

Workforce Report 2007-08

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Introduction

This report looks at the profile of the workforce as at 01 April 2008, staff changes during 2007-08 and HR activities over the financial year (disciplines, etc).

Unless stated, the report excludes staff who work in schools and casual workers. Whilst agency workers are not employees, a snapshot of agency workers on assignment, 03 March 2008, is provided.

It should be noted:

- All departmental details will relate to organisational structures as at 01 April 2008
- All workforce profile data will be as at 01 April 2008, unless stated
- All data related to the outcomes of HR activity will cover the period 01 April 2007 – 31 March 2008, unless stated

The report includes a commentary by the Head of Human Resources on the findings of the report and proposed actions to be taken to address any areas of concern.

The report will be discussed with the constituent trade unions and other consultation groups e.g. BME consultation group, prior to publication.

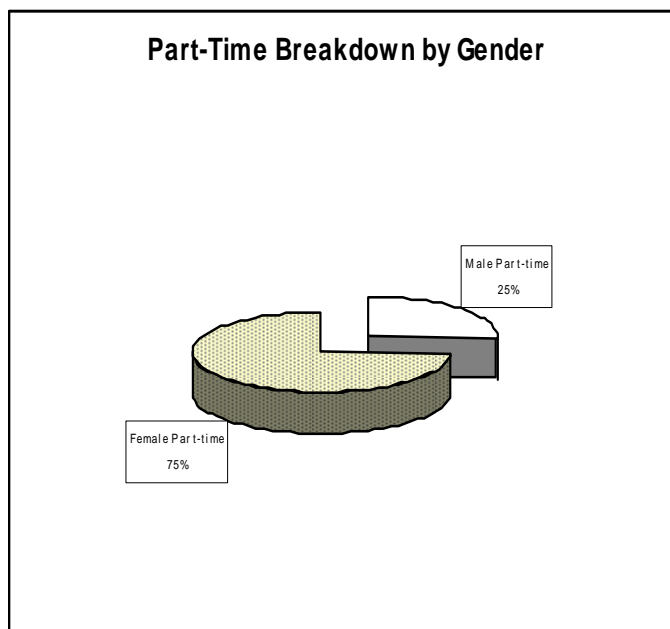
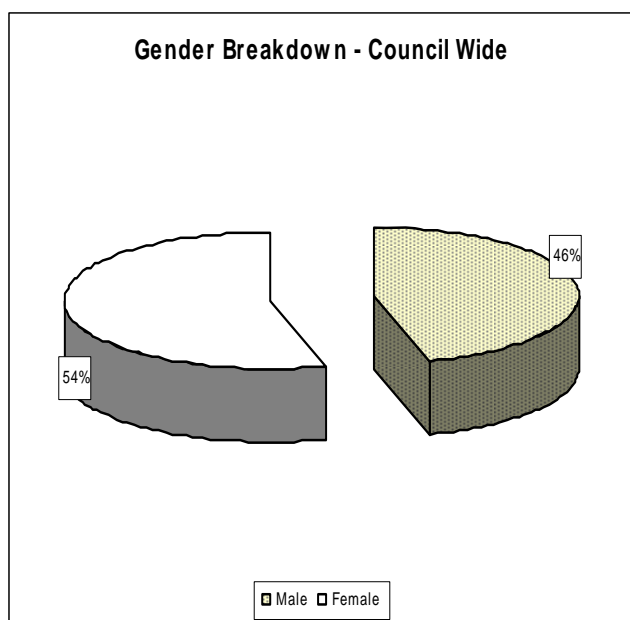
The final report will be published on the Council's website to comply with the requirements of the Equality and Human Rights Commission's code of practice on monitoring.

Section 1: Workforce Profile

- As at 01 April 2008 the total number of employees was 5211. This excludes casual workers and other non staff members e.g. agency workers and consultants.
- 54% of the workforce are women
- 17.3% of the workforce work part-time of which 12.9% are women and 4.49% are male
- 41.63% of the top 5% of earners were women¹

	Staff Numbers	%
Children's Services	1559	30
Corporate Services ²	810	16
Regeneration - Major Projects	53	1
Regeneration & Neighbourhoods	250	5
Environment & Housing	2087	40
Health & Social Care	452	9
Total	5211	100

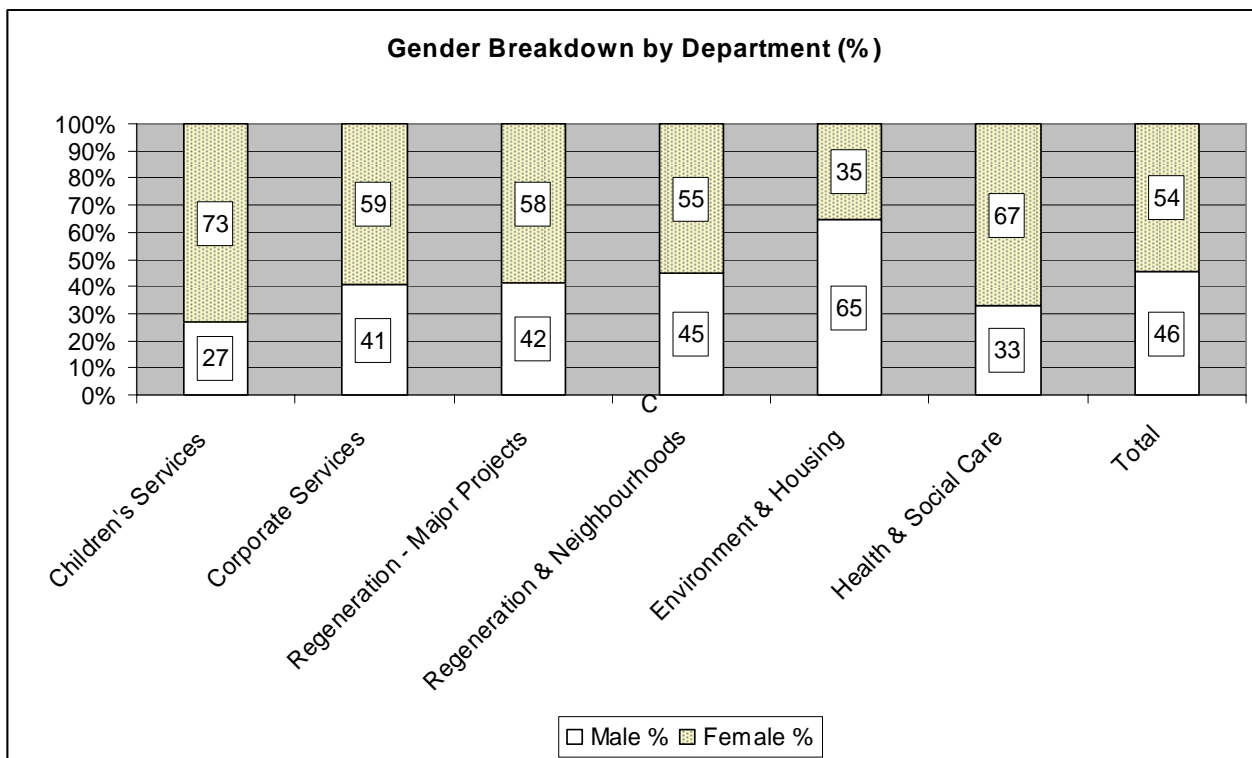
Gender and part-time breakdown by department				
	Male		Female	
	Full-time (%)	Part-time (%)	Full-time (%)	Part-time (%)
Children's Services	17	9.6	50	22.8
Corporate Services	39	1.5	50	9.3
Regeneration - Major Projects	42	0.0	53	5.7
Regeneration & Neighbourhoods	44	1.6	48	7.2
Environment & Housing	62	2.5	28	7.8
Health & Social Care	31	2.2	55	12.2
Total	41	4.4	41	12.9



Staff Numbers by Department

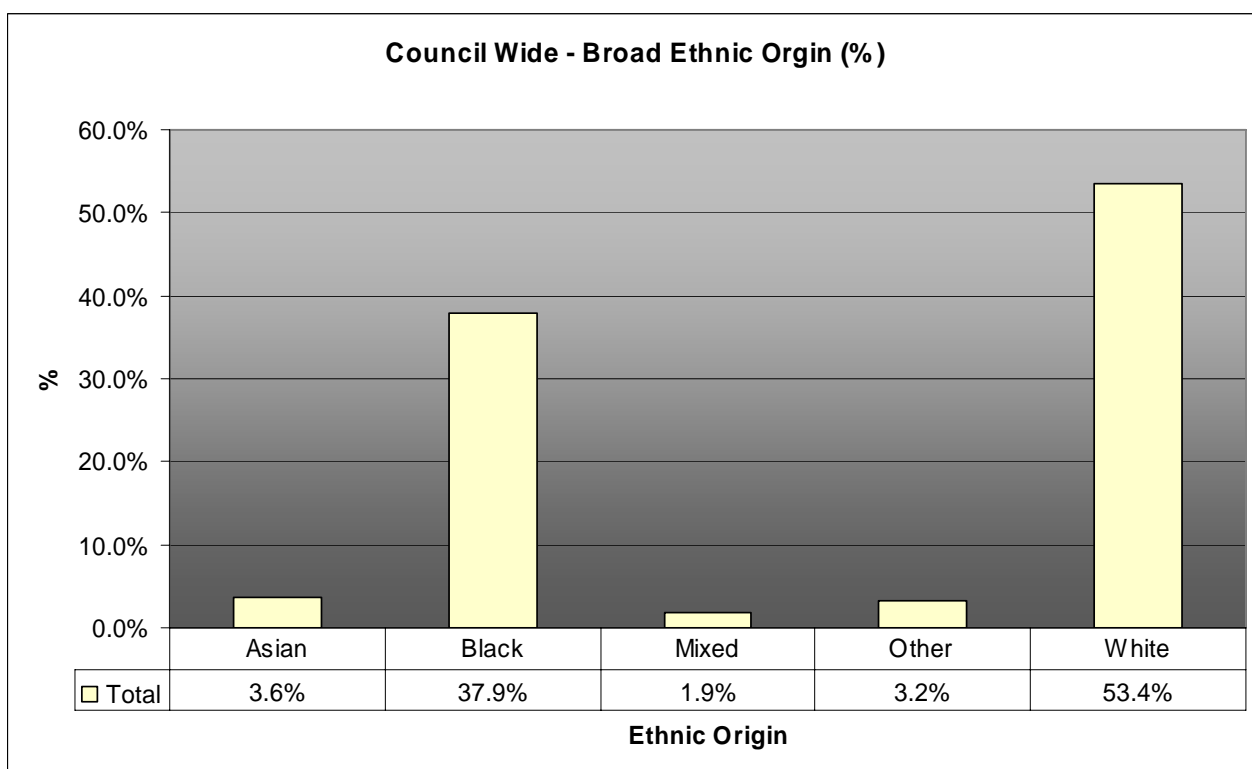
² made up of the deputy chief executive's office, corporate & customer services, democratic & legal services and financial management services

¹ Best Value Performance Indicator



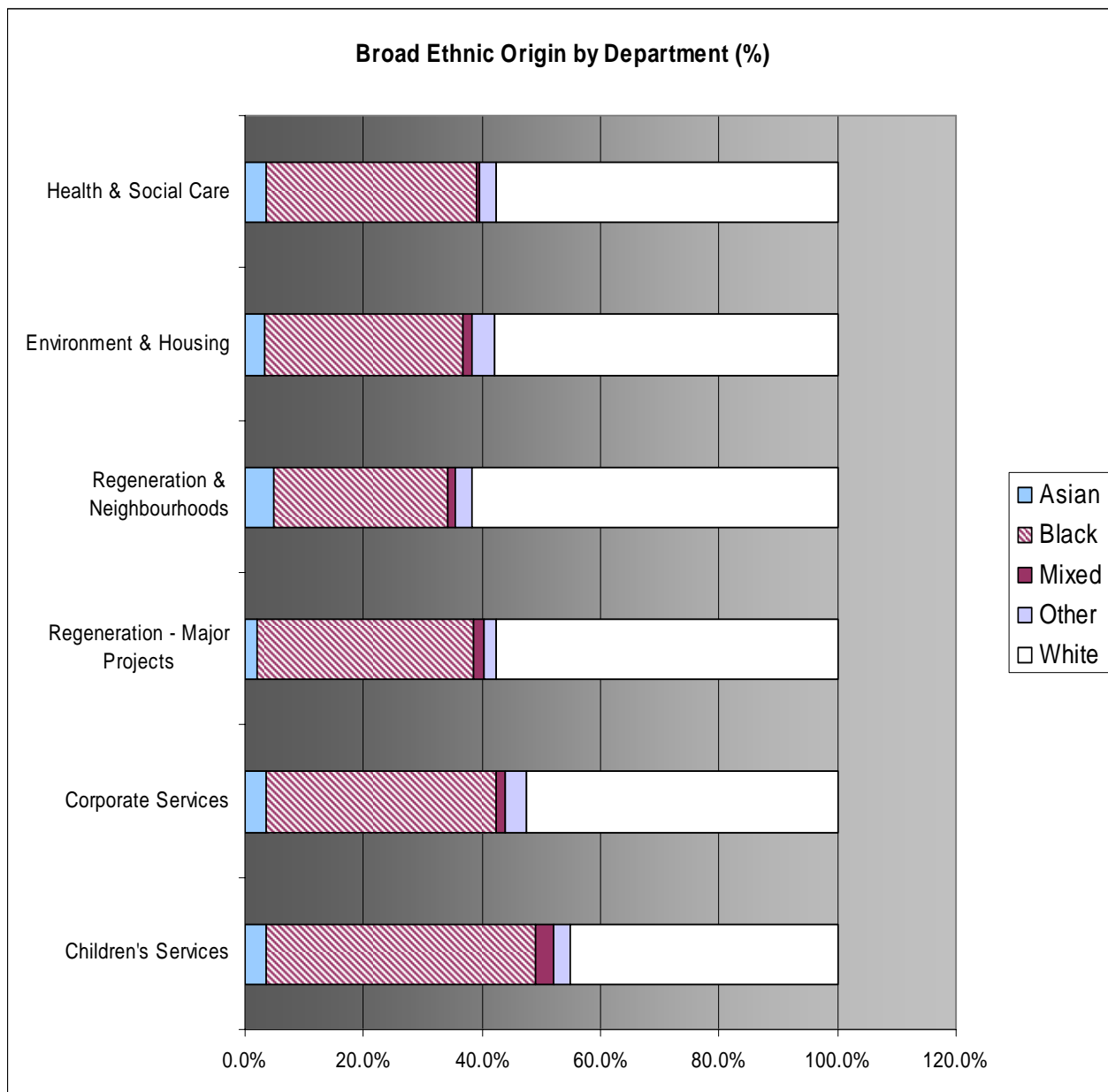
Unless stated those employees who have no ethnic origin recorded, (77), will be excluded from all monitors of ethnicity. This is in line with BVPI data collection principles.

- 46.6% of the workforce are from black & ethnic minority groups¹



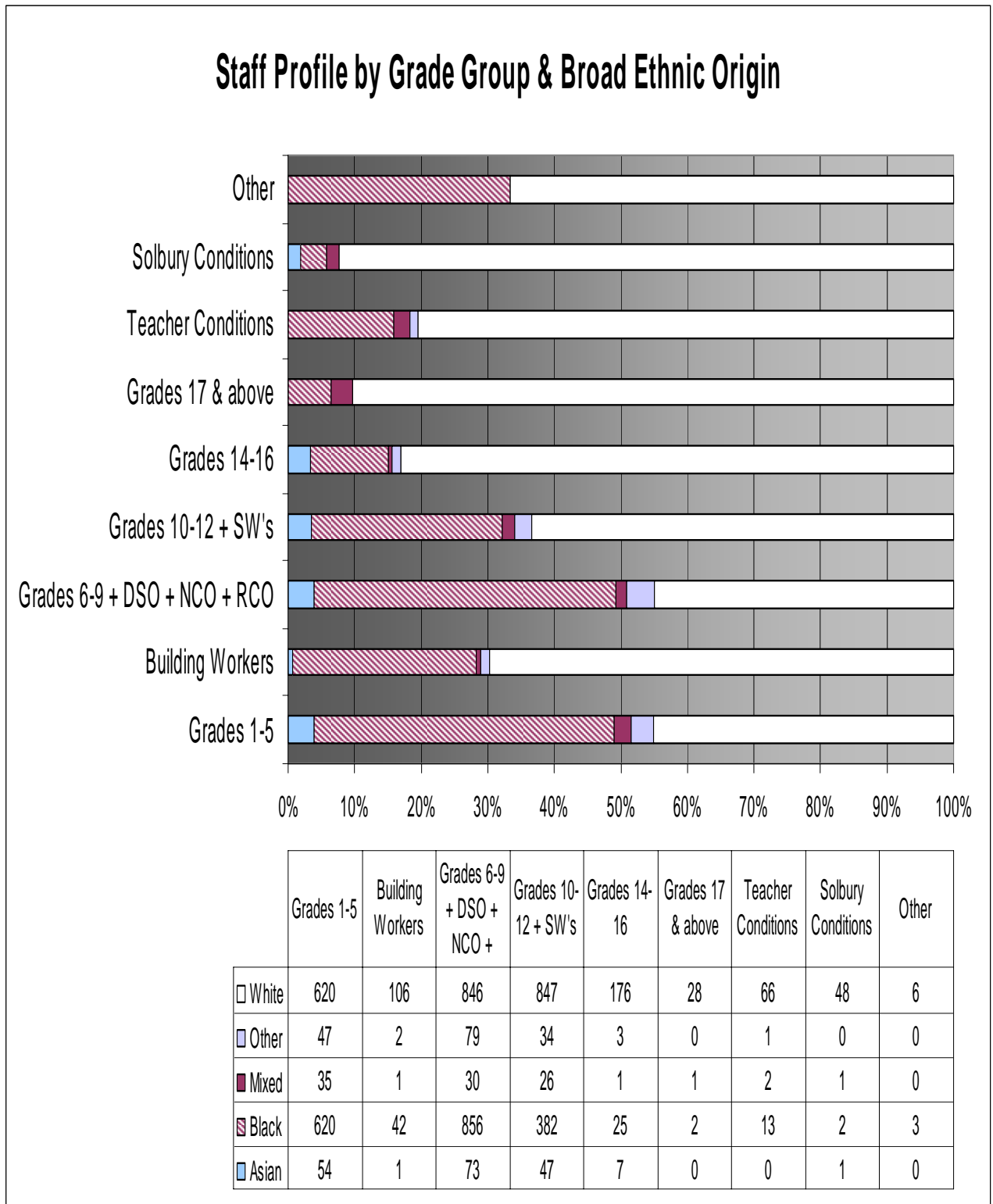
¹ Detailed ethnic origin breakdown can be found in Section 12

Staff Profile by Broad Ethnic Origin and Department



Broad Ethnic Origin by Department (%)					
	Asian	Black	Mixed	Other	White
Children's Services	3.7%	45.4%	3.0%	2.7%	45.2%
Corporate Services	3.7%	38.7%	1.5%	3.5%	52.6%
Regeneration - Major Projects	1.9%	36.5%	1.9%	1.9%	57.7%
Regeneration & Neighbourhoods	4.9%	29.4%	1.2%	2.9%	61.6%
Environment & Housing	3.3%	33.5%	1.6%	3.7%	57.9%
Health & Social Care	3.5%	35.6%	0.4%	2.7%	57.7%
Total	3.6%	37.9%	1.9%	3.2%	53.4%

Staff Profile by Grade Group and Broad Ethnic Origin



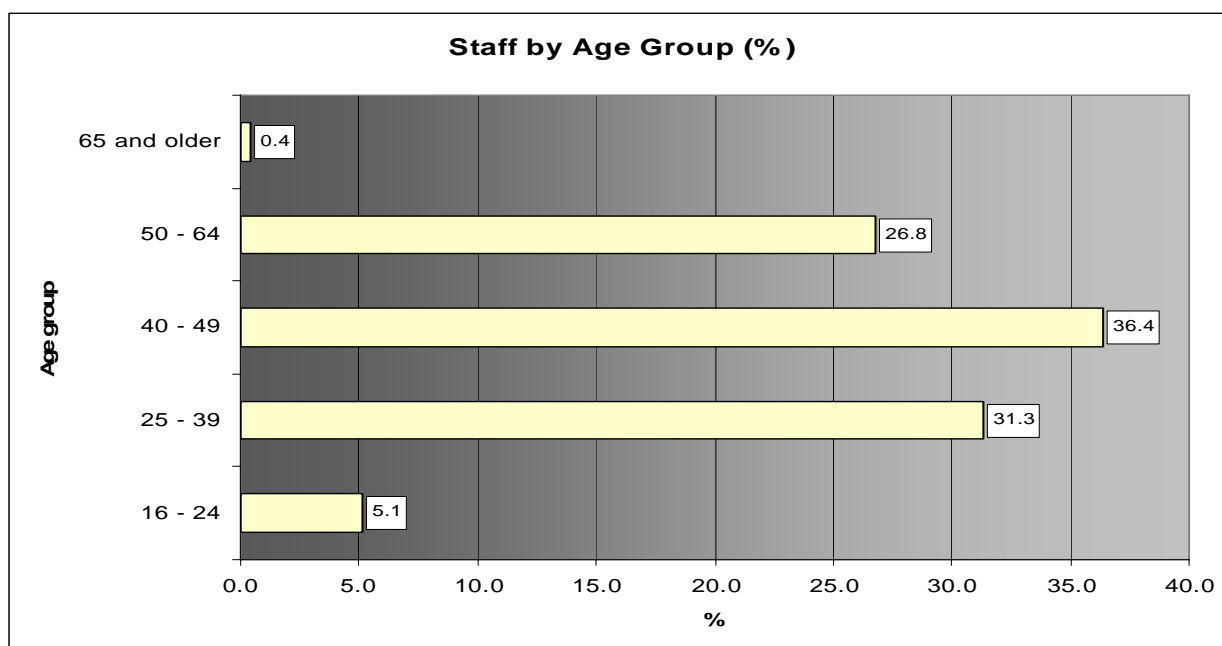
“Other” are staff who have been TUPE'D from other organisations and the Coroner

- There were 229 (4.4%) staff with a disability
- Including schools (official BVPI), the organisation's reported total falls to 2.59%
- The Council wide average age is 42 years and 7 months
- 27.2% of the workforce are over 50 years old
- As a result of new age discrimination legislation in October 2006, 0.4% (21) of the workforce has elected to work beyond aged 65 years compared to 0.3% last year
- On average the length of service was 10.03 years

Staff with Disabilities by Department		
	No.	%
Children's Services	62	4.0
Corporate Services	38	4.7
Regeneration - Major Projects	0	0.0
Regeneration & Neighbourhoods	15	6.0
Environment & Housing	74	3.5
Health & Social Care	40	8.8
Total	229	4.4

Staff by Age Band	
Age Group	%
16 - 24	5
25 - 39	31
40 - 49	36
50 - 64	27
65 and older	0
Total	100

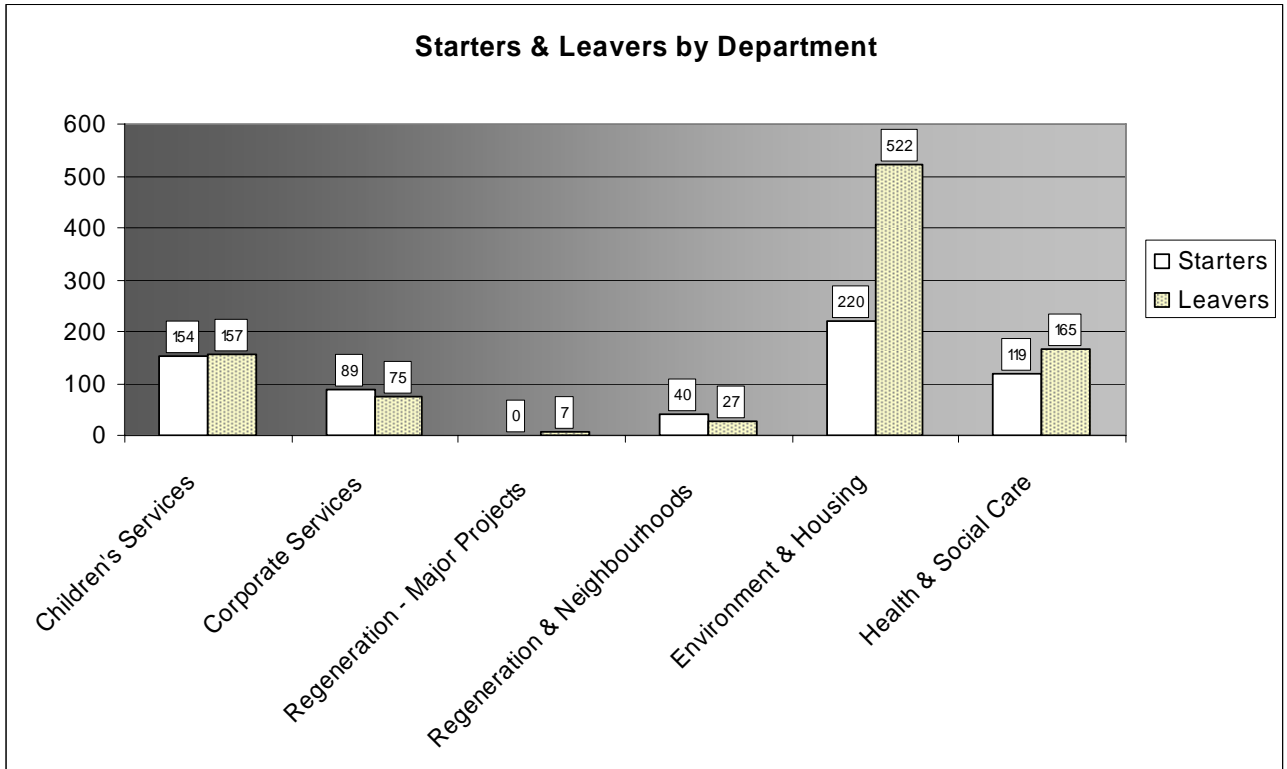
% Staff by Length of Service	
Service Band	%
<1 year	10
1 - <2 yrs	9
2 - <3 yrs	9
3 - <5 yrs	15
5 - <10 yrs	20
10 - <15 yrs	10
15+ yrs	27
Total	100



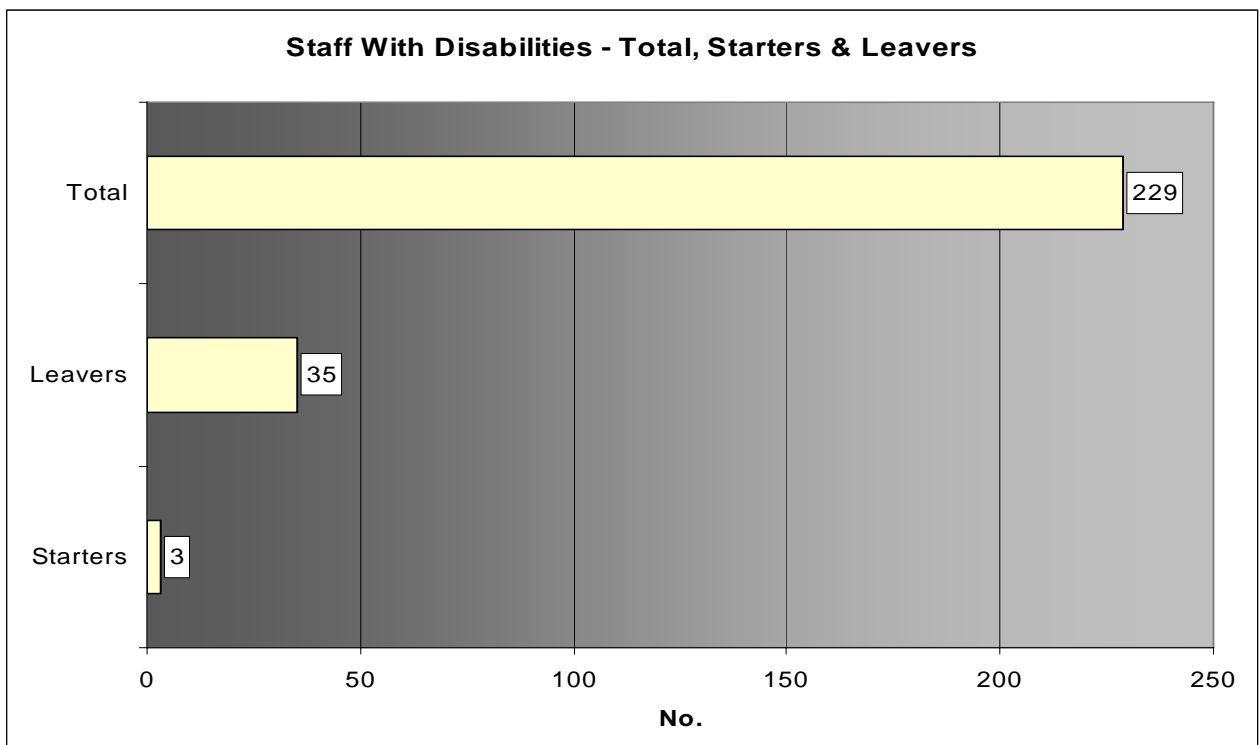
Workforce Report 2007-08

- There were 665 starters and 953 leavers during 2007-08 of which 214 leavers were outsourced

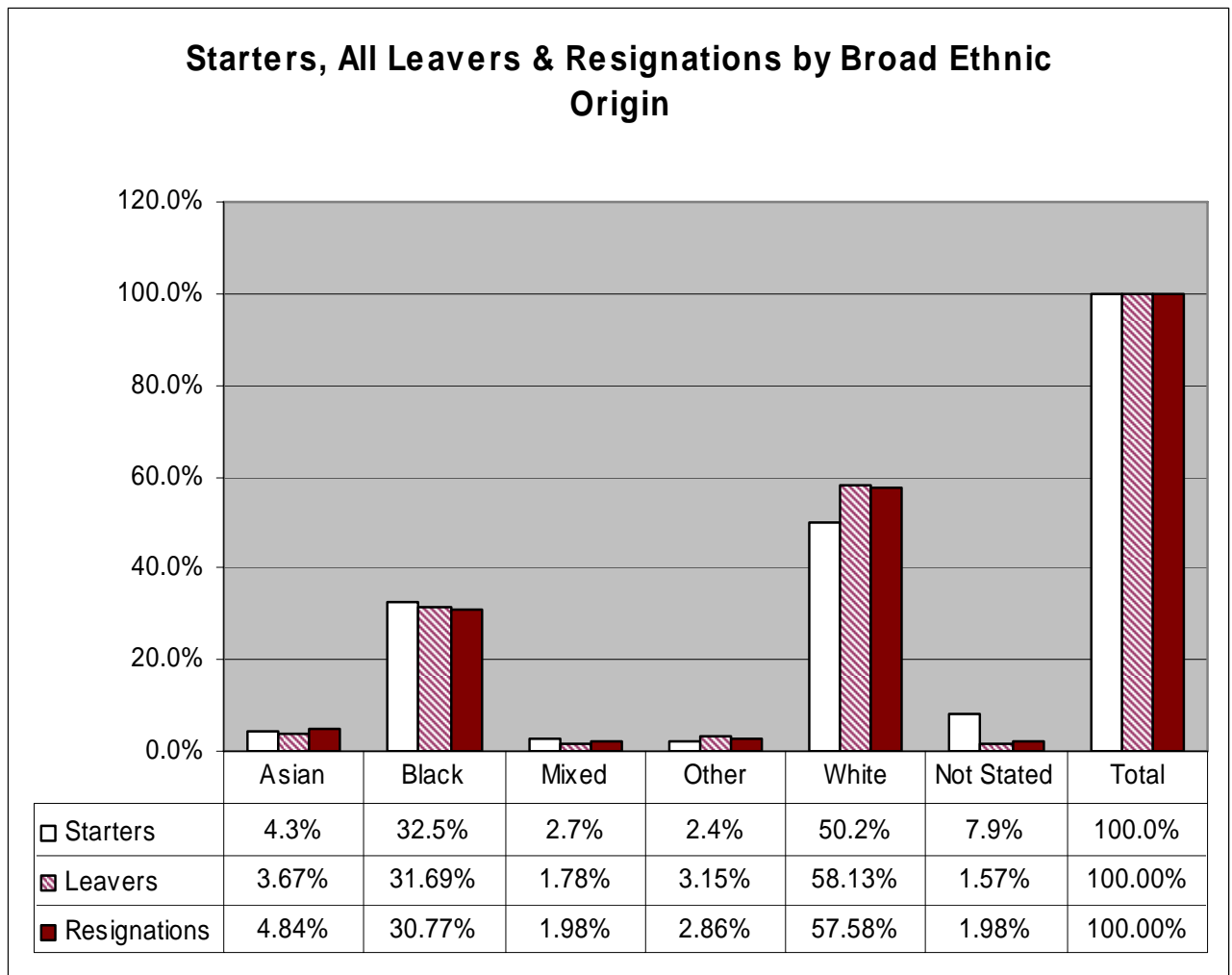
Starters & Leavers by Department



Starters & leavers by Disability



Starters, All Leavers & Resignations by Broad Ethnic Origin



Termination by Reason for Leaving, gender and Disability

Leavers by Reason, Gender and Disability				
Reason for Leaving	Female %	Male %	Number	Disabled %
Career Break	71%	29%	7	0%
Deceased	0%	100%	3	0%
Dismissal - Capability	29%	71%	14	3%
Dismissal	35%	65%	17	11%
Expiration of Contract	35%	65%	84	6%
Outsourced	16%	84%	214	23%
Redundancy	33%	67%	104	20%
Resignation	55%	45%	455	20%
Retirement Age	50%	50%	26	3%
Retirement Early	55%	45%	22	9%
Retirement Ill Health	43%	57%	7	6%
Total	41%	59%	953	100%

Leavers by Reason for Leaving and Broad Ethnic Origin

% Leavers by Reason & Broad Ethnic Origin							
	Asian	Black	Mixed	Other	White	Not Stated	No.
Career Break		42.86%			57.14%		7
Deceased		66.67%			33.33%		3
Dismissal - Capability		35.71%		7.14%	50.00%	7.14%	14
Dismissal	11.76%	41.18%			47.06%		17
Expiration of Contract	5.95%	48.81%	2.38%	4.76%	33.33%	4.76%	84
Outsourced	0.93%	27.10%	2.34%	4.21%	65.42%		214
Redundancy	3.85%	36.54%		1.92%	56.73%	0.96%	104
Resignation	4.84%	30.77%	1.98%	2.86%	57.58%	1.98%	455
Retirement Age		11.54%	3.85%		84.62%		26
Retirement Early		13.64%			86.36%		22
Retirement Ill Health		28.57%		14.29%	57.14%		7
Total	3.67%	31.69%	1.78%	3.15%	58.13%	1.57%	953

Resignations by Age Band

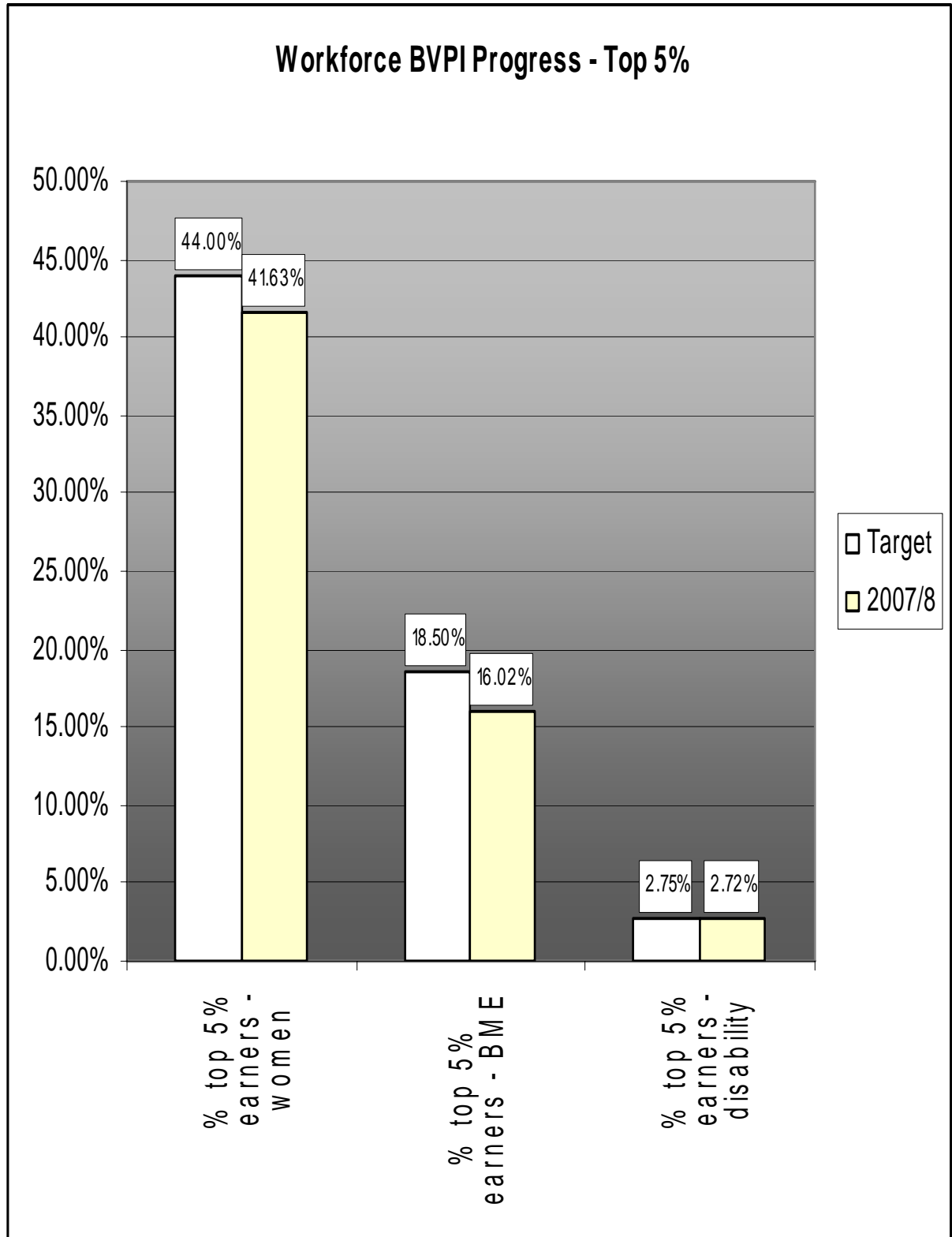
Resignations by Age Band	
16 - 24	6%
25 - 39	51%
40 - 49	28%
50 - 64	15%
65 and older	1%
Total	100%

Leavers by Reasons for Leaving and Age Band

Reasons for Leaving by Age Band							
	16 - 24	25 - 39	40 - 49	50 - 64	65 and older	Total	No.
Career Break		57%	29%	14%		100%	7
Deceased				100%		100%	3
Dismissal - Capability		36%	36%	29%		100%	14
Dismissal	12%	59%	29%			100%	17
Expiration of Contract	15%	39%	32%	12%	1%	100%	84
Outsourced	4%	34%	37%	24%	1%	100%	214
Redundancy	1%	9%	33%	56%	2%	100%	104
Resignation	6%	51%	28%	15%	1%	100%	455
Retirement Age				46%	54%	100%	26
Retirement Early				95%	5%	100%	22
Retirement Ill Health			43%	57%		100%	7
Total	5%	38%	30%	24%	2%	100%	953

Section 2: Workforce BVPIs

Workforce Progress – Top 5% Earners



Section 3: Performance Management

This monitor looks at:

- a) Incremental awards from 01 April 2008
- b) The so called "Apex" payments. These are one off, non consolidated payments that can be made to staff at the top of their grade. Numbers of Apex payments overall are few (76) and therefore profile data here has been restricted to gender and broad ethnic origin.

Incremental Awards

Incremental Awards by Department					
	1 Inc Given	More than 1 inc	No Inc	Not Applicable	Total
Children's Services	35%	1%	40%	25%	100%
Corporate Services	46%	3%	23%	29%	100%
Environment and Housing	50%	2%	27%	21%	100%
Health & Social Care	38%	1%	22%	38%	100%
Regeneration Departments	43%	5%	26%	26%	100%
Grand Total	44%	2%	30%	25%	100%

Incremental Awards by Gender			
	Female	Male	Total
1 Inc Given	51%	49%	100%
More than 1 inc	51%	49%	100%
No Inc	59%	41%	100%
Not Applicable	59%	41%	100%
Total	55%	45%	100%

Incremental Awards by Disability			
	Not Disabled	Disabled	Total
1 Inc Given	3.3%	96.7%	100%
More than 1 inc	1.1%	98.9%	100%
No Inc	4.3%	95.7%	100%
Not Applicable	7.1%	92.9%	100%
Total	4.5%	95.5%	100%

Incremental Awards by Broad Ethnic Group							
	Asian	Black	Mixed	Not Stated	Other	White	Total
1 Inc Given	4%	38%	2%	1%	4%	51%	100%
More than 1 inc	3%	25%	5%	1%	2%	64%	100%
No Inc	3%	46%	2%	2%	3%	44%	100%
Not Applicable	4%	31%	1%	1%	3%	61%	100%
Total	4%	39%	2%	1%	3%	51%	100%

Incremental Awards by Age Band							
	16 - 19	20 - 29	30 - 39	40 - 49	50 - 59	60+	Total
1 Inc Given	1%	16%	26%	35%	18%	4%	100%
More than 1 inc	0%	16%	28%	43%	11%	1%	100%
No Inc	1%	19%	28%	34%	15%	3%	100%
Not Applicable	0%	3%	11%	41%	36%	9%	100%
Total	1%	14%	23%	36%	22%	5%	100%

Apex Payments

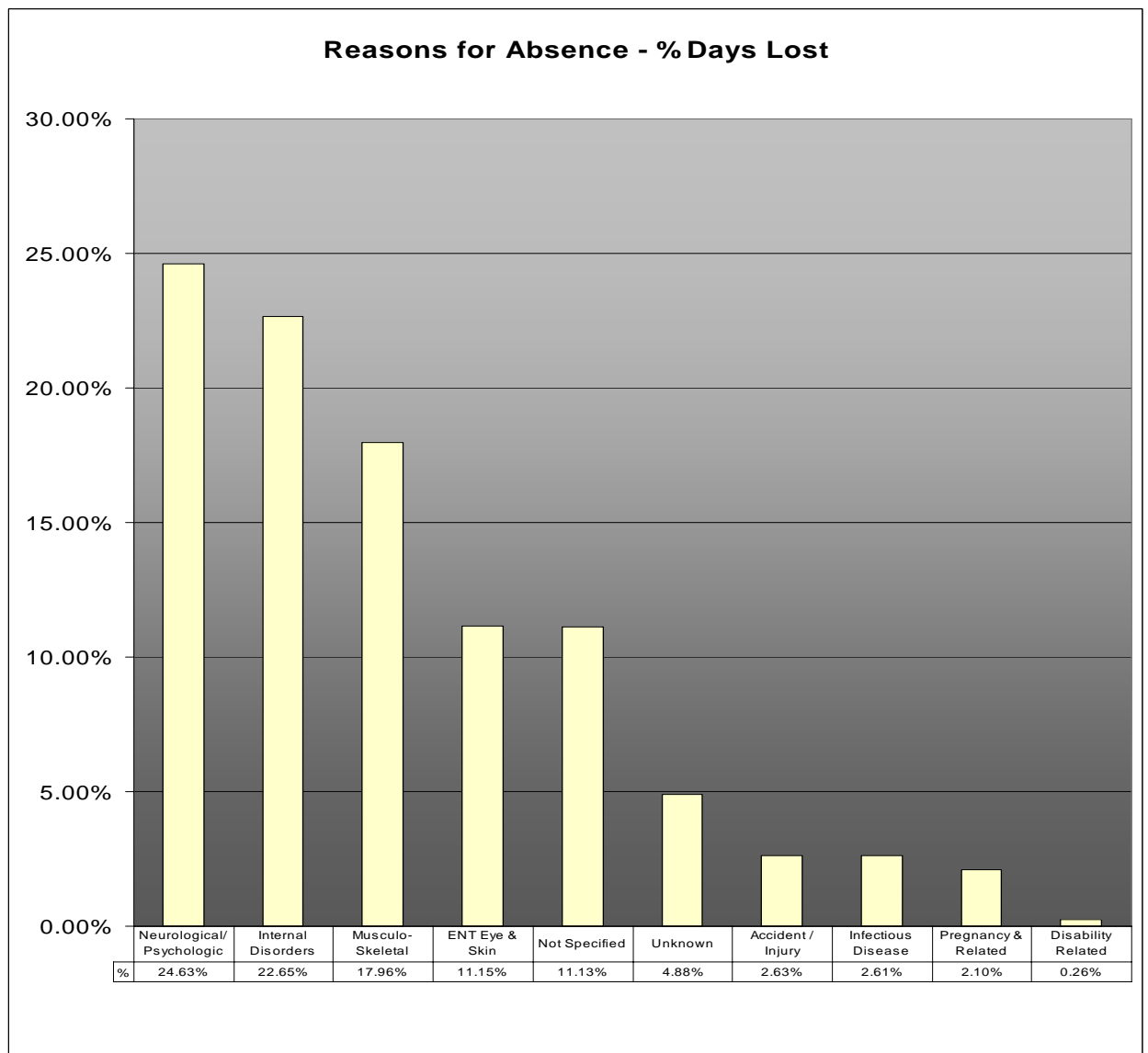
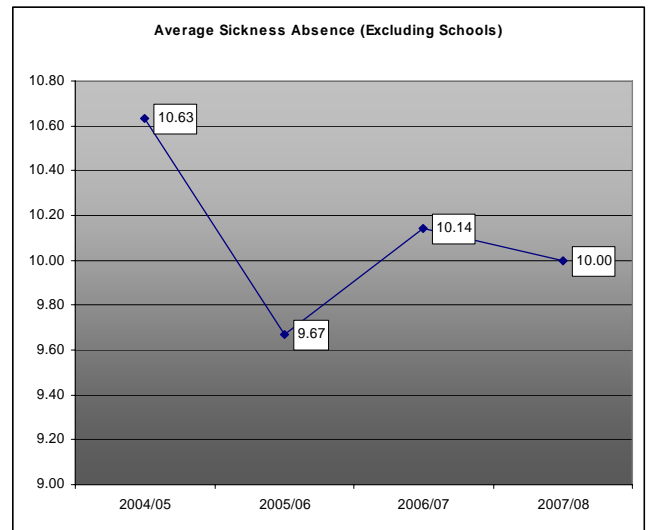
Apex Payments by Gender	
	%
Female	55%
Male	45%

Apex Payments by Broad Ethnic Origin	
	%
Asian	4%
Black	17%
Mixed	1%
Not Stated	1%
Other	4%
White	72%
Grand Total	100%

Apex Payments by Department		
	No.	%
Children's Services	8	11%
Corporate	20	26%
Environment and Housing	34	45%
Regeneration Departments	14	18%
Grand Total	76	100%

Section 4: Sickness

- Excluding Schools, the average sickness absence for year 2007-08 was 10.00 days per person
- The top reason for sickness absence due neurological/psychological. This would include stress, depression, mental health conditions and fatigue

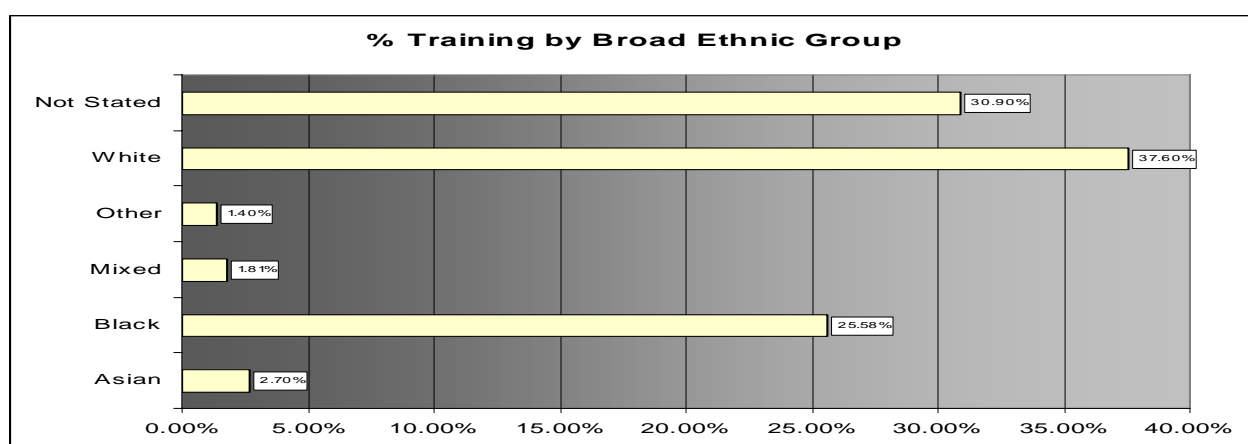


Section 5: Learning & Development

The following information is based on staff that have received training through the Corporate Learning and Development Centre. Managers and staff record all other training/ learning and development locally.

The data relates to the number of training days and the ethnic group of attendees on each of those training days, therefore someone attending a 5 day training programme will be represented 5 times, someone attending a 2 day course will be shown 2 times etc.

Data is based on self classification when attending courses, not on their SAP record.



Training by Ethnic Origin	
Detailed Ethnic Origin	%
Asian, Bangladeshi	1%
Asian, British	1%
Asian, Indian	1%
Asian, Other	0%
Asian, Pakistani	0%
Black, African	8%
Black, British	12%
Black, Caribbean	4%
Black, Other	1%
Mx, Mixed Other	1%
Mx, White & Asian	0%
Mx, White & Black African	0%
Mx, White & Black Caribbean	0%
Not Stated	31%
Other, any other group	1%
Other, Chinese/Vietnamese	1%
Other, Cypriot Greek	0%
Other, Cypriot Turkish	0%
White, British	31%
White, Irish	2%
White, Other	4%
Total	100%

- The total number of training days recorded is 8669 days
- 31% of those attending training did not state their ethnic origin. This is very high because data is not produced from the SAP system and is based on self classification when attending courses
- 61% of training days were undertaken by women

Training Days by Gender		
	No.	%
Female	4574	61
Male	2959	39

Section 6: Disciplinary Action

Disciplinary Action by Gender & Disability						
	Female	%	Male	%	Total	Disability
Investigations	19	33	39	67	58	6
Hearings Concluded	11	19	26	45	37	5
Total	30	32	65	68	95	11

Disciplinary Action by Broad Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Asian	4	7%	3	8%
Black	26	45%	15	41%
Mixed	2	3%	2	5%
Other	1	2%	0	0%
White	25	43%	17	46%
Not Stated	0	0%	0	0%
Total	58	100%	37	100%

- Disciplinary action by detailed ethnic origin can be found in appendix 1

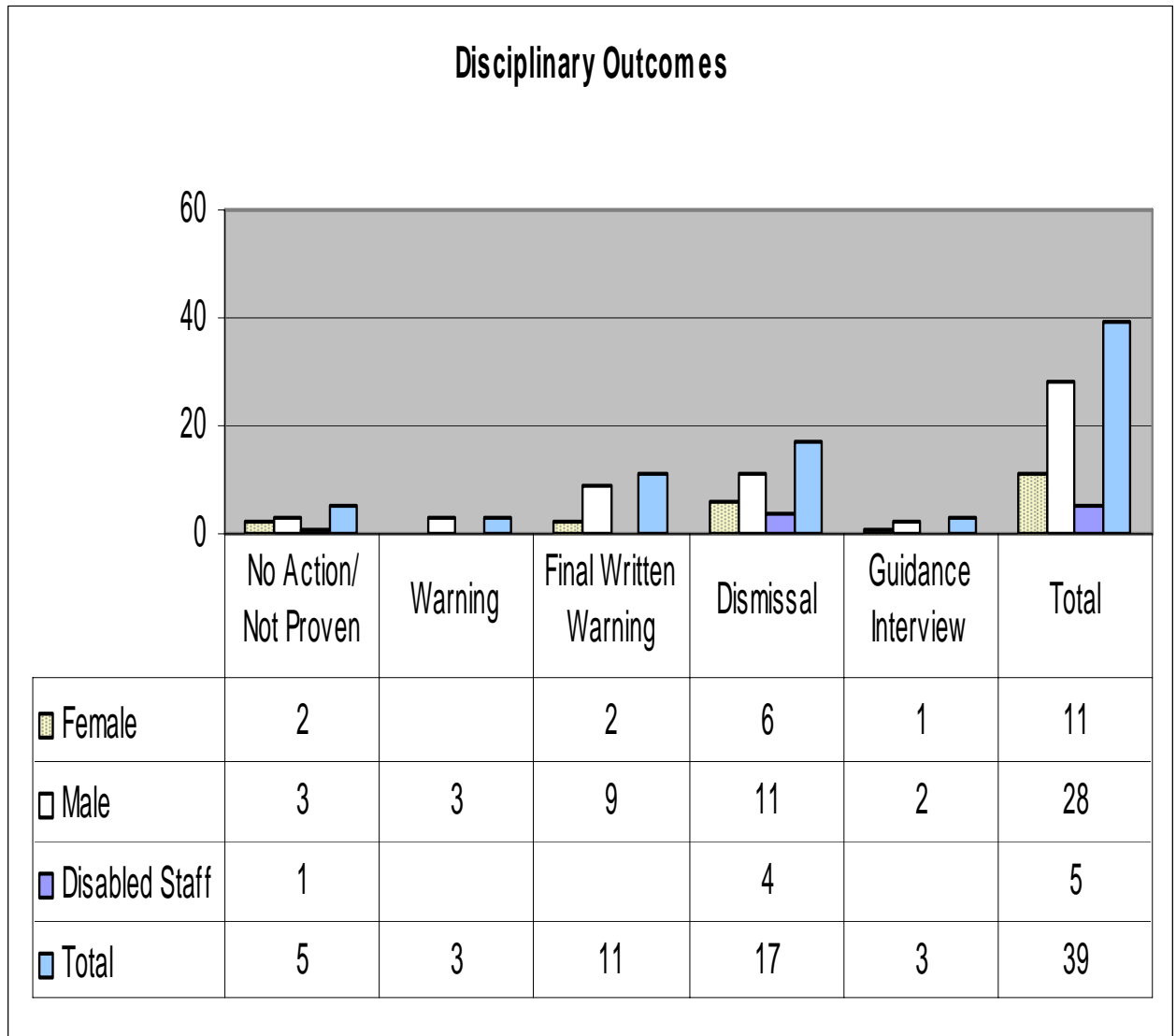
Disciplinary Action - Outcomes

Outcomes by Broad Ethnic Origin					
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview
Asian	0	0	0	2	1
Black	3	1	3	7	1
Mixed	0	0	2	0	0
Other	0	0	0	0	0
White	2	1	5	8	1
Not Stated	0	0	0	0	0
Total	5	2	10	17	3

- Disciplinary outcomes by detailed ethnic origin can be found in appendix 1

Age Outcomes						
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview	Total
16 -24			3	2	2	7
25 - 39	1	2	2	10		15
40 - 49	2		4	5	1	12
50 - 64	2		1			3
65+						
Total	5	2	10	17	3	37

Disciplinary Outcomes by Gender and Disability



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Section 7: Capability Action

Capability Action by Gender & Disability						
	Female	%	Male	%	Total	Disabled Staff
Investigations	7	33	14	67	21	7
Hearings Concluded	4	19	10	48	14	1
Total	11	52	24	114	35	8

Capability Action by broad Ethnic Group				
	Investigations	%	Concluded	%
Asian	0	0%	0	0%
Black	9	43%	5	36%
Mixed	0	0%	0	0%
Other	1	5%	1	7%
White	10	48%	7	50%
Not Stated	1	5%	1	7%
Total	21	100%	14	100%

- Capability action by detailed ethnic origin can be found in appendix 2

Capability Action by Age Band		
	%	No.
16 - 24	0	
25 - 39	29	6
40 - 49	33	7
50 - 64	38	8
65+	0	
Total	100	21

Capability Action - Outcomes

Capability Outcomes by Gender & Disability						
	Female	%	Male	%	Total	Disabled Staff
No Further Action					0	
Dismissal	4	29	10	71	14	1
Final Written Warning					0	
Guidance Interview					0	
Medical transfer					0	
Transfer					0	
Total	4	29	10	71	14	1

Outcomes by Broad Ethnic Group							
	No Further Action	Dismissal	Final Written Warning	Guidance Interview	Medical transfer	Transfer	Total
Asian	0	0	0	0	0	0	0
Black	0	5	0	0	0	0	5
Mixed	0	0	0	0	0	0	0
Other	0	1	0	0	0	0	1
White	0	7	0	0	0	0	7
Not Stated	0	1	0	0	0	0	1
Total	0	14	0	0	0	0	14

Age Outcomes							
	No Further Action	Dismissal	Final Written Warning	Guidance Interview	Medical transfer	Transfer	Total
16 - 24							
25 - 39		5					
40 - 49		5					
50 - 64		4					
65+							
Total	0	14	0	0	0	0	0

- All capability action concluded resulted in dismissal

Section 8: Staff Complaints

Stage 1

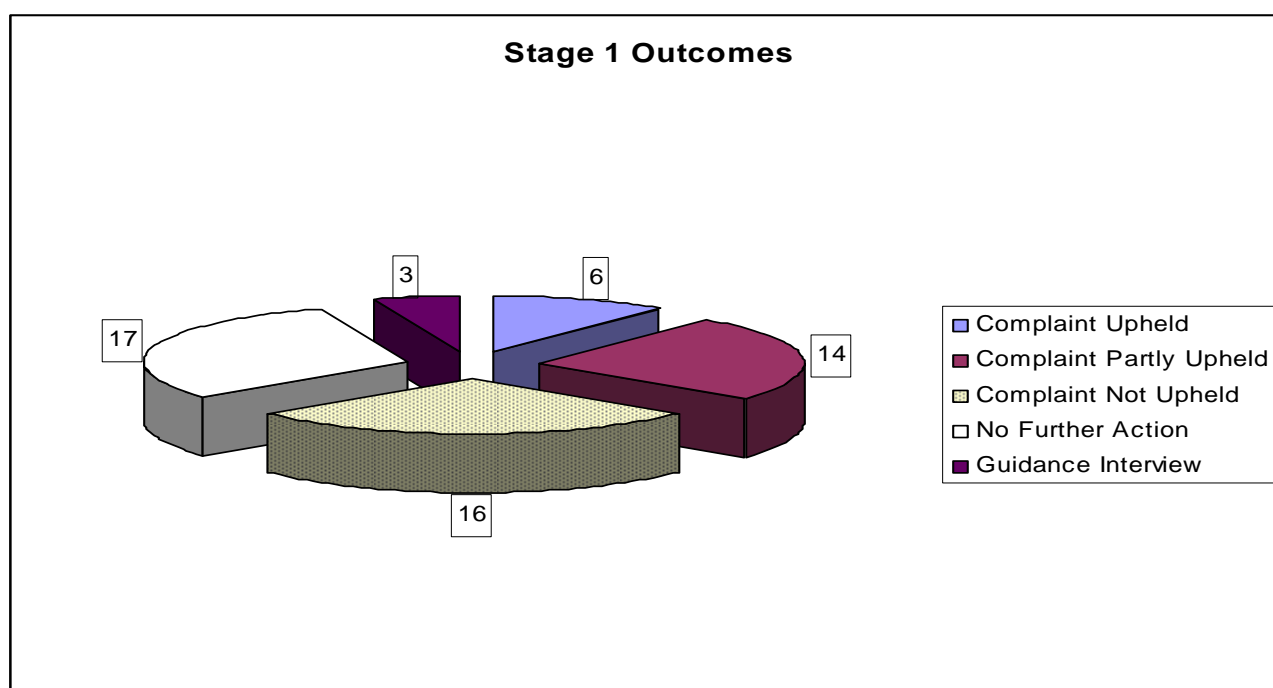
Stage 1 - Complaints Action by Gender & Disability						
	Female	%	Male	%	Total	Disabled Staff
Registered	56	52	51	48	107	17
Concluded	30	28	23	21	53	8

Stage 1 - Complaints Action by Broad Ethnic Origin				
	Registered	%	Concluded	%
Asian	3	3%	1	2%
Black	53	50%	31	58%
Mixed	0	0%	0	0%
Other	3	3%	1	2%
White	47	44%	20	38%
Not Stated	1	1%	0	0%
Total	107	100%	53	100%

- Staff complaints by detailed ethnic origin can be found in appendix 3

Stage 1 - Complaints by Age Group				
	Registered	%	Concluded	%
16 - 24	2	2	2	4
25 - 39	31	29	19	36
40 - 49	44	41	20	38
50 - 64	30	28	12	23
65+		0		0
Total	107	100	53	100

Stage 1 Outcomes



Stage 2

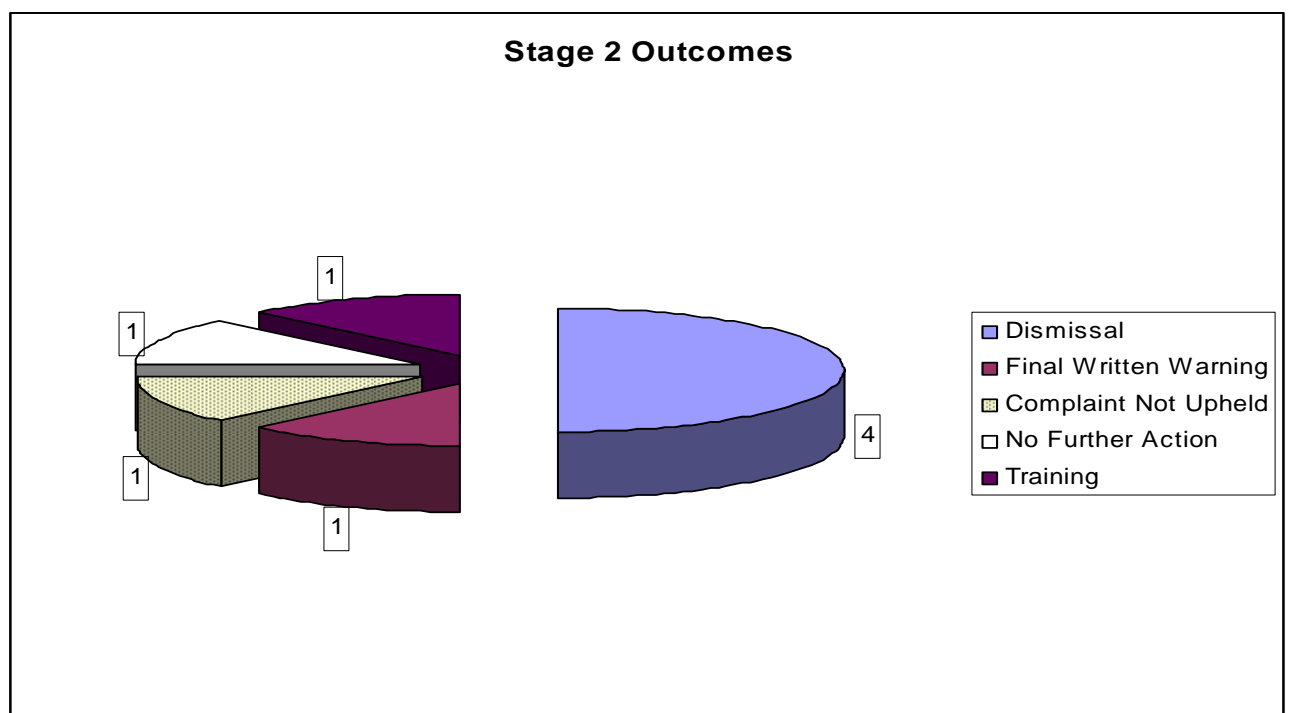
Stage 2 - Complaints Action by Gender & Disability						
	Female	%	Male	%	Total	Disabled Staff
Registered	8	47	9	53	17	3
Concluded	1	13	7	88	8	1

Stage 2 - Complaints Action by Broad Ethnic Origin				
	Registered	%	Concluded	%
Asian	2	12%	2	25%
Black	8	47%	2	25%
Mixed	0	0%	0	0%
Other	0	0%	0	0%
White	7	41%	4	50%
Not Stated	0	0%	0	0%
Total	17	100%	8	100%

- Capability action by detailed ethnic origin can be found in appendix 2

Stage 2 - Complaints by Age Group				
	Registered	%	Concluded	%
16 - 24		0		0
25 - 39	9	53	6	75
40 - 49	7	41	1	13
50 - 64	1	6	1	13
65+		0		0
Total	17	100	8	100

Stage 2 Outcomes



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Section 9: Harassment

Harassment Reported by Gender & Disability						
	Female	%	Male	%	Total	Disabled Staff
Reported	11	68.8	5	31.25	16	5
Concluded	4	25.0	0	0	4	1

Harassment Reported by Broad Ethnic Origin				
	Reported	%	Concluded	%
Asian	0	0%	0	0%
Black	10	63%	2	67%
Mixed	0	0%	0	0%
Other	1	6%	0	0%
White	5	31%	1	33%
Not Stated	0	0%	0	0%
Total	16	100%	3	100%

Harassment Reported by Age Group				
	Reported	%	Concluded	%
16 - 24		0		0
25 - 39	6	37.5	2	50
40 - 49	6	37.5	2	50
50 - 64	4	25		0
65+		0		0
Total	16	100	4	100

Harassment Reported by Ethnic Origin				
	Reported	%	Concluded	%
Asian, Bangladeshi		0.0		0.0
Asian, British		0.0		0.0
Asian, Indian		0.0		0.0
Asian, Other		0.0		0.0
Asian, Pakistani		0.0		0.0
Black, African	5	31.3		0.0
Black, British	5	31.3	2	66.7
Black, Caribbean		0.0		0.0
Black, Other		0.0		0.0
Mx, Mixed Other		0.0		0.0
Mx, White & Asian		0.0		0.0
Mx, White & Black African		0.0		0.0
Mx, White & Black Caribbean		0.0		0.0
Not Stated		0.0		0.0
Other, any other group	1	6.3		0.0
Other, Chinese/Vietnamese		0.0		0.0
Other, Cypriot Greek		0.0		0.0
Other, Cypriot Other		0.0		0.0
Other, Cypriot Turkish		0.0		0.0
White, British	5	31.3	1	33.3
White, Irish		0.0		0.0
White, Other		0.0		0.0
Total	16	100.0	3	100.0

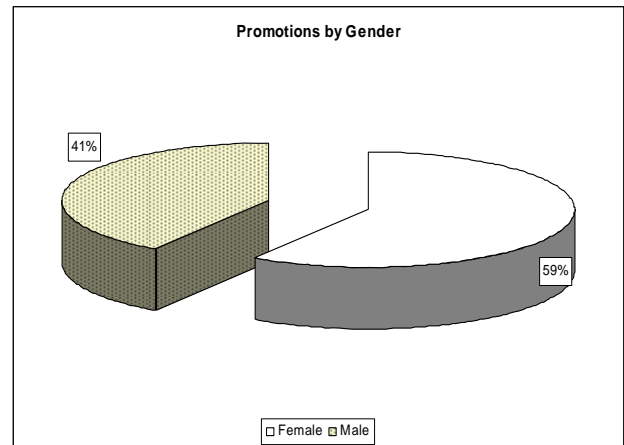
Section 10: Promotions

The CRE guidelines require that organisations monitor applications for promotions, those selected for consideration and those successful. This suggests a different process from recruitment. While some organisations have promotion boards and other internal mechanisms to select those eligible for promotion this is not the case in Southwark.

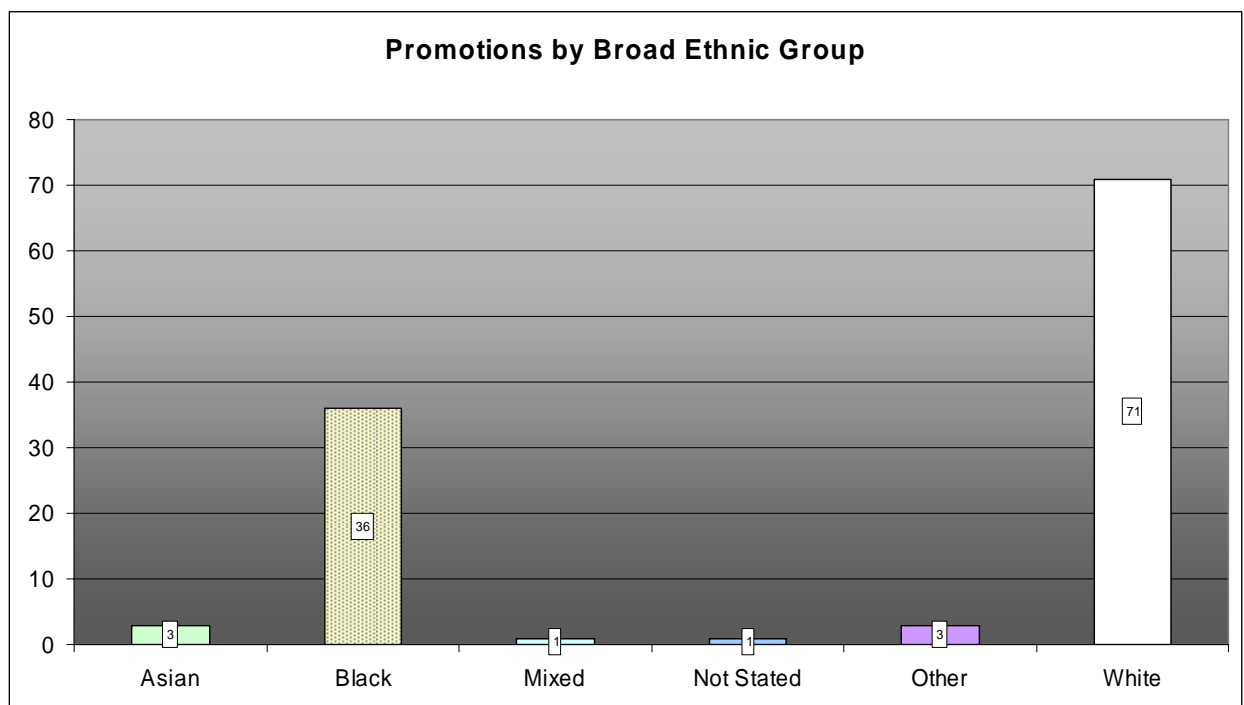
Those wishing to take on a promotional post have to apply as part of a recruitment exercise. Occasionally this may be through an internal advertisements (i.e. limited to current employees of the Council rather than a particular area) but this is relatively rare, the majority of posts are advertised through at least one external medium, newspaper, internet etc. Therefore promotions and recruitment have never been seen as different processes in Southwark.

Interrogation of the Payroll system suggests the numbers of “promotions”, i.e. as a reason for a change in pay to be 115. This figure appears low and it is believed that more internal

candidates would have been captured through the recruitment process data. However, for completeness, the profile of the staff where the payroll reason for change is marked as promotions was as follows –



Promotions by Disability		
	No.	%
Disabled	1	0.87%
Not Disabled	114	99.13%
Total	115	100.00%



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Section 11: Agency Workers

Agency workers have a much greater turnover than the workforce. For the purposes of this report a snapshot of workers on a given date has been considered i.e. 03March 2008.

Agency worker assignments are managed by the Council's broker, Commensura.

- 1004 agency workers were engaged
- 47% were female, 53% male. This compares well to the workforce with 54% female 46% male

The Council relies on profile information collection by individual vendors and recorded on Commensura's system.

Compared to last year, there has been a small increase in the number of agency workers who prefer not to provide their ethnic origin (1.74%), whilst there has been an increase overall in the data recorded (5.34%)

Agency Workers by Ethnic Origin

Agency Workers by Ethnic Origin (%)		
Ethnic Origin	%	No.
Asian and Chinese	0.1%	1
Asian/Asian British - Bangladeshi	0.5%	5
Asian/Asian British - Indian	1.8%	18
Asian/Asian British - Other Asian background	1.3%	13
Asian/Asian British - Pakistani	0.5%	5
Black	0.1%	1
Black - British	0.2%	2
Black - Caribbean	0.4%	4
Black/Black British - African	17.8%	179
Black/Black British - Caribbean	7.3%	73
Black/Black British - Other Black background	5.2%	52
Chinese/Other ethnic group - Chinese	0.3%	3
Chinese/Other ethnic group - other	0.1%	1
Mixed - Other Mixed background	1.6%	16
Mixed - White and Black African	1.0%	10
Mixed - White and Black Caribbean	0.5%	5
NULL	0.1%	1
Other Mixed Background	0.1%	1
Other White British	0.1%	1
Prefer not to say	3.6%	36
Prefer not to stay	2.5%	25
System Configuration	30.6%	307
White	0.1%	1
White - British	15.6%	157
White - Irish	0.5%	5
White - Other White background	7.7%	77
White and Black Caribbean	0.1%	1
White Eastern European	0.1%	1
White Other	0.2%	2
White Western European	0.1%	1
Total	100.0%	1004

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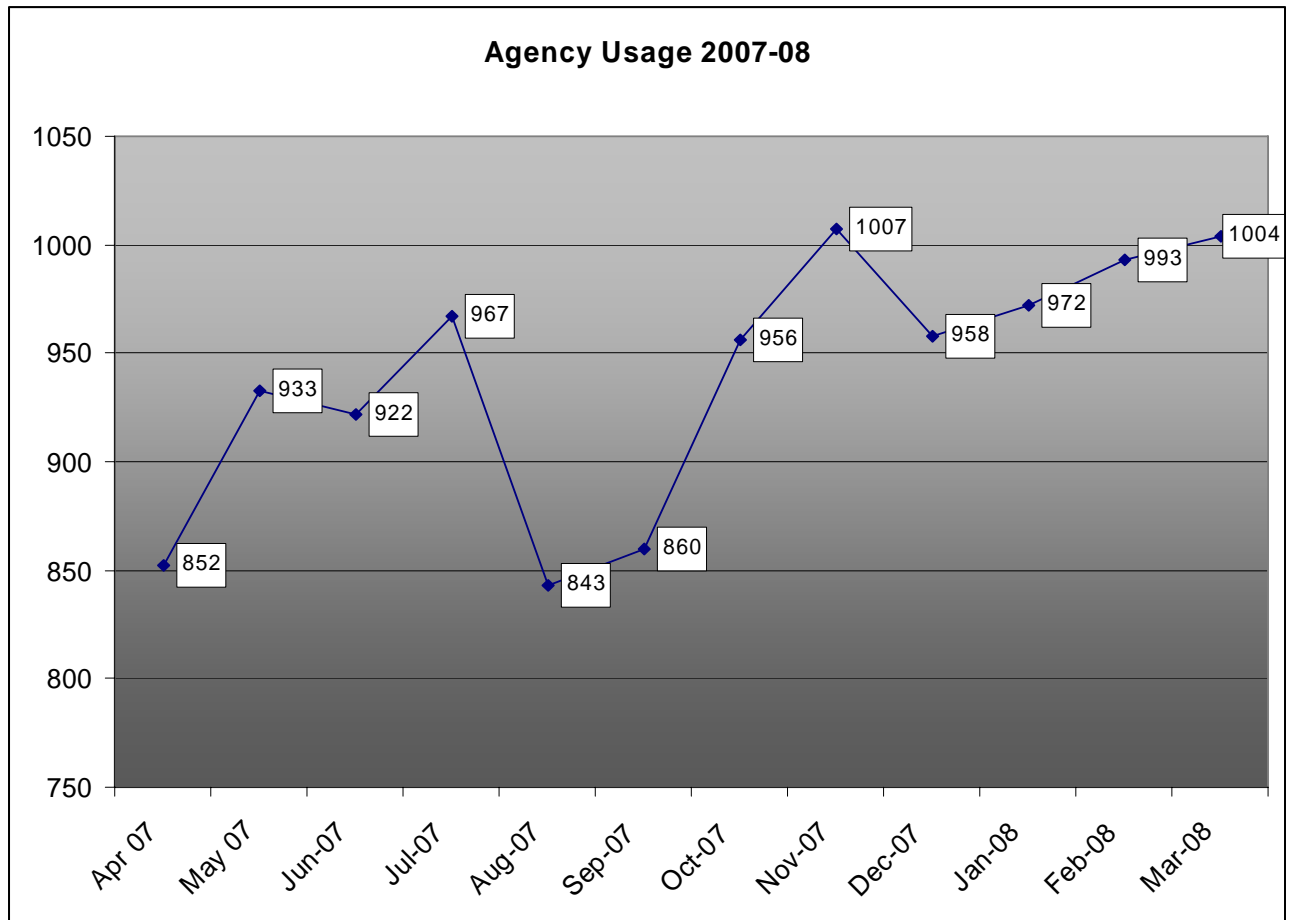
Agency Workers by Type

Agency Workers Type (%)		
Post Title	%	No.
Administrative Assistant	4.4%	44
Administrative Officer	5.2%	52
Architect	0.1%	1
Benefits Advisor	1.0%	10
Building Control Officer	0.2%	2
Building Inspector	0.5%	5
Cleaner	20.2%	203
Clerk of Works	0.2%	2
Commissioning Officer - H+SC	0.1%	1
Committee Officer/Constitutional Officer	0.4%	4
Communications Manager	0.5%	5
Communications Officer	0.9%	9
Community Warden	0.8%	8
Community Worker	0.1%	1
Cook	0.3%	3
Domestic/Kitchen Assistant	2.6%	26
Driver – General	1.0%	10
Driver – HGV	0.3%	3
Driver - Special Needs	0.7%	7
Education Welfare Officer	0.4%	4
Electrical Engineer	0.1%	1
Enforcement Officer	1.3%	13
Engineer	1.9%	19
Escort (Transport)	8.6%	86
Facilities Officer	0.1%	1
Finance Assistant	1.0%	10
Finance Officer	1.3%	13
Gardener	1.6%	16
Heating/Gas Engineer	0.2%	2
Housing Assistant	2.7%	27
Housing Inspector	0.4%	4
Housing Officer	7.5%	75
HR Officer - Part Qualified	0.4%	4
HR Officer – Qualified	0.2%	2
Interim Manager Level 3	0.2%	2
IT Systems Administrator	0.3%	3
IT Systems Analyst	0.2%	2
Jobbing Assistant	0.4%	4
Labourer	0.1%	1
Lawyer	0.6%	6
Legal Secretary	0.1%	1
Management Accountant	1.2%	12
Mid Day Meals Supervisor	0.3%	3
Minute Taker	0.2%	2
Multi Trade Operative	0.4%	4
Non Standard Job Role	2.9%	29
Non Standard Job Role (Safeguarded)	0.1%	1
Nursery Assistant	0.1%	1
Nursery Officer	1.1%	11
Occupational Therapist	0.4%	4
Personal Assistant	1.7%	17

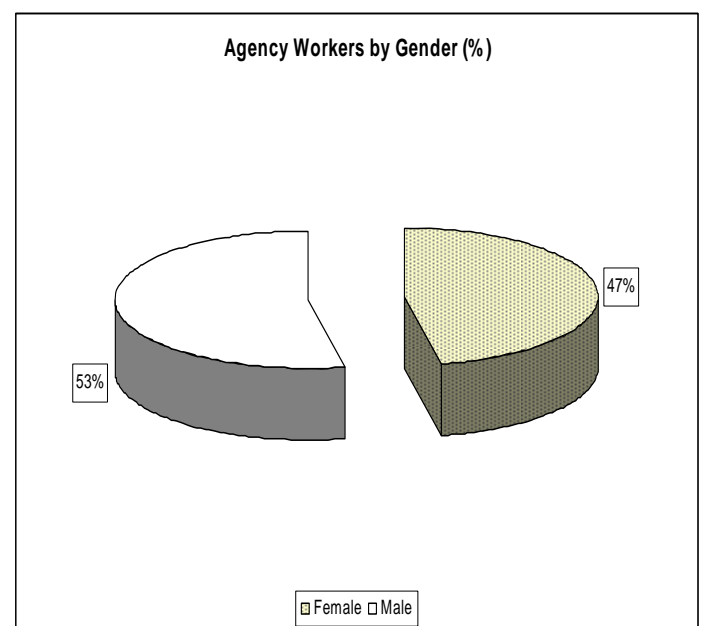
Agency Workers by Type - Continued

Agency Workers Type (%) - Continued		
Post Title	%	No.
Planner	0.9%	9
Policy Officer	0.4%	4
Practice Manager	0.1%	1
Principal Planner	0.2%	2
Programme Manager	0.9%	9
Project Manager	1.5%	15
Project Support Officer	1.8%	18
Quantity Surveyor	0.1%	1
Receptionist/Secretarial Support	1.6%	16
Refuse Collector	0.1%	1
Residential Care Officer	0.1%	1
Resource Centre Assistant	0.5%	5
Resource Centre Officer	0.7%	7
Senior Administrative Officer	2.0%	20
Senior Finance Officer	1.0%	10
Senior Lawyer	0.2%	2
Senior Occupational Therapist	0.1%	1
Senior Practitioner	0.3%	3
Senior Practitioner/Practice Manager	0.5%	5
Senior Surveyor	0.1%	1
Sheltered Housing Warden	0.4%	4
Social Services Officer	0.8%	8
Social Worker	1.1%	11
Social Worker 0-2yrs	1.3%	13
Social Worker 2-4yrs	2.1%	21
Social Worker 4yrs+	1.2%	12
Surveyor	0.2%	2
Teacher	0.3%	3
Teaching Assistant	1.5%	15
Team Leader - Development Control Planning	0.2%	2
Team Manager	0.2%	2
Town Planner	0.1%	1
Welfare Rights Officer	0.1%	1
Youth Worker	0.1%	1
Youth Worker – Qualified	0.1%	1
Total	100.0%	1004

Agency Worker Usage 2007-2008



- Downtimes for the months April, August & September reflect the school holiday periods where generally there is a reduction in agency workers employed in posts such as school escorts
- The gender breakdown of agency staff is comparable to the workforce gender profile (54% female)



Section 12: Detailed Workforce Profile

Gender Breakdown by Ethnic Origin

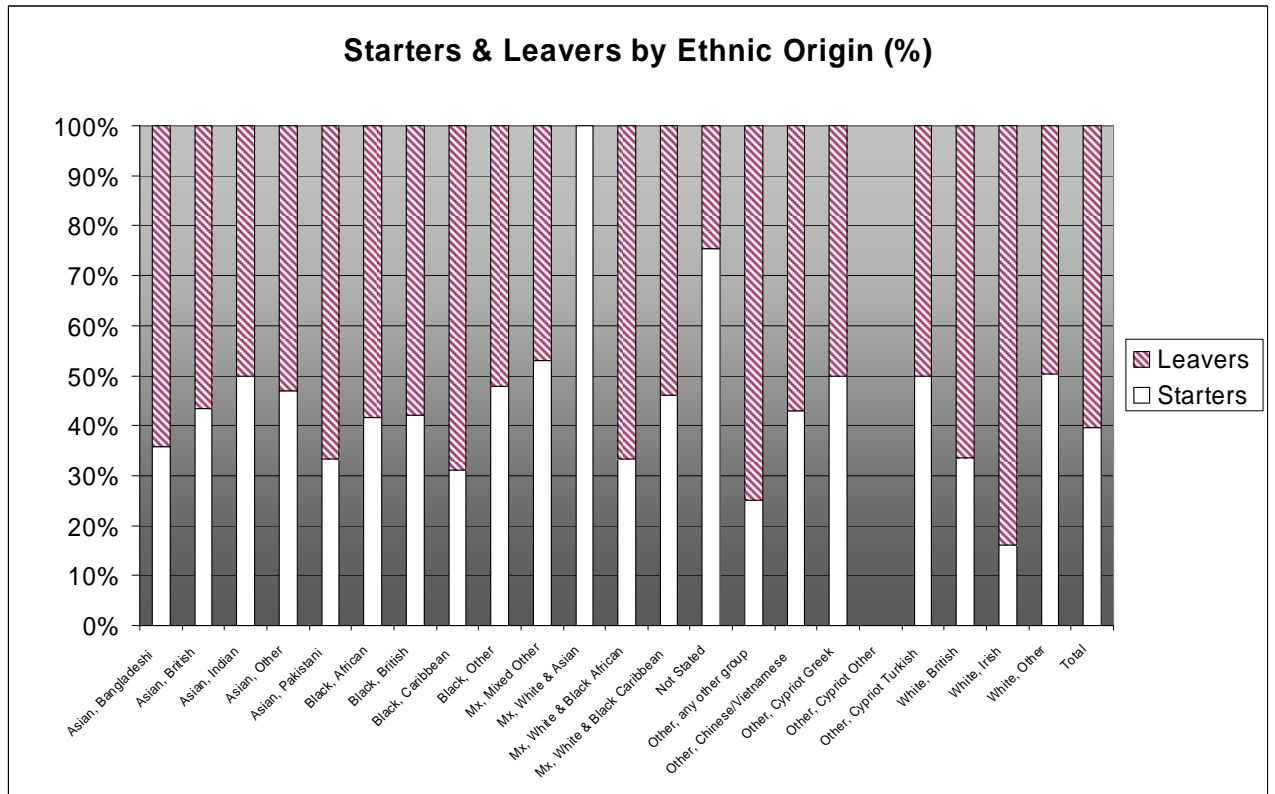
Staff Profile - Gender & Detailed Ethnic Origin			
Detailed Ethnic Origin	Male (%)	Female (%)	Total (%)
Asian, Bangladeshi	0.6	0.5	0.6
Asian, British	1.0	1.0	1.0
Asian, Indian	0.7	0.4	0.5
Asian, Other	1.3	1.2	1.2
Asian, Pakistani	0.1	0.2	0.2
Black, African	10.5	10.2	10.3
Black, British	13.4	19.2	16.6
Black, Caribbean	6.5	11.3	9.1
Black, Other	1.2	1.4	1.3
Mx, Mixed Other	0.6	0.8	0.7
Mx, White & Asian	0.1	0.2	0.2
Mx, White & Black African	0.3	0.4	0.3
Mx, White & Black Caribbean	0.6	0.7	0.7
Not Stated	1.0	1.8	1.5
Other, any other group	1.8	2.6	2.2
Other, Chinese/Vietnamese	0.3	0.5	0.4
Other, Cypriot Greek	0.2	0.2	0.2
Other, Cypriot Other	0.1	0.1	0.1
Other, Cypriot Turkish	0.3	0.1	0.2
White, British	49.9	38.8	43.9
White, Irish	2.0	2.0	2.0
White, Other	7.3	6.2	6.7
Total	100.0	100.0	100.0

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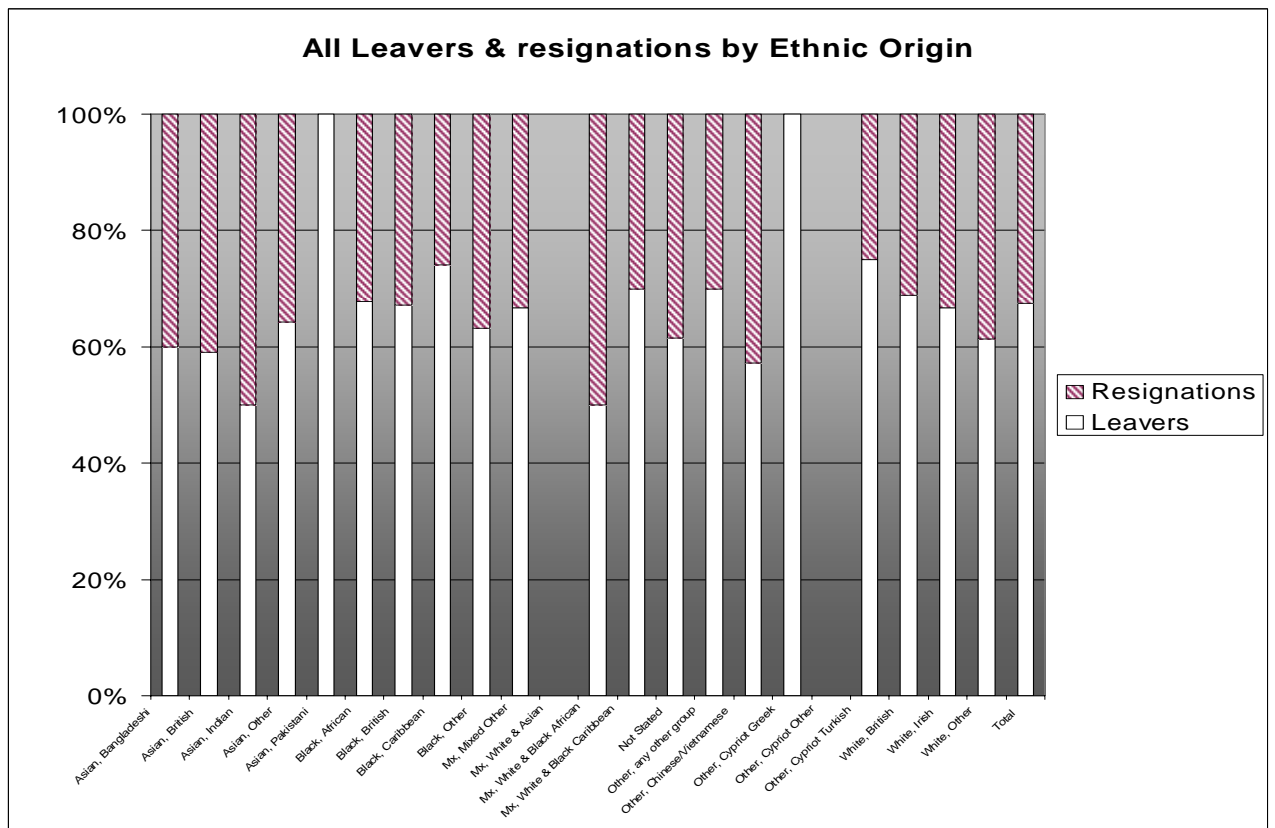
Grade Breakdown by Ethnic Origin

Staff Profile by Grade and Broad Ethnic Origin							
Grades	Asian	Black	Mixed	Other	White	Not Stated	Total
LBS-001		1			4		5
LBS-002	23	237	7	23	229	5	524
LBS-003	2	43	4	5	103		157
LBS-004	14	135	17	12	163	10	351
LBS-005	15	204	7	6	120	8	360
LBS-105				1	1		2
Grades 1-5	54	620	35	47	620	23	1399
%	3.86	44.32	2.50	3.36	44.32	1.64	100.00
Building Workers	1	42	1	2	106	1	153
%	0.65	27.45	0.65	1.31	69.28	0.65	100.00
LBS-006	11	159	6	11	142	2	331
LBS-106					4		4
LBS-007	24	240	7	25	203	9	508
LBS-107		2					2
LBS-008	13	113	6	7	147	7	293
LBS-009	23	290	10	32	318	7	680
DSO	1	4	1		7		13
Nursery Officer	1	43		4	20		68
RCO		4			5		9
NCO1		1					1
Grades 6 - 9 +DSO + NO + RCO	73	856	30	79	846	25	1909
%	3.82	44.84	1.57	4.14	44.32	1.31	100.00
LBS-010	15	109	5	10	230	4	373
LBS-110		2			6		8
LBS-011	13	105	7	7	271	5	408
LBS-111	1	1			5		7
LBS-012	12	65	9	10	202	3	301
LBS-112					1		1
SW	6	100	5	7	132		250
Grades 10-12 +SW's	47	382	26	34	847	12	1348
%	3.49	28.34	1.93	2.52	62.83	0.89	100.00
LBS-014	1	16		1	111	1	130
LBS-015	5	7	1		50	1	64
LBS-016	1	2		2	15		20
Grades 14-16	7	25	1	3	176	2	214
%	3.27	11.68	0.47	1.40	82.24	0.93	100.00
Grades 17 & above	0	2	1	0	28		31
%	0.00	6.45	3.23	0.00	90.32	0.00	100.00
Teacher conditions	0	13	2	1	66	1	83
%	0.00	15.66	2.41	1.20	79.52	1.20	100.00
Solbury conditions	1	2	1		48	1	53
%	1.89	3.77	1.89	0.00	90.57	1.89	100.00
Other		3			6	12	21
%	0.00	14.29	0.00	0.00	28.57	57.14	100.00
Total	183	1945	97	166	2743	77	5211

Starters & All Leavers by Ethnic Origin



Starters & Leavers by Ethnic Origin



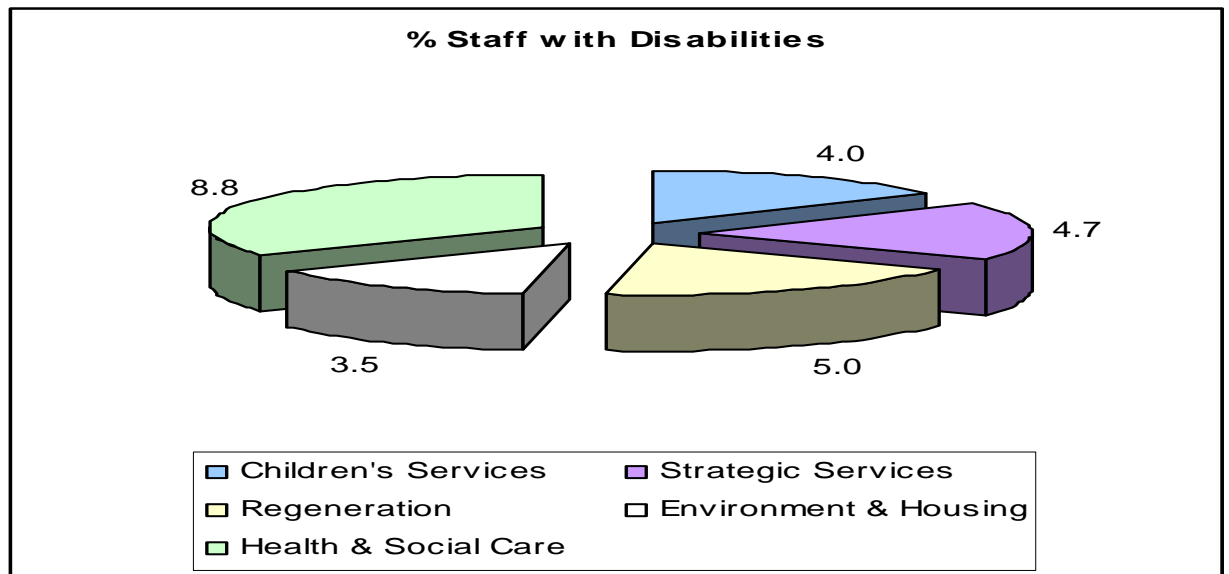
Leavers by Reason, Gender and Disability

Leavers by Reason, Gender and Disability				
Reason for Leaving	Female %	Male %	Number	Disabled %
Career Break	71%	29%	7	0%
Deceased	0%	100%	3	0%
Dismissal - Capability	29%	71%	14	3%
Dismissal	35%	65%	17	11%
Expiration of Contract	35%	65%	84	6%
Outsourced	16%	84%	214	23%
Redundancy	33%	67%	104	20%
Resignation	55%	45%	455	20%
Retirement Age	50%	50%	26	3%
Retirement Early	55%	45%	22	9%
Retirement Ill Health	43%	57%	7	6%
Total	41%	59%	953	100%

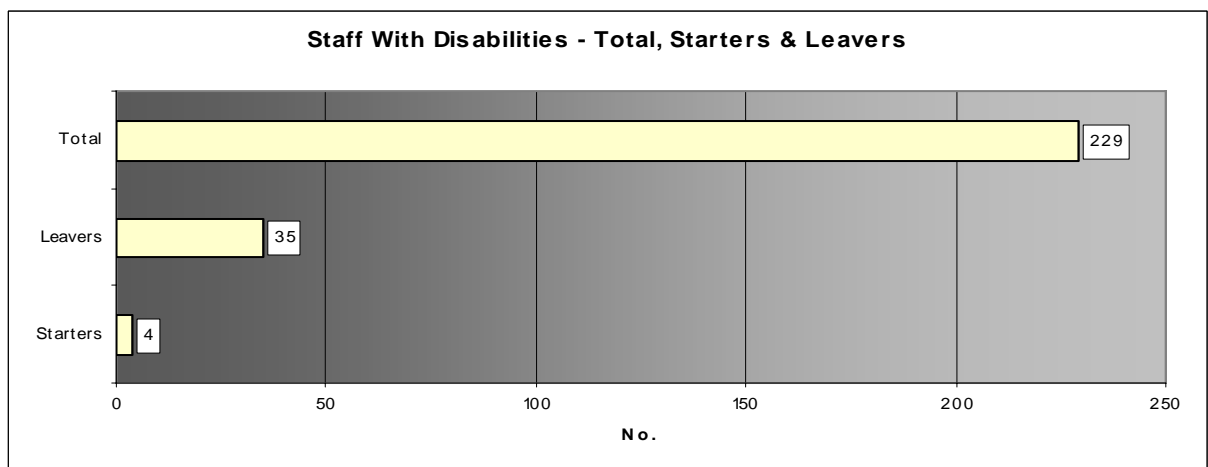
Resignations by Ethnic Origin

Detailed Ethnic Origin - Resignations	
Detailed Ethnic Origin	Resignations (%)
Asian, Bangladeshi	1.3
Asian, British	2.0
Asian, Indian	0.7
Asian, Other	1.1
Asian, Pakistani	0.0
Black, African	7.9
Black, British	16.2
Black, Caribbean	4.6
Black, Other	1.5
Mx, Mixed Other	0.9
Mx, White & Asian	0.0
Mx, White & Black African	0.4
Mx, White & Black Caribbean	0.7
Not Stated	2.2
Other, any other group	2.0
Other, Chinese/Vietnamese	0.7
Other, Cypriot Greek	0.0
Other, Cypriot Other	0.0
Other, Cypriot Turkish	0.2
White, British	44.3
White, Irish	2.8
White, Other	10.7
Total	100.0

% Staff with Disabilities by Department



Disability Breakdown: Starters & Leavers



Section 13 Concurrent Report from the Head of HR

This year's report has been prepared to reflect the revised organisational structure. While at a departmental level direct comparison of data to previous years is not straightforward at a corporate level the following is of note.

1. There has been an increase in the proportion of female staff 54% compared to 52% in 2006-07. The single greatest impact has been the outsourcing of Refuse services where the workforce was predominately male (96% of workforce).
2. There has also been an approximate 1% increase on the workforce who classify themselves from the BME communities. Again the outsourcing of Refuse will be a contributory factor, (72% of this workforce self classified as being from white communities).
3. Looking at the top 5% of earners; there has been increase in the proportion of women, people with disabilities and people from BME communities. The latter however falls notably below target and remains a point of action, see below.
4. The proportion of people who declare a disability (4.4%) is virtually unchanged from 2006-07 (4.3%). As well as continuing work with the Disability Forum for Staff, the accommodation moves provide an opportunity to encourage people to record their disability so that any special needs can be met. The move to Tooley Street will also provide a more disabled friendly environment and overcome obstacles experienced in some current accommodation. We will begin to promote in recruitment as the year progresses.
5. The data on length of service, (average 10 years), and resignations (less than 9%) suggest that, globally, retention issues are not a significant problem for the Council.
6. The average age 42.6 (42 years 7 months) remains constant to previous years; 42.29 in 06/07, 42.16 in 05/06. Whilst much is made of the "ageing workforce", particularly in the public sector, a 42 years average is not out of step for a working life that typically now commences in people's early 20s and continues to their mid 60s. Thus its significance should not be over stated.
7. Data suggests that the ethnic origin profile of those subject to disciplinary action and capability action was in line with the workforce. Overall, male staff are more likely to be subject to investigation and action than female employees, but this was also more likely to occur in Environment Services where there are a higher proportion of male workers.
8. Figures for stage 2 complaints and harassment remain low and it is difficult to draw meaningful conclusions from the top line data available. However, there is a higher proportion of disabled staff than expected in various HR indicators (discipline, harassment complaints) and further work will be undertaken to identify any trends.
9. Sickness absence reduced to 10 days (10.14 in 2006-07). This is encouraging in a period of significant change and is supported by a low number of ill health retirements; 7 overall.

10. Information on the type and placement of agency workers is a snapshot, and has been reported to the JPP at intervals throughout the year. The figures show some increase from the beginning of the year but lows in numbers match school holiday periods (and a consequential reduction of agency workers in school related services) and need to be viewed with some caution. From 31st March 08 the continuance of each agency worker is scrutinised at least 3 monthly by staff at DSM level. Post April there has been a successful recruitment programme within housing services and efforts are being made to recruit to key posts in Children's services, therefore an overall reduction in numbers will be seen in the coming months.
11. The major obstacle in preparing this year's report has been the production of recruitment data. There have been a mixture of contributory issues, predominately; organisational changes, inability to develop SAP recruitment to meet local needs and, at the end of the year, a shift of activity towards introducing a new back office recruitment system. The fallout has been that the volume of reported data is low and the quality is such that it would be irresponsible to present this as reflective of recruitment activity during 2007-08.
12. Over the last 6 months work has been undertaken to look at the feasibility and introduction of a new recruitment back office system. It was been decided to use the purpose built system, Bond Talent, rather than develop SAP recruitment at this stage. One of the major advantages in using Bond is the speed of introduction compared to SAP. The aim for this to go live at the end of the summer 2008 and to collate recruitment statistics from 1st October 2008 for the remaining six months of financial year. From October 2008 the majority of applications will be on line and profile data captured at the point of entry, leading to more comprehensive data and better reporting for the future.

Action Plan

The actions recorded in last year's report remain valid and therefore will be applied in the year ahead, i.e.

1. **To increase the proportion of bme staff in the top 5% of earners.** While there has been some increase, the proportion (16.02%) falls short of the 18.5% target. Approaches to increase the numbers will therefore be renewed and discussed with the Trade Unions and the BME consultation group.
2. **To increase the proportion of people with disabilities in the workforce.** In previous years there have been marked increases in declaration but this has slowed down and needs a further push. As above, the accommodation moves are leading to a more open environment in discussion and responding to people's individual needs. The Council will also re-look at its recruitment strategy and how people with disabilities can be reached.
3. **To achieve a 10% reduction in sickness absence by year end 2008/09.** The figures show that a reduction can be made even at times of significant change. The Council will therefore continue it's mixed approach of activities to lower sickness; employee health promotion, management of absence, targeted supported by HR to key areas, links to incremental awards.

4. **To improve data collection, particularly around recruitment.** As above a new recruitment system will be in place with data recorded from October 2008. Some progress has been made on other key areas, e.g. training records are now being captured on SAP but were too late for the report, upgrade only being completed in February 2008. However, data entry is now expanding from corporate training to look at departmental records and therefore the scope of information will be greater by close of 2008-09.

Appendix 1 - Detailed Ethnic Origin Disciplinary Action and Outcomes

Disciplinary Action by Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Asian, Bangladeshi	1	2%	1	3%
Asian, British		0%		0%
Asian, Indian	2	3%	1	3%
Asian, Other	1	2%	1	3%
Asian, Pakistani		0%		0%
Black, African	10	17%	5	14%
Black, British	11	19%	7	19%
Black, Caribbean	4	7%	2	5%
Black, Other	1	2%	1	3%
Mx, Mixed Other	2	3%	2	5%
Mx, White & Asian		0%		0%
Mx, White & Black African		0%		0%
Mx, White & Black Caribbean		0%		0%
Not Stated		0%		0%
Other, any other group	1	2%		0%
Other, Chinese/Vietnamese		0%		0%
Other, Cypriot Greek		0%		0%
Other, Cypriot Other		0%		0%
Other, Cypriot Turkish		0%		0%
White, British	23	40%	16	43%
White, Irish		0%		0%
White, Other	2	3%	1	3%
Total	58	100%	37	100%

Disciplinary Outcomes by Ethnic Origin						
	No Action/ Not Proven	Warning	Final Written Warning	Dismissal	Guidance Interview	Total
Asian, Bangladeshi				1		1
Asian, British						0
Asian, Indian					1	1
Asian, Other				1		1
Asian, Pakistani						0
Black, African	3			2		5
Black, British		1	1	4	1	7
Black, Caribbean			1	1		2
Black, Other			1			1
Mx, Mixed Other			2			2
Mx, White & Asian						0
Mx, White & Black African						0
Mx, White & Black Caribbean						0
Not Stated						0
Other, any other group						0
Other, Chinese/Vietnamese						0

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Other, Cypriot Greek						0
Other, Cypriot Other						0
Other, Cypriot Turkish						0
White, British	2	2	5	8		17
White, Irish						0
White, Other			1		1	2
Total	5	3	11	17	3	39

Appendix 2 - Detailed Ethnic Origin Capability Action and Outcomes

Capability Action by Ethnic Origin				
	Investigations	%	Hearings Concluded	%
Asian, Bangladeshi		0.0		0.0
Asian, British		0.0		0.0
Asian, Indian		0.0		0.0
Asian, Other		0.0		0.0
Asian, Pakistani		0.0		0.0
Black, African	4	19.0	4	28.6
Black, British	2	9.5		0.0
Black, Caribbean	3	14.3	1	7.1
Black, Other		0.0		0.0
Mx, Mixed Other		0.0		0.0
Mx, White & Asian		0.0		0.0
Mx, White & Black African		0.0		0.0
Mx, White & Black Caribbean		0.0		0.0
Not Stated	1	4.8	1	7.1
Other, any other group		0.0		0.0
Other, Chinese/Vietnamese	1	4.8	1	7.1
Other, Cypriot Greek		0.0		0.0
Other, Cypriot Other		0.0		0.0
Other, Cypriot Turkish		0.0		0.0
White, British	9	42.9	6	42.9
White, Irish	1	4.8	1	7.1
White, Other		0.0		0.0
Total	21	100.0	14	100.0

- All capability action concluded resulted in dismissal

Appendix 3 - Detailed Ethnic Origin Staff Complaints

Stage 1 - Complaints Action by Ethnic Origin				
	Registered	%	Concluded	%
Asian, Bangladeshi		0		0
Asian, British	1	1	1	2
Asian, Indian	1	1		0
Asian, Other	1	1		0
Asian, Pakistani		0		0
Black, African	13	12	6	11
Black, British	26	24	17	32
Black, Caribbean	10	9	6	11
Black, Other	4	4	2	4
Mx, Mixed Other		0		0
Mx, White & Asian		0		0
Mx, White & Black African		0		0
Mx, White & Black Caribbean		0		0
Not Stated	1	1		0
Other, any other group	3	3	1	2
Other, Chinese/Vietnamese		0		0
Other, Cypriot Greek		0		0
Other, Cypriot Other		0		0
Other, Cypriot Turkish		0		0
White, British	43	40	18	34
White, Irish		0		0
White, Other	4	4	2	4
Total	107	100	53	100

Stage 2 - Complaints Action by Ethnic Origin				
	Registered	%	Concluded	%
Asian, Bangladeshi	1	6	1	13
Asian, British	1	6	1	13
Asian, Indian		0		0
Asian, Other		0		0
Asian, Pakistani		0		0
Black, African	1	6		0
Black, British	5	29	2	25
Black, Caribbean	2	12		0
Black, Other		0		0
Mx, Mixed Other		0		0
Mx, White & Asian		0		0
Mx, White & Black African		0		0
Mx, White & Black Caribbean		0		0
Not Stated		0		0
Other, any other group		0		0
Other, Chinese/Vietnamese		0		0
Other, Cypriot Greek		0		0
Other, Cypriot Other		0		0
Other, Cypriot Turkish		0		0
White, British	5	29	2	25
White, Irish	2	12	2	25
White, Other		0		0
Total	17	100	8	100