

Overview & Scrutiny Committee

Tuesday 9 February 2021

6.30 pm

Online/Virtual. Members of the public are welcome to attend the meeting. Please contact FitzroyAntonio.williams@southwark.gov.uk for a link to the online meeting

Membership

Councillor Ian Wingfield (Chair)
Councillor Victor Chamberlain (Vice-Chair)
Councillor Humaira Ali
Councillor Peter Babudu
Councillor Jack Buck
Councillor Gavin Edwards
Councillor Sarah King
Councillor Jason Ochere
Councillor Victoria Olisa
Councillor Jane Salmon
Councillor Leanne Werner
Martin Brecknell
Lynette Murphy-O'Dwyer

Reserves

Councillor Anood Al-Samerai
Councillor Tom Flynn
Councillor Eleanor Kerlake
Councillor Sunny Lambe
Councillor David Noakes
Councillor Sandra Rhule
Councillor Michael Situ
Councillor Cleo Soanes
Councillor Richard Livingstone
Councillor Margy Newens

INFORMATION FOR MEMBERS OF THE PUBLIC

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Contact

Everton Roberts on 020 7525 7221 or email: everton.roberts@southwark.gov.uk

Members of the committee are summoned to attend this meeting

Eleanor Kelly

Chief Executive

Date: 1 February 2021



Overview & Scrutiny Committee

Tuesday 9 February 2021
6.30 pm

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Order of Business

Item No.	Title	Page No.
	PART A - OPEN BUSINESS	
1.	APOLOGIES	
	To receive any apologies for absence.	
2.	NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT	
	In special circumstances, an item of business may be added to an agenda within five clear working days of the meeting.	
3.	DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
4.	MINUTES	1 - 12
	To approve as correct records, the Minutes of the open section of the meetings held on 9 November 2020, 12, 25 and 26 January 2021.	
5.	ANNUAL WORKFORCE REPORT 2019-20 [CABINET REPORT]	13 - 74
	To receive a brief overview from the cabinet member for finance and resources and the head of human resources on the annual workforce report considered by cabinet at its meeting on 8 December 2020.	

6. SCRUTINY REVIEW - REGENERATION (COMMUNITY REPRESENTATIVES)

To hear from community representatives and other community stakeholders within the borough in respect of regeneration.

A list of confirmed representatives will be made available closer to the meeting.

7. SCRUTINY REVIEW - REGENERATION (DEVELOPER AND TRANSPORT REPRESENTATIVES)

To hear from developers and transport representatives involved with regeneration in the borough.

A list of confirmed representatives will be made available closer to the meeting.

8. WORK PROGRAMME 2020-21

75 - 81

To note the work programme as at 9 February 2021.

9. REPLACEMENT OF VICE-CHAIR - HOUSING AND COMMUNITY ENGAGEMENT SCRUTINY COMMISSION

The Liberal Democrat group whip has requested that Councillor Damian O'Brien replace Councillor Hamish McCallum as vice-chair of the housing and community engagement scrutiny commission.

The appointment of chairs and vice-chairs to scrutiny commissions is reserved to overview and scrutiny committee. Accordingly overview and scrutiny committee is requested to appoint Councillor Damian O'Brien as vice-chair of the housing and community engagement scrutiny commission with immediate effect.

DISCUSSION OF ANY OTHER OPEN ITEMS AS NOTIFIED AT THE START OF THE MEETING.

PART B - CLOSED BUSINESS

DISCUSSION OF ANY CLOSED ITEMS AS NOTIFIED AT THE START OF THE MEETING AND ACCEPTED BY THE CHAIR AS URGENT.



Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Monday 9 November 2020 at 6.30 pm (Online virtual meeting).

PRESENT:

- Councillor Ian Wingfield (Chair)
- Councillor Victor Chamberlain (Vice-Chair)
- Councillor Humaira Ali
- Councillor Peter Babudu
- Councillor Victor Chamberlain
- Councillor Gavin Edwards
- Councillor Sarah King
- Councillor Jason Ochere
- Councillor Victoria Olisa
- Councillor Jane Salmon
- Councillor Leanne Werner
- Martin Brecknell (Co-opted member)

OTHER MEMBERS PRESENT: Councillor Kieron Williams, Leader of the Council

OFFICER SUPPORT:

- Debbi Gooch, Head of Litigation, Legal Services
- Everton Roberts, Head of Overview and Scrutiny (Acting)

1. APOLOGIES

There were no apologies for absence.

Those Members listed as present were confirmed as the voting members for the meeting.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no additional late items. The chair informed the committee that the Minutes were contained on Supplemental Agendas No. 1 and 2.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. MINUTES

RESOLVED:

That the minutes of the meetings held on 7 May, 12 May, 2 June, 22 July and 15 October 2020 be approved as correct records.

5. INTERVIEW WITH THE LEADER OF THE COUNCIL

The committee heard from Councillor Kieron Williams, Leader of the Council in respect of the challenges and ambitions for the coming years.

The Leader answered questions of cabinet members and agreed to come back to members of the committee on the following:

- CO2 cost of Tube extension work (vs tram/light rail option).
- Divestment from fossil fuel companies – percentage of pension fund currently invested in Fossil fuel industry.

6. REFRESH OF THE COUNCIL PLAN 2018 - 2022

Councillor Kieron Williams, Leader of the Council gave the committee an overview of the refresh of the Council Plan.

The Leader of the council answered questions of the committee.

The committee made a request for a commitment to include tackling Cladding issue to the list of issues the council will lobby government on and practical steps to help leaseholders in the borough. Councillor Williams indicated that he was committed to working with residents to address this and to do national campaigning and agreed to take the matter away, to have a fuller conversation with cabinet member and officers about what specific things the council could do most helpfully going forward, along with everything they have already been doing to date.

The Leader agreed to report back to the committee on the following:

- Council Housing – commitment in 2018 to deliver 1000 homes at London Living Rent by 2022 – not included in current version of the council plan - The Leader agreed to come back with figures on delivery of these homes.
- Health Inequalities – Covid-19 impact on council staff (particularly BAME) - Workforce Monitoring in terms of Health – the Leader agreed to establish what the council does in terms of monitoring health of staff.

7. ANNUAL PERFORMANCE REPORT 2019 - 2020 (COUNCIL PLAN 2018 - 2022) [CABINET REPORT]

Councillor Kieron Williams, Leader of the Council introduced the report.

The Leader answered questions of the committee and agreed to report back to committee members on the following:

- Length of stay in temporary accommodation – higher target than what is being delivered against. The Leader agreed to clarify meaning of this target and come back to members.

RESOLVED:

That the committee receive a report at the next meeting (12 January 2021) to consider its role in the performance challenge process and mechanism for performance monitoring in relation to the delivery of the refreshed council plan.

8. SCRUTINY REVIEW - REGENERATION (COMMUNITY REPRESENTATIVES)

The overview and scrutiny committee received evidence from the following community representatives in respect of regeneration in the borough, based on past and current experience and also their thoughts on how regeneration should be shaped for the future.

- Jeremy Leach, Walworth Society
- Amir Eden, Living Bankside
- Jerry Flynn, 35% campaign
- Barbara Pattinson, SE5 Forum

RESOLVED:

That additional groups and stakeholders be invited to future meetings.

9. WORK PROGRAMME 2020-21

RESOLVED:

That the work programme as at 9 November 2020 be noted.

The meeting ended at 10.03 pm

CHAIR:

DATED:



Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Tuesday 12 January 2021 at 6.30 pm (Online virtual meeting).

PRESENT: Councillor Ian Wingfield (Chair)
 Councillor Victor Chamberlain (Vice-Chair)
 Councillor Anood Al-Samerai (Reserve)
 Councillor Peter Babudu
 Councillor Jack Buck
 Councillor Gavin Edwards
 Councillor Sarah King
 Councillor Jason Ochere
 Councillor Victoria Olisa
 Councillor Jane Salmon
 Councillor Leanne Werner
 Martin Brecknell

OTHER MEMBERS

PRESENT: Councillor Rebecca Lury, Cabinet Member for Finance and Resources

OFFICER SUPPORT: Norman Coombe, Head of Corporate Team, Legal Services
 Everton Roberts, Head of Overview and Scrutiny (Acting)

1. APOLOGIES

Apologies for absence were received from Councillor Humaira Ali.

Those Members listed as present were confirmed as the voting members for the meeting.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no additional late items.

The chair reported that Supplemental Agenda No.1 contained Item 5 - The Local Government Finance Settlement briefing note and the policy and resources strategy cabinet report of 8 December 2020, and that Supplemental Agenda No. 2 contained item 6

– Borough Plan 2018 – 2022 Arrangements for monitoring performance.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. MINUTES

It was reported that the minutes were not completed and would be deferred to the next meeting.

5. POLICY AND RESOURCES STRATEGY 2021-22 TO 2023-24 (INITIAL BUDGET SCRUTINY)

The overview and scrutiny committee received a presentation on the proposed budget from Councillor Rebecca Lury, Cabinet Member for Finance and Resources and Duncan Whitfield, Strategic Director of Finance and Governance.

The cabinet member and strategic director answered questions of the committee.

The committee discussed arrangements for the budget scrutiny meeting scheduled for 25 January 2021.

6. BOROUGH PLAN 2018 - 2022 - ARRANGEMENTS FOR MONITORING PERFORMANCE

Councillor Ian Wingfield, Chair of the committee introduced the report.

RESOLVED:

1. That the Borough Plan 2018 – 2022 Performance Schedules report attached as Appendix A to the report, which sets out the context of the Borough Plan and includes as an Appendix the measures and milestones for the delivery of the Plan be noted.
2. That the arrangements for monitoring performance in relation to the delivery of the Borough Plan as set out in paragraphs 10 and 11 of the report be agreed.

7. WORK PROGRAMME

RESOLVED:

That the work programme as at 12 January 2021 be noted.

The Meeting ended at 8.32 pm

CHAIR:

DATED:



Overview & Scrutiny Committee

MINUTES of the OPEN section of the Overview & Scrutiny Committee held on Monday 25 January 2021 at 10.00 am (Online virtual meeting).

PRESENT: Councillor Ian Wingfield (Chair)
 Councillor Victor Chamberlain
 Councillor Humaira Ali
 Councillor Peter Babudu
 Councillor Jack Buck
 Councillor Gavin Edwards
 Councillor Sarah King
 Councillor Jason Ochere
 Councillor Victoria Olisa
 Councillor Jane Salmon
 Councillor Leanne Werner
 Martin Brecknell

OTHER MEMBERS PRESENT: Councillor Anood Al-Samerai
 Councillor Richard Livingstone
 Councillor Kieron Williams, Leader of the Council
 Councillor Jasmine Ali, Deputy Leader and Cabinet Member for Children, Young People and Schools
 Councillor Evelyn Akoto, Public Health and Community Safety
 Councillor Stephanie Cryan, Jobs, Culture and Skills
 Councillor Helen Dennis, Social Support and Homelessness
 Councillor Alice Macdonald, Communities and Equalities
 Councillor Leo Pollak, Housing
 Councillor Rebecca Lury, Finance and Resources
 Councillor Catherine Rose Leisure, Environment and Roads
 Councillor Johnson Situ, Climate Emergency, Planning and Transport

OFFICER SUPPORT: Norman Coombe, Head of Corporate Team, Legal Services
 Everton Roberts, Head of Overview and Scrutiny (Acting)

1. APOLOGIES

Apologies for absence were received from Eleanor Kelly, Chief Executive.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no additional late items.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. CABINET CONSULTATION WITH SCRUTINY ON THE BUDGET 2021-22 (TIMETABLE)

The overview and scrutiny committee received presentations from the cabinet members on their respective budget portfolio areas.

The cabinet members and chief/senior officers in attendance answered questions of the overview and scrutiny committee.

Following the question and answer session, it was moved, seconded and

RESOLVED:

That the meeting be adjourned until Tuesday 26 January 2021, 6.30pm

The meeting adjourned at 5.20pm

CHAIR:

DATED:



Overview & Scrutiny Committee (Reconvened meeting from the 25 January 2021)

MINUTES of the Overview & Scrutiny Committee held on Tuesday 26 January 2021 at 6.30 pm (Online virtual meeting).

PRESENT: Councillor Ian Wingfield (Chair)
Councillor Victor Chamberlain (Vice-Chair)
Councillor Humaira Ali
Councillor Peter Babudu
Councillor Gavin Edwards
Councillor Sarah King
Councillor Jason Ochere
Councillor Victoria Olisa
Councillor Jane Salmon
Councillor Leanne Werner
Martin Brecknell (Co-opted Member)

OTHER MEMBERS PRESENT: Councillor Richard Livingstone
Councillor Rebecca Lury, Cabinet Member for Finance and Resources

OFFICER SUPPORT: Norman Coombe, Head of Corporate Team, Legal Services
Everton Roberts, Head of Overview and Scrutiny (Acting)

1. APOLOGIES

Apologies for absence were received from Councillor Jack Buck.

2. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE CHAIR DEEMS URGENT

There were no late items.

3. DISCLOSURE OF INTERESTS AND DISPENSATIONS

There were no disclosures of interests or dispensations.

4. POLICY AND RESOURCES STRATEGY 2021-22

The policy and resources strategy 2021-22 was on the agenda for information.

5. FORMULATION OF RECOMMENDATIONS TO CABINET

The overview and scrutiny committee heard further from Councillor Rebecca Lury, Cabinet Member for Finance and Resources and Duncan Whitfield, Strategic Director of Finance and Governance.

The committee discussed the evidence gathered from the preceding days scrutiny meeting, had regard to comments and advice from the Cabinet Member for Finance and Resources and Strategic Director of Finance and Governance and formulated their recommendations to cabinet.

RESOLVED:

1. Overview and Scrutiny Committee (OSC) notes that there are a number of budget lines in which spending is required to increase, sometimes significantly. Some growth areas, but not all, reflect growing demand such as temporary accommodation, leisure and housing solutions. In the context of the pandemic, this is understandable, and cabinet is right to respond. However, OSC recommends that Cabinet puts in place a process for all of these growth areas, including consultation with service users, which will develop council policy to ensure spending in future budgets is sustainable, and guarantees the overall financial position of the council remains robust.
2. OSC notes that many other service areas, also experiencing unprecedented demand, are not seeing budget growth in the same way. OSC recommends that the good budget management in some service areas forms part of the review to help ensure budget spend best reflects the needs of residents rather than different standards of service performance and transformation.
3. OSC welcomes the reassurances given by cabinet that the provision of youth employment services and the reorganisation of employment support can be adequately funded via Section 106 in the year ahead, and is reassured that the cabinet recognises the importance of these in light of the impact of the pandemic on young residents of the borough. OSC notes that the Council is developing new technology to track planning fees, and Section 106 and Community Infrastructure Levy income. However OSC recognises that these incomes will be impacted by the Covid-19 recession and wants to receive regular updates on the collection and use of this funding to ensure services that are dependent on it remain fully funded and will accommodate for a spike in demand as a result of the recession in the years ahead.
4. OSC welcomes the decision to remove the saving to the Adventure Playgrounds budget but supports the work currently underway to investigate whether some of the playgrounds can provide open access whilst maintaining risky and adventurous play. OSC recommends that the current capital budget allocated to investment in Adventure Playgrounds is also looked at as part of this review so that the additional

capital investment that will be needed is agreed at the same time.

5. OSC recommends that officers be asked to review the proposed increase in Pest Control Services (Residential Services) and if no evidence base that officers defer the proposed increase until after the pandemic or remove proposed increase altogether due to impact on low income families.
6. Overview and Scrutiny Committee notes the sizable budget savings relating to agency staff (items 105 and 133) and to decisions yet to be taken by the NHS (items 106 and 304), and we recognise the potential delivery challenges that these entail.
7. We therefore recommend robust monitoring arrangements for these and other significant savings. We request that the progress on this work is reported back to Overview and Scrutiny Committee during the municipal year.
8. OSC notes the line items relating to reviews on talking therapies, bringing exercise to outdoor spaces and mental health support focussed on young people. OSC notes that the Council will seek additional government funding for increased demand due to Covid and recognises evolving health needs post the crisis. OSC recommends that Cabinet review and potentially offer mental and physical health support towards the latter stages of the Covid crisis for Southwark Citizens. Examples include a wider campaign followed by offerings for physical classes in parks, subsidised talking therapies or group CBT. Additional resource may need to be considered from a public health perspective to reducing health inequalities e.g. finding additional long term funding for health ambassadors.

The meeting ended at 7.54pm

CHAIR:

DATED:

Item No. 23.	Classification: Open	Date: 8 December 2020	Meeting Name: Cabinet
Report title:		Annual Workforce Report 2019-20	
Ward(s) or groups affected:		NA	
Cabinet Member:		Councillor Rebecca Lury, Finance and Resources	

FOREWORD - COUNCILLOR REBECCA LURY, CABINET MEMBER FOR FINANCE AND RESOURCES

This report comes at a time when our workforce has faced unprecedented challenges in light of the Covid-19 pandemic. Whilst this report covers the period to April 2020, as we only just started to feel the impact of Covid-19, I want to thank every single one of our staff for their continued work and adaptability during this time. We continue to monitor the impact of the pandemic on our workforce and this will be collated into our next annual workforce report.

The pressure that our workforce has been under over the past months only reinforces the vitally important role that they play in ensuring the smooth running of the Borough. It is because we place such a high value on our staff that we remain committed in investing in our workforce.

This report provides an update on key aspects of our progress, including information on the make up of our workforce and our recruitment, training and pay.

This report shows the diversity of our workforce of over 4000 staff, with recognition of the networks that exist within the Council including the Women's Network, Empower (our BAME network), the LGBTQ+ Network and NCompass (our disability network), our initiatives to support those from BAME backgrounds, our work to support our parental workforce and the support we provide to those at all stages of their careers, across all age groups. We have also included within this report an initial update on taking forward our Southwark Stands Together work.

However, there is always more that we can do, and we will be looking to continue to provide support to our whole workforce over the coming year.

RECOMMENDATIONS

1. That the Cabinet notes the workforce report attached as appendix one and this covering report.
2. Cabinet notes that officers will develop the Councils Workforce Equality Plan

following on from the recommendations of Southwark Stands Together – Workforce Workstream and continue to implement Workforce Strategy with areas requiring further consideration, for example career development and in-work progression with a particular focus on under-represented groups.

BACKGROUND INFORMATION

3. This Workforce Statistics Report is presenting the annual workforce position as at 31 March 2020, for the previous financial year, in accordance with the aims and objectives set out in the Workforce Strategy and the Workforce Equality Plan. At the point of reporting this to Cabinet the Council has seen the extreme inequalities identified by the international Covid-19 pandemic and the momentum of the Black Lives Matters movement following the tragic killing of Mr. George Floyd and others across the world. These two issues have together illuminated the inequalities within British society, within our Southwark community and Southwark Council as an employer. Through the work of the Southwark Stands Together Programme (which was previously presented to Cabinet on 20 October 2020) we will embed key actions within the annual Workforce Equality Plan and identify a long term and evolving programme of actions on what we need to do to improve Southwark as an employer and workplace to be more representative of our local community and more inclusive for all. Before we assess the new challenges to address such inequalities within our workforce, a full review of the previous year's workforce statistics is required. Such a review has been conducted annually by Southwark Council for more than 10 years and this year is no exception. The report will also go some way to explain key projects, initiatives and activities that have been implemented during 2019-20.

4. The Equality Duty 2010 is supported by specific duties which require public bodies to publish relevant, proportionate information annually demonstrating compliance. Information must be published in a way which makes it easy for people to access it and, for public bodies with 150 or more employees, to consider how their activities as employers affect people who share different protected characteristics. The span of information to be published is not specified within the Duty, but it is suggested that the following could be included:
 - Composition of the workforce;
 - Pay equality issues; in Southwark this is shown by profile at different grades and includes reporting requirements to publish gender pay gap data;
 - Recruitment and retention rates;
 - Learning and development opportunities;
 - Grievances and disciplinary issues for staff with different protected characteristics;
 - Published information can also include plans to address equality concerns within the workforce, and information from staff surveys.

5. To meet our obligations, the council produces an annual workforce report which includes a range of Human Resources (HR) related data and is published on the council's website. This report highlights key findings and example initiatives from the workforce programme. The 2019-20 report is attached at Appendix one.
6. The Workforce Equality plan has been designed to ensure Southwark has a clear and structured plan to promote equality, diversity and inclusion authentically within the workforce. To achieve this it is important to ensure that they are included in everything we do so a targeted approach to our universal workforce development initiatives is essential. It is also recognised that there is particular value in reviewing the equalities data at a local team or service level and in key areas of under representation across the council. These initiatives are called bespoke initiatives.
7. Southwark's trade unions have been briefed on the workforce data and we will continue to work constructively with them on the development of the workforce equality plan.

KEY ISSUES FOR CONSIDERATION

8. An analysis of the current workforce data, the identification of significant underlying trends, the engagement of key stakeholders have identified initiatives which involve cooperation between various teams, groups and individuals across the Council. This report provides a summary of the progress undertaken in the last year to work towards improving and delivering on the Council's Equalities Plan.
9. Southwark Council has 4293 employees across a range of very diverse job roles, trades and professions an increase of 2.3% of employee numbers in 2018-19. Over the last year we have seen an increase in the workforce with the return of key services from the private sector e.g. the TUPE' transfer into the Council of the School Crossing Patrol Service to our within the Environment and Leisure Department, and the creation of the Regional Adoption Agency making us one of the larger Local Authorities in London.

Sex

10. As per last year, Southwark Council has a diverse workforce that is broadly representative of the local community with a split of 50% women and 50% men in the workplace. Within the Southwark's population 82% of females are economically active compared to 86% of males, with a total of 79% of the population being in employment. 60% of all centrally recorded learning and development (reference data 23 in appendix 1) has been completed by our female workforce and 65% of women received an increment in the last performance management year (reference data 15 in appendix 1).
11. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017

place a mandatory requirement to report annually on our gender pay gap and publish key information. This is produced as part of the workforce report and is included in paragraph 7 onwards in Appendix one. The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. A positive percentage figure shows that overall, female employees receive lower pay than male employees and a negative percentage figure shows that overall, male employees receive lower pay than female employees.

12. Southwark Council has a mean gender pay gap of minus 6.62%, a reduction from minus 7.91% last year. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 6.62%. This is predominantly due to the larger number of male workers in lower paid roles within the waste and cleansing services.
13. To ensure that we can maintain a good balance between our male and female workforce it is important to ensure that we continue to support key initiatives and challenge stereotypes. Some of the bespoke initiatives achieved this year have been:
 - I. Continued funding and support for the Women's Network. The Women's network received a budget of £6,000 to deliver events and incentives that have raised awareness on issues and interests related to women. The same budget allocation was provided to each of the self-supporting staff networks. The Women's Network chief officer sponsor is Caroline Bruce, Strategic Director of Environment and Leisure. Some key events included:
 - a. Celebrating International Women's day
 - b. Along with the wider staff network delivering roadshows across work spaces across the council
 - c. Collaboration with other Staff Networks acknowledging intersectional experiences
 - d. Training sessions such as 'Understand your Values and Beliefs' and 'Unleash your Creativity'
 - e. Workshops and masterclasses such as childcare, dementia and breast health awareness
 - f. Network lunches inviting inspirational speakers, including Caroline Bruce sharing her career journey
 - II. Development of key policies, procedures and guidance documents to support challenging issues for women in the workplace addressing the Menopause and Domestic Abuse
 - III. Marking the United Nation's International Day for the Elimination of Violence against Women and Girls and our support for the 16 days of activism – a series of worldwide campaign activities spanning 25th November to the 10th of December, all aimed at raising awareness and bringing an end to domestic and various forms of violence.
14. The Council has also been addressing the gender pay gap issue created by the payment of the bonus scheme, under Trade and craft Operative

Terms and Conditions of service, applied to a predominantly all male workforce with Environment and Leisure Department. This scheme has been subject to review and re-negotiation in the last year with the Council Trade Unions. Due to the delays caused by Covid-19 this work continues and the Council is optimistic in positively addressing this disparity in 2020-2021.

15. The Workforce Report also assesses the disability and ethnicity pay gaps. On joining Southwark Council staff are asked to share their equalities information with us as their employer, this includes disability, ethnicity and sexual orientation.
16. The Council runs annual reminders for staff to review and update their data. Sharing not declaring if you had a disability has been well received across the workforce and in 2019-2020 we have seen an increase of staff sharing they have a disability with their employer from 5% to 6.1%. The average across London boroughs is 6.2%.

Disability

17. Raising the profile of disabilities in the workplace and the provisions for workplace adjustments through acknowledging nationally recognised days and promoting #Iamconfident across Southwark Council social media and attraction/advertising has been a priority this year. To ensure that we can improve the working lives of our staff who have a disability, some of the bespoke initiatives achieved this year have been:
 - I. The expansion of the Spectrum staff network who previously focused on Autism specifically into Ncompass, an all-inclusive disability staff network, with Eleanor Kelly the Chief Executive as their lead sponsor <http://thesource/news/2019/dec/international-persons-disabilities-day/>
 - II. Ncompass have taken part in a series of activities to raise awareness of the refocused disability staff network
 - III. Continued commitment to the government scheme for Disability Confident
 - IV. The development of the health and wellbeing plan
 - V. Involvement of Ncompass in the launch of smarter working enhancing the provision of IT equipment and resources to assist disabled staff within the workforce
 - VI. Re-procurement of the Cycle to Work Scheme with a specific increased bike budget to accommodate electric and specially adapted bikes to support staff who are disabled utilising the scheme
 - VII. Disabled staff involvement in the testing and selection of new office equipment including chairs and adjustable tables.

18. To view some of the career stories of how our disabled staff are being supported in the work place to manage their disability and work please see here:
 - a. <http://thesource/news/2019/nov/iamconfident-manager-s-perspective/>
 - b. <http://thesource/news/2019/nov/iamconfident-support-disabilities-long-term-health-conditions/>
 - c. <http://thesource/news/2019/nov/world-diabetes-day/>
 - d. <http://thesource/news/2019/oct/national-dyslexia-week/>
19. The Council's continued commitment to the Time to Change pledge which places a particular focus on reducing the stigma associated with mental ill-health and is designed to encourage and support employers in creating a workplace environment where mental health issues are openly discussed and employees can feel appropriately supported was further underpinned with the launch of the government initiative Able Futures and continued promotion of MindApples events during 2019-20.
20. The sickness absence reason, 'stress/ depression/ anxiety/ mental health', has increased from 9.2% in 2018-19 to 26% in the last 12 months indicating that staff are more likely to openly share with us their employer about their mental health than in previous years.
21. In the re-procurement of our Occupational Health Service contract, key consideration was given to the support that the service can provide to support staff with mental health issues in the workplace.
22. Southwark council has a mean disability pay gap of -1.52%%. This indicates that on average, for every £10 a disabled employee earns, non-disabled employees earn £10.15. 59% of staff with a disability were given incremental progression compared to 66% of staff who are not disabled.

Ethnicity

23. When looking at broad ethnic groups the percentages of employees from Black, Asian and Minority Ethnic (BAME) communities within Southwark Council is 51% of employees compared to 49% who are White, which is a slightly better representation than our community where, 46% of the Southwark population is from a Black, Asian or Minority Ethnic community. More widely across London boroughs, those employees who classify themselves as White average 59%.
24. The percentages of BAME employees compared to White employees change through the grades. The significant change is at grades 10-12 where the percentage of BAME employees are higher than in grades 14 (JNC level, middle management positions) and above. However, representation in grades 14+ is improving, albeit slowly, as there is an increase in of 4% 17.7 % of BAME staff at grade 14+ to 21.7% in the last year. In comparison to the local community the economically active BAME population is currently 38%, so further work to increase BAME representation at senior level posts within the organisation is a key

priority.

25. Incremental progression was broadly comparable for those staff from BAME communities as to those who are White.
26. Southwark council has a mean ethnicity pay gap of -14.67%. This indicates that on average, for every £10 a Black, Asian and Minority Ethnic employee earns, white employees earn £11.14, which is a reduction on last year.
27. 48% of our staff from BAME communities undertook training compared to 51% of our White staff. To ensure that our BAME staff were aware of and have access to all learning and development a number of universal learning and development initiatives were launched in 2019-20 and communicated widely:
 - I. Increased emphasis on the importance of the career development conversation at mid-year reviews
 - II. The launch of the coaching and mentoring programme
 - III. Embedding of the career development portal
 - IV. Continued provision for the PQS
 - V. Continued provision of the equalities training for council staff and managers with the introduction of unconscious bias training
 - VI. Held a leadership network event titled 'Diverse Voices' in Autumn 2019 introducing the lived experiences of our diverse workforce and starting off conversations about race and inequality in the workplace
28. It was recognised that the Council wanted to do more to ensure that the workforce reflects the diversity of BAME communities who live in Southwark at all levels of the organisation. So in the last year there were a number of bespoke initiatives achieved:
 - I. Continued funding and support for the EMpower Network, which was sponsored by Professor Kevin Fenton, Strategic Director of Place and Wellbeing until he left in March 2020. In early 2020, Duncan Whitfield, Strategic Director of Finance and Governance joined in sponsoring the group with Professor Fenton as a co-Sponsor until Professor Fenton left and now is the sole sponsor of the staff network. EMPower have grown their membership in excess of 200 staff and provided a range of events:
 - Panel discussions
 - Workshops on topics such as interview skills, public speaking and data visualisation
 - Film screenings
 - Charity days
 - Working in collaboration with the Women's network to deliver guest speaker events covering intersectionality
 - II. Staff events and support celebrating Black History Month
 - III. Raising awareness to be anti-racist with events such as Show Racism the Red Card.

IV. Promoting role models through career development stories

29. Attracting a diverse pool of apprentices and trainees has been a key focus for Southwark for some years and this year is not exceptional where we can see 48% of apprentices/trainees were from BAME communities. In addition, we have retained and recruited into permanent or fixed term contract positions 49% of our apprentices. We have also been able to review and report that 49% of our BAME apprentices/trainees have changed grade (increasing their salary) and gained a promotion since completing their apprenticeship or training programme, a concept that demonstrates our 'grown you own' managers making slow progress.
30. In July 2019 cabinet agreed to commit to Southwark delivering 100 internal paid internships by 2022. OD recruited an Internship Manager in October 2019, developed guidance and designed the recruitment to launch a pilot of the programme. Internship hosts were identified prior to the Internship Manager taking up post and three roles were advertised on the council website over December 2019.
31. Whilst December is typically not the best time to recruit, we received 18 applications in total for the 3 advertised roles and we invited 11 to our first group participation day (assessment centre). 88% of internship applicants were from a BAME background. The participation day provided a simulated experience for the candidates and is designed to be safe and informative.
32. Currently there is no free provision in the borough that gives young people vital experience of commonly used recruitment techniques like assessment centres and there is good research to show that young people of lower socio-economic status are less practiced and do worse off than wealthier peers at assessment centres. Feedback on how each individual does during the assessment centre and how to improve is provided to all participants.
33. Our first intake of 3 interns joined in February, 2 out of the 3 interns recruited were from BAME background. All of the interns were offered opportunities following the completion of the 12-week placement.

Outcomes for the pilot interns:

- Despite COVID-19 all of the interns successfully completed their 12-week placements)
- Following two successful interviews on Teams, two of the three interns secured continued work at the council following their internships
- The roles were traineeships designed to lead on to apprenticeships in residential care (a hard to fill role for the council)
- Statistics taken from the most recent ONS report on Employee Earnings in the UK 2019 show that our youngest intern is now on a starting salary that represents 67% more than the average salary for her age range of 18-20

- The apprenticeship position that the traineeships leads to means they remain in continued employment with Southwark with very clear career paths ahead
 - Both interns that managed to gain continued employment at the council do also come from our most disadvantaged groups in our community (one a care leaver and the other a homeless young person living in temporary accommodation who has declared a disability and was previously in receipt of Free School Meals).
 - Our third intern was offered a role as an apprentice within his team, but he decided that he wanted to take a slightly different career pathway
34. To see the experience of our interns in their own words follow the link below

<http://thesource/news/2020/feb/meet-new-intern-mimoza-gjuta-blog/>

35. As stated in paragraph 3, in response to many events that have shaped 2020, the council is now embarking upon a programme to address racial injustice ranging from systemic and structural to the everyday experience of our Black, Asian and Minority Ethnic staff. Information regarding this is summarized in paragraphs 54 – 60.

Sexual Orientation

35. Sexual orientation it is recorded by the ONS that Southwark in 2017 has a population of 6.7% who declared they were gay, bisexual or other but not heterosexual. This is broadly reflective of the Southwark workforce who have 6% of staff who consider themselves to be gay, bisexual or other.
36. The creation, launch and growth of our LGBTQ+ staff Network has also seen a positive impact in the engagement of staff from the LGBTQ+ community. Key events have been run by the network to raise awareness and inclusiveness within Southwark workforce.
37. The group has had a positive launch and attracted a good level of membership. Some of the bespoke initiatives focusing on sexual orientation this year have been:
- I. Continued funding and support for the LGBTQ+ staff network with the support of two Chief Officer co-sponsors Michael Scorer, Strategic Director of Housing and Modernisation and David Quirke-Thorton, Strategic Director for Children's and Adults
 - II. Public and internal promotion of events to support staff and raise awareness
 - III. Development of the Transgender and Gender Identity Guidance which has been consulted and approved by our Corporate Trade Unions
 - IV. The LGBTQ+ staff network held a number of events:
 - Celebrating LGBT History Month collaborating with local book sellers, artists and historians

- Celebrating Pride Month with film screenings, events in the Tooley Street Atrium and talks
- Celebrating Transgender Awareness Week - Film screening
- Holding an intersectionality event “3 women, 3 stories”, highlighting the lived experiences of queer women

Pregnancy and Maternity

38. This is the first year we are including Pregnancy and Maternity in the Workforce Report so there is currently no comparison to previous years. Equally, London Councils do not yet report on this data.
39. The percentage of the Children’s and Adults workforce is predominantly made up of female employees (78% of the workforce). This is where we see 44% of all maternity leave in the 2019-20 period (Reference data 55 in Appendix 1).
40. Likewise, the percentage of the Environment and Leisure workforce is predominantly made up of male employees (78% of the workforce). This is where we see 37% of all paternity leave in the 2019-20 period (Reference data 55, Appendix 1).
41. It is recognised that there were no staff nor their partners who took shared parental leave in council in the reporting year. Shared parental leave (SPL) allows parents to share leave between them. The right applies to both opposite-sex and same-sex couples, and similar rights apply to couples who are adopting a child. Shared parental leave (SPL) is available to parents whose babies were due on or after 5 April 2015 in accordance with employment legislation and to parents who adopted children on or after that date.
42. Of the women who took Maternity or Adoption leave during 2019/20 there was a significant retention rate, with 73% returning to work. 12% remain on maternity or adoption leave and 15% have left Southwark employment at the time of publishing the Workforce report. (Reference data 58).
43. Key projects during 2019-20 to support our parental workforce offer was:
 - the introduction of parental bereavement leave
 - review and updating of the parent pack aimed at support parents on their return to work following maternity, paternity and adoption leave.
44. The review of the parent pack was paused by the global C-19 pandemic and will continue within 2020-21, where the focus was re-aligned to provide support for working parents to manage during the pandemic. Key initiatives included the provision of webinar support sessions specifically for parents and leave on full pay for staff with children who have caring responsibilities and could not work.

Social Mobility

45. The Council Plan 2018-22 contains a commitment under the theme 'A full employment borough,' to make sure 100 young people from low income backgrounds get paid internships within the council. As one of London's best employers we will enable young people who may have barriers to employment to gain credible and high quality paid work experience.
46. The Council's paid internship scheme is an excellent way for young people to gain skills and relevant experience whilst receiving remuneration. By supporting young people from low income backgrounds into high quality, paid internships, the council is seeking to help address some of the inequalities that still exist with unpaid or low paid internships, which continues to act as a barrier to those who are less well off, and improve the social mobility for those who may not have the family or social networks to help them get a 'foot on the ladder'.
47. In 2019-20 the Council launched and piloted the paid internships scheme and next year will report on the success of the full programme. Paragraphs 30-33 summarise the experience of the first intake of internships.
48. Through the Council's interim staffing and agency contract with Comensura LTD, CV and interview writing courses have been run in partnership with the Venn Group to support the long term unemployed within Southwark. The aim of the social value project is to ensure contractors support the Council to develop the local workforce to be job ready with interview skills and CV writing. The initiative seeks to provide experience by securing agency placements for 'hard to fill' roles within Southwark and gain valuable paid experience in interim and temporary roles which one hopes will lead to substantive employment within the Borough.

Age

49. With an ageing workforce, and with an average age of 46 years old, with the majority of staff (39%) in the 40 to 54 years old age range supporting the needs of both our younger and older workforces is equally as important to us.
50. This year the revision of the Trade and Craft Operative terms and conditions of service intentionally has recognised the importance of a career graded scheme and the introduction of the Lead trade and craft operative role, creating posts for experienced staff who can train, coach and mentor newly qualified trades people as a key position, valuing the experience of often long serving staff and investing in our newly qualified recruits and apprentices.
51. In conjunction the Council has continued to invest in our apprentices (of all ages) and trainees with our 'grow your own' approach to talent

management. With 151 apprentices and 26 trainees in 2019-20. With 55 aged between 16 -24, 49 aged 25-39 and 5 aged 40-55 years of age.

52. Other bespoke initiatives that are being offered to support our ageing workforce of different ages:
 - I. Recognition of their long public service with the Annual Long Service Awards
 - II. Annual Apprenticeship awards
 - III. Planning for your retirement courses
 - IV. Pensions planning events
 - V. Financial planning support through the employee assistance programme

53. Workplace adjustments to retain our more mature staff despite ill health challenges as demonstrated by the low level of capability dismissals (1) and ill health retirements (5) in the year 2019-20.

Southwark Stands Together and the Councils Equalities Plan 2021 and beyond

54. As stated in paragraph 3, a multi workstream programme – Southwark Stands Together – was set up in response to the illuminating injustices highlighted over much of 2020. The bulk of the activity falls out of the time scope of this paper however it would be remiss of us to omit an update on where the programme is from a workforce perspective. Below is a brief summary with the intention to continue to update via the Southwark Stands Together programme’s existing reporting.

55. There is a specific workstream (the workforce workstream) that is looking at how we respond as a Council to our own workforce to the systemic injustices that exist within our workplace. The work to date has followed a five step process of engagement as outlined by the Consultation Institute (tCI). We are yet to complete the five steps but below summarises our current situation:
 - **Step One – Exploring** – A wellbeing survey was sent to our workforce to complete which included a section on the impact that the recent Public Health England report into the impact of COVID-19 on BAME communities and the killing of George Floyd was having on our workforce. We also began a review of our workforce statistics with a longitudinal analysis into workforce elements around ethnicity.

 - **Step Two – Listening** – We engaged with our provider for Equality, Diversity and Inclusion (EDI) learning offer, Inclusive Employers, to deliver a number of ‘listening circles’ with our BAME colleagues to explore the topics covered in the wellbeing survey. The outcome of these listening circles and the wellbeing survey have been shared back with staff in interactive sessions in October and November to progress into the third step where we currently are. We have also set

up new anonymous and open communication channels for staff to share experiences.

- **Step Three – Solution Exploration** – We have begun playing back the results collated to date and are finalising the selection of an EDI specialist to develop more thematic focus groups following the employee lifecycle. This will run alongside an analysis of the data collated by the workforce workstream with a view to begin developing measures and targets

56. The fourth step involves continued collaboration on how we make this happen to further inform action planning. It means working with a wide representative group of people, drawn from those likely to have been or could be affected by discrimination, plus other 'relevant parties' in order to appraise solutions
57. The fifth and final step is evaluation and review of the Southwark Stands Together engagement approach in relations to the overarching roadmap and action planning, evidencing early success and embedding a long term sustained approach to engagement.
58. We have been providing support to staff who have lived through the trauma of racism through sessions with our Occupational Health Provider, Optima. These have been offered weekly since the start of summer and will run until the end of the year. The sessions have been well received by the participants who have attended.
59. Early feedback from the listening circles identified that Black staff did not feel as valued and celebrated therefore for Black History Month (and beyond), we have initiated a 'Shining a light' campaign to highlight the careers of our Black managers and ensure that they are visible to the whole workforce particularly our Black staff in our lower grade positions. This will have continued focus and will be a key initiative in highlighting the contributions of our Black, Asian and Minority Ethnic staff in the year ahead.
60. To view the 'shining a light' celebrating the careers of some of our black managers:
 - I. <http://thesource/news/2020/oct/black-history-month-celebrating-achievements-black-managers/>
 - II. <http://thesource/news/2020/oct/black-history-month-celebrating-achievements-black-managers-tashoy-ashley-amp-derrick-tawiah/>
 - III. <http://thesource/news/2020/oct/black-history-month-celebrating-achievements-black-managers-genette-laws-abi-oguntokun/>

Policy implications

61. Some action points may require amendments to existing HR policy as part of the development of the workforce strategy and will be subject to the appropriate approval process.

Community impact statement

62. Analysis and ongoing evaluation of the equality impact is fundamental to the Workforce Strategy. Our workforce reporting provides information demonstrating compliance with the Equality Duty and considers how the strategy affects people who share different protected characteristics. The workforce report informs the strategy and assesses the impact upon:

- composition of the workforce
- pay equality issues; reporting on profile at different grades;
- recruitment and retention rates;
- learning and development opportunities;
- grievances and disciplinary issues for staff with different protected characteristics.

63. This analysis of the reporting information informs our workforce equality action plan which sets out our proposals to address equality concerns within the workforce.

64. Any policy changes will be subject to impact assessments.

Resource implications

65. There are no specific implications arising from this report. Existing resources are already in place to meet the strategic aims. Any actions arising which have resource effects will be subject to separate decision-making process and reallocation within existing budget.

Consultation

66. Consultation has been undertaken with the Councils recognised Trades Unions and the Council's Equality and Diversity Officer.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Director of Law and Democracy

67. The report asks cabinet to note the contents of the appended Annual Workforce Report and the analysis of that as set out in the report. Cabinet are also asked to note that officers will develop the Council's Workforce Equality Plan in light of the recommendations as set out in the Southwark Stands Together Workforce Workstream. and will continue to implement the Workforce Strategy

68. Cabinet will note that the Southwark Stands Together Workforce Workstream was the subject of a separate report previously presented to cabinet on 20th October 2020.
69. Cabinet are reminded of the PSED General Duty under section 149 of the Equality Act 2010 to have due regard to the need to:
- (i) Eliminate discrimination, harassment, victimisation or other prohibited conduct;
 - (ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
 - (iii) Foster good relations between person who share a relevant protected characteristic and those who do not share it.

The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Marriage and civil partnership are protected in relation to (a) only.

70. The PSED General Duty is a continuing one. The production of the Annual Workforce Report, the continued implementation of the Workforce Strategy and the development of the Workforce Equality Plan in light of the recommendations of the Southwark Stands Together Workforce Workstream, will assist the council in complying with that General Duty.
71. Cabinet are also reminded of the requirement, under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, for public authorities to publish specified information relating to the gender pay gap in their organisation in addition to the existing requirements under the duty to annually publish proportionate equality information in respect of their workforce (Specific PSED Duty), to demonstrate their compliance with the General PSED Duty.
72. In producing and publishing the Annual Workforce Report as appended to this report the council is meeting that Specific PSED Duty.

Strategic Director of Finance and Governance (FC20/018)

73. The strategic director of finance and governance notes the recommendations in this report. Where the updates to the council's workforce strategy have financial implications, these will be managed within the existing agreed budgets for the council's general fund and housing revenue account.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Workforce Strategy Refresh 2019-2022, item 16.	Organisation Transformation	Kam Khan
http://moderngov.southwark.gov.uk/documents/s83854/Report_Southwark_Workforce_Strategy_refresh_2019-2022.pdf		
Southwark Stands Together Roadmap	Chief Executives	Juliet Seymor
http://moderngov.southwark.gov.uk/documents/g6663/Public%20reports%20pack%20Tuesday%20-Oct-2020%2016.00%20Cabinet.pdf?T=10		

APPENDICES

No.	Title
Appendix 1	Annual Workforce Report 2019-20

AUDIT TRAIL

Cabinet Member	Councillor Rebecca Lury, Finance and Resources	
Lead Officer	Eleanor Kelly, Chief Executive	
Report Author	Kate Enver, Strategic Lead – HR Policy and Projects	
Version	Final	
Dated	26 November 2020	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to Constitutional Team		26 November 2020

Workforce report 2019-20

APPENDIX 1

This report looks at the profile of Southwark Council employees and at human resources management activities over financial year 2019-20.

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 2019-20.
3. All workforce profile data will be at the end of the year 2019-20.
4. All data related to the outcomes of HR activity will cover the period April 2019 – March 2020, 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 the employee 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 from 2017 requirements include specified formulas.
4. Has been 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

Please click on the links below

- [Key data - Workforce 2019-20](#)
- [Workforce Numbers & Employee Profiles](#)
- [Changes in the Workforce](#)
- [Performance Management and Increments](#)
- [Sickness](#)
- [Learning & Development](#)
- [Disciplinary Investigations & Outcomes](#)
- [Capability Action & Outcomes](#)
- [Staff Complaints](#)
- [Respect at Work](#)
- [Recruitment](#)
- [Agency Workers](#)
- [Pregnancy & Maternity](#)

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

Key data - Workforce 2019-20

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 2019-20

Number of employees (headcount)

4293

Sex Profile of Employees

	Number	%
Female	2149	50%
Male	2144	50%

Broad Ethnic Profile

	Number	%
Black employees	1558	38%
Asian employees	254	6%
Mixed employees	161	4%
Other employees	130	3%
BAME employees	2103	51%
White employees	2031	49%
Total	4134	100%

Excludes those with no ethnic origin stated = 159 employees

Employees with Disabilities

	Number	%
Employees	260	6.1%

Average age of the workforce

46 years

Context

Number of employees (headcount)

Year	Headcount
Year 2019-20	4293
Year 2018-19	4196
Year 2017-18	4110
Year 2016-17	4150
Year 2015-16	4538

Sex Profile

Year	% Female employees
Year 2019-20	50%
Year 2018-19	50%
Year 2017-18	51%
Year 2016-17	51%
Year 2015-16	51%

Broad Ethnic Profile

Year	% BAME employees	% White employees
Year 2019-20	51%	49%
Year 2018-19	50%	50%
Year 2017-18	49%	51%
Year 2016-17	49%	51%
Year 2015-16	48%	52%

Disability

Year	% Disabled
Year 2019-20	6.1%
Year 2018-19	5.0%
Year 2017-18	4.5%
Year 2016-17	2.7%
Year 2015-16	3.3%

Age

Year	Average age (years)
Year 2019-20	46.4
Year 2018-19	46.0
Year 2017-18	45.7
Year 2016-17	45.2

Year 2015-16	45.1
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Section 1: Workforce Numbers & Employee Profiles

1. The headcount of employees was 4,293. This excludes casual workers and others who are not directly employed such as agency workers. A workforce population of 4,293 is an increase of 2.3% of employee numbers in 2018-19. This is predominantly due to the insourcing of some services e.g. Adopt South London in Children's Services and the conversion of Agency workers in Waste and Cleansing. (Key Data).
2. Southwark has a similar size workforce to boroughs such as Islington, Tower Hamlets, Camden, Greenwich and Hackney who have similarly retained key services in-house rather than outsourcing. The average headcount of London boroughs for 2019/20 was 2,719, or 3,393 for just inner London boroughs.
3. The highest percentage of part time employees is in Children's & Adults' Services (16.4%). Overall 10.4% 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	43	1%	41.72
Children's & Adults Services	1115	26%	1040.78
Environment & Leisure	1382	32%	1312.45
Finance & Governance	548	13%	533.84
Housing & Modernisation	997	23%	976.84
Place & Wellbeing	208	5%	202.7
Total	4293	100%	4108.33

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	44.2%	0.0%	44.2%	11.6%
Children's & Adults Services	21.1%	1.3%	62.5%	15.1%
Environment & Leisure	75.3%	2.6%	15.3%	6.8%
Finance & Governance	43.3%	0.7%	48.5%	7.5%
Housing & Modernisation	44.5%	1.3%	48.8%	5.4%
Place & Wellbeing	46.7%	1.4%	44.7%	7.2%
Total	48.3%	1.6%	41.3%	8.8%

Sex

4. The percentages of female and male employees are equal; 50% of employees are female; 50% are male. (*Reference data 3*). The sex split shows no change from last year (*Key Data*). The sex breakdown in council employment is similar to the female population in Southwark (50.5%) but lower than the average across London boroughs (61%). (*Appendix 1*)
5. 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, in areas such as waste and cleansing and traded/building services, compared to the rest of the Council.
6. 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	56%	44%
Children's & Adults Services	78%	22%
Environment & Leisure	22%	78%
Finance & Governance	56%	44%
Housing & Modernisation	54%	46%
Place and Wellbeing	52%	48%
Total	50%	50%

Reference data 4

Grade distribution, sex and disability

Grade band	Total	Female	Male	Disabled staff
Grades 1-5	1008	266	742	40
% of grade band		26%	74%	4%
Building Workers	66	0	66	1
% of grade band		0%	100%	2%
Grades 6 - 9 or equivalent	1550	936	614	128
% of grade band		60%	40%	8%
Grades 10-12 + Social Work	1294	780	514	74
% of grade band		60%	40%	6%
Grades 14-16	241	111	130	14
% of grade band		46%	54%	6%
Grades 17 & above	22	8	14	-
% of grade band		36%	64%	-
Teacher conditions	11	9	2	-
% of grade band		82%	18%	-
Soulbury conditions	43	35	8	-
% of grade band		81%	19%	-

Other¹	58	4	54	3
% of grade band		7%	93%	5%
Total	4293	2149	2144	208

¹"Other" category mainly consists of employees on various TUPE conditions

7. 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 2020 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. April 2019 to March 2020 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). 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. The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. A positive percentage figure shows that overall, female employees receive lower pay than male employees and a negative percentage figure shows that overall, male employees receive lower pay than female employees.
12. All organisations employing 250 or more peoples must report the mean and median pay gap data, as well as the proportion of men and women in each quartile pay band. The mean pay gap is a useful overall indication of the gender pay gap, but very large or very small pay rates can distort the figure. The median pay gap is useful indicator of the 'typical' situation in the middle of an organisation and is not distorted by very large or very small pay rates.
13. **The mean gender pay gap:** Southwark council has a mean gender pay gap of minus 6.62%, a slight increase from minus 6.43% last year. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 6.62%. This is predominantly due to the larger number of male workers in lower paid roles within the waste and cleansing services.

14. **The median gender pay gap:** Southwark council has a median gender pay gap of minus 10.02% which suggests that typically Southwark male employees are paid at around 10.02% lower than Southwark female employees. The hourly median pay for females is £19.42 compared to £17.65 for males. Compared to last year, the gap between the hourly rate of pay has increased.
15. **The average Bonus Pay:** Southwark Council has a mean bonus gender pay gap of 91%. In the period, approximately 4.53% of Southwark male employees were paid a bonus payment compared to 1.21% 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. The bonus scheme has been reviewed and a new pay and grading structure is out for consultation at the point of writing this report.
16. **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 50% male and 50% 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 29.88% female, 70.12% male. A review of the data highlights that for the quartile, there were 1,051 employees, 557 of which work in Waste and Cleansing (a male dominated area); 521 of the 557 staff were male.

Gender pay gap

Gender Pay Indicator	April 2019	April 2020
Difference in mean hourly rate of pay	-6.43%	-6.62%
Difference in median hourly rate of pay	12.62%	10.02%
Difference in mean bonus pay	90.93%	91.84%
Difference in median bonus pay	82.83%	90.68%
Proportion of male employees who were paid a bonus	5.02%	4.53%
Proportion of female employees who were paid a bonus	1.18%	1.21%

Gender Pay Indicator – Quartile Distribution	Female	Male
Quartile 1 (lowest average pay per hour)	29.88%	70.12%
Quartile 2	58.37%	41.63%
Quartile 3	59.66%	40.34%
Quartile 4 (highest average pay per hour)	51.14%	48.86%

Disabilities

17. On joining Southwark Council staff are asked to share if they do or do not have a disability and they are also asked to update their electronic employee record should they develop a disability during employment. The definition of disabled under the Equality Act 2010 applies if you have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on your ability to do normal daily activities.
18. The percentage of people formally sharing a disability, 6.1% (260 individuals) has increased by 1.1% compared to the previous year (*Key Data*). Our bi-annual employee survey has been delayed in 2020, for reference in 2017-18 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. The average across London boroughs is 6.25%, (Appendix 1).
19. The percentages of employees who shared they had a disability are lowest on Building Worker, Teaching/Soulbury and the Grade 17+.

Reference data 5

Staff with disabilities as percentage of departmental numbers

	Disabled
Chief Executive's Department	7.0%
Children's & Adults Services	6.5%
Environment & Leisure	3.8%
Finance & Governance	6.2%
Housing & Modernisation	8.5%
Place & Wellbeing	6.3%
Total	6.1%

20. **The mean disability pay gap:** Southwark council has a mean disability pay gap of -1.52%. This indicates that on average, for every £10 a disabled employee earns, non-disabled employees earn £10.15.
21. **The median disability pay gap:** Southwark council has a median disability pay gap of 1.49%, which suggests that typically Southwark disabled employees are paid at around 1.49% lower than Southwark's non-disabled employees. The hourly median pay for disabled staff is £18.69 compared to £18.97 for not disabled staff.
22. **The average Bonus Pay:** Southwark Council has a mean bonus disability pay gap of 62.52%. In the period, approximately 2.79% of Southwark disabled employees were paid a bonus payment compared to 3.37% of non-disabled 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. As previously identified this is due to the specific bonus scheme in place within Traded Services.

23. **The proportion of disabled and not disabled employees in each quartile pay band:** The distribution of disabled and non-disabled staff through the pay bands by quartile, as shown above, does not reflect the overall disability composition of the workforce which is 93.9% not disabled and 6.1% disabled. The proportion of disabled staff in the middle quartiles is higher than the overall proportion, and only slightly less in the top quartile.

Disability pay gap

Disability Pay Indicator	April 2019	April 2020
Difference in mean hourly rate of pay	0.68%	1.52%
Difference in median hourly rate of pay	0.87%	1.49%
Difference in mean bonus pay	45.79%	62.52%
Difference in median bonus pay	81.90%	88.66%
Proportion of Not Disabled employees who were paid a bonus	3.07%	2.79%
Proportion of Disabled employees who were paid a bonus	2.87%	3.37%

Gender Pay Indicator – Quartile Distribution	Shared disabled	Not shared as disabled
Quartile 1 (lowest average pay per hour)	4.26%	95.74%
Quartile 2	8.61%	91.39%
Quartile 3	6.38%	93.62%
Quartile 4 (highest average pay per hour)	4.93%	95.07%

Ethnic Origin

24. There are a small number of employees who do not have an ethnic origin record, 159 employees (3.7%). This compares with an average of 13.7% across London boroughs who do not specify ethnic origin (*Appendix 1*).
25. There is minimal change in the percentages of employees who classify themselves as white (49%) or from black and minority ethnic groups (51%) compared to the previous year. (*Key Data*).
26. When looking at broad ethnic groups the percentages of employees from White and from Black, Asian and Minority Ethnic (BAME) 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 49.5%. (*Appendix 1*).
27. **The mean ethnicity pay gap:** Southwark council has a mean ethnicity pay gap of -14.67%. This indicates that on average, for every £10 a Black, Asian and Minority Ethnic employee earns, white employees earn £11.14, which is a reduction on last year.
28. **The median ethnicity pay gap:** Southwark council has a median ethnicity pay gap of 11.34%, which suggests that typically Southwark white employees are paid at around 11.34% more than Southwark's Black, Asian and Minority Ethnic employees. The hourly median pay for white staff is £20.27 compared to £17.97 for Black, Asian and Minority Ethnic staff, which is a slight improvement from last year.
29. **The average Bonus Pay:** Southwark Council has a mean bonus ethnicity pay gap of 54.13%. In the period, approximately 3.69% of Southwark white employees were paid a bonus payment compared to 2.35% of Black, Asian and Minority Ethnic 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.
30. **The proportion of white and Black, Asian and Minority Ethnic employees in each quartile pay band:** The distribution of white and Black, Asian and Minority Ethnic staff through the pay bands by quartile, as shown above, does not reflect the overall ethnicity composition of the workforce which is 49% white and 51% Black, Asian and Minority Ethnic. In the lower two quartiles, there are more Black, Asian and Minority Ethnic staff than the overall ethnicity composition. In the third quartile (the second highest), it is the closest, with 52% Black, Asian and Minority Ethnic staff. In the top quartile, 34% of staff were Black, Asian and Minority Ethnic and 66% were white.

Ethnicity pay gap

Ethnicity Pay Indicator	April 2019	April 2020
Difference in mean hourly rate of pay	15.15%	14.67%
Difference in median hourly rate of pay	12.02%	11.34%
Difference in mean bonus pay	49.96%	54.13%
Difference in median bonus pay	69.59%	71.46%
Proportion of White employees who were paid a bonus	4.14%	3.69%
Proportion Black, Asian and Minority Ethnic employees who were paid a bonus	2.26%	2.35%

Ethnicity Pay Indicator – Quartile Distribution	Black	Asian	Mixed	Other	White
Quartile 1 (lowest average pay per hour)	45.59%	4.11%	3.81%	4.11%	42.38%
Quartile 2	43.98%	7.83%	4.42%	2.61%	41.16%
Quartile 3	38.82%	6.52%	4.71%	2.61%	47.34%
Quartile 4 (highest average pay per hour)	22.42%	5.11%	2.90%	3.30%	66.27%

31. Reference data 6

Broad ethnic origin of employees as percentage of departmental headcount

	Asian	Black	Mixed	Other	BAME	White
Chief Executive's Department	10%	8%	0%	0%	18%	82%
Children's & Adults Services	6%	42%	4%	3%	55%	45%
Environment & Leisure	4%	34%	3%	3%	44%	56%
Finance & Governance	8%	33%	4%	3%	48%	52%
Housing & Modernisation	7%	47%	5%	3%	62%	38%
Place & Wellbeing	9%	16%	3%	5%	33%	67%
Total across the council	6%	38%	4%	3%	51%	49%

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

33. Reference data 7

Grade distribution, broad ethnic origin

Grade band	Asian	Black	Mixed	Other	BAME	White	'Not Stated'
Grades 1-5	44	444	30	39	557	432	19
%	4%	44%	3%	4%	55%	43%	2%
Grades 6 - 9 or equivalent	122	668	66	43	899	592	59
%	8%	43%	4%	3%	58%	38%	4%
Grades 10-12 +SW's	72	382	54	40	548	695	51
%	6%	30%	4%	3%	42%	54%	4%
Grades 14-16	12	30	8	3	53	180	8
%	5%	12%	3%	1%	22%	75%	3%
Grades 17 & above	1	2	-	1	4	18	0
%	5%	9%	-	5%	18%	82%	-
Teacher conditions	-	1	-	1	2	9	0
%	-	9%	-	9%	18%	82%	-
Soulbury conditions	2	4	-	1	7	36	0
%	5%	9%	-	2%	16%	84%	-
Building Workers	-	20	-	1	21	45	0
%	-	30%	-	2%	32%	68%	
Other ¹	1	7	3	1	12	24	22
%	2%	12%	5%	2%	21%	41%	38%
Total	254	1558	161	130	2103	2031	159
%	6%	36%	4%	%	49%	47%	4%

¹ "Other" category mainly consists of employees on various TUPE conditions

Age

34. The average age of employees is 46 years. (*Key Data*). There is not a significant range (43-49) across London but our average is the same as the median age of 46.2 years and younger than the majority of London boroughs (*Appendix 1*).

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

Reference data 8

Employees per age band as percentage of total workforce numbers

Age band	%
16 to 24	3.5%
25 to 39	28.4%
40 to 54	39.0%
55+	29.0%

Length of Service

36. Employees' length of service is on average 9.6 years. The average service will be impacted by the large percentage (37.31%) of employees who have more than 10 years' service. (*Reference data 9*)

Reference data 9

Employees' length of service & service bandings - total workforce numbers

Average (mean) length of service	9.6 years
Length of service – bands	% of employees
Less than 1 year	10.74%
1 to <2 years	10.44%
2 to <3 years	7.85%
3 to <5 years	9.53%
5 to <10 years	24.13%
10 to <15 years	14.74%
15 to 20 years	11.79%
20+ years	10.78%
Total	100%

Gender Reassignment, Religion or belief and Sexual Orientation

37. Whilst our employee monitoring data now includes gender reassignment, religion or sexual orientation, we do not hold enough data for it to be statistically significant. For the first time in 2016-17, our bi-annual employee survey carried out asked staff to respond to questions relating to these protected characteristics.

38. In that survey less than 0.5% of staff indicated that their gender identity does not match the gender assigned at birth. Over the last five years, the proportion of the UK population identifying as lesbian, gay or bisexual (LGB) has increased from 1.5% in 2012 to 2.0% in 2017, regionally, people in London were most likely to identify as LGBT which is 2.6% of the national population according to the ONS. Southwark has the second highest gay or bisexual population in London with 5.8% of the population sharing their sexuality in the 2017 according to the ONS, which is broadly reflective of our workforce position.

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

The last census (2011) found that:

Southwark has a larger percentage of Christian residents of 52.5% than London at 48.4%.

Residents who state that they have no religion are the fastest growing group in Southwark. This is reflective of the workforce data from the 2016-17, our bi-annual employee survey.

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%

Section 2: Changes in the Workforce

Starters

39. There were 513 people who started work with the council within the year. The table below shows the person's department at commencement. (*Reference data 10*)

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

41.36 new starters were TUPE intake as part of the regional adoption agency moving to Southwark. Most were in Grade 10 -12 and women.

Reference data 10

Number of starters & department

	Numbers of starters (headcount)
Chief Executive's Department	6
Children's & Adults Services	194
Environment & Leisure	112
Finance & Governance	39
Housing & Modernisation	129
Place & Wellbeing	33
Total	513

Leavers

42. This section provides a detailed look at the reasons why people leave the organisation and their profile. 407 staff left the organisation in the period 1 April 2019 – 31 March 2020.

43. 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.

44. The most common reason for leaving during 2019-20 was resignation.

45. 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	No. of Leavers	Female %	Male %	Total	Of those disabled %
Career Break	4	75%	25%	100%	0%
Deceased	5	0%	100%	100%	20%
Capability Dismissal	1	0%	100%	100%	0%
Disciplinary Dismissal	12	33%	67%	100%	0%
Dismissal - Other	0	0%	0%	0%	0%
Expiration of Contract	34	35%	65%	100%	6%
Redundancy	21	33%	67%	100%	0%
Resignation	303	65%	35%	100%	3%
Retirement Age	22	55%	45%	100%	0%
Retirement Early	0	0%	0%	0%	0%
Retirement Ill Health	5	80%	20%	100%	60%
Total	407	59%	41%	100%	4%

Reference data 12

Leavers by reason, Black, Asian and Minority Ethnic (BAME) employees, White employees

Reason for Leaving	No. of leavers	Asian	Black	Mixed	Other	BAME	White	Not stated	Total
Career Break	4	0%	50%	0%	0%	50%	50%	0%	100%
Deceased	5	0%	40%	0%	0%	40%	60%	0%	100%
Capability Dismissal	1	0%	0%	0%	0%	0%	100%	0%	100%
Disciplinary Dismissal	12	0%	67%	8%	0%	75%	17%	8%	100%
Dismissal - Other	0	0%	0%	0%	0%	0%	0%	0%	100%
Expiration of Contract	34	9%	50%	9%	0%	68%	26%	6%	100%
Redundancy	21	10%	33%	5%	0%	48%	52%	0%	100%
Resignation	303	9%	24%	7%	4%	44%	55%	2%	100%
Retirement Age	22	5%	14%	0%	0%	18%	77%	5%	100%
Retirement Early	0	0%	0%	0%	0%	0%	0%	0%	0%
Retirement Ill Health	5	0%	20%	0%	20%	40%	60%	0%	100%
Total	407	8%	28%	6%	3%	45%	53%	2%	100%

Reference data13

Leavers by reason & age bands

	No. of leavers	16 - 24	25 - 39	40 - 54	55 +	Total
Career Break	4	0%	25%	50%	25%	100%
Deceased	5	0%	0%	60%	40%	100%
Capability Dismissal	1	0%	0%	0%	100%	100%
Disciplinary Dismissal	12	8%	8%	67%	17%	100%
Dismissal - Other	0	0%	0%	0%	0%	0%
Expiration of Contract	34	32%	35%	15%	18%	100%
Redundancy	21	0%	14%	24%	62%	100%
Resignation	303	8%	49%	32%	12%	100%
Retirement Age	22	0%	0%	0%	100%	100%
Retirement Early	0	0%	0%	0%	0%	100%
Retirement Ill Health	5	0%	0%	0%	100%	100%
Total	407	9%	41%	29%	21%	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 2019.

46.64.5% of the workforce were eligible for an incremental award for 2019/20 performance i.e. were not at the maximum increment for their grade. Figures in the reference data below relate only to staff who were eligible for an increment.

47.64.6% of eligible staff (or 57% of all staff) were awarded an increment, slightly less than last year. (*Reference data 14*)

Reference data 14

Incremental awards – Council wide position

Incremental awards	Increment given	No increment given
2019 % of employees ¹	66%	34%
2018 % of employees	65%	35%
2017 % of employees	67%	33%
2016 % of employees	55%	45%
2015 % of employees	58%	42%

¹Data for incremental awards 2019 as at 19 October 2020

Reference data 15

Incremental awards by sex

Sex	Increment Given	No Increment Given
Female	65%	35%
Male	66%	34%

Reference data 16

Incremental awards by disability

Disability Status	Increment Given	No Increment Given
Disabled	59%	41%
Not Disabled	66%	34%

Reference data 17

Incremental awards by broad ethnic origin

Broad Ethnic Origin	Increment Given	No Increment Given
Asian	64%	36%
Black	63%	37%
Mixed	72%	28%
Other	59%	41%
White	67%	33%
Not Stated	69%	31%

Reference data 18

Incremental awards by age band

Age Band	Increment Given	No Increment Given
16 to 24	57%	43%
25 to 39	69%	31%
40 to 55	65%	35%
55+	62%	38%

Section 4 – Sickness

48. Average sickness per person of 7.4 days, shows a slight increase of 0.3 days per person (Reference data 19). This is lower than the average sickness across London boroughs of 8.6 days. (Appendix 1). Of note is the significant proportion of staff who had no sickness absence during the year (51%).
49. There are multiple recorded reasons for sickness which are grouped as shown (*Reference data 20*). Internal disorders has been deactivated as a reason since August 2019 so will not appear in next year's report.
50. Since August 2019 the 'Not specified' category is also no longer available this has ensured that staff have to stipulate a reason of absence from the London Councils stipulated list based on the HCM reporting standards.
51. According to the Health and Safety Executive in 2018/19 stress, depression or anxiety accounted for 44% of all work-related ill health cases and 54% of all working days lost due to ill health within the UK. Stress, depression or anxiety is more prevalent in public service industries, such as education; health and social care; and public administration and defence.
52. Changes have been made to our systems to improve data capture in the coming years. The sickness absence reason, 'stress/ depression/ anxiety/ mental health', has increased from 9.2% in 2018-19 to 26% in the last 12 months. The council have minimised the use of the 'not specified' reason which may account for some of the increase in the sickness absence reason, 'stress/ depression/ anxiety/ mental health'. The increase is also in part due to the mental health

programmes, initiatives and awareness campaigns we have ran during the year to help tackle the stigma of mental health and ensure employees share the real reason for absence with their employer so we can best support them in balancing their ill health and work.

53. Occupational health data shows us that a high proportion of referrals (31%) are related to mental health conditions. This is a 9% increase from the previous year.

Reference data 19

Annual average days' sickness per person over five years

Year	Average sickness absence
2019-20	7.43
2018-19	7.10
2017-18	6.47
2016-17	6.20
2015-16	6.63

Reference data 20

Recorded reasons for sickness absence 2019-20

Reason ¹	%
Minor conditions	30%
Muscular skeletal	20%
Medical conditions	22%
Stress/ depression/ anxiety/ mental health	26%
Back problems	2%

¹ Excludes where not stated

Reason ¹	%
Anxiety/Stress/Depression	16.80%
Muscular skeletal	14.31%
Cold, cough, flu	6.91%
Internal Disorders	6.24%
Cancer	6.14%
Gastrointestinal	6.10%
Injury, fracture	5.01%
Infectious diseases	4.83%
Nervous system	4.58%
Mental health	3.29%
Heart/Blood pressure	3.12%
Ear/nose/throat	3.06%
Chest / respiratory	2.91%
Pregnancy related	2.61%
Back	2.34%
Genitourinary/gynaecological	2.29%
Disability related	2.23%

Headache/migraine	2.13%
Industrial injury	1.22%
Eye related	1.16%
Endocrine/glandular	0.87%
Coronavirus	0.84%
Skin conditions	0.44%
Dental / oral	0.43%
Accident / Injury	0.07%
Neurological	0.06%
Menopause Related	0.02%

¹ Excludes where not stated

Section 5 – Learning & Development

54. Southwark Council remains committed to supporting the continued development of its workforce in line with our Fairer Future principles, which shape everything we do. This means Learning and Development programmes focused on providing quality, flexible and accessible learning opportunities to all our staff.

55. Our programme is designed in line with the 70:20:10 learning model and provides opportunities for our staff to learn by doing (70%) learn from others (20%) and learn through formal training (10%). It covers technical, IT, business management, leadership development, 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.

Learning and Development in 2019/20

56. The Learning and Development programme is delivered through our well established and engaging Learner Management System (LMS). The system is used to manage, accurately report on and evaluate all the learning and development activities coordinated or supported by the corporate Learning and Development (L&D) team.

57. 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. Training organised locally is also recorded on the LMS, where known. However, managers and staff do still record additional training/learning and development locally. We have made good progress in using the council's LMS as a central source for all learning and development information and will continue to do so, moving forward.

58. In 2019/20, a total of 679 learning and development sessions were delivered (and 99 e-learning modules made available) with 2,139 members of staff attending (this includes completion of e-learning courses). Out of 6,869 learning activities completed, 2,674 (39%) were delivered face to face and

4,195 (61%) were delivered online. As mentioned before, this data only relates to learning and development activities coordinated or supported by the L&D team. This means that there will be some local learning/development activities that cannot be reported on, at this time.

59. The data suggests that, when looking at training completion (classroom-based and e-learning):

- The proportion of Black Asian and Minority Ethnic (BAME) staff who completed training is somewhat lower than the proportion of Black Asian and Minority Ethnic staff in the workforce (reference data 21)
- The proportion of disabled staff who completed training is somewhat higher than the proportion of disabled staff in the workforce (reference data 22)
- The proportion of women who completed training is higher than the proportion of women in the workforce (reference data 23)
- The distribution of staff who completed training across age groups is relatively in line with the age distribution in the workforce (reference data 24)
- The distribution of staff who completed training across grade groups is relatively in line with the grade distribution in the workforce (reference data 25)

Reference data 21

Training completed by employee ethnic group

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
BAME	3458	50.3	1060	49.6	24.7
White	3187	46.4	997	46.6	23.2
Not Stated	224	3.3	82	3.8	1.9
Total	6869	100	2139	100	49.8

Reference data 22

Training completed by employee who declared a disability

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Disabled	602	8.8	163	7.6	3.8
Not Disabled	6180	90.0	1942	90.8	45.2
Not Stated	87	1.3	34	1.6	0.8

Reference data 23

Training completed by employee sex

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Female	4288	62.4	1294	60.5	30.1
Male	2581	37.6	845	39.5	19.7
Total	6869	100	2139	100	49.8

*Reference data 24***Training completed by employee age group**

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
16 to 24	482	7.0	105	4.9	2.4
25 to 39	2677	39.0	721	33.7	16.8
40 to 55	2319	33.8	810	37.9	18.9
55+	1391	20.3	503	23.5	11.7
Total	6869	100	2139	100	49.8

*Reference data 25***Training completed by employee grade group**

	No. of completions	% of overall completion	No. of staff who completed training	% of group	% of workforce
Building Wkr	5	0.1	5	0.2	0.1
Grades 1-5	703	10.2	183	8.6	4.3
Grades 6-9	3355	48.8	985	46.0	22.9
Grades 10-12	2380	34.6	793	37.1	18.5
Grades 14-16	341	5.0	127	5.9	3.0
Grades 17 & above	15	0.2	11	0.5	0.3
Other Grade / TUPE	7	0.1	4	0.2	0.1
Soulbury	46	0.7	20	0.9	0.5
Teacher	3	0.0	2	0.1	0.0
Total	6855	100	2130	100	49.6

Digital Inclusion

60. Our workforce strategy has specific commitments to support all of our staff to develop their digital skills, whether they are office based or out and about delivering services around the borough.

Digital skills portal

61. The digital skills portal was developed and launches as a central hub with key information, guidance and tools to support our staff. Enabling them to be confident when interacting with technology to seek, find and share information collaboratively. The portal is designed around a digital model, grouped in the following areas:

- **Digital Identity:** information on safety, privacy, rights and wellbeing online
- **Work-skills:** useful resources for digital literacy and use of applications and tools
- **Communication and collaboration:** guidance on sharing information and collaborating on documents
- **Handling Information and content:** guidance on digital storage
- **Transactions online:** support for applying for services and carrying out transaction online

62. The portal is focused on enabling staff to effectively use technology, undertake research and transactions and consider how digital advances can help them carry out their roles.

Developmental support

63. Southwark Council is keen to ensure that all staff have the opportunity to develop their careers and achieve their full potential. We want to make sure that they are not only able to achieve their potential in order to continue delivering excellent services to our residents and businesses but that they are able to develop and enrich their careers and, aligned to our council plan commitment, progress to better paid work.
64. In order to support staff in developing their careers, we have developed this career development portal supplemented by an internal coaching and mentoring programme.

Career development portal

65. In late summer 2019, the career development was launched to provide our staff with a toolkit and blended learning opportunities that enable them to take ownership of their career journey. The key focus of the portal is to provide a central place that showcases all the support available for career planning, development and progression, in an inclusive way. The portal also includes a section for managers to facilitate constructive and effect career conversations.

Coaching and Mentoring Programme

66. Our coaching and mentoring programme was introduced as supplementary support for the career development portal supporting our commitment to offering flexible programmes that all staff at all levels can access. The programme focused in providing immediate informal support through mentoring as well as more structured support through coaching. The mentoring scheme also includes reverse mentoring to provide opportunities for senior leaders/managers to be mentored by an officer.
67. The programme is very much aligned to the 70:20:10 approach to learning; this is where 70% of your learning is on the job, 20% is from others and 10% is from formal classroom training. Coaching and Mentoring are very much focused on the 20% that are about giving you the opportunity to learn from others.

Growing our own

68. Our well-established 'growing our own' programmes continue to be delivered to support the development and progression of our workforce within the council. The first, our Apprenticeship and First Entry Trainee programme, provides opportunities to join the council and the second, our Southwark Leadership Development programme, delivered as through the Institute of Leadership and Management (ILM).

Internship Programme

69. Our Council Plan contains a commitment under the theme 'A full employment borough,' to make sure 100 young people from low income backgrounds get paid internships within the council. In autumn 2019, we launched our paid Internship Programme enable young people who may have barriers to employment to gain credible and high quality paid work experience.

Apprentices and First Entry Trainee Programme

70. Southwark has a council plan target to have 3% of our workforce who are apprentices or first entry trainees. The total of individuals on this programme was 177, with 151 being apprentices and 26 trainees. This equates to 4.1% of our workforce of 4,299, 29% of our total new joiners for the year an increase for 8% from 2018/19.

Reference data 26

Development Pathway	2016/17	2017/18	2018/19	2019/20
Apprentices	98	111	106	151
Trainees	28	35	23	26
Total (% of workforce)	126 (3.1%)	146 (3.5%)	129 (3.1%)	177 (4.1%)

Reference data 27

Apprentices and trainees by employee ethnic group

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
BAME	72	48	1.7	9	35	0.2
White	79	52	1.8	15	58	0.35
Not stated	0	0	0	2	8	0.05
Total	151	100	3.5	26	100	0.6

Reference data 28

Apprentices and trainees by employee disability status

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
No Disability	130	86	3.0	23	88	0.5
Disability	21	14	0.5	3	12	0.1
Total	151	100	3.5	26	100	0.6

Reference data 29

Apprentices and trainees by employee sex

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
Female	84	56	1.95	12	46	0.3
Male	67	44	1.55	14	54	0.3
Total	151	100	3.5	26	100	0.6

Reference data 30

Apprentices and trainees by current employee grade group

	Apprentices	% of apprentices	% of workforce	Trainees	% of trainees	% of workforce
Grades 1-5	99	66	2.3	5	19	0.2
Grades 6-9 + DSO + NC01 + RCO	40	26	0.9	21	81	0.4
Grades 10-12 +SW's	12	8	0.3	0	0	0
Total	151	100	3.5	26	100	0.6

*Reference data 31***Apprentices who secured a promotion or employee grade increase on completion**

	Total (109)	% of apprentices	% of workforce
Total	109	100	2.5
Ethnic group			
BAME	53	49	1.2
White	56	51	1.3
Disability status			
No Disability	104	95	2.1
Disability	5	5	0.4
Sex			
Female	69	63	1.6
Male	40	37	0.9
Age on entry group			
16 to 24	55	50	1.3
25 to 39	49	45	1.1
40 to 55	5	5	0.1
Grade on completion group			
Grades 4 to 5	15	14	0.3
Grades 6 to 7	33	30	0.8
Grades 8 to 10	58	53	1.3
Grades 11 to 12	3	3	0.1

Professional Qualification Scheme

71. Our long standing Professional Qualification Scheme (PQS) application process transitioned to My Learning Source. A parallel application process still exists for staff with limited access to technology.

*Reference data 32***PQS approvals by employee ethnic group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
BAME	51	46.4	51	1.2
White	53	48.2	53	1.2
Not stated	6	5.5	5	0.1
Total	110	100	109	2.5

*Reference data 33***PQS approvals by employee disability status**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Not Disabled	104	94.5	103	2.4
Disabled	4	3.6	4	0.1
Not stated	2	1.8	2	0.0
Total	110	100	109	2.5

*Reference data 34***PQS approvals by employee sex**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Female	59	53.6	59	1.4
Male	51	46.4	50	1.2
Total	110	100	109	2.5

*Reference data 35***PQS approvals by employee age group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
16 to 24	5	4.5	5	0.1
25 to 39	62	56.4	61	1.4
40 to 55	33	30.0	33	0.8
55+	10	9.1	10	0.2
Total	110	100	109	2.5

*Reference data 36***PQS approvals by employee grade group**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Grades 1-5	4	3.6	4	0.1
Grades 6-9	40	36.4	40	0.9
Grades 10-12	62	56.4	61	1.4
Grades 14-16	4	3.6	4	0.1
Total	110	100	109	2.5

*Reference data 37***PQS approvals by employee department**

	No. of approvals	% of overall approvals	No. staff approved	% of workforce
Chief Executive's Department	4	3.6	4	0.1
Children's and Adults' Services	18	16.4	18	0.4
Environment & Leisure	21	19.1	21	0.5
Finance & Governance	14	12.7	14	0.3
Housing and Modernisation	48	43.6	47	1.1
Place & Wellbeing	5	4.5	5	0.1
Total	110	100	109	2.5

Reference data 38

Staff with approved PQS applications in 2018-20 who since secured a promotion

	No. of staff 18/19 Total 15	No. of staff 19/20 Total 22	No. of staff 18/20 Total 37	% of staff approved (out of 252)	% of workforce (out of 4293)
Ethnic Group					
BAME	7	7	14	5.56%	0.33%
White	8	15	23	9.13%	0.54%
Disability status					
Not Disabled	14	22	36	14.29%	0.84%
Disabled	1	0	1	0.40%	0.02%
Sex					
Female	7	9	16	6.35%	0.37%
Male	8	13	21	8.33%	0.49%
Age Group					
16 to 24	0	1	1	0.40%	0.02%
25 to 39	8	16	24	9.52%	0.56%
40 to 55	7	5	12	4.76%	0.28%
55+	0	0	0	0.00%	0.00%
Grade Group					
Grades 1-5	1	1	2	0.79%	0.05%
Grades 6-9	7	7	14	5.56%	0.33%
Grades 10-12	4	12	16	6.35%	0.37%
Grades 14-16	3	2	5	1.98%	0.12%
Soulbury Conditions	0	0	0	0.00%	0.00%
Department					
Chief Executive's Department (incl. Place and Wellbeing)	1	4	5	1.98%	0.12%
Children's and Adults' Services	1	3	4	1.59%	0.09%
Environment & Leisure	6	3	9	3.57%	0.21%
Finance & Governance	2	5	7	2.78%	0.16%
Housing and Modernisation	5	7	12	4.76%	0.28%

Southwark Leadership Development Programme

72. As part of PQS, our managers are encouraged to apply for sponsorship to attend one of our ILM accredited leadership and management qualifications which are offered at levels 2, 3, and 5.

73. In 2019/20, 83 managers and aspiring managers have started a new ILM management qualification at levels 2, 3, and 5. There are currently 57 managers partly through their studies.

74. These ILM programmes continue to be well received across the council and since the programme in 2014, 348 managers have completed a programme.

*Reference data 39***Managers and aspiring managers who have started a new ILM qualification 2019/20**

	No. of new starters	% of overall new starters	% of workforce
BAME	32	38.6	0.7
White	47	56.6	1.1
Not stated	4	4.8	0.1
Total	83	100	1.9

*Reference data 39***Managers partly through their studies currently 2019/20**

	No. of current learners	% of overall current learners	% of workforce
BAME	24	42.1	0.6
White	29	50.9	0.7
Not stated	4	7.0	0.1
Total	57	100	1.3

*Reference data 40***Managers having completed a programme since 2014**

	No. of staff who completed a programme	% of overall staff who completed a programme	% of workforce based on 6-year average
BAME	155	44.5	0.6
White	188	54.0	0.7
Not stated	1	0.3	0.0
Information not found	4	1.1	0.0
Total	348	100	1.4

Southwark Manager Learning Programme

We continue to deliver our blended learning programme for new and existing people managers, covering areas of people management, business management, personal impact, resilience and wellbeing. So far 421 (47%) out of 898 people managers set up on My Learning Source have started this programme.

Section 6 - Disciplinary Investigations & Outcomes

75. Two separate activities are described in this section; staff subject to disciplinary investigation and the outcomes of disciplinary hearings. The information below is not necessarily linked, i.e. some of the cases that are captured in “investigations” would not have reached the stage of a completed disciplinary hearing.

76. The number of staff who were subject to disciplinary investigation and/or disciplinary action is a very small percentage of all employees, less than 1% (*Reference data 41 & Key Data*).

77. On 14 occasions disciplinary actions resulted in either a warning or dismissal. (References data 43 & 44). Those subject to such actions are 0.3% 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.

78. It is difficult to draw conclusions from relatively low numbers when considered against the overall workforce. However, we do carry out analysis and monitoring of individual cases to ascertain whether more detailed action is necessary.

Reference data 41

Investigations by sex & by disability

	Female	Male	Total	Of those - disabled
Disciplinary Action Pursued	9	14	23	1
Investigations in Progress	7	9	16	0
Total	16	23	39	1

Reference data 42

Investigations by broad ethnic origin

	Black, Asian & Minority Ethnic employees	White employees	Not stated	Total
Disciplinary Action Pursued	19	3	1	24
Investigations in Progress	9	7	0	16
Total	28	10	1	40

Reference data 43

Disciplinary action outcome by sex & by disability

	Female	Male	Total	Of those - disabled
Dismissal	5	7	12	1
Final written warning	1	0	1	0
Written warning	1	0	1	0
Guidance	0	3	3	0
Training	0	0	0	0
No Action	2	4	6	0
Total²	9	14	23	1

² Note in addition

- On 5 occasions the employee left during a disciplinary process

Reference data 44

Disciplinary action outcome by broad ethnic origin

	BAME employees	White employees	Not stated	Total
Dismissal	10	1	1	12
Final written warning	0	1	0	1
Written warning	1	0	0	1
Guidance Interview	4	0	0	4
Training	0	0	0	0
No Action	5	0	0	5
Total²	20	2	1	23

² Note in addition

- On 5 occasions the employee left during a disciplinary process

Section 7 - Capability Action & Outcomes

79. The numbers subject to capability action, including performance and sickness, are a small percentage of all employees (*References data 45 & 46*), nine 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 45

Capability action by sex & by disability

	Female	Male	Total	Of those - disabled
Dismissal	0	1	1	0
Written warning	0	1	1	0
Monitoring	4	3	7	0
No Action	0	1	1	0
Total	4	5	9	0

Reference data 46

Capability action by broad ethnic origin

	Black, Asian and Minority Ethnic employees	White employees	Not Stated	Total
Dismissal	0	1	0	1
Written warning	0	1		1
Monitoring	3	4	0	7
No action	0	0	1	1
Total	3	6	1	10

Section 8 - Staff Complaints

80. 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.

81. The numbers of staff that submit a formal complaint at stage 1 are very few. (Reference data 47 & 47A); eight employees represent 0.2% of the workforce. (Key data).

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

83. 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 47

Stage 1 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	2	0	2	2
Partially upheld	1	2	3	1
Upheld	0	0	0	0
In progress	1	2	3	0
Total¹	4	4	8	3

¹ In addition 2 complaints were withdrawn at some point during the complaint process.

Reference data 47A

Stage 1 complaints by broad ethnic origin

	BAME employees	White employees	Not Stated	Total
Not upheld	1	1	0	2
Partially upheld	2	1	0	3
Upheld	0	1	0	1
In progress	0	2	1	3
Total¹	3	5	1	9

¹ In addition 2 complaints were withdrawn at some point during the complaint process.

Reference data 48

Stage 2 complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Not upheld	1	0	1	0
Partially upheld	1	0	1	0
Upheld	0	0	0	0
In progress	1	1	2	0
Total ¹	3	1	4	0

¹ In addition, one employee resigned during the Stage 2 process.

Reference data 48A

Stage 2 complaints by broad ethnic origin

	Black, Asian and Minority Ethnic employees	White employees	Not Stated	Total
Not upheld	1	0	0	1
Partially upheld	1	0	0	1
Upheld	0	0	0	0
In progress	1	1	0	2
Total ¹	3	1	0	4

¹ In addition, one employee resigned during the Stage 2 process.

Section 9 - Respect at Work

84. The numbers of employees making a formal complaint are few; 17 employees represent less than 0.4% of the workforce. Note; these cover complaints on all forms of harassment and bullying.

85. 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 49

Complaints by sex & by disability

	Female	Male	Total	Of those - disabled
Mediation	1	1	2	0
Not upheld	4	1	5	1
Upheld	0	0	0	0
Partially upheld	2	1	3	0
In progress	4	3	7	1
Total ¹	11	6	17	2

¹ In addition, 1 complaint was resolved informally during the process, a further 4 complaints were withdrawn and 1 employee resigned.

Reference data 50

Complaints by broad ethnic origin

	BAME employees	White employees	Not Stated	Total
Mediation	1	1	0	2
Not upheld	4	1	0	5
Upheld	0	0	0	0
Partially upheld	3	0	0	3
In progress	3	4	0	7
Total ¹	11	6	0	17

¹ In addition, 1 complaint was resolved informally during the process, a further 4 complaints were withdrawn and 1 employee resigned.

Section 10 - Recruitment

86. The following looks at recruitment projects over the year 2019-20. 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 352 recruitment projects; of these

- There were 42 with 50 or more applicants
- There were 102 with 5 or fewer applicants

87. Some jobs have been the subject of more than one recruitment project. For example, Project Support officer and Customer Services officer appear several times and 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.

88. Overall there were 7,429 people who pursued an application.

89. 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 51 & 52).

Reference data 51

Sex

Female applicants: 4,389 (3,662) Male applicants: 2,775 (2,936); Not stated or prefer not to say: 265

Status*	Female	Male	Not stated	Total
Hired	57%	33%	10%	100%
Shortlisted	62%	35%	2%	100%
Applicants	59%	38%	4%	100%

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

Reference data 52

Disability

Disabled applicants: 837; Not disabled applicants: 6,404; Not stated: 188.

Status*	Disabled	Not Disabled	Not stated	Total
Hired	11%	87%	2%	100%
Shortlisted	14%	85%	2%	100%
Applicants	12%	86%	1%	100%

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

90. When looking at broad ethnic origin, (Reference data 53), the success of people at the shortlisting stage is in line with the percentages of people who applied.

Reference data 53

Broad Ethnic Origin

Black, Asian and Minority Ethnic (BAME) applicants: 4,886; White applicants: 2,187; Not stated: 356

	Asian	Black	Mixed	Other	BAME	White	Not stated	Total
Hired	8	34	7	3	46%	44%	10%	100%
Shortlisted	11	46	5	4	63%	33%	4%	100%
Applicants	15	46	6	5	68%	28%	4%	100%

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

Section 11 – Agency Workers

91. 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. On receipt of the monthly snapshot, HR work with departments to review usage, highlight the areas where resource planning would be beneficial, with a particular focus on long serving agency staff (i.e. anyone engaged for more than 12 months).

A monthly contract monitoring meeting is also held between HR and the on-site Comensura Business Partner to address any concerns and agree relevant performance improvements.

92. Monitors over the financial year 2019-20 show that numbers ranged from 438 to 557. (Reference data 54).

Reference data 54

Agency Workers – numbers via monthly snapshot 2019-20¹

	Headcount
April	468
May	457
June	438
July	446
August	448
September	474
October	503
November	545
December	559
January	511
February	520
March	557

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

93. The number of workers in use fluctuates monthly and over the year averaged 494 workers. This is an increase from last year's average of 447.

The increase in agency staff usage during 19/20 can be attributed to a number of factors such as:

- Interim recruitment needs for the delivery of new homes projects were sourced from the Comensura supply chain rather than other available frameworks used in the past.

- A number of specialist skills for hard to fill engineering, housing and planning roles were recruited under permanent and fixed term contracts.
- We have also captured up to £100k off contract spend for the recruitment of Arboriculture staff in direct response to the emergency tree project.
- There has also being an increase of £1.7m in spend in Children and Adult social care compared to last year. There has been a higher demand for temporary workers in this area and an increase in the hourly rate paid to workers authorised by managers.
- Seasonal demands which is common to see during the Autumn and Winter months

Some successes of the contract during the last financial year include; 68 temporary workers have been successful at taking permanent roles through the 'Temp to Perm' HR campaign, 5 workers being recruited to fixed contracts without any additional cost to the council and total savings achieved through the contract terms for 2019-20 of approximately £935,000.

Section 12 – Pregnancy & Maternity

94. This is the first year we are including Pregnancy and Maternity in the Workforce Report so there is currently no comparison to previous years. Equally, London Councils do not yet report on this data.
95. The percentage of the Children's and Adults workforce is predominantly made up of female employees (78% of the workforce). This is where we see 44% of all maternity leave in the 2019-20 period (*Reference data 55*).
96. Likewise, the percentage of the Environment and Leisure workforce is predominantly made up of male employees (78% of the workforce). This is where we see 37% of all paternity leave in the 2019-20 period (*Reference data 55*).
97. It is recognised that there were no staff nor their partners who took shared parental leave in council in the reporting year. Shared parental leave (SPL) allows parents to share leave between them. The right applies to both opposite-sex and same-sex couples, and similar rights apply to couples who are adopting a child. Shared parental leave (SPL) is available to parents whose babies were due on or after 5 April 2015 in accordance with employment legislation and to parents who adopted children on or after that date.

Reference Data 55

Employees as percentage of departmental headcount

	Maternity Leave	Paternity Leave	Adoption Leave	Shared Parental Leave	Total
Chief Executive's Department	2%	0%	0%	0%	1%
Children's & Adults Services	44%	23%	50%	0%	40%
Environment & Leisure	11%	37%	0%	0%	17%
Finance & Governance	13%	17%	50%	0%	14%
Housing & Modernisation	22%	23%	0%	0%	22%
Place & Wellbeing	8%	0%	0%	0%	6%
Total across the council	100	100%	100%	0%	100%

Reference Data 56

Broad ethnic origin of employees as percentage

	Asian	Black	Mixed	Other	BAME	White	Total
Maternity	16%	29%	5%	0%	51%	49%	100%
Paternity	10%	33%	0%	7%	50%	50%	100%
Adoption	0%	0%	0%	0%	0%	100%	100%
Shared Parental	0%	0%	0%	0%	0%	0%	0%

Reference Data 57

Staff with disabilities as percentage

	Disabled	Not Disabled	Total
Maternity	4%	96%	100%
Paternity	0%	100%	100%
Adoption	50%	50%	100%
Shared Parental	0%	0%	0%

98. Of the women who took Maternity or Adoption leave during 2019/20 there was a significant retention rate, with 73% returning to work. 12% remain on maternity or adoption leave and 15% have left Southwark employment at the time of publishing the Workforce report. (Reference data 58).

Reference Data 58

Employment status of Maternity/Adoption leave as percentage by department

	Remain employed	Left Employment	On Leave	Total
Chief Executive's Department	2%	0%	0%	2%
Children's & Adults Services	32%	7%	5%	44%
Environment & Leisure	6%	0%	5%	11%
Finance & Governance	10%	3%	1%	14%
Housing & Modernisation	18%	3%	1%	22%
Place and Wellbeing	5%	2%	1%	8%
Total	73%	15%	12%	100%

Appendix A

Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London & the South-east of England approximately 25% 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.

This Section provides some basic information about the Borough drawn from the 2011 census.

It also includes key data comparing the council's workforce with other London boroughs, albeit this must be viewed with caution. Increasingly the services provided will differ between boroughs. This will, for example, impact on the 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	142,618	26,069,148
	49.5%	49.2%
2011 Population: Females	145,665	26,943,308
	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 2019/20. The data that is shown is based on no fewer than submissions from 28 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 reported 4,586 directly employed staff (headcount), Kingston 1,153 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. Average Headcount of employees

- 2,719 staff

2. Average age

- 46.13 years. Across London boroughs those in 16-24 years age band are 3.4% of the workforce and those aged 65 and older are 3.7%. (Note there are significant variations in data submitted by boroughs in response to this question, one borough's return being 1.5%, another 7% and 1.9% - 5.8% respectively - which is out of step with all other responses)

3. Sex profile

- Male 39%
- Female 61%

4. Disabled staff

- 6.25% of the workforce

5. Broad Ethnic Origin

Not known – 13.7% of remainder

Broad Ethnic Origin	%
Asian (inc Chinese)	10.9%
Black	20.9%
Mixed	3.3%
White	49.5%
Other	1.6%

6. Length of Service

Range	%
Less than a year	11.69%
1 - < 2 years	10.61%
2 - < 3 years	8.28%
3 - < 5 years	11.77%
5 - < 10 years	17.04%
10 - < 15 years	15.85%
15 - < 20 years	11.35%
20 years & above	13.40%

7. Sickness Absences

- Average sickness days per person 8.58 days

8. Turnover

- All 12.8%
- Resignations 8.4%
- Leavers with less than 1 year service 2%

Item No. 8.	Classification: Open	Date: 9 February 2021	Meeting Name: Overview and Scrutiny Committee
Report title:		Work Programme 2020-21	
Ward(s) or groups affected:		N/a	
From:		Head of Overview and Scrutiny (Acting)	

RECOMMENDATIONS

1. That the overview and scrutiny committee note the work programme as at 9 February 2021 attached as Appendix 1.
2. That the overview and scrutiny committee consider the addition of new items or allocation of previously identified items to specific meeting dates of the committee.

BACKGROUND INFORMATION

3. The terms of reference for the overview and scrutiny committee are:
 - a) to appoint commissions, agreeing the size, composition and terms of reference and to appoint chairs and vice chairs
 - b) to agree the annual work programme for OSC and the commissions
 - c) to consider requests from the cabinet and/or council assembly for scrutiny reviews
 - d) to exercise the right to call-in for reconsideration of executive decisions made but not yet implemented
 - e) to arrange for relevant functions in respect of health scrutiny to be exercised by an overview and scrutiny committee of another local authority where the council considers that another local authority would be better placed to undertake those relevant functions, and that local authority agrees to exercise those functions
 - f) if appropriate, to appoint a joint overview and scrutiny committee with two or more local authorities and arrange for the relevant functions of those authorities to be exercised by the joint committee
 - g) to periodically review overview and scrutiny procedures to ensure that the function is operating effectively
 - h) to report annually to all councillors on the previous year's scrutiny activity
 - i) to scrutinise matters in respect of:
 - the council's policy and budget framework

- regeneration
 - human resources and the council's role as an employer and corporate practice generally
 - customer access issues, including digital strategy, information technology and communications
 - the council's equalities and diversity programmes.
4. The work programme document lists those items which have been or are to be considered in line with the committee's terms of reference.

KEY ISSUES FOR CONSIDERATION

5. Set out in Appendix 1 (Work Programme) are the issues the overview and scrutiny committee is due to consider in the 2020-21 municipal year.
6. The work programme is a standing item on the overview and scrutiny committee agenda and enables the committee to consider, monitor and plan issues for consideration at each meeting.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Overview and Scrutiny Committee agenda and minutes	Southwark Council Website	Everton Roberts 020 7525 7221
Link: http://moderngov.southwark.gov.uk/ieListMeetings.aspx?Committeeld=308		

APPENDICES

No.	Title
Appendix 1	Work Programme 2020-21

AUDIT TRAIL

Lead Officer	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Report Author	Everton Roberts, Head of Overview and Scrutiny (Acting)	
Version	Final	
Dated	1 February 2021	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Director of Law and Governance	No	No
Strategic Director of Finance and Governance	No	No
Cabinet Member	No	No
Date final report sent to Scrutiny Team	1 February 2021	

APPENDIX 1

Work Programme 2020-21

Item	Meeting date									Commentary
	2 June 2020	22 July 2020	16 Sep 2020	15 Oct 2020	9 Nov 2020	12,25/26 Jan 2021	9 Feb 2021	3 Mar 2021	22 Mar 2021	
Items for future consideration – either allocated (✓) or to be allocated										
Scrutiny Review - Regeneration	-	-	-	✓	✓	-	✓	✓	✓	On agenda
Cabinet Member Interviews	-	-	-	-	✓	-	-	-	-	<ul style="list-style-type: none"> Leader of the Council interviewed on 9 November 2020
Refreshed Council Plan 2018 – 2022					✓	-	-	-	-	
Performance Monitoring	-	-	-	-	✓	-	-	✓	-	3 Mar 2021 To receive, quarterly performance monitoring information. ----- 9 Nov 2020 - Information contained on the agenda by way of Annual Performance Report 2019-20
Budget Scrutiny	-	-	-	-	-	✓	-	-	-	To be considered over 3 meetings (January 2021)

Item	Meeting date									Commentary
	2 June 2020	22 July 2020	16 Sep 2020	15 Oct 2020	9 Nov 2020	12,25/26 Jan 2021	9 Feb 2021	3 Mar 2021	22 Mar 2021	
Bakerloo Line extension and Old Kent Road	-	-	-	-	-	-	✓	✓	-	TfL invited to February or March meeting.
Local Transport Networks (LTNs)										To be considered by OSC subject to work of environment scrutiny commission.
Local Funds – Follow up work	-	-	-	-	-	-	-		-	Arising from 9 October 2019 meeting. Cllrs Humaira Ali to take it away for review and bring back a proposal.
Update on council's response to Covid-19	-	-	-	✓	-	-	-	-	-	Received at 15 October meeting.
Leisure Management Contract Arrangements – pre decision scrutiny	-	✓	-	✓	-	-	-	-	✓	Gateway 0 Report to be considered at March 2021 meeting if available.
Establishing Scrutiny Arrangements 2020-21 (Establishment of Scrutiny Sub-Committees/Commissions and setting of work programmes)	-	-	✓	-	-	-	-	-	-	<p>Overview and Scrutiny Committee set the following work programmes;</p> <p>Post Covid-19 – Ongoing impact (review across overview and scrutiny Committee and health and social care scrutiny commission)</p> <ul style="list-style-type: none"> Continuing the work on

Item	Meeting date									Commentary
	2 June 2020	22 July 2020	16 Sep 2020	15 Oct 2020	9 Nov 2020	12,25/26 Jan 2021	9 Feb 2021	3 Mar 2021	22 Mar 2021	
										<p>climate/pollution and transport (environment scrutiny commission)</p> <ul style="list-style-type: none"> • Health inequalities (health and social care scrutiny commission) • Opportunities for young people (education and local economy scrutiny commission) • Harnessing community liaison/mutual-aid groups (housing and community engagement scrutiny commission) • Regeneration/planning strategy (overview and scrutiny committee)
Joint Health Overview & Scrutiny Committee – Reconfiguration of Lambeth Hospital Mental Health In-patient Services	✓	-	-	-	-	-	-		-	<p>Outcome of review to be reported back to Overview and Scrutiny Committee.</p> <p>Amended terms of reference considered at 2 June OSC meeting.</p>
Tracking reports and recommendations	-	-	-	-	-	-	-		-	<p>Arising from discussion at 9 October 2019 meeting.</p>

Item	Meeting date									Commentary
	2 June 2020	22 July 2020	16 Sep 2020	15 Oct 2020	9 Nov 2020	12,25/26 Jan 2021	9 Feb 2021	3 Mar 2021	22 Mar 2021	
Work Programme	✓	✓	-	✓	✓	✓	✓		✓	Opportunity to review at each meeting.

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OVERVIEW & SCRUTINY COMMITTEE

MUNICIPAL YEAR 20-21

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Councillor Michael Situ			
Councillor Cleo Soanes			
		Dated: November 2020	