

# **Southwark Council Annual Workforce Report 1 April 2020 – 31 July 2021**

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## ***Executive Summary***

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The Annual Workforce Report demonstrates the council's commitment to openly sharing our data and the actions we will take to address areas of disparity as part of our responsibilities under the Equality Act 2010, and the public-sector equality duty. The effects of the pandemic has placed increased challenges on our workforce and we have demonstrated our commitment to our residents and our workforce by putting them first through the services we deliver. However, we understand that we still have work to do to address areas highlighted in the data and feedback from our employees. This report outlines our intentions on areas where we need to improve.

In this year's Annual Workforce Report, we have reported data on the following protected characteristics under the Equality Act 2010:

- Age
- Ethnicity & Race
- Sex
- Sexual orientation
- Pregnancy and maternity
- Gender reassignment
- Religion or belief
- Marriage or civil partnership
- Disability

The workforce data contained in this report covers the period 1 April 2020 – 31 July 2021 with the exception of the Pay Gap reports, which are for the period 1 April 2020 – 31 March 2021 (as the Gender Pay Gap legislation dictates). Data referred to in the report refers to the five departments in the council:

- Chief Executive's;
- Children's and Adults';
- Environment and Leisure;
- Finance and Governance; and
- Housing and Modernisation.

As at 31 July 2021, the council employed 4294 (headcount) employees which has been relatively stable over the last 4 years.

The report is divided into 4 sections:

- Section 1: Protected Characteristics and Workforce Profile
- Section 2: General Workforce data
- Section 3: Pay Gap data
- Section 4: EDI Workforce Action Plan

## **Section 1: Protected Characteristics and Workforce Profile**

### ***Age***

The council has an aging workforce, with the average age of employees currently at 47 years of age.

The widest age range is between 40 – 54, which makes up 37% of the workforce and has been consistent over the last 5 years. The Environment and Leisure department has the highest number of employees over the age of 55. Age group 25 - 39 represents the lowest age group across the council.

More work will be done in this area to encourage young people to consider career opportunities in the council to ensure we have a solid succession plan in place for the future.

### ***Sex***

There is a relatively even number of female and male employees, with 51% female and 49% male which has been consistent over the last 5 years. However, there is a larger number of males compared to females in the Environment and Leisure department. In contrast, there is a higher number of female employees in the Children's and Adults' department. More work will be done to increase gender diversity to encourage both sexes to consider careers in under-represented teams, within these departments as part of our refreshed Employment Opportunities Pathway strategy.

### ***Disability***

The number of employees who shared data around disability has increased since last year from 6.1% to 6.5% with 5.5% of the employees not sharing their disability status. Further work will be done to encourage employees to share their disability status.

### ***Race***

38% of employees reported their ethnicity as Black, whereas the local population is 27%. Our workforce has 6% of employees who identify as Asian and the local population is 9%. White employees are 51% of the workforce whereas 54% of the local population is White (Census 2011). There is a small percentage of the workforce who have chosen



not to share their data (4.4%). We continue to do work to increase voluntary declarations in this area.

We have achieved greater representation (over 50% of employees) from the Black, Asian and Minority Ethnic communities, in our Housing and Modernisation, Children's and Adults' Departments, whereas we have lower representation in the Chief Executive's, Environment and Leisure Departments.

We have greater representation of Black, Asian and Minority Ethnic employees in grades 1-12, and lower representation at grades 14+ (above £50k per annum) at 26% compared to White employees. We are seeking to address this disparity through the work we are doing on our Southwark Stands Together (SST), programme to take positive action to address under-representation at senior management level.

### ***Religion or Belief, Sexual Orientation & Gender Reassignment and Marriage & Civil Partnership***

Currently, we do not hold enough information on our systems to report on the above. However, we will be doing some work throughout the year to increase reporting in these areas.

### ***Pregnancy and Maternity***

The Children's and Adults' Department had the highest number of employees who took maternity leave, in comparison with the Environment and Leisure Department. There is a higher percentage of females in the Children's department compared to Environment and Leisure, which is predominately male. This could account for the uptake in maternity leave. However, the Environment and Leisure Department has the highest uptake of paternity leave compared to other departments, which may be attributed to higher numbers of male employees.

We are reviewing our current Family Friendly policies to continue supporting working parents with a focus on those with caring responsibilities to ensure we have a range of competitive options to support the workforce.

## **Section 2: General Workforce Data**

### ***Southwark Stands Together***

We have launched a number of activities over the last year, with a focus on tackling racial inequality and injustice in the workplace. In doing so, we have committed to working with colleagues and stakeholders across the council to encourage people to speak out and share their views on where they would like us to improve. We have launched the following under the Workforce Work-stream of the overall Southwark Stands Together programme (SST):

- Set up a SST Workforce Strategy Board and supporting governance, which consists of representation from our Black, Asian and Minority Ethnic Staff Network Group

- Solution conversations were held between February and May 2021, where employees were invited to attend confidential discussions with an external Equality, Diversity and Inclusion (EDI) consultant to suggest areas where we need to change and improve. An action plan will be devised to capture the areas where the workforce would like to see change.
- Monthly communications are shared with the workforce providing regular updates on the progress of the Workforce Work-stream.
- SST Champions are a community of employees who advocate and take part in the delivery of the work undertaken by the Work-stream.
- Supporting the Leadership Network (our leaders and managers across the council) to design and plan events to build understanding and capacity to lead in the EDI space.
- Building employment opportunity pathways to encourage Black, Asian and Minority Ethnic employees to further their careers and to encourage talent into the council.
- Connecting with our Workforce with a focus on employees who do not have access to our IT systems.
- Working with leaders and managers to train and develop them in the space of EDI.
- Supporting departments to develop their SST EDI action plans to address disparities in the workforce.

### ***Starters & Leavers***

533 people started with the council from 1 April 2020 to 31 July 2021, a decrease of 20 since the last Annual Workforce Report. 143 people resigned from the council between 1 April 2020 and 31 July 2021. Anecdotal feedback indicates that improvements can be made on the on-boarding and induction process, to provide new recruits with a good introduction to the council to help them succeed in their roles. This work will be addressed as part of a new Recruitment Strategy to make sure we attract, recruit and retain the right talent. This will also focus on achieving a better understanding of the reasons for resignation to prevent loss of talent, particularly where employees report instances of bad practice, bullying and/or harassment.

### ***Recruitment***

13,895 people pursued an application to work in the council, with the largest number of applications from Black applicants (5228), followed by White applicants (4340) and 2142 from Asian applicants. However, the data shows that more White People were successful at appointment stage compared to Black, Asian and Minority Ethnic applicants.

We have broadly comparable numbers of employees from White (51%), Black, Asian and Ethnic Minority groups (49%). However, the data shows that we have more White employees at grade 14 and above compared to Black, Asian and Minority Ethnic employees. A new Recruitment Strategy will be developed to address ethnicity and race under-representation across the council, and look at ways of improving recruitment practices to eliminate areas that prevent access to particular groups.

## ***Agency Workers***

The data shows that the council engaged between 494 to 557 agency workers from 1 April 2020 – 31 July 2021. Spend between this period was around £41m, with the highest spend in the Children's and Adults' Department. Increased demand for agency workers was mostly due to the pandemic, which led to a high demand for temporary workers in areas such as social care. An agency strategy will be developed to review our levels of spend and to address, reoccurring areas where there are challenges in hard to recruit areas and to develop alternative approaches to consolidate vacancies across the council. It will also focus on ensuring that we offer permanent employment (where possible), to lower paid workers to provide stable employment as opposed to extending short-term agency placements.

## ***Learning and Development***

The highest group of employees who accessed professional qualifications was grades 10 - 12 representing 54.7% of applications. The lowest take-up by grade was 1 – 5, where only 1.9% of applications were received from this group of employees. The data also suggests that Black, Asian and Minority Ethnic employees are less likely to undertake professional qualification training. It is also noted through conversations with employees that there is a perceived lack of career progression, particularly into senior level roles. Further work is being done to open up opportunities to support Black, Asian and Minority Ethnic employees to raise awareness of the professional qualification scheme, along with other developmental opportunities and positive action initiatives to aid career progression.

## ***Casework***

The data reports on activity, in relation to people management casework and highlights increased levels of sickness, absence attributed to musculoskeletal problems and adverse mental health. This highlights the need to focus on these two areas as part of the new well-being strategy, to support employees who suffer with these conditions. As well as to support the workforce with managing their well-being post pandemic.

More work will be done to understand trends in relation to casework such as capability, disciplinary, complaints and respect at work, with a view to exploring early resolution without the need to go through formal processes.

## **Section 3: Pay Gap Reporting**

### ***Gender***

The mean Gender pay gap: Southwark council has a mean gender pay gap of minus 5.99%, a slight decrease from minus 6.62% % last year. This indicates that on average Southwark male employees' are paid lower than Southwark female employees' by

approximately 5.99%. For every £10 a male employee is paid, females are paid £10.59. This is predominantly due to the larger number of male workers in lower paid roles within the waste and cleansing services. The narrowing of the gap is a positive trend towards parity.

<b>Gender Pay Gap indicator</b>	<b>April 2021</b>	<b>April 2020</b>	<b>April 2019</b>
Difference in mean bonus pay	93.52%	91.84%	90.93%
Difference in median bonus pay	89.86%	90.68%	82.83%
Proportion of male employees who were paid a bonus	5.06%	4.53%	5.02%
Proportion of female employees who were paid a bonus	1.42%	1.21%	1.18%

### ***Ethnicity***

**The mean Ethnicity pay gap:** Southwark council has a mean ethnicity pay gap of 14.68%. This indicates that on average, for every £10 a Black, Asian, and Minority Ethnic employee earns, White employees earn £11.47, which is a small increase on last year.

<b>Ethnicity Pay Gap indicator</b>	<b>April 2021</b>	<b>April 2020</b>	<b>April 2019</b>
Difference in mean bonus pay	50.21%	54.13%	49.96%
Difference in median bonus pay	74.01%	71.46%	69.59%
Proportion of White employees who were paid a bonus	4.69%	3.69%	4.14%
Proportion Black, Asian and Minority Ethnic employees who were paid a bonus	2.12%	2.35%	2.26%

### ***Disability***

**The mean Disability pay gap:** Southwark council has a mean disability pay gap of 2.24%. This indicates that on average, for every £10 a non-disabled employee earns, a disabled employee earns £9.77.

<b>Disability Pay Gap indicator</b>	<b>April 2021</b>	<b>April 2020</b>	<b>April 2019</b>
Difference in mean bonus pay	69.78%	62.52%	45.79%
Difference in median bonus pay	84.26%	88.66%	81.90%
Proportion of Non-Disabled employees who were paid a bonus	3.20%	2.79%	3.07%
Proportion of Disabled employees who were paid a bonus	3.76%	3.37%	2.87%

A new Pay Gap strategy will be developed outlining our intentions to address pay gaps in relation to gender, ethnicity and disability.

#### ***Section 4: EDI Action Plan***

We have analysed the data outlined in this report and developed an action plan, which outlines the work we will be doing to address disparities highlighted in the data. The action plan will be owned and delivered by Employee Experience under the Chief Executive's Department, with oversight from the Chief Officer Team and Cabinet to ensure we deliver on our commitments.

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## **1. Introduction**

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- 1.1 We are delighted to present our Annual Workforce Report which demonstrates our continued commitment to transparency on our workforce data. In doing so, we are proud to be an organisation that appreciates the need to go over and above statutory responsibilities to do the best for our residents, workforce, businesses, and wider communities we are proud to serve.
- 1.2 This Annual Workforce Report comes at a time where we are faced with national and global challenges due to the pandemic. Consequently, it has never been more important to put workforce wellbeing at the heart of what we do. Despite the challenges of the pandemic, we have managed to push forward on equality, diversity, and inclusion (EDI) initiatives and put support in place to maintain the wellbeing of our workforce. In addition, we delivered a number of engagement initiatives under the Southwark Stands Together (SST) Programme; our long-term commitment to tackle racial inequality in our communities and workforce. This work has been achieved as a result of collaboration with staff who are ambitious about tackling workplace racism, inequality, and injustice.

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## **2. Why we produce this report?**

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- 2.1 Our Annual Workforce Report brings together Southwark's approach to EDI and our commitment to transparency in promoting best practice. Additionally, it meets statutory obligations to produce EDI data under the Equality Act (2010) and the Public-Sector Equality Duty (PSED).
- 2.2 We have been working hard to put EDI at the heart of everything we do, and are making sustained progress. This report determines our commitment across chief officer team, senior managers and wider workforce, whilst focussing on the needs of our diverse stakeholders, who rely on us to provide fairness, equity and transparency particularly in terms of access and delivery of the services we provide.

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## **3. Our Responsibilities**

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- 3.1 We understand and are dedicated to our responsibilities under the Equality Act 2010 and as a local authority we are subject to the Public-Sector Equality Duty (PSED).
- 3.2 The PSED states that we must, in the exercise of our functions, have due regard to the need to:
  - Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act;
  - Advance equality of opportunity between people who share a protected characteristic's and those who do not; and
  - Foster good relations between people who share a protected characteristics and those who do not.

### 3.3 The PSED covers the nine protected characteristics:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The report provides data on protected characteristics, with the exception of marriage, civil partnerships and gender reassignment where data is not currently available.

### 3.4 The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

[Further details on PSED can be found here](#)

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## 4. ***Demonstrating our commitment***

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### 4.1 We updated our council values to include two new EDI values;

- to work to make Southwark more equal and just
- to stand against all forms of discrimination and racism.

We are incorporating key actions identified through SST into our Council Plan, strengthening engagement with residents, businesses, and the wider community to deliver those actions. These will be translated into the work we are doing with the workforce to continuously improve our approach to EDI.

This report is divided into 4 sections:

- Section 1: Protected Characteristics and Workforce profile
- Section 2: General Workforce data
- Section 3: Pay Gap data
- Section 4: EDI Workforce Action Plan

### 4.2 **Data**

The workforce data for this report covers the period 1 April 2020 – 31 July 2021 with the exception of the Pay Gap reports which are for the period 1 April 2020 – 31 March 2021 as the Gender Pay Gap legislation dictates.

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## 5. *Departments in the Council*

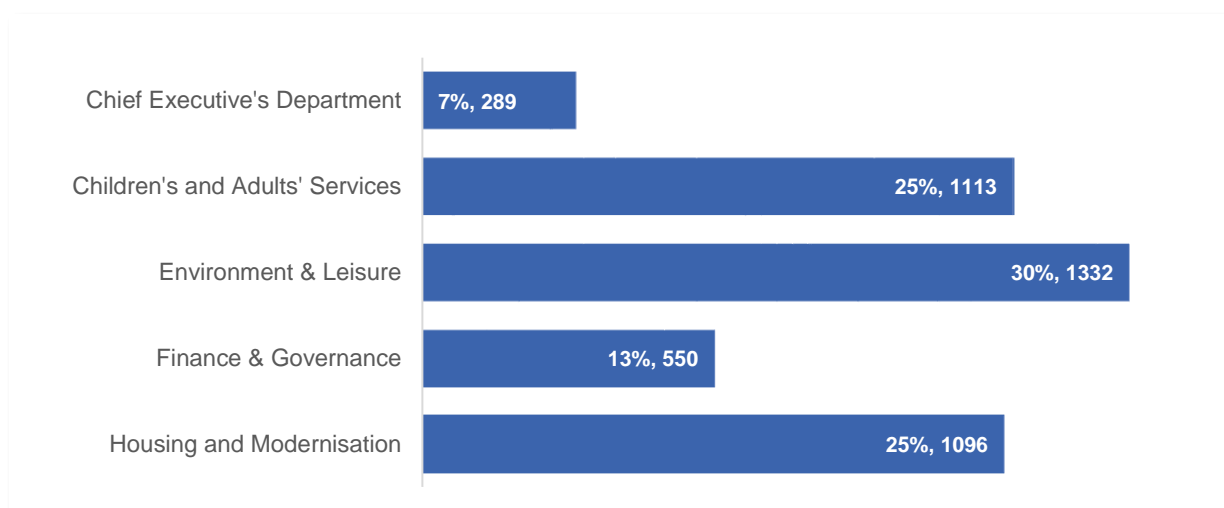
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5.1 The council is made up of five departments:

- Chief Executive's Department;
- Children's and Adults' Services;
- Environment and Leisure;
- Finance and Governance; and
- Housing and Modernisation.

5.2 The employee headcount in each department is detailed in chart 1 below.

Chart 1 – Percentage and number of Employee headcount broken down by department



5.3 The council's organisational structure can be found on the [Southwark Council website](#).



## 6. Key Workforce Data Infographic

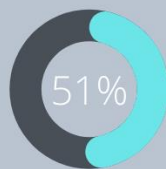
# KEY WORKFORCE DATA

Annual Workforce Report 2020-21

### NUMBER OF EMPLOYEES

The headcount of employees as at 31 July 2021 = 4380

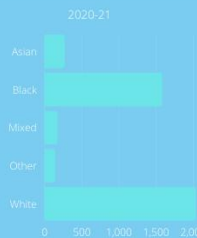
Year	Headcount
Year 2019-20	4293
Year 2018-19	4196
Year 2017-18	4110
Year 2016-17	4150
Year 2015-16	4538



### SEX PROFILE OF EMPLOYEES

The sex profile has remained fairly even over recent years with it being 50/50 in the period 2019-2020 & 2018-19

2020-21: 51% Female & 49% Male



### BROAD RACE PROFILE

Year	% Black, Asian and minority ethnic employees	% White employees
Year 2020-21	51%	49%
Year 2019-20	51%	49%
Year 2018-19	50%	50%
Year 2017-18	49%	51%



Southwark council have increased representation of colleagues from Black, Asian & Minority Ethnic communities from 22% to 26% in grades 14 & above.

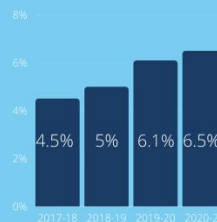
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### AVERAGE AGE OF THE WORKFORCE

There is a slight increase year on year in terms of the average age of the workforce

### EMPLOYEES WITH DISABILITIES

Percentage of employees sharing that they have a disability

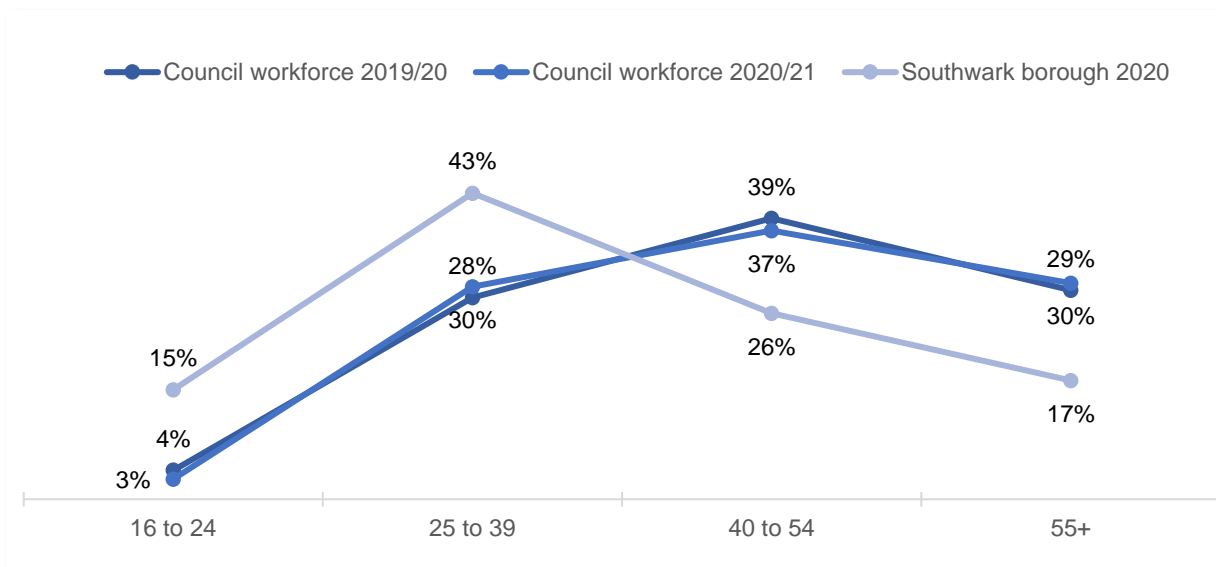


# **Section 1: Protected Characteristics and Workforce Profile**

## 7. Age

7.1 The chart below shows figures for age breakdown of the council's workforce for 2020-21, compared with last year's data (2019-20) and Southwark borough's working age population in 2020. The data highlights that the council has an older workforce age profile in comparison to the local population. As highlighted in chart 2, there are no significant changes between the council's age profiles for 2019-20 and 2020-21. The 40-54 age range remains the largest group of employees within the council, although there is a slight decrease by 2% to 37%. By contrast, the largest age range for the Southwark population is 25-39 at 43%. Over two thirds of the council workforce are aged 40 and over (67%), while this age group accounts for 43% of the local working age population. This is in line with other London boroughs where the average employee age is 46, which is only slightly lower than Southwark's average of 47 years.

*Chart 2 - Age comparison of council's workforce for 2019-20, 2020-21 and Southwark working age population 2020*



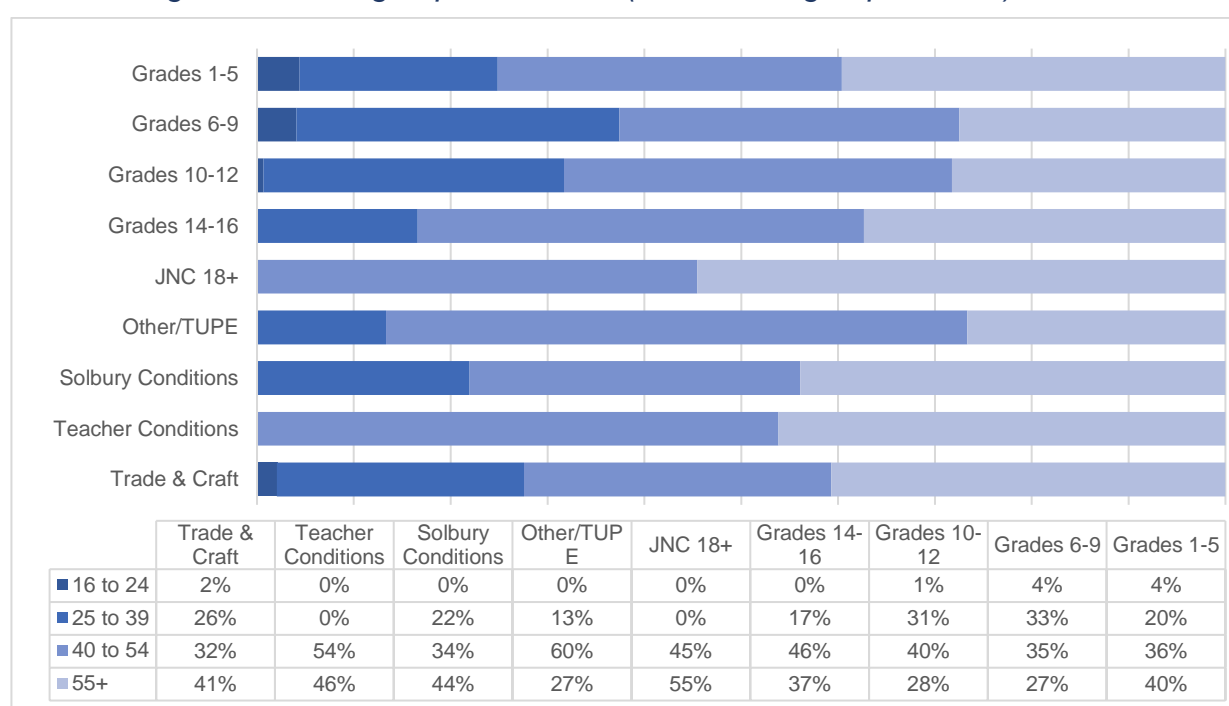
7.2 Our data shows that the council has an aging workforce, with a lower percentage of employees below the age of 40 (33%) compared to 58% for the local population. Public sector organisations tend to employ a higher percentage for this age group, with the Local Government Authority reporting 70% of the workforce as over 40 (LGA, 2020). This is in line with our data as detailed above.

7.3 Research shows that a growing proportion of the UK workforce are over 50, currently approximately 36% compared to 21% 20 years ago (Office of National Statistics, 2021; CIPD, 2018). There are specific considerations for managing an age-diverse workforce. These include a strong focus on succession planning which increases workforce stability and transfer of knowledge. Our data emphasises that 46% of senior positions (grades 14 and above) are held by employees aged 55 and over, totalling 91.5% for those over 40 (chart 3 below). Research suggests that managing an aging workforce also requires strong and supportive health and

wellbeing policies or initiatives, as this age group can experience health problems in older age if measures are not taken to prevent and manage medical conditions.

7.4 Succession planning improves career progression opportunities to help employees wishing to move to different roles, in turn aiding employee retention across the council. Targeted interventions, as part of strategic workforce planning, include utilising ‘*Employment Opportunities Pathways*’ that are being developed to open up the talent pipelines for a variety of functions and roles within the council. These include internships, graduate training programmes, apprenticeships, and work experience. This will help open up new avenues for our young people aged 16-24 and increase percentages for those aged 39 and below.

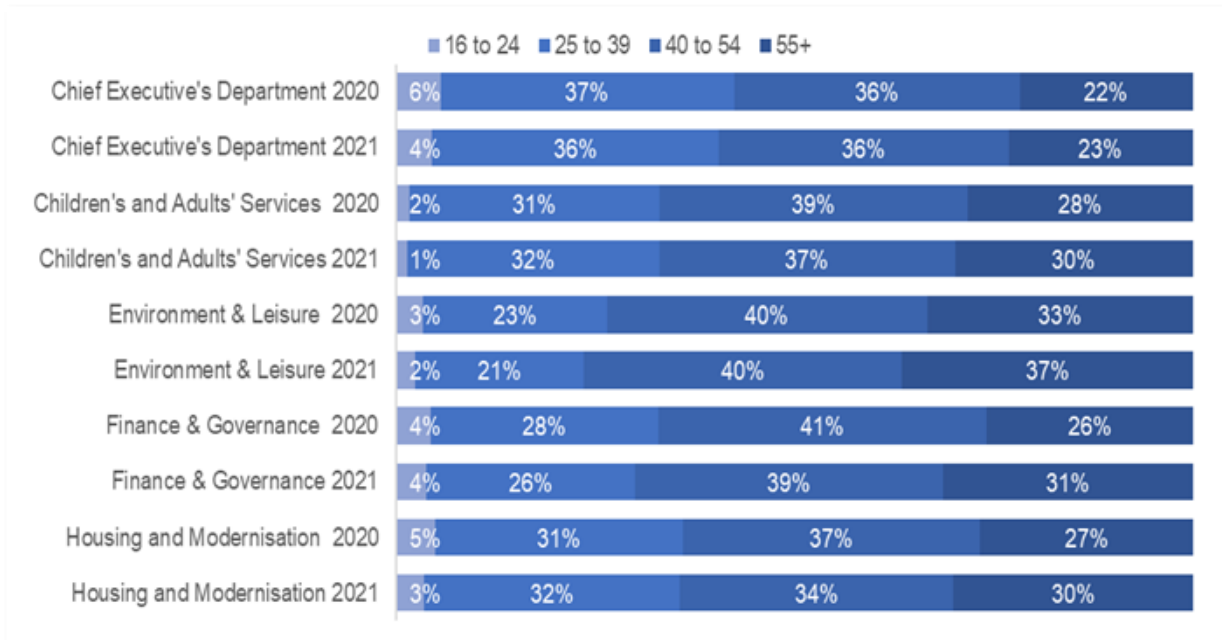
Chart 3 - Age and Grade group distribution (total Grade group = 100%)



### Analysis by department

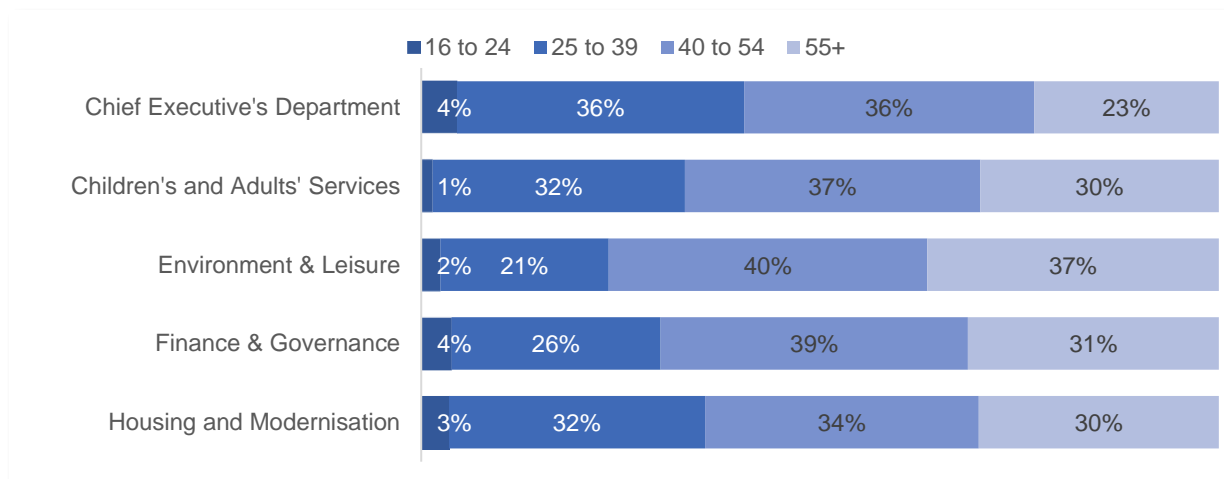
7.5 Chart 4 (below) shows a comparison between data for department and age distribution for 2021 and last year. There are no significant changes between the two data sets.

Chart 4 - Age and Department group distribution (total department group = 100%)



- 7.6 Approaches and activities regarding managing age diversity within the departments will vary, requiring detailed analysis to determine the best plan for each. An overarching workforce planning strategy will be developed to ensure consistency and clarity, providing a set of corporate aims for all departments, with the flexibility to address specific issues. For example, a review of data regarding departmental age distribution highlights the range of figures for employees aged 40 and over (chart 5). Although the Chief Executive department has the lowest percentage of employees in this age group, 59% is still high and indicative of the need to view steps to support an aging workforce as a corporate necessity.
- 7.7 In comparison, the Environment and Leisure department has the highest number of employees in this age range (77%) and has less office-based roles. Approximately 76% of the department's workforce are frontline and manual workers. Musculoskeletal problems are the highest cited reason for sickness absence at 36% compared to 23% for the council as a whole. It is likely that this is due to the manual nature of these roles. Established health and safety protocols and awareness continue to be integral to the roles within Environment and Leisure. This includes measures that are specific to these types of roles and ensure appropriate actions are in place to minimise the wear and tear that can result in musculoskeletal problems.
- 7.8 All departments have low numbers of employees aged 16-24 which indicates the need for there to be a corporate aim to increase this statistic as part of a workforce planning strategy.

Chart 5 Department and Age distribution



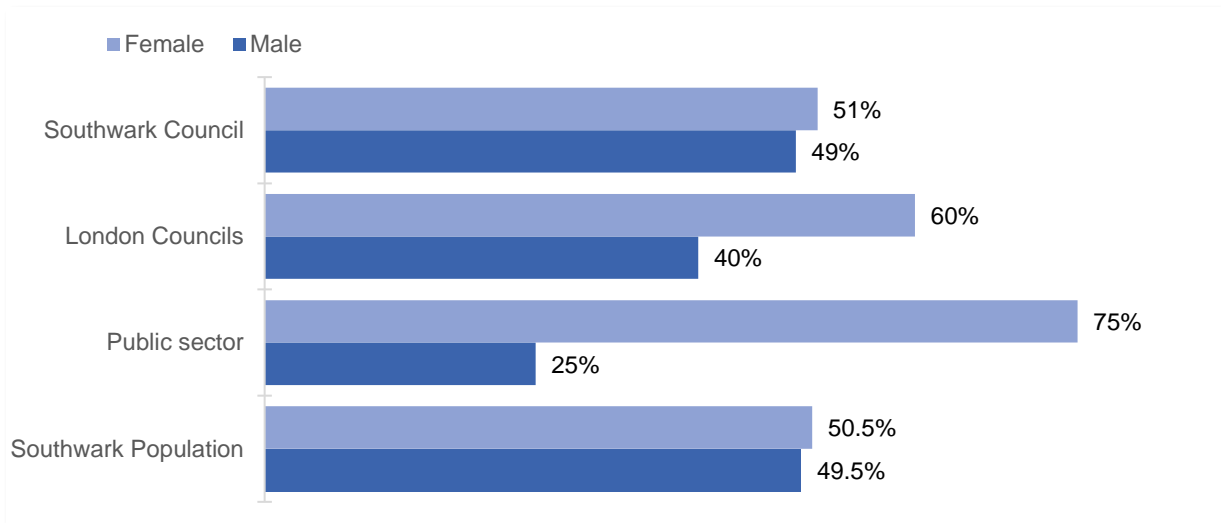
### 7.9 Next Steps:

- A workforce planning strategy will be developed. This will support the council to understand and anticipate current and future workforce needs, including considerations relating to age profile. This includes support from the Employee Experience Division to design of structures and roles which have defined career progression pathways, innovative and tailored recruitment and attraction programmes, plus comprehensive training and development plans.
- Succession planning for key roles and functions within the council will be a critical focus.
- Utilise the Employment Opportunities Pathways strategy once developed and increase the age profile for employees under 25.

## 8. Sex

- 8.1 The council's female to male ratio is relatively even, as shown in the Key Workforce Data earlier in this report, that 51% of the council workforce is female, with 49% male.
- 8.2 This is a slight change from last year where there was a 50:50 split. It mirrors the data published for Southwark borough's population at 49.5% for males and 50.5% for females. London borough councils report as 60% female. According to figures for public sector employment (LGA, 2020), the ratio is 75% female to 25% male. This is a significant difference to the council's figures. It is difficult to make "like for like" comparisons as the types of services provided may vary from one organisation to another. This will, for example, impact on the sex profile where particular services remain female or male dominated.

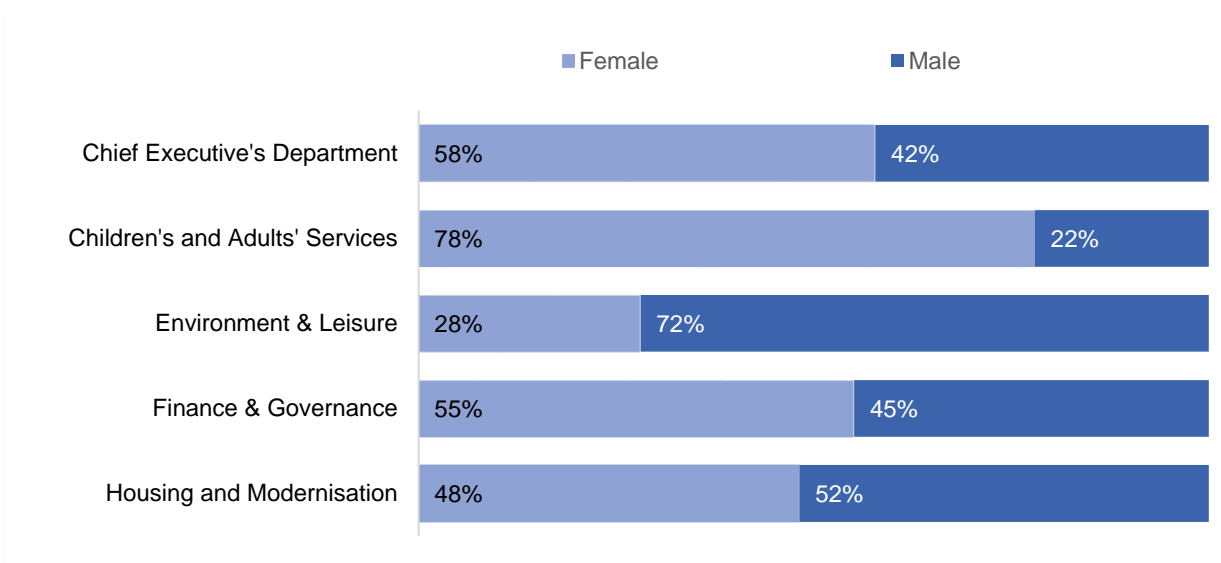
Chart 6 – Sex profile comparison: Southwark council, London councils, Public sector and Southwark population



8.3 Chart 7 shows the percentage of males and females broken down by department. The greatest differences are within the Environment and Leisure and Children’s and Adults departments, where there are a larger number of female employees in the Children’s and Adults department (78%) compared to Environment and Leisure (28%). This is likely to be because roles relating to social care and education are traditionally female dominated, as is the case for the Children’s & Adults department. Conversely, many of the roles within Environment & Leisure, such as those in Waste & Cleansing, are traditionally male dominated.

8.4 Gender diversity brings different perspectives to a job or team dynamics, provides a better reflection of customers, and widens the talent pool. Therefore, we will need to use targeted recruitment and attraction planning to increase gender diversity in these roles and challenge gender stereotypes.

Chart 7 Sex distribution by department



## Gender pay gap

8.5 The annual gender pay gap report shows the difference in pay between male and female employees within our workforce. The full report is published in Section 3 – Pay Gap Reporting.

### 8.6 Next Steps:

- Review areas of the council where there is gender based roles and, as part of workforce planning, develop initiatives that aim to increase gender diversity and measure progress.

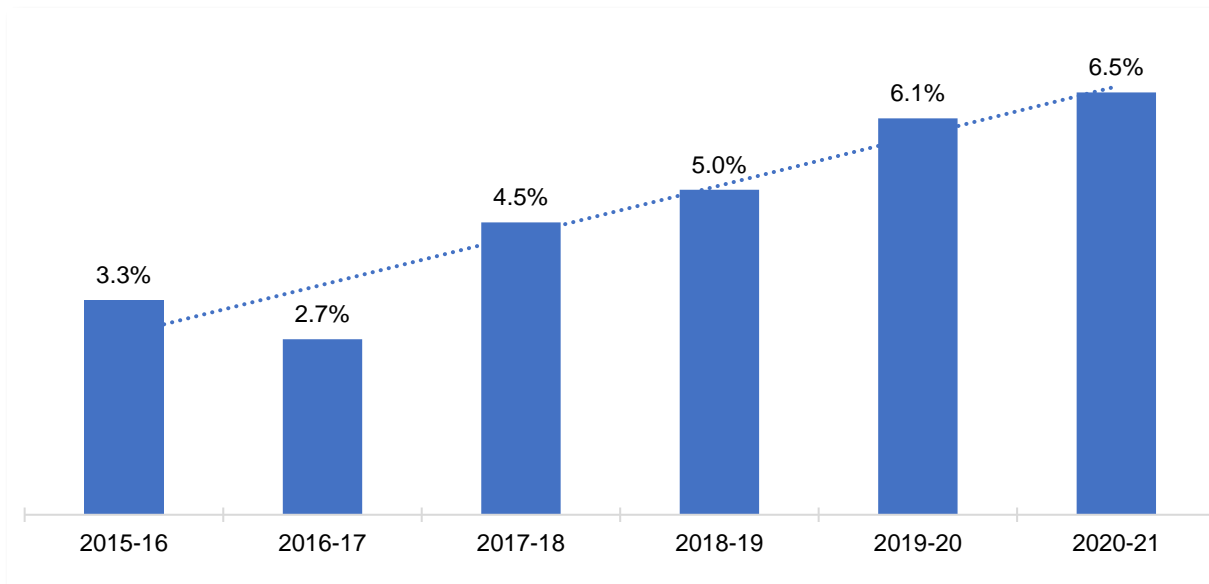
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## 9. Disability

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9.1 As a Disability Confident accredited employer, the council is committed to eliminating discrimination, removing barriers and promoting opportunities relating to employees, job seekers and workers with disabilities. In order for us to assist with providing support and monitoring outcomes, employees are encouraged to share their disability status. Currently, 6.5% of the total workforce have reported a disability. This has increased very slightly by 0.4% as compared to the previous year and shows an increasing trend over the past five years.

Chart 8 Disability distribution by year, with trend-line



9.2 It is important to note that on average, 55% of employees have not shared their disability status (chart 8, above). This highlights that this figure (6.5%) is unlikely to be a true indication of the number of employees with disabilities. Interestingly, the number of employees that did not record their disability increases with age. 70% of employees aged 55 and over have not recorded their status, whereas the figure is just 5% for those aged 16 to 24 (chart 9).

9.3 The council aims to create an environment where employees feel safe and comfortable to report any disabilities and discuss their needs. It is important to



understand the reasons for employees not reporting this and explore solutions for improvement. This will provide us with more reliable data to draw better conclusions regarding representation of disabled employees across all levels of the council.

Chart 9 - Employees with disabilities and Age distribution (total age group = 100%)

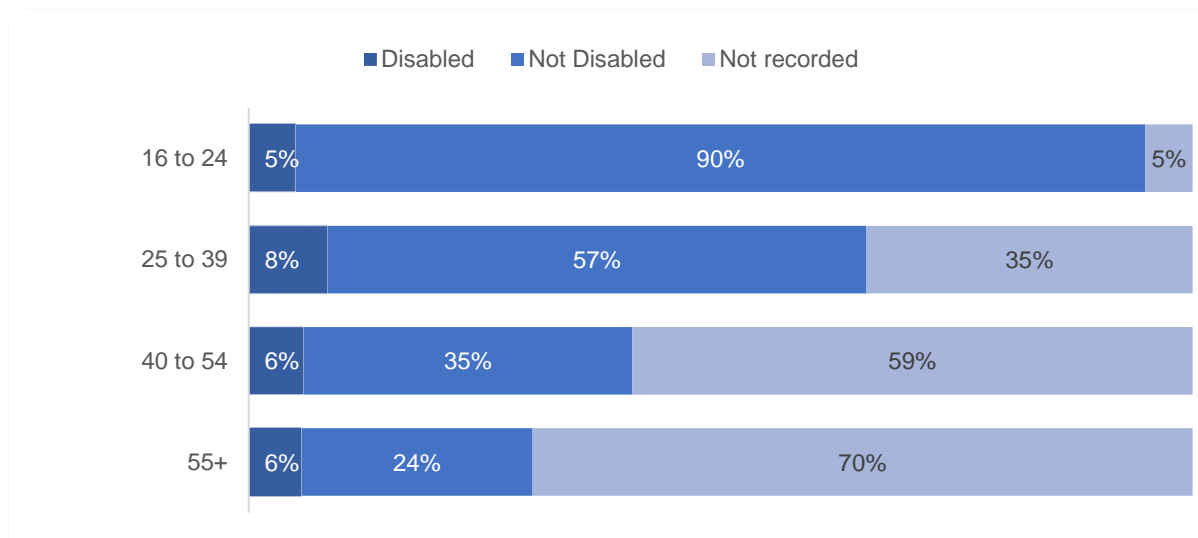
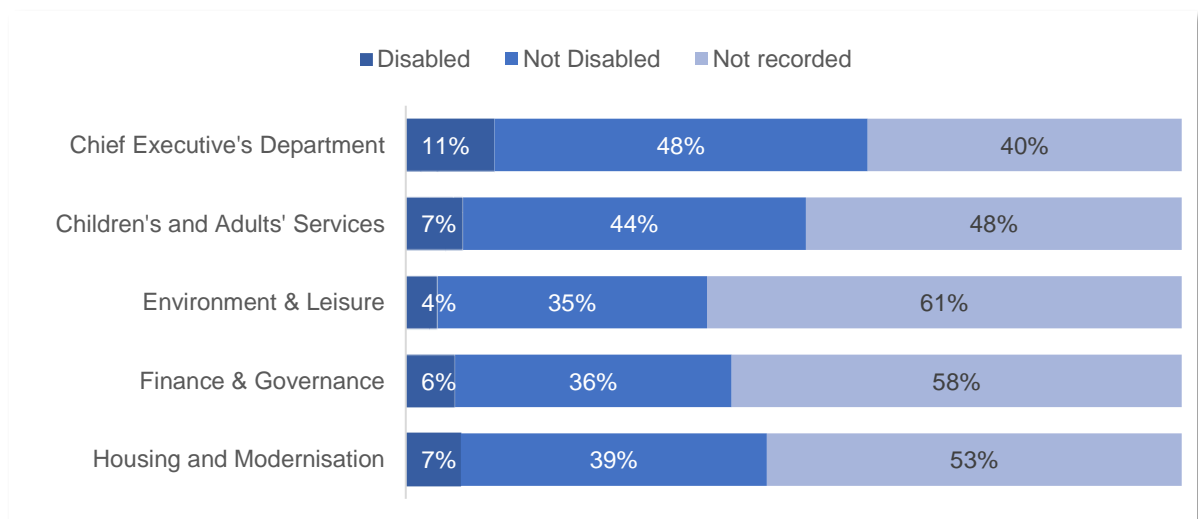


Chart 10 - Employees with disabilities as percentage of departmental numbers (total department = 100%)



#### 9.4 Next Steps:

- In order to improve this statistic, there will need to be a drive across the council to encourage existing employees to share their disability status. Before this can take place, we will need to engage with employees, including those with disabilities and managers to explore further, aiming to minimise or remove any barriers or stigma that may prevent people from sharing their status.

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## 10. Race

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- 10.1 The Council is best positioned to serve residents and the community when it reflects the community it serves, and this report demonstrates that our workforce reflects the diversity of the borough's ethnicity and race with 38% employees sharing their ethnicity and race as Black, where the local population is 27%, 6% employees Asian and the local population is 9%, white employees are 51% of employees and 54% of the local population (Census 2007).
- 10.2 We have worked hard over the last few years to improve our data collection now there are a small number of employees who do not have an ethnicity and race record, 194 employees (4.4%). This compares with an average of 13.7% across London boroughs who do not specify ethnicity and race. We will continue to promote the 'share not declare' campaign across the Council quarterly to encourage employees to share their demographic data with us carefully explaining how it will assist and help to inform our Equality, Diversity, and Inclusion plan to reduce this gap.
- 10.3 The council employs more women (58%) from Black, Asian and minority ethnic employees than men (42%) within the workforce (chart 11) and this is reflective across the different age ranges (chart 12).

Chart 11 - Broad ethnicity of employees and Sex distribution (total Sex = 100%)

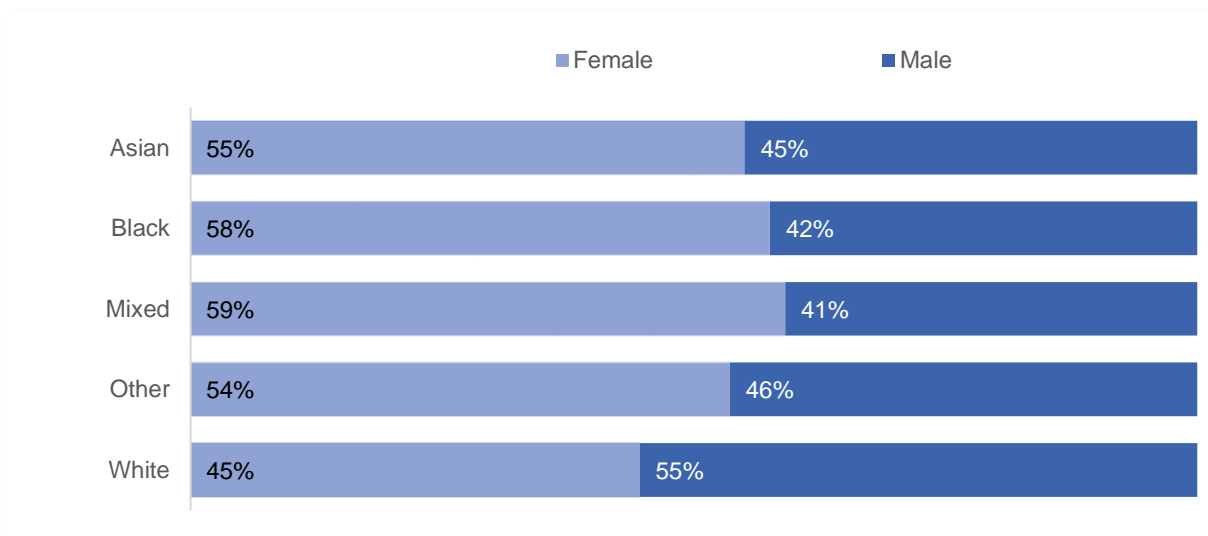
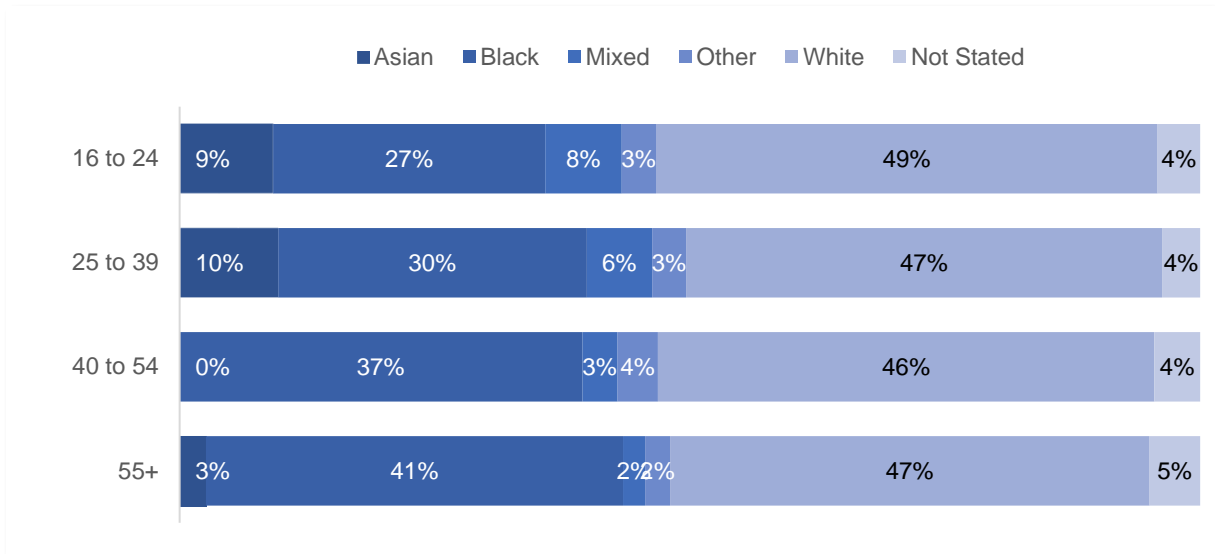


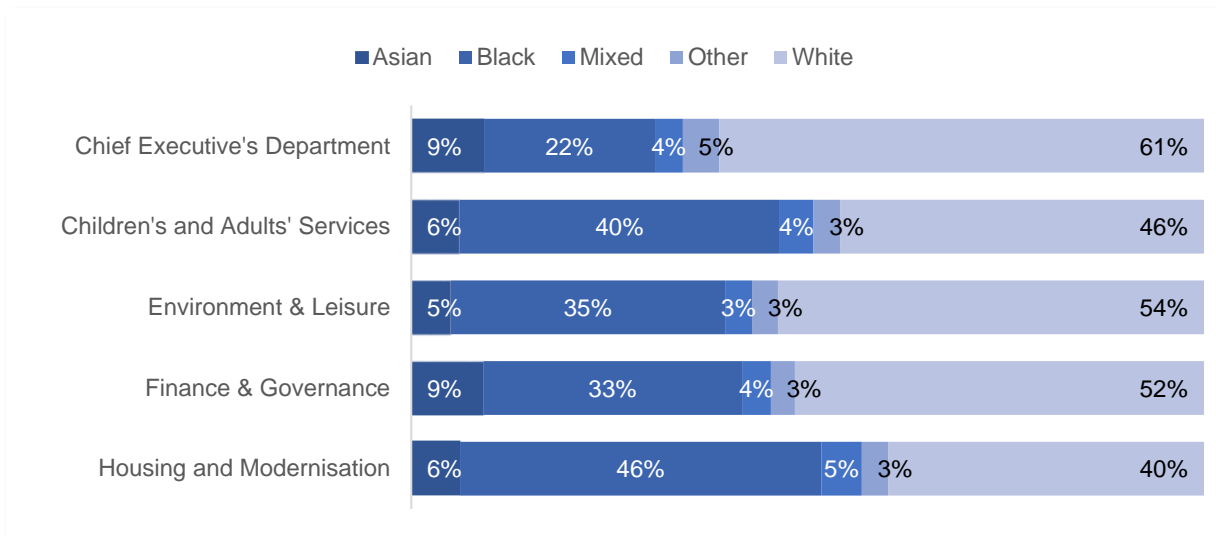
Chart 12 - Broad Race Profile of employees and Age distribution (total age group = 100%)



10.4 We have greater representation of Black, Asian and Minority Ethnic employees in grades 1-12. Whereas we see a decrease in representation in more senior grades (grades 14 and above £50k+ per annum), where 26% of these positions are represented from the Black, Asian and ethnic minority communities. Through the Southwark Stands Together programme – work stream (see section 2) we have a dedicated action plan to address the under representation in more senior grades including improving recruitment processes and practice, career development, education and training. We have also implemented a specific target within the Borough Plan to ensure that sections of workforce, at grades 14+, reflect the race of the local economically active population. Currently this is 38% by 2030.

10.5 We have achieved greater representation (over 50% of employee's) from the Black, Asian and minority ethnic communities, in Housing & Modernisation and Children & Adults departments, whereas we have lower representation in the Chief Executive's and Environment & Leisure Departments.

Chart 13 - Broad Race Profile of employees as percentage of departmental headcount (total department = 100%)



10.6 This is something we are striving to address through Southwark Stands Together departmental action plans, where services are looking in depth at their workforce statistics to implement key local actions to achieve a broader representation of our community in senior positions by 2030 across all departments. Examples of key actions that have been piloted this year (2021) are to:

- advertise internal secondments more widely across the whole organisation not within small teams and services,
- only progressing with an internal shortlist of candidates if it offers the council a diverse ethnic mix of candidates and if we fail to achieve this, the post is advertised externally,
- introduction of stakeholder panels who will specifically assess applicants on their ability to demonstrate the values of Southwark especially our two new equality and diversity values:
  - always work to make Southwark more equal and just
  - stand against all forms of discrimination and racism

Chart 14 - Broad Race Profile of employees and Grade group distribution (total Grade group = 100%)

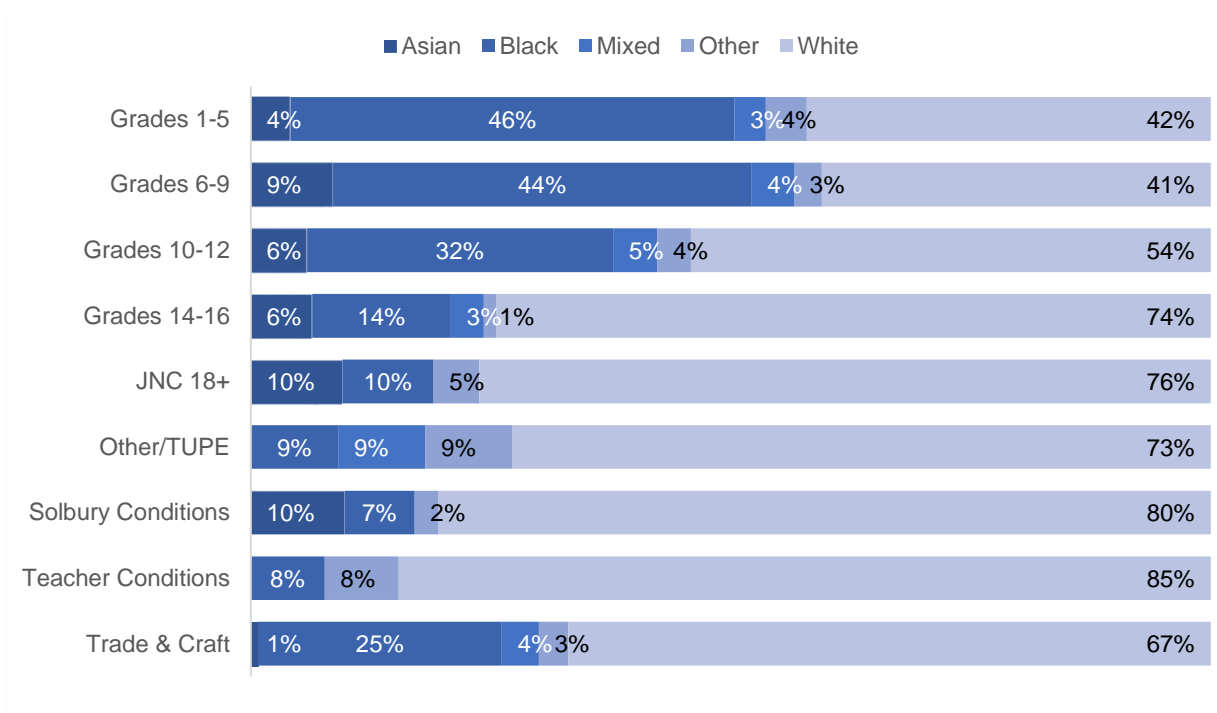
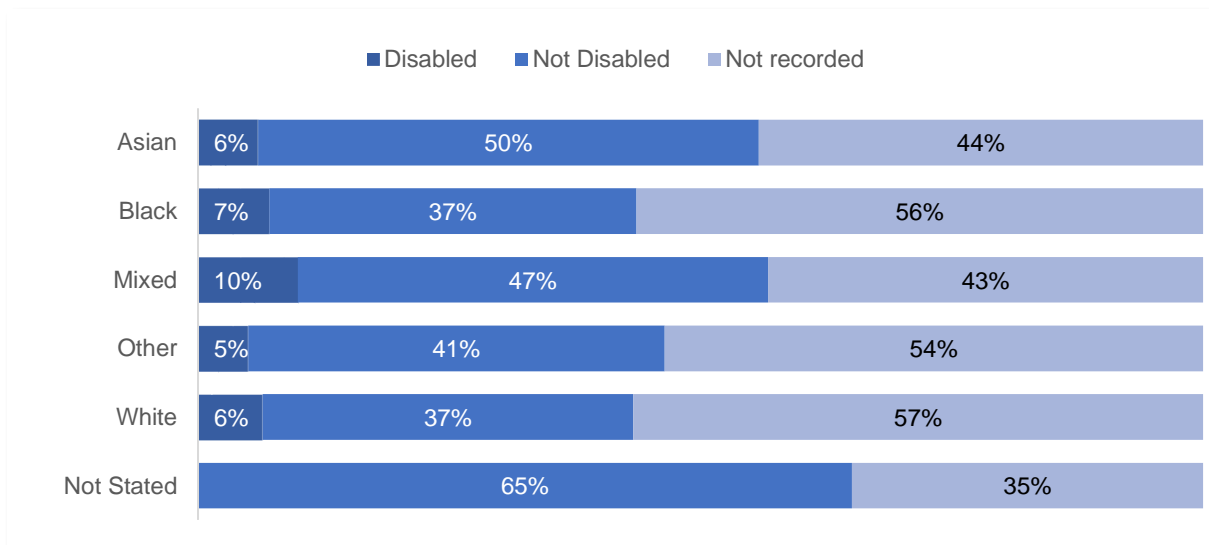


Chart 15 - Broad Race Profile of employees and Disability group (total group = 100%)



**10.7 Next Steps:**

- Please see Southwark Stands Together, Race and Ethnicity Pay Gap Reporting next steps.

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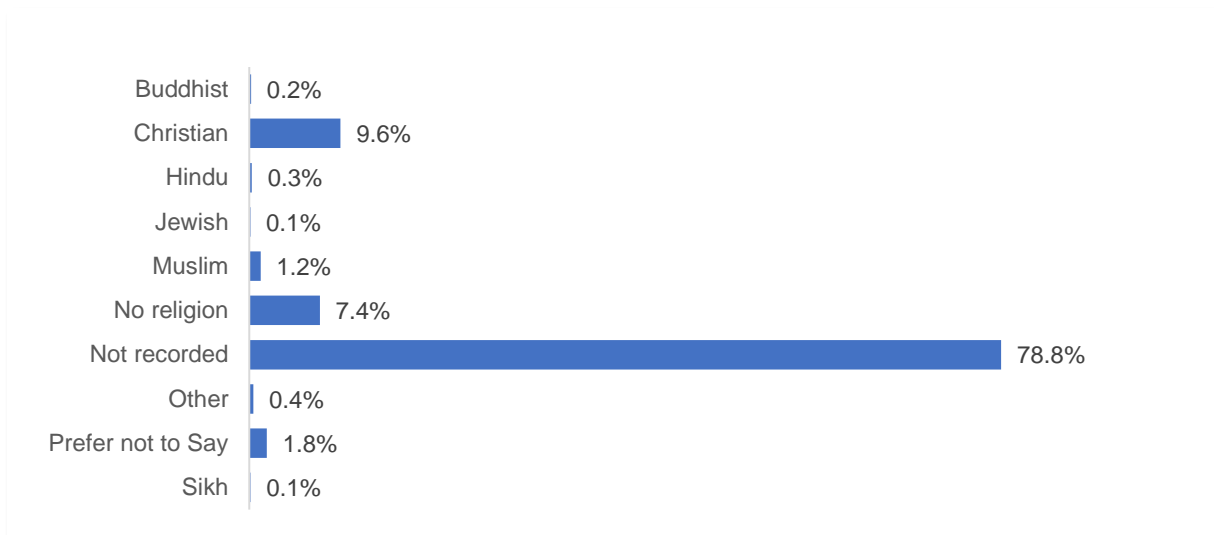
## 11. Religion or Belief

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11.1 Whilst our employee monitoring data includes religion and belief, we currently do not hold enough useful data on this.

11.2 As part of the Council's Equality, Diversity and Inclusion plan we will need to ask colleagues to share this information with us to make sure that we can best support our workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring staff that if they 'share not declare' this information it will enhance how we can support all employees to feel more inclusive at work. We will ensure new starters are asked to complete the religion and belief data set as part of our equal opportunities monitoring. All actions will be included within the Equality, Diversity and Inclusion Action Plan (detailed in section 4).

Chart 16 - Religion or belief of employees (total workforce = 100%)



### 11.3 Next Steps:

- We will ensure that all new starters are asked to complete the religion and belief data set as part of our equalities monitoring.

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## 12. Sexual Orientation & Gender Reassignment

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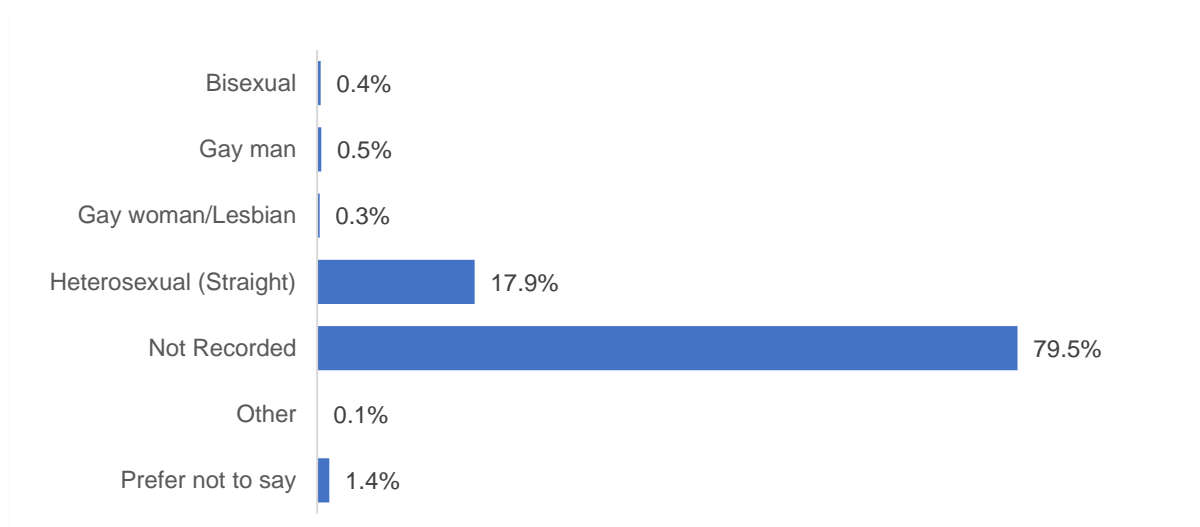
12.1 Whilst employee monitoring data includes sexual orientation and gender reassignment, we currently do not hold enough data for it to be useful inclusion in this report.

12.2 As part of the Council's Equality, Diversity and Inclusion plan we will ask colleagues to share this information to make sure that we support our workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring employees that if they 'share not declare' this information it will enhance how we can best support all our employees to feel more inclusive at

work. We will also ensure that all new starters are asked to complete the sexual orientation and gender reassignment data set as part of our equal opportunities monitoring. All actions will be included within our Equality, Diversity and inclusion Action Plan.

12.3 Please note, in the last 3 years we have reported sexual orientation data from the most recent staff survey in 2017. The following chart is from our employee monitoring data (2021).

Chart 17 - Sexual Orientation of employees (total workforce = 100%)



#### 12.4 Next Steps:

- We will ensure that new starters are asked to complete the Sexual Orientation and Gender Reassignment data sets as part of equalities monitoring.

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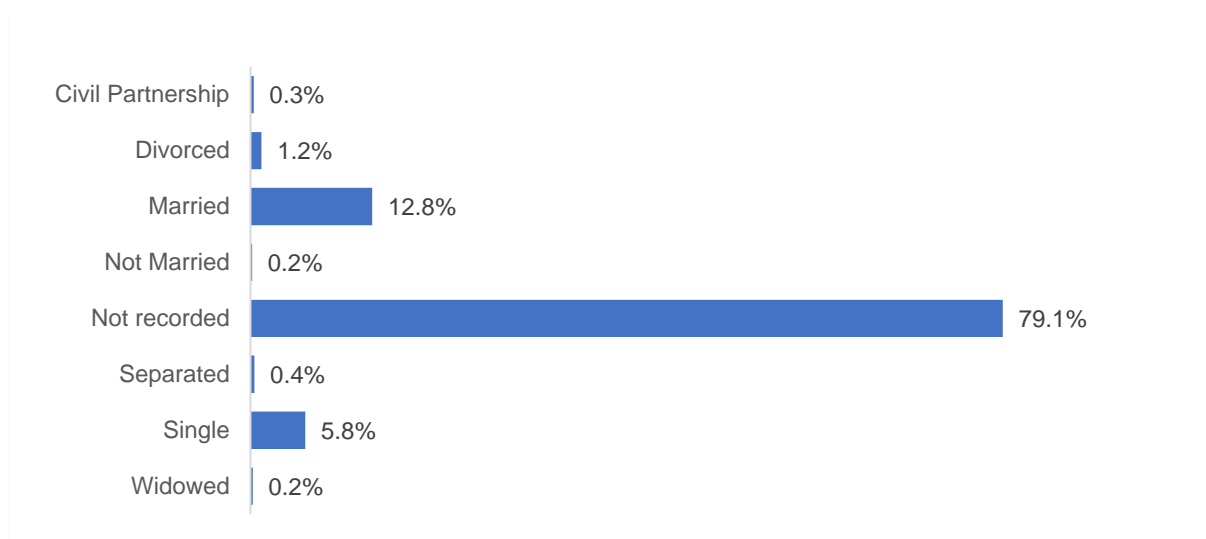
### 13. **Marriage and Civil Partnership**

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13.1 Whilst employee monitoring data now includes marriage and civil partnership, we currently do not hold enough data for it to be useful inclusion in this report.

13.2 As part of the Council's Equality, Diversity and Inclusion plan we will need to ask colleagues to share this information with us to make sure that we support the workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring staff that if they 'share not declare' this information it will enhance how we best support all our employees to feel more inclusive at work. We will ensure that all new starters are asked to complete the marriage and civil partnership data set as part of our equal opportunities monitoring. All actions will be included within our Equality, Diversity and inclusion Action Plan.

Chart 18 - Marriage and Civil Partnership (total workforce = 100%)



### 13.3 Next Steps:

- We will ensure that all new starters are asked to complete the marriage and civil partnership data set as part of equalities monitoring.

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## 14. *Pregnancy and Maternity*

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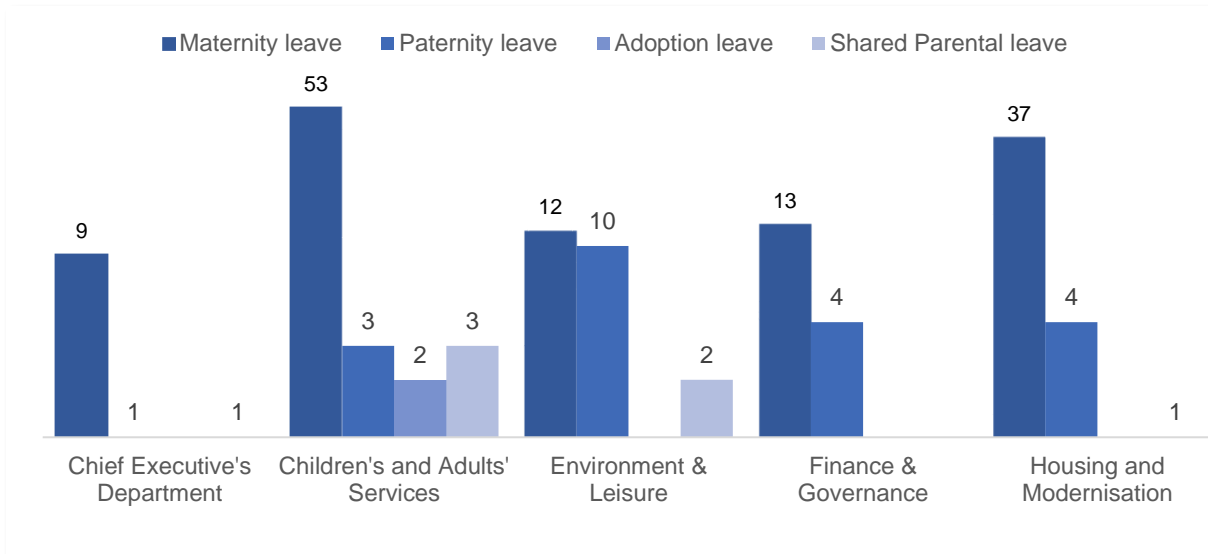
14.1 This is the second year we are including Pregnancy and Maternity in the Workforce Report. Chart 19 below shows the Council Wide position per department.

14.2 A large percentage of the Children's and Adults workforce is made up of female employees, (78%) of the workforce and this is where 42% of all maternity leave in the 2020-21 period was taken by employees.

14.3 In Environment and Leisure the workforce is predominantly male employees, 72% of the workforce and this is where we see 42% of all paternity leave in the 2020-21 period.



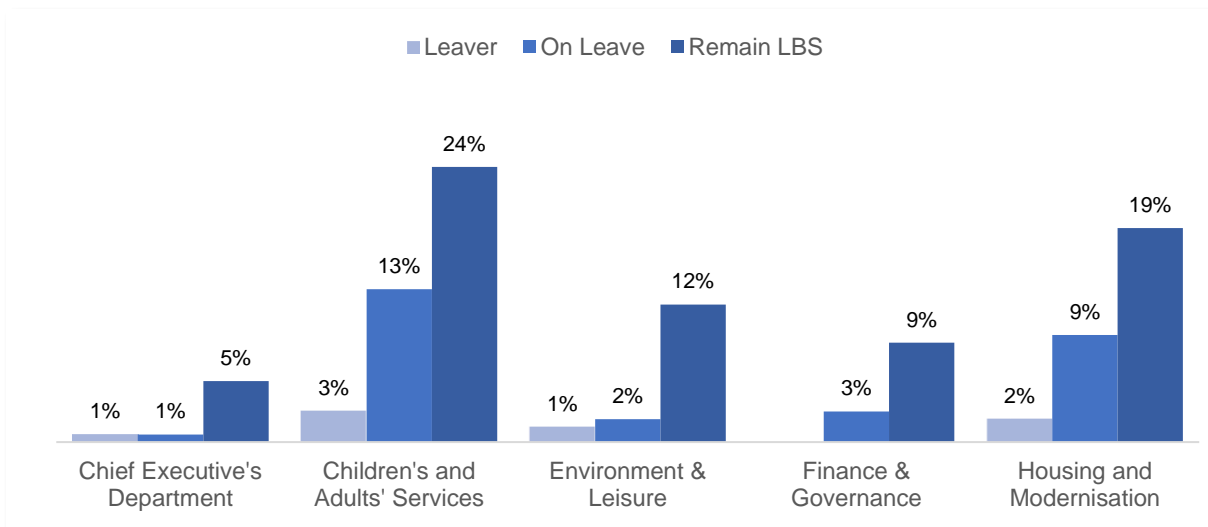
Chart 19 - Employees in department, total headcount by leave type (total employees = 150)



14.4 Seven people (all white race) used shared parental leave in the reporting year (5.6% of those eligible). Although this appears to be a very low number this is reflective of the national position where according to the HMRC in a national CIPD report on September 2021 only 2% of those couples eligible for shared parental leave took it up. 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.

14.5 If the women who took Maternity, Shared Parental Leave or Adoption leave during 2020-21 there was a significant retention rate, with 68% returning to work and 7% of employees taking this leave had left Southwark employment at the time of publishing the Workforce report (chart 20).

Chart 20 - Employment status of Maternity, Shared Parental Leave or Adoption leave as percentage by department (total employees = 100%)



14.6 There is further work to do across the council to modernise and promote family friendly policies. It is important for all of Southwark's workforce, male and female, to know they are supported as working parents and understand how we will do this. A full review of our family friendly policies and procedures during 2021/22 will ensure that we are supporting working parents. This is an important element of maintaining a positive gender pay gap and not disadvantaging people with parental responsibilities in the workforce.

**14.7 Next Steps:**

- We will conduct a review of our family friendly policies and procedures during 2021-22 to ensure we are providing good practice approach to support working parents.
- Sign up to specialised companies who can support the council to adopt good practice initiatives to make sure we are an 'employer of choice' by promoting flexible working practices and related initiatives for working parents.

# **Section 2:**

# **General Workforce**

# **Data**

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## 15. **Southwark Stands Together**

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15.1 The launch of [Southwark Stands Together](#), in June 2020, prompted conversations with employees that focused on race in the workplace. We asked employees from Black Asian and Minority Ethnic backgrounds how they felt the organisation had used Equalities Diversity and Inclusion strategies to promote transparency, fairness, and accountability. We had honest and difficult conversations about perceptions, experiences, and ways we could improve the working environment for our Black, Asian and Minority Ethnic employees in the workplace. Following listening circles and solution-based conversations with the workforce they suggested a number of measures to improve experiences and development opportunities of employees from Black, Asian, Minority Ethnic backgrounds. As part of the discussion process, many white colleagues stood forward as allies, pledging to help build positive relationships of trust and accountability and using their voices to call out any forms of discrimination they may witness.

### **Workforce data that mirrors experiences shared by Black, Asian and Minority Ethnic employees**

15.2 Our workforce data around race and progression through the organisation, mirrored examples shared in listening circles and other forums. Some examples were more nuanced such as being overlooked for promotion, lacking the same access to continued professional development (professional qualifications etc.) as white colleagues. Other testimonies were more concerning where colleagues had felt that they had been subjected to racist behaviour, without any consequence for those perpetuating such conduct. This resulted in a decision to open up historical race cases, followed by a review of services where employees had shared concerns about unfair practices.

15.3 Whilst workforce data for employees up to grade 9 reflect the ethnic make-up of the borough population, there is a stark lack of visibility of Black, Asian and Minority Ethnic employees at grades 14 and above (Ref Chart 13 refers as above). Concerns have also been raised with regards to limited career progression, where transitions into grades 10 – 12 become more challenging for Black, Asian and Minority Ethnic employees.

15.4 A breakdown of race data, across departments, shows areas of the organisation that are more starkly underrepresented in contrast with the local population. The Chief Executive's Department, Children's & Adults', Finance & Governance and Environment & Leisure are all made up of over 50% white employees where, where the borough population is made up of 54% of people from a white background. **Chart 11 refers, as above.**

15.5 Both EDI research and feedback from Southwark employees show that just as unconscious bias shows a tendency for individuals to recruit candidates who reflect their own characteristics; it can be a challenge for people from underrepresented or marginalised groups to visualise progressing in organisations. This is more prevalent where they fail to see either themselves or their wider community reflected at them in positions of leadership.

## Recording Ethnicity and race data

15.6 Southwark has minimal underreporting of ethnic data, compared with other London boroughs; at around 4%, (significantly lower than the approximate 13.7% short fall of across London).

15.7 There is no legal obligation for employees to disclose data around any protected characteristics. However, we know that where underreporting occurs, it is usually because:

- Many platforms and data fields do not allow employees to disclose accurate disclosures of data beyond mass groupings.
- Some employees feel that disclosing data around protected characteristics will disadvantage them professionally; a predicament that increases with intersectionality of protected characteristics.

15.8 PwC published an ethnicity pay gap report from their research (2019) advising that, employers should explain how and why data is collected, what it will be used for and how it will benefit employees as a means to improve data collection. However, as mentioned, Southwark council collects employee data to enable us to report on the Ethnicity Pay Gap. This will be reported separately and include a commitment to an action plan that identifies both causes and solutions. Organisations who publish pay gap data (Ethnicity/Race and Gender) are vulnerable to claims of direct or indirect discrimination where they fail to demonstrate ways to mitigate data that shows a significant balance or disadvantages certain groups.

## Using Southwark Stands Together to improve opportunities and progression for Black Asian and Minority Ethnic employees

15.9 Feedback from employees participating in Southwark Stands Together discussions carried out in 2020, helped define 8 work-streams that are working to progress the organisational understanding of Equalities Diversity and Inclusion (EDI) and reduce the types of issues referenced above. Employees are keen to ensure that Southwark Stands Together is more than a surface commitment to EDI improvements and anti-racist corporate rhetoric. Many spoke about wanting support and examples of practical ways to bring improvements to life and co-designing solutions with employees across the organisation, of various grades.

15.10 Below are the individual work-streams that were defined as a result of discussions with employees. Each address significant challenges that were reported in our discovery of employees experiences over the past year.

**Table 1**

<b>Work-stream</b>	<b>Next steps</b>
Career Progression	<ul style="list-style-type: none"> <li>• Employee Value Proposition – currently being procured to delivery to employees</li> </ul>
Corporate Training	<ul style="list-style-type: none"> <li>• Review of current offers and improvements where appropriate, will be designed alongside an Employee Value Proposition (EVP)</li> </ul>

Culture Change	<ul style="list-style-type: none"> <li>Activities from ensuring all employees understand council values included in Southwark's overall corporate values with particular focus on embedding two EDI values to begin focus group discussions to define a corporate language of inclusion to describe different groups.</li> </ul>
Employee Experience	<ul style="list-style-type: none"> <li>Rebranding our HR service to become an Employee Experience Service which focuses on the areas where the experience of each employee is at its centre to help them grow and create an environment where everyone feels a sense of belonging.</li> </ul>
Engagement and Re-education	<ul style="list-style-type: none"> <li>Continuing conversations about race and equality with employees, ensuring senior leaders hear from employees who have had bad experiences and building ways to support managers in having difficult conversations</li> </ul>
Policy	<ul style="list-style-type: none"> <li>Revising and updating current policy and practice in line with best practice and with an EDI focus</li> </ul>
Recruitment	<ul style="list-style-type: none"> <li>Developing inclusive approaches to recruitment (including how we advertise, assess, reflect our community in our interview panels)</li> <li>Using Positive Action when recruiting to roles where Black Asian Minority Ethnic Employees are under represented</li> </ul>
Leadership and Management	<ul style="list-style-type: none"> <li>Focusing on upskilling our leaders and managers in the space of EDI and making sure they have the right skills to lead an inclusive and diverse workforce and to be held to account for their own behaviours and to challenge colleagues and the people they lead.</li> </ul>

## Initial improvements

15.11 We have been working hard to acknowledge historic failing and address ongoing disparities. In December 2020, the Chief Executive, Eleanor Kelly shared a statement to all employees for this purpose. However, we recognise that we still need to regain the trust of some employees who feel disenfranchised and do more to provide equal access to opportunities to address the issues identify in our data and concerns raised through the powerful voice of our workforce. The work we started last year has already made an impact, as we have seen small but welcome increases in representation of colleagues from Black, Asian and Minority Ethnic communities. This went from 22% (at 31 March 2020) to 26% (at 31 July 2021) in grades 14 and above.

15.12 A Southwark Stands Together Workforce Work stream Board was set up in December 2020 who are responsible for leading the activities under this area of the programme. The Board has responsibility for reviewing the progress made on the work streams and acts as a gateway to approve policies and practices before final ratification by the Chief Officer Team. We are proud to have regular attendance from our recognised Black, Asian and Minority Ethnic Staff Network

Group who sit as full members of the Board and have an integral role in the direction of the workforce work stream. (Refer to chart 13, as above).

- 15.13 We have also taken a number of steps that have increased employees' participation in conversations around race and raised awareness across the organisation, particularly in the leadership communities who are responsible for role modelling much of the recommendations from our staff surveys and conversations.
- 15.14 We are proud of the following initiatives and measures that are taking shape and look forward to updating employees and Cabinet as we progress these activities whilst acknowledging that there is still much to be done.

### **Southwark Stands Together monthly communications to employees**

- 15.15 Towards the end of each month the SST Workforce Workstream project team send out an update to the council, outlining activity and upcoming opportunities to get involved in events, including some of those cited in this report. We want employees to see that SST outputs are ongoing, keep them abreast of progress and include them in the programme, where possible.

### **Southwark Stands Together Champions**

- 15.16 We are building a community of champions who understand the objectives and commitments of Southwark Stands Together and are advocating action plan recommendations across the 8 work-streams. So far, we have 50 committed champions who meet monthly for briefings where we share updates and actions. Champions cascade Southwark Stands Together events and activity through to their service areas and teams. They also feedback particular challenges to Southwark Stands Together in their services so that we can address them. Champions are driven to create lasting change in the organisation and have specialist knowledge of their service areas, an invaluable asset in helping us understand barriers and how we can work together to achieve the ambitions the SST ambitions and continue to be an employer of choice.

### **Leadership Network**

- 15.17 The council's 100 most senior leaders, meet quarterly to engage as a group, discuss emerging issues, alongside progress of the Borough Plan. Organisational Development is working with the Leadership Network to design an event plan for the next 12 months. Southwark Stands Together (along with Climate Emergency and local Economy) are recommended standing items at Leadership Network, as are 'Service Spotlights' where leaders present a snapshot into their service and achievements, including opportunities for collaboration with leadership colleagues and or other services. This will ensure that the work we are doing on SST remains at the heart of conversations, where leader will continue to develop skills and competencies in the space of EDI.
- 15.18 A recent Leadership Network Event held in July 2021 focused on Southwark Stands Together and introduced participants to Positive Action and its uses to

increase diversity of senior role in their services. This focused on the actions we are putting in place in how we recruit and develop individual careers. Positive Action is about taking specific steps to improve equality in your workplace. For example, to increase the number of Black people in senior roles in which they are currently under-represented. This information has been circulated to leaders and the workforce to provide information on how Positive Action is used to address disparities in the business. The steps we have recommended to start with are across recruitment and career progression. This includes the language we use in recruitment campaigns, the places we advertise, the assessment types we use (ensuring such methods don't disadvantage certain groups). It can also include the selection process, where we suggest interview panels are diverse. We are continuing to cascade Positive Action briefings, through our HR Business Partners and a series of briefings, available to all employees from September – October. Our next steps will be to move towards a Positive Action Workforce Strategy which will bring together a number of initiatives to adopt Positive Action methods and techniques to address areas of underrepresentation in our workforce. The Southwark Stands Together Departmental action plans are in progress and will be produced by the end of December 2021.

## **Employment Opportunities Pathways**

15.19 As our HR department evolves into an Employee Experience service, we have relaunched our Employment Opportunities Pathways working group. A collaboration between Organisational Development and Local Economy teams, we are currently designing a new strategy to create a strong identify for a set of initiatives that:

- Work to increase employment across the borough;
- Harness our stakeholder connections within the organisation and externally in the education, business and arts sectors;
- Find innovative ways to use our apprenticeship levy, with our external stakeholders;
- Include and acknowledge bespoke groups within our strategy, including candidates from Black, Asian, Minority Ethnic backgrounds; alongside care leavers, Special Educational Needs (SEN), Not in Employment or Education (NEETs) and Elective Home Educated (EHE);
- Ensure that partner organisations and stakeholders incorporate Southwark Stands Together values as part of their outputs, alongside other elements Climate Change.

15.20 Our strategy will create a clear pathway of progressive opportunities that candidates can use as either bespoke placements or opportunities to progress into roles and placements that require further commitment and will broaden on experience and skills, we envisage the pathway opportunities ladder of incorporating:

- 1) Work Experience – 2 weeks (school students, leavers and ways into work cohort)
- 2) Internships – 12 weeks (school leavers, college leavers, grads)



- 3) Apprenticeships – 12 – 24 months (as above or existing members of employees at any age)
  - 4) Graduate Training Programme – 12 – 24 months (recent graduates)
- This will in turn help to deliver our socio-economic responsibilities.

## Inclusive Mentoring

15.21 Earlier this year, a reverse mentoring scheme was piloted across Children’s & Adults and will launch more widely in the autumn. The scheme matches senior employees with those more junior and from Black, Asian and Ethnic Minority backgrounds (although applications to the scheme are open to all employees). Applications are assessed on the basis that they will provide:

- Value for both parties so that each learn something from the other including insights into challenges in their roles, sectors and directorates;
- Applicants in junior roles, who have been traditionally under-represented in access or one to one time with individuals in leadership positions, will be given priority.

## Employees with no email addresses

15.22 Like many local authorities we have large sections of the workforce without work email addresses or devices. Employees in this group have become increasingly marginalised as more of our communications (both corporate and transactional) are available via email or through various digital platforms.

15.23 Data shows us that employees without email addresses sit mainly in Environment & Leisure and Housing & Modernisation. Individuals are at more junior grades and overwhelmingly from Black, Asian and Minority Ethnic backgrounds. The distinction between our digitally enfranchised and disenfranchised is stark, across ethnic categories and presents a clear example of how and where Southwark Stands Together needs to address this exclusion.

15.24 The 2-tier system emerging has become particularly visible as we work to make arrangements to return to workspaces in the autumn. Although most digitally excluded employees work in roles where they have continued to be in the field or in corporate buildings, it is important that we are able to include them in conversations about Covid Secure spaces. ICT are working with directorates to create solutions for employees currently excluded, in a mixed economy of pc or laptop touch down spaces in depots, smart phones and the allocation of email addresses and Microsoft licences scaled to required usage.

Activity	SST Workstream(s)
Solution Focused Conversations outcome	Action plan - Employee Experience
Identifying service review issues	Employee Experience Culture Change

	Leadership & Management
Delivering a new leadership and development framework	Leadership & Management Culture Change
SST Departmental Action Plan production (by end of 2021)	Culture Change
EDI Strategy	All Workstreams
Positive Action Strategy	Employee Experience Career Progression Recruitment

15.25 In summary, Southwark Stands Together presents a unique opportunity to engage with employees and build momentum for genuine transformation across Southwark’s workforce. Our plans will also benefit our residents and wider community, who will be included in our plans, as mentioned above.

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## **16. Changes in the Workforce – Starters**

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- 16.1 There were 533 people who started work with the council within the year. The chart below shows the person’s department at commencement (chart 21). The number of employees recruited was less than the 513 new starters the previous year due to the impact of Covid-19.
- 16.2 Those starting during this period have not resulted in any notable changes to the profile of the workforce in terms of sex, age, race or disability (Key workforce data).
- 16.3 60 new starters were TUPE intake as part of the Parking Service moving to Southwark. Most were in Grades 1-5 and work part time.

Chart 21 - Number of starters by department. 1 April 2020 – 31 July 2021

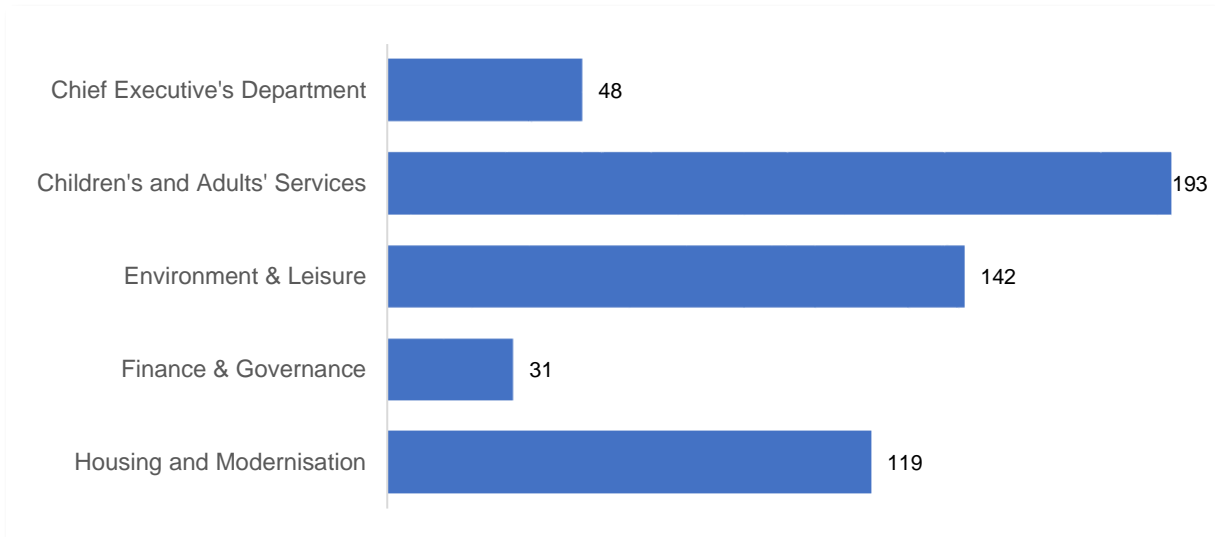
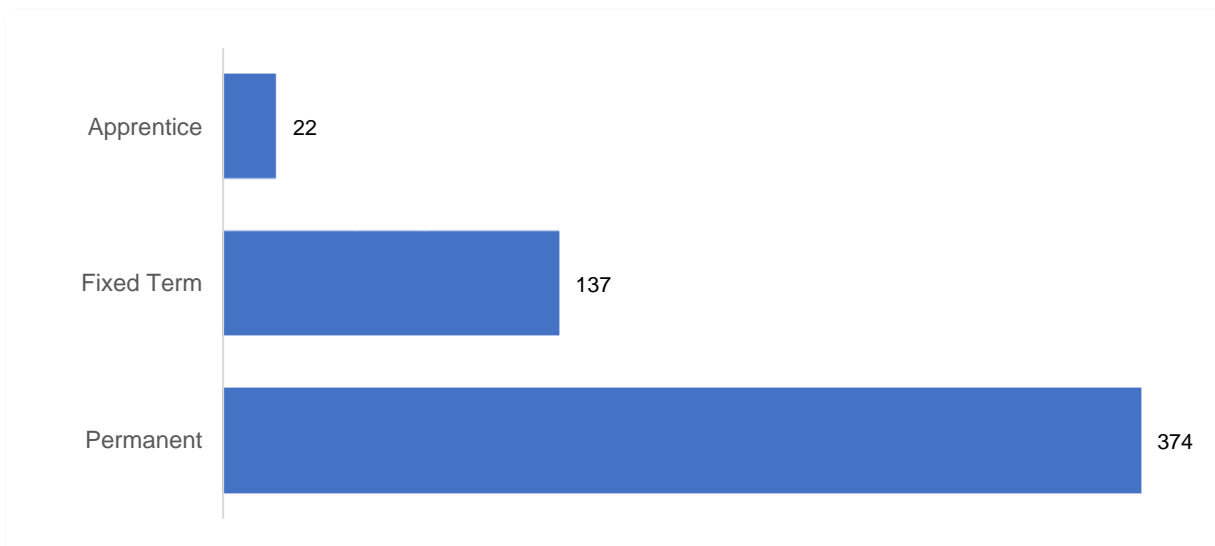


Chart 22 - Starters by contract type



#### 16.4 Next Steps:

- Developing and reshaping the Corporate and Departmental Induction programmes for all new starters as part of the Employee Experience Strategy and Recruitment Strategy, to ensure new starters are inducted as early as possible;
- Recruitment Employee Life Cycle incorporating an engaging on-boarding experience.

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## 17. *Changes in the Workforce – Leavers*

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17.1 This section provides a detailed look at the reasons why people leave the organisation and their profile. 415 (272 in financial year 2020/21 and 143 April to

July 2021) employees left the organisation in the reporting period in comparison to 407 in 2019-20.

- 17.2 The dominant reasons for people leaving were on a voluntary basis, i.e., resignation, voluntary redundancy, retirement. Other reasons attracted relatively small numbers of employees.
- 17.3 The most common reason for leaving during the report period was resignation 64%.
- 17.4 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.

Chart 23 - Number of leavers by reason and Sex

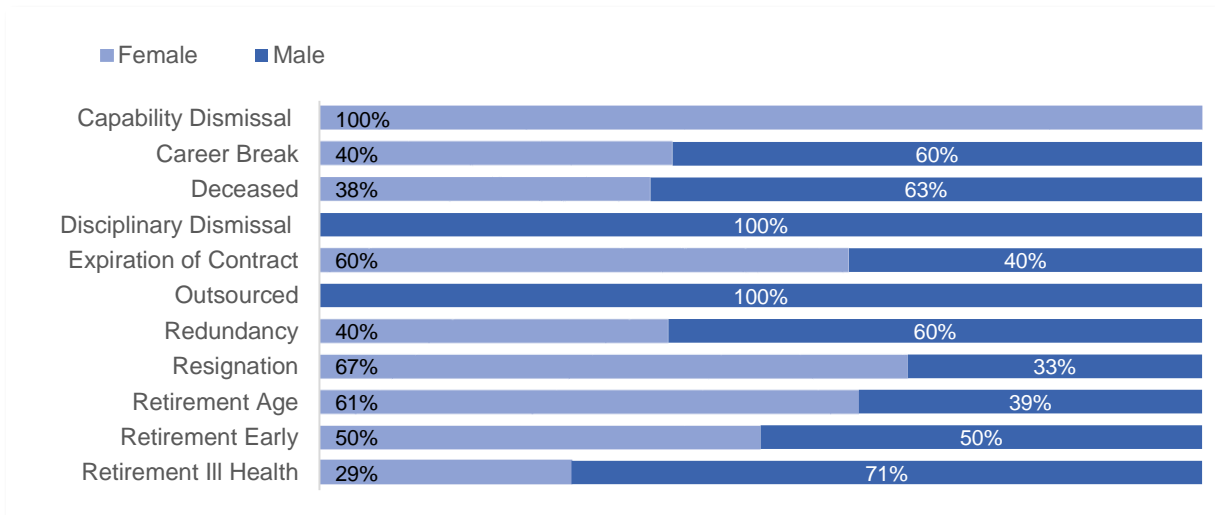


Chart 24 - Disabled leavers by reason (total disabled leaver = 26)

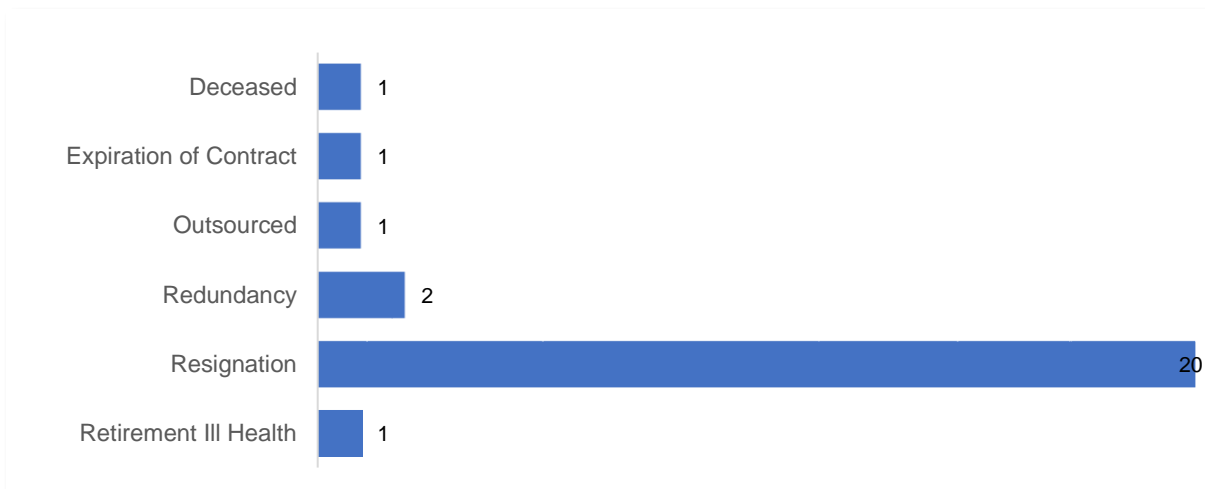


Chart 25 - Broad Race Profile of leavers by reason (total reason = 100%)

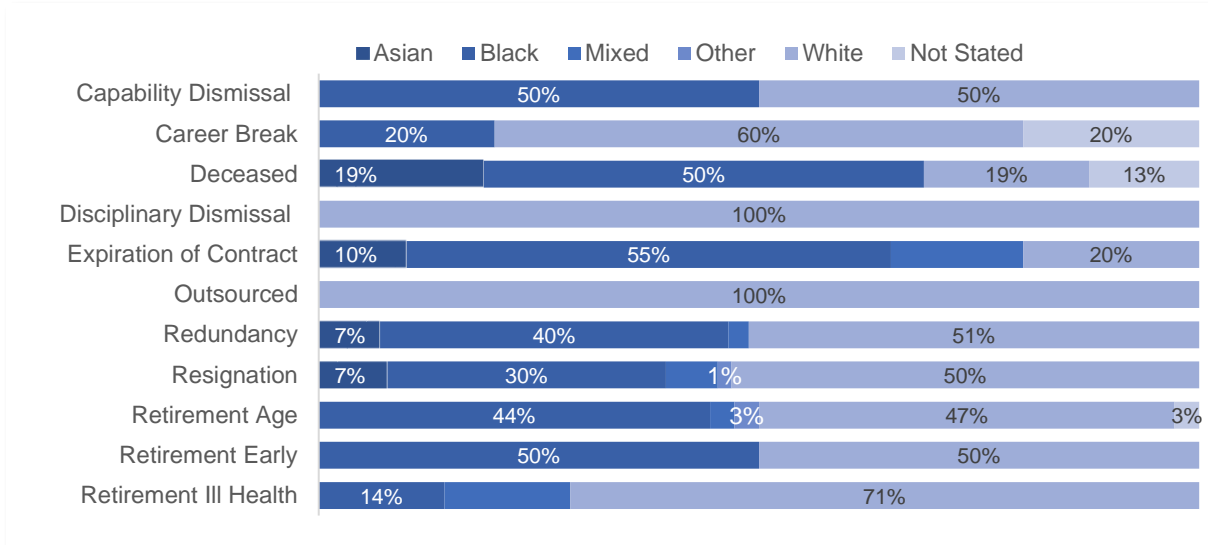
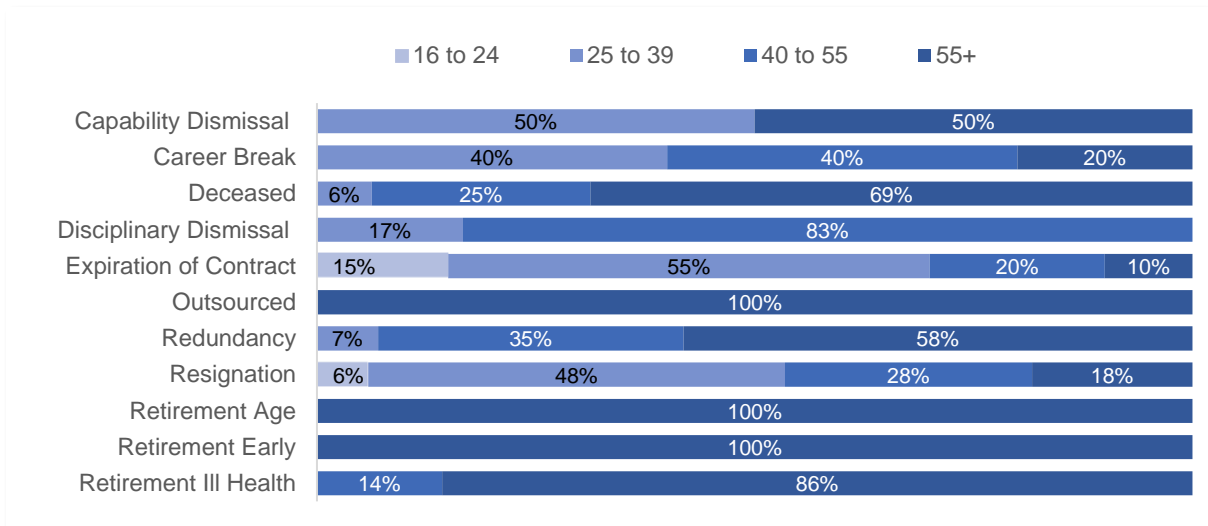


Chart 26 - Age group of leavers by reason (total reason = 100%)



**17.5 Next Steps:**

- Developing the exit strategy for leavers;
- Exit questionnaires' will form part of the action plan for the Business Partnering Team in line with their workforce strategy.

**18. Recruitment**

18.1 The following looks at recruitment activity over the year April 2020 to July 2021. Recruitment activity is defined as an advertised post with a defined closing date. More than one media (advertisements) may be used in each project. There were 583 posts advertised, of these:

- 66 posts were advertised which attracted more than 50 applicants;
- 514 posts only managed to attract 5 or fewer applicants.

18.2 Some jobs have been advertised more than once as there have been similar roles being advertised over the reporting period. For example, Occupational Therapist or Business Support officer appear multiple times and each project is counted separately. We have only reported on recruitment activity that attracted applicants.

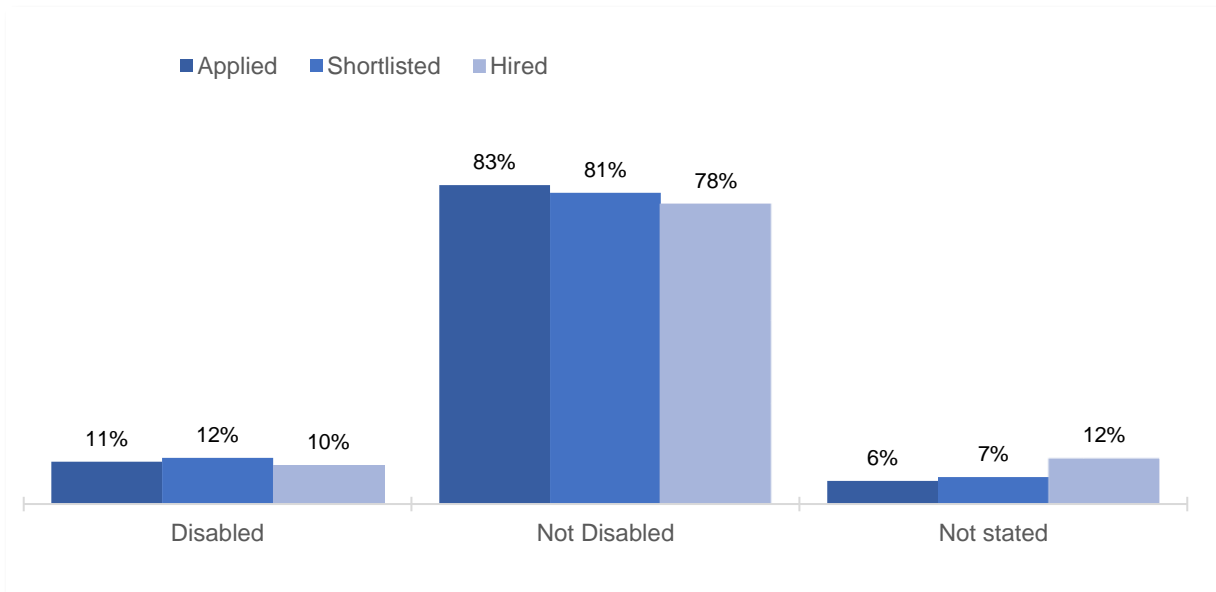
18.3 Overall there were 13,895 people who pursued an application with the council. The Race Profile of applicants is as follows:

**Table 2**

Asian	Black	Mixed	Other	White	Not Collected	Not Stated	Grand Total
2142	5228	804	597	4340	96	688	13895

18.4 Looking at disability, age and race, 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, (charts 27, 28, 29 and 30).

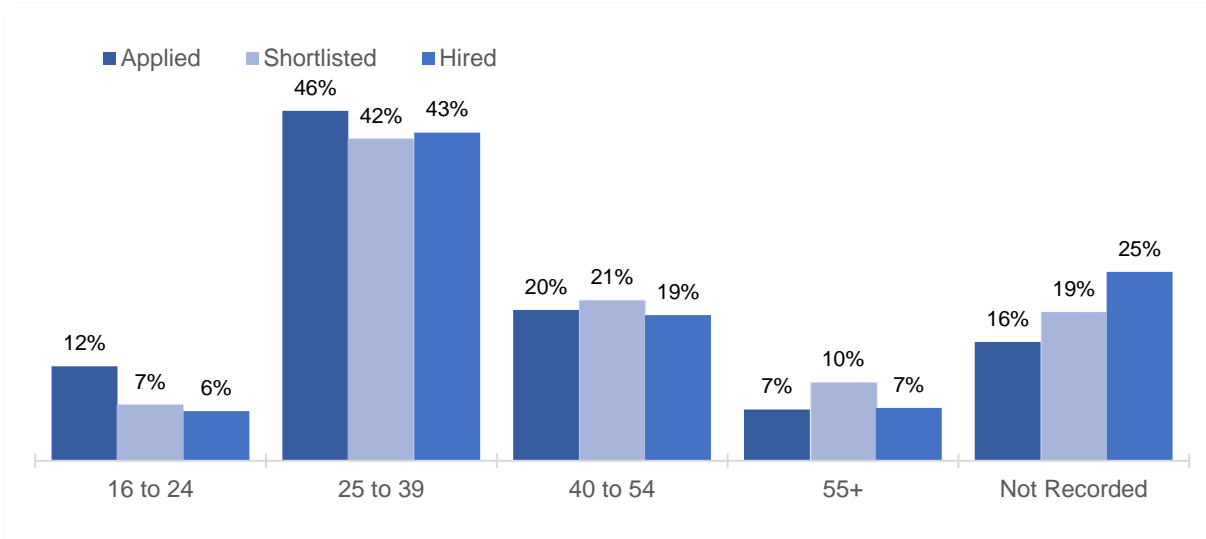
**Chart 27\* - Applicant Disability status by recruitment stage (total of each stage =100%)**



\* Hired here means an offer of appointment

18.5 Given that race fields other than disability are not known by those shortlisting, there is no evidence of any form of discriminatory conduct with regard to recruitment in any of the protected groups but there is positive evidence in the area of meeting the disability equality duty.

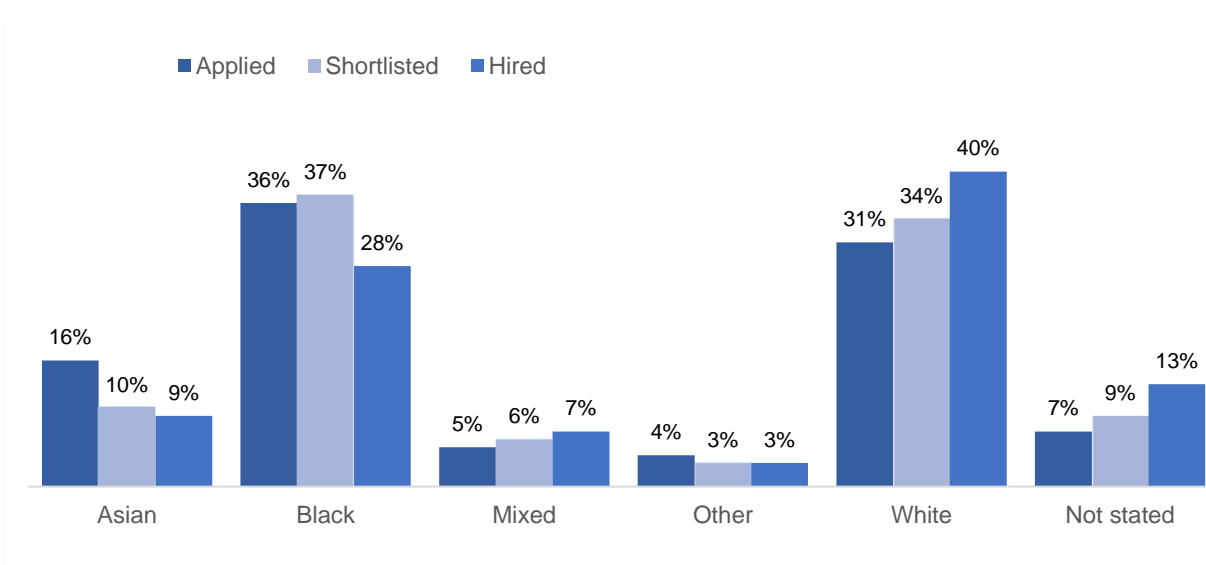
**Chart 28\* - Applicant Age group by recruitment stage (total of each stage =100%)**



18.6 We have an ageing workforce, but data demonstrates we are attracting applicants in the age group below 30. 49% of applicants under 40 age range were shortlisted and 31% of applicants over 40 were shortlisted which takes into account the experience they bring to the role. We also attract applications from the age range 60+ and there were two appointments made from this age range.

18.7 When looking at race (chart 29 below), the success of people at the shortlisting stage is in line with the percentages of people who applied.

Chart 29\* - Applicant Broad Race Profile by recruitment stage (total of each stage =100%)



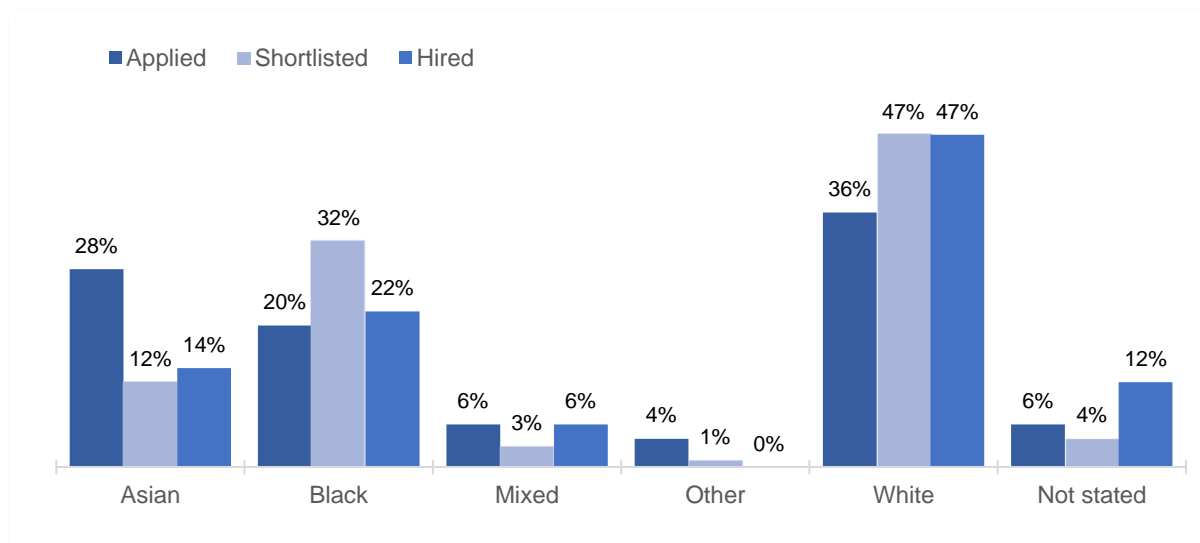
\* Hired here means an offer of appointment

18.8 It is worth noting that the 'success rate' of applicants by race has varied over the last few years; however, we do know that there is lower representation of Black, Asian and Minority Ethnic employees in the council at grade 14 and above. With

our Southwark Stands Together programme well underway, this year we have added '*Recruitment by Race at Grade 14*' and chart 30 (below) shows the recruitment stages by race in this respect.



Chart 30\* - Recruitment by Race Profile at Grade 14 and above by recruitment stage



### 18.9 Next Steps:

- Developing the Recruitment Strategy and Policy to re-emphasise the key values and aims of the organisation when it comes to respect and promoting dignity in the workplace;
- Reviewing our procurement process with our EDI consultant on how to engage external recruiters who have a strong track-record of attracting diverse candidates from all sections of the community;
- To deliver Southwark Stands Together (SST) Recruitment & EDI Training ensuring that positive action measures contained within the Equality Act 2010 underpin our recruitment and selection procedures;
- Review how induction is delivered across the organisation with a view to ensure that it remain COVID-19 secure without detriment to the organisation or our new employees;
- Understanding the diversity of our 'front-line' services in order to monitor attraction and retention more closely over the coming months.

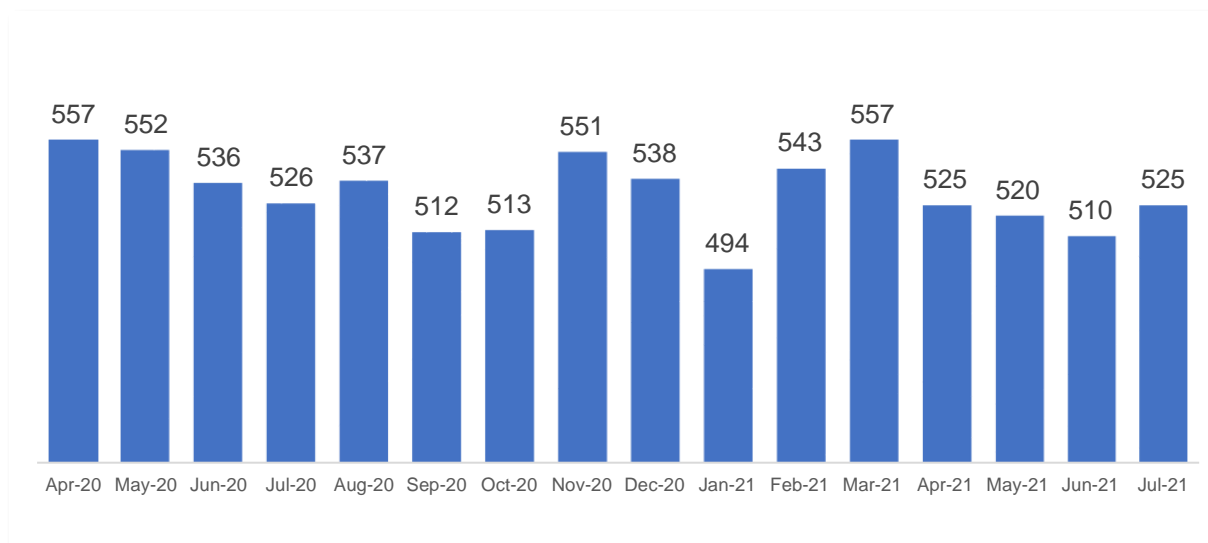
## 19. Agency Workers

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

19.2 Agency worker assignments are managed by the Council's broker, Comensura. A monthly contract monitoring meeting is also held between HR and Comensura to discuss performance of the contract and agree improvements where necessary.

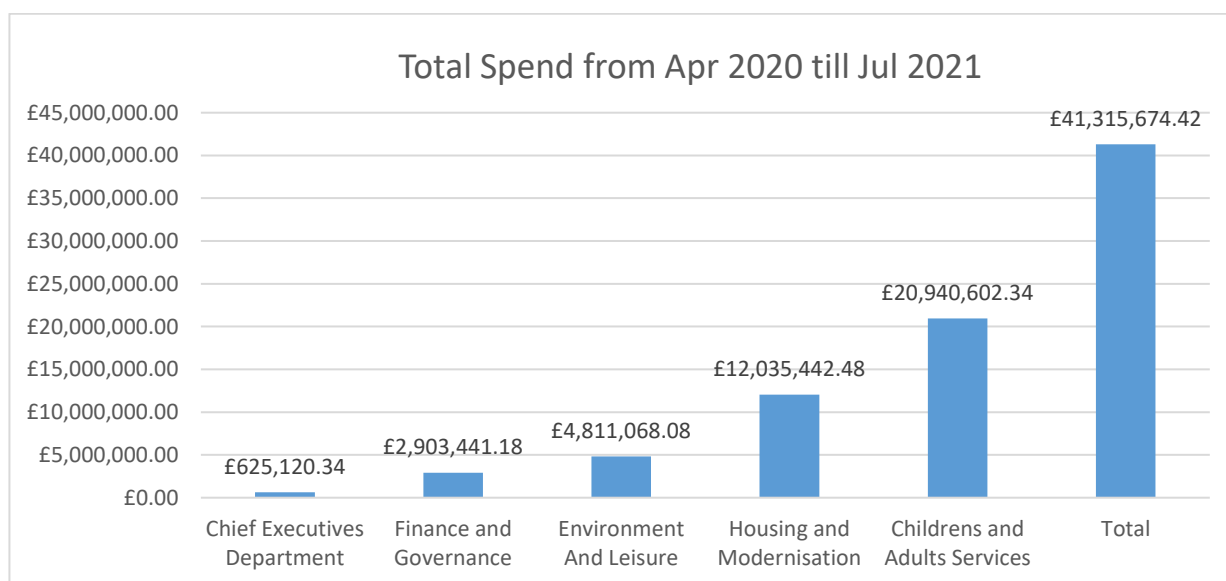
19.3 Monitors over the year 1 April 2020 – 31 July 2021 show that agency numbers ranged between 494 to 557 workers.

Chart 31<sup>1</sup> - Agency Workers – numbers via monthly snapshot 1 April 2020 – 31 July 2021



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

Reference chart 32 - Agency Cost – Spend by division from April 2020 to July 2021



19.4 The number of workers fluctuates on a monthly basis and over the period (1 April 2020 – 31 July 2021) averaged 531 workers, an increase from 494 workers in the previous year.

19.5 The increase in agency worker usage during 1 April 2020 – 31 July 2021 can be attributed to a number of factors such as:

- a. Delivery of the new home’s projects within Housing;
- b. Seasonal work demands within Environment & Leisure, e.g. Arboriculture staff in direct response to the emergency tree project;
- c. There has also been an increase of £1.7m spend in Children and Adult social care compared to last year due to the pandemic. This led to a higher demand for temporary workers in this area also leading to increase in the hourly rate.

d. There has also been an increase in specialist skills requirement within Fire safety, Building safety and Digital technology teams.

19.6 Agency conversions include:

- 68 agency staff moved onto permanent roles through the 'Temp to Perm' HR campaign;
- 5 moved onto fixed term contracts without any additional cost to the council.

19.7 All this has led to a total savings of approximately £935,000 which was achieved through the contract terms for 2020-21.

19.8 **Next Steps:**

- Developing the Agency Strategy to review our agency spend and repeated usage in line with reviewing our Recruitment Strategies;
- Where agency workers are used to cover hard-to-recruit posts, directorates will work with Resourcing Team on alternative strategies to develop a sustainable workforce;
- Progressing the Procurement of the Agency Contract.

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## **20. Learning and Development**

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20.1 Southwark has continued to provide learning and development opportunities for the workforce, during the pandemic. In June 2020, we prioritised and refreshed our corporate workforce development programmes to meet the councils' statutory obligations, to enable our employees to adjust to remote working and support the continued delivery of key services to our communities.

20.2 Learning & Development begins when new starters are welcomed into the organisation and continues either at key parts of the employee life cycle, alongside parallel learning, as individuals see fit for their bespoke career and development plans. We are working to provide consistent learning opportunities and points where employees will access it, so that it is clear what is needed both for their understanding of how Southwark works, including our statutory obligations, health and safety and general culture; also providing development to support growth within their role and further career progression.

20.3 We aspire to provide a range of blended learning, in person (as we return gradually to workplaces) on online, through group webinars, individual e-learner training, in-house training using Teams and on-demand recording of sessions available via Microsoft Stream, which stores videos created within various Microsoft apps.

**Table 3**

<b>All employees</b>	<b>Bespoke Learning and Development fitting the needs of services and individual roles (Examples)</b>
<p><b>Induction</b></p> <ul style="list-style-type: none"> <li>• Health &amp; Safety</li> <li>• Fire training</li> <li>• COT Induction</li> <li>• GDPR</li> <li>• Scheme of Delegation (for officers who require this knowledge)</li> </ul>	<ul style="list-style-type: none"> <li>• Learning and Development may include:</li> <li>• Continued Professional Development</li> <li>• Usually for roles where a set number of hours per year is mandated to maintain professional knowledge and changes in law and practice.</li> <li>• Governance training</li> <li>• As new policies are introduced</li> <li>• Report Writing</li> <li>• Digital Skills</li> </ul>
<p><b>First 90 days in post</b></p> <ul style="list-style-type: none"> <li>• Clear objectives and pathways to achieve these</li> </ul>	
<p><b>Regular one to ones</b> A mix of task-based and performance focused one to ones, allowing time to identify what further training, support may be needed for specialist pieces of work or general self-management development</p>	
<p><b>Performance review appraisals (April and November)</b> Where a focus on career objectives can be aligned with appropriate goals and training</p>	
<p><b>Exit interviews</b> – a good opportunity to appraise us as an employer and hear how employees feel Southwark has developed their careers through their employee lifecycle</p>	

20.4 During the pandemic we pivoted to provide online versions for training sessions that were previously carried out with attendees in the same physical space. Increased online training provisions further familiarised employees with a digital learning infrastructure and the new skills that go alongside virtual training provision and the etiquette of group discussions. This coincided with the widest laptop roll out, to date, across the council and widespread use of Microsoft Teams, which we will continue to embed enabling how we deliver training more broadly.

20.5 These were significant changes for a workforce who are at the beginning of their Microsoft 365 journey and who were mainly unfamiliar with the technology, the devices they access it through and the idea of wider scale remote working.

20.6 In addition, a wider M365 Training offer is part of our recommendations to prepare employees for an increasingly digital world, ensuring we have skills to use the technology being allocated.

## Employee engagement and access to learning and development

20.7 Workforce data shows that employees actively engage with learning and development programmes delivered through our established Learning Management System (LMS).

20.8 Over the last 18 months:

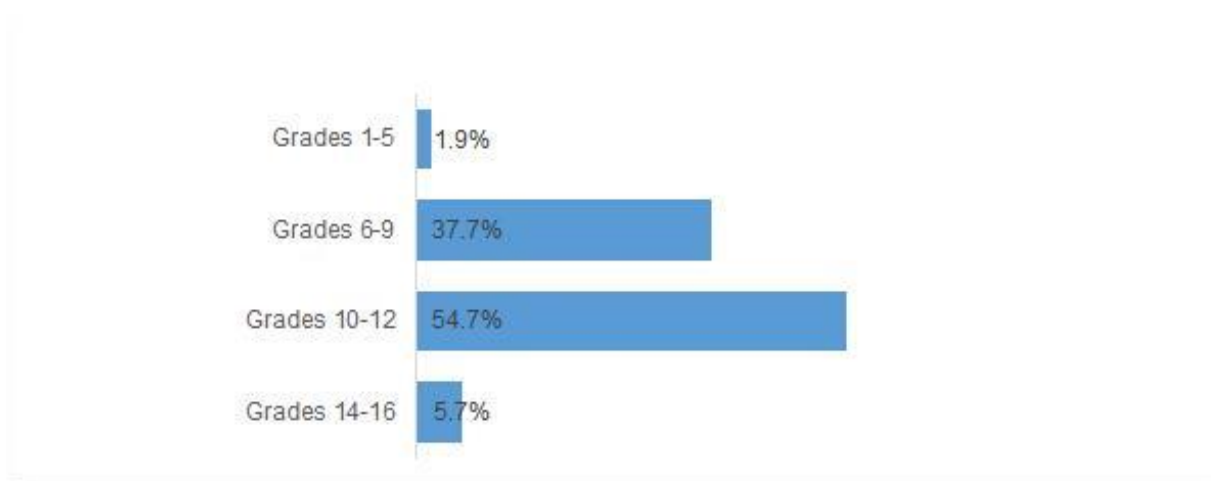
- 52% of employees (2,284 employees) engaged in some form of learning and development;
- This is up 6% from the previous year with 2,139 employees engaging with workforce development activities.

## Professional Qualification Scheme (PQS)

20.9 Employees participating in the Professional Qualifications Scheme are shown below, by grade. Employees at grades 1-5 represent only 1.9% in comparison to other grade groups. Further analysis is required around the types of qualifications PQS participants are undertaking, including:

- Identifying factors to address the low representation of PQS applications at grade 5 and below;
- Understanding what the correlation is between employees who have undertaken PQS and those who have moved up through the grades;
- Being clear about legacy qualifications that PQS participants hold and a more consistent and transparent rationale to how these are allocated.

Chart 33 - Professional Qualification Scheme approvals by employee grade group (total employees= 100%)



## Digital Inclusion across Southwark's Workforce

20.10 Inequality of opportunity to learning and development creates a two-tiered system across our workforce. We currently run parallel processes for communicating and engaging frontline workers in learning and development but acknowledge this area needs to be aligned to the rest of the council community to ensure equity of opportunities for all employees.

- 20.11 Last year we brought forward a rollout of laptop devices, in response to the pandemic, enabling employees who are able to carry out their roles remotely, to do so.
- 20.12 We are still in the early stages of providing a fully digitally enabled workforce. The council are committed to creating a robust IT and Digital strategy that encompasses this element alongside:
- Future proofing our technology infrastructure.
  - Training employees in digital skills so that they are literate and ready to adapt smoothly as technologies progress.
  - Offer more user-friendly interfaces that residents, employees and partners find easier to engage with.
  - Ensure we improve accessibility across digital platforms so that differently abled users are not excluded.

## **Equality of opportunities for learning and development**

- 20.13 Southwark Stands Together (SST) is the council's proposed programme of activities to address racism and inequality within the organisation and across the borough. Race data shows a clear decrease in employees from Black, Asian and Minority Ethnic roles, from grade 14. This aligns with anecdotal testimony from employees from the same group, who took part in a series of SST Listening Circles last year. Participants spoke of a perceived lack of opportunities in comparison to white counterparts. Again, further analysis is required to understand discrepancies in race and sex in our data.
- 20.14 Black and Asian Minority Ethnic men are under-represented in accessing and undertaking professional development, which could be linked to the lack of Black and Asian Minority Ethnic male representation to senior levels of the organisation. Although there is a consistent lack of progression for both Black, Asian and Minority Ethnic men and women, men are more significantly under-represented.

## **Initiatives in Progress**

### **Using Positive Action for Career Progression**

- 20.15 As part of SST, we are guiding managers in the application of Positive Action to promote career progression opportunities. At Southwark, we are using Positive Action to mark out development opportunities (including secondments, training, work shadowing and PDQs) for employees who come from under-represented groups, covered by Equality Act 2010. Utilising Positive Action in this way helps upskill our leaders in using more creative means to create career progression and provides opportunities that are more accessible to all. Across the board, this makes for higher performing teams, where employees are better invested in progressing and the organisation benefits from a workforce who are continuing to develop and evolve.

## Professional Development Qualifications

20.16 We are in the process of launching the newly updated EDI training for our leaders, managers, and employees to support them to learn about how to tackle inequality and the role they can all individually play in the development of a culture of inclusion. We acknowledge that there is more to do, and we will continue to work with our EDI partner to review other supplementary programmes such as the career development portal and professional qualification sponsorship scheme. We will develop bespoke development programmes for our Black, Asian, and Minority Ethnic employees, in line with positive action, to ensure equality of access to continued professional development.

## Leadership development programmes

20.17 Our Leadership Development programmes are designed to embed the technical and behavioural skills required for our emerging, new and existing managers to lead effectively. The programmes are accredited through Institute of Leadership and Management (ILM).

20.18 Data highlights these programmes continue to be well received, but participation from Black, Asian and Minority Ethnic employees continues to be disproportionate to the make-up of our overall workforce. This correlates with the findings in the data outlined above where Black, Asian and Minority Ethnic employees are under-represented in accessing learning and professional development. This also correlates to the lack of representation at senior levels of the organisation.

Chart 34 - Managers partly through their ILM studies by employee sex and ethnic group (total employees= 100%)

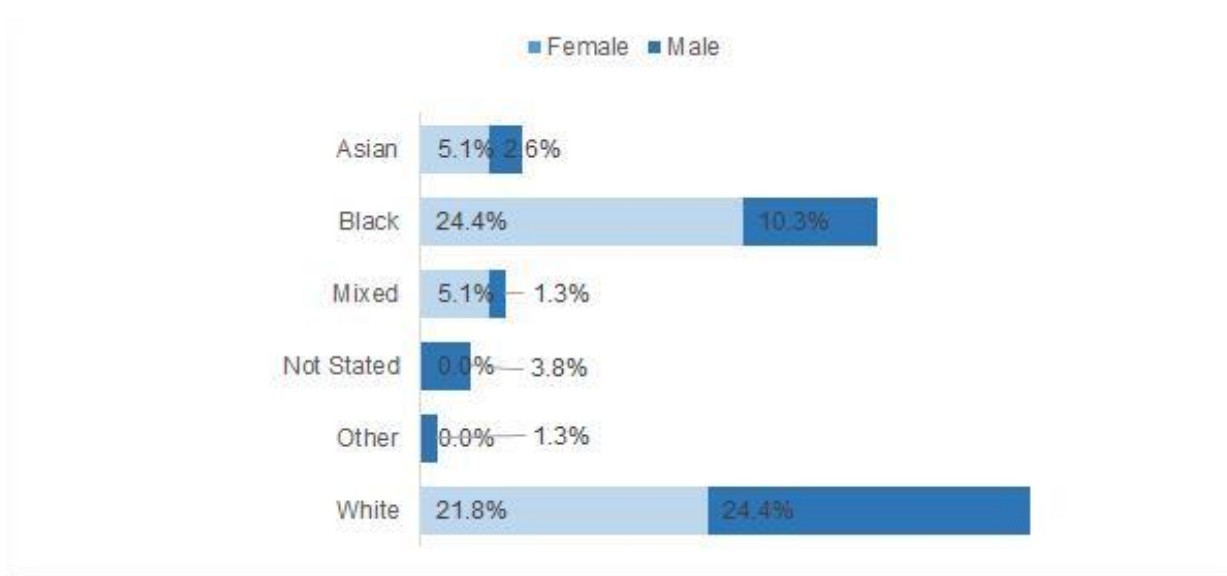
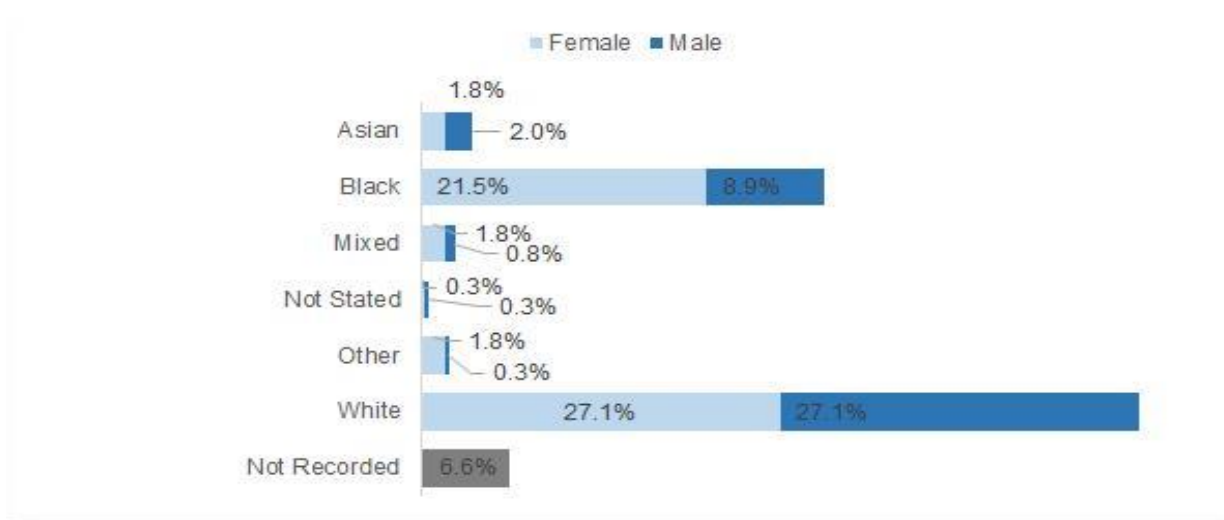


Chart 35 - Managers having completed an ILM programme since 2014 by employee sex and ethnic group (total employees= 100%)



### 20.19 Next Steps:

- Providing a clear L&D Programme from new starter to exit level, clearly tied Southwark's values and behaviours;
- Embed a one entry point online entry for Learning and Development content across the whole council, that aligns with our Microsoft digital infrastructure - with the aspiration of working towards a single sign on portal that makes learning easier for employees to access on line;
- Work alongside ITs Technical Transformation Workstream to roll out a wide-spread Teams training across the organisation and to provide a scaled version for employees without email addresses;
- Inclusive Mentoring – following a pilot in Children and Adults Services, whereby a leaders are partnered with more junior employees for a 3-month period of co-mentoring, the programme will be rolled out across the wider organisation, during autumn 2021;
- Provide monthly updates, as part of Southwark Stands Together around L&D offer uptake and outcomes, alongside where participants have made significant steps as a result of more focused L&D; for example, beginning a PQS, or moving to a more senior role;
- Further qualitative surveying and focus groups around the themes raised here so that we have a more accurate picture of causes for disparities in data, in order to adequately address them;
- Flag incomplete mandatory employees training so that we safeguard organisational health and safety, governance etc.

### Summary

20.20 We have made a good start in employees' engagement, as part of Southwark Stands Together and Organisational Development outputs, to understand what both want and need in terms of learning and development, as well as their experiences today. As shown in the next steps below, we can improve our offer by providing a transparent, consistent, and equitable offer that casts opportunities more widely than they are currently being distributed.



20.21 Continued employee engagement and joint up working across the wider organisation, coupled with strong strategic HR support and succession planning that helps define learning opportunities, will make increase our skills, knowledge, and experience across the organisation. As we become more ambitious about our learning aspirations, we will become a more competitive employer and be better placed to deliver high quality services and expertise to our residents.

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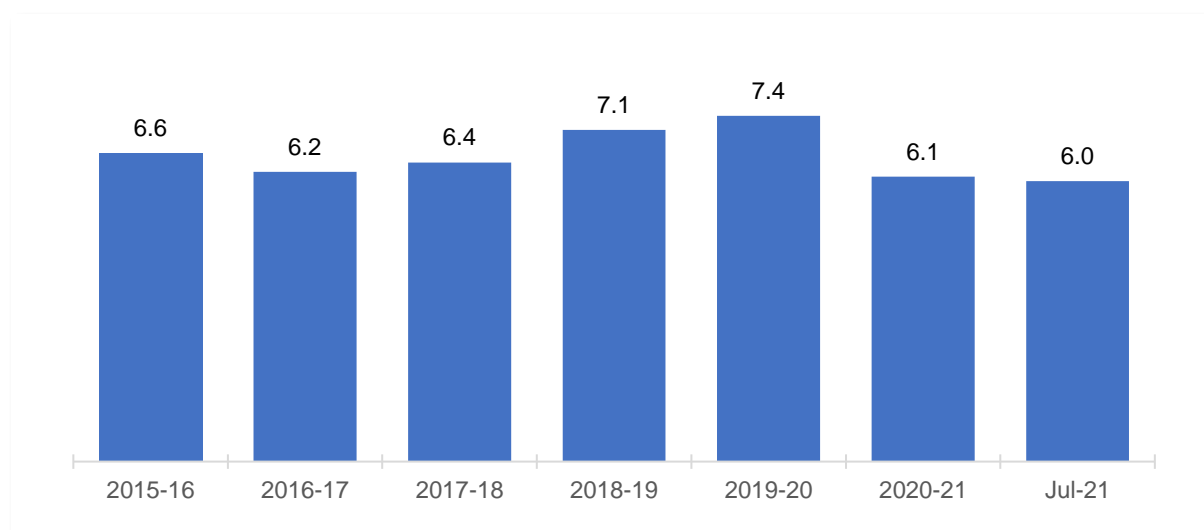
## 21. Sickness

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21.1 The latest data shows that the average number of sick absence days per person is 6.04 days (12 months to July 2021), which is a decrease of 1.38 days per person since last year (chart 36). This is lower than the average sickness across London boroughs of 8.6 days (Section 4) and public sector average of 8.8 days (LGA, 2020).

21.2 There is a marked reduction compared to last year's figure of 7.43 days, which has stopped the trend of increasing over the past four years.

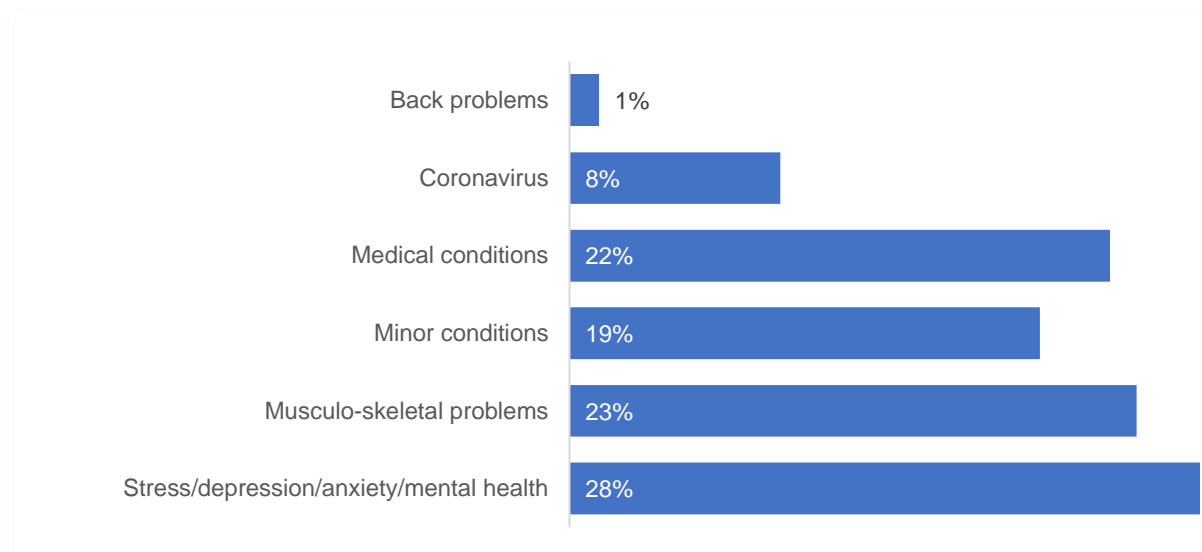
Chart 36 – Average days' sickness absence per person per year



21.3 According to the ONS, measures such as social distancing, shielding and increased homeworking due to Covid-19 appear to have helped reduce the levels of sick absence nationally. This can be seen with “Minor conditions” having a reduction of 11% during 2020-21. Covid-19 itself accounts for 8% of sick absence as outlined on the chart below (chart 37).

21.4 There are a significant proportion of employees who had no sickness absence during the 12 months to July 2021 (68%), which is an increase of 17% compared to last year.

Chart 37 – Grouped reasons for sickness absence 2020-21



21.5 According to the Health and Safety Executive, in 2019-20 stress, depression or anxiety accounted for 51% of all work-related ill health cases and 55% of all working days lost due to work-related ill health within the UK. Stress, depression or anxiety is more prevalent in public service industries, such as education, health and social care, public administration and defence. By occupation, professions that are common across public service industries (such as healthcare workers; teaching professionals and public service professionals) show higher levels of stress as compared to all jobs.

21.6 This is consistent with our findings as the largest category for the grouped sickness absence reasons is 'stress/depression/anxiety/mental health'. This is an increase of 2% to 28% in the last 12 months (chart 37). This is a slight decrease compared to the first 12 months of the pandemic, which showed as 29% for this category.

21.7 In addition to this, occupational health data suggests that a high proportion of referrals (45%) were related to mental health conditions compared to 31% for the previous year. The increase may be attributed to the effects of the pandemic as there have been additional pressures placed on employees which may have impacted on their mental health.

21.8 However, this may have been minimised by the council's commitment to provide support to employees across the workforce to help maintain resilience and a healthy work-life balance to find strategies to cope with increased challenges as a result of the pandemic.

21.9 Over the past 12 months there has been a range of health and wellbeing events and initiatives for employees. A summary of these activities is in the table below (Table 4).

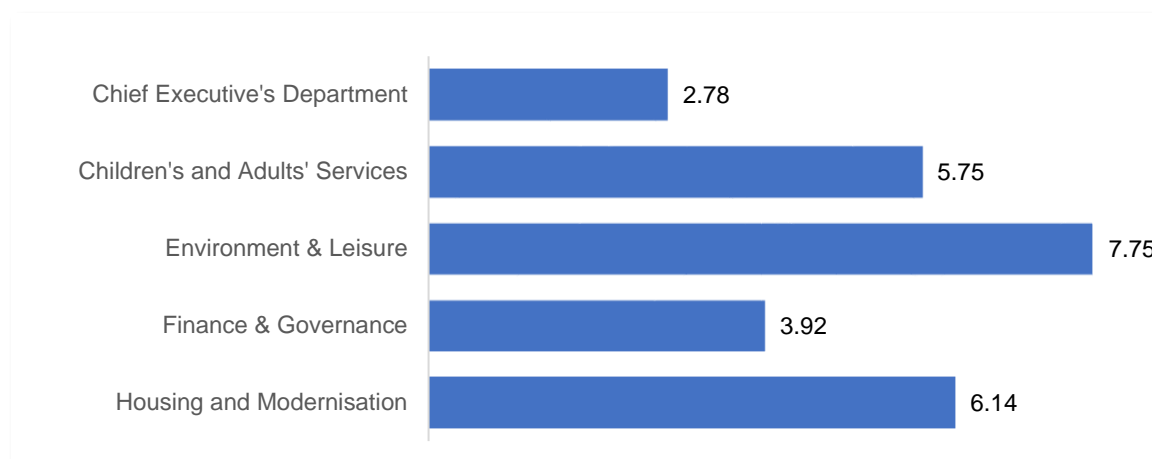
Table 4 – A summary of health and wellbeing activities over the past 12 (or 16) months

Summary of Health and Wellbeing activities over the past 12 months	
Wellbeing Toolkit and Wellbeing plan – available in a variety of medias that can be accessed on personal devices. This included a Winter Wellbeing Toolkit to support employees through that season	Mental health initiatives and awareness campaigns were held to help tackle the stigma of mental health
Ongoing engagement with NCompass, the disability staff network on a range of initiatives, such as, providing feedback to the Smart Working programme and providing advice and guidance to the Cycle to Work re-procurement process	Wellbeing webinars were arranged for employees on a range of topics to support positive mental wellbeing
COVID-19 – Regular updates, guidance and information was provided to support employees, including managers, during the pandemic	Promoting Health and Wellbeing awareness days to increase understanding and awareness of initiatives
The launch of new policies such as the Menopause and Domestic Abuse policies to help support the wellbeing of our workforce	Refreshed Mental Health guidance in light of the pandemic

## Analysis of the departments

21.10 Chart 38 (below) shows the average number of sickness days broken down by department. There is a wide variation ranging from 2.78 days in the Chief Executive’s Department to 7.75 days for Environment and Leisure. The highest figure (7.75 days) is still below the average across London councils (8.6 days). The two lowest figures are in the Chief Executive’s (2.78 days) and Finance and Governance (3.92 days) departments. These two departments have minimal front line employees and the majority have been working from home during the pandemic, which may account for the difference. As indicated above, research suggests that increased homeworking may have contributed to reduced sickness levels.

Chart 38 – Average days sickness absence per person 12 months to 31 July 2021  
(total employees = 4380)



21.11 Although the absence days are not over the sector average, any days lost to sickness have a cost. This is not just monetary, e.g., higher agency spends, as this can result in increased workloads for employees, affecting morale and productivity. Therefore, we continue to ensure that sickness is monitored to reduce the impact on service delivery to our residents.

21.12 Work is underway to develop a council wide Sickness strategy which will provide a consistent and supportive approach to managing sickness and wellbeing. This must include the flexibility to provide support and interventions tailored to each department's specific needs.

21.13 **Next Steps:**

- The work to promote and develop wellbeing and mental health support for all employees, which includes guidance for those managing employees, will continue. A Wellbeing Strategy will be created to provide a direction and focus for our wellbeing initiatives;
- A council wide sickness strategy is being developed in order to provide strong absence management with a holistic approach to wellbeing at work. This is especially important in light of a significant proportion of employees returning to the workplace over the coming months and the lifting of a number of COVID-19 restrictions nationally.

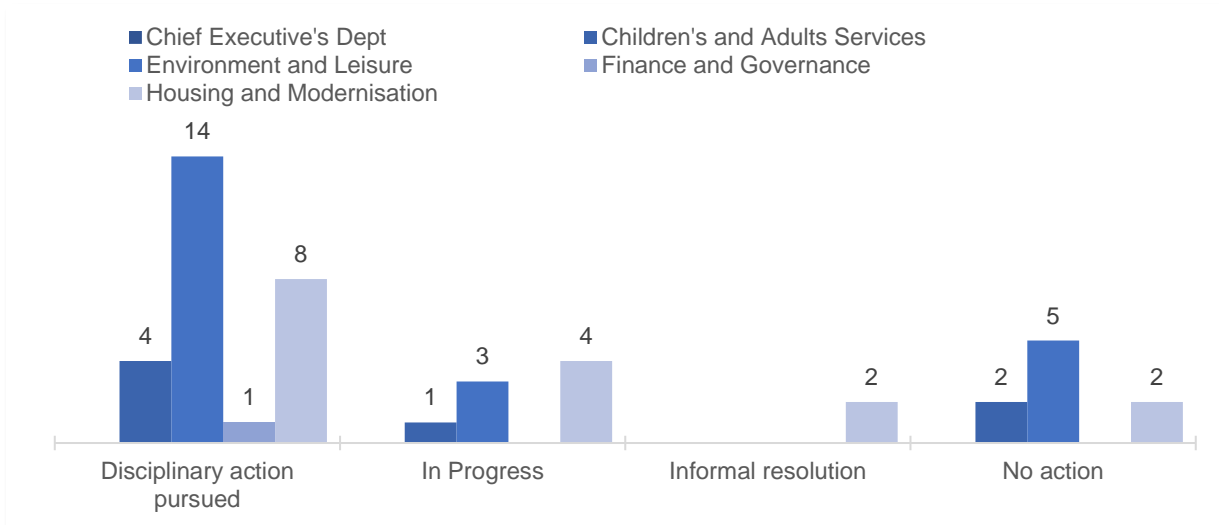
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## **22. Disciplinary Investigations and Outcomes**

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22.1 It is usual within a Local Authority to have a small percentage of employees who were subject to disciplinary investigation. In this reporting period Southwark had 1% of the workforce who have been subject to disciplinary proceedings (chart 39 & Key workforce data). When disciplinary proceedings do occur, it has a great impact on those individuals. Ensuring no employee is adversely affected due to discrimination, during this process, is paramount and the rationale for monitoring disciplinary action by protected characteristic.

Chart 39 – Disciplinary Investigations by department (total investigations = 46)

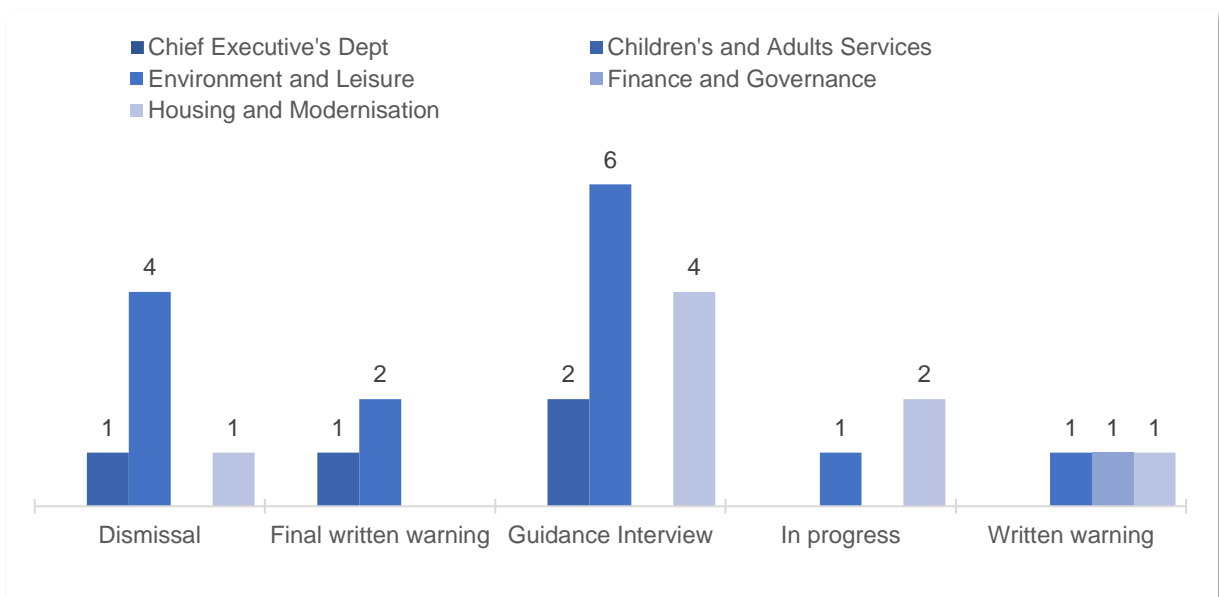


22.2 There were 46 disciplinary investigations recorded in this period, and chart 39 above states the outcome of those investigations. 9 of the investigations required no further action, 2 were resolved informally and 8 continue to be investigated. 27 cases disciplinary action were pursued and brought to a conclusion.

22.3 Environment & Leisure had 48% of the disciplinary (22 cases), with Housing and Modernisation having 35% (16 cases), Children's & Adults having 15% (7 cases), 1 case in Finance & Governance and none in Chief Executives.

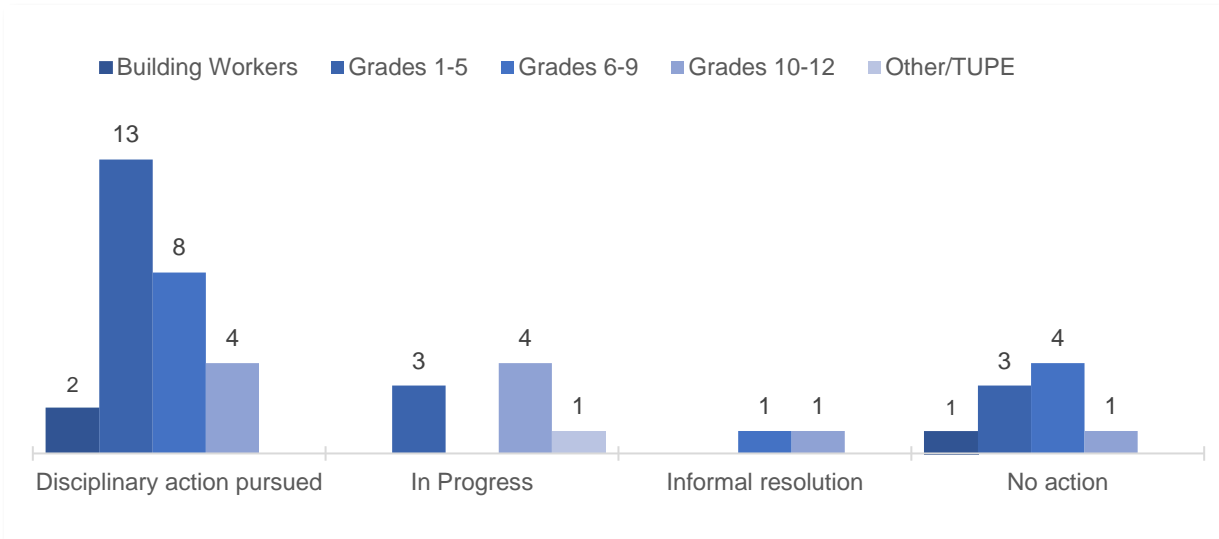
22.4 Of those 27 investigations pursued, 6 employees were dismissed, 3 received a final written warning, 3 a written warning, 12 a guidance interview and 3 remain under investigation (chart 40 below).

Chart 40 – Disciplinary Action Outcomes by department (total investigations = 27)



22.5 Traditionally the majority of disciplinary cases occur more in our lower graded posts (grades 1-9) and this year is no different with 76% (35 cases) occurring within grades 1-9 (including 3 in building workers grades). Only 25% of disciplinary issues (11 cases) were in grades 10-12 with no cases at grade 14+ which demonstrates that those employees who are guided by professional/managerial/technical standards are less likely to be subject to disciplinary proceedings than those in frontline and manual roles.

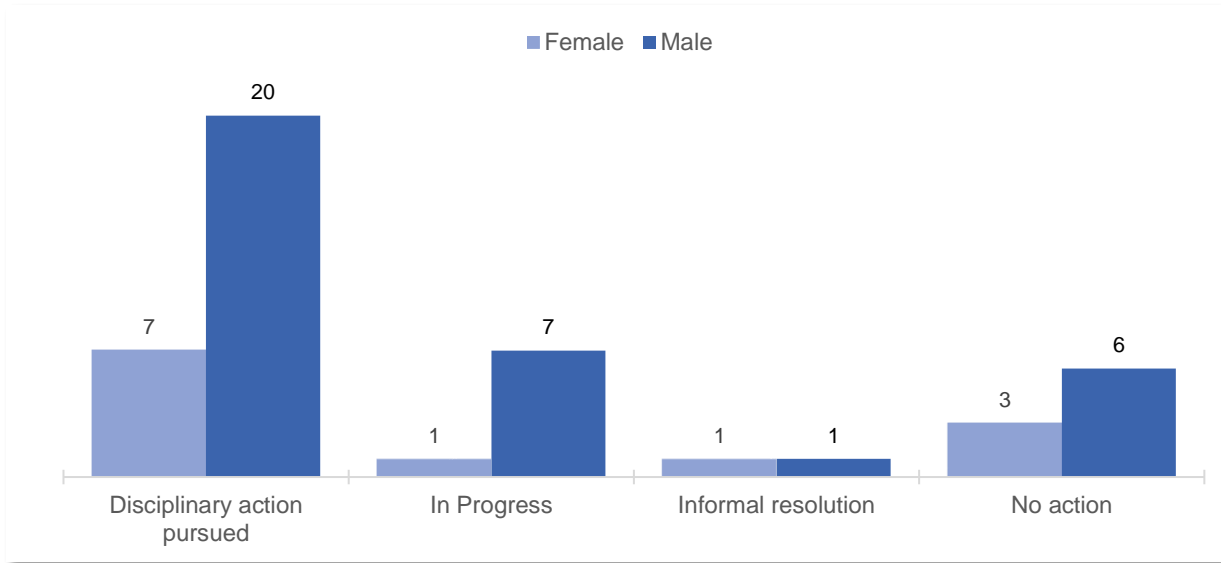
Chart 41 – Disciplinary Investigations by grade group (total investigations = 46)



22.6 Three of the employees' subject to disciplinary investigations were recorded as disabled. The disciplinary process does take account for considering reasonable adjustments for people with a disability during disciplinary processes to ensure that they are not disadvantaged. An example of this could be translation services for an employee who is partially sighted or additional breaks for a person with diabetes to ensure their energy levels can be maintained. The impact of a person's disability also needs to be carefully considered when a disciplinary is undertaken to ensure the actions being investigated are in anyway as a result of someone's disability.

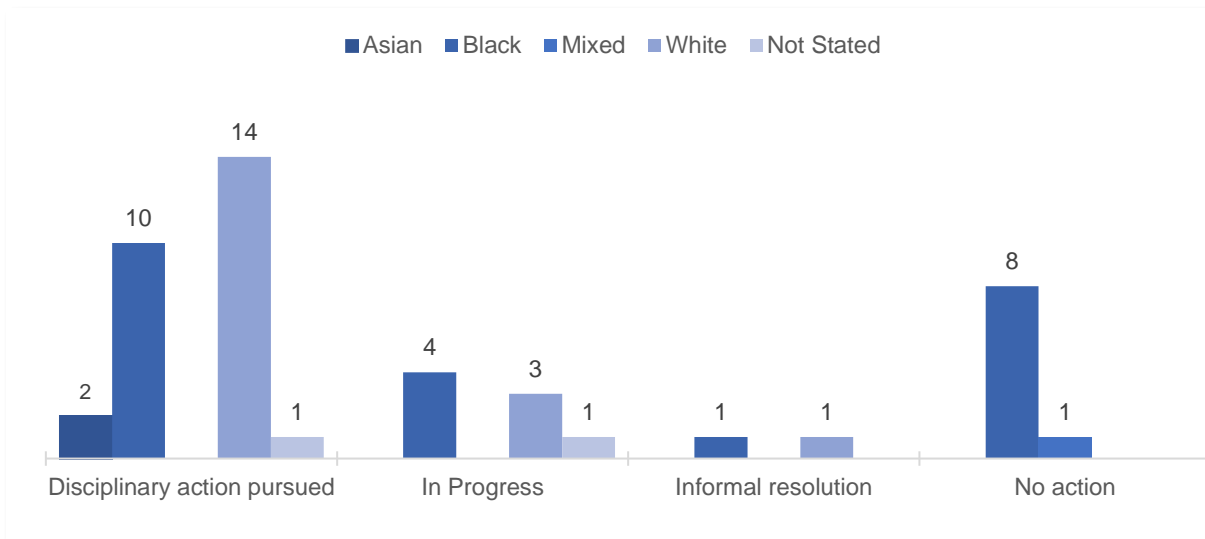
22.7 From chart 44 we know more male employees were subject to disciplinary proceedings than women and all the dismissal were men. In reviewing the data in chart 40 the majority of disciplinary occurred in the Environment and Leisure Department where they have a greater number of male employees than female employees.

Chart 42 – Disciplinary Investigations by sex (total investigations = 46)



22.8 When looking at the chart 43 we can also identify that more white employees were subject to disciplinary proceedings than colleagues from black, Asian, or other ethnic minority communities.

Chart 43 - Investigations by broad Race Profile (total investigations = 46)



22.9 On 6 occasions disciplinary action was implemented in the form of written warnings. In 6 cases the employee was dismissed. Those subject to such actions is less than 0.3% of all employees (Key workforce data). All the employees who were dismissed as a result of disciplinary action in this period were recorded as male and of white ethnicity and race.

Chart 44 – Disciplinary action outcomes by sex(total investigations = 27)

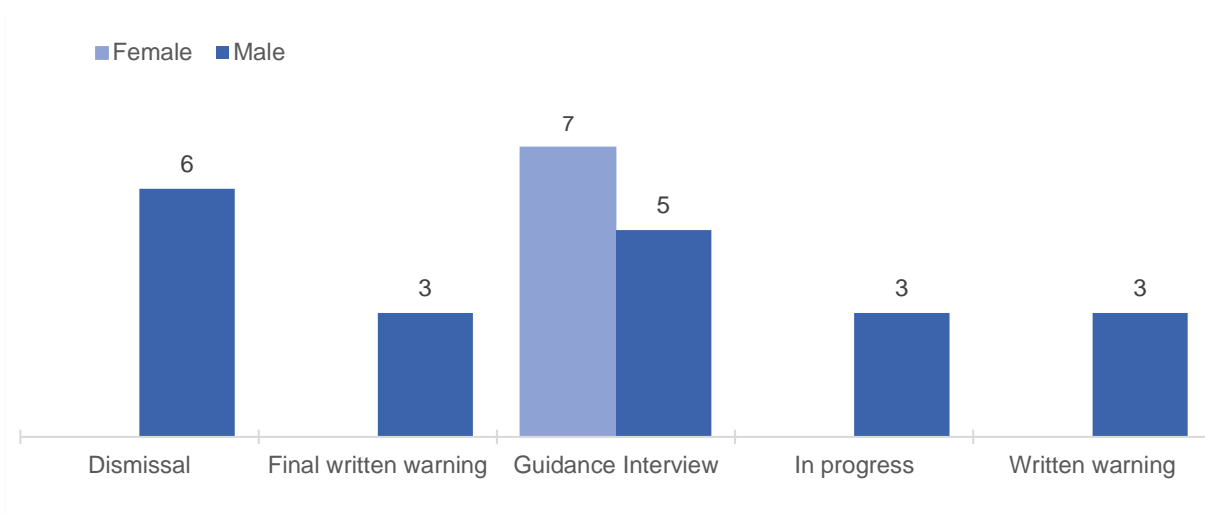
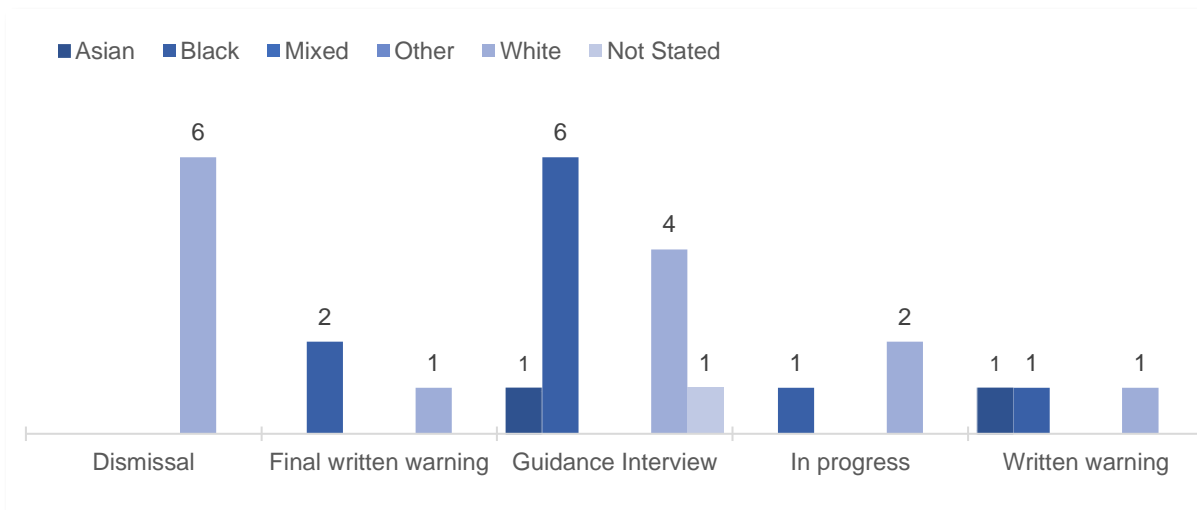


Chart 45 – Disciplinary action outcomes by broad Race Profile (total investigations = 27)



22.10 It is essential that disciplinary investigations are reviewed and monitored. Identification of higher cases within both Environment & Leisure and Housing & Modernisation departments, renders a trend analysis to understand the cause for the spike of cases in each area and recommended interventions to mitigate future numbers. Such analysis, will support the council in recognising potential causes and address behaviours through targeted training and development. In addition, better managerial guidance and direction on any specific reoccurring themes could be implemented. The HR Business Partnerships Team with the Employee Relations/Industrial Relations Specialists will work on completing the trends analysis and developing local preventatives solutions with service managers, where possible.



### 22.11 Next Steps:

- A trend analysis to be conducted to see what lead to the higher number of disciplinary cases within these areas and what interventions could be implemented to avoid repeat behaviour that leads to disciplinary action.

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## 23. *Capability and outcomes*

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- 23.1 Managing performance and sickness absence management is essential within a local authority. In the majority of cases most employees will never need to have their performance or sickness managed via the capability policy. However, when there are concerns about work performance and attendance management of the issues would appropriately be subject to the capability process. It should not be seen as solely punitive, it aims to encourage individual improvement and the raising of standards.
- 23.2 There were 23 capability investigations (which includes 18 (78%) relating to performance and 5 (22%) relating to sickness absence management action) recorded in this period. Of those, 6 were “in progress”, so had not yet reached their conclusion, 15 had concluded with no further action, or were withdrawn, and 1 is recorded as having led to monitoring. No further action taken usually means a positive resolution to the concerns that led to capability being invoked was achieved.
- 23.3 The numbers subject to capability investigation represent a small percentage of all employees, 16 concluded cases represent less than 0.5% all employees (Key workforce data). Where there are such small numbers, drawing trends based on more detailed levels e.g., sex, ethnic profile or disability is difficult.
- 23.4 We are able to understand that as per chart 46, 11 of the employees in this section were recorded as male and 12 as female. When considering ethnicity and race chart 46 shows that more white employees were subject to capability proceedings than colleagues from Black, Asian and Minority Ethnic communities.
- 23.5 As per chart 47 the Children’s and Adults Department had the highest number of capability cases accounting for 39% of all cases, Chief Executives and Finance and Governance Departments accounted for 17% of cases and Environment and Leisure 13% of cases.
- 23.6 In chart 48 61% of the capability cases were for employees in grades 1-9 in comparison to 39% within grades 10-12. There were no cases of capability management in grades 14+.
- 23.7 It is essential that all cases are reviewed and monitored. Following identifying the higher number of cases occur within the Children’s and Adult departments it is important for a trend analysis to be conducted to see what lead to the higher number of capability cases within these areas and across the council to identify what interventions could be implemented to avoid further employees to require capability management. By undertaking this analysis, the Council would aim to identify the potential causes that could be addressed by undertaking training and development or where better managerial guidance and direction on any specific reoccurring themes could be implemented. The HR Business Partnerships Team with the Employee Relations/Industrial Relations Specialists will work on

completing the trends analysis and developing local preventative solutions with service managers, where possible.

Chart 46 - Capability investigations by sex (total employees = 23)

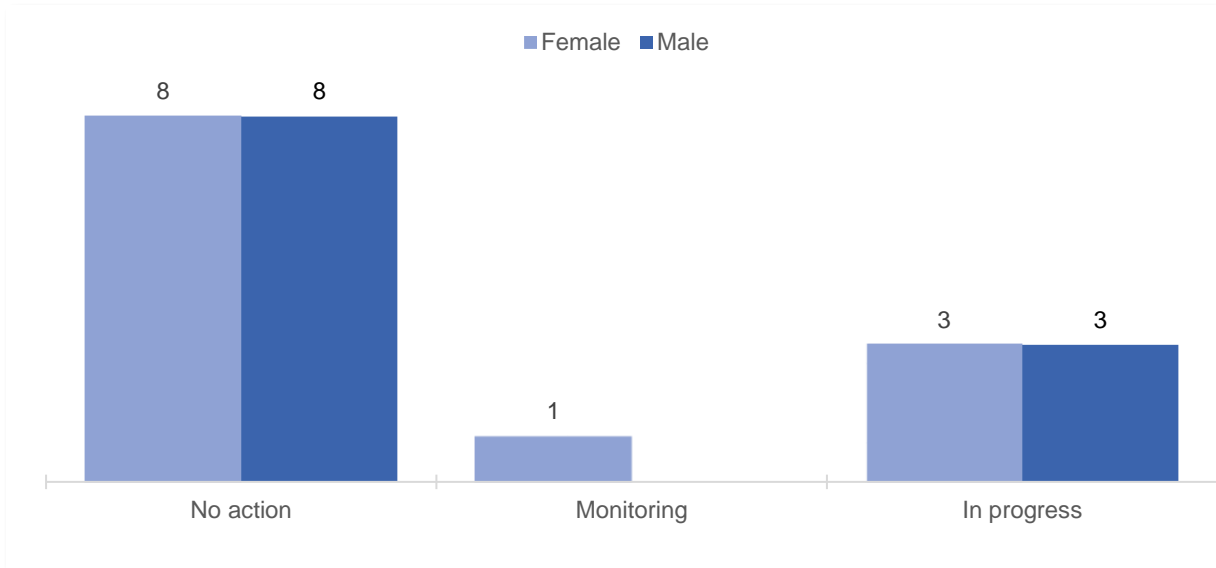


Chart 47 – Capability investigations by broad Race Profile (total employees = 23)

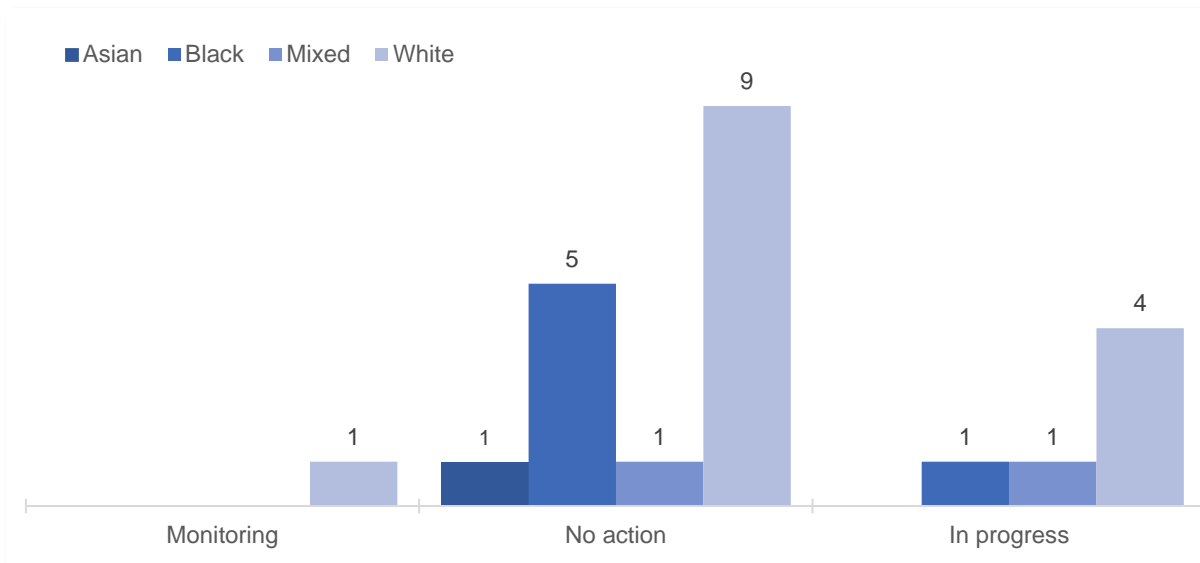


Chart 48 – Capability investigations by department (total employees = 23)

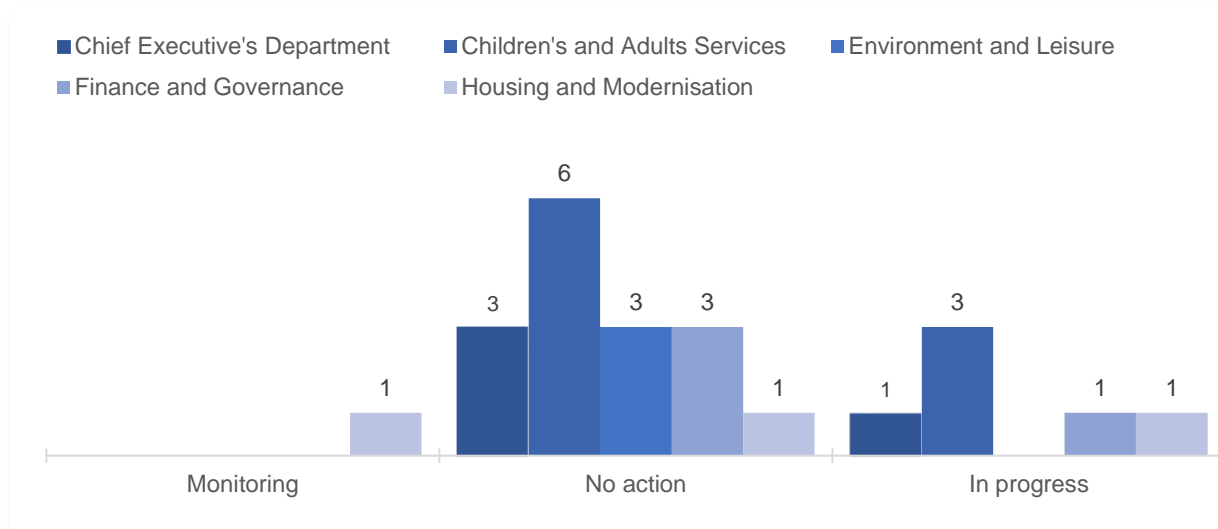
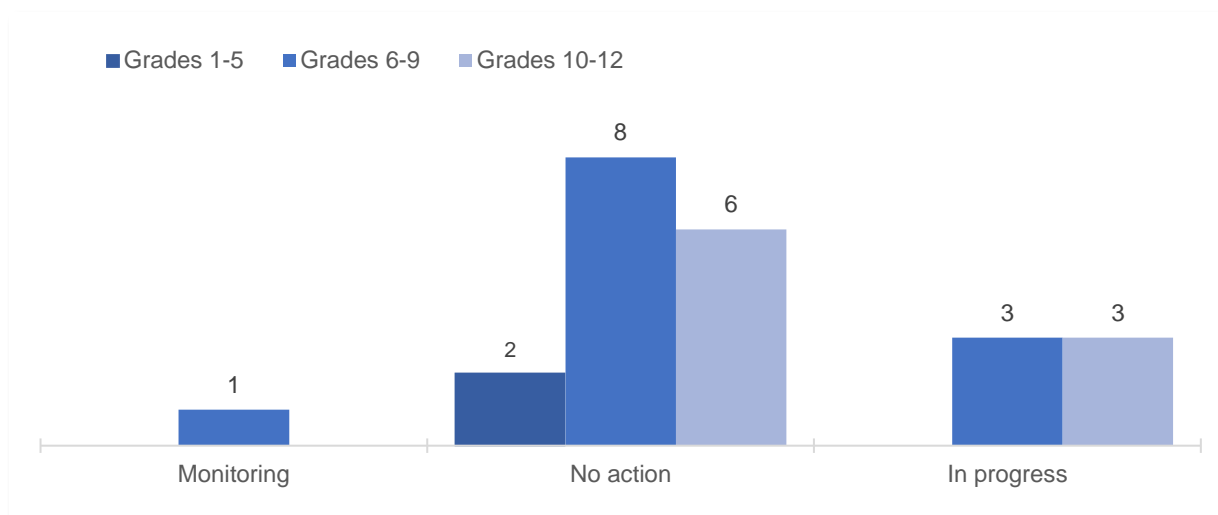


Chart 49 – Capability investigations by grade group (total employees = 23)



### 23.8 Next Steps:

- Following identifying the higher number of cases occur within the Children's and Adult departments it is important for a trend analysis to be conducted to see what lead to the higher number of capability cases within these areas and across the council to identify what interventions could be implemented to avoid further employees to require capability management.

## 24. Employee Complaints

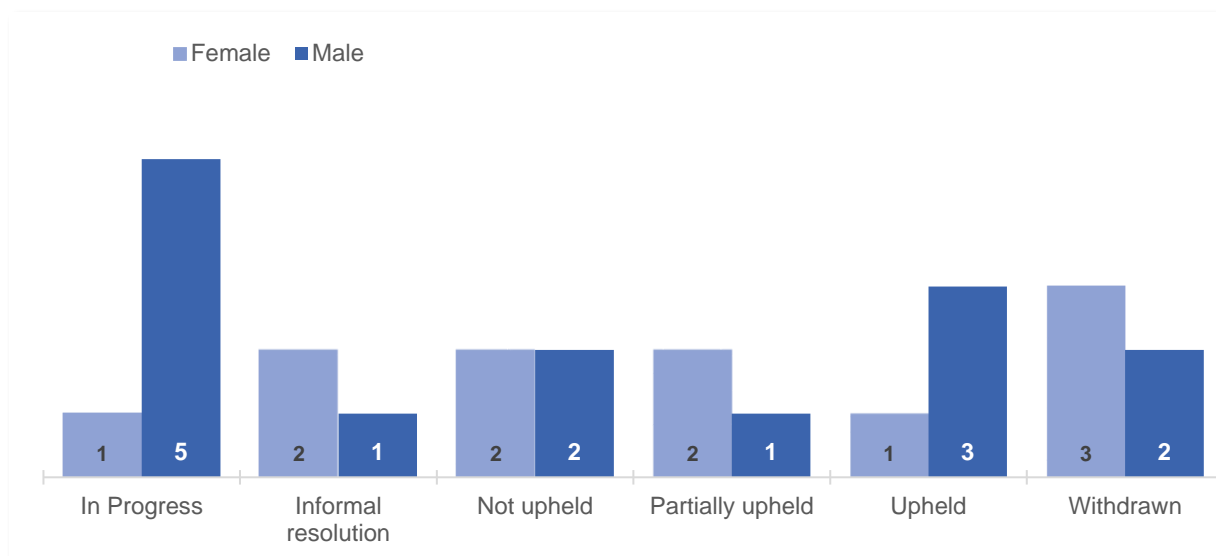
24.1 This section relates to individual employee complaints that required a formal process to resolve. Most employee complaints are resolved informally and quickly or through mediation; these are not recorded in this section. Employees and managers are encouraged to pursue such actions to resolve matters as a first step, prior to moving into a formal process.

24.2 There were 25 employee complaints recorded in this period which represents 0.5% of the workforce (Key workforce data). Most (18) of these cases were resolved, or withdrawn, during the Stage 1 (informal) part of the process.

24.3 Of the 25 employee complaints submitted seven complaints moved to stage two. Stage 2 complaints are those where the employee is not satisfied with the outcome at Stage 1 and exercise their right of appeal to the later stage.

24.4 Of the 25 cases (stage 1) 11 were from employees recorded as female, and 14 from employees recorded as male and in stage two, 3 were female and 4 were male.

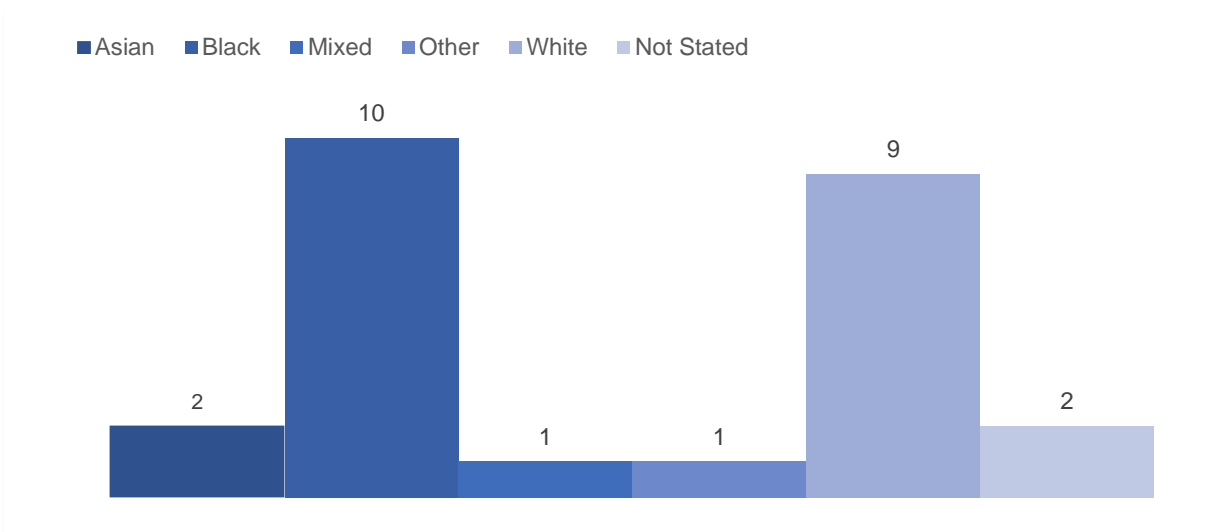
Chart 50 Employee complaints by sex (total employees = 25)



24.5 Four (16% of capability cases) of the employees who had submitted a complaint are recorded as disabled, seven (28%) as not disabled and 14 (56%) records do not record this status. The complaints process does take account for considering reasonable adjustments for people with a disability during the processes to ensure that they are not disadvantaged. An example of this could be translation services for an employee who is partially sighted or additional breaks for a person with diabetes to ensure their energy levels can be maintained during the investigation process. The impact of a person's disability also needs to be carefully considered when complaints are investigated to ensure the actions being investigated are not in any way as a result of someone's disability and if they are what reasonable adjustments can we support the employee with to mitigate the concerns.

24.6 Slightly more complaints were received by employees who identify as Black (10 cases) than any other race, 9 complainants identify as White, 2 identified as Asian, 2 as mixed other and 2 did not share their race as shown in chart 51.

Chart 51 - Employee complaints by broad race (total employees = 25)



24.7 Once investigated at stage 1 or 2 white colleagues were more likely to have their complaints upheld or partially upheld (4 employees) in comparison to (2 black employee's) as shown in chart 52.

Chart 52 Employee complaints by broad race and stage (total employees = 25)

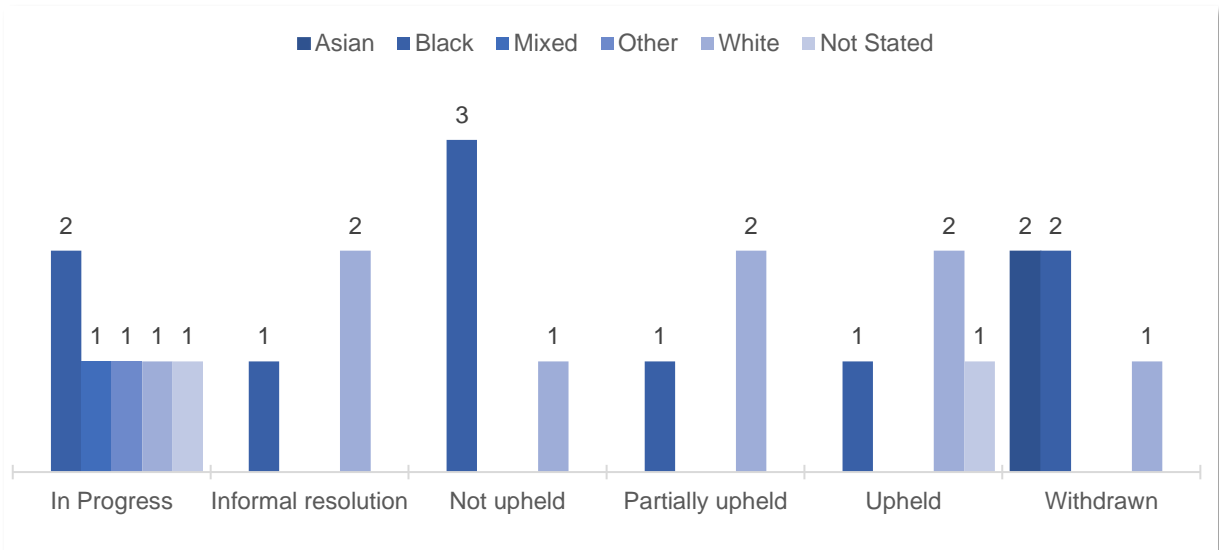


Chart 53 - Stage 2 complaints by sex (total employees = 3)

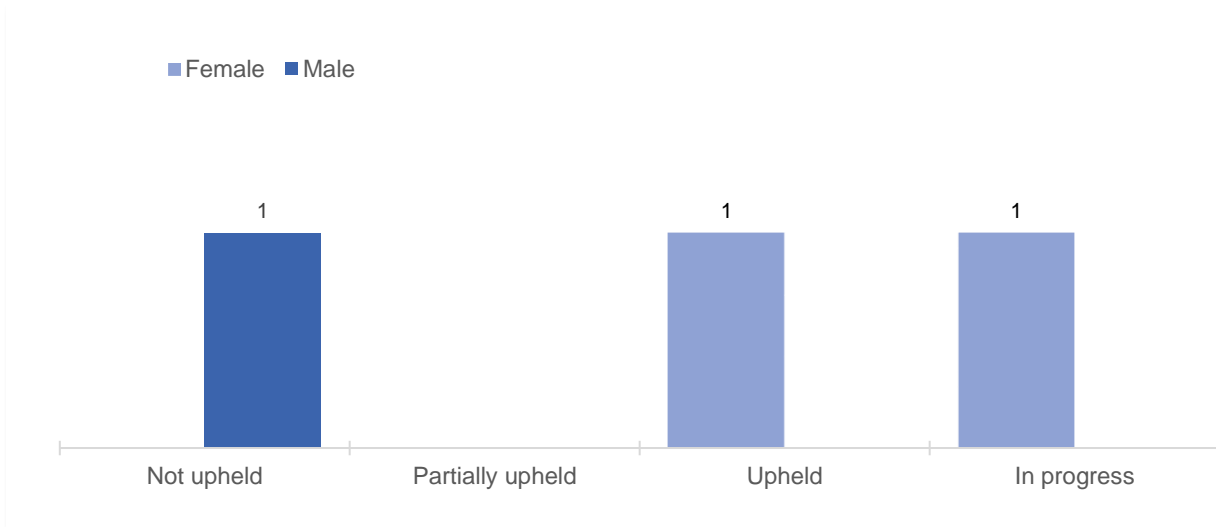
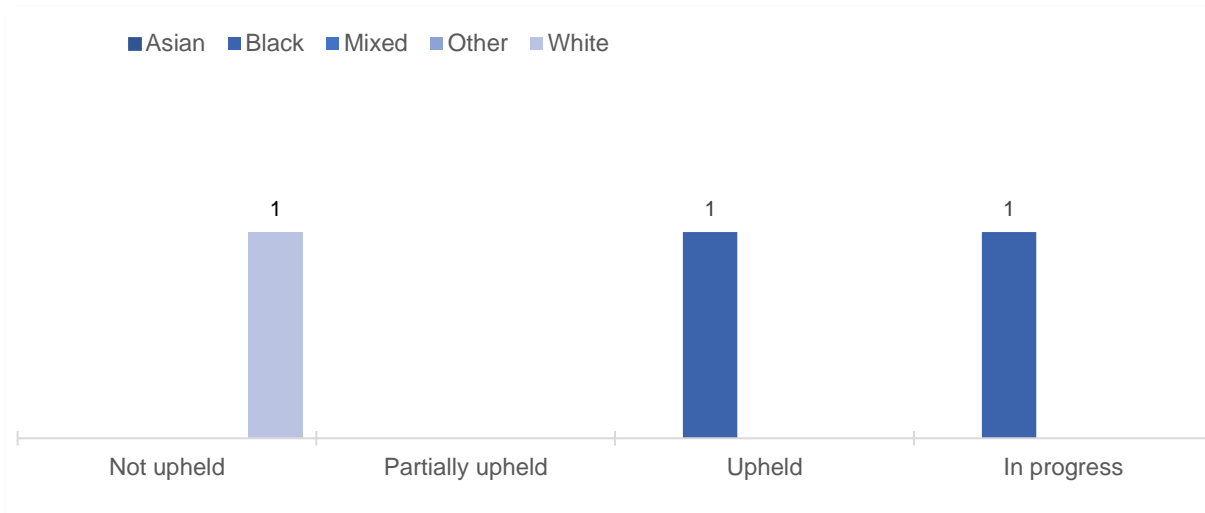


Chart 54 - Stage 2 complaints by broad Race Profile (total employees = 3)



24.8 An employee complaint highlights a problem, whether that's a problem with your manager, colleagues, or internal processes, and by hearing these problems directly from your employees, you can investigate and improve to prevent further complaints in the future. Therefore, it is important that we monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review that those areas where problems exist, potential solutions are identified, and key action is taken to address the areas of concern. This will be completed by the HR Business Partner Team with the Industrial/Employee Relations Specialist.

**24.9 Next Steps:**

- Monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review those areas where problems exist, potential solutions are identified and key action is taken to address the areas of concern.

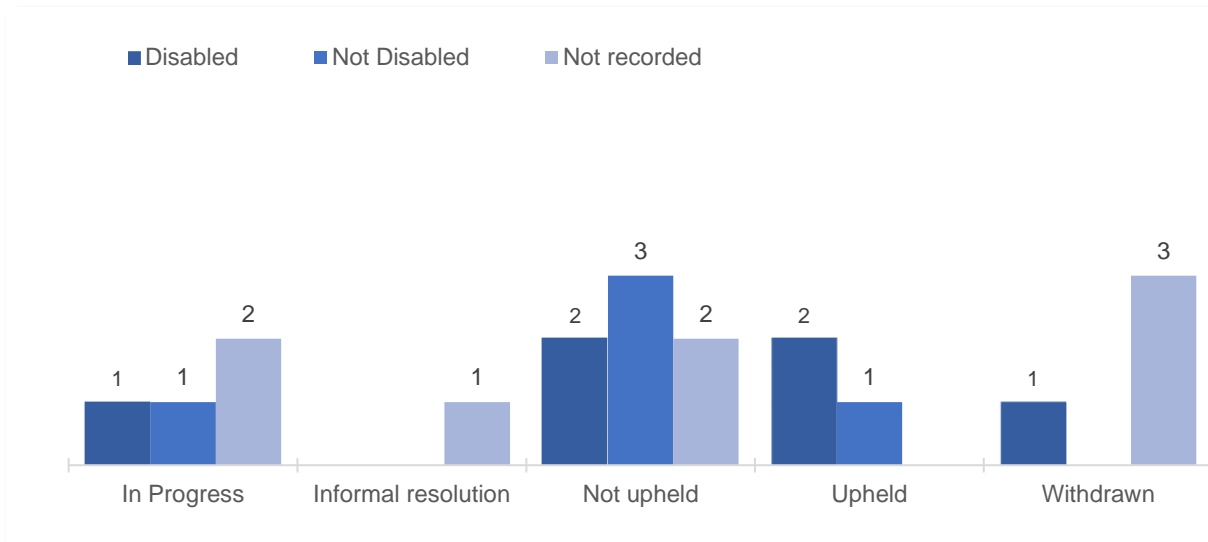
## 25. Respect at Work

25.1 In addition to the employee complaints in the previous section, 19 employees (charts 55-57 and Key workforce data) who represent less than 0.4 % of the workforce, have raised complaints under the Respect at Work procedure, so related to perceptions/experiences of harassment or bullying in the workplace.

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

25.3 We can review the data to identify any trends and areas for future focus. 6 disabled employees made formal complaints under the Respect at Work procedure which, although a small number, is worth investigation to determine if the complaints, for example, related to the protected characteristic of being disabled. 5 recorded themselves as not disabled, and 8 have not completed that field.

Chart 55 - Respect at Work complaints by disability status (total employees = 19)



25.4 Of the 19 Respect at Work cases 51% were female and 49% were male chart 56. 74% of Respect at Work complaints were received from employees who identify as Black or Asian and 21% were identified as white as per chart 57, in addition to this more- Black employee's complaints were not upheld than any other race and more complaints from Asian colleagues were withdrawn than other ethnicities.

Chart 56 - Respect at Work complaints by sex (total employees = 19)

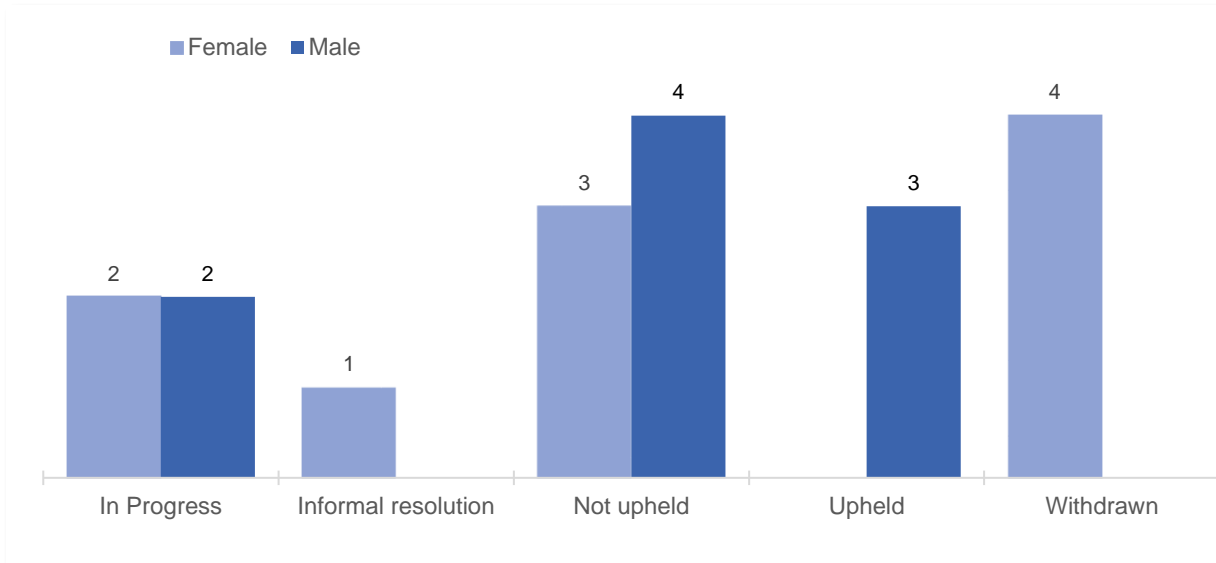
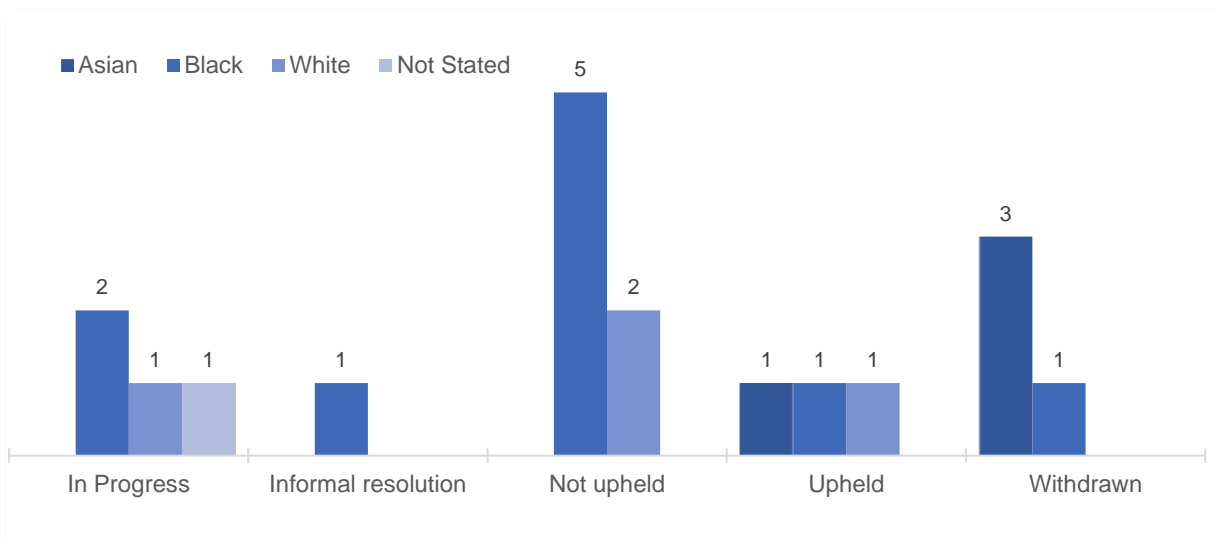


Chart 57 - Respect at work complaints by broad Race Profile (total employees = 19)



25.5 Southwark Council does not tolerate bullying or harassment in the workforce and under the Southwark Strands Together, are committed to ensure the review of historical complaints. The monitoring of this data to identify any trends is essential if we are to deliver our two equalities values as a council. The implementation of the new Equalities, Diversity and Inclusion statement and re-education programme is seeking improve our wider understanding of equalities specifically regarding race.

25.6 As we have also identified the potential for areas of concern surrounding disability and RAW complaints, we will continue to monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review where problems exist, potential solutions are identified, and key actions are taken to address the areas of concern. This will be completed by the HR Business Partner teams with the Industrial/Employee Relations Specialist in collaboration with local departmental management.



## 25.7 Next Steps:

- The monitoring of this data to identify any trends is essential if we are to deliver our two equalities values as a council. The implementation of the new Equalities, Diversity and Inclusion statement and re-education programme is seeking improve our wider understanding of equalities specifically regarding race.
- As we have also identified the potential for areas of concern surrounding disability and RAW complaints we will continue to monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review where problems exist, potential solutions are identified and key actions are taken to address the areas of concern. This will be completed by the HR Business Partner teams with the Industrial/Employee Relations Specialist in collaboration with local departmental management.

# **Section 3:**

# **Pay Gap Reporting**

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## **26. Pay Gaps**

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26.1 The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 includes a mandatory annual reporting and publishing on our gender pay gap. This data compares differences in pay between employee groups based on gender. We use the same approach to produce an Ethnicity and Disability Pay Gap.

26.2 Data is taken at a specific period, March 2021 and pay includes basic pay, certain allowances, and shift payments. Overtime payments are excluded. Bonus payments includes the gross bonus payments in a 12-month period i.e., April 2020 to March 2021.

26.3 We use 6 calculations to analyse the following:

- 1) Median pay gap – the difference between the median (middle) hourly rates of pay. By ranking all hourly rates, you can compare the middle of each for the employee groups.
- 2) Mean pay gap – the difference between the mean (average) hourly rates of pay, which is done by adding all the hourly pay rates for each employee group and dividing by the number in that group.
- 3) Median bonuses pay gap – the difference between the median (middle) bonus pay.
- 4) Mean bonus pay gap – the difference between the mean (average) bonus pay.
- 5) Bonus proportions – the proportion of employee groups who were paid a bonus.
- 6) Quartile pay bands – the proportion of employee groups in the lower, lower-middle, upper middle and upper quartiles bands. Quartile pay brackets represent the workforce divided into quarters in ascending rates or pay.

26.4 Organisations who employ 250+ staff must report the mean and median pay gender 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.

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## **27. Gender Pay Gap**

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27.1 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.

27.2 Bonus includes gross bonus payments in a 12-month period i.e., April 2020 to March 2021 includes bonus payments received by building and trades employees 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. As of April 2021, new terms and conditions of service were negotiated and implemented removing the bonus scheme and ensuring all building workers are on a salaried based pay and reward model.

- 27.3 **The mean Gender pay gap:** Southwark council has a mean gender pay gap of minus 5.99%, a slight decrease from minus 6.62% % last year. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 5.99%. For every £10 a male employee is paid, females is paid £10.59. This is due to the larger number of male workers in lower paid roles within the waste and cleansing services. The narrowing of the gap is a positive trend towards parity.

Gender Pay Gap Indicator	April 2021	April 2020	April 2019
Difference in mean hourly rate of pay	-5.99%	-6.62%	-6.43%

- 27.4**The median Gender pay gap:** Southwark council has a median gender pay gap of minus 10.29% which suggests that typically Southwark male employees are paid 10.29% lower than Southwark female employees. The hourly median pay for females is £21.14 compared to £19.91 for males. Compared to last year, the gap between the hourly rate of pay has slightly increased.

Gender Pay Gap indicator	April 2021	April 2020	April 2019
Difference in median hourly rate of pay	-10.29%	-10.02%	-12.62%

- 27.5 **Bonus pay gap:** Southwark Council has a mean bonus gender pay gap of 93.52%. In the period, approximately 5.06 % of Southwark male employees were paid a bonus payment compared to 1.42% of Southwark female employees. The data is based on long service awards and the only relevant operational bonus scheme for building and trades employees 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 has been implemented from 1 April 2021.

Gender Pay Gap indicator	April 2021	April 2020	April 2019
Difference in mean bonus pay	93.52%	91.84%	90.93%
Difference in median bonus pay	89.86%	90.68%	82.83%
Proportion of male employees who were paid a bonus	5.06%	4.53%	5.02%
Proportion of female employees who were paid a bonus	1.42%	1.21%	1.18%

**27.6 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 below, 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 is the furthest from the overall gender composition of the workforce at 46.83% female, 53.17% male. A review of the data highlights that for the quartile, there were 1,072 employees, 554 of which work in Waste and Cleansing (a male dominated area); 516 of the 554 employees were male.

Gender Pay Indicator – Quartile Distribution	Female	Male
Quartile 1 (lowest average pay per hour)	46.83%	53.17%
Quartile 2	54.75%	45.25%
Quartile 3	53.13%	46.87%
Quartile 4 (highest average pay per hour)	52.91%	47.09%

**27.7 Next Steps:**

- Ensure all our recruitment advertising is conducted in a gender neutral way and advertising campaigns do not contain gender bias.
- Target male dominated roles within teams and services to recruit women into underrepresented areas of the business.
- Ensure local facilities within male dominated departments are welcoming for women e.g. toilets and changing facilities.
- Promote best practice approaches to flexible working across the business to make jobs more flexible.
- Raise awareness of our flexible working policies and engage the workforce to suggest different ways of working to maintain work-life balance.
- Encourage greater take-up of paternity leave and shared parental leave; create a culture where people feel comfortable and confident to request paternity leave and shared parental leave.

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## **28 Ethnicity Pay Gap**

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**28.1 The mean Ethnicity pay gap:** Southwark council has a mean ethnicity pay gap of 14.68%. This indicates that on average, for every £10 a Black, Asian, and Minority Ethnic employee earns, White employees earn £11.47, which is a small increase on last year.

Ethnicity Pay Gap indicator	April 2021	April 2020	April 2019
Difference in mean hourly rate of pay	14.68%	14.67%	15.15%

**28.2 The median Ethnicity pay gap:** Southwark council has a median ethnicity pay gap of 13.51%, which suggests that typically Southwark White employees are paid at around 13.51% more than Southwark's Black, Asian and Minority Ethnic employees. The hourly median pay for white employees is £21.58 compared to £18.67 for Black, Asian and Minority Ethnic employees, which is a slight increase in the gap from last year.

Ethnicity Pay Gap indicator	April 2021	April 2020	April 2019
Difference in median hourly rate of pay	13.51%	11.34%	12.02%

**28.3 The Bonus pay gap:** Southwark Council has a mean bonus ethnicity pay gap of 50.21%. In the period, approximately 4.69% of Southwark White employees were paid a bonus payment compared to 2.12% of Black, Asian and Minority Ethnic employees, a slight reduction from last year. The data is based on long service awards and the only relevant operational bonus scheme for building and trades employees in Building Services and Asset Management. As of April 2021, new terms and conditions of service were implemented removing the bonus scheme and ensuring all building workers are on a salaried based pay and reward model.

Ethnicity Pay Gap indicator	April 2021	April 2020	April 2019
Difference in mean bonus pay	50.21%	54.13%	49.96%
Difference in median bonus pay	74.01%	71.46%	69.59%
Proportion of White employees who were paid a bonus	4.69%	3.69%	4.14%
Proportion Black, Asian and Minority Ethnic employees who were paid a bonus	2.12%	2.35%	2.26%

**28.4 The proportion of white and Black, Asian and Minority Ethnic employees in each quartile pay band:** The distribution of employees through the pay bands by quartile, as shown below, does not reflect the overall ethnicity race 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 employees than the overall ethnicity composition.
- In the second quartile (the second lowest), it is the closest, with 49.43% Black, Asian and Minority Ethnic employees.

- In the top quartile, 32.74% of employees were Black, Asian and Minority Ethnic and 67.26% were white.
- These are slight improvements across all quartiles compared to last year.

Ethnicity Pay Indicator – Quartile Distribution	Asian	Black	Mixed	Other	Black, Asian and Minority Ethnic	White
Quartile 1 (lowest average pay per hour)	6.51%	42.39%	4.78%	3.49%	57.18%	42.82%
Quartile 2	7.16%	35.46%	3.89%	2.92%	49.43%	50.57%
Quartile 3	4.58%	31.36%	3.05%	2.88%	41.86%	58.14%
Quartile 4 (highest average pay per hour)	3.14%	25.11%	1.35%	3.14%	32.74%	67.26%

## 28.5 Next Steps:

- Review recruitment policies and practices to ensure they good practice around EDI is embedded;
- Set local departmental targets for improvement to address under representation;
- Ensure recruitment practices are consistently bias and discrimination free:
  - Ensuring recruitment panels are diverse and reflective of the community we serve;
  - Ensures that job description, person specifications and advertising material does not inadvertently discriminate particular groups.
  - Advertise is specific media to attract people from under represented communities;
  - Introduce stakeholder panels for senior appointment (grade 14 and above) to ensure that all applicants can actively demonstrate they adhere to the council's 7 values with specific emphasis on the two new equalities values.
- Provide targeted career development programmes for Black, Asian and ethnic minority employees to support career development including a coaching and mentoring offer.
- Promote the successful careers of our senior Black, Asian and colleagues from minority ethnic community's leaders through career conversations.

## 29 Disability Pay Gap

29.1 **The mean Disability pay gap:** Southwark council has a mean disability pay gap of 2.24%. This indicates that on average, for every £10 a not disabled employee earns, a disabled employee earns £9.77.

Disability Pay Gap indicator	April 2021	April 2020	April 2019
Difference in mean hourly rate of pay	2.24%	1.52%	0.68%

29.2 **The median Disability pay gap:** Southwark council has a median disability pay gap of minus 0.17%, which is a 4p difference in hourly rate, suggests that typically Southwark disabled employees are paid almost the same as Southwark's non-disabled employees. The hourly median pay for all employees is £19.51.

Disability Pay Gap indicator	April 2021	April 2020	April 2019
Difference in median hourly rate of pay	-0.17%	1.49%	0.87%

29.3 **Bonus pay gap:** Southwark Council has a mean bonus disability pay gap of 69.78%. As previously identified, this is due to the specific bonus scheme in place within Traded Services which has been re-negotiated and a new set of terms and conditions have been implemented on a salaried based model removing the bonus scheme.

Disability Pay Gap indicator	April 2021	April 2020	April 2019
Difference in mean bonus pay	69.78%	62.52%	45.79%
Difference in median bonus pay	84.26%	88.66%	81.90%
Proportion of Not Disabled employees who were paid a bonus	3.20%	2.79%	3.07%
Proportion of Disabled employees who were paid a bonus	3.76%	3.37%	2.87%

29.4 **The proportion of disabled and not disabled employees in each quartile pay band:** The distribution of disabled and non-disabled employees through the pay bands by quartile, as shown below, is generally reflecting the overall disability composition of the workforce which is 93.62% not disabled and 6.38% disabled. Quartiles 3 and 4 are further from the overall proportion.

Gender Pay Indicator – Quartile Distribution	Shared disabled	Not shared as disabled
Quartile 1 (lowest average pay per hour)	6.29%	93.71%
Quartile 2	6.71%	93.29%
Quartile 3	5.25%	94.75%
Quartile 4 (highest average pay per hour)	7.62%	92.38%



## 29.5 Next Steps:

- Review our commitment to the DWP Disability Confident Scheme and work with our key stakeholders to review how we could move to Disability Leader status.
- Increase reporting on disabilities through 'share not declare' initiative to be recorded on our Employee Self Service platform.
- Provide specific career development programmes for employees with a disability to support their career development through our partners such as Business Disability Forum.
- Promote the successful careers of employees who have a disability through career conversations across the workforce.
- Ensure that managers have had training in reasonable adjustments, access to work and know how to best support colleagues with a disability in the workplace.
- Managers and employees with a disability can easily find the links to access how the organisation can help them from the intranet under designated pages offering support and advice.

## Conclusion

27.9 Ideally an organisation would strive to have a zero pay gap across all three areas; Gender, Ethnicity and Disability. Therefore, we are striving to achieve neutral pay gaps to ensure all employees are paid equally. To achieve this, we will develop a new Pay Gap Strategy which will incorporate the 'next steps outlined above (section 3 of the report) as part of our overall approach to addressing issues in relation to achieving a neutral pay gap across Gender, Ethnicity and Disability.

## 30 Summary of Next Steps

30.1 The next steps are a summary of the actions we will take forward in the council's Workforce Equality Action Plan as a result of the information shared in this report. The new Employee Experience Strategy will provide the foundation for the development of related / supporting strategies:

- **Employee Experience Strategy** – which will provide a high-level overview of the direction of travel to realise our ambitions and demonstrate our commitment to developing and supporting our people. This will include the transformation of the previous HR and Organisational Transformational Service to Employee Experience.
- **Equality, Diversity & Inclusion Strategy** – embedding our on-going commitment to the SST programme
- **Well-being Strategy** – supporting the health and well-being of our workforce particularly as we transition out of the pandemic with a focus on mental health and resilience
- **OD Strategy** – building capacity and capability in our leaders and managers to support their teams to maintain high performance including support around service redesign and employee development, including *Workforce Planning* to understand the make-up of our workforce to improve diversity and under-representation and support career progression through talent management and succession planning
- **Employment Opportunity Strategy** – promoting and providing employment opportunities for our local communities.

	Area	Issue	Key Deliverables	Timeframe
1a	Age	A workforce planning strategy will be developed. This will support the council to understand and anticipate current and future workforce needs, including considerations relating to the age profile. This includes support from the Employee Experience Division to design structures and roles with defined career progression pathways, innovative and tailored recruitment and attraction programmes, plus comprehensive training and development plans.	<ul style="list-style-type: none"> <li>• Develop new Employee Experience Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Jan – May 2022</li> </ul>

1b		Succession planning for key roles and functions within the council will be a critical focus.		
1c		Utilise the Employment Opportunities Pathways strategy once developed and increase the age profile for employees under 25.	<ul style="list-style-type: none"> <li>Develop a new employment opportunity pathway strategy</li> </ul>	<ul style="list-style-type: none"> <li>Feb – May 2022</li> </ul>
2	Sex	Review areas of the council where there are gender based roles and, as part of workforce planning, develop initiatives that aim to increase gender diversity and measure progress.	<ul style="list-style-type: none"> <li>Develop new Pay Gap Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Feb – Jun 2022</li> </ul>
3	Disability	In order to increase the number of employees who share they have a disability, there will need to be a drive across the council to encourage existing employees to share their disability status. Before this can take place, we will need to engage with employees, including those with disabilities and managers to explore further, aiming to minimise or remove any barriers or stigma that may prevent people from sharing their status.	<ul style="list-style-type: none"> <li>Promote share not declare to improve equalities to improve disability reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
4	Race	Please see Southwark Stands Together, Race and Ethnicity Pay Gap Reporting next steps.	N/A	N/A
5	Religion or Belief	As part of the Council's Equality, Diversity and Inclusion plan we will need to ask colleagues to share their religion/belief with us to make sure that we can best support our workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring our workforce that if they 'share not declare' this information it will enhance how we can best support all our employees to feel more inclusive at work. We will also ensure that all new starters are asked to complete the religion and	<ul style="list-style-type: none"> <li>Promote share not declare to enable Religious / Belief reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

		belief data set as part of our equal opportunities monitoring. All actions will be included within our Equality, Diversity and Inclusion Action Plan.		
6	Sexual Orientation & Gender Reassignment	As part of the Council's Equality, Diversity and Inclusion plan we will need to ask colleagues to share this information with us to make sure that we can best support our workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring our workforce that if they 'share not declare' this information it will enhance how we can best support all our employees to feel more inclusive at work. We will also ensure that all new starters are asked to complete the Sexual Orientation and Gender Reassignment data sets as part of our equal opportunities monitoring. All actions will be included within our Equality, Diversity and inclusion Action Plan.	<ul style="list-style-type: none"> <li>Promote share not declare to enable sexual orientation &amp; gender reassignment reporting</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
7	Marriage and Civil Partnership	As part of the Council's Equality, Diversity and Inclusion plan we will need to ask colleagues to share this information with us to make sure that we can best support our workforce and ensure there is no issue of discrimination based on this protected characteristic. We will do this by reassuring our workforce that if they 'share not declare' this information it will enhance how we can best support all our employees to feel more inclusive at work. We will also ensure that all new starters are asked to complete the marriage and civil partnership data set as part of our equal	<ul style="list-style-type: none"> <li>Promote share not declare to improve equalities workforce data</li> </ul>	<ul style="list-style-type: none"> <li>4 times a year</li> </ul>

		opportunities monitoring. All actions will be included within our Equality, Diversity and inclusion Action Plan.		
8	Pregnancy and Maternity	There is further work to do across the council to modernise and promote our family friendly policies and procedures to all colleagues across the council so our workforce is aware and can utilise the support available. It is important for all of our Southwark workforce male or female to know that they are supported as a working parent and what those support mechanisms are. A full review of our family friendly policies and procedures during 2021-22 will ensure that we are supporting our working parents. This is an important element of ensuring we maintain a positive gender pay gap and do not disadvantage people with parental responsibilities within our workforce.	<ul style="list-style-type: none"> <li>Develop a new Family Friendly offer to promote across the council</li> </ul>	<ul style="list-style-type: none"> <li>Dec 21</li> </ul>
	<b>Work-stream</b>	<b>Next steps</b>	<b>Key Deliverables</b>	<b>Timeframe</b>
9	Career Progression	Employee career offer to be offered to Black, Asian and Minority Ethnic employees to support career progression	<ul style="list-style-type: none"> <li>New offer available for Black Asian and Minority Ethnic employees</li> </ul>	<ul style="list-style-type: none"> <li>Nov – Dec 21</li> </ul>
10	Corporate Training	Review of current offers and improvements where appropriate, will be designed alongside an Employee Value Proposition (EVP)	<ul style="list-style-type: none"> <li>Improve the range of current training offers</li> </ul>	<ul style="list-style-type: none"> <li>Sept – Dec 21</li> </ul>
11	Culture Change	Activities from ensuring all employees understand council values included in Southwark's overall	<ul style="list-style-type: none"> <li>Embedding the two newest EDI values</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>

		corporate values with particular focus on embedding two EDI values to begin focus group discussions to define a corporate language of inclusion to describe different groups.	as part of transformational culture change	
12	Employee Experience	Rebranding our HR service to become an Employee Experience Service which focuses on the areas where the experience of each employee is at its centre to help them grow and create an environment where everyone feels a sense of belonging.	<ul style="list-style-type: none"> <li>Rebranding our new Employee Experience service through engagement sessions across the workforce with feedback from the workforce on areas of focus as part of the transformation of the service</li> </ul>	<ul style="list-style-type: none"> <li>Nov 2021 – Feb 2022</li> </ul>
13	Engagement and Re-education	Continuing conversations about race and equality with employees, ensuring senior leaders hear from employees who have had bad experiences and building ways to support managers in having difficult conversations.	<ul style="list-style-type: none"> <li>Continued support for managers to give them the confidence to discuss race and equality with employees</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 4 conversations a year</li> </ul>
14	Policy	Revising current policies and agreeing an annual policy schedule with Chief Officer Team.	<ul style="list-style-type: none"> <li>Implementing an annual policy schedule</li> </ul>	<ul style="list-style-type: none"> <li>Feb - March 2022</li> </ul>
15	Recruitment	Developing inclusive approaches to recruitment (including how we advertise, assess, reflect our community in our interview panels); Using Positive Action when recruiting to roles where Black Asian Minority Ethnic Employees are underrepresented at Grade 14 and above.	<ul style="list-style-type: none"> <li>Development of an inclusive recruitment approach</li> </ul>	<ul style="list-style-type: none"> <li>Oct 21 – Jan 22</li> </ul>

		<p>Ensure that all recruitment practices are bias and discrimination free at all levels within the organisation e.g.:</p> <ul style="list-style-type: none"> <li>o reviewing the results of recruitment decision;</li> <li>o ensuring recruitment panels are diverse and reflective of the community they service;</li> <li>o when advertising of roles ensures the job description and person specification or advertising material is not inadvertently discriminatory or unlikely to be attractive to people from non-white communities;</li> <li>o advertise is specific media to attract people from under represented communities;</li> <li>o introduce stakeholder panels to assess cultural 'add' and ensure that all applicants can actively demonstrate they adhere to the 7 values and especially the two new equalities values.</li> </ul>		
16	Leadership and Management	Focusing on upskilling our leaders and managers in the space of EDI and making sure they have the right skills to lead an inclusive and diverse workforce and to challenge colleagues and the people they lead.	<ul style="list-style-type: none"> <li>• Development of a new Leadership EDI programme</li> </ul>	<ul style="list-style-type: none"> <li>• Apr 22</li> </ul>
	<b>Area</b>	<b>Issue</b>	<b>Key Deliverables</b>	<b>Timeframe</b>
17a	Starters	Developing and reshaping the Corporate and Departmental Induction programmes for all new starters as part of the Employee Experience Strategy and Recruitment Strategy, to ensure new starters are inducted as early as possible.	<ul style="list-style-type: none"> <li>• Re-development of the existing induction programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Feb – May 22</li> </ul>

17b		Recruitment Employee Life Cycle incorporating an engaging on-boarding experience.	<ul style="list-style-type: none"> <li>Improving the on-boarding experience</li> </ul>	<ul style="list-style-type: none"> <li>Feb – May 22</li> </ul>
18	Leavers	Developing the exit strategy for leavers. Exit questionnaires' will form part of the action plan for the Business Partnering Team in line with the workforce strategy with in-depth analysis of exit questionnaires	<ul style="list-style-type: none"> <li>Developing the exit strategy for leavers</li> </ul>	<ul style="list-style-type: none"> <li>Nov – Dec 22</li> </ul>
19a	Recruitment	Developing the Recruitment Strategy and Policy to re-emphasise the key values and aims of the organisation when it comes to respect and promoting dignity in the workplace.	<ul style="list-style-type: none"> <li>Development of a Recruitment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Nov – Feb 22</li> </ul>
19b		Deliver Southwark Stands Together (SST) Recruitment & EDI Training ensuring that positive action measures contained within the Equality Act 2010 underpin our recruitment and selection procedures.	<ul style="list-style-type: none"> <li>Delivery of SST Recruitment and EDI Training</li> </ul>	<ul style="list-style-type: none"> <li>Apr – Jul 2022</li> </ul>
20a	Agency Workers	Developing the Agency Strategy to review our agency spend and repeated usage in line with reviewing our Recruitment Strategies, where agency workers are used to cover hard-to-recruit posts, directorates will work with Resourcing Team on alternative strategies to develop a sustainable workforce.	<p>Development of the Agency Reduction Strategy, including:</p> <ul style="list-style-type: none"> <li>Developing a strategy to consolidate vacancies and recruit to roles to reduce agency spend</li> </ul>	<ul style="list-style-type: none"> <li>Jan - Apr 2022</li> </ul>
20b	Agency Workers	Progressing the Procurement of the Agency Contract	<ul style="list-style-type: none"> <li>Procurement of a new fit for purpose agency contract</li> </ul>	<ul style="list-style-type: none"> <li>Sept – Oct 22</li> </ul>



21a	Learning and Development	Single point employee pathway from day of joining that outlines individual learning objectives, throughout the employee life-cycle	<ul style="list-style-type: none"> <li>• Development of the OD Strategy which will include a review of learning and development</li> </ul>	<ul style="list-style-type: none"> <li>• Jun - Sept 22</li> </ul>
21b		Inclusive Mentoring – following a pilot in Children and Adults Services, whereby leaders are partnered with more junior employees for a 3 month period of co-mentoring, the programme will be rolled out across the wider organisation, during autumn 2021.	<ul style="list-style-type: none"> <li>• Roll-out of Inclusive Mentoring</li> </ul>	<ul style="list-style-type: none"> <li>• Nov – Dec 22</li> </ul>
21c		Provide as part of Southwark Stands Together quarterly updates around the L&D offer uptake and outcomes; for example beginning a PQS, or career progression of participants.	<ul style="list-style-type: none"> <li>• Provide quarterly updates around the L&amp;D offer as part of the OD Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Apr 22</li> </ul>
21d		Flag incomplete mandatory employee training so that we safeguard organisational health and safety, governance etc. Provided all mandatory EDI training in order that we safeguard against non-compliance and meet legislative requirements	<ul style="list-style-type: none"> <li>• Quarterly reports to strategic directors on uptake of mandatory EDI training.</li> </ul>	<ul style="list-style-type: none"> <li>• Dec 22</li> </ul>
22a	Sickness	The work to promote and develop wellbeing and mental health support for all employees, which includes guidance for those managing employees, will continue. A Wellbeing Strategy will be created to provide a direction and focus for our wellbeing initiatives.	<ul style="list-style-type: none"> <li>• Develop a Wellbeing Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• May 22</li> </ul>
22b		A council wide sickness strategy is being developed in order to provide strong absence management with a holistic approach to wellbeing at work. This is especially important in light of a	<ul style="list-style-type: none"> <li>• Sickness Strategy to manage sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>• May – Jul 2022</li> </ul>

		significant proportion of employees returning to the workplace over the coming months and the lifting of a number of COVID-19 restrictions nationally.	with a link to wellbeing.	
23	Disciplinary Investigations and Outcomes	For a trend analysis to be conducted to see what lead to the higher number of disciplinary cases within these areas and what interventions could be implemented to avoid repeat behaviour that leads to disciplinary action.	<ul style="list-style-type: none"> <li>Conduct casework trend analysis with action to identify and address areas of concern</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly Monitoring</li> </ul>
24	Capability and outcomes	Following identifying the higher number of cases occur within the Children's and Adult departments it is important for a trend analysis to be conducted to see what lead to the higher number of capability cases within these areas and across the council to identify what interventions could be implemented to avoid further employees to require capability management.		
25	Employee Complaints	Monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review those areas where problems exist, potential solutions are identified and key action is taken to address the areas of concern.		
26a	Respect at Work	The monitoring of this data to identify any trends is essential if we are to deliver our two equalities values as a council. The implementation of the new Equalities, Diversity and Inclusion statement and re-education programme is seeking improve our wider understanding of equalities specifically regarding race.		
26b		As we have also identified the potential for areas of concern surrounding disability and RAW		

		complaints we will continue to monitor the complaints received and undertake a 'deep dive' into the reasons for complaint and review where problems exist, potential solutions are identified and key actions are taken to address the areas of concern.		
26c		Ensure all our recruitment advertising is conducted in a gender-neutral way and advertising campaigns do not contain gender bias.	<ul style="list-style-type: none"> <li>Gender-neutral recruitment advertising to be included in the Recruitment Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Nov – Feb 22</li> </ul>
26d		Target male dominated roles within teams and services to try to recruit women into that area of the business and vice-versa.	<ul style="list-style-type: none"> <li>Tackle gender under-representation in business areas – will form part of the gender pay gap strategy</li> </ul>	<ul style="list-style-type: none"> <li>July 22</li> </ul>
26e		Encourage greater take-up of paternity leave and shared parental leave quarterly; create a culture where people feel comfortable and confident to request paternity leave and shared parental leave.	<ul style="list-style-type: none"> <li>To be included in the socialisation of the new Family Friendly Policy.</li> </ul>	<ul style="list-style-type: none"> <li>4 times per year</li> </ul>
27a	Ethnicity Pay Gap	Analyse departmental workforce demographics to identify at a local level, areas of underrepresentation and devise locally appropriate action plans to proactively recruit more people from Black, Asian and other ethnic minority communities. Set local targets for improvement.	<ul style="list-style-type: none"> <li>Development of new Pay Gap Strategy to include address under-representation in departments</li> <li>Set local targets for improvement</li> </ul>	<ul style="list-style-type: none"> <li>July 22</li> </ul>

27b	Ensure all departments are reminded to advertise secondment opportunities across the organisation so a wider pool of people are have the opportunity to develop their skills and experience. Chief Officers will monitor this.	<ul style="list-style-type: none"> <li>• Secondment opportunities across the council to aid employee development</li> </ul>	<ul style="list-style-type: none"> <li>• Nov 2021</li> </ul>
27c	Review and re-write the Recruitment and Selection Policy is to ensure the 'good practice' to address race inequality.	<ul style="list-style-type: none"> <li>• Recruitment Strategy as above</li> </ul>	<ul style="list-style-type: none"> <li>• Oct 21 – Jan 22</li> </ul>
27d	Look for 'positive action' opportunities to help people from Black, Asian and ethnic minority communities' access employment with Southwark.	<ul style="list-style-type: none"> <li>• Development of new Positive Action Strategy to seek positive action opportunities for Black, Asian and minority ethnic communities</li> </ul>	<ul style="list-style-type: none"> <li>• Mar 22</li> </ul>
27e	Offer and report training on what micro-aggressions are and how to challenge and deal with them if they do occur to ensure this is not tolerated.	<ul style="list-style-type: none"> <li>• Design and start delivery of EDI training to include micro-aggressions and unconscious bias training</li> </ul>	<ul style="list-style-type: none"> <li>• Nov 2021</li> </ul>
27f	Ensure that all managers are trained on unconscious bias and how to be actively anti-racist as well and recruitment and selection training.		
27g	Provide specific career development programmes for Black, Asian and ethnic minority employees to support their career development.	<ul style="list-style-type: none"> <li>• To be developed under the Positive Action Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Mar 22</li> </ul>
27h	Promote the successful careers of our senior Black, Asian and colleagues from minority ethnic communities' leaders so others within our	<ul style="list-style-type: none"> <li>• Career stories of senior Black, Asian and minority ethnic</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver minimum of 4 per year</li> </ul>

		workforce can see people who they can identify with in Senior Management Positions.	colleagues to inspire our workforce	
27i		Implement an active coaching and mentoring scheme with specific support for colleagues from underrepresented communities to access these key developmental roles.	<ul style="list-style-type: none"> <li>New EDI strategy to include the development and launch of bespoke coaching and mentoring scheme for Black, Asian and minority ethnic colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Apr - Jul 2022</li> </ul>
28a	Disability Pay Gap	That the JE Scheme is reviewed and assessed to consider if it is fit for purpose with a full Equalities Impact Assessment taken into consideration at the point of the review.	<ul style="list-style-type: none"> <li>Review Job Evaluation Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Jan – Mar 2022</li> </ul>
28b		Review our commitment to the DWP Disability Confident Scheme and work with our key stakeholders to review how we could move to Disability Leader status.	<ul style="list-style-type: none"> <li>Working towards Disability Leader Status</li> </ul>	<ul style="list-style-type: none"> <li>Apr – May 2022</li> </ul>
28d		Look for 'positive action' opportunities to help people with a disability access employment with Southwark.	<ul style="list-style-type: none"> <li>Pay Gap Strategy to include positive action opportunities to employees with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>July 22</li> </ul>
29g		Ensure that managers have had training in reasonable adjustments, access to work and know how to best support colleagues with a disability in the workplace.	<ul style="list-style-type: none"> <li>Reasonable adjustments training for our managers to better support colleagues</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 2 engagement events per year</li> </ul>

29h		Update Employee Experience pages on the Source to help employees navigate designated pages offering support and advice, starting with disability pages.	<ul style="list-style-type: none"> <li>• Putting in place a schedule to update the Employee Experience pages on the Source. Review and development of the Disability pages on the Source to provide one source of all disability information</li> </ul>	<ul style="list-style-type: none"> <li>• Jan 2022</li> </ul>
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## **31 Conclusion**

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- 31.1 This has been a challenging year for our workforce. We are slowly recovering from the pandemic and adjusting towards business as usual. We are proud of what our organisation has achieved despite all the difficult challenges and, most importantly, our contribution to helping residents and communities through one of the most testing times in recent memory.
- 31.2 We understand a percentage of our workforce are also resident and that we must continue to support them in their roles, alongside personal challenges inadvertently affecting our communities. Each of us are part of the community we live in and that of where we work. We know we can only achieve sustainable change by working together through increased levels of engagement, with our workforce and beyond, deepening our understanding of where we are doing well and where we need to improve.
- 31.3 Finally, we would like to take this opportunity to thank all our staff for their hard work, dedication and commitment to ensuring that Southwark is a place of opportunity, growth and development. We make this commitment to continue working through actions outlined in this report, as a wider community of employees, residents, partners, businesses and other stakeholders.

**Section 4:**  
**Equality, Diversity  
& Inclusion  
Workforce Action  
Plan**



## Equality, Diversity & Inclusion Workforce Action Plan

### Southwark Councils Equality, Diversity and Inclusion Action Plan 2021-22

Action No	Deliverable	Related Strategy	Relevant SST Workstream or type of Initiative	Detail	Lead Role	Timescale
1.	Develop a new Employee Experience Strategy	New Employee Experience Strategy	Council-wide	Develop a new Employee Experience Strategy in consultation with key stakeholders (including the workforce) to set a new refreshed direction for the workforce	Director Employee Experience	Jan – May 22
2.	Develop a new Equality, Diversity & Inclusion strategy which encompasses and recognises all protected characteristics and intersectionality with a specific focus on race	New Employee Experience Strategy	Council-wide	Our EDI strategy will set out how we intend to meet our targets and goals in the wider EDI space.	Director Employee Experience	Jan – May 22
3.	Development of Pay Gap Strategy and Action Plan	New Pay Gap Strategy	Bespoke	Increased emphasis on the importance of career development conversations as part of appraisals	Strategic Lead for HR Policy	Feb – Jun 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
	which will include the next steps listed in the Annual Workforce Report 2020-21			and encourage coaching and mentoring to support disabled employees' career progression	and Projects	
<b>4.</b>	Develop a Positive Action strategy to address areas of under-representation across the council	New Employee Experience, and Recruitment Strategies	Employee Experience, Career Progression and Recruitment	We will identify areas of focus to address under representation. Our positive action strategy will set out how we intend to meet our targets and goals in relation to SST, which includes using positive action when recruiting to roles where Black, Asian, and Minority Ethnic employees are underrepresented.	Strategic Lead for Policy and Projects	Jan – May 22
<b>5.</b>	Develop a talent management strategy which includes a clear plan for succession planning	New Recruitment Strategy	Council-wide	The new strategy will cover how the council intends to "grow our own" so there is a greater focus on internal recruitment and career progression.	Strategic L& D Partner	Oct 21 – Jan 22
<b>6.</b>	Develop an Agency Worker reduction strategy to reduce the reliance on Agency Workers & to consolidate the workforce.	New Recruitment Strategy	Council-wide	Including managing Agency tenure and maximise social value, particularly social mobility by the contract provider investing in the local community.	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
<b>7a</b>	Develop a new Wellbeing Strategy for the workforce covering 2021-23	New Employee Experience Strategy	Council-wide	A Wellbeing Strategy will be created to provide a clear direction and focus for our wellbeing initiatives.	Strategic Lead for HR Policy and Projects	Nov 21 – Jan 22
<b>7b</b>			Council-wide	Implementation of a new Stress Policy and stress risk assessment	Strategic Lead for HR Policy and Projects	
<b>7c</b>			Council-wide	Deliver bespoke mental health support workshops for specific protected characteristics including publishing Mental Health Awareness articles throughout the year. This will include additional mental health support for Black, Asian and Minority Ethnic colleagues.	Strategic Lead for HR Policy and Projects	
<b>7d</b>			Council-wide	The strategy will continue to consider synergies, especially around disability and mental health in particular. Focussing on health conditions that affect certain groups of staff e.g. women, Black, Asian & minority ethnic employees	Strategic Lead for HR Policy and Projects	
<b>7e</b>				The launch of the Headspace for Work app for all staff. This is a science-based mental health solution that creates healthier workplaces from the inside out. This	Strategic Lead for HR Policy and Projects	

Action No	Deliverable	Related Strategy	Relevant SST Workstream or type of Initiative	Detail	Lead Role	Timescale
				includes a meditation, mindfulness and sleep app. The app will be rolled out to employees as part of the Wellbeing Strategy.		
7f			Council-wide	Work with Occupational Health to maximise employee wellbeing, particularly in relation to mental health	Strategic Lead for Policy & projects	
8	Develop and implement a council-wide sickness strategy	Employee Experience Strategy & Wellbeing Strategies	Council-wide	To provide strong absence management with a holistic approach to wellbeing at work. This is especially important in light of a significant proportion of staff returning to the workplace over the coming months and the lifting of a number of COVID-19 restrictions nationally.	Director of Employee Experience	Jan – May 22
9	Creation of an EDI Workforce Equalities statement	New EDI Strategy	Policies and Practice	Development of an EDI statement that sets out the council's ambitions for tackling inequalities within our workforce	Director Employee Experience	Sept – Feb 22
10	Modernise the council's HR policy, procedures & guidance	New Employee Experience Strategy	Policies and Practice	Developing and implementing a new suite of policies through engagement and consultation with key stakeholders, in line with best practice and with an EDI focus as outlined in the agreed principles for drafting new policies	Strategic Lead for HR Policy and Projects	Jan – May 22
11	Develop an offer to Black, Asian &	New EDI & Positive	Career Progression and Policy and Practice	As part of reviewing the performance management policy,	Strategic Lead for	Sept – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
	minority ethnic employees in relation to their career aspirations	Action Strategy		information will be added to encourage the importance of managers holding career conversations with their employees	Resourcing and Business Change	
<b>12</b>	Support Black, Asian and Minority Ethnic employees by providing reciprocal mentoring	New Employee Experience Strategy	Leadership and management	Roll out coaching and mentoring opportunities. Set up and review the success of the Black on Boards programme.	Strategic L & D Partner	Jan - May 22
<b>13</b>	Develop a performance management framework for leaders with a focus on tackling racial inequality	New EDI Strategy	Leadership and management	Implement and socialise a new corporate performance management framework for leaders	Strategic L & D Partner	Sept – Feb 22
<b>14</b>	Develop a Positive Action Development programme for Black, Asian & minority ethnic colleagues.	New EDI Strategy	Career Progression and Leadership and management	Updating our procedures in relation to career progression as part of our revised performance management policy. Designing and implementing a leadership management programme specifically for Black, Asian and Minority Ethnic employees	Strategic L & D Partner	Sept – Feb 22
<b>15</b>	Delivery and implementation of the SST departmental	New EDI Strategy	Leadership and management and Culture Change	Implementation of a range of tools and mechanisms with support from HRBPs. The Strategic Directors will ensure the action plans are	Strategic Directors for each department	Sept – Feb 22

Action No	Deliverable	Related Strategy	Relevant SST Workstream or type of Initiative	Detail	Lead Role	Timescale
	action plans for each department			effectively used to identify intervention areas requiring a deeper focus and to address areas of concern with regards to racism and inequalities		
16	Review & quarterly monitoring of SST departmental action plans	New EDI Strategy	Leadership and management	Obtaining a baseline measure of managers performance across each department by using a pulse survey on a quarterly basis	Strategic Directors for each department	Sept – Feb 22
17	Recruit and engage SST Champions to increase employee engagement	New EDI Strategy	Re-engagement and re-education	SST Champions will be given an opportunity to obtain feedback and also sensor check new initiatives from the different Working Groups, as well as helping with cascading information to their teams	Strategic OD Partner	Sept – Feb 22
18	Address the challenges around the language we use to describe diverse groups	New EDI Strategy	Re-engagement and re-education	Engaging different stakeholders including the SST Champions to discuss the language and terms that staff would like to see introduced into our policies, communication and engagement	Strategic OD Partner	Sept – Feb 22
19	Identify and build an ally community within the workforce	New EDI Strategy	Re-engagement and re-education	Develop a specific ally group from the SST Champions group and across the workforce that will receive specific training, so they are confident with calling out discrimination in the workforce as active bystanders	Strategic OD Partner	Sept – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
20	Improving the council's recruitment practices	New Recruitment Strategy	Recruitment Practice	Review of psychometric testing, EDI recruitment training, etc.	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22
21	Improve representation of the workforce at senior management level (grade 14+)	New Recruitment Strategy	Recruitment practices	Review the informal and formal recruitment policy & practices for grades 14+.	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22
22	Relaunch of recruitment refresher training for all managers	New Recruitment Strategy	Culture Change and Recruitment Practices	Ensuring that every manager responsible for recruiting undertakes training to embed positive action	Strategic Lead for Resourcing and Business Change and Strategic L&D Partner	Oct 21 – Jan 22
23	Engage with Black, Asian & minority ethnic candidates to understand and improve their experience of the	New Recruitment Strategy	Recruitment practices, Employee Experience	As part of reviewing our Recruitment and Selection policy, we will address concerns that were raised during the solution based conversations in relation to the blockers and barriers to increasing appointments for Black, Asian & ethnic minority employees in the council	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
	recruitment process					
<b>24</b>	Review Agency to Permanent Practices	New Recruitment Strategy	Recruitment practices	Agree a process to move agency workers to permanent appointments, in exceptional circumstances, for nationally recognised hard to recruit posts	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22
<b>25</b>	Ensure that all employees receive mandatory EDI training in order that we safeguard against non-compliance and meet legislative requirements	New EDI Strategy	Corporate Training Programme, Leadership & Management	Procure and roll out EDI training specifically for leaders as well as staff using the current provider, Inclusive Employers.	Strategic L&D Partner	Sept – Feb 22
<b>26</b>	Design and implement the use of employee personas, so colleagues across the council can understand and appreciate the lived experiences of our Black, Asian and	New OD Strategy	Culture Change and Employee Experience	We will run a series of persona workshops (minimum of 4)	Strategic OD Partner	Jun 22 – Sept 22



<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
	Minority Ethnic colleagues in order to tackle racism and inequalities within the council					
<b>27</b>	Provide regular communication to update the workforce on progress of the workforce work-stream.	New OD Strategy	Corporate Training Programme	A minimum of 4 communications per year. Share the L&D offer uptake and outcomes, as well as any successes such as those achieved by the PQS	Strategic L&D Partner	Jun 22 – Sept 22
<b>28</b>	Engage the workforce to improve the employee experience in order that they are central in the development of our policies and practices to create a sense of belonging	New Employee Experience & EDI Strategies	Employee Experience	Rebranding our HR service to become an Employee Experience Service	Strategic OD Partner	Jan – May 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
<b>29</b>	Educate and support managers to have the confidence to have conversations around race with their peers	New EDI Strategy	Re-engagement and re-education	Continuing conversations about race and equality with staff, ensuring senior leaders hear from employees who have had bad experiences. A minimum of 4 discussions per year	Strategic OD Partner	Sept 21 – Feb 22
<b>30</b>	Deliver specialist training for recruiters and hiring managers	New Recruitment Strategy	Employee Experience	Review training for recruiters to ensure equality aspects are sufficiently incorporated including diverse shortlisting and diverse recruitment panels in terms of race and gender	Strategic L&D Partner & Resourcing Manager	Oct 21 – Jan 22
<b>31</b>	Attain Disability Leader status - Level 3	New EDI Strategy	Bespoke	Review the feedback from BDF as part of our reaccreditation and take the necessary actions to achieve Leader status	Strategic Lead for HR Policy and Projects	Sept 21 – Feb 22
<b>32</b>	Encourage employees to share their equality data electronically in SAP or completion of a hardcopy form.	New Employee Experience & EDI Strategies	Bespoke	Quarterly reports and reminders for colleagues to be put in place. We will also ensure that all new starters are asked to complete the religion and belief data set as part of our equal opportunities monitoring. Promote share not declare via articles on the Source in the run up to key awareness days, such as, Pride Month, International Persons	Strategic Lead for HR Policy and Projects	Jan – May 22

Action No	Deliverable	Related Strategy	Relevant SST Workstream or type of Initiative	Detail	Lead Role	Timescale
				with a Disability day and different religious events		
33	Refresh our HR pages on the Source, particularly those related to Equality, Diversity and Inclusion	New Employee Experience Strategies	Bespoke	Update the Source to include details of the support available to colleagues with a disability with input from our specialist advisers at BDF and obtaining feedback from our disability staff network, NCompass.	Strategic Lead for HR Policy and Projects	Jan – May 22
34	More visible LGBTQ+ support and ally ship through training for managers and staff	New EDI strategy	Bespoke	Continue to develop a psychologically safe and supportive environment for staff by facilitating webinars that coincide with key awareness days, such as, Pride month, LGBTQ+ history month, trans visibility day, international day against transphobia, biphobia and homophobia. Review the corporate training offer and obtain input from the LGBTQ+ staff network.	Strategic Lead for HR Policy and Projects	Sept 21 – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
35	Encourage greater representation of gender in areas where there is under-representation, such as, Traded Services	New Pay Gap Strategy	Bespoke	Raising awareness in the community. Continue to introduce initiatives to improve representation at different grades through improved recruitment practices and measure progress. As well as promoting the council as an employer of choice through open days and a range of other routes.	Strategic Lead for Resourcing and Business Change and Strategic OD Partner	Sept 21 – Feb 22
36	Delivery of a new employment opportunity pathway	New OD Strategy	Bespoke	Employment Opportunities Pathways are being developed to open up the talent pipelines for a variety of functions and roles within the council, which includes focussing on work experience as well as internships, graduate training programmes and apprenticeships.	Strategic Lead for Resourcing and Business Change and Strategic OD Partner	Jun 22 – Sept 22
37	Continue to celebrate diversity within our workforce through a range of initiatives including recognition of different awareness days	New EDI Strategy	Bespoke	Raising awareness in relation to all the protected characteristics. Including celebrating our Black, Asian & Minority Ethnic senior leaders internally and externally through career conversations.	Strategic Lead for HR Policy and Projects	Sept 21 – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
<b>38</b>	Review and update the options on SAP for recording gender and sexual orientation	N/A	Bespoke	Expand the options that employees can choose from when recording their gender and sexual orientation via Employee Self-Service	Strategic Lead for HR Policy and Projects	Oct-21
<b>39</b>	Introduce gender neutral toilets across the different work sites	N/A	Bespoke	Liaising with Paul Symington, Head of Corporate Facilities Management, to implement gender-neutral toilets across the different sites including Tooley Street.	Strategic Lead for HR Policy and Projects	Nov-21
<b>40</b>	Deliver bespoke workshops to support staff who experience racism or racial inequalities	New EDI Strategy	Bespoke	Working with Optima to deliver regular group support sessions to staff throughout the year.	Strategic Lead for HR Policy and Projects	Sept 21 – Feb 22
<b>41</b>	Revise the Professional Qualification Scheme to encourage colleagues from a Black, Asian and minority ethnic background.	New EDI Strategy	Council-wide	Conduct a full review of the PQS scheme to ensure fairness & equity which includes changing the approval process so decisions are made at the corporate level and not the departmental level.	Strategic L & D Partner	Sept 21 – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
42	Ensure apprenticeships are well marketed specifically within our borough and implement a range of initiatives to highlight job opportunities, apart from apprenticeships, to school leavers	New OD Strategy	Age	Targeted interventions will be implemented as part of workforce planning including consideration and design of structures and roles which have defined career progression pathways, innovative and tailored recruitment and attraction programmes, plus comprehensive training and development plans.	Strategic OD Partner	Jun 22 – Sept 22
43	Develop the workforce plan for the council	New Employee Experience Strategy	Council-wide	Recognising that succession planning for key roles and functions within the council will be a critical focus by using career progression pathways.	HR Business Partnering Lead (Acting)	Jan – May 22
44	Promote and support our recognised Staff Networks	New EDI Strategy	Council-wide	Continue to meet regularly with the Staff Network Chairs and identify opportunities to collaborate on awareness events. Ongoing promotion of the EDI calendar to raise awareness of different religious festivals including Diwali, Hannukah and Eid. In addition, we will seek volunteers to set up a new multi-faith staff network group.	Strategic Lead for HR Policy and Projects	Sept 21 – Feb 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
45	To ensure that young people within the Borough have employment opportunities within the council and they are not at a disadvantage due to factors, such as, social mobility	New OD Strategy	Council-wide	A collaboration between Organisational Development and the Local Economy teams will involve development of a new strategy, which includes focussing on young people in order to help them with achieving their potential without a low income or lack of qualifications preventing them from securing good work.	Strategic OD Partner	Jun – Sept 22
46	To develop a new recruitment strategy with a key focus on branding, attraction & on-boarding & exiting the organisation taking in consideration the EDI perspective.	New Recruitment Strategy	Council-wide	Developing and reshaping the Corporate and Departmental Induction programmes for all new starters as part of the Employee Experience Strategy and Recruitment Strategy.	Strategic Lead for Resourcing and Business Change	Oct 21 – Jan 22
47	Providing a clear Learning and Development Programme throughout the employee life cycle	New OD Strategy	Council-wide	Providing a comprehensive training offer between the starter and exit stages of the employee life cycle and ensuring this is clearly tied to Southwark's values and behaviours.	Strategic L & D Partner	Jun 22 – Sept 22

<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
<b>48</b>	Developing a corporate approach to implement a centralised learning management system to capture training & development offer across the whole council.	New OD Strategy	Council-wide		Strategic L & D Partner	Jun 22 – Sept 22
<b>49</b>	To roll out wide-spread training on Microsoft Teams across the organisation to encompass those without email addresses to increase inclusivity	New OD Strategy	Council-wide	Work alongside ITs Technical Transformation Workstream to provide Microsoft Teams training for all staff including a scaled down version for those without email addresses.	Strategic L & D Partner	Jun 22 – Sept 22
<b>50</b>	To achieve a more accurate picture of reasons for disparities in the L&D data	New EDI Strategy	Council-wide	By undertaking further qualitative surveying and focus groups around the themes raised in the Annual Workforce Report.	Strategic L & D Partner	Sept 21 – Feb 22



<b>Action No</b>	<b>Deliverable</b>	<b>Related Strategy</b>	<b>Relevant SST Workstream or type of Initiative</b>	<b>Detail</b>	<b>Lead Role</b>	<b>Timescale</b>
<b>51</b>	Undertaking a trend analysis of the disciplinary and capability cases	New Employee Experience and EDI Strategies	Council-wide	To understand the disparities and the reasons for a high number of disciplinary and capability cases within certain areas of the business and to address these.	IR & ER Specialist & HR Business Partnering Lead (Acting)	Jan – May 22
<b>52</b>	Monitoring the complaints including those relating to Respect at Work and identify potential solutions where problems exist.	New EDI Strategy	Council-wide	Undertake a 'deep dive' into the reasons for complaints and implement key actions to address the areas of concern.	IR & ER Specialist & HR Business Partnering Lead (Acting)	Sept 21 – Feb 22
<b>53</b>	Develop and maintain an annual EDI events calendar	New EDI Strategy	Council-wide	Celebrate diversity and promote events at different time of the year to develop a sense of belonging	Strategic OD Partner	Sept 21 – Feb 22

## Annex 1 Census and London Council's Data

### Information on the community in Southwark & other London Boroughs

Southwark's workforce is drawn from across London and the South-east of England. Approximately 25% of our employees are Southwark residents. It is interesting to look at how the profile of the workforce compares to the Southwark community and, that of other London boroughs.

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

It includes key data comparing the council's workforce with other London boroughs, albeit this must be viewed with caution. Increasingly, services provided 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.

### Census data - Southwark borough All data drawn from ONS census 2011

#### Key statistics

#### 1. Population figures, sex & economically active comparisons

	Southwark borough	England
2011 Population: All Usual Residents	288,283	53,012,456
2011 Population: Males	142,618	26,069,148
	<b>49.5%</b>	<b>49.2%</b>
2011 Population: Females	145,665	26,943,308
	<b>50.5%</b>	<b>50.8%</b>
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 (Number s)	(%s)	London Region (%s)	England (%s)
<b>All Usual Residents</b>	<b>288283</b>			
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%
<b>White</b>		<b>54.2%</b>	<b>59.8%</b>	<b>85.4%</b>
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%
<b>Mixed</b>		<b>6.2%</b>	<b>5.0%</b>	<b>2.3%</b>
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%
<b>Asian</b>		<b>9.4%</b>	<b>18.5%</b>	<b>7.8%</b>
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%
<b>Black</b>		<b>26.9%</b>	<b>13.3%</b>	<b>3.5%</b>
Other Ethnic Group; Arab	2440	0.8%	1%	0.4%
Other Ethnic Group; Any Other Ethnic Group	7013	2.4%	2%	0.6%
<b>Other</b>		<b>3.3%</b>	<b>3%</b>	<b>1.0%</b>
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. The London Council's data for 20/21 is unavailable at the time of reporting.

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 employees (headcount), and Kingston 1,153 directly employed employees (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

Year	Average Headcount of employee
2020-21	Not available at time of reporting
2019-20	2685
2018-19	2568

### 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)

Year	Age Average	16-24 % headcount	65+ % headcount
2020-21	Not available at time of reporting		
2019-20	46.05	3.2%	3.7%
2018-19	46.12	3.1%	3.2%

### 3. Sex profile

Year	% Female	% Male
2020-21	Not available at time of reporting	
2019-20	60.37%	39.59%
2018-19	60.43%	39.69%

#### 4. Disabled employees

Year	% Disabled
2020-21	Not available at time of reporting
2019-20	5.22%
2018-19	6.27%

#### 5. Broad Ethnic Origin

Year	Asian	Black	Mixed	Other	White	Not Known
2020-21	Not available at time of reporting					
2019-20	11.52%	21.74%	3.44%	1.72%	48.54%	13.04%
2018-19	11.2%	21.32%	3.3%	1.93%	50.15%	12.24%

#### 6. Length of Service<sup>17</sup>

Year	Less than a year	1 < 2 years	2 < 3 years	3 < 5 years	5 < 10 years	10 < 15 years	15 < 20 years	20 years +
2020-21	Not available at time of reporting							
2019-20	11.27%	10.80%	8.26%	12.70%	17.33%	14.67%	11.54%	13.42%
2018-19	10.83%	9.92%	8.27%	11.44%	17.43%	15.66%	10.94%	13.43%

#### 7. Sickness Absences

Year	Average sickness days per person
2020-21	Not available at time of reporting
2019-20	8.53
2018-19	8.16

#### 8. Turnover

Year	Turnover	Resignations	Less 1yr service
2020-21	Not available at time of reporting		
2019-20	14.42%	7.72%	1.67%
2018-19	16.61%	8.35%	2.07%

# Southwark Stands Together Communications

SOUTHWARK  
STANDS TOGETHER

## JANUARY 2021

### SST Workforce Workstream Microsite

We created the SST Workforce Workstream microsite to share information with employees who are not office based



### Southwark Stands Together - Be part of a 'Solution Conversation'

We invited employees from a Black, Asian and minority ethnic background to be part of a 'solution conversation' with our external consultant, DWC

### Black on Board

We launched Black on Board - a governance training programme for organisations investing in Black and Minority Ethnic (BAME) staff designed to train and mentor participants onto board positions.

We collaborated with Omlec (the provider for the Black on Boards Programme) and three other local authorities, Islington, Enfield and Richmond & Wandsworth, to run a joint cohort of this programme for our staff groups of all levels

## FEBRUARY 2021



### Race, Equality, Diversity & Inclusion Week

Southwark Council's EDI week took place from 1 to 7 February 2021. The council marked the occasion with a week-long series of virtual events.

Bespoke workshop - Supporting those who have experienced racism

### Career Conversation

A career conversation entitled, 'Talk to Us - How I navigated my career & challenges as a senior manager'. This event was held to support & provide information in relation to career progression

## MARCH 2021



### Career Conversations Continued

Due to popular demand we broadcast another 'Talk to Us' career conversation to support & inspire our workforce

### Unison Black Members Group & EMpower

During this month we promoted the Council's active staff network group for Black, Asian and Minority Ethnic staff which is called EMpower & UNISON's Black Members' Self Organised Group Committee. We also increased awareness of the International Day for the elimination of racism

### SST Champions

The council called for employees to be volunteers as SST Champions. Over 40 people responded

### Leadership & Management

We are embarking on a leadership engagement initiatives which will take our approach, support and expectations to our leaders – this has begun and will continue to ensure there is an understanding that anti-racism and justice is an embedded part of our leaders' roles



## APRIL 2021

### **Statement from Eleanor on the Racial Disparities Report**

The Chief Executive re-affirmed the council's commitment to tackling racial inequalities

### **Stephen Lawrence Day 2021**

22 April was Stephen Lawrence Day, a memorial day first introduced in 2019 on the 25th anniversary of Stephen's death to celebrate his life and legacy.

The council promoted this day to inspire a more equal, inclusive society



## MAY 2021

### **Black, Asian and Minority Ethnic**

We have decided to stop using the term 'BAME' in our communities and workforce and we will refer to our people as Black, Asian and Minority Ethnic colleagues going forward.

### **Shine the Light: Sharing career journeys**

We published an article focussing on one of our amazing black managers and their careers, as well as celebrating their contribution to Southwark Council's success.

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## JUNE 2021

### **Re-educating our Leaders on positive action**

Leaders were asked to explore ways to embed Positive Action to increase appointments of Black, Asian and Minority Ethnic employees to Grade 14 and above

### **SST Cabinet Update – 1 Year On**

We have provided an update to Cabinet on the progress so far of the SST Programme and the Equalities Framework; both reports make reference to workforce updates

### **Workforce Equality, Diversity and Inclusion Statement**

We produced a draft Workforce Equality, Diversity and Inclusion Statement outlining our commitment to our workforce

### **Workforce Equalities Action Plan**

We are developing our new workforce equalities plan which includes bespoke health and wellbeing initiatives to support Black, Asian and Minority Ethnic colleagues



## JULY 2021

### **Southwark Stands Together Champion network relaunched on 28 July**

We have 40 champions across the organisation and advertised for others to join the network.

### **Positive Action**

In June's Leadership Network, we ran a workshop on Positive Action and we used it to support Southwark Stands Together pledge that people of all backgrounds can progress within the organisation. In July we scheduled sessions with services to take place in September for the wider workforce to open up the discussion with colleagues on how to embed a Positive Action approach to improve under representation across the council

### **Reverse Mentoring**

Children's & Adults hosted a Reverse Mentoring pilot scheme in January 2021, where a senior manager was paired with somebody in the early stages of their career to share experiences and their career stories. In July we advised employees that in the autumn we're making the initiative more widely available, starting with a briefing event to outline the time commitment over the 3 month mentoring period.

### **Engagement**

As part of the wider engagement with our employees, members of EMpower and SAGE have joined the SST Strategy Board. Their support with the work that we are doing on SST will add immense value as we continue to make progress.

### **Playback Sessions**

Playback sessions on the workforce equalities plan highlighted our achievements over the last 18 months and our plan for the year ahead.

