

<b>Item No.</b> 13.	<b>Classification:</b> Open	<b>Date:</b> 17 December 2019	<b>Meeting Name:</b> Cabinet
<b>Report title:</b>		Annual Workforce Report 2018-19	
<b>Ward(s) or groups affected:</b>		N/a	
<b>Cabinet Member:</b>		Councillor Kieron Williams, Housing Management and Modernisation	

## **FOREWORD – COUNCILLOR KIERON WILLIAMS, CABINET MEMBER FOR HOUSING MANAGEMENT AND MODENISATION**

Our success as a council depends upon on our staff and the vitally important work they do. That is why we are committed to investing in our workforce; so we can attract great people and support our existing staff to develop and succeed. This report provides an update on key aspects of our progress, including information on the make up of our workforce and our recruitment, training and pay.

Over four thousand people are employed by the council. Every day they work to improve the lives of our residents - keeping our streets clean and safe, helping people find homes, providing social care, maintaining our parks, dealing with anti-social behaviour, supporting local business, providing training, maintaining our homes and so much more. Many are Southwark residents, but we also attract many talented people from further afield.

I'm pleased to say this report shows a picture of a productive and well motivated workforce, with low levels of sickness and staff complaints and good rates of staff retention. It also shows a picture of a diverse workforce that is broadly representative of the local community.

I am also delighted to say this year we were one of the first employers to be accredited to the Mayor of London's Good Work Standard and have been awarded the Excellence level. This accreditation recognises the council's commitment to supporting diversity, ensuring fair pay and conditions and investing in the wellbeing, skills and progression of our workforce. The following pages highlight some of our successes to date as well as the areas where we now aim to go further.

## **RECOMMENDATIONS**

1. That the cabinet notes the workforce report attached as appendix one and that this report:
  - a) Demonstrates that the council continues to reflect the diversity of the borough in the overall makeup of its workforce;
  - b) Suggests a picture of a productive and well motivated staff with low levels of sickness, low levels of staff complaints and good rates of staff retention.
  - c) Suggests that the council is an attractive employer given the high numbers of applications that the council receives;

- d) Highlights how we will continue to shape our workforce equality plan and continue to implement Workforce Strategy with areas requiring further consideration, for example career development and in-work progression with a particular focus on under-represented groups.

## **BACKGROUND INFORMATION**

2. Southwark is hugely proud of our diverse and vibrant local community and we want to reflect this at all levels within the council. We have talented, compassionate, and creative people in all of our communities and workforce. We are determined to identify and remove any barriers preventing people from enjoying the career they deserve with us. We will ensure inclusiveness, respect and dignity for all of our workers are key measures in all of the work we do. Our ability to address and meet the needs of the community is dependent on a diverse, supported, engaged and motivated workforce.
3. As stated in the Council Plan (2018-2022), 'In everything we do as a council, we will seek to promote equality. This applies internally within the council and externally with our residents. The workforce equality plan works in line with the Workforce Strategy equality and diversity outcomes which for 2018/19 were as follows:
  1. We have a diverse workforce at all levels of the council that is reflective of our local communities and helps us to have a deeper understanding of residents' needs and provides fairer and more accessible services
  2. We will create opportunities so that there are more BME staff in the more senior levels at Southwark
  3. People talk positively about Southwark as a diverse and inclusive place to work.
  4. We have zero tolerance of discrimination, harassment or victimisation in our treatment of each other and in our management practices and decisions
  5. We will retain our Disability Confident Employer status
4. Since the 2017-18 report we have been working with stakeholders including our trade unions and self-supporting employee networks to develop a workforce equality plan that is now reviewed annually to ensure it addresses the latest workforce data. Our workforce equality plan and the initiatives within it go beyond the protected characteristics and includes important social economic aspects such as literacy, numeracy and digital literacy. Within this report we will explain how the work of the Council over the last year has delivered the equality and diversity outcomes for last year.
5. The Equality Duty 2010 is supported by specific duties which require public bodies to publish relevant, proportionate information annually demonstrating compliance. Information must be published in a way which makes it easy for people to access it and, for public bodies with 150 or more employees, to consider how their activities as employers affect people who share different protected characteristics. The span of information to be published is not specified within the Duty, but it is suggested that the following could be included:

- composition of the workforce;
  - pay equality issues; in Southwark this is shown by profile at different grades and includes reporting requirements to publish gender pay gap data.
  - recruitment and retention rates;
  - learning and development opportunities;
  - grievances and disciplinary issues for staff with different protected characteristics.
  - Published information can also include plans to address equality concerns within the workforce, and information from staff surveys.
6. To meet our obligations, the council produces an annual workforce report which includes a range of Human Resources (HR) related data and is published on the council's website. This report highlights key findings and example initiatives from the workforce programme. The 2018-19 report is attached at Appendix one.
7. The Equality plan has been designed to ensure Southwark has a clear and structured plan to promote equality, diversity and inclusion authentically within the workforce. To achieve this it is important to ensure that they are included in everything we do so a targeted approach to our universal workforce development initiatives is essential. It is also recognised that there is particular value in reviewing the equalities data at a local team or service level and in key areas of under representation across the council. These initiatives are called bespoke initiatives.
8. Southwark's trade unions have been briefed on the workforce data and we will continue to work constructively with them on the development of the workforce equality plan.

## **KEY ISSUES FOR CONSIDERATION**

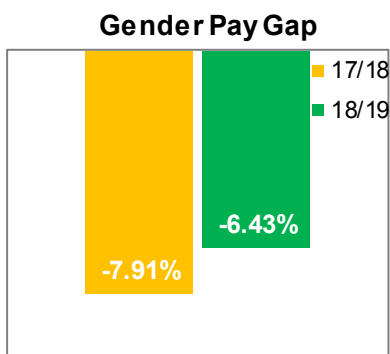
9. An analysis of the current workforce data, the identification of significant underlying trends, and the engagement of key stakeholders have identified initiatives which involve cooperation between various teams, groups and individuals across the Council. This report provides a summary of the progress undertaken in the last year to work towards improving and delivering on points 1-5 above.
10. Southwark Council has 4196 employees across a range of very diverse job roles, trades and professions. Over the last year we have seen an increase in the workforce with the return of key services from the private sector e.g. the TUPE' transfer into the Council of the Mears contract for housing repairs in to our Traded Services within the Environment and Leisure Department, making us one of the larger London Local Authorities in London. Table 1 below shows the changes to our staffing numbers over the past few years.

Table 1 Number of employees

<b>Year</b>	<b>Number of employees</b>
2018-19	4196
2017-18	4110
2016-17	4150
2015-16	4538

11. Overall Southwark Council has a diverse workforce that is broadly representative of the local community with a split of 50% women and 50% men in the workplace. Within the Southwark population 78.3% of females are economically active compared to 85.1% of males. In Southwark Council the proportion of training completed by women is higher than the proportion of women in the workforce (reference data 23) and incremental progression was equally awarded to men and women.
12. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 place a new mandatory requirement to report annually on our gender pay gap and publish key information. This is produced as part of the workforce report and is included in paragraph 7 onwards in Appendix one. The gender pay gap is the difference in the average hourly wage of all men and women across a workforce. A positive percentage figure shows that overall, female employees receive lower pay than male employees and a negative percentage figure shows that overall, male employees receive lower pay than female employees.
13. Southwark Council has a mean gender pay gap of minus 6.43%, a reduction from minus 7.91% last year, as illustrated in Graph 1 below. This indicates that on average Southwark male employees are paid lower than Southwark female employees by approximately 6.43%. This is predominantly due to the larger number of male workers in lower paid roles within the waste and cleansing services.

Graph 1



14. To ensure that we can maintain a good balance between our male and female workforce it is important to ensure that we continue to support key initiatives and challenge stereotypes. Some of the bespoke initiatives achieved this year have been:
  - Targeted advertising and attraction campaigns have recruited more females into traditionally male dominated roles in Traded Services, where 33% new apprentices who were appointed this year are women.
  - Refurbishments of 10 staff mess rooms on our Southwark estates ensuring female members of staff were given a key so they can use the facility in private and maintain their health, wellbeing and safety. This enables staff to take their set breaks in an appropriate environment
  - Continued funding and support for the Women's Network
    - I. Events run by the Women's Network on leadership events
    - II. Advice and support on childcare options to support working parents

### III. International women's day celebrations.

15. For the first time our Workforce Report also assesses the disability and ethnicity pay gaps.
16. On joining Southwark Council staff are asked to share if they do or do not have a disability and their ethnicity. They are also asked to update their electronic employee record should they develop a disability during employment.
17. Southwark Council retained its Disability Confident Employer (level 2) status this year and has run a range of awareness sessions to promote how we can support our staff with disabilities within the workplace e.g. implementing workplace adjustments, inclusive workspaces, providing support and guidance to managers enabling them to successfully support staff with a disability in the workplace and improvements to the recruitment and selection process. There is also a range of training on our learning system, My Learning Source, and the council has supported specific career development opportunities for our staff with a disability.
18. As a result, we have seen the percentage of employees formally declaring a disability has increased by 0.5% to 5% compared to the previous year. The average across London boroughs is 5.2%. This however may be higher when compared to the the economically active population, 78.2% of the Southwark population. According to the ONS within the Southwark population there is 19.7% who are economically inactive due to long term ill health aged between 16 and 65 years old. Table 2 below shows the increase in the number of staff sharing they have a disability with the council over the last few years.

Table 2 Employees with Disability profile

Year	% Disabled
2018-19	5.0%
2017-18	4.5%
2016-17	2.7%
2015-16	3.3%
2014-15	4.0%

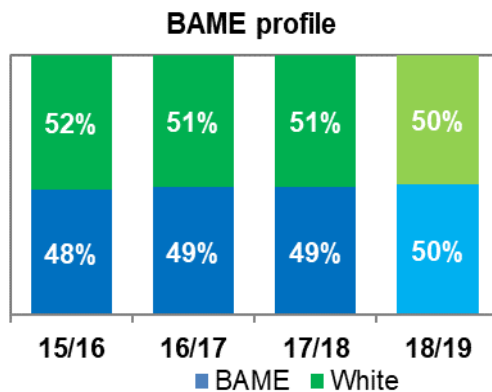
19. Southwark council has a mean disability pay gap of -0.68%. This indicates that on average, for every £10 a disabled employee earns, non-disabled employees earn £10.07. Incremental progression was equally awarded to those who declared themselves as disabled as to those who did not.
20. Raising the profile of disabilities in the workplace and the provisions for workplace adjustments through acknowledging nationally recognised days and promoting #Iamconfident across Southwark Council social media and attraction/advertising has been a priority this year. This has all contributed to an increase in the number of staff we have recruited and retained who have declared they have a disability.
21. In addition to this the Council commitment and signing of the Time to Change pledge which places a particular focus on reducing the stigma associated with mental ill-health and is designed to encourage and support employers in creating a workplace environment where mental health issues are openly discussed and employees can feel appropriately supported.

22. Further examples of some of the bespoke interventions have been:

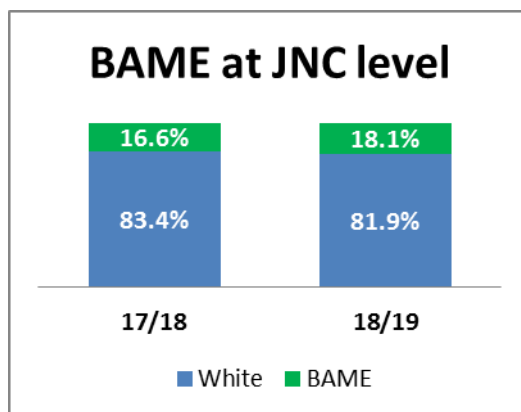
- refreshing the disability guidance particularly around mental health
- partnering with the Business Disability Forum to provide the Council with expertise on how best to support people with a disability into employment and retain them
- providing paid access to career development courses specifically designed for people with a disability or long term health condition
- promoting role models through career development stories
- facilitating key events and news articles raising the profile of all disabilities within the work place ensuring these are reflective of visible and non visible disabilities including neurodiversity and mental health.

23. When looking at broad ethnic groups the percentages of employees from White and from BAME communities Southwark Council has 50% of employees from white and 50% BAME communities which are very similar to the percentages in the Southwark community, where 54% of the population classify themselves as White. Graph 2 below shows the Southwark profile. Across London boroughs those employees who classify themselves as White average 59%.

Graph 2



Graph 3

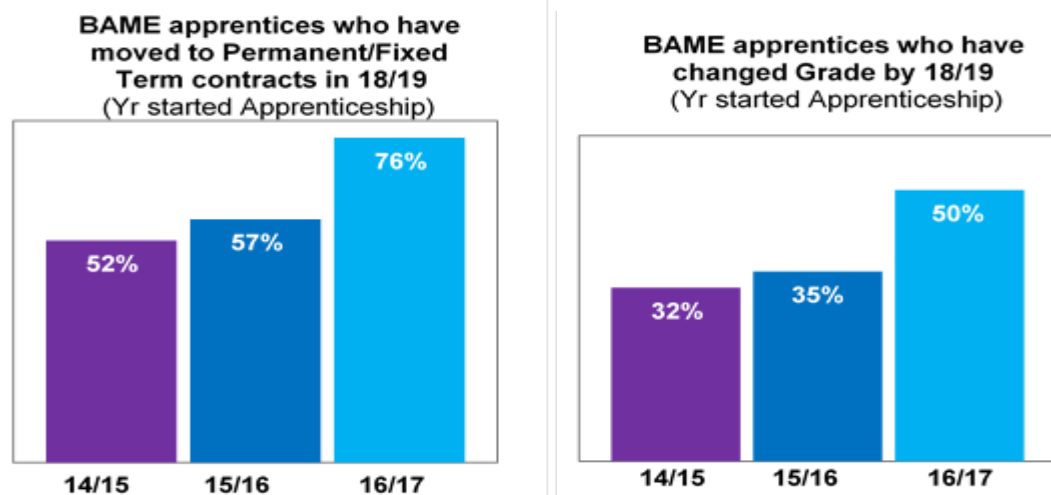


24. The percentages of White employees compared to BAME employees change through the grades. This changes at grades 10-12 and where the percentage of BAME employees are lower in grades 14 (JNC level) is shown in Graph 3 above.

Incremental progression was equally awarded to those staff from BAME communities as to those who are White.

25. We want to do more to ensure that our workforce reflect the diversity of BAME communities who live in Southwark at all levels of the organisation. So in the last year significant progress has been made to support the development of our staff through our universal initiatives like the continued provision of the ILM and managers' learning and development programme and the Professional Qualification Scheme. All of these have been designed to ensure that all our staff have the opportunity to progress their career and specifically encourages our BAME employees to seek career progression within the council.
26. We recognise that it takes time to 'grow your own' staff through to senior positions within the organisation. However early indications show some promising results with the proportion of training completed by BAME staff being in line with the proportion of BAME staff in the workforce (reference data 21 of Appendix 1). However, we also recognise the need to do more and this will be an early priority in our action plan to deliver our Workforce Strategy.
27. Attracting a diverse pool of apprentices and trainees has been a key focus for Southwark for some years and this year is not an exception. We can see 54% of apprentices/trainees were from BAME communities. In addition, we have retained and recruited into permanent or fixed term contract positions 76% of our apprentices. We have also been able to review and report that 50% of our BAME apprentices/trainees have changed grade (increasing their salary) and gained a promotion since completing their apprenticeship or training programme as illustrated in graphs 4 and 5 below.

Graph 4 and 5



28. This indicates that investing work to develop our universal initiatives e.g. the introduction or improvement of frameworks, policies and guidance that are intended to support all staff (or the majority of them), but also provide a foundation for more targeted interventions is beginning to build the talent pipeline of our staff from BAME communities.
29. Further universal initiatives which are currently being implemented in 2019/20 to enhance the opportunities for all staff but specifically those from BAME

communities and our female colleagues are:

- The launch of Empower, our BAME network, which is funded by the Council, and which has a Chief Officer sponsor
  - The launch of the ILM level 7 supporting staff to gain a management qualification (Masters/Diploma level equivalent)
  - the launch of the coaching and mentoring programme
  - the launch of the career development portal
  - increased emphasis on the importance of the career development conversation at mid-year reviews
  - continued provision for the PQS
  - relaunch of the equalities training for council staff and managers
  - review and assessment of recruitment and selection processes
  - promoting role models through career development stories.
30. Bespoke interventions arise from the scrutiny of the workforce equality data and the design of team and service based people plans. These plans identify key initiatives and interventions that are required to develop the diversity of the workforce. Some examples of bespoke interventions have been:
- support for the EMpower staff network to run bespoke CV and interview skills training for staff
  - when commissioning executive search agencies for senior appointments ensuring equalities and diversity is a key selection criteria and a diverse representation of candidates are sourced.
  - public and internal promotion of events to support staff and raise awareness e.g. Show Racism the Red Card, Black History Month.
31. With sexual orientation it is recorded by the ONS that Southwark in 2017 has a population of 5.8% who declared they were gay or bisexual. This is broadly reflective of the Southwark workforce who have 6% of staff who consider themselves to be gay, bisexual or other.
32. The creation, launch and growth of our LGBTQ+ staff Network has also seen a positive impact in the engagement of staff from the LGBTQ+ community. Key events have been run by the network to raise awareness and inclusiveness within Southwark workforce. The network is funded by the council.
33. The group has had a positive launch and attracted a good level of membership. Some of the bespoke initiatives focusing on sexual orientation this year have been:
- Formal launch of the LGBTQ+ staff network
  - Senior Management Sponsorship for the LGBTQ+ staff network
  - A series of events in February 2019 for LGBTQ+ history month
  - Public and internal promotion of events to support staff and raise awareness
  - Raising the new flag for Pride and inclusivity
  - Development of the Transgender and Gender Identity Guidance.
34. The council has seen a real dedication to support the corporate parenting agenda with the implementation of the award winning Fostering Friendly policy, which supports staff to foster for Southwark with Council tax relief and paid time off for training and key support meetings. To complement this, we have also



seen the introduction of specific roles within Customer Experience dedicated to supporting our care leavers, who are some of our most vulnerable Southwark residents, into employment.

35. The introduction of new policies such as Premature Birth have been specifically designed to improve the support for employees who are new and returning working parents in possibly the most challenging of times.
36. With an ageing workforce, and with an average age of 46 clearly the development of trainees and apprentices is essential in retaining the knowledge and skills within the organisation and supporting experienced staff to feel valued is essential.
37. We are committed to ensuring that our older staff are given access to learning and development and career progression in the same way as our younger 18 – 24 year olds. Here in Southwark we have made sure that apprenticeships are now made widely available to all ages of applicants and in fact 45 of our apprentices are in the 25+ age group with 6 apprentices over 40 years of age.
38. We are also ensuring that when our front line services are reviewed key consideration is given as to how we retain the expertise off staff, by creating career grade progression schemes. This provides for coaching and mentoring of less experienced staff within roles and a key responsibility and reduced the time spent on potentially more taxing front line work.
39. Other bespoke initiatives that are being offered to support our ageing workforce of different ages:
  - Recognition of their long public service with the Annual Long Service Awards
  - Annual Apprenticeship awards
  - A digital learning programme
  - Planning for your retirement courses
  - Pensions planning events
  - Financial planning support through the employee assistance programme
  - Workplace adjustments to retain our more mature staff who work out on our estates by providing work inside as well as outside to ensure we can retain their skills, experience within the communities they have always served.
40. All of the above coupled with the recognition that Southwark Council has been accredited with achieving liP Gold (against the harder test), being a London Living Wage employer, the Mayor's Good Work Standard and the Time to Change pledge all illustrates the continued commitment of the council to ensure Southwark is an inclusive place to work.
41. Southwark Council is not complacent and delivering the initiatives within the Workforce Strategy and the Equality Plan are key priorities across HR, OT and the wider Council for the year ahead. Plans for the next financial year are:
  - Deep dive review into the reasons behind the change of the number of successful people from our BAME communities reaching shortlisting but not appointment to help inform where bespoke initiatives need to be implemented.

- Review the numbers of BAME staff taking up the coaching and mentoring opportunities and promote specifically to these staff through the annual appraisal and mid-year review career discussions
- Explore social mobility factors in professions and how this should inform attraction and recruitment strategies to target areas of under representation
- Review flexible working practices to ensure working parents are supported on return
- Further review facilities and practices in more male dominated teams to ensure women are welcomed
- Launch of the Transgender and Gender Identity Guidance
- Launch of the Domestic Abuse Guidance
- Modernise the Respect at Work Guidance
- Monitoring sickness absence reasons to the London Councils definitions for a better understanding of our most pressing health conditions to better support workplace support
- Further exploration and guidance on non visible disabilities, especially neurodiversity and autism.
- Attain full disability confident status in 2021.

### **Policy implications**

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

### **Community impact statement**

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

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

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

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

### **Resource implications**

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

## **Consultation**

47. Consultation has taken place with the Corporate Trades Union and the Council's Equality and Diversity Officer.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Director of Law and Democracy**

48. The director of law & democracy notes the content of the report.
49. The report asks cabinet to note the contents of the appended Annual Workforce Report and the analysis of that as set out in the report.
50. Cabinet are reminded of the PSED General Duty under section 149 of the Equality Act 2010 to have due regard to the need to:
  - a. Eliminate discrimination, harassment, victimisation or other prohibited conduct;
  - b. Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it;
  - c. Foster good relations between person who share a relevant protected characteristic and those who do not share it.

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

51. Cabinet are also reminded of the requirement, under the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, for public authorities to publish specified information relating to the gender pay gap in their organisation in addition to the existing requirements under the duty to annually publish proportionate equality information in respect of their workforce (Specific PSED Duty), to demonstrate their compliance with the General PSED Duty.
52. In producing and publishing the Annual Workforce Report as appended to this report the council is meeting that Specific PSED Duty.
53. The PSED General Duty is a continuing one; the Annual Workforce Report, and the Workforce Strategy and Workforce Equality Plan referred to in paragraph 4 of the Report, will assist the council in complying with that General Duty.

### **Strategic Director of Finance and Governance (H&M 19/114)**

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

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Workforce Strategy Refresh 2019-2022, item 16.	Organisation Transformation	Emily Nice 020 7525 0430
<b>Link: (please copy and paste into browser):</b> <a href="http://modern.gov.southwark.gov.uk/documents/s83854/Report_Southwark_Workforce_Strategy_refresh_2019-2022.pdf">http://modern.gov.southwark.gov.uk/documents/s83854/Report_Southwark_Workforce_Strategy_refresh_2019-2022.pdf</a>		

## APPENDICES

No.	Title
Appendix 1	Workforce Report 2018-19

## AUDIT TRAIL

<b>Cabinet Member</b>	Councillor Kieran Williams, Housing Management and Modernisation	
<b>Lead Officer</b>	Michael Scorer, Strategic Director for Housing and Modernisation	
<b>Report Author</b>	Julie Foy, Head of Human Resources	
<b>Version</b>	Final	
<b>Dated</b>	4 December 2019	
<b>Key Decision?</b>	Yes	
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>		
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments Included</b>
Director of Law and Democracy	Yes	Yes
Strategic Director of Finance and Governance	Yes	Yes
<b>Cabinet Member</b>	Yes	Yes
<b>Date final report sent to Constitutional Team</b>		4 December 2019