Workforce Report 2013-14

This report looks at the profile of employees and at human resources management activities over financial year 2013–14

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 2013 -14.

3. All workforce profile data will be at the end of the year 2013 -14.

4. All data related to the outcomes of HR activity will cover the period April 2013 – March 2014, unless stated.

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

Content

The report –

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

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

3. Includes a commentary by HR Director on the findings of the report (appendix 2).

4. Will be discussed with the constituent trade unions and with the staff equality and diversity group.

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

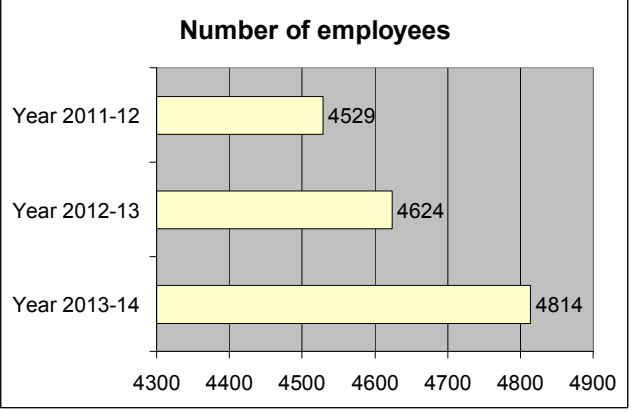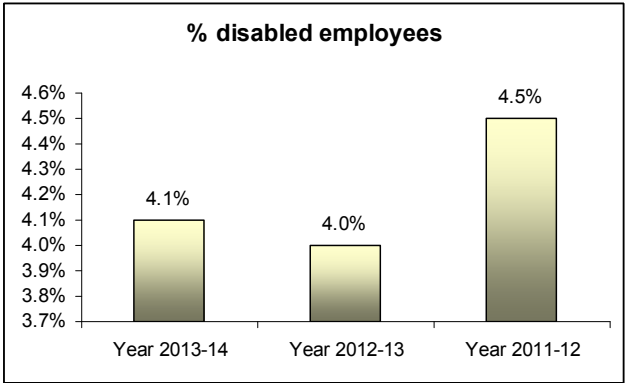# Contents

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Key data - Workforce 2013 - 14

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 2013-14	Context

Number of employees (headcount)

4814

Context

Number of employees

Year 2011-12	4529
Year 2012-13	4624
Year 2013-14	4814

(chart axis: 4300 4400 4500 4600 4700 4800 4900)

Gender Profile of Employees

	Number	%
Female	2509	52%
Male	2305	48%

Gender Profile

Year	% Female Employees
Year 2013-14	52%
Year 2012-13	53%
Year 2011-12	53%

Broad Ethnic Profile

	Number	%
BME employees	2244	48%
White employees	2390	52%
Total	4634	100%

Excludes those with no ethnic origin stated = 180 employees

Broad Ethnic Profile

Year	% BME employees	% White employees
Year 2013-14	48%	52%
Year 2012-13	48%	52%
Year 2011-12	48%	52%

Employees with Disabilities

	Number	%
Employees	199	4.1%

Disability

% disabled employees

Year 2013-14	Year 2012-13	Year 2011-12
4.1%	4.0%	4.5%

(chart axis: 3.7% 3.8% 3.9% 4.0% 4.1% 4.2% 4.3% 4.4% 4.5% 4.6%)

Average age of the workforce

44.9 years

Age

Year	Average age (years)
Year 2013-14	44.9
Year 2012-13	44.9
Year 2011-12	44.5

Section 1: Workforce Numbers & Employee Profiles

1. As at year end 2013-14 the headcount of employees was 4814. This excludes casual workers and non staff resources such as agency workers. A workforce population of 4814 is a 4.1% increase when compared to numbers in 2012-13. *(Key Data)*

2. Numbers of employees have been increased by direct transfers of staff from services brought back in house or added to the council's responsibilities. There were 217 people transferred under TUPE type arrangements, (special conditions applied to Public Health staff). This included principally Customer Services and Public Health, but also a small number of employees joining parking and network management services and Youth Offending Services; (former NACRO employees). A significant number of these employees will have been moved to council's grading structure.

3. Employees in the three service departments make up 78% of the council's workforce (Children's & Adults; Environment & Leisure; Housing & Community Services). *(Reference data 1)*

4. The highest percentage of part time employees is in Children's & Adults Services. Overall 15.2% of all employees work part time. *(Reference data 2)*

Reference data 1
Employee numbers by department

	Numbers (headcount)	% of total
Chief Executive's Department	390	8%
Children's & Adults Services	1333	28%
Environment & Leisure	1274	26%
Finance & Corporate Services	640	13%
Housing & Community Services	1177	24%
Total	4,814	100%

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	37.4%	1.8%	47.2%	13.6%
Children's & Adults Services	22.1%	5.8%	53.5%	18.6%
Environment & Leisure	69.9%	3.5%	18.7%	7.9%
Finance & Corporate Services	43.9%	1.3%	46.1%	8.8%
Housing & Community Services	45.5%	1.7%	42.9%	9.9%
Total	44.6%	3.3%	40.2%	11.9%

Gender

5.   The percentages of female and male employees are similar; 52% of employees are female; 48% are male. *(Reference data 3).* The gender split shows no significant changes from previous years, *(Key Data).* The gender breakdown in council employment is similar to the female population in Southwark (50.5%). *(Appendix 1)*

6.   There are significant differences in the gender breakdown when looking at a departmental level. *(Reference data 3)*

7.   There are higher percentages of male employees than female employees in the grades 1-5, in Building Services, and in the higher grade bands. Although the total numbers of employees grade 14 and above are relatively small *(Reference data 4)*

Reference data 3
Gender breakdown per department as percentages
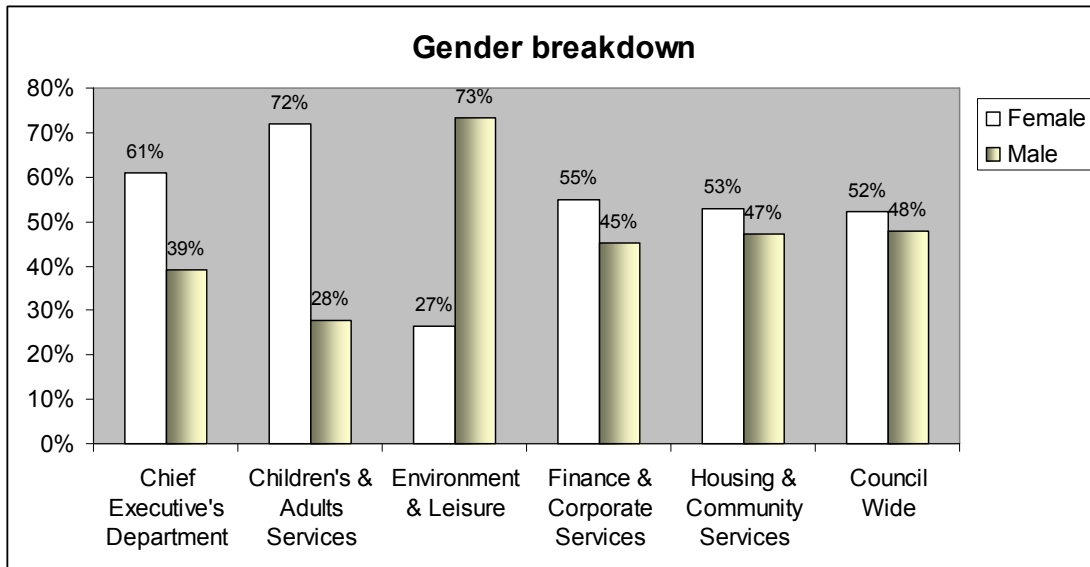
Reference data 4
Grade distribution, gender and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	**1215**	**416**	**799**	**30**
%	*100%*	*34%*	*66%*	*2%[1]*
Building Workers	**86**	**1**	**85**	**2**
%	100%	1%	99%	2%[1]
Grades 6 - 9 or equivalent	**1902**	**1157**	**745**	**98**
%	*100%*	*61%*	*39%*	*5%[1]*
Grades 10-12 +SW's	**1261**	**748**	**513**	**58**
%	100%	59%	41%	5%[1]
Grades 14-16	**212**	**100**	**112**	**10**
%	*100%*	*47%*	*53%*	*5%[1]*
Grades 17 & above	**24**	**9**	**15**	
%	100%	38%	63%	
Teacher conditions	**12**	**11**	**1**	
%	*100%*	*92%*	*8%*	
Soulbury conditions	**35**	**30**	**5**	
%	100%	86%	14%	
Other[2]	**67**	**37**	**30**	**1**
%	*100%*	*55%*	*45%*	*1%[1]*
Total	**4814**	**2509**	**2305**	**199**

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

Disabilities

8. The percentage of people with disabilities is similar to the previous year *(Key Data).* There are some significant differences between departments. *(Reference data 5)*

9. The London wide figures suggest that the percentage of employee with disabilities is lower than the average across other boroughs which is 5.13%. *(Appendix 1)* However, Southwark records actual employee declarations of a disability. Since the introduction of the Disability Discrimination Act when the use of strict externally 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.

10. The percentages of employees with disabilities are lowest in grades 1-5 and those on Building Worker grades. The 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

Staff with disabilities per department

Department	Percentage
Chief Executive's Department	4.6%
Children's & Adults Services	4.8%
Environment & Leisure	2.5%
Finance & Corporate Services	3.9%
Housing & Community Services	5.1%
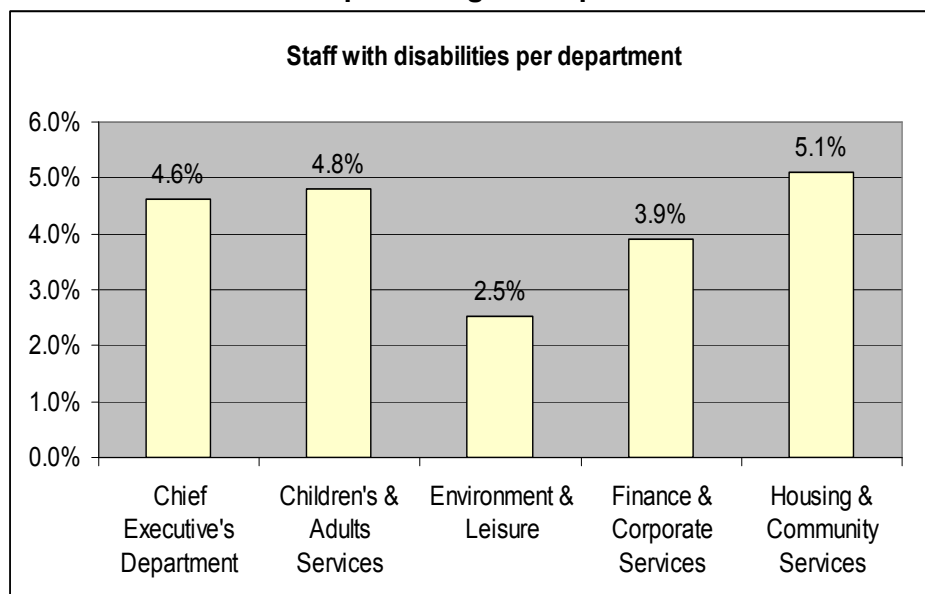
Ethnic Origin

11.   Those employees who do not have an ethnic origin record, 180 employees (3.7%), are predominately people who joined the council under TUPE agreements. *(Key data).*

12.   The percentages of employees who classify themselves as "White" and from black and minority ethnic groups are unchanged from previous years. *(Key Data).* There are some significant differences between departments in the percentages of staff who classify themselves as White and from BME communities. *(Reference data 6)*

13.   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)*

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- More evenly balanced than the percentages across London boroughs where on average 63.81% of employees classify themselves as White. *(Appendix 1)*

14.   The percentages of White employees compared to BME employees change significantly through the grades. Putting aside those in Building Worker grades; up to grade 9 there are higher percentages of BME staff than percentages of White staff. Percentages of BME employees are low in grades 10-12 & grade 14-16; but recover slightly at top manager level. *(Reference data 7)*

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

	Asian	Black	Mixed	Other	BME employees	White
Chief Executive's Department	7%	22%	4%	4%	37%	63%
Children's & Adults Services	4%	43%	4%	3%	54%	46%
Environment & Leisure	4%	30%	2%	4%	40%	60%
Finance & Corporate Services	8%	32%	3%	3%	47%	53%
Housing & Community Services	4%	45%	4%	3%	56%	44%
Total across the council	5%	37%	3%	3%	**48%**	**52%**

Reference data 7
Grade distribution, broad ethnic origin

Grade band	Asian	Black	Mixed	Other	BME employees	White	Not Stated	Total
Grades 1-5	47	466	54	43	**610**	**545**	60	1215
%[1]					53%	47%		
Building Workers		27		3	**30**	**56**		86
%[1]					35%	65%		
Grades 6 - 9 or equivalent	97	827	54	71	**1049**	**750**	103	1902
%[1]					58%	42%		
Grades 10-12 +SW's	60	354	39	35	**488**	**764**	9	1261
%[1]					39%	61%		
Grades 14-16	8	18	3	1	**30**	**182**	0	212
%[1]					14%	86%		
Grades 17 & above		2	2	1	**5**	**19**	0	24
%[1]					21%	79%		
Teacher conditions				1	**1**	**11**	0	12
%[1]					8%	92%		
Soulbury conditions	2	4	1	1	**8**	**27**	0	35
%[1]					23%	77%		
Other[2]	8	11	2	2	**23**	**36**	8	67
%[1]					39%	61%		
Total	**222**	**1709**	**155**	**158**	**2244**	**2390**	**180**	**4814**

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

Age

15.   The average age of employees (44.9 years) is less than the London boroughs' average (45.6 years). *(Key Data & Appendix 1)*

16.   Predominately employees are in the 40-54 years banding. *(Reference data 7)*

Reference data 7
Employees per age band as percentage of total workforce numbers

Employees & grade bands

Legend:
- 16 - 24
- 25 - 39
- 40 - 54
- 55 and older

3%
20%
30%
47%
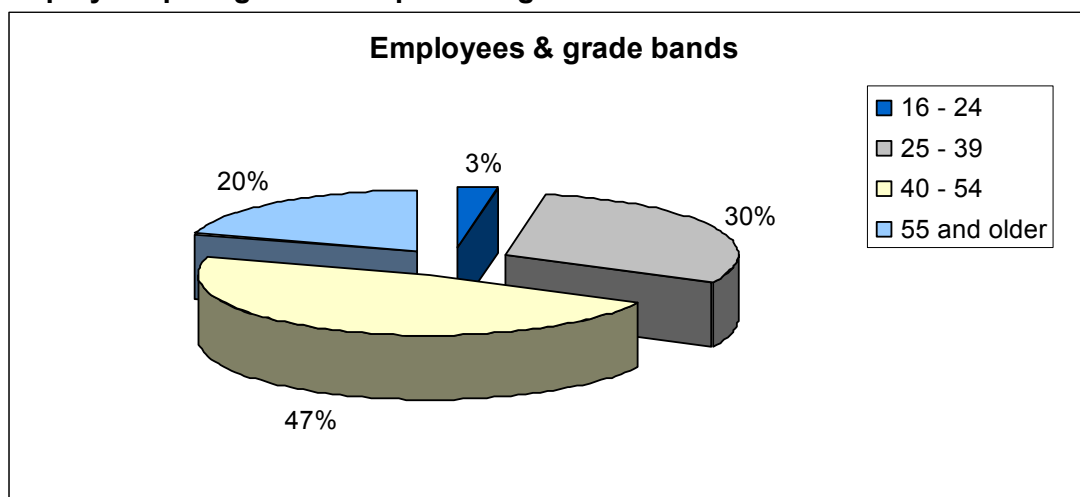
Length of Service

17.   Employees' length of service is on average 9 years. This suggests no retention issues. It must be noted however that the average service will be impacted by the large percentage of employees who have over 20 years service. *(Reference data 8)*

Reference data 8
Employees' length of service & service bandings - total workforce numbers

Average (mean) length of service	9 years
Length of service – bands	**% of employees**
Less than 1 year	9%
1 to <2 years	7%
2 to <3 years	4%
3 to <5 years	11%
5 to <10 years	27%
10 to <15 years	16%
15 to 20 years	8%
20+ years	18%
	100%

Section 2: Changes in the Workforce

Starters

1.   A significant number of people (738) commenced work with the council. This number has been impacted by 217 people transferring to the council under TUPE arrangements. The greatest numbers joined Customer Services and Public Health. The table below shows the person's department at the end of the financial year not necessarily the department at commencement. *(Reference data 9)*

2.   As noted in the previous section; those starting during this period have not result in any notable changes to the profile of the workforce in terms of gender, age, disability or ethnic origin.

Reference data 9
Number of starters & department

	Numbers starters (headcount)
Chief Executive's Department	67
Children's & Adults Services	175
Environment and Leisure	122
Finance & Corporate Services	70
Housing & Community Services	304
Total	738

Leavers

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

4.   The dominant reasons for people leaving were on a voluntary basis, i.e. resignation, career breaks, retirement age. Of the remainder 87 people left on redundancy; any other reason attracted relatively small numbers of employees.

5.   Further scrutiny of those who left on the basis of dismissal; discipline or capability, appears in the relevant sections later in this report.

6.   Those that left on redundancy represent year 3 of a three year programme. *Reference data 12* shows the picture over the three years. The percentage of women who left through redundancy is high compared to percentage of women in the workforce. Over the three years other indicators, (broad ethic origin & disability), are closer to the workforce. Unlike some authorities the council has not operated a cross-department voluntary severance scheme in the period. The profile of those leaving on redundancy will be therefore be significantly influenced by the profile of the workforce in those areas that have been subject to review.

Reference data 10
Leavers by reason, gender and disability

Reason for Leaving	Number	Female %	Male %	Total	Of those disabled %
Career Break	11	82%	18%	100%	9%
Deceased	3	33%	67%	100%	33%
Dismissal – Capability	8	38%	63%	100%	13%
Dismissal	10	50%	50%	100%	0%
Expiration of Contract	45	53%	47%	100%	4%
Outsourced	34	68%	32%	100%	0%
Redundancy	87	70%	30%	100%	2%
Resignation	248	59%	41%	100%	2%
Retirement Age	24	42%	58%	100%	8%
Retirement Early	3	0%	100%	100%	0%
Retirement Ill Health	7	57%	43%	100%	57%
Total	**480**	**60%**	**40%**	100%	4%

Reference data 11
Leavers by reason, BME employees, White employees

	No.	BME employees %	White employees %	Not stated %	Total
Career Break	11	73%	27%	0%	100%
Deceased	3	33%	67%	0%	100%
Dismissal – Capability	8	63%	38%	0%	100%
Dismissal	10	60%	30%	10%	100%
Expiration of Contract	45	64%	36%	0%	100%
Outsourced	34	68%	32%	0%	100%
Redundancy	87	55%	45%	0%	100%
Resignation	248	35%	60%	5%	100%
Retirement Age	24	13%	83%	4%	100%
Retirement Early	3	0%	100%	0%	100%
Retirement Ill Health	7	57%	43%	0%	100%
Total	480	42%	50%	8%	100%

Reference data 12
Redundancies Year 1 (2011-12) + year 2 (2012-13) + year 3 (2013-14)

Total	Ethnic Origin[1]		Gender		Disabled
	BME	White	Female	Male	
620	324	290	374	246	32
	52%	47%	60%	40%	5%

[1] Excludes 6 people with no ethnic origin recorded

Reference data13

Leavers by reason & age bands

	No.	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	11	0%	82%	18%	0%	100%
Deceased	3	0%	0%	33%	67%	100%
Dismissal – Capability	8	0%	0%	75%	25%	100%
Dismissal	10	20%	20%	40%	20%	100%
Expiration of Contract	45	18%	42%	22%	18%	100%
Outsourced	34	0%	29%	56%	15%	100%
Redundancy	87	0%	17%	37%	46%	100%
Resignation	248	5%	52%	33%	9%	100%
Retirement Age	24	0%	0%	0%	100%	100%
Retirement Early	3	0%	0%	0%	100%	100%
Retirement Ill Health	7	0%	0%	43%	57%	100%
Total	**480**	**5%**	**39%**	**33%**	**23%**	**100%**

Section 3: Performance Management

This monitor looks at incremental awards from 1st April 2014. The information has been drawn from August's payroll.

1. In 2013 a high proportion of staff were not eligible for an increment (37%). This was because they were at the maximum of their grade. In 2013 Members agreed a change in the grade ranges which opened up incremental awards to large numbers of employees. In 2014 the majority of employees have been awarded an increment. *(Reference data 14)*

2. Looking at increments awarded they are broadly line with-
    *   the proportion of women / men in the workforce. *(Reference data 15)*
    *   those who have not declared a disability and those that have declared a disability. *(Reference data 16)*
    *   the proportion of people in different/ broad ethnic groups. *(Reference data 17)*
    *   The proportion of people in different age bandings *(Reference data 18)*

Reference data 14
Incremental awards – Council wide position
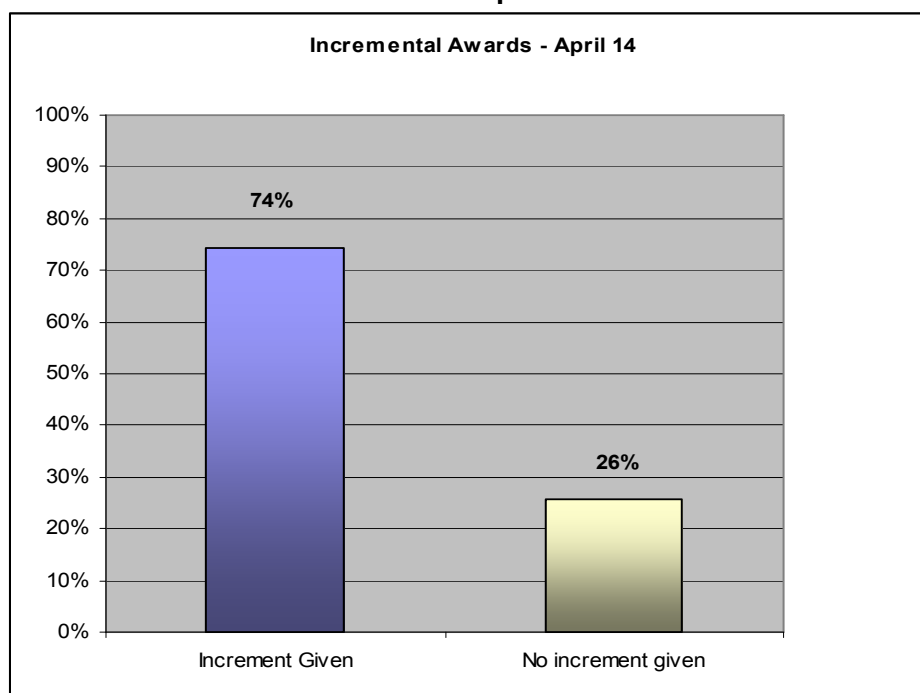
Incremental awards 2013	Increment given	No increment given	Not applicable
% of employees	40%	23%	37%

Reference data 15
Incremental awards by gender

Outcome & % of employees	Female	Male	Total
Increment Given	51%	49%	100%
No increment given	57%	43%	100%
Total	53%	47%	100%

Reference data 16
Incremental awards by disability

Outcome & % of employees	No disability	Disability	Total
Increment Given	96%	4%	100%
No increment given	93%	7%	100%
Total	96%	4%	100%

Reference data 17
Incremental awards by broad ethnic origin
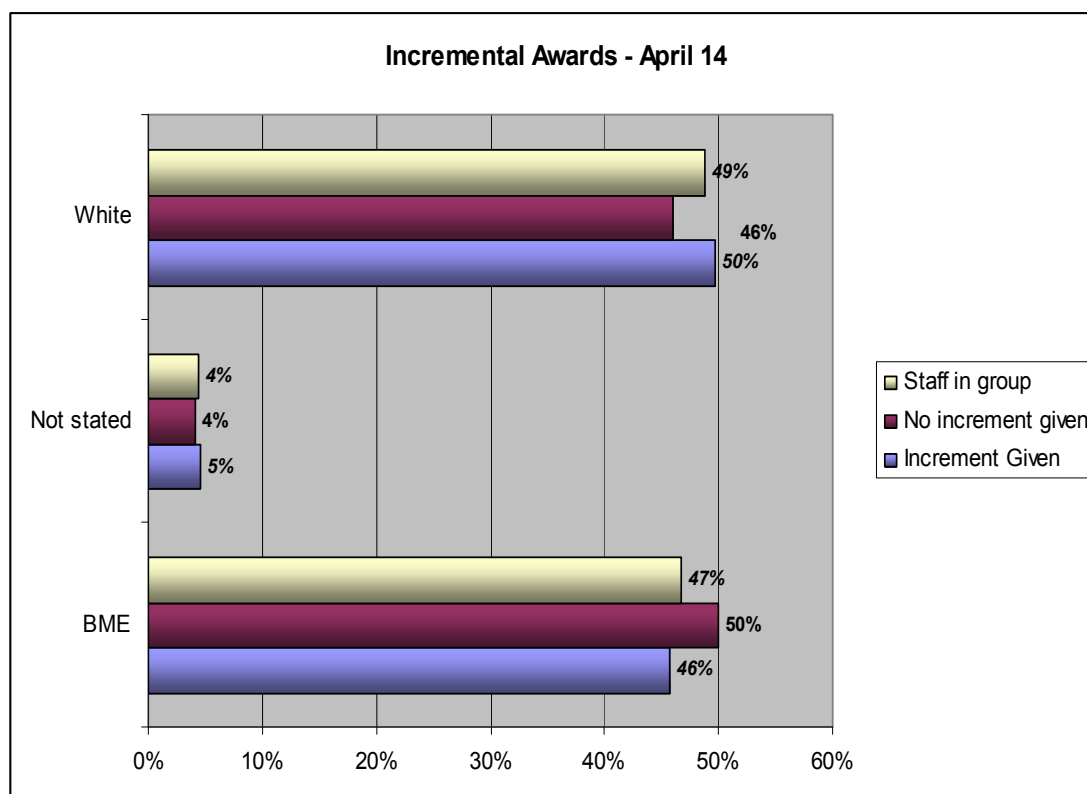
Reference data 18
Incremental awards by age band

Outcome & % of employees	16-24 years	25-39 years	40-54 years	55 years & above	Total
Inc Given	4%	31%	47%	18%	100%
No increment given	2%	26%	51%	21%	100%
Total	3%	30%	48%	19%	100%

Section 4 – Sickness

1. The average sickness absence rate per person shows a positive downward trend year on year. *(Reference data 18).* The council performs better than the average sickness rate noted across London boroughs which is 7.64 days. *(Appendix 1).*

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

Average Sickness Absence Over Last 5 Years (Excluding Schools)

Year	Value
2009/10	8.77
2010/11	8.21
2011/12	7.74
2012/13	7.67
2013/14	7.49
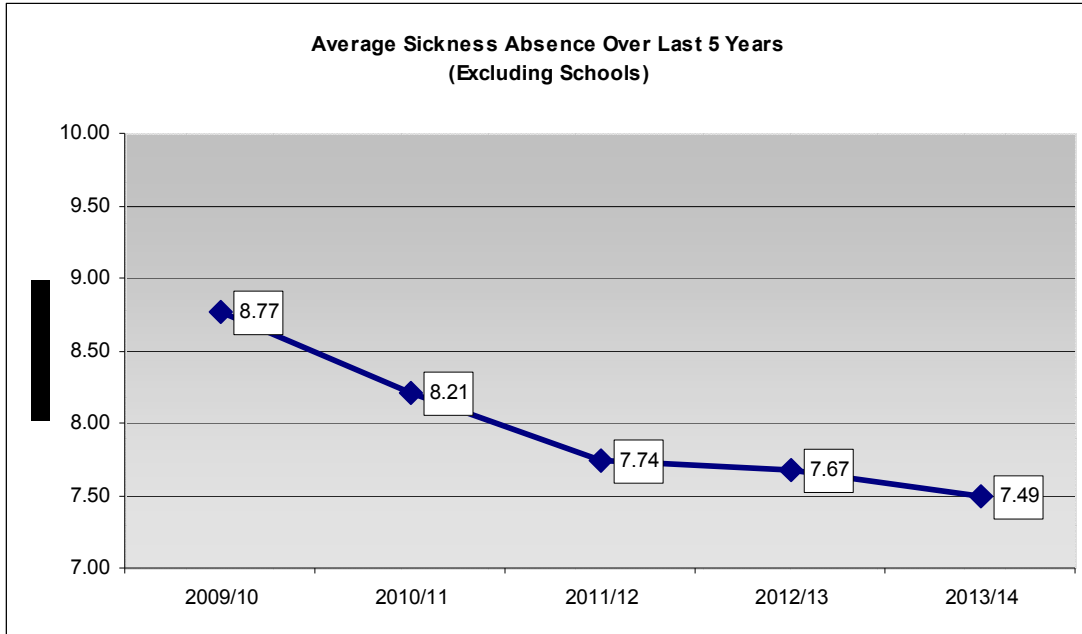
Reference data 20
Recorded reasons for sickness absence 2013-14
[1] Excludes where not stated

Reasons for Sickness

	Internal Disorders	Neurological/ Psychological	Muscular Skeletal	Infectious Disease	ENT Eye & Skin	Disability Related	Pregnancy & Related	Accident / Injury
%	30.0%	27.5%	22.3%	9.1%	3.7%	2.9%	2.8%	1.7%
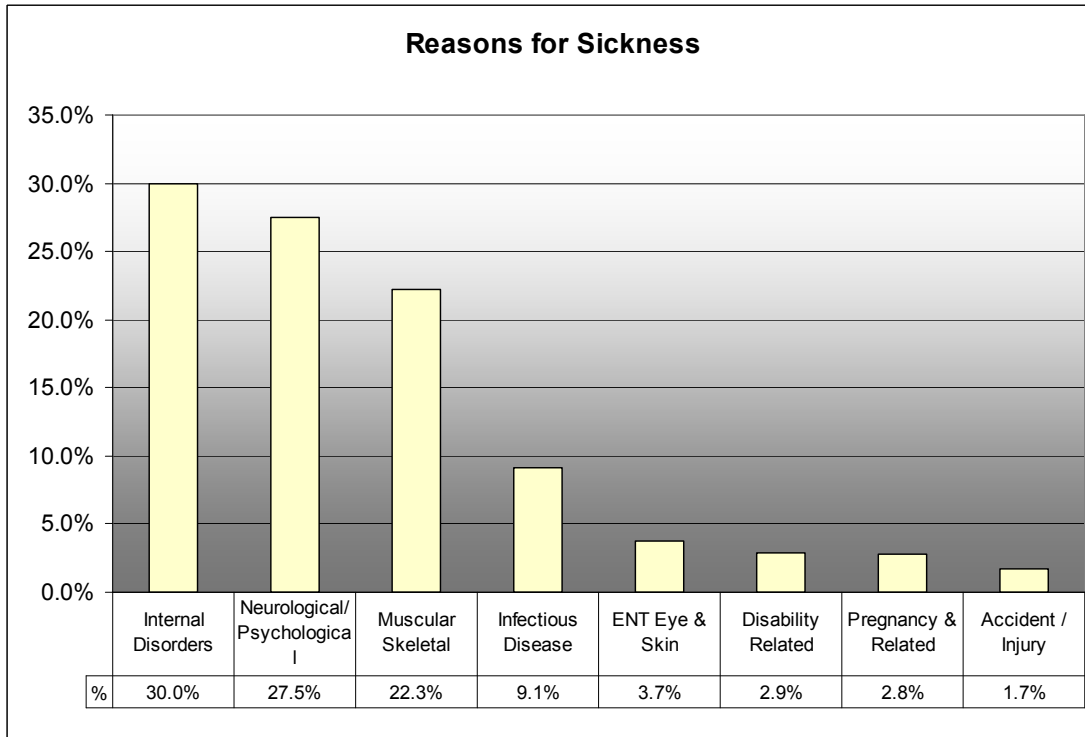
Section 5 – Learning & Development

1.   It is stressed that the data below shows training activities coordinated by Organisational Development. Managers and staff record all other training/ learning and development locally.

2.   The data suggests that when looking at training days:-

   • The proportion of those attending is broadly in line with; the proportion of people from different ethnic groups in the workforce, (reference data 21), the proportion of people who are disabled in the workforce. (Reference data 22)

   • The proportion of women attending training occasions/ days is higher than the proportion of women (52%) in the workforce. (Reference data 23)

Reference data 21
Employees attending training coordinated by OD & their ethnic origin[1]

% Training by Broad Ethnic Group

	Not stated	White	BME
%	6%	47%	47%
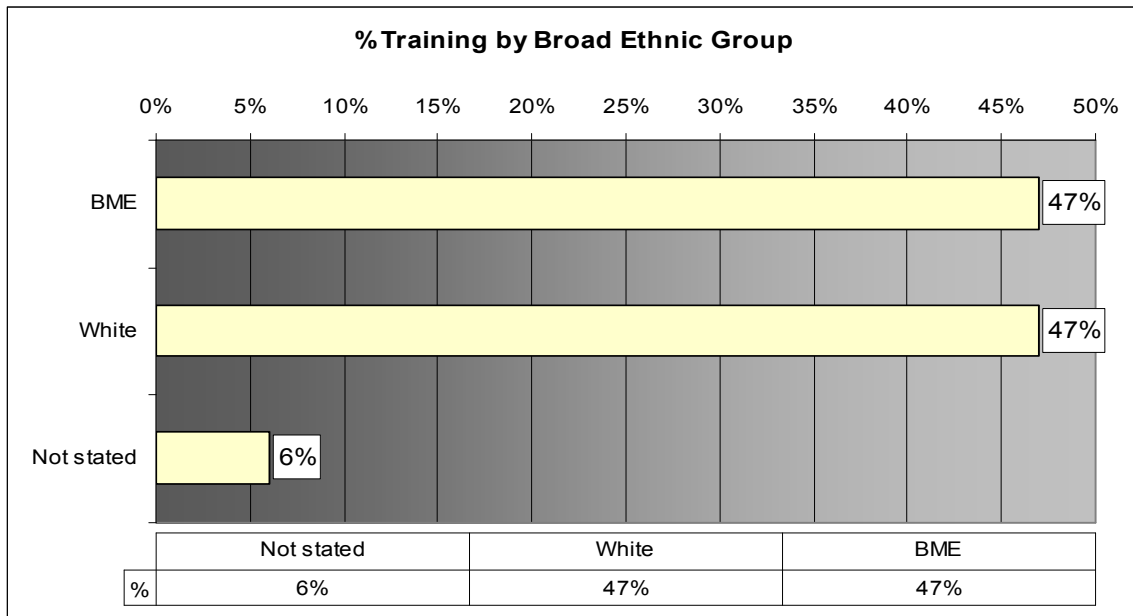
[1] Data relates to the number of training days and attendees on each of those training days, someone attending a 5 day training programme will be represented 5 times etc.

Reference data 22
Employees attending training coordinated by OD & whether they have a disability [1]

	Numbers attending	% of those attending
Disabled	121	6%
Not Disabled	2071	94%
Total	**2192**	**100%**

Reference data 23
Employees attending training coordinated by OD & their gender[1]

	Numbers attending	% of those attending
Female	1399	64%
Male	793	36%
Total	**2192**	**100%**

Section 6 - Disciplinary Investigations & Outcomes

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

1. The numbers subject to disciplinary investigation and disciplinary action are a very small percentage of all employees. On 27 occasions disciplinary actions resulted in either a warning or dismissal. *(References data 26 & 27).* Those subject to such actions are 0.6% of all employees, *(key data).* Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably statistically valid.

Reference data 24
Investigations by gender & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	17	22	39	2
In Progress	7	11	18	2
Total[1]	24	33	57	4

[1] Note in addition 11 investigations resulted in a guidance interview; on 12 occasions there was no further action.

Reference data 25
Investigations by broad ethnic origin

	BME employees	White employees	Not stated	Total
Disciplinary Action Pursued	29	9	1	39
In Progress	15	3		18
Total[1]	44	12	1	57

[1] Note in addition 11 investigations resulted in a guidance interview; on 12 occasions there was no further action.

Reference data 26
Disciplinary action by gender & by disability

	Female	Male	Total	Of those - disabled
Dismissal	5	5	10	
Final written warning	5	8	13	1
Written warning	1	3	4	1
Total[2]	11	16	27	2

[2] Note in addition
- 1 discipline resulted in a guidance interview;
- On 4 occasions there was no further action.
- On 2 occasions the employee resigned during a disciplinary process

Reference data 27
Disciplinary action by broad ethnic origin

	BME employees	White employees	Not stated	**Total**
Dismissal	5	4	1	**10**
Final written warning	10	3		**13**
Written warning	2	2		**4**
Total²	**17**	**9**	**1**	27

² Note in addition
- 1 discipline resulted in a guidance interview;
- On 4 occasions there was no further action.
- On 2 occasions the employee resigned during a disciplinary process

Section 7 - Capability Action & Outcomes

1. The numbers subject to capability action are a small percentage of all employees. Putting aside those still in progress at year end, (13 cases) *(References data 28 & 29),* 15 concluded cases represents 0.3% all employees, (key data). Where there are such small numbers drawing conclusion based on more detailed levels, e.g. gender, ethnic profile or disability is questionably valid.

Reference data 28
Capability action by gender & by disability

	Female	Male	Total	Of those - disabled
Dismissal	3	5	8	
In progress	9	4	13	1
Other outcomes	4	2	6	1
No action		1	1	
Total	**16**	**12**	**28**	**2**

Reference data 29
Capability action by broad ethnic origin

	BME employees	White employees	Not stated	Total
Dismissal	5	3		8
In progress	6	3	4	13
Other outcomes	2	4		6
No action		1		1
Total	**13**	**11**	**4**	**28**

Section 8 - Staff Complaints

Note this data relates to individual employee complaints that require a formal process to resolve. Many complaints can be resolved informally or through mediation; all parties are encouraged to pursue such actions as a first step.

1. The numbers of staff that submit a formal complaint at stage 1 are very few. *(Reference data 30 & 31);* 31 employees represent 0.6% of the workforce. *(Key data)*.

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

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

Reference data 30
Stage 1 complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Informal resolution	4	1	5	
Mediation	1		1	
Not upheld	8	8	16	3
Upheld	1	1	2	
Partially upheld	4	3	7	2
Total [1]	**18**	**13**	**31**	**5**

[1] In addition 9 stage 1 registered complaints were withdrawn.

Reference data 31
Stage 1 complaints by broad ethnic origin

	BME employees	White employees	Not stated	Total
Informal resolution	1	2	2	5
Mediation	1			1
Not upheld	9	4	3	16
Upheld	1	1		2
Partially upheld	3	4		7
Total [1]	**15**	**11**	**5**	**31**

[1] In addition 9 stage 1 registered complaints were withdrawn.

Reference data 32
Stage 2 complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Not upheld	6	3	9	1
Partially upheld	1		1	1
Total	**7**	**3**	**10**	**2**

Reference data 33
Stage 2 complaints by broad ethnic origin

	BME employees	White employees	Not stated	Total
Not upheld	7		2	9
Partially upheld		1		1
Total	**7**	**1**	**2**	**10**

Section 9 - Respect at Work

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

1. The numbers of employees making a formal complaint are few; 34 employees represents than 0.7% of the workforce.

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

Reference data 34
Complaints by gender & by disability

	Female	Male	Total	Of those - disabled
Not upheld	10	11	21	1
Upheld	4	1	5	1
Partially upheld	6	2	8	
Total [1]	**20**	**14**	**34**	**2**

[1] In addition 3 complaints were withdrawn.

Reference data 35
Complaints by broad ethnic origin

	BME employees	White employees	Total
Not upheld	13	8	21
Upheld	2	3	5
Partially upheld	7	1	8
Total [1]	**22**	**12**	**34**

[1] In addition 3 complaints were withdrawn.

Section 10 - Recruitment

1.   The numbers responding to advertised posts suggest that the council does not have difficulties in attracting large numbers of people of different profiles. *(Reference data 36).*

2.   Reference data in tables 37-39 provide a snapshot of the outcome where the recruitment activity has been concluded with an offer made to an external candidate.   Overall the impact has not been to change the overall profile of the council's workforce which as evidenced in *Key Data* is largely unchanged.

Reference data 36
All recorded response to advertisements & profile of applicants

	Number	As a % of applicants
Female	3465	54%
Male	2939	46%
Total	**6404**	**100%**
BME	4235	66%
White	2169	34%
Not known	0	0%
Total	**6404**	**100%**
Disabled	368	6%
Not disabled	6036	94%
Total	**6404**	**100%**

This shows the profile of all applicants to all advertisements that appeared during 2013-14; –
- Internally or externally advertised.
- Whether the recruitment exercise had been completed by the report date.
- Whether an appointment was made or not.

Reference data 37A
Recruitment concluded to offer stage – where **external** candidates offered & gender

	Male	Female	Total
Applications received	2769	3221	**5990**
As % of applicants	**46%**	**54%**	**100%**
Attending interview	398	546	**944**
Offered post	110	183	**293**
% of those offered post	**38%**	**62%**	**100%**

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

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

Reference data 37B
Recruitment concluded to offer stage – where **internal** candidates offered & gender

	Male	Female	Total
Applications received	170	244	**414**
As % of applicants	**41%**	**59%**	**100%**
Attending interview	75	113	**188**
Offered post	43	45	**88**
% of those offered post	**49%**	**51%**	**100%**

Reference data 38A
Recruitment concluded to offer stage – where **external** candidates offered & broad ethnic origin

	BME candidates	White candidates	Total
Applications received	3994	2046	**5990**
As % of applicants	**67%**	**34%**	**100%**
Attending interview	552	392	**944**
Offered post	151	142	**293**
% of those offered post	**52%**	**48%**	**100%**

Reference data 38B
Recruitment concluded to offer stage – where **internal** candidates offered & broad ethnic origin

	BME candidates	White candidates	Total
Applications received	291	123	**414**
As % of applicants	**70%**	**30%**	**100%**
Attending interview	125	63	**188**
Offered post	46	42	**88**
% of those offered post	**52%**	**48%**	**100%**

Reference data 39A
Recruitment concluded to offer stage – where **external** candidates offered & disability

	Not Disabled	Disabled	Total
Applications received	5646	344	**5990**
As % of applicants	**94%**	**6%**	**100%**
Attending interview (No.)	886	58	**944**
Offered post (No.)	281	12	**293**
Success rate overall %*	**96%**	**4%**	**100%**

Reference data 39B
Recruitment concluded to offer stage – where **interna**l candidates offered & disability

	Not Disabled	Disabled	Total
Applications received	390	24	**414**
As % of applicants	**94%**	**6%**	**100%**
Attending interview (No.)	180	8	**188**
Offered post (No.)	85	3	**88**
Success rate overall %*	**97%**	**3%**	**100%**

Section 11 – Agency Workers

1.   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.

2.   Monitors over the financial year 2013-14 show that numbers were exceptionally low in the opening months, but grew during the year. (Reference data 40)

Reference data 40
Agency Workers – numbers via monthly snapshot 2013-14 [1]

Snapshot of Agency Worker over 12 months (headcount)

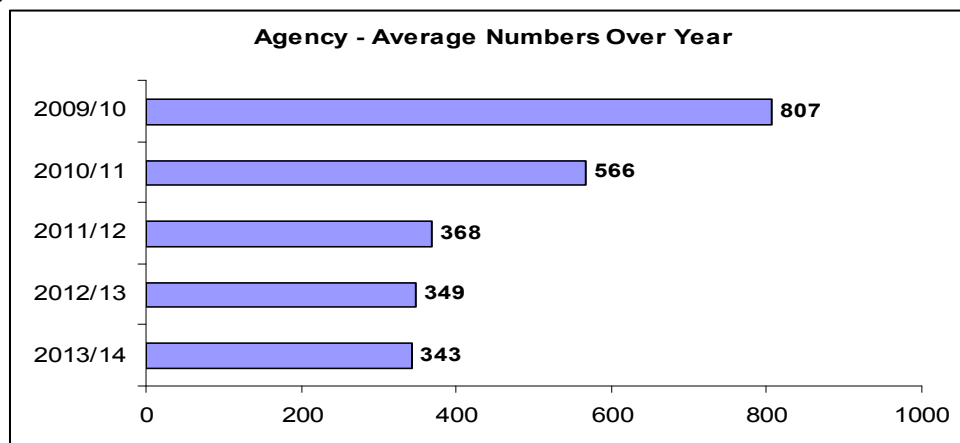| Month	Value
Apr-13	279
May-13	313
Jun-13	333
Jul-13	299
Aug-13	319
Sep-13	328
Oct-13	343
Nov-13	387
Dec-13	408
Jan-14	345
Feb-14	371
Mar-14	388
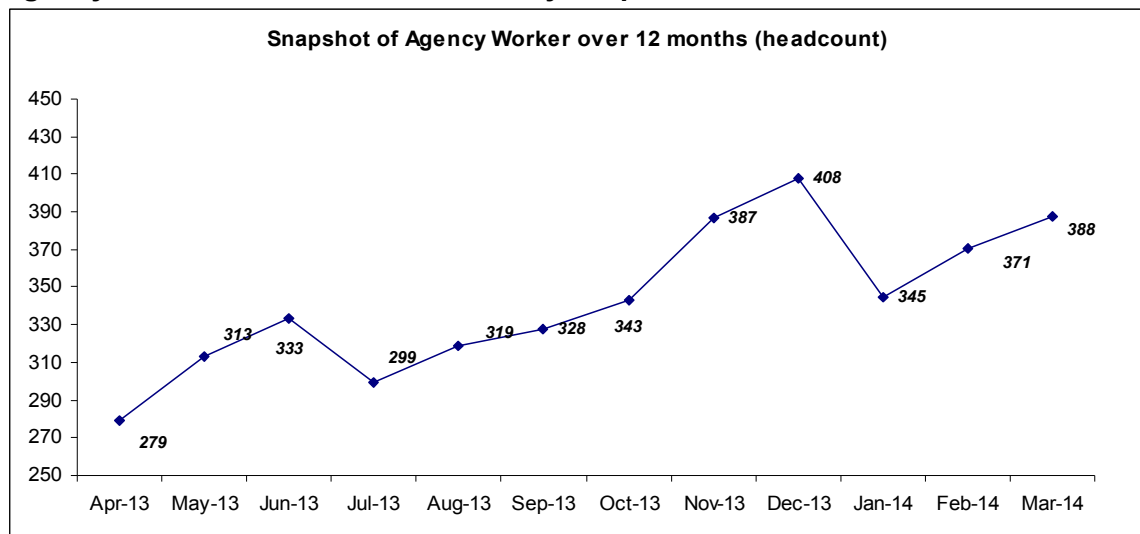
[1] The numbers of agency workers in use as at the monitoring date, i.e. first working Monday of each month.

3.   Usage over this period was particularly influenced by the return of services from external providers to the council; and the need to provide short term support to support key initiatives and during periods of reorganisations. Despite this increase the average numbers of worker in use have declined year on year. (Reference data 41)

Reference data 41
Agency Workers – numbers 2009 - 2014

Agency - Average Numbers Over Year

Year	Value
2009/10	807
2010/11	566
2011/12	368
2012/13	349
2013/14	343

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 28%[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 gender profile where particular services remain male or female dominated. Service type and organisation size is also known to affect how organisations perform, for example sickness absence tends to be higher in large multi functional organisations.

Some key data is as follows.

Census data - Southwark borough

All data drawn from ONS census 2011 – key statistics

1. Population figures, gender & economically active comparisons

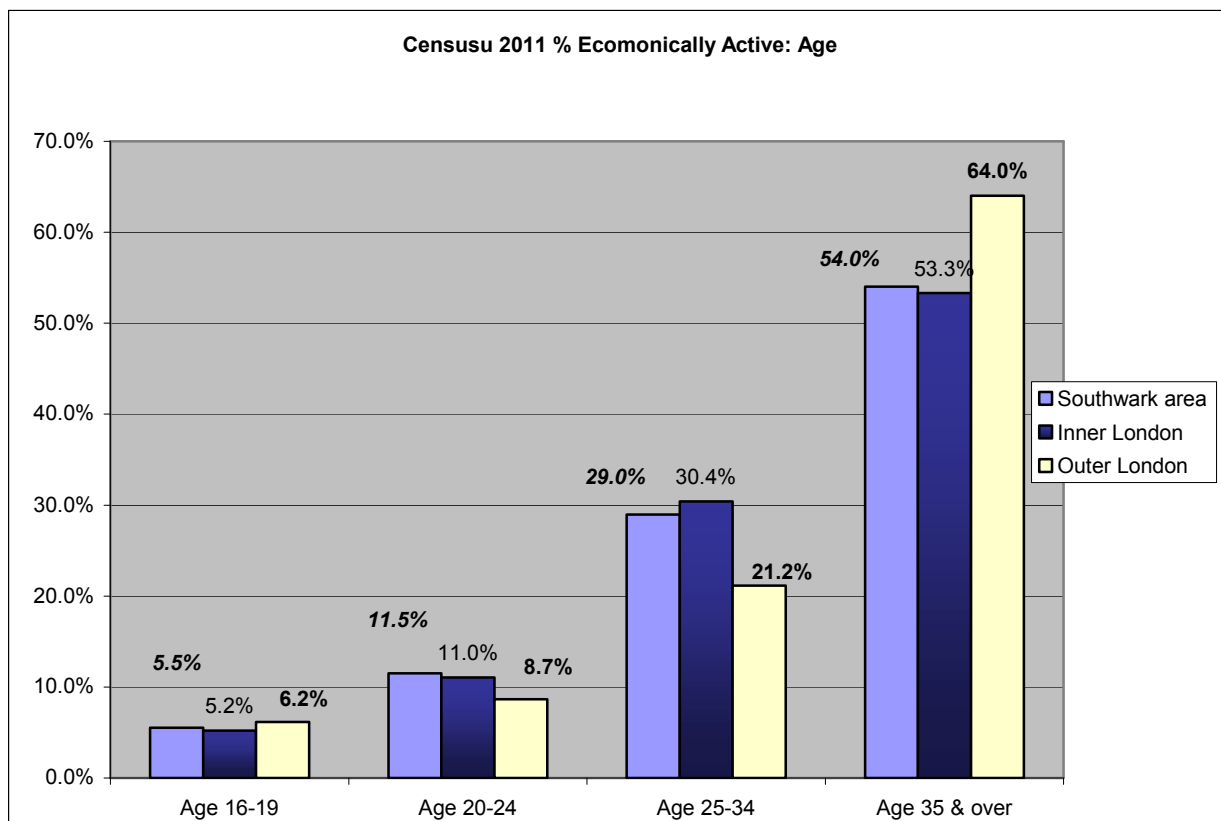|	Southwark borough information	England Country
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	142618	26069148
	49.5%	**49.2%**
2011 Population: Females	145665	26943308
	50.5%	**50.8%**
Economically Active; Employee; Full-Time	42%	39%
Economically Active; Employee; Part-Time	9.9%	13.7%
Economically Active; Self-Employed	10.0%	9.8%
Economically Active; Unemployed	6.0%	4.4%
People aged 16 and over with 5 or more GCSEs grade A-C, or equivalent	10.2%	15.2%
People aged 16 and over with no formal qualifications	16.3%	22.5%

2. Occupations of all people in employment, March 2011

	Southwark	England
Managers, directors and senior officials	11%	11%
Professional occupations	26%	18%
Associate professional and technical occupations	17%	13%
Administrative and secretarial occupations	10%	12%
Skilled trades occupations	7%	11%
Caring, leisure and other service occupations	8%	9%
Sales and customer service occupations	7%	8%
Process, plant and machine operatives	3%	7%
Elementary occupations	12%	11%

3. Ethnic Origin

	Southwark – Borough (%s) (Numbers)	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%

4. Economically Active & Age Bands

Censusu 2011 % Ecomonically Active: Age

Age band	Southwark area	Inner London	Outer London
Age 16-19	5.5%	5.2%	6.2%
Age 20-24	11.5%	11.0%	8.7%
Age 25-34	29.0%	30.4%	21.2%
Age 35 & over	54.0%	53.3%	64.0%

Percentages compared number in each age band against total number of persons economically active.
Economically Active Includes full & part Time Students in Employment

Looking at 16-24 year banding in Southwark area

Total: numbers people economic active of these	12,982
Of these -	
Economically active (inc full-time students): In employment: Full-time	6%
Economically active (inc full-time students) : In employment: Part-time	12%
Economically active (ex full-time students) Unemployed and economically inactive (excluding students	8%
Economically active full-time students: unemployed and economically inactive students	74%

Other Boroughs

The following information relates to year 2013/14. The data that is shown is based on no fewer that submissions from 31 of the 32 London boroughs.

In considering this information –

- The London mean data is shown.

- It must be re-emphasised that there are significant differences in the organisations presenting data, e.g. Newham has 5200 directly employed staff (headcount), Richmond just shy of 1500 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
- 2,903 staff

2. Average age
- 45.6 years. . Across London boroughs those in 16-24 years age band are 2.99% of the workforce, in Southwark the percentage is 3%. (Note there are significant variations in data submitted by boroughs in response to this question 1 x borough's return being 0.5%, another 8.5% - which is out of step with all other responses)

3. Gender profile
- Male 37.69%
- Female 62.31%

4. Disabled staff
- 5.13% of the workforce

5. Broad Ethnic Origin

Broad Ethnic Origin	%
Asian (inc Chinese)	10.88%
Black	20.34%
Mixed	2.81%
White	63.81%
Other	2.16%
Not known	9.67%

6. Sickness Absences

- Average sickness days per person 7.64days

Concurrent Report from HR Director

This workforce report is presented in the context of the three year workforce strategy, (2013-2016), which was agreed by Cabinet in October 2013. Progress against that strategy will be reported back to Members, taking account of data presented in this report and making any necessary revisions to targets and ambitions. The following therefore is used to highlight key information in the previous sections.

Numbers & Structure

Year 2013/14 saw an increase in staff numbers to 4814 employees. This is 4% increase compared to 2012/13. The transfer of staff was the principal reason for the change, via TUPE & associated arrangements. This included large numbers joining the new arrangements for customer services but also at the start of the year Public Health colleagues. Recruitment activity has, however, been buoyant with 293 external candidates offered a post with the council. Southwark has a large directly employed workforce compared to other London boroughs.

At a departmental level there have been no changes to the organisational structure. But this was year 3 of a three-year cuts programme and reviews of services have led to 87 people leaving this year on redundancy. This number is however significantly less than the previous two years when 162 and 371 people left on this basis

Profile Data – Workforce

Despite these changes, the data shows that overall the workforce is stable in terms of its profile, (gender, ethnicity, age, disability).

As in previous reports, this data suggests that in terms of gender and ethnicity the council's profile is not out of step with the Southwark community.

Compared to other London boroughs –

- Southwark has a more balanced gender profile. The average proportion of female staff across London is 62.31%, in Southwark it's 52%.

- In terms of ethnicity, White staff make up 63.81% compared to 52% in Southwark.

- At an average age of 44.9 years, Southwark is marginally less than London boroughs' average of 45.6 years

HR Processes

Sickness absence rates showed a further decrease this year to an average of 7.49 days per person. A drop of 2.3% in average days; 7.49 days 2013/14 compared to 7.67 days in 2012/13. Any drop during a period of change and budget reductions must be applauded. Southwark is below the London boroughs' average of 7.64 days per person.

Disciplinary / Capability

The numbers subject to disciplinary and capability action are few and must be considered in the context of the workforce overall; for each procedure less than 1%

of the workforce. But we have a duty for those people and the organisation to ensure that action is legitimate, applied correctly and with proportionate outcomes.

Year on year, new measures have been put in place to safeguard the integrity of the collectively agreed procedures and deliver quality and equality proofed decisions

As a baseline, the Council has agreed, robust, legally-compliant procedures. At all stages, employees are represented and appeals processes are in place.

Panels are suitably experienced or trained, impartial and profile balanced. Care is taken to ensure quality in decision making through considered involvement of those with relevant subject knowledge, particularly in cases relating safeguarding, fraud and potential discrimination. Management capacity is strengthened through training delivered through ACAS and less experienced managers learning through direct participation alongside experienced corporate and operational managers who are in house subject experts

Monthly monitoring of disciplinary and capability cases and outcomes, ensures application is compliant with Council procedures, action is justifiable, and no perversities are apparent. Experienced HR practitioners advise managers on the most serious cases.

In terms of quality in investigations, protocols exist with Fraud and Safeguarding leads to ensure the interface between any criminal and employment procedures is appropriately managed. Allied to this as best practice, this year has seen an increase in the number of case strategy meetings and more rigorous management scrutiny of fact finding investigations and proposed disciplinary charges.

Scrutiny of outcomes has not shown any perversity and that disciplinary and capability dismissals have been for legitimate reasons. Disciplinary sanctions are for the right reasons and proportionate to the misconduct. At a senior level dialogue continues with the Trade Unions to ensure fair and proportionate treatment of all staff subject to formal procedures.

Agency Workers

Agency workers are not employees but an important part of our resourcing arrangements. Numbers changed over the year. Overall, the average numbers over the year were less than 2012/13 but usage at year end showed an increase. There have been various influences; rolling out of reorganisations and customer services in particular. But an area that will continue to be under scrutiny.

Performance Management of Staff

As part of the proposals agreed by Members in July 2013 (Report - Pay Award 2013 and Pay Scales), the grade ranges were altered which has enabled those previously on the maximum to have the potential to achieve an increment. Incremental awards for 2013/14 are proportionately higher than previous years but the monitor of awards shows no significant issues in relation to the profile of staff.

Despite some changes in staff numbers the profile of the council has remained consistent to previous years. Positively there were fewer redundancies and significant recruitment activity. Whilst there are areas which require continual monitoring and scrutiny, the data suggest that the council is in a stable state to

address challenges going forward and this will be explored further in considering progress against the workforce strategy.

Bernard Nawrat
HR Director