.

Report & Findings

Note, the 2009/10 Workforce Report is available on the [Southwark website](#), where applicable last years figures are shown below in brackets (). Key issues are –

- The overall staff numbers and profile information contained in this report belie the significant organisational changes that are taking place. During 2010/11 there were higher numbers of leavers 711 (582), but the impact on staff numbers has been diminished by the return of staff supporting the revenue and benefits contract. These staff transferred under TUPE on 1st April 2011.
- The gender split remains relatively balanced with limited change, women 53.32% (54.0%) of the workforce.
- Staff from BME communities make up 48.2% (47.6%) of the workforce, this is higher than the proportion of people from BME communities in the local population.

- There were 4.5% (4.4%) staff with disabilities.
- The average age of employees is 43 years 8 months, (43 years 5 months). This is not out of step with a working life that typically spans the early 20s to mid 60s.

The Council's decision to suspend the availability of double increments and non consolidated payments at the maximum of the grade (so called Apex payments), included in previous monitors, means that only general incremental progression is subject to monitoring. This shows relatively even distribution in awards across staff of all profile groups.

Recruitment activity has been carefully controlled over the previous 12 months; including the use of internal advertising and fixed term contracts. These measures have been necessary to avoid increasing workforce numbers in jobs which could offer redeployment slots for substantive staff. The recruitment figures in this report are therefore significantly skewed by very high responses to some lower graded roles, (a grade 4 attracted 164 applicants) or specialist posts –just under a 1,000 applicants applied for two posts in Revenue & Benefits.

Average sickness absence per person has again reduced to a record low of 8.21 days per person and continues a very positive trend over the last four years. Whilst as an employer the Council has limited ability to tackle the causes of sickness, working in partnership with the occupational health provider, employee health promotion and health screenings for staff will continue through 2011/12. We also are looking at the opportunities for physiotherapy to help those with muscular skeletal problems to better return to work safely and promptly.

The reduction in agency workers is also significant. This is an outcome of 2 years careful control of agency usage, which has reduced reliance on this resource and will retain redeployment opportunities for staff who are displaced as a result of reorganisations in the year ahead.

Only data up to June 2010 is available at a London wide level. The picture shown in Appendix 2, demonstrates that the Council is in step with other comparative employers:-

- The Council employs more staff from BME communities.
- The Council has less staff who fail to declare an ethnic origin.
- The number of disabled staff and average age profiles are similar.
- The Council has more balanced numbers of male and female staff.
- There are more Southwark staff with longer service.

The year ahead is anticipated to be a period of significant change in the organisation of the workforce. How far this impacts on the profile of the workforce will be monitored throughout the year. The Council will however:-

- Continue to apply established HR procedures on reorganisation to mitigate the impact of redundancies.
- Ensure robust sickness management processes alongside employee health promotion and support initiatives.
- Critically examine the use of agency workers.

- Monitor key indicators of the workforce profile on a quarterly basis (gender, ethnic origin, disability and age) so that any notable changes can be monitored and investigated.
- Make use of external recruitment where this is appropriate, to reach a diverse applicant population, that will ensure continued, high quality service delivery.
- Use the data from this report to develop to revise the council's workforce strategy and action plan, which is congruent with the Council Plan (due for publication summer 2011) and reflect the challenges of HR management in the context of major organisational changes.

Appendix 1 - Detailed profile information on the workforce

Gender Breakdown by Ethnic Origin

Staff Profile - Gender & Detailed Ethnic Origin			
Detailed Ethnic Origin	Male (%)	Female (%)	Total (%)
Asian, Bangladeshi	0.7	0.5	0.6
Asian, British	1.1	1.3	1.2
Asian, Indian	0.8	0.5	0.7
Asian, Other	1.4	1.2	1.3
Asian, Pakistani	0.2	0.3	0.2
Black, African	10.1	10.6	10.4
Black, British	13.7	21.0	17.6
Black, Caribbean	6.9	11.2	9.2
Black, Other	1.2	1.2	1.2
Mx, Mixed Other	0.8	1.2	1.0
Mx, White & Asian	0.3	0.4	0.3
Mx, White & Black African	0.3	0.5	0.4
Mx, White & Black Caribbean	0.6	1.2	0.9
Other, any other group	1.8	2.3	2.1
Other, Chinese/Vietnamese	0.3	0.7	0.5
Other, Cypriot Greek	0.2	0.2	0.2
Other, Cypriot Other	0.1	0.1	0.1
Other, Cypriot Turkish	0.4	0.2	0.3
White, British	48.5	36.4	42.0
White, Irish	2.2	2.3	2.2
White, Other	8.3	6.8	7.5
Total	100.0	100.0	100.0

³

³ Excludes employees that have no ethnic origin recorded (110)

Workforce Report 2010-11

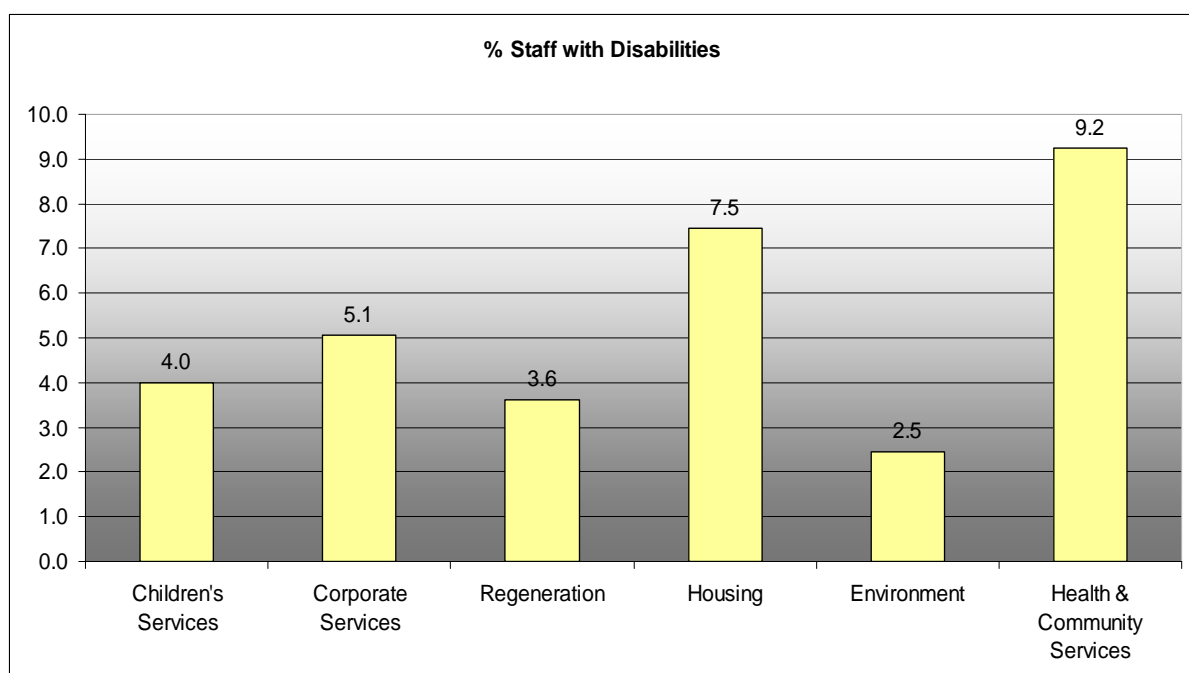
Grade Breakdown by Ethnic Origin

Staff Profile by Grade and Broad Ethnic Origin							
Grades	Asian	Black	Mixed	Other	White	Not Stated	Total
LBS-001					1		1
LBS-002	20	187	7	20	238	4	476
LBS-003	2	102	6	6	99	5	220
LBS-004	12	116	19	10	142	4	303
LBS-005	10	120	12	8	88	3	241
Grades 1-5	44	525	44	44	568	16	1241
%	3.55	42.30	3.55	3.55	45.77	1.29	100.00
Building Workers		35	1	3	89	1	129
%	0.00	27.13	0.78	2.33	68.99	0.78	100.00
LBS-006	16	205	9	13	158	2	403
LBS-106					4		4
LBS-007	23	203	6	12	130	2	376
LBS-107	3	22	2	2	21		50
LBS-008	18	139	8	10	132	3	310
LBS-108					3		
LBS-009	31	276	20	33	304	11	675
LBS-109	1	11			13	1	
DSO	1	4	1		6		12
RCO		4			7		11
NCO1		1					1
Grades 6 - 9 +DSO + NCO1 + RCO	93	865	46	70	778	19	1871
%	4.97	46.23	2.46	3.74	41.58	1.02	100.00
LBS-010	10	121	11	9	211	2	364
LBS-110		1			5		6
LBS-011	16	103	9	4	238	3	373
LBS-111	1	1			4		6
LBS-012	13	74	6	11	215	1	320
LBS-112					1		1
SW	7	99	6	8	117	3	240
Grades 10-12 +SW's	47	399	32	32	791	9	1310
%	3.59	30.46	2.44	2.44	60.38	0.69	100.00
LBS-014	2	13	1	3	111		130
LBS-015	4	7			55	1	67
LBS-016	1				15		16
Grades 14-16	7	20	1	3	181	1	213
%	3.29	9.39	0.47	1.41	84.98	0.47	100.00
Grades 17 & above		2	2	1	27		32
%	0.00	6.25	6.25	3.13	84.38	0.00	100.00
Teacher conditions		11	3	1	43	1	59
%	0.00	18.64	5.08	1.69	72.88	1.69	100.00
Solbury conditions	3	3	2	1	46		55
%	5.45	5.45	3.64	1.82	83.64	0.00	100.00
Other	1	25	2	1	19	63	111
%	0.90	22.52	1.80	8.33	17.12	56.76	100.00
Total	195	1885	133	156	2542	110	5021

Resignations by Ethnic Origin

Detailed Ethnic Origin - Resignations	
Detailed Ethnic Origin	Resignations (%)
Asian, Bangladeshi	1.1
Asian, British	1.8
Asian, Indian	1.1
Asian, Other	1.8
Asian, Pakistani	0.7
Black, African	8.2
Black, British	13.3
Black, Caribbean	4.3
Black, Other	2.2
Mx, Mixed Other	2.2
Mx, White & Asian	1.1
Mx, White & Black African	0.4
Mx, White & Black Caribbean	1.4
Not Stated	2.5
Other, any other group	1.1
Other, Chinese/Vietnamese	0.4
Other, Cypriot Greek	0.0
Other, Cypriot Other	0.0
Other, Cypriot Turkish	0.4
White, British	41.2
White, Irish	2.2
White, Other	12.9
Total	100.0

% Staff with Disabilities by Department



Detailed Ethnic Origin Disciplinary Action and Outcomes

Disciplinary Action by Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Asian, Bangladeshi	1	1%	1	1%
Asian, Indian	1	1%	1	1%
Asian, Pakistani	1	1%	1	1%
Black, African	14	16%	12	18%
Black, British	27	30%	17	25%
Black, Caribbean	8	9%	6	9%
Black, Other	1	1%		0%
Mx, Mixed Other	3	3%	3	4%
Mx, White & Black African	1	1%	1	1%
Not Stated	2	2%	2	3%
Other, Cypriot Turkish	2	2%	2	3%
White, British	23	26%	18	26%
White, Irish	2	2%	2	3%
White, Other	4	4%	2	3%

Disciplinary Outcomes by Ethnic Origin							
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview	Training	Total
Asian, Bangladeshi		1					1
Asian, Indian			1				1
Asian, Pakistani				1			1
Black, African	4	2		2	4		12
Black, British	2	4	3	5	3		17
Black, Caribbean	3		2	1			6
Black, Other							0
Mx, Mixed Other	1	1	1				3
Mx, White & Black African		1					1
Not Stated				1	1	1	3
Other, Cypriot Turkish	1						1
White, British	6	3	3	3	3		18
White, Irish					2		2
White, Other		1		1			2
Total	17	13	10	14	13	1	68

Detailed Ethnic Origin Capability Action and Outcomes

Capability Action by Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Black, African	4	8.5	3	8.1
Black, British	8	17.0	6	16.2
Black, Caribbean	10	21.3	7	18.9
Black, Other	1	2.1	1	2.7
Mx, Mixed Other	1	2.1	0	0.0
Mx, White & Black African	1	2.1	1	2.7
Other, any other group	2	4.3	2	5.4
White, British	15	31.9	12	32.4
White, Irish	1	2.1	1	2.7
White, Other	4	8.5	4	10.8

Capability Outcomes by Ethnic Origin									
	No Further Action	Dismissal	Warning	Final Written Warning	Guidance Interview	Individual Retired (Ill Health)	Transfer	Job redesign	Total
Black, African	2				1				3
Black, British	1	1	1		1	1	1		6
Black, Caribbean		2	1		2	2			7
Black, Other					1				1
Mx, Mixed Other									0
Mx, White & Black African					1				1
Other, any other group		1						1	2
White, British	1	4		1	4	2			12
White, Irish	1								1
White, Other		2			2				4
Total	5	10	2	1	12	5	1	1	37

Detailed Ethnic Origin Staff Complaints

Stage 1 - Complaints Action by Ethnic Origin				
	Registered	%	Concluded	%
Asian, British	1	1		0
Asian, Indian	1	1	1	2
Asian, Other	1	1	1	2
Black, African	18	23	13	26
Black, British	20	26	10	20
Black, Caribbean	8	10	6	12
Black, Other	2	3	1	2
Not Stated	1	1	1	2
Other, Cypriot Greek	1	1	1	2
White, British	17	22	11	22
White, Irish	5	6	3	6
White, Other	3	4	2	4

Stage 2 - Complaints Action by Ethnic Origin				
	Registered	%	Concluded	%
Black, African	3	16	1	8
Black, British	6	32	6	50
Black, Caribbean	5	26	3	25
White, British	4	21	2	17
White, Irish	1	5		0

Appendix 2 - London Borough's Workforce Scorecard

London Boroughs Workforce Scorecard - Mid Year Update - 12 Months to June 2010

Based on 31 boroughs - grossed up to full response; figures exclude schools employees

Population - Median 235,250

Population - Mean 228,092

Number of Employees

Headcount

Median	Mean	Actual
3,216	3,456	114,046

Age Profile: Headcount

Age: % of average headcount

16 to 24

25 to 39

40 to 49

50 to 64

65+

Not Known

3.7%	4204
29.3%	33362
31.6%	35869
33.7%	38439
1.9%	2133
0.0%	39

Age of Workforce

44	44
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Length of Service: Headcount

Service % of average headcount

Less than 1 year

1 - < 2 years

2 to < 3 years

3 to < 5 years

5 to < 10 years

10 to < 15 years

15 to < 20 years

20+ years

7.8%	8935
9.1%	10395
7.7%	8828
13.5%	15431
27.2%	31020
11.9%	13532
7.3%	8305
15.4%	17601

Ethnicity: Headcount

Ethnicity: % of average headcount

Asian

Black

Chinese

Mixed

White

Other

Not known

8.9%	10148
20.4%	23278
0.5%	598
2.3%	2620
60.1%	68498
1.9%	2118
6.0%	6787

BME top 5% earners

18.50%

Gender Profile

Gender: % of headcount

Males

Females

36.7%	41871
63.3%	72172

Females top 5% earners

54.20%

Disabled Staff Profile

Disabled staff : % of headcount

4.1%	4.7%	5311
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Disabled top 5% earners

4.7%

Agency staffing rate

12.5%	13.3%
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Sickness Absence

Average number of FTE days lost per employee

8.5	8.5
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