

## Public Document Pack

# Safer Stronger Communities Select Committee Supplementary Agenda

Monday, 4 July 2016  
**7.00 pm**

Civic Suite  
Lewisham Town Hall  
London SE6 4RU

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This meeting is an open meeting and all items on the agenda may be audio recorded and/or filmed.

### Part 1

<b>Item</b>		<b>Pages</b>
7.	Council employment profile 2015-2016 (INFORMATION ITEM)	1 - 24

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<b>Committee</b>	Safer Stronger Communities Select Committee	<b>Item No</b>	7
<b>Title</b>	Appendix: A Briefing on the 2015/16 Employment Profile (INFORMATION ITEM)		
<b>Wards</b>			
<b>Contributors</b>	Head of Human Resources		
<b>Class</b>	Part 1 (Open)	<b>Date</b>	4 <sup>th</sup> July 2016

## 1 Summary and Purpose

This report provides information on key trends within the Council's workforce and an update on activity to ensure that the Council is a fair employer and optimises the talent it has. A detailed profile of the workforce is attached as Appendix 1.

## 2 Recommendation

To note the report.

## 3 Background

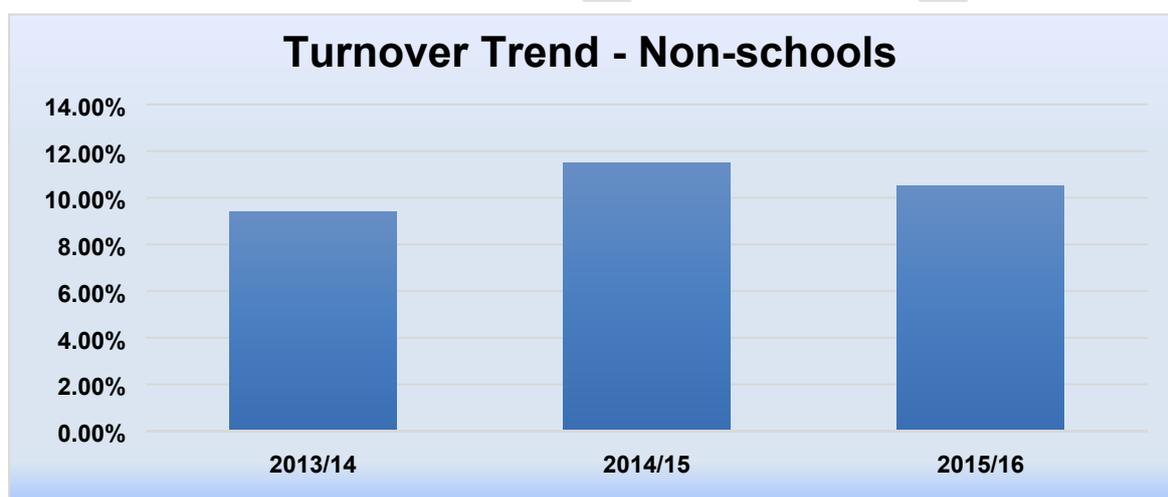
A profile of the Council's workforce is published annually. Key findings reproduced in this report will be used to review the people management priorities of the Council.

## 4 Employment Profile 2015/16 – Headline Figures and Trends

- 4.1 The Council employed 2300 non-schools employees as at 31 March 2016; 4872 schools employees, 150 (excluding schools) casuals/claims permanent and temporary employees and 680 agency based staff.
- 4.2 In 2015/16 the number of non-schools employees reduced from 2551 at the beginning of the year, to 2300 by the year's end, a net reduction of 251 staff i.e. 9.8% in staff numbers.

<b>Total No of employees at April 2015</b>	<b>2551</b>
No. of employees leaving on redundancy terms	113
Voluntary Severance -	75
Voluntary /Other leavers-	294
<b>Less Total Leavers 15/16</b>	<b>482</b>
<b>Add New Starters 15/16</b>	<b>231</b>
<b>Total No of employees at March 2016</b>	<b>2300</b>

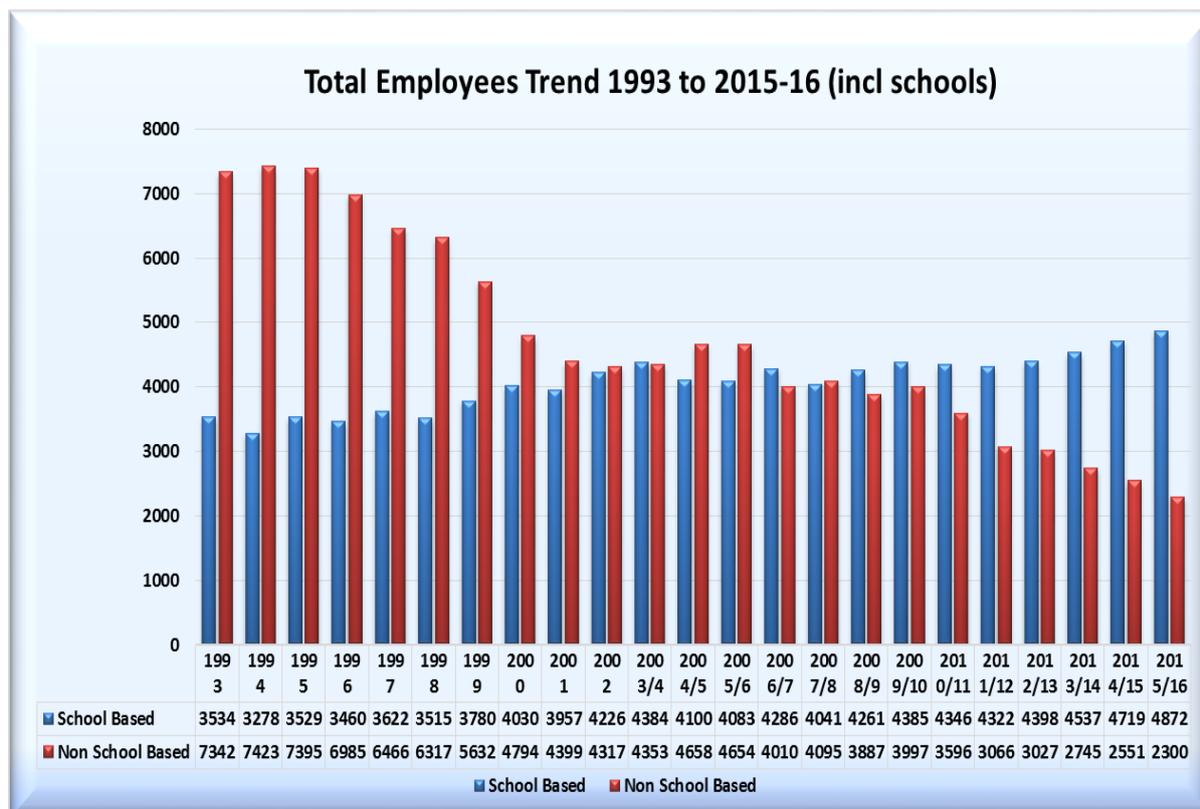
4.3 Turnover in 2015/16 was 10.5%, lower than the previous year; the trend is outlined in the table below.



Analysis of the 294 voluntary leavers, identifies that turnover is highest (14.8%) amongst those with less than 5 years' service which could be explained by the Apprenticeship Scheme, which lasts for 22 months. By age band turnover is highest amongst those in the 21 to 25 age band (27.3%) which could also be explained by the number of young people on the Apprenticeship Scheme.

4.4 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2016 was 680 (596 FTE) compared to 630 in March 2015 and 673 in March 2014. The average number of agency employees has increased by 3 percentage points over the last year due to an increase in the number of interims engaged, an increase in the number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken, and the implementation of specific projects i.e. the new shared IT service with Brent which has resulted in a large increase of short term skilled agency workers. Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last year has been for additional staffing/flexible resourcing (at 77%).

4.5 School based staff continue to increase in number while Council based staff members are reducing. Outlined below is a trend of the total number of employees between 1993 to 2015/16 (these figures include schools)



## 5 Organisational Change

5.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 13 reorganisations in the last financial year which resulted in 113 staff being made redundant. The table below outlines the numbers of reorganisations and employees made redundant over the last 3 years.

5.2 The table below shows a breakdown by Directorate of the numbers of staff made redundant in 2015/16 resulting from 13 reorganisations.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations redundancies
Community Services Directorate	55	48.67%	2
Customer Services Directorate	22	19.47%	4
Children & Young People Directorate	18	15.93%	3
Resources & Regeneration Directorate	18	15.93%	4
<b>Total</b>	<b>113</b>	<b>100.00%</b>	<b>13</b>

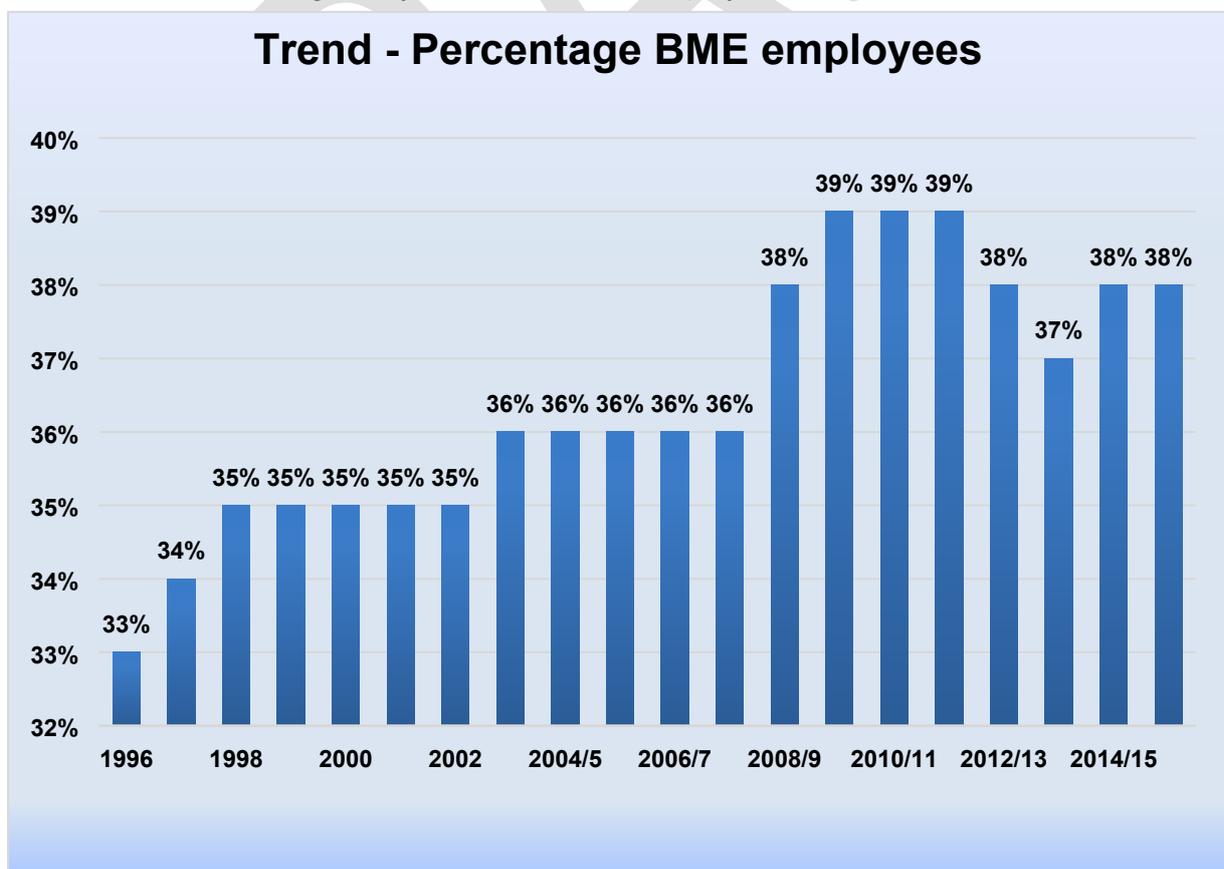
5.3 The table below provides a breakdown of staff made redundant by gender and shows that 61.95% were women. This is relatively proportionate to the workforce and gives no cause for concern.

Gender	Total Redundancies	% Total Staff Redundant
Male	43	38.05%
Female	70	61.95%
<b>Total</b>	<b>113</b>	<b>100%</b>

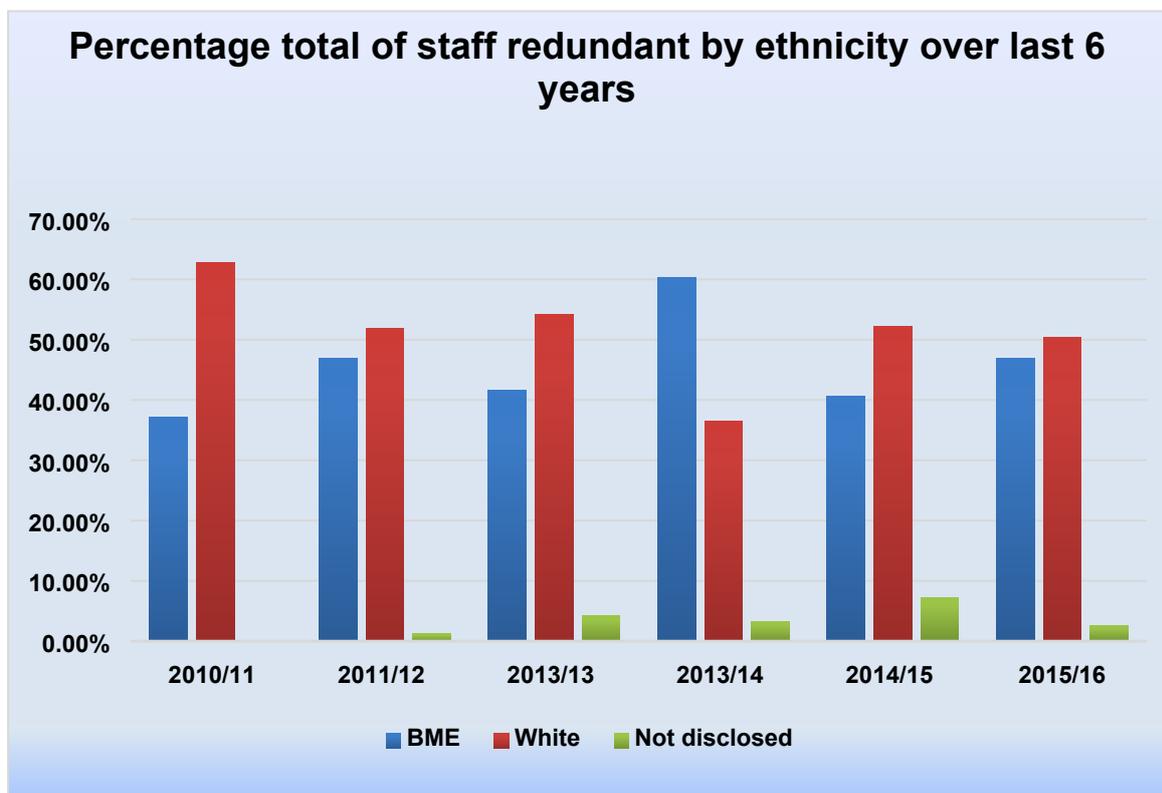
5.4 The table below provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 38.2%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	53	46.90%
White	57	50.44%
Not disclosed	3	2.65%
<b>Total</b>	<b>113</b>	<b>100%</b>

Below is a chart outlining a 20 year trend of BME employees in the Council



5.5 The table below provides a breakdown of the number of leavers over the last 5 years by ethnicity. The disproportionate impact on BME leavers in 2011/12 was due to the closure of the Domiciliary Care Service and the reorganisation of the Early Intervention Service. In 2013/14 the impact of the closure of the Early Years and Youth Service significantly affected who accounted for a total of 60.28% of the total leavers in that financial year. In 2014/15 the impact of the restructure in Service Point in Customer Services also significantly affected female BME staff.



5.6 The table below provides a breakdown of leavers by age band and shows that there were significantly more leavers in the age ranges '45-54' and '55+' which given the numbers of Council employees in these age bands, was not unexpected.

Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	2	1.77%
25-34	6	5.31%
35-44	15	13.27%
45-54	43	38.05%
55+	47	41.59%
<b>Total</b>	<b>113</b>	<b>100%</b>

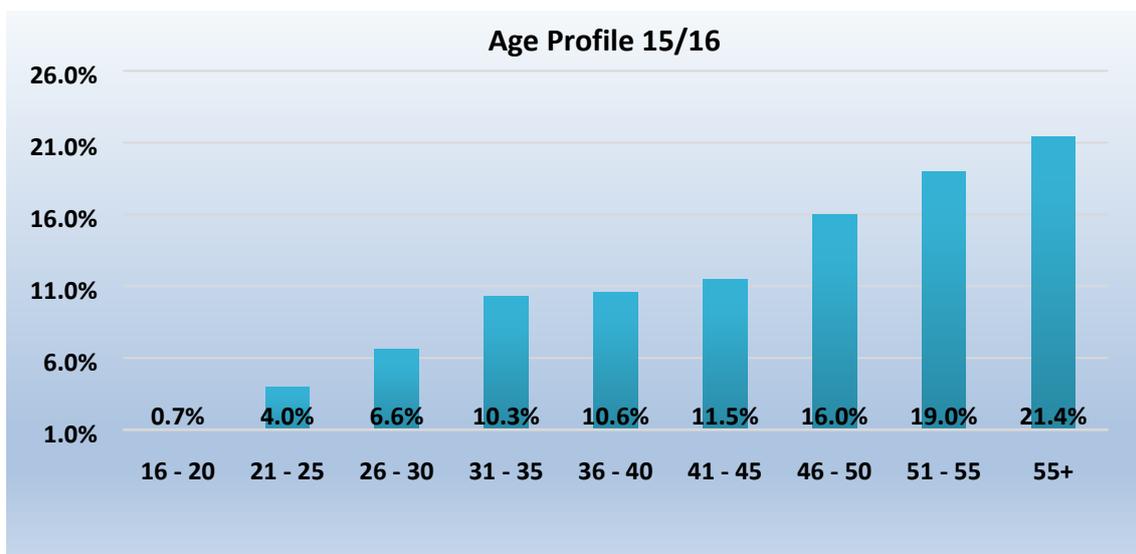
## 6 Representation

- 6.1 The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. 38.2% of the Council's workforce is from a BME background; which compares to a median across London Councils of 34.9% BME employees. 8.5% of employees (196 employees) were promoted during 2015/16. A slightly greater proportion of BME staff were promoted (8.3%), compared to white employees (8.1%).
- 6.2 Although the number of senior BME staff is below target at 19% - this percentage is broadly similar to previous years.
- 6.3 The BME workforce as at 2015/16 makes up 38.2% of all employees, a slight decrease of 0.3 percentage points since last year. The percentage of the workforce classing their ethnicity as "unknown" is 6.17% although employees are asked to update their protected characteristics periodically.
- 6.4 The majority (61.1%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of the top 5% earners, which is lower than last year's figure of 56% and compares to the average figure of 49% for all London Boroughs.<sup>1</sup>
- 6.5 67.9% of employees are aged over 40, with the percentage of the workforce aged under 25 slightly decreasing to 4.7% during 2015/16 compared to 4.9% in 2014/15. The median figure for employees aged under 25 across London Boroughs is 3.2%<sup>2</sup>. The Council continues to attract young people via schemes such as the Apprenticeship Programme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships, such as "Step up to Social Work". In April 2017, the Council will also be embarking on the Government's new programme "Vision 2020" which aims to have 3 million apprenticeship starts across England by 2020. To ensure young job-seekers are supported to apply for apprenticeships, a new 'Youth Obligation' will be introduced from April 2017 for all 18-21 year olds on Universal Credit. From the first day of their claim, most 18-21 year olds will participate in an intensive period of support to help them gain employment. After six months, if they have not done so already, they will be expected to apply for an apprenticeship, traineeship, other work-based training, or they will be referred to a work placement. This will help the Council to maintain a talent pipeline including for 'hard to fill' roles.

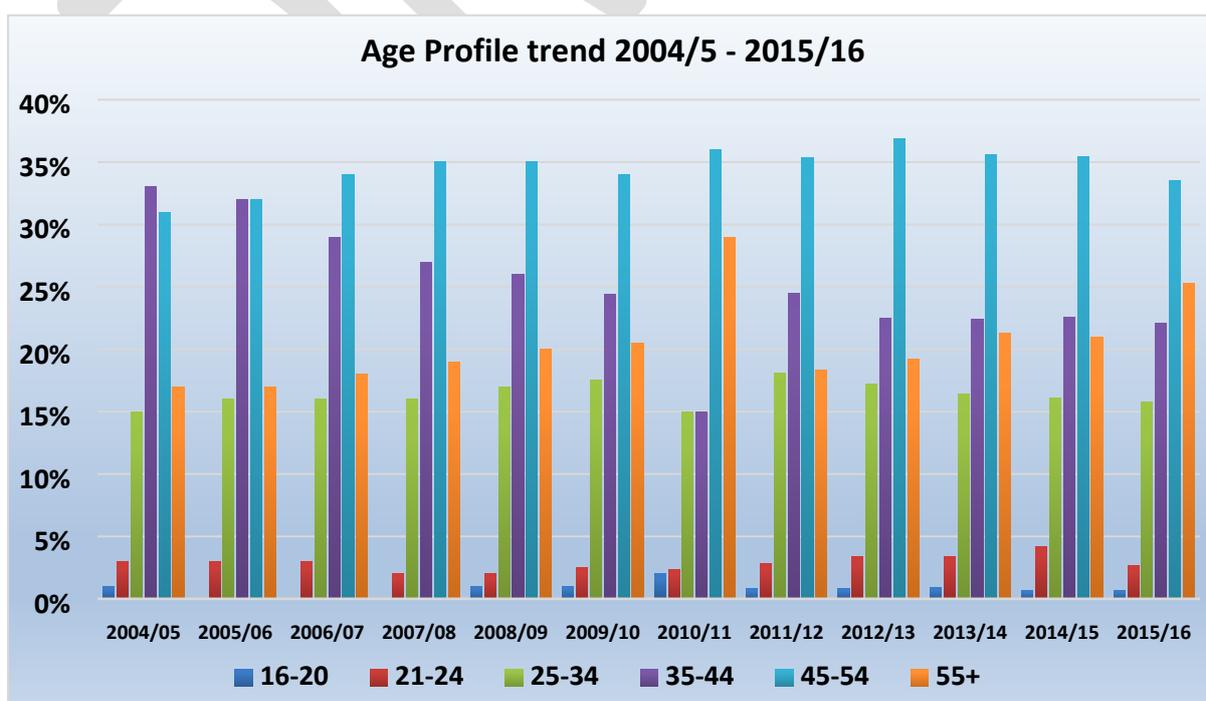
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<sup>1</sup> Human Capita Matrix survey 2014/15

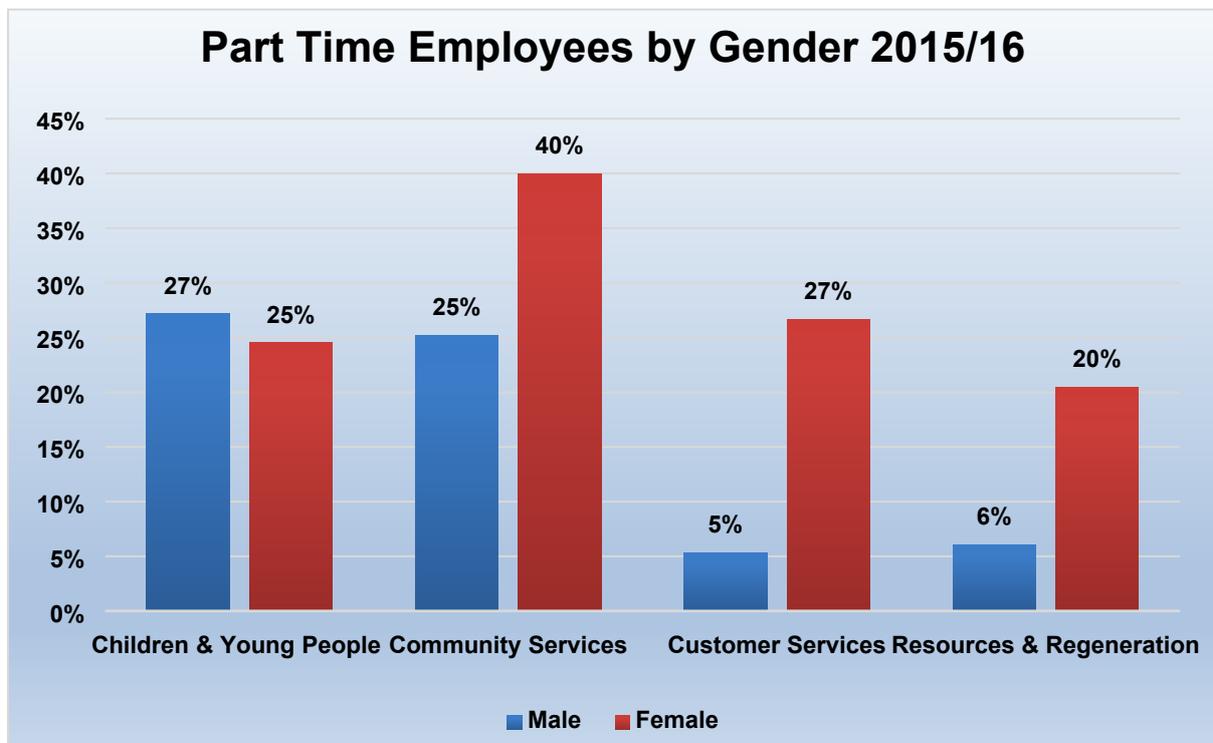
<sup>2</sup> Human Capita Matrix 2014/15



6.6 Over the past 12 years the number of staff in the age bands '16 to 20', '21 to 24', '25 to 34', '45 to 54' age groups have remained steady. The number in the age group '35 to 44' has dropped by 10 percentage points over the last 10 years from 32% in 2005/6 to 22% in 2015/16. This can be attributed to the relatively large percent of employees in this age group who were made redundant, or who took voluntary severance during 2015/16. The number in age group 55+ has increased by 8 percentage points over the last 10 years which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. The decrease in that age band during 2011/12 can be explained by the large number of redundancies during that year. There is a slight decrease in all age bands as a result of the high number of leavers during the 2015/16 financial year.



6.7 The Council continues to encourage the take up of flexible working. Part time staff represent 23% of the Council’s workforce, an increase of 1% from last year. Of the female workforce, 30% are part time, compared to 28% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time. The chart below demonstrates the percentage of part time workers of all employees in each Gender.



6.8 The Council monitors the workforce by all “protected characteristics”. Following feedback from Members on this issue last year, HR has taken action to encourage employees to record their protected characteristic personal information into the HR system. We have put permanent messages onto My View (the employee facing part of the HR system which employees use to book annual leave, record their PES and input qualification information) encouraging employees to check and record their personal information. HR also sends out regular messages every couple of months on ‘News for You’ the electronic notice board on the Intranet, again encouraging employees to check and update their personal information. As a result of this action more employees have input their protected characteristics into the HR database. This action has led to Although HR advises employees of the reasons why this data is collected (to ensure policies and procedures are applied fairly to all), employees have the option to record “prefer not to state” rather than provide their protected characteristics, and naturally, in common with other local authorities, a large number of Lewisham Council employees exercise this option as it is not a mandatory requirement to provide this information.

HR carried out ‘Talkback’ a survey of all non-schools employees in 2015. The survey’s main purpose was to support the programme of change that the Council is in the middle of, which requires a focus on managing resources efficiently, streamlining processes and developing the talent and capabilities of

our people to encourage innovation. 39.1% of non-schools employees (958 people) responded to the questionnaire. Employees were encouraged to provide their protected characteristics as part of this exercise and although responses were anonymised, HR were able to capture comparator data on protected characteristics which can be seen outlined below.

Marital Status: 55.4% of non-schools employees (1274 employees) declared their marital status. Of these 1271 employees, 20.83% (479 employees) declared they were married or in a civil partnership. The Talkback survey did not ask this question of respondents to the survey.

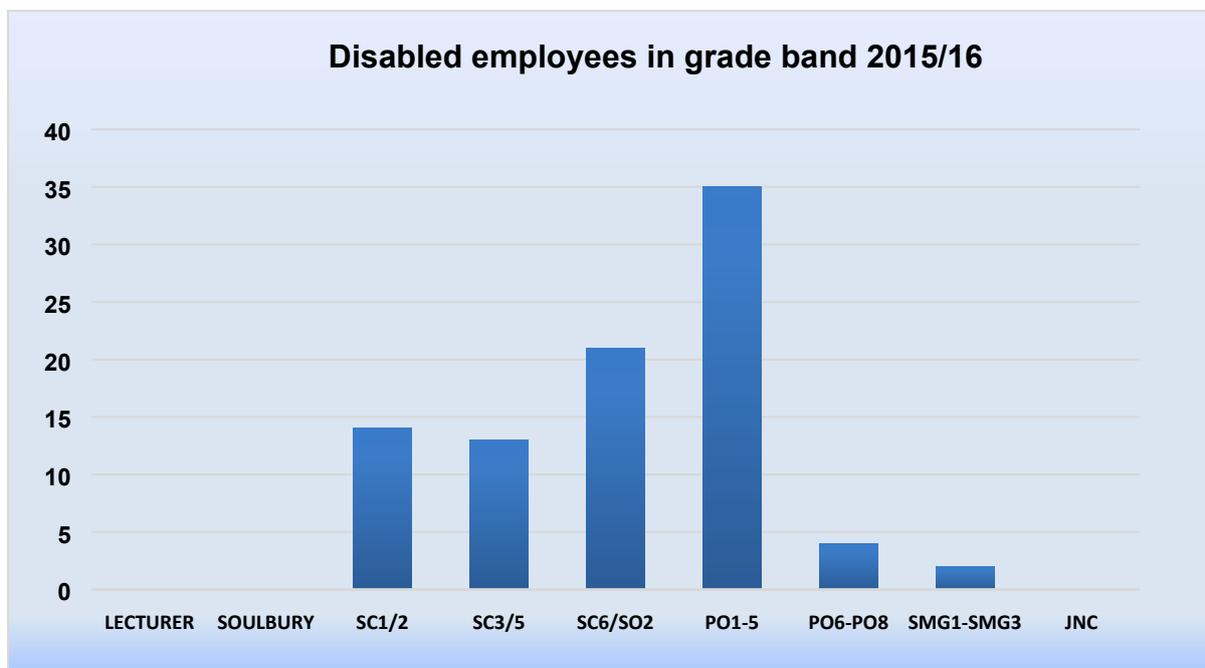
Sexual Orientation: 45.3% of non-schools employees (1042 employees) have declared their sexual orientation. Of these 1042 employees, 1.7% (39 employees) identified as Gay/Lesbian/Bisexual/Transgender (GLBT). The 'Talkback' survey identified that a similar number, 48 employees, of the 958 employees who responded to the 'Talkback' survey identified as GLBT. However, when only 39% of all non-schools employees who responded to 'Talkback' are considered, the figure rises to 5%.

Religion/Belief: 45.56% of non-schools employees (1048 employees) declared their religion/belief. A large proportion of employees have not declared their religion. Of those who did declare, 24.4% (562 of all non-schools employees) identified as being Christian. Of the 39% of all non-schools employees (958 employees) who completed the Talkback survey, 450 employees (ie 19.5% of the total workforce) identified as being Christian (47% of those employees who completed the survey), whilst 17% of the 958 employees who completed the 'Talkback' survey (163 employees) preferred not to state their religion.

- 6.9 The Council continues to support employee fora including the Black and Multicultural Forum, the Disabled Staff Forum, the LGBT Forum, the Apprenticeship Forum and the Young Employees Network. These staff forums provide a route through which our employees can meet with like-minded colleagues and help to inform the development of policies in a way that promotes access, choice and fairness. HR are currently working with disabled employees to help develop appropriate and relevant training materials for managers.
- 6.10 The chart below demonstrates percentages of disabled staff within each of the grade bands. A total of 3.7% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.2 percentage points since 2014/15. This compares to an average across all London Councils of 4.5%<sup>3</sup>

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<sup>3</sup> Human Capital Matrix 2015



## 7 Pay

- 7.1 The annual pay bill for non-schools employees at year ending 2015/16 was £68,509,479 compared to the pay bill for 2014/15 which was £74,987,090.
- 7.2 Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -7.18% (mean) and -15.43% (median). By comparison, in the UK women receive 20% less than men, on average.

Gender Pay Gap		
	Mean Salary	Median Salary
Female	£34,063.63	£32,964.00
Male	£31,619.22	£27,879.00
Pay Gap	-7.18%	-15.43%

Full Time		
	Average Hourly rate	Average Hourly rate
Male	£17.49	£15.80
Female	£19.32	£18.83

Part Time		
	Average Hourly rate	Average Hourly rate
Male	£15.73	£14.03
Female	£16.46	£16.40

Quartile			
	Salary	No. of Men	No. of Women
1st Quartile	£25,620	321	254
2nd Quartile	£31,323	209	366
3rd Quartile	£37,257	155	420
4th Quartile	£141,123	210	365

Gross – based on end of year payroll figures for 2015/16	
Total Payroll Bill for all Lewisham employed staff	£189,157,794
Lewisham Council Payroll for non- Schools	£68,509,479

The average salary for a non-Schools employee is **£29,786**.

## 8 Agency Staff

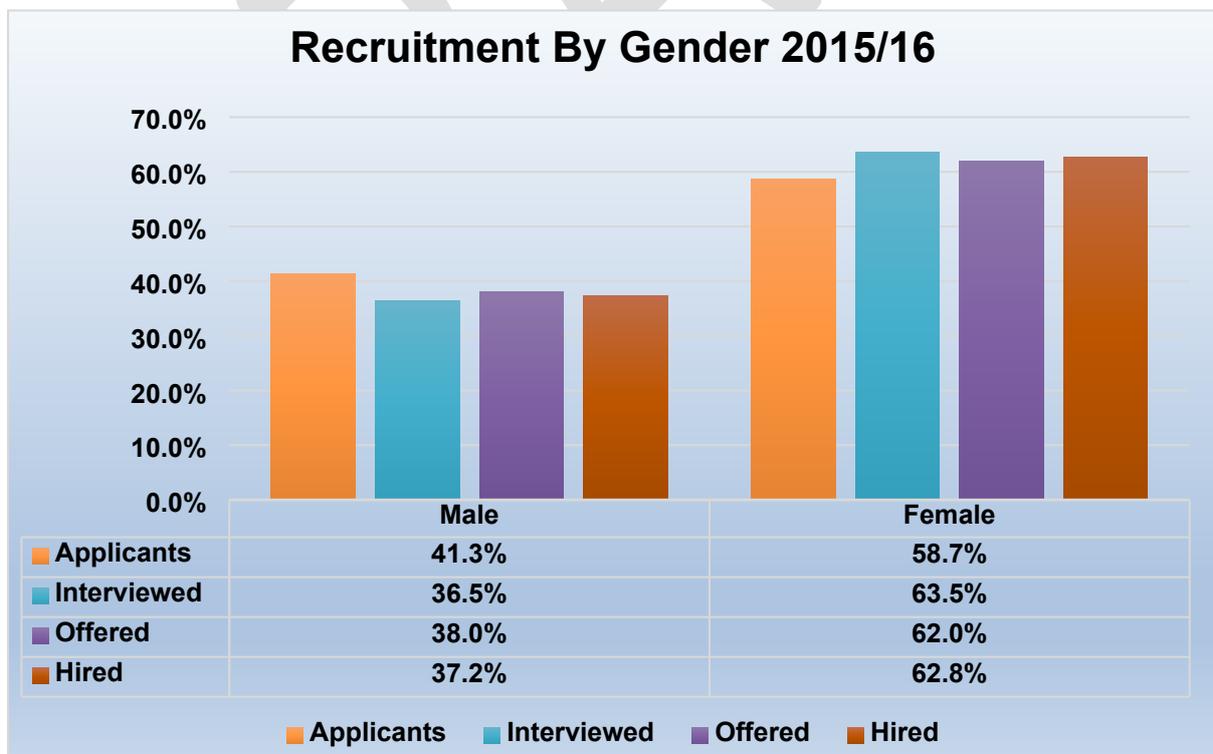
- 8.1 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2016 was 736 (596 FTE) compared to 630 in March 2015 and 673 in March 2014.
- 8.2 Agency staff Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last year has been for additional staffing/flexible resourcing (at 77%).

8.3 33 % of agency staff had a tenure of more than a year in 2015/16 which is 9% lower than the previous year. In 2015/16 agency staff made up 22.8% of the total workforce compared to 19.8% in 2014/15. The percentage of average agency employees has increased by 3 percentage points over the last year due to an increase in the number of interims engaged, an increase in the number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken, and the implementation of specific projects i.e. the new shared IT service with Brent which has resulted in a large increase of short term skilled agency workers. Following a number of reorganisations, recruitment is underway to fill a number of these roles on a permanent basis.

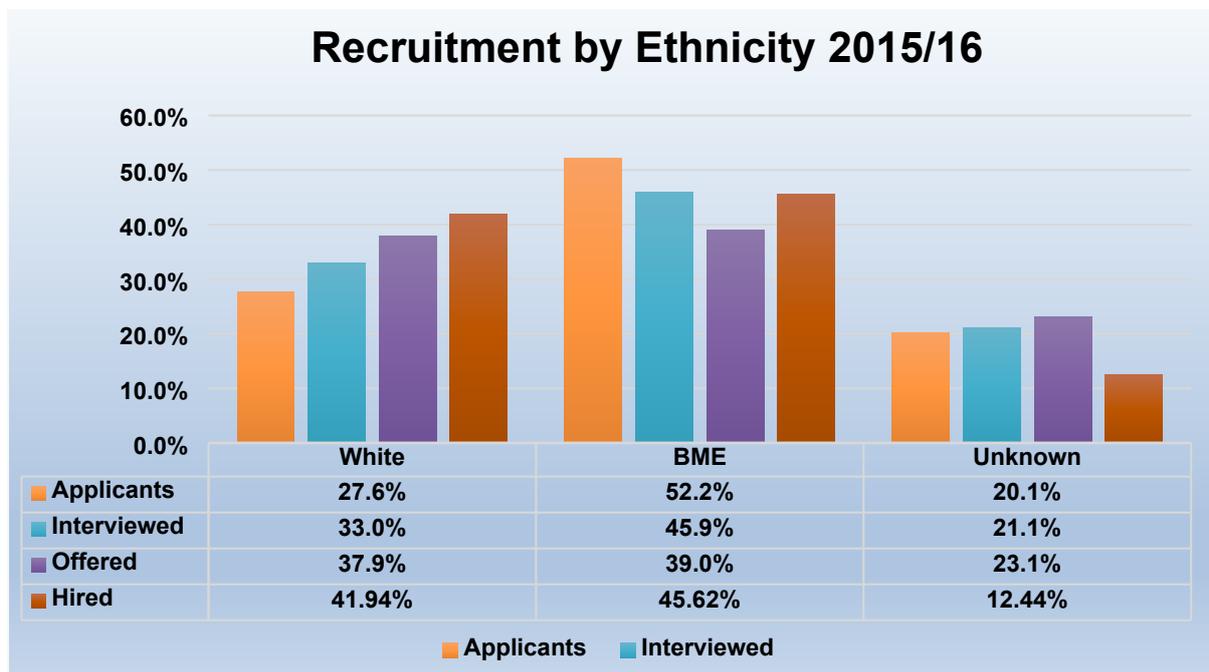
8.4 32% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

## 9 Recruitment

9.1 The Council recruited to 314 jobs during 2015/16, however as one job may be advertised for more than one person (post), the number of individuals to be recruited will be much higher. The total number of applications made was 4236 and the total number of people appointed to these jobs was 385 of which 154 were internal and 231 were external.



9.2 58.7% of applications made to the council during 2015/16 were from female applicants which is broadly comparable to the figure of 56% during 2014/15. Of the total appointments made during 2015/16, female appointees account for 62.8% of all appointments made, a slightly higher than the figure of last year.

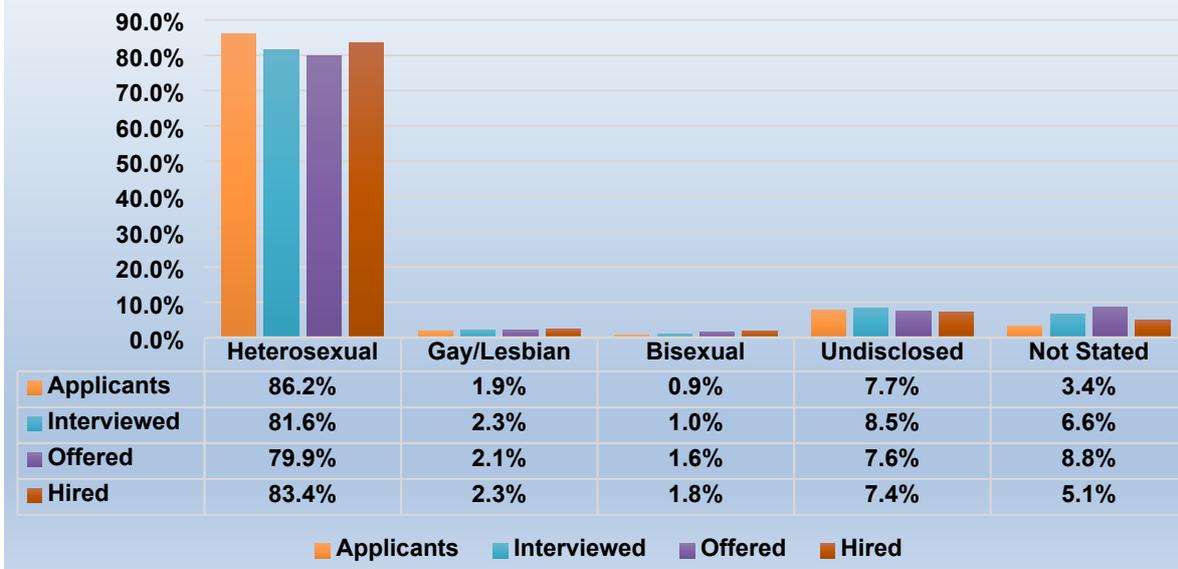


9.3 During 2015/16 52.2% of applications were made by people who identify as BME, which is slightly lower to the previous year when 57% of applications made during 2014/15 were made by applicants who identify as BME. During 2015/16 BME candidates represent 45.6% of the total appointments made, this is similar to the percentage of the BME working age population, which stands at 44%.

9.4 The disproportion between the percentage of BME applicants and appointments continues to be reviewed by the Council’s HR function in the respect of bias in the recruitment process but also to examine the reasons behind the percentage of BME applicants 52% being higher than their representation in the economically active population 41%.

9.5 The percentage of BME applicants (52%) represents 2203 applicants for all jobs, however applications are not evenly distributed among all jobs. This therefore skews the figure for the total number and percentage of BME applicants

## Recruitment by Sexual Orientation 2015/16



9.6 1.9% of all job applications made during 2015/16 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 2.3% of total appointments made during 2015/16 were to candidates who identify as LGBT, which is lower than last year's figure of 4.6%.

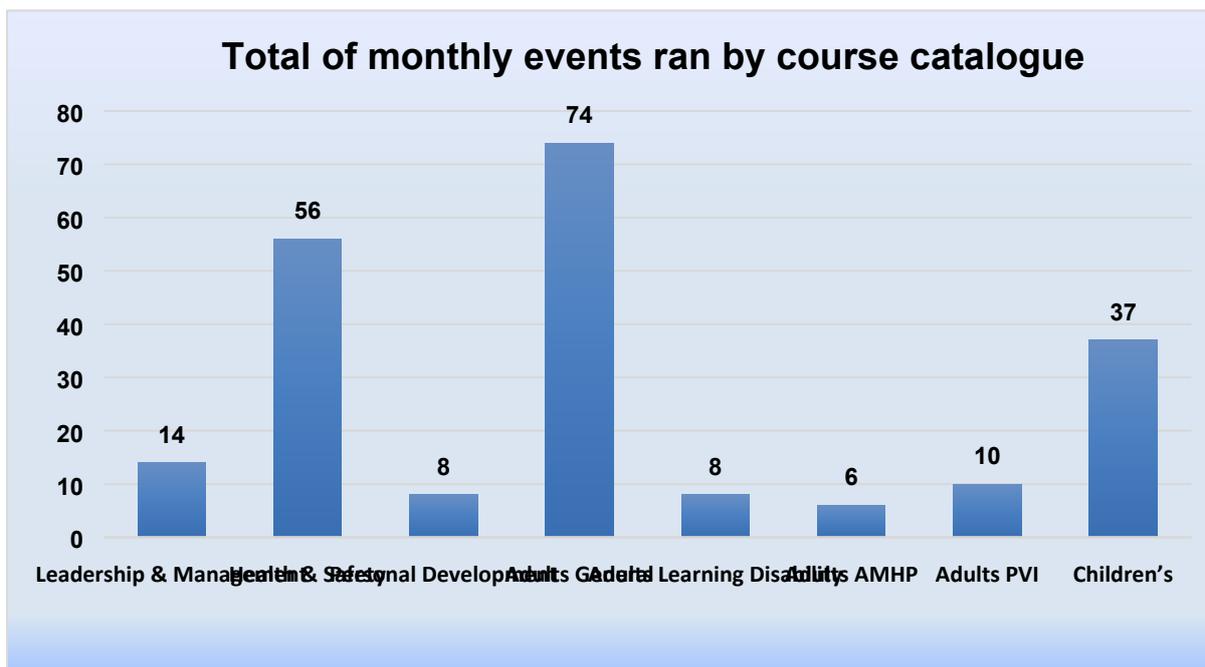
## 10 Learning and Development

10.1 In April 2015 the Council went into partnership with Reed Learning for delivery of face to face learning. During the period of April 2015 – March 2016, a total 213 courses were successfully delivered via this partnership. In addition a total of 64 internal learning and development events were also run. Of the courses and internal events that were run, 124 had an attendance of over 70%. A total of 2203 delegates booked to attend all courses and events. A total of 1673 delegates attended, resulting in a 76% attendance for the training year.

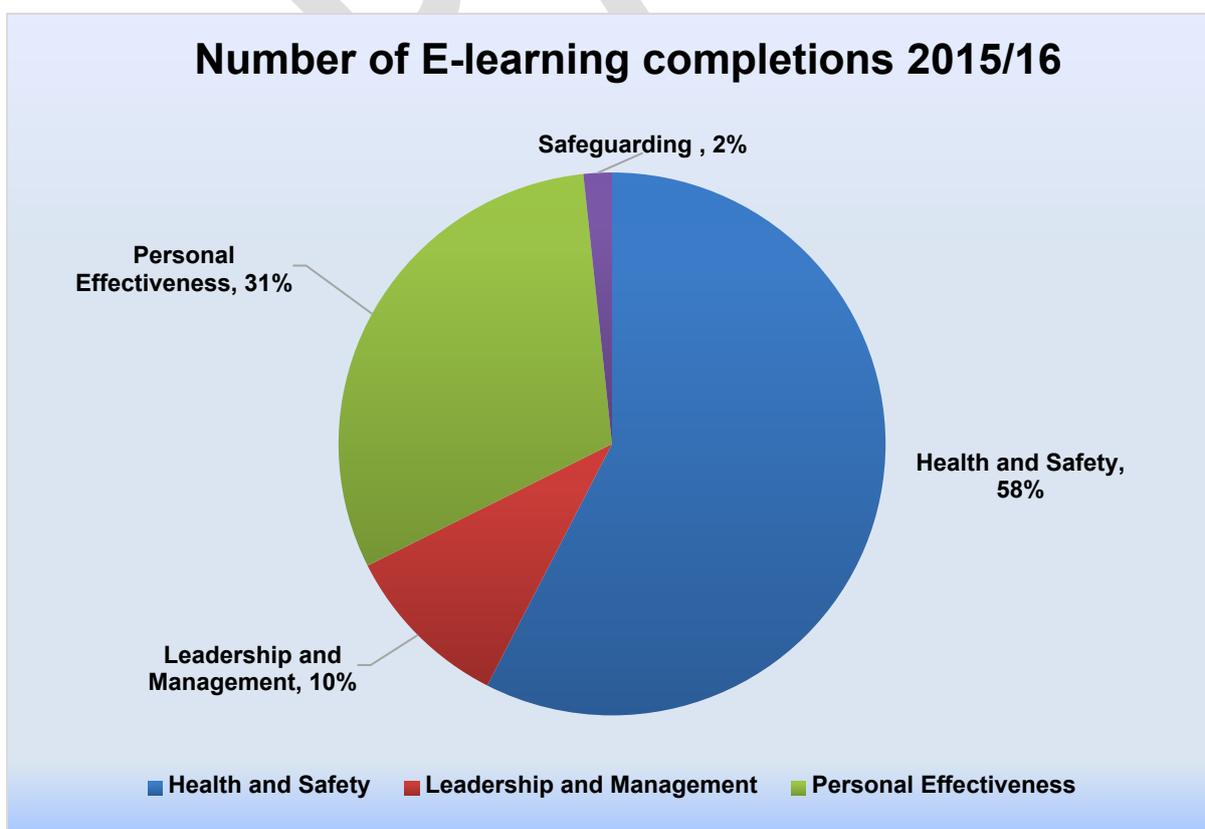
10.2 Full delegate details are not available prior to November 2015. Between November 2015 and March 2016, 885 delegates attended training events. Of these 885, 438 were internal council staff and 347 were from the private, voluntary and independent sector.

10.3 Of attendees, between November 2015 and March 2016, Community Services directorate had the highest attendance with 182 attendees followed by CYP with 158. Resources and Regeneration and Customer Services had 52 and 46 respectively.

10.4 Through the whole of the reporting period (April 2015 to March 2016), 144 Children and Adults social care delegates attended the internal events arranged by the L&D team.



10.5 Of the learning programmes described above, Adult courses accounted for a total of 98 events.



10.6 Of the E-learning programmes listed above by course types, 179 staff completed 35 courses relating to the above subject areas. Health and Safety courses were the most completed

## 11 Voluntary Severance

11.1 As the Council continues to face severe financial pressures, during 2015/16 the voluntary severance scheme was again offered to employees in order to mitigate the number of compulsory redundancies and where possible create redeployment opportunities for staff that are displaced.

### 11.2 Breakdown of Voluntary Severance

34.4% of all Voluntary Severance applications were accepted. The table below provides a distribution of these by age and grade.

Breakdown by Grade		Breakdown by Age	
Grade Band	VS Accepted	Age Range	VS Accepted
Sc1-2	1	21 - 25	0
Sc3-5	16	26 - 30	0
Sc6-SO2	24	31 - 35	1
PO1-5	21	36 - 40	0
PO6-PO8	7	41 - 45	5
SMG1-SMG3	3	46 - 50	10
Soulbury	0	51 - 55	18
JNC	3	55 +	41
<b>Grand Total</b>	<b>75</b>	<b>Grand Total</b>	<b>75</b>

The table below provides a distribution by disability, by ethnicity and by gender.

Disability		Ethnicity		Gender	
No	21	BME	23	Female	50
Yes	5	Undisclosed	1	Male	25
Prefer not to say	48	White	51		
Unknown	1				
<b>Total</b>	<b>75</b>	<b>Total</b>	<b>75</b>	<b>Total</b>	<b>75</b>

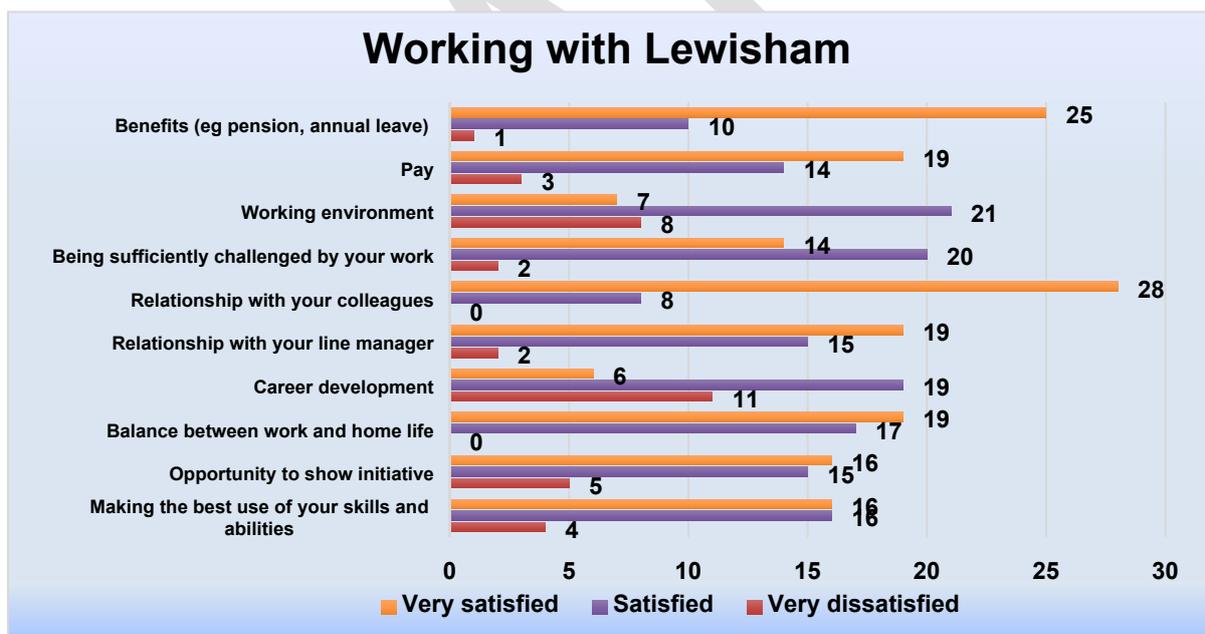
## 12 Leavers

12.1 During 2015/16, 482 employees left Lewisham Council's employment of which:

- 113 left for reasons of redundancy
- 294 voluntary leavers/others left the Council

12.2 36 people completed an exit questionnaire during 2015/16 (22 less than responded in 2014/15).

12.3 The chart below provides an outline of what leavers felt about working for Lewisham. They were asked to indicate to what extent they were either "satisfied" or "dissatisfied" with different aspects of working for Lewisham. 97% of employees who left were satisfied/very satisfied with the benefits that Lewisham offers to employees and 92% of leavers were satisfied/very satisfied with their pay; 78% of leavers were satisfied/very satisfied with the working environment



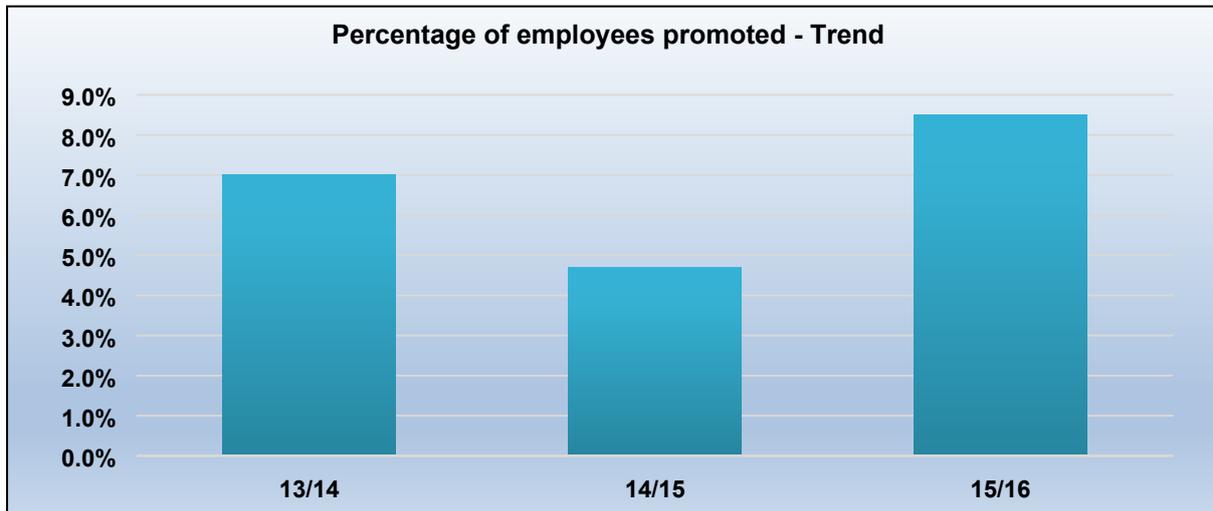
12.4 Those employees affected by budgetary savings continue to be offered outplacement support which includes:

- CV writing
- Job Search skills
- Interview skills
- Working for Yourself programmes
- Individual financial advice from Money Advice Service
- Advisory sessions from Jobcentre Plus
- One to one coaching sessions from Reed

- Comprehensive “employability skills” information including practice psychometric tests

### 13 Promotions

The percentage of promoted non-schools employees during 2015/16 was 8.5%. A trend of promotions since 2013/14 can be seen in the table below.



Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures. 8.5% of employees were promoted in 2015/2016 which is higher than 2014/2015 figure of 4.7%.

### 14 Actions from report of Employment Profile 2014/15

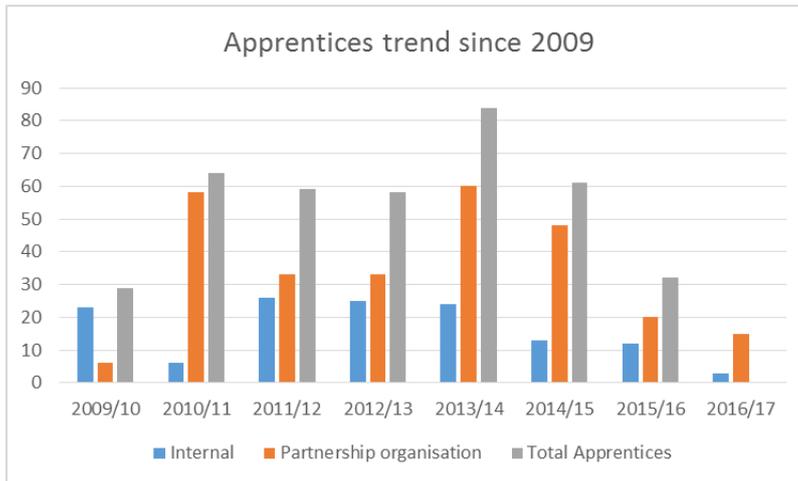
14.1 Agency workers –Members had commented on the agency staff numbers compared to the number of permanent employees. In 2015/16 agency staff made up 22.8% of the total workforce compared to 19.8% in 2014/15. Members had also raised the issue of the low monitoring of the ethnic origin of agency workers. The high percentage of agency workers having an "unknown" ethnic origin can be explained by the fact that although Reed require that their agency workers provide this information, third party suppliers to the contract do not. The Agency Managed Service contract is being re-tendered shortly and this reporting requirement will be strengthened as part of the contracts compliance requirements.

- 14.2 Protected Characteristics – Members were concerned about the low numbers of employees providing protected characteristic information. Employees are now encouraged to record their protected characteristics each time they go into the HR System (for example to book leave) and messages go out reinforcing the message via 'News for You', the Council's online message board. Although the Council advises them of the reasons why this data is collected (to ensure policies and procedures are applied fairly to all), employees have the option to record "prefer not to state" rather than provide their protected characteristics, and naturally, in common with other local authorities, a large number of Lewisham Council employees exercise this option.
- 14.3 Members wished to see the impact of redundancy by Gender and Race – this information is now published in the Employment Profile
- 14.4 Members wished to see the numbers going on maternity and paternity leave – this is published in the Employment Profile
- 14.5 Members wished to ensure that action and evaluation, career development and PES was reported. HR have embarked on a programme of work to develop a robust, consistent and business-focussed approach to learning and development evaluation methodology that goes beyond the measurement of basic course satisfaction. Managers have also been reminded through DMT's to ensure higher PES participation.

## **15 Jobs and the local government market**

The Council continues to run a range of employment initiatives to ensure it remains an active employer in the local community.

- 15.1 Management trainee scheme for local graduates – The National Graduate Development Programme offers one of two placement to a trainee with a local connection. Interviews are scheduled to take place on 24<sup>th</sup> May for the next intake of National Management Trainees, and one candidate is local.
- 15.2 Apprenticeship Scheme – the table below outlines the numbers of apprentices since 2009 when the scheme began.



In December 2014, recommendations from a review of the Work and Skills Strategy agreed that the Apprenticeship programme should be extended to cover residents aged from 16 to 64 years to better reflect the needs of residents. During the financial year 2015/16, 32 apprentices were recruited to the programme, of which 12 were appointments to council apprenticeship posts, and 20 were with partnership organisations. For the financial year 2016/17, 18 apprenticeships have already been advertised. Outcomes for Apprentices since the launch of the scheme in 2009 and 31 March 2015, identified that 77% of apprentices have progressed onto employment, training or are still in apprenticeships.

The Government announced in the autumn 2015 budget statement that it was committed to creating three million new apprenticeships in this Parliament from 2015-2020, with two primary measures to achieve this ambition.<sup>4</sup> The two measures are the Apprenticeship Levy which is a charge of 0.5% of an organisation's pay bill (for those organisations whose pay bill is more than 3 million pounds) to create a fund to be used for training. The other measure is that public sector organisations have a target of 2.3% of their workforce being apprentices. The Council is currently exploring this scheme, which is at very early stages, with more information to be released by the Government in June.

15.3 Other training schemes – The Council continues to run other Service specific trainee schemes including the Legal Team who take on 3 trainees on a 2 year training programme; Finance who take on 2 CIPFA trainees on a 4 year trainee programme and the Council also runs the “Step up to Social Work” training programme, now in its 5<sup>th</sup> Cohort, taking on a further 4 students during 2015/16. 4 Step Up students from cohort 3 were appointed to permanent roles during 2015/16.

## 16 Social Workers

The Council continues to address the issue of the recruitment and retention of Social Workers particularly in Children and Young People Directorate.

<sup>4</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/484209/BIS-15-651-english-apprenticeships-our-2020-vision-executive-summary.pdf)

Whilst there are generally sufficient numbers of Newly Qualified Social Workers (NQSW) available in the market place, the challenge is the ability to recruit and retain more experienced social workers. The general lack of experienced social workers across the sector suggests that social workers are leaving the profession. Pay drift as employers vie to attract those who are available has also been affected by permanent staff moving to the agency workforce where agencies can demand higher rates to fill the gaps in the experienced workforce.

16.1 Memorandum of Cooperation - Initiated by Chief Executives in London; Heads of HR, together with Directors of Children's Social Care, are seeking to address the migration to agencies by establishing a joint response to containing agency pay rates. As at January 2016, twenty-nine of the thirty-two London Boroughs (including Lewisham) have signed a Memorandum of Cooperation, committing to abide by a maximum agency pay rate. It is hoped that this joint approach will provide some control over escalating agency pay rates.<sup>5</sup>

16.2 An annual analysis report of recruitment and retention activity is undertaken in March each year which helps inform any specific areas or issues that need to be monitored or addressed.

16.3 There are a range of very positive reasons why social workers would want to work for Lewisham, including:

- Supportive management/supervision
- Small teams
- Low/managed caseloads
- Excellent post qualifying/CPD opportunities including Twilight workshops on latest research based practice as part of Education Partnership with Goldsmiths
- Innovative approaches such as Theraplay, ADAM, Secure Base
- Excellent ASYE programme
- Career pathway
- Administrative support
- Childcare vouchers

Most staff are motivated by having a positive and supportive working environment, where they are developed and valued. Whilst financial remuneration is usually less important, the upward drift of pay across London and agency pay rates for experienced social workers would appear to be having some impact on recruitment and retention in Lewisham and this is being closely monitored.

16.4 A range of options and strategies are kept under review and the focus over the next 12 months will be:

- Marketing of the benefits of working for Lewisham through the Council's webpage
- Agency cost control and encouraging agency workers to become permanent

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<sup>5</sup> <http://www.communitycare.co.uk/2016/02/11/london-childrens-services-leaders-collaborate-drive-agency-pay/>

- Continuing to provide learning and development opportunities, including opportunities arising out of the Teaching Partnership
- Review of induction
- Provide a clear post qualifying framework aligned to career pathways
- Keep recruitment process under review ensuring responsive timescales
- Keep remuneration position under review
- Review models of social work interventions and consider if a Lewisham model should be introduced and branded to improve practice, motivation and marketing.

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