

Safer Stronger Communities Select Committee			
Title	Briefing on the 2013/14 Employment Profile		
Contributor	Head of Personnel & Development	Item	5
Class	Part 1 (Open)	15 July 2014	

1. Summary and purpose

This report provides information on key trends within the Council's workforce and provides the Committee with an update on activity to ensure that the council is a fair employer. 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 are reproduced in this report and have been used to review the people management priorities of the Council.

4. Employment Profile 2013/14 – Headline Figures and Trends

4.1 The Council employs 2,745 non-schools employees, 4,537 schools employees, 271 (excluding schools) casuals/claims permanent and temporary employees and 673 agency based staff.

4.2 In 2013/14 the number of non-schools employees reduced from 3,027 at the beginning of the year, to 2,745 by the year's end, a net reduction of 282 staff i.e.9.3% in staff numbers.

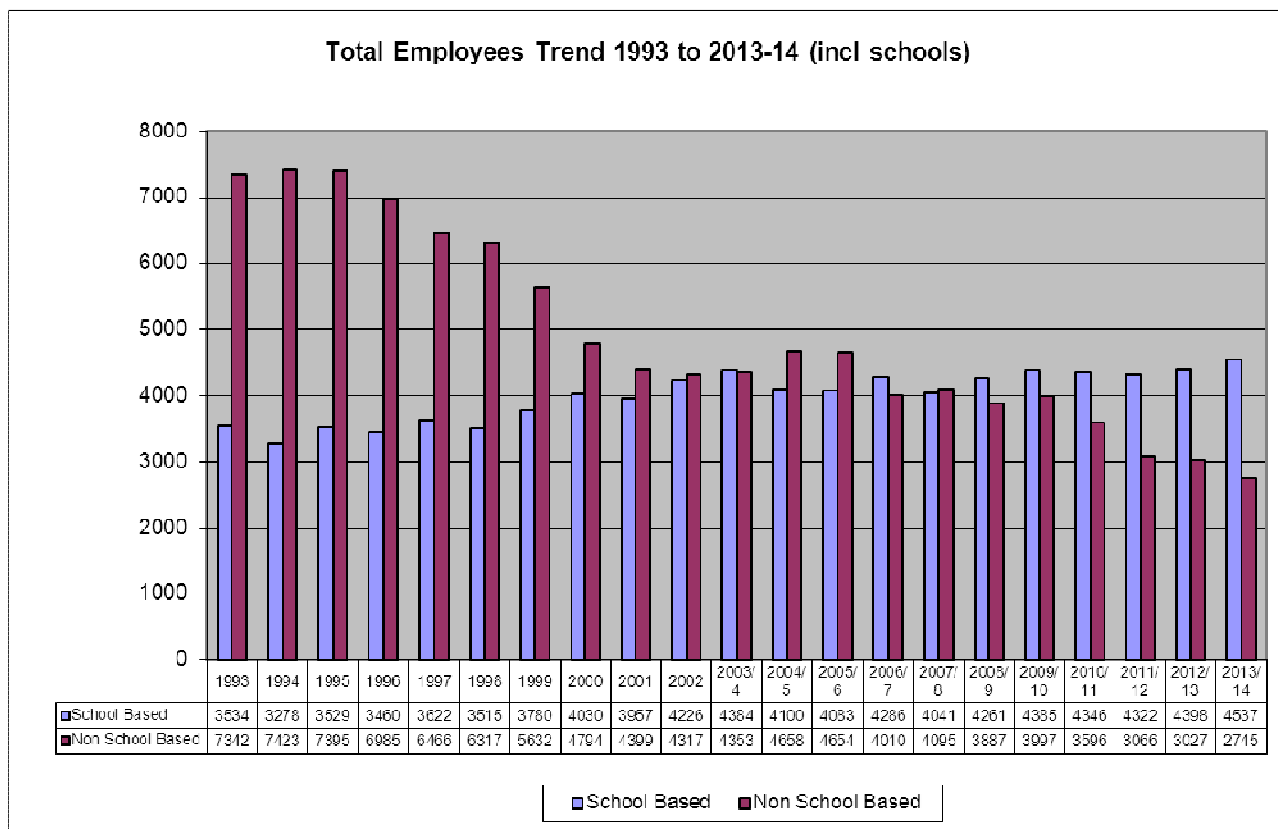
Total No of employees at April 2013	3,027
Less No. of employees leaving on redundancy terms	214
Less No. of voluntary leavers (includes resignations & retirements)	279
Plus No. of new starters	211
Total No. of employees at March 2013	2,745

4.3 Analysis of the 261 voluntary leavers, representing a 9% turnover, identifies a significant increase from 5 % in 2012/13 and is mainly made up of increases in the children's services division.

4.4 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2014 was 673 compared to 608 in March 2013. The main reason for employing agency workers throughout the year was for flexible resourcing and additional staffing. The increase is mainly due to an

increase in usage in children's services. 41% of agency staff has a tenure of more than a year however, this has reduced significantly from 53% in 2012/13.

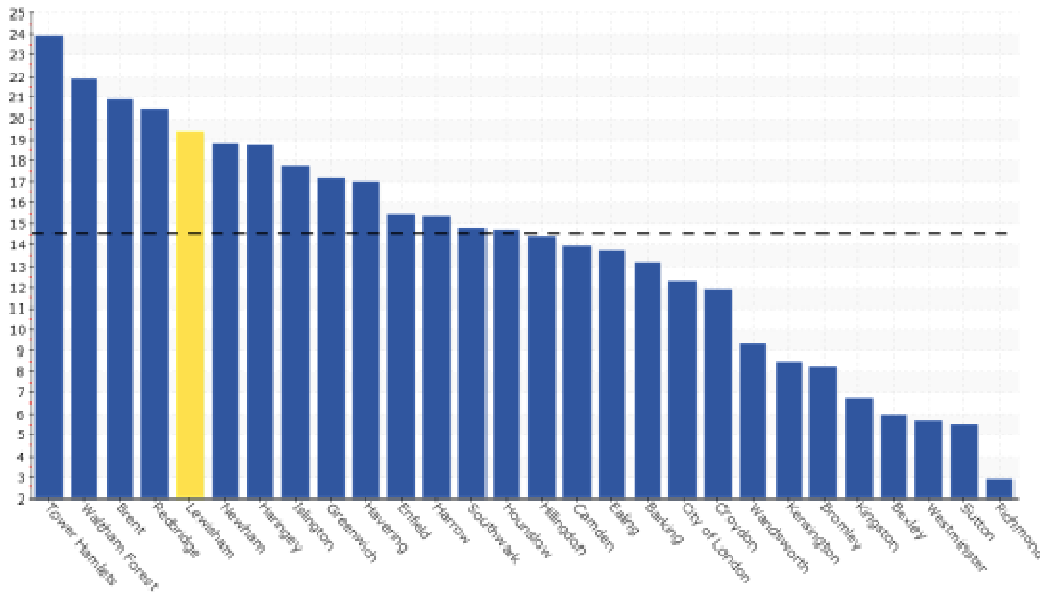
- 4.5 School based staff continue to increase while Council based staff members are reducing. Outlined below is a trend of the total number of employees between 1993 to 2013/14 (these figures include schools).



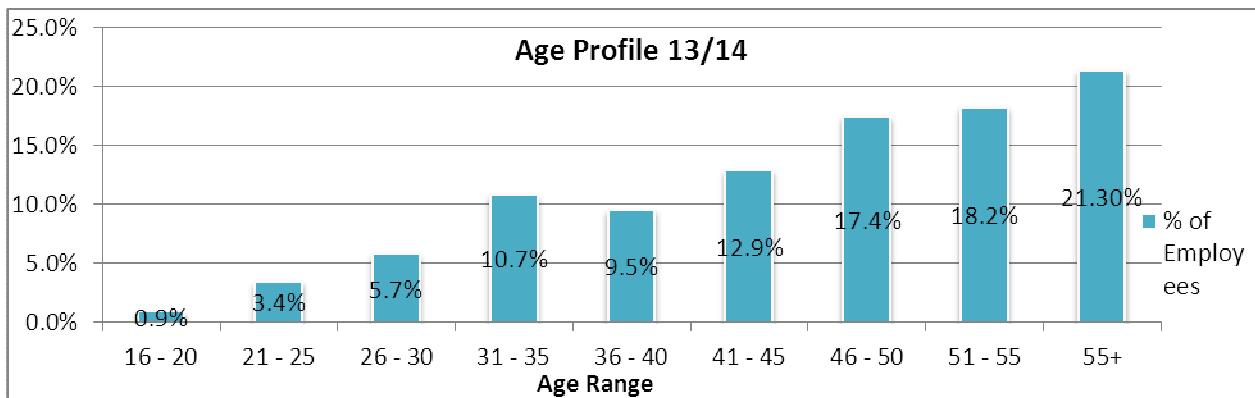
5. Representation

- 5.1 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. 37% of the Council's workforce is from a BME background; which compares to 42% amongst the economically active residents (i.e. excluding people such as full time students) in the Borough. The numbers of BME employees promoted have increased from 4.2% last year to 8% this year. Lewisham Council's BME workforce of 37.2% can be compared to London Councils Mean figure of 34.4%. (source Human Capita Matrix 2013/14).
- 5.2 Although the number of senior BME staff is below target, during 2013/14 the levels of BME staff in grade bands PO6/PO8 and JNC increased by 1 and 3 percentage points respectively. The chart below shows that Lewisham's percentage of top 5% earners who are BME i.e. 19.4% has increased from 18% in the last financial year and is above the average figure of 14.5% for all London Boroughs. (source Human Capita Matrix 2013/14).

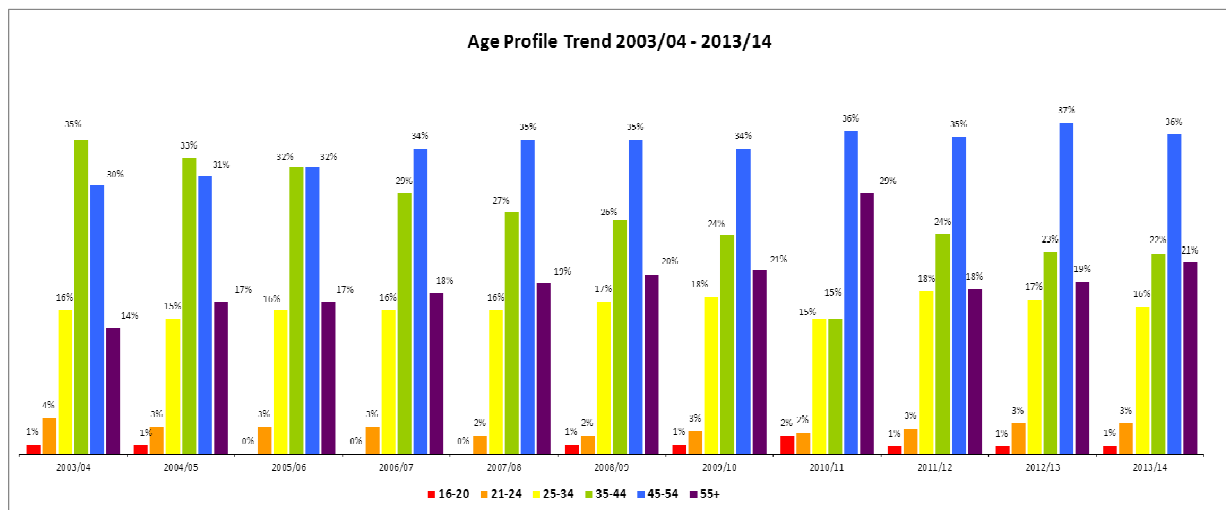
Percentage of top 5% earners BME



- 5.3 Following the reclassification of protected characteristics in 2012, both the percentage of BME and of white employees has reduced, whilst the percentage of “unknown” and “prefer not to state” has risen. Periodically employees are asked to update their protected characteristics and this exercise will continue.
- 5.4 75% of Apprentices employed directly by the Council during 2012/13 are of a BME background
- 5.5 The majority (61.5%) of the Council’s staff are women who are well represented at all grades including senior levels, with women making up 54% of the top 5% earners, which is broadly comparable to the figures in 2012/13.
- 5.6 50% of the Council’s staff live in the Borough, a slight decrease on the 2012/13 figure of 51%, and are therefore both Council employees and users of the Council’s services.



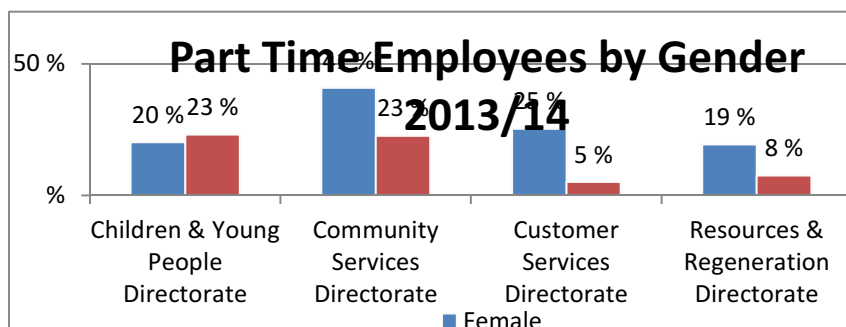
5.7 69% of employees are aged over 40, with the percentage of the workforce aged under 25 remaining at 4.2% during 2013/14 compared to London Councils average of 2.9%¹. The Council continues to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme, and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships.



5.8 Over the past 10 years the number of staff in the age bands ‘16 to 20’, ‘21 to 24’, ‘25 to 34’ and ‘45 to 54’ age group have remained steady. The age group ‘55+’ has remained steady until 2010/11 when there was an increase to 29% from the figure of 21% in 2009/10. The percentage for this age group then dropped to 18% in 2011/12 and has remained at a similar level for 2012/13. The increase can be explained due to the numbers of staff in this age group who remain working for the Council for a number of years, and the decrease in 2011/12 would have been due to 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 redundancies this financial year 2013/14. In overall terms, although the Council has an older age profile, the distribution of staff in each of the age groups has remained steady.

5.9 The Council continues to encourage the take up of flexible working. Part time staff represented 21.8% of the Council’s workforce during 2013/14, a slight drop of 1.9% from last year. Of the female workforce, 28% are part time, compared to 31% last year. In addition there are significant numbers of staff undertaking other flexible employment options such as working term time only and flexi time. The chart below demonstrates the percentage of part time workers as a percentage of all employees in each Gender.

¹ Source – Human Capital Metrics Survey 2013/14



- 5.10 The Council monitors the workforce by all “protected characteristics” recent responses to the survey of all employees identified the following:

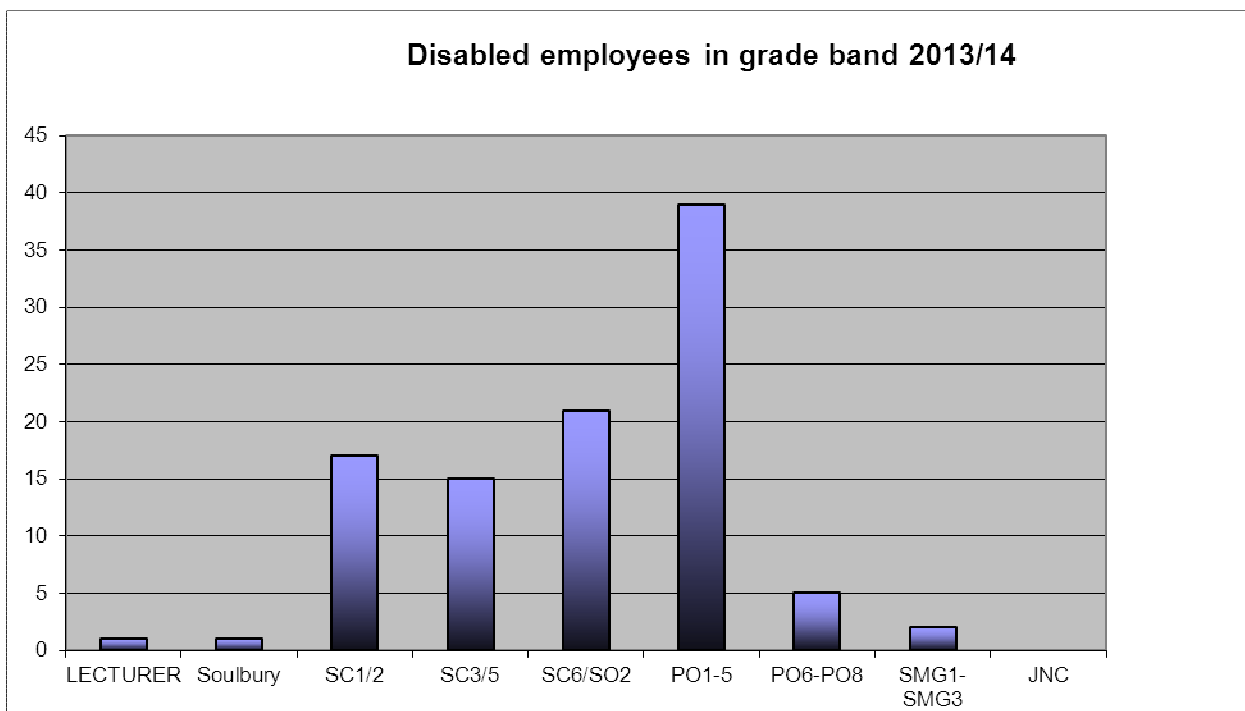
Marital Status – 32.5% of employees responded to this question. Of those who responded 19.6% declared they were married or in a civil partnership.

Sexual Orientation – A great majority of Council employees have not declared their sexual orientation however over 1% identified as Gay/Lesbian/Bisexual.

Religion/Belief – A large proportion of employees have not declared their religion. Of those who did majority were identified as being Christian.

Pregnancy and Maternity – 40 employees (2.4% of the female non-schools workforce), broadly split across all Directorates, took maternity leave during 2013/14.

- 5.11 The Council continues to support employee fora including the Black and Multicultural Forum, the Disabled Staff Forum, the LGBT Forum, the Apprenticeship Forum and a 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.
- 5.12 The chart below demonstrates numbers of disabled staff within each of the grade bands. A total of 3.7% of non-schools employees have declared that they are disabled, which compares to an average of 4.1% across other London Councils. The figure of 3.7% has increased slightly from last year’s figure of 3.5%.



5.13 During 2013/14 the work experience programme for young people with learning difficulties, developed by working in partnership with Lewisham College and Lewisham Disability Coalition, resulted in 13 young people with learning difficulties taking up learning placements. A further 7 candidates have also been identified and placements are currently being sought for them.

6. Agency staff

6.1 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2014 was 673 compared to 608 in March 2013. This increase in agency numbers in 2013/14 has led to a 14.3% increase in agency spend from 2012/13. This increase in agency spend can be partly attributed to particular areas of the Council using agency workers pending large reorganisations. The number of agency Social Workers in CYP also increased this year but a targeted social work recruitment campaign is underway to address this issue.

6.2 In 2013/14 agency staff made up 18.2% of the total workforce compared to 16.7% in 2012/13.

6.3 Agency staff are used for a variety of reasons, mainly for additional staffing/flexible resourcing (at 80.6%), with the next most popular reason for usage being increased workload (at 5.6%). The other 13.8% accounts for a variety of reasons like recruiting to post, leave and organisational changes.

6.4 40.7% of agency staff has tenure of more than a year in 2013/14 which is 12.3 percentage points lower than the previous year. The majority of the agency employees are in areas where major reorganisations are to take place and also in areas where the Service needs the flexibility to cover peaks and troughs in the workload (Refuse and Collection)

7. Consultants and senior interims

7.1 The interims and consultants currently engaged by the Council cover a range of roles and services. Some work on a part time or on an irregular 'as and when' basis with long periods, when they are not used at all. Executive Directors regularly monitor the tenure of senior interims to satisfy themselves that these arrangements are essential to the running of the business.

7.2 Numbers of senior interims and consultants have been recorded since January 2011, numbers dipped during 2012, however at 1st April 2013 there were 32 engaged and 1st April 2014 the number had risen to 37, this figure is however still lower than 2011. Of the 37 currently engaged 22 of them were recruited after 1st April 2013.

	Jan 2011	Sept 2011	Jan 2012	April 2012	End July 2012	1 st April 2013	1 st April 2014
Senior Interims & Consultants Total	43	32	27	24	28	32	37

7.3 Of the 37 employed, 6 have contracts which are on-going or due to finish in 2015 and 15 have contracts due to end between August and December 2014 the remainder are due to cease or be reviewed by end July 2014. The split across directorates is fairly even: 14 in Community, 11 in CYP, 10 in Resources & Regeneration and only 2 in Customer.

Daily Charge Rate	Numbers Engaged – July 2012	Numbers Engaged - April 2013	Numbers Engaged – April 2014
£200 - £300	4	7	12
£301 - £400	3	5	8
£401 - £500	13	12	9
£501 - £600	6	5	6
£601 - £700	1	1	2
£701 - £800	0	0	0
£801 - £900	1	2	0
Total	28	32	37

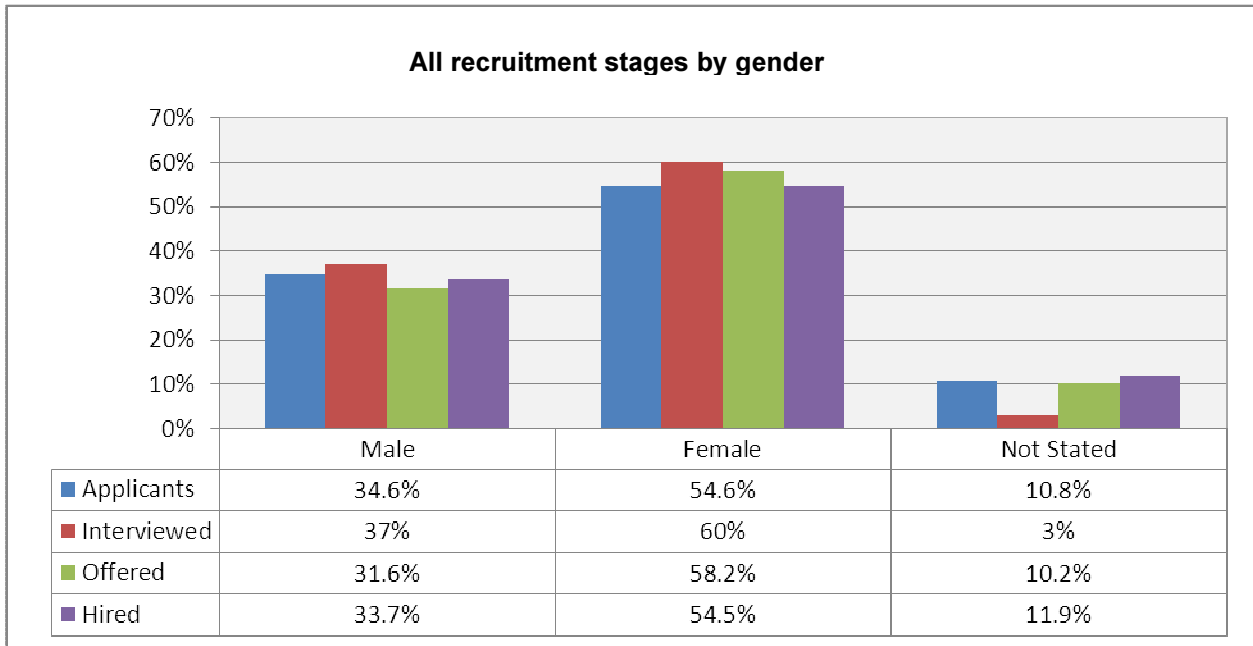
7.4 The senior interims and consultants are grouped in charge rate bands, these figures show that the payments made are being managed downwards with 20 being paid below £400 as compared to 7 in July 2012 and none being paid over £700.

7.5 The Council publishes the details of those that cost £100K per annum and over. This will currently include 5 of the interims/consultants listed in the above tables.

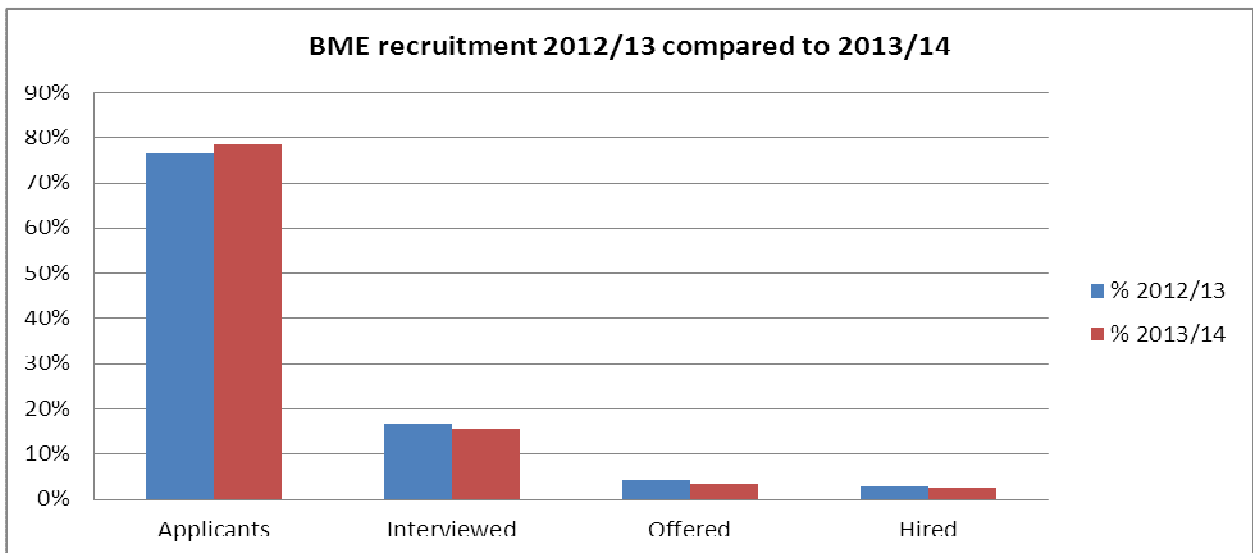
7.6 Of the 37 employed only 6 are deemed as self employed by the HMRC for tax purposes.

8. Recruitment

The Council recruited to 300 posts in 2013/14.

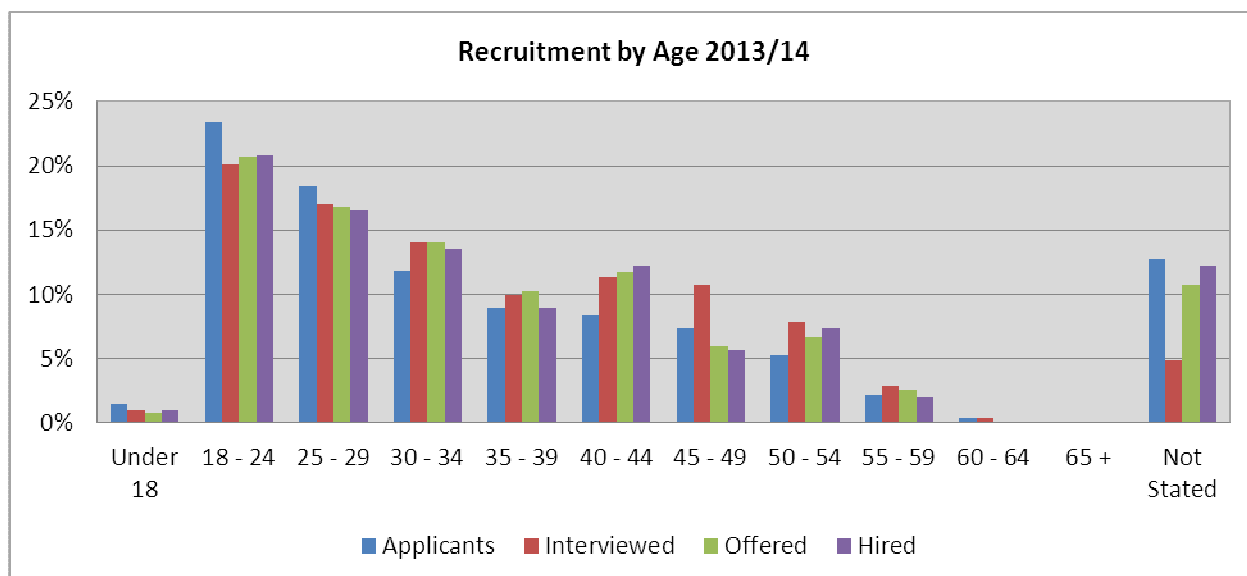


- 8.1 54.6% of applications made to the Council during 2013/14 were from female applicants which is an increase from 52.9% during 2012/13. Of the total appointments made during 2012/13, female appointees account for 54.5% of all appointments made.



- 8.2 During 2013/14, 57.9% of applications were made by people who identify as BME, which is higher than the previous year when 49.5% of applications made during 2012/13 were made by applicants who identify as BME. During 2013/14 BME candidates represent 38.6% of the total appointments made, which is broadly comparable to the economically active BME population which stands at 41.8%.

8.3 Applications from candidates who identify as having a disability or long term illness comprised 5% of all applications made during 2013/14, which is higher than last year's figure of 4.7%. Appointments of those who identify as having a disability or long term illness comprised 2.6% of all appointments made during 2013/14 which is slightly higher than the figure of 2.5% during 2012/13.



8.4 The Council's Apprenticeship scheme continues to generate interest, with 25% of applications during 2013/14 being from applicants aged under 25 years. 13% of applicants declined to disclose their age group this year, compared to 16.6% of applicants during 2012/13. 22% of all appointments made in 2013/14 were from people aged under 25, reflecting the continued success of the Council's trainee schemes which attract younger applicants.

8.5 3% of all job applications made during 2013/14 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 5.3% of total appointments made during 2013/14 were to candidates who identify as LGBT, which is slightly.

9. Learning and development

9.1 During the 2013/14 period 267 courses were delivered. In total 3093 courses places were filled by staff during the period April 2013 – March 2014.

9.2 In addition, a total of 2,153 attendees from the private, voluntary and independent sector attended a course run by London Borough of Lewisham. There were a total of 65 organisations who attended courses.

9.3 43% of staff attending training were Black and Minority Ethnic (BME) employees.

10 Organisational change

10.1 The Council continues to assess the impact of redundancies using all the protected characteristics. There were 51 reorganisations in the last financial year

which resulted in 214 staff being made redundant; this is significantly higher than in previous years' where only 48 staff were made redundant.

- 10.2 The table below shows a breakdown by Directorate of the numbers of staff made redundant in 2013/14 resulting from 51 reorganisations.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations redundancies
Community	28	13.08%	7
Customer	41	19.16%	12
CYP	121	56.54%	14
Resources	24	11.21%	18
Total	214	100.00%	51

- 10.3 The largest proportion of redundancies occurred in the Children's & Young People directorate, where a total of 121 staff were displaced and this can be attributed to the closure of the Early Years service and the reorganisation of the Youth Service.

- 10.4 The table below provides a breakdown of staff that were made redundant by gender and shows that 70.09% were women. This is due in part to the closure of the Early Years' service and Generation Play club where all the staff employed were women. As the staff in all these areas was women, female staff have therefore been disproportionately effected

Gender	Total Redundancies	% Total Staff Redundant
Male	64	29.91%
Female	150	70.09%
Total	214	100%

- 10.5 The table below provides a breakdown of leavers by ethnicity and shows a higher percentage of redundancies among BME employees which is also higher than the percentage of BME staff across the Council. This can be attributed to the closure of the Early Years service and the reorganisation of the Youth Service.

The Youth Service employed 76.19% BME staff before the restructure so there was clearly going to be an impact on this group. However there is still a higher percentage of BME staff, 77.03% post reorganisation so this group of staff is not disproportionately affected within the service area.

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	129	60.28%
White	78	36.45%
Not disclosed	7	3.27%
Total	214	100%

10.6 The table below provides a breakdown of the number of leavers over the last 4 years by ethnicity. The 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 and has significantly affected BME staff with a total of 60.28% of the total leaver in the last financial year. This has varied in each year depending on the service areas where reductions are made.

Breakdown of redundancies by Ethnicity over the last 4 years								
Ethnic Origin	2010/11	% Total Staff Redundant	2011/12	% Total Staff Redundant	2012/13	% Total Staff Redundant	2013/14	% Total Staff Redundant
BME	58	37.18%	143	46.89%	20	41.60%	129	60.28%
White	98	62.82%	158	51.80%	26	54.16%	78	36.45%
Not disclosed	0	0.00%	4	1.31%	2	4.16%	7	3.27%
Total	156	100%	305	100%	48	100%	214	100%

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

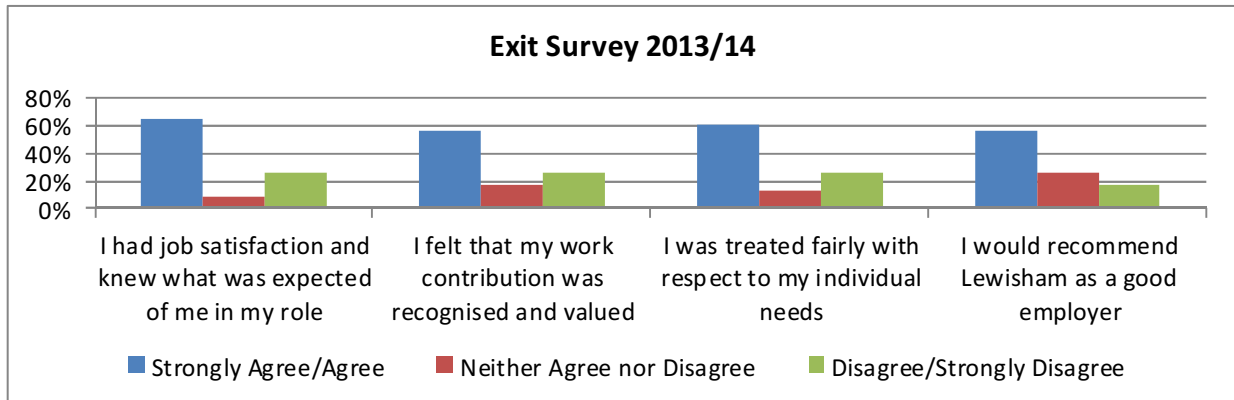
Breakdown of Redundancies by Age		
Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	0	0.00%
25-34	30	14.02%
35-44	34	15.89%
45-54	92	42.99%
55+	58	27.10%
Total	214	100%

11. Leavers

11.1 During 2013/14, 493 employees left Lewisham council's employment, of which:

214 left for reasons of redundancy
279 voluntary leavers/others left the Council

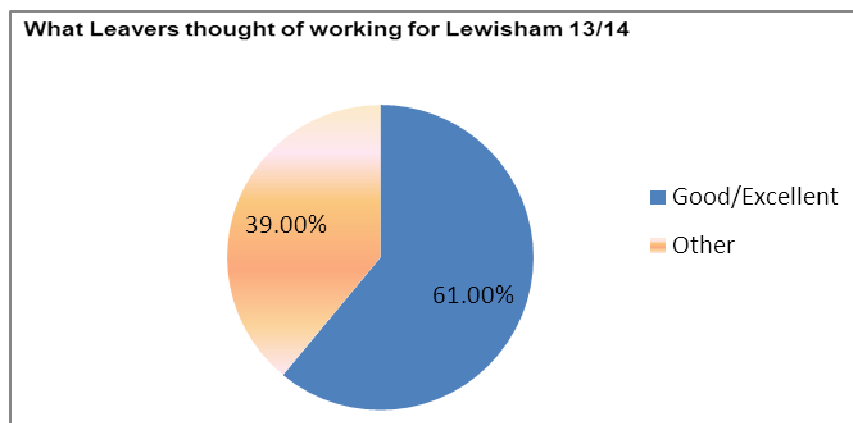
11.2 The chart below provides an outline of what leavers felt about working for Lewisham. They were asked to indicate to what extent they either “agreed” or “disagreed” with each statement.



11.3 A sample of 23 people completed an exit questionnaire during 2013/14 - 61% of the 23 felt that working for Lewisham had been "good or excellent", which correlates to the results for the last Talkback Survey in 2012 which was 63% of staff indicated that they had job satisfaction. These numbers included people who had been made redundant during the year which may explain the decrease from 83% of leavers who thought that working for Lewisham had been "good or excellent" during 2012/13.

Lewisham Council is taking action to encourage leavers to complete the exit questionnaire, in order to gain more in-depth analysis of the views of those leaving the Council.

The percentage of leavers who felt that working for Lewisham had been “good/excellent” during 2013/14 was 61%, which compares to 84% during 2012/13. This reduction can be accounted for due to the high number of compulsory redundancies made during 2013/14 compared to 2012/13.



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

- CV writing
- job search skills
- interview skills
- setting up your own business (to include a business plan)
- accredited (City and Guilds training) in areas such as IT, retail, hospitality
- access to jobs before they are advertised (via Seetec)
- individual financial advice from Money Advice Service

12. Promotions

12.1 The percentage of promoted non-schools employees has increased to 7% during 2013/14 from 4.6% during 2012/13. This increase may be due to the fact that there was an increase in the numbers of services being restructured within the Council during the year. 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.

13. 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.

- 13.1 Management trainee scheme for local graduates: The National Graduate Development Programme offers one of two placements to a trainee with a local connection. During 2013/14 both of the National Management Trainees had a local connection and of the candidates applying for 2014/15 programme, 2 of the 8 candidates being interviewed have a local connection.
- 13.2 Apprenticeship scheme: Lewisham Council's Apprenticeship Scheme is restricted to young people aged between 16 to 24 years, who live in the Borough. During the financial year 2013/14, 100 apprentices were recruited to the programme, of which 25% were internal appointments, and 75% were with partnership organisations. For the year 2014/15 the Council is advertising 50 apprentices in June. Outcomes for Apprentices since the launch of the scheme in 2009 are that 199 Apprentices have completed their Apprenticeship; of which 73% are employed or at university, 15% are on JSA and 12% are unknown.
- 13.3 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 take on 2 CIPFA trainees on a 4 year trainee programme and the Council also runs the "Step up to Social Work" training programme, which is now in its 3rd cohort, taking on a further 4 students during 2013/14; with 10 students in total undertaking this 'fast-track' social work training. From the 1st Cohort, 83% of Social Work students (so 5 of the 6) were offered a permanent role with the Council.

- 13.4 Interns: The Council introduced a 2 year pilot programme for interns to undertake between 6 to 8 weeks paid work experience during the summer months. During 2013/14, 4 young people took advantage of the scheme which received positive feedback from both the interns and the managers who offered the placements.

The intern scheme was advertised again in June 2014, with a further 12 opportunities offered to local under graduates. The aim of this scheme is to give young people paid work experience at national minimum wage, and an employment reference to increase their chances of securing employment once they have finished studying.

The outcomes for the 4 young people on the scheme during 2013/14 were:

- 1 is studying to become a teacher
- 1 secured a secured a position with the Council undertaking temporary project work on a further two occasions during the year
- 1 is studying for a postgraduate qualification in journalism
- 1 is studying Psychology at Goldsmiths

- 13.5 Work experience for young people with learning difficulties: During 2013/14, this scheme, developed by working in partnership with Lewisham College and Lewisham Disability Coalition, resulted in 13 young people with learning difficulties took up learning placements and are doing well. A further 7 candidates have also been identified and placements are currently being sought for them.

- 13.6 Young People – Although youth unemployment has fallen by 48,000 nationally over the last 8 months, the London Borough of Lewisham has 4.8% of it's 18 to 24 year old population in the Borough claiming JSA, the highest across South London Boroughs and compares to 3.6% across London and 4.3% nationally.

Lewisham Council is one of 4 Councils nationally who have launched a new initiative with Jobcentre Plus to give 16 to 17-year-olds their own work coach in a bid to tackle youth unemployment. From May 2014 a new approach is being implemented which focuses support solely on 16-17 year olds who are not in education, employment or training (NEETS) and not in receipt of an income-based benefit . If this pilot is successful, it will be rolled out across England.

Appendix 1

Employment Profile