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Workforce report 2017-18

This report looks at the profile of Southwark Council employees and at human resources management activities over financial year 2017–18.

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 2017-18.

3.   All workforce profile data will be at the end of the year 2017-18.

4.   All data related to the outcomes of HR activity will cover the period April 2017 – March 2018, unless stated.

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

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

Content

The report –

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

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

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

4.   Will be discussed with the constituent trade unions.

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

Contents

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Key data - Workforce 2017 - 18

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 2017-18	Context

Number of employees (headcount)

	4110

Number of employees

Year	No.
Year 2017-18	4110
Year 2016-17	4150
Year 2015-16	4538
Year 2014-15	4847
Year 2013-14	4814

Sex Profile of Employees

	Number	%
Female	2076	51%
Male	2034	49%

Sex Profile

Year	% Female Employees
Year 2017-18	51%
Year 2016-17	51%
Year 2015-16	51%
Year 2014-15	52%
Year 2013-14	52%

Broad Ethnic Profile

	Number	%
BME employees	2001	49%
White employees	2055	51%
Total	4056	100%

Excludes those with no ethnic origin stated = 54 employees

Broad Ethnic Profile

Year	% BME employees	% White employees
Year 2017-18	49%	51%
Year 2016-17	49%	51%
Year 2015-16	48%	52%
Year 2014-15	49%	51%
Year 2013-14	48%	52%

Employees with Disabilities

	Number	%
Employees	187	4.5%

Disability

Year	% Disabled
Year 2017-18	4.5%
Year 2016-17	2.7%
Year 2015-16	3.3%
Year 2014-15	4.0%
Year 2013-14	4.1%

Average age of the workforce

	45.7 years

Age

Year	Average age (years)
Year 2017-18	45.7
Year 2016-17	45.2
Year 2015-16	45.1
Year 2014-15	45.2
Year 2013-14	44.9

Section 1: Workforce Numbers & Employee Profiles

1. The headcount of employees was 4,110. This excludes casual workers and others who are not directly employed such as agency workers. A workforce population of 4,110 is a reduction of 1% of employee numbers in 2016-17. (Key Data).

2. Southwark has a similar size workforce to boroughs such as Islington, Newham, Tower Hamlets, Camden and Hackney who have similarly retained key services in-house rather than outsourcing. The average size of London boroughs for 2017/18 was 2,557 and 3,059 for inner London boroughs.

3. Employees in the three service departments make up 82% of the council's workforce (Children's & Adults; Environment & Leisure; Housing & Modernisation). *(Reference data 1)*

4. The highest percentage of part time employees is in Children's & Adults' Services (17%). Overall 12% of all employees work part time. *(Reference data 2)*

Reference data 1
Employee numbers by department

	Numbers (headcount)	% of total	FTE
Chief Executive's Department	203	5%	195.7
Children's & Adults Services	1086	26%	1017.8
Environment & Social Regeneration	1301	32%	1227.6
Finance & Governance	524	13%	507.1
Housing & Modernisation	996	24%	967.8
Total	4110	100%	3916.1

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

	Male		Female	
	Full-time	Part-time	Full-time	Part-time
Chief Executive's Department	47.8%	2.0%	41.9%	8.4%
Children's & Adults Services	22.5%	1.7%	60.9%	14.9%
Environment & Social Regeneration	72.7%	3.5%	17.1%	6.6%
Finance & Governance	43.7%	0.8%	46.6%	9.0%
Housing & Modernisation	43.0%	1.7%	47.4%	7.9%
Total	47.3%	2.2%	41.0%	9.5%

Sex

5. The percentages of female and male employees are similar; 51% of employees are female; 49% are male. *(Reference data 3).* The sex split shows no change from the previous year, *(Key Data).* The sex breakdown in council employment is similar to the female population in Southwark (50.5%) but significantly lower than the average across London boroughs (62%). *(Appendix 1)*

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

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

Reference data 3
Sex breakdown per department as percentages

	Female	Male
Chief Executive's Department	50%	50%
Children's & Adults Services	76%	24%
Environment & Social Regeneration	24%	76%
Finance & Governance	56%	44%
Housing & Modernisation	55%	45%
Total	51%	49%

Reference data 4
Grade distribution, sex and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	**1005**	**284**	**721**	**28**
%	*100%*	*28%*	*72%*	*3%[1]*
Building Workers	**68**	**0**	**68**	**1**
%	*100%*	*0%*	*100%*	*1%[1]*
Grades 6 - 9 or equivalent	**1524**	**915**	**609**	**97**
%	*100%*	*60%*	*40%*	*6%[1]*
Grades 10-12 + Social Work	**1198**	**710**	**488**	**52**
%	*100%*	*59%*	*41%*	*4%[1]*
Grades 14-16	**222**	**110**	**112**	**9**
%	*100%*	*50%*	*50%*	*4%[1]*
Grades 17 & above	**22**	**8**	**14**	
%	*100%*	*36%*	*64%*	
Teacher conditions	**15**	**11**	**4**	
%	*100%*	*73%*	*27%*	
Soulbury conditions	**42**	**32**	**10**	
%	*100%*	*76%*	*24%*	
Other[2]	**14**	**6**	**8**	
%	*100%*	*43%*	*57%*	
Total	**4110**	**2076**	**2034**	**187**

[1] Percentage in that grade band
[2] TUPE conditions (various)

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

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

9.   Pay includes gross full pay April 2018 pay data for all staff and includes basic pay, certain allowances and shift payments. It does not include overtime payments.

10.   Bonus includes gross bonus payments in a 12 month period i.e. 6th April 17 to 5th April 18 includes bonus payments received by building and trades staff in Building Services and Asset Management. They are paid on a productive pay system (in place since 1994) wherein employees accumulate standard minute values for each task completed. It is based on output for work generated over and above the required level, over a specified period. This accumulates to a bonus payment.

11.   Employers must not treat a woman less favourably than a man or a man less favourably than a woman in its pay arrangements on the basis of gender. The gender pay gap is the difference between the average pay of men and women expressed as a percentage.

12.   **The mean gender pay gap:** Southwark council has a mean gender pay gap of -7.91%. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 7.91%.

13.   **The median gender pay gap:** Southwark council has a median gender pay gap of -11.76% which suggests that typically Southwark male employees are paid at around 11.76% lower than Southwark female employees. The hourly median pay for females is £19.37 compared to £17.95 for males.

14.   **The average Bonus Pay:** Southwark Council has a mean bonus gender pay gap of 93%. In the period to 6 April 2018, approximately 4.22% of Southwark male employees were paid a bonus payment compared to 0.77% of Southwark female employees. The data is based on long service awards and the only relevant operational bonus scheme for building and trades staff in Building Services and Asset Management. This is a local longstanding scheme (since 1994) rooted in national conditions. A review of how the bonus payments are awarded in this area revealed no issues of inequality or irregularity based on gender. The bonus scheme is under review and is likely to be replaced following consultation.

15. **The proportion of male and female employees in each quartile pay band:** The distribution of men and women through the pay bands by quartile, as shown above, does not reflect the overall gender composition of the workforce which is 49.5% male and 50.5% female. Notably, the proportion of men and women in the lower quartile (shown as quartile1) is the **furthest** from the overall gender composition of the workforce at 31.53% female, 68.47% male. A review of the data highlights that for the quartile, there were 1031 employees, 405 of which were cleaning operatives (a male dominated job role); 372 of the 408 cleaning operatives were male.

Gender pay gap

Gender Pay Indicator	Percentage Gap
Difference in mean hourly rate of pay	-7.91%
Difference in median hourly rate of pay	-11.76%
Difference in mean bonus pay	93.07%
Difference in median bonus pay	87.45%
Proportion of male employees who were paid a bonus	4.22%
Proportion of female employees who were paid a bonus	0.77%

Gender Pay Indicator – Quartile Distribution	Female	Male
Quartile 1	31.53%	68.47%
Quartile 2	58.92%	41.08%
Quartile 3	58.62%	41.38%
Quartile 4	52.71%	47.29%

Disabilities

9. Southwark records actual employee declarations of a disability. Since the introduction of the Disability Discrimination Act when the use of strict externally set 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. This is not our preferred approach. The average across London boroughs is 5.0%, *(Appendix 1)*.

10. The percentage of people formally declaring a disability, 4.5% has increased by 1.8% compared to the previous year *(Key Data)*. There are differences between departments. *(Reference data 5)*.

11. As part of our biannual employee survey, last year we asked staff whether they consider themselves to have a disability. 10% said they do, which is significantly higher than our formal records and indicates that not all disabled staff are formally declaring their disability.

12. The percentages of employees with disabilities are lowest on Building Worker grades. There are some grade bands where there are no staff with a declared disability. This applies to those grade bandings where numbers of staff are few. *(Reference data 4)*

Reference data 5
Staff with disabilities as percentage of departmental numbers

	Disabled
Chief Executive's Department	3.0%
Children's & Adults Services	5.0%
Environment & Social Regeneration	3.2%
Finance & Governance	5.5%
Housing & Modernisation	5.6%
Total	4.5%

Ethnic Origin

13. There are a small number of employees who do not have an ethnic origin record, 54 employees (1.3%), this compares with an average of 12.9% across London boroughs who do not have an ethnic origin *(Appendix 1)*.

14. There is no change in the percentages of employees who classify themselves as white (51%) or from black and minority ethnic groups (49%) compared to the previous year. *(Key Data)*.

15. 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)*. Across London boroughs those employees who classify themselves as White average 60%. *(Appendix 1)*.

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

	Asian	Black	Mixed	Other	*BME employees*	White
Chief Executive's Department	9%	16%	3%	4%	33%	67%
Children's & Adults Services	6%	37%	4%	3%	50%	50%
Environment & Social Regeneration	4%	34%	3%	4%	44%	56%
Finance & Governance	9%	33%	3%	3%	47%	53%
Housing & Modernisation	7%	46%	5%	3%	60%	40%
Total across the council	**6%**	**37%**	**4%**	**3%**	**49%**	**51%**

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

Reference data 7
Grade distribution, broad ethnic origin

Grade band	BME employees	White	Not Stated	Total
Grades 1-5	**554**	**442**	9	1005
%[1]	*56%*	*44%*		
Building Workers	**24**	**44**		68
%[1]	*35%*	*65%*		
Grades 6 - 9 or equivalent	**876**	**617**	31	1524
%[1]	*59%*	*41%*		
Grades 10-12 +SW's	**495**	**694**	9	1198
%[1]	*42%*	*58%*		
Grades 14-16	**37**	**182**	3	222
%[1]	*17%*	*83%*		
Grades 17 & above	**3**	**19**		22
%[1]	*14%*	*86%*		
Teacher conditions	**4**	**11**		15
%[1]	*27%*	*73%*		
Soulbury conditions	**5**	**37**	42	84
%[1]	*12%*	*88%*		
Other[2]	**3**	**9**	2	14
%[1]	*25%*	*75%*		
Total	**2001**	**2055**	**54**	**4110**

[1] Excludes those where ethnic origin not supplied.
[2] TUPE conditions (various)

Age

17.   The average age of employees is 45.7 years. *(Key Data).* There is not a significant range (43-48) across London but our average is similar to the median age of 45.9 years and younger than the majority of London boroughs *(Appendix 1).*

18.   The largest staff group is in the 40-54 years banding (44%) *(Reference data 8)* although we are in the upper quartile in London for the 25-39 age group, which has increased since last year.

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

	%
16 to 24	3.5%
25 to 39	29.7%
40 to 54	42.0%
55+	24.8%

Length of Service

19.   Employees' length of service is on average 9.5 years. It must be noted however that the average service will be impacted by the large percentage of employees who have over 10 years' service. *(Reference data 9)*

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

Average (mean) length of service	9 years
Length of service – bands	**% of employees**
Less than 1 year	11.0%
1 to <2 years	5.9%
2 to <3 years	7.5%
3 to <5 years	15.4%
5 to <10 years	22.8%
10 to <15 years	16.9%
15 to 20 years	9.0%
20+ years	11.3%
Total	100%

Gender Reassignment, Religion or belief and Sexual Orientation

20.   Whist our employee monitoring data does not currently include gender reassignment, religion or sexual orientation, for the first time in 2016-17, our biannual employee survey carried out last year asked staff to respond to questions relating to these protected characteristics.

21.   Less than 0.5% of staff indicated that their gender identity does not match the gender assigned at birth.

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

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

Section 2: Changes in the Workforce

Starters

22.   There were 485 people who had started work with the council within the year. The table below shows the person's department at the end of the financial year not necessarily the department at commencement. *(Reference data 10)*

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

Reference data 10
Number of starters & department

	Numbers of starters (headcount)
Chief Executive's Department	26
Children's & Adults Services	127
Environment & Social Regeneration	145
Finance & Governance	33
Housing & Modernisation	154
Total	**485**

Leavers

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

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

26.   The most common reason for leaving during 2017-18 was resignation.

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

Reference data 11
Leavers by reason, sex and disability

Reason for Leaving	**Number**	**Female %**	**Male %**	**Total**	**Of those disabled %**
Career Break	8	88%	13%	100%	0%
Deceased	6	17%	83%	100%	17%
Capability Dismissal	7	71%	29%	100%	14%
Disciplinary Dismissal	9	44%	56%	100%	0%
Dismissal - Other	2	100%	0%	100%	0%
Expiration of Contract	32	50%	50%	100%	0%
Redundancy	113	56%	44%	100%	4%
Resignation	305	56%	44%	100%	5%
Retirement Age	17	35%	65%	100%	0%
Retirement Early	0				
Retirement Ill Health	8	38%%	63%	100%	25%
Total	**507**	**55%**	**45%**	100%	**5%**

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

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

Reference data13
Leavers by reason & age bands

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

Section 3: Performance Management & Increments

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

28.   71% of the workforce were eligible for an incremental award in 2018 i.e. not at the maximum increment for their grade. Figures below relate to the percentage of staff who were eligible for an increment.

29.   The awards this year (67%), the same as last year. *(Reference data 14)*

Reference data 14
Incremental awards – Council wide position

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

[1] Data for incremental awards 2017 as at 13th September 2018

Reference data 15
Incremental awards by sex

Outcomes & % of employees	Female	Male
Increment Given	68%	32%
No Increment Given	67%	33%
Total	100%	100%

Reference data 16
Incremental awards by disability

Outcomes & % of employees	Not Disabled	Disabled
Increment Given	67%	71%
No Increment Given	33%	29%
Total	100%	100%

Reference data 17
Incremental awards by broad ethnic origin

Outcomes & % of employees	Asian	Black	Mixed	Other	White	Not Stated
Increment Given	63%	66%	77%	71%	68%	61%
No Increment Given	37%	34%	23%	29%	32%	39%
Total	100%	100%	100%	100%	100%	100%

Reference data 18
Incremental awards by age band

Outcomes & % of employees	16 to 24	25 to 39	40 to 54	55 & over
Increment Given	49%	70%	68%	66%
No Increment Given	51%	30%	32%	34%
Total	100%	100%	100%	100%

Section 4 – Sickness

30. Average sickness per person of 6.47 days, showed a marginal increase of 0.27 days per person (Reference data 19). This is lower than the average sickness across London boroughs of 7.96 days. (Appendix 1). Of note is the significant proportion of staff who had no sickness absence during the year (56%).

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

32. At present a high percentage of sickness absence does not have a recorded reason and it is likely that this is resulting in underreporting of stress, depression and anxiety related absence which we know is the primary cause of sickness absence in the public sector. Changes have been made to our systems to improve data capture in the coming years.

33. Occupational health data shows us that a high proportion of referrals are related to mental health conditions.

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

Year	Average sickness absence (Excludes schools)
2017-18	6.47
2016-17	6.20
2015-16	6.63
2013-14	7.77

Reference data 20
Recorded reasons for sickness absence 2017-18

Reason	%
Internal disorders	22.1%
Muscular Skeletal	21.8%
Mental health	12.1%
Infectious diseases	8.1%
Anxiety/depression	6.6%
Ear/Nose/Throat	5.1%
Injury, fracture	4.3%
Chest & respiratory	4.0%
Back	2.8%
Cancer	2.5%
Disability related	2.2%
Nervous system	2.2%
Heart/blood pressure	2.1%
Cold, cough, flu	1.4%
Pregnancy related	0.8%
Stress	0.5%
Gastrointestinal	0.4%
Genitourinary/ gynaecological	0.4%
Headache/migraine	0.3%
Skin conditions	0.1%
Eye related	0.1%
Dental & oral	0.0%

[1] Excludes where not stated

Section 5 – Learning & Development

34. Southwark is very committed to supporting the development of its workforce in line with the Fairer Future principles which shape everything we do. For Leaning and Development, this means a strong emphasis on providing a variety of flexible and accessible learning opportunities to all our staff.

35. As such, the Learning and Development programme covers technical, IT, business, people management, professional and personal development training. It also supports skills for life development, with an overall focus on skills and talent development to meet organisational needs.

36. In January 2018, to further demonstrate our commitment to staff development, a new Learner Management System (LMS) was implemented in partnership with Learning Pool. This system is used to manage and accurately report on all the learning and development activities coordinated by the corporate Organisational Transformation (OT) team.

37. It should be noted that the data below only relates to training activities that have been coordinated and recorded in the council's LMS, My Learning Source. Managers and staff record all other training/learning and development locally. Moving forward we are working to use council's LMS, My Learning Source, as a central source for all learning and development information.

38. During 2017/18 at total of 494 training sessions were delivered with 2,740 members of staff attending these sessions. As mentioned before, this data only relates to learning and development training coordinated by the OT team so there will be local activities that have taken place that cannot be reported on.

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

Reference data 21
Training completed by employee ethnic group

	No. of completions	% of overall completion
BME	2,387	50.4
White	2,300	48.5
Not stated	54	1.1
Total	4,741	100

Reference data 22
Training completed by employee disability status

	No. of completions	% of overall completion
Disabled	4	0.1
Not Disabled	4,737	99.9
Total	4,741	100

Reference data 23
Training completed by employee sex

	No. of completions	% of overall completion
Female	2,974	62.7
Male	1,767	37.3
Total	4,741	100

40.   There continues to be two well-established programmes to support the development of its workforce this across the organisation. The first, apprentices and first entry training support entry into the council and the second, leadership and management qualifications through the Institute of Leadership and Management (ILM).

41.   Southwark has a council plan target to have 3% of the workforce who are apprentices or first entry trainees. The total of individuals in Southwark over 2017/18 was 111 apprentices and 35 trainees, or a total of 146 which equates to 3.5% of the workforce. This is a 0.4% increase from 2016/17.

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

42.   As part of Professional Qualifications Schemes, our managers are encouraged to undertake an ILM accredited leadership and management qualification. As well as offering these at levels 2, 3 and 5, in November 2017, we launched the new level 7 provision, which consist of Executive Coaching and Mentoring and Strategic Leadership and Management.

43.   In 2017/18, 87 managers started a new ILM management programme at levels 2, 3 and 5. There are also currently 17 managers studying for the new level 7 qualifications.

44.   These programmes continue to be well received across the council and since starting the ILM programme in 2014, 279 managers have completed a programme, and 104 are partly through their studies.

Section 6 - Disciplinary Investigations & Outcomes

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

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

47. On 15 occasions disciplinary actions resulted in either a warning or dismissal. (References data 26 & 27). Those subject to such actions are 0.4% of all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. sex, ethnic profile or disability is questionably statistically valid.

48. It is difficult to draw conclusions from relatively low numbers when considered against the overall workforce. However these numbers should be subject to further analysis and monitoring to ascertain whether more detailed action is necessary.

Reference data 24
Investigations by sex & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	13	11	24	0
Investigations in Progress	3	6	9	0
Total[1]	**16**	**17**	**33**	**0**

[1] Note in addition 6 investigations resulted in a guidance interview; on 5 occasions there was no further action; on 1 occasion the employee left before the investigation concluded.

Reference data 25
Investigations by broad ethnic origin

	BME employees	White employees	Not stated	Total
Disciplinary Action Pursued	16	8		24
Investigations in Progress	3	5	1	9
Total[1]	**19**	**13**	1	**33**

[1] Note in addition 6 investigations resulted in a guidance interview; on 5 occasions there was no further action; on 1 occasion the employee left before the investigation concluded.

Reference data 26
Disciplinary action by sex & by disability

	Female	Male	**Total**	Of those - disabled
Dismissal	4	5	**9**	0
Final written warning	1	1	**2**	0
Written warning	2	2	**4**	0
Guidance Interview	2	1	**3**	0
Training	2		**2**	0
No action		1	**1**	0
Total[2]	**11**	**10**	**21**	**0**

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

Reference data 27
Disciplinary action by broad ethnic origin

	BME employees	White employees	Total
Dismissal	4	5	**9**
Final written warning	1	1	**2**
Written warning	4		**4**
Guidance Interview	3		**3**
Training	2		**2**
No action	1		**1**
Total[2]	**15**	**6**	**21**

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

Section 7 - Capability Action & Outcomes

49. The numbers subject to capability action are a small percentage of all employees *(References data 28 & 29),* 10 concluded cases represents 0.2% all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 28
Capability action by sex & by disability

	Female	Male	Total	Of those - disabled
Dismissal	5	2	7	2
Monitoring	2		2	
No Action	1		1	
Total	**8**	**2**	**10**	**2**

- On 4 occasions the employee left during the capability process

Reference data 29
Capability action by broad ethnic origin

	BME employees	White employees	Total
Dismissal	4	3	7
Monitoring	2		2
No action	1		1
Total	**7**	**3**	**10**

- On 4 occasions the employee left during the capability process

Section 8 - Staff Complaints

50. 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.

51. The numbers of staff that submit a formal complaint at stage 1 are very few. *(Reference data 30 & 31); 21* employees represent 0.5% of the workforce. *(Key data).*

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

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

Reference data 30
Stage 1 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	7	3	10	1
Partially upheld	7	3	10	1
Upheld				
In progress		1	1	
Total [1]	**14**	**7**	**21**	**2**

[1] In addition 7 stage 1 registered complaints were withdrawn.

Reference data 31
Stage 1 complaints by broad ethnic origin

	BME employees	White employees	Not Stated	Total
Not upheld	3	6	1	10
Partially upheld	8	2		10
Upheld				
In progress	1			1
Total [1]	**12**	**8**	**1**	**21**

[1] In addition 7 stage 1 registered complaints were withdrawn.

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

	Female	Male	Total	Of those - disabled
Not upheld	1	1	2	
Partially upheld	1		1	
Total [1]	**2**	**1**	**3**	

[1] In addition 2 stage 2 registered complaints were withdrawn

Reference data 31A
Stage 2 complaints by broad ethnic origin

	BME employees	White employees	Total
Not upheld		2	2
Partially upheld	1		1
Total [1]	**1**	**2**	**3**

[1] In addition 2 stage 2 registered complaints were withdrawn

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.

54. The numbers of employees making a formal complaint are few; 22 employees represents than 0.5% of the workforce.

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

Reference data 32
Complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Mediation	4		4	
Not upheld	7	3	10	1
Upheld		1	1	
Partially upheld	2	2	4	
In progress	3		3	
Total [1]	**16**	**6**	**22**	**1**

[1] In addition 3 complaints were withdrawn.

Reference data 33
Complaints by broad ethnic origin

	BME employees	White employees	Total
Mediation	4		4
Not upheld	6	4	10
Upheld		1	1
Partially upheld	2	2	4
In progress	2	1	3
Total [1]	**14**	**8**	**22**

[1] In addition 3 complaints were withdrawn.

Section 10 - Recruitment

56.   The following looks at recruitment projects over the year 2017-18. A recruitment project is an advertised job(s) with a defined closing date. More than one media (advertisements) may be used in each project. The following looks at 287 recruitment projects; of these

- There were 21 with 50 or more applicants.
- There were 96 with 5 or fewer applicants.

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

58.   Overall there were 4,714 people who pursued an application.

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

Reference data 34
Sex
Female applicants, 2,501; Male applicants, 2,080; Not stated, 133

Status	Female	Male	Not stated	Total
Hired	54%	36%	11%	100%
Shortlisted	54%	40%	6%	100%
Applicants	53%	44%	3%	100%

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

Reference data 35
Disability
Disabled applicants, 496; not disabled applicants, 4,085; Not stated, 133.

Status	Disabled	Not Disabled	Not stated	Total
Hired	10%	80%	11%	100%
Shortlisted	11%	84%	6%	100%
Applicants	11%	87%	3%	100%

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

60.   When looking at broad ethnic origin, (Reference data 36,) the significant outcomes to note is the high percentage of unstated ethnicity amongst those hired. This makes it difficult to establish whether there are concerns about the difference in percentages of those applying vs those hired as the 'not stated' may be BME or white. This will be followed up to close data gaps.

Reference data 36
Broad Ethnic Origin
BME applicants, 2,774; White applicants, 1,785; Not stated, 155.

	BME	White	Not stated	Total
Hired	44%	45%	11%	100%
Shortlisted	53%	41%	6%	100%
Applicants	59%	38%	3%	100%

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

Section 11 – Agency Workers

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

62.   Monitors over the financial year 2017-18 show that numbers ranged from 430 to 486. (Reference data 37)

Reference data 37
Agency Workers – numbers via monthly snapshot 2017-18[1]

	No. Headcount
April	439
May	460
June	486
July	461
August	461
September	432
October	448
November	481
December	479
January	430
February	454
March	450

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

54.   The average numbers in use fluctuates monthly and over the year was 457 workers. This is similar to last year with 458.

Appendix 1

Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London & the South-east of England approximately 27%[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.

([1]Borough 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 viewed with caution. Increasingly the services provided will differ between boroughs. This will, for example, impact on the sex profile where particular services remain male or female dominated. Service type and organisation size is also known to affect how organisations perform, for example sickness absence tends to be higher in large multi functional organisations.

Some key data is as follows.

Census data - Southwark borough

All data drawn from ONS census 2011 – key statistics

1. Population figures, sex & economically active comparisons

	Southwark borough information	England Country
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	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 2017/18. The data that is shown is based on no fewer than submissions from 32 London boroughs although not every borough will have submitted data for every area.

In considering this information –

• The London mean (average) data is shown.

• It must be re-emphasised that there are significant differences in the organisations presenting data, e.g. Islington has around 4,411 directly employed staff (headcount), Sutton 1,052 directly employed staff (headcount).

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

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

1. Headcount of employees
• 2,557 staff

2. Average age
• 45.86 years. Across London boroughs those in 16-24 years age band are 3.1% of the workforce and those aged 65 and older are 3.0% . (Note there are significant variations in data submitted by boroughs in response to this question, one borough's return being 0.98%, another 5.32% and 1.43% - 5.73% respectively - which is out of step with all other responses)

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

4. Disabled staff
   • 4.97% of the workforce

5. Broad Ethnic Origin
Not known – 12.87% of remainder

Broad Ethnic Origin	%
Asian (inc Chinese)	12.49%
Black	22.26%
Mixed	3.37%
White	59.60%
Other	2.28%

6. Length of Service

Range	%
Less than a year	11.65%
1 - < 2 years	9.96%
2 - < 3 years	7.60%
3 - < 5 years	11.45%
5 - < 10 years	18.53%
10 - < 15 years	17.10%
15 - < 20 years	10.41%
20 years & above	13.30%

7. Sickness Absences
- Average sickness days per person 7.96 days

8. Turnover
- All 16.76%
- Resignations 9.12%
- Leavers with less than 1 years service 13.48%