

Southwark Council – The Workforce Year 2003/04

The Council monitors a range of information about its workforce and meets the demands of the **Race Relations Amendment Act (RRAA)**. This report sets out the monitoring requirements that an organisation of our size must provide, for completeness we have also included some information on gender and disability. The report concludes with an action plan setting out how we will address the issues that are suggested by the statistical data.

Where the numbers in any particular category are low, e.g. individuals could be identified, a judgement has been made when to only use broad ethnic origins.

All figures relate to 31st March 2004 unless stated & exclude schools.

Staff Numbers

Staff numbers have increased over the last year; from 4493 on 31/3/03 to **5,378**. This excludes casual staff, relief staff and all school based employees.

Profile

Gender

- Women are just in the majority, 54% of the workforce.
- Of the top 5% of earners, 43% are women.
- Of JNC staff, 29% are women.

Ethnic Origin

(Figures exclude "not stated")

- 45% of the workforce are from black & ethnic minority communities. *(BVPI 17)*
- Of the top 5% of earners 20% are from black & ethnic minority communities. *(BVPI 11b)*
- The proportion of staff from BME communities drops according to grade.
- A greater proportion of female staff are from bme communities than classify themselves are white.
- At JNC level 19% of staff are from black & ethnic minority communities.

The broad ethnic origin breakdown of staff was as follows. These tables also show the split according to Department, any analysis below this level (e.g. business unit/

Division, would be completed as part of departmental monitoring reports on their workforce). Unlike areas such as Health Service it is not easy to group posts logically together according to job type. Any such grouping e.g. "Finance staff" would not give meaningful information on earnings' impact or seniority. An analysis according to grade level has however been provided below and where discrete grades exist for particular jobs these are noted, e.g. SW = Social Worker.

	Asian	Black	Mixed	Other	White	Grand Total
Education & Culture	6%	42%	2%	4%	47%	100%
Environment & Leisure	2%	28%	1%	2%	67%	100%
Housing	2%	47%	1%	4%	46%	100%
Regeneration	5%	27%	1%	3%	63%	100%
Social Services	3%	38%	1%	4%	54%	100%
Strategic Services	3%	34%	2%	4%	58%	100%
Council Wide	3%	37%	1%	3%	55%	100%

Broad Ethnic Groups & Gender

	Asian	Black	Mixed	Other	White	Grand Total
Female	3%	43%	1%	4%	48%	100%
Male	4%	30%	1%	3%	63%	100%

Looking at detailed ethnic origins the workforce is made up as follows: -

Asian Bangladeshi	0.4%
Asian Indian	0.5%
Asian Pakistani	0.1%
Asian British	1%
Asian Other	2%
Black African	11%
Black Caribbean	10%
Black Other	1%
Black British	15%
Mixed, White & Black African	0.2%
Mixed, White & Black Caribbean	0.4%
Mixed, Other	0.4%
Mixed, White & Asian	0.1%
Other, Cypriot Turkish	0.2%
Other, Chinese/ Vietnamese	0.4%
Other, Cypriot	0.1%
Other Cypriot, Greek	0.2%
Other, any other group	2%
White Other	5%
White Irish	3%
White United Kingdom	47%

All these figures exclude 130 people where ethnic origin is not known – about 2.4% of the workforce.

Ethnic Origin & Grade

Grade Breakdown

	Asian	Black	Mixed	Not Stated	Other	White	Grand Total
Building Workers	0	23	0	0	2	113	138
		17%			1%	82%	100%
Grades 1-5	57	672	28	83	46	768	1654
	3%	41%	2%	5%	3%	46%	100%
Grades 6-8 Inc. Nursery Officers & DSO	46	531	17	16	49	624	1283
	4%	41%	1%	1%	4%	49%	100%
Residential Care Staff	1	60	1	-	5	33	100
	1%	60%	1%		5%	33%	100%
Grades 9-10 Inc Social Workers	41	471	10	6	55	647	1230
	3%	38%	1%	0%	4%	53%	100%
Grades 11-13	17	131	5	2	13	416	584
	3%	22%	1%	0%	2%	71%	100%
JNC	6	19	1		8	145	179
	3%	11%	1%		4%	81%	100%
Total	168	1,907	62	107	178	2,746	5,168
	3%	37%	1%	2%	3%	53%	100%

These figures **exclude**: teaching staff recorded as part of Education (schools where delegated authority removed)

Soulbury employees & some Atkins staff where harmonisation of conditions are outstanding

Disability

- **2.2%** of the Council's workforce is classified as having a disability. This is an increase from 2002/03 (1.87%).

Age

- The average age is **41.9**, (2002/03 42.12)
- Most people are in the 40-49 age group (34.7% of the workforce).
- 1% of the workforce is 19 or under.

Length of Service

Over **35%** have less than 2 years service this is significantly influenced by contractual moves into the Council. Of the remainder: -

Years			
2 - 4.99	5 - 9.99	10 - 19.99	20 and over
23%	16%	11%	15%

Starters

A total of **1542** people were added to the Payroll during 2003/04, however this figure needs to be viewed with caution as it reflects transfers into the organisation, i.e. some remaining Cleansing services & Education.

Of these the ethnic origin breakdown is as follows: -

Asian	Black	Mixed	Not Stated	Other	White	Grand Total
3%	36%	1%	7%	2%	50%	100%

Asian, Bangladeshi	0.6%
Asian, Indian	0.8%
Asian, Pakistani	0.2%
Asian, British	1.3%
Asian, Other	0.6%
Black, African	12.7%
Black, Caribbean	9.4%
Black, Other	3.5%
Black, British	10.4%
Other, Cypriot Greek	0.2%
Other, Cypriot Turkish	0.3%
Other	1.2%
Other, Chinese / Vietnamese	0.3%
Mixed, White & Black African	0.1%
Mixed, White & Black Caribbean	0.6%
Mixed, Other	0.5%
Mixed, White & Asian	0.1%
Not Supplied	7.2%
White Other	7.7%
White Irish	2.0%
White British	40.2%
Grand Total	100.0%

Leavers

There were 726 leavers during this period.
52% of leavers were women.

The ethnic origin of leavers was: -

Department	Asian	Black	Mixed	Not Stated	Other	White	Grand Total
Education & Culture	5%	33%	2%	10%	4%	45%	100%
Environment & Leisure	2%	25%	0%	11%	3%	59%	100%
Housing	8%	46%	0%	4%	3%	41%	100%
Regeneration	0%	55%	5%	0%	0%	40%	100%
Social Services	3%	43%	1%	0%	7%	45%	100%
Strategic Services	3%	31%	3%	2%	2%	59%	100%
Total	4%	35%	2%	7%	4%	49%	100%

Asian, Bangladeshi	0.6%
Asian, Indian	0.6%
Asian, Pakistani	0.1%
Asian, British	1.0%
Asian, Other	1.5%
Black, African	11.4%
Black, Caribbean	7.4%
Black, British	15.0%
Other, Cypriot Greek	0.7%
Other, Chinese / Vietnamese	0.4%
Other	3.7%
Mixed, White & Black Caribbean	1.0%
Mixed, Other	0.6%
Not Supplied	6.6%
White Other	5.9%
White Irish	2.6%
White British	40.9%
Grand Total	100%

Both the numbers leaving under ill health & redundancy/early retirement are less than 0.5% and therefore has little statistical significance.

Performance Related Pay or Bonus

Incremental progression in Southwark is based on performance. The following data is drawn from the August 2004 payroll and relates to payments with effect from 1st April 2004. However, some incremental awards remain outstanding and some appeals have yet to be completed.

	White	BME	Total
Inc Given	53%	47%	100%
No	51%	49%	100%
N/a *	62%	38%	100%
Grand Total	54%	46%	100%

	Female	Male	Total
Inc Given	61%	39%	100%
No	45%	55%	100%
N/a	59%	41%	100%
Grand Total	55%	45%	100%

Excludes not stated 101

* By exception, because the person is at the maximum of their grade.

Bonus is not paid in Southwark.

The CRE guidelines suggest that organisations should monitor “*appraisal mark distributions (performance marks and promotability ratings, if awarded)*”. While the system typically exists in areas such as the Civil Service, neither performance appraisal nor promotion operate in this form at Southwark. Appraisal / performance management does not use a points system but a judgment made on whether overall the employee has achieved his/her objectives. Those receiving an increment must have met their objectives, incremental awards are noted above.

Recruitment

There were 6166 applications received during the period.

Applications Received		%
Female		53%
Male		47%
Total		100.0%
Asian		6%
Black		49%
Mixed		4%
Other		7%
White		34%
Total		100%

Candidates Interviewed		%
Female		53%
Male		47%
Total		100.0%
Asian		5%
Black		44%
Mixed		3%
Other		5%
White		42%
Total		100.0%

Successful Candidates		%
Female		56%
Male		44%
Total		100%
Asian		4%
Black		32%
Mixed		5%
Other		5%
White		54%
Total		100.0%

The detailed ethnic breakdown of applicants & those successful was as follows.

Applications Received by Ethnic Origin

	Applications	Interviewed	Successful
Any Other Asian background	1%	0.4%	0.0%
Any Other Black background	1%	1%	1%
Any Other Ethnic Group	6%	4%	4%
Any other mixed background	1%	1%	1%
Asian - Bangladeshi	1%	1%	1%
Asian – British	2%	2%	1%
Asian – Indian	2%	1%	1%
Asian – Pakistani	1%	0.4%	0.4%
Black – African	24%	19%	10%
Black - Caribbean	7%	8%	7%
Black – British	18%	16%	15%
Chinese / Vietnamese	1%	1%	1%
Cypriot - Greek	0%	0%	0%
Cypriot – Other	0%	0.1%	0.2%
Cypriot – Turkish	0%	0.1%	0.2%
Mixed - White & Asian	0.4%	0.3%	0.6%
Mixed - White & Black African	1%	1%	1%
Mixed - White & Black Caribbean	1%	2%	2%
Other White background	5%	5%	6%
White – British	26%	35%	46%
White – Irish	2%	3%	3%
Total	100%	100%	100%

The figures suggest a disproportionate number of white staff are successful at interview stage compared to applicant stage. An initial view is that these figures are skewed by large numbers from particular ethnic groups applying for particular posts compared to number of successful applicants. This will, however require further investigation.

Promotions

The CRE guidelines require that organisations monitor 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 and will be included in the above. Occasionally this may be through an internal advertisements (i.e. limited to current employees of the Council rather than a particular area) but this is relatively rare, 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 101. The profile of the staff was:-

Gender

Female	53%
Male	47%
Grand Total	100%

*** Ethnic Origin**

Asian	5%
Black	24%
Mixed	2%
Not Stated	1%
Other	5%
White	63%
Grand Total	100%

Of the above the two largest groups were: -

<i>White – British</i>	<i>53%</i>
<i>Black – British</i>	<i>11%</i>

The following details do not show detailed ethnic origin where this may raise issues around individuals' confidentiality.

Disciplines

Disciplinary Investigations

	Number	%
Female	17	33%
Male	35	67%
Total	52	
Black	34	65%
White	13	25%
Asian	0	0%
Mixed	2	4%
Other	3	6%
Total	52	100%

The two largest detailed ethnic groups in the above are: -
 Black African 18 35%
 White – British 12 23%

The above figures include 2 staff who have declared a disability. No staff with a disability have been recorded amongst those people where the discipline was concluded.

Disciplines Concluded

	Number	%
Female	16	39%
Male	25	61%
Total	41	
Black	23	56%
White	13	32%
Asian	1	2%
Mixed	1	2%
Other	3	7%
Total	41	100%

Of these the two largest groups were

<i>Black African</i>	11	27%
<i>White – British</i>	10	24%

	Female	Male
No Action / Not Proven		1
Warning	3	
Final Warning	3	2
Dismissal	3	21
Other	7	1

	Black	White	Asian	Mixed	Other
No Action / Not Proven		1			
Warning		2	1		
Final Warning		4	1		
Dismissal		14	5	1	1
Other		3	5		
	23	13	1	1	3

41

Capability

Capability Interviews*

	Number	%
Female	16	57%
Male	12	43%
Total	28	100%
Black	11	39%
White	12	43%
Asian	2	7%
Mixed	0	0%
Other	3	11%
Total	28	100%

Of these the two largest groups were

<i>White – British</i>	11	43%
<i>Black - Caribbean</i>	9	32%

Outcomes

	Female	Male
No Action		
Monitoring	1	1
Warning		1
Final Warning	2	
Dismissal	4	4
Retirement		1
Job redesign		
Transfer		
Other	9	5
	16	12

	Black	White	Asian	Mixed	Other
No Action					
Monitoring		1	1		
Warning		1			
Final Warning		2			
Dismissal		3	5		
Retirement			1		
Job redesign					
Transfer					
Other		4	5	2	3
		11	12	2	3

* Includes 1 member of staff who has declared a disability

Employee Complaints

Stage 1

	Registered		Concluded	
	Number	%	Number	%
Female	27	46%	11	19%
Male	32	54%	14	24%
Total	59		25	
Black	21	36%	6	24%
White	32	54%	17	68%
Asian	2	3%	1	4%
Mixed	0	0%	0	0%
Other	4	7%	1	4%
Total	59		25	

Stage 2

	Registered		Concluded	
	Number	%	Number	%
Female	11	33%	3	33%
Male	22	66%	6	66%
Total	33		9	
Black	11	33%	3	33%
White	20	61%	6	67%
Asian				
Mixed	1	3%		
Other	1	3%		
Total	33		9	

Employees declaring a disability

Registered Stage 1	5
Concluded Stage 1	1
Registered at Stage 2	2
Concluded at Stage 2	1

Harassment

Incidents Reported

Female	3
Male	2
Total	5
Black	2
White	2
Asian	1
Mixed	
Other	
Total	5

None of the above has declared a disability.

Learning & Development

Southwark has recognised the importance of learning & development and is pursuing liP accreditation across all its services. It is a responsibility of both line managers & employees to identify individual training needs and to pursue learning & resource interventions that are appropriate and cost effective. This may be at a number of levels, e.g. working alongside a more experienced colleague, planned reading, attendance at a workshop.

The following looks at staff who have received training through Corporate Learning & Development. Currently all other training is recorded locally by managers and staff, though there are plans to introduce training records on SAP during 2004/05 roll out is not anticipated until year-end.

The data relates to the number of days training and the ethnic group of attendees on each of those 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.

The total number of training days recorded is 3230.

The proportion of people attending these days according to ethnic origin were: -

Asian, Bangladeshi	0.3%
Asian, British	1.3%
Asian, Indian	1.1%
Asian, Other	0.3%
Asian, Pakistani	0.3%
Black, African	13.6%
Black, British	18.9%
Black, Caribbean	6.2%
Black, Other	1.9%
Mx, Mixed Other	0.8%
Mx, White & Asian	0.2%
Mx, White & Black African	0.7%
Mx, White & Black Caribbean	1.1%
Not Stated	3.3%
Other, any other group	1.4%
Other, Chinese/Vietnamese	0.3%
Other, Cypriot Greek	0.2%
Other, Cypriot Turkish	0.1%
White, British	41.1%
White, Irish	2.4%
White, Other	4.6%
Grand Total	100.0%

BME	52%
White	48%

According to gender the proportion was -

Female	59%
Male	41%
Grand Total	100%

Both the proportion of people from bme communities and women were greater than the relative proportions in the workforce.

Action Plan

The Council's action plan to address the issues raised in the above statistical data is as follows.

1. To develop a strategy on *talent management* that will: -
 - Develop leaders for the future that reflect the profile of the organisation.
 - Focus I&d for managers on people management.
 - Introduce career pathways that encourage the development of internal staff and overcome obstacles to progression.
 - Look at entry-level posts, i.e. graduates and young people who do not choose the higher education route.

| -It is intended that the concepts within the talent management strategy will be presented to senior management in the autumn of 2004 with an associated timescale over the following 2 years.

2. To seek an increase in job applications from people with disabilities and to encourage employees who have a disability to declare their disability through:
 - Annual accreditation under the 2 ticks scheme. (January-March 05)
 - Better information for staff on disabilities via the Council's intranet site & through a leaflet to staff in disabilities. (July – September 04)
 - Social Services to be asked to outline the actions they have taken to increase the proportion of disabled staff and share with colleagues. (October- December 04)
 - Attendance at related job fairs – led centrally by PMS. (Periodic)
 - Potentially run a workshop for supervisory managers on disability – this will be dependent on the workshop schedule and ensuring that managers aren't overloaded with events. (Potentially January- March 05)

(The above tasks relate to workforce plan items)

3. To investigate the influences that affect the statistical data on recruitment, disciplines (etc) and if appropriate look at corrective action, through: -
 - ~~Requesting that e~~Each HR Manager ~~look~~investigating activity within their area and provide a report on issues requiring further consideration. (It may be that an external person is appointed to independently look at HR management of specific functions but this should not be a first step), (October – December 04)

- To consult with the Consultative Forum for BME staff on issues relating to the management of specific HR functions (~~October~~Jan – March 2005-~~December-04~~).
 - To review training opportunities for ~~m~~Managers in HR-people management functions and the potential to offer intensive care on an individual basis where the need is identified. (By March ~~04~~5).
5. To ~~remind~~ensure SMTs ~~on-fulfil~~ their responsibilities on quarterly monitoring of data (profile and specified areas such as agency), and advise on the additional support now available via SAP – e.g. recruitment. (October 2004)
 6. To conduct an equal pay audit. (January – March 04)