

Safer Stronger Communities Select Committee		
Title	The 2014/15 Employment Profile	
Contributor	Head of Human Resources	Item 5
Class	Part 1 (open)	1 July 2015

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. 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 will be used to review the people management priorities of the Council.

4. Employment Profile 2014/15 – Headline Figures and Trends

4.1 The Council employs 2551 non-schools employees, 4719 schools employees, 254 (excluding schools) casuals/claims permanent and temporary employees and 630 agency based staff.

4.2 In 2014/15 the number of non-schools employees reduced from 2745 at the beginning of the year, to 2551 by the year's end, a net reduction of 194 staff ie. 7% in staff numbers.

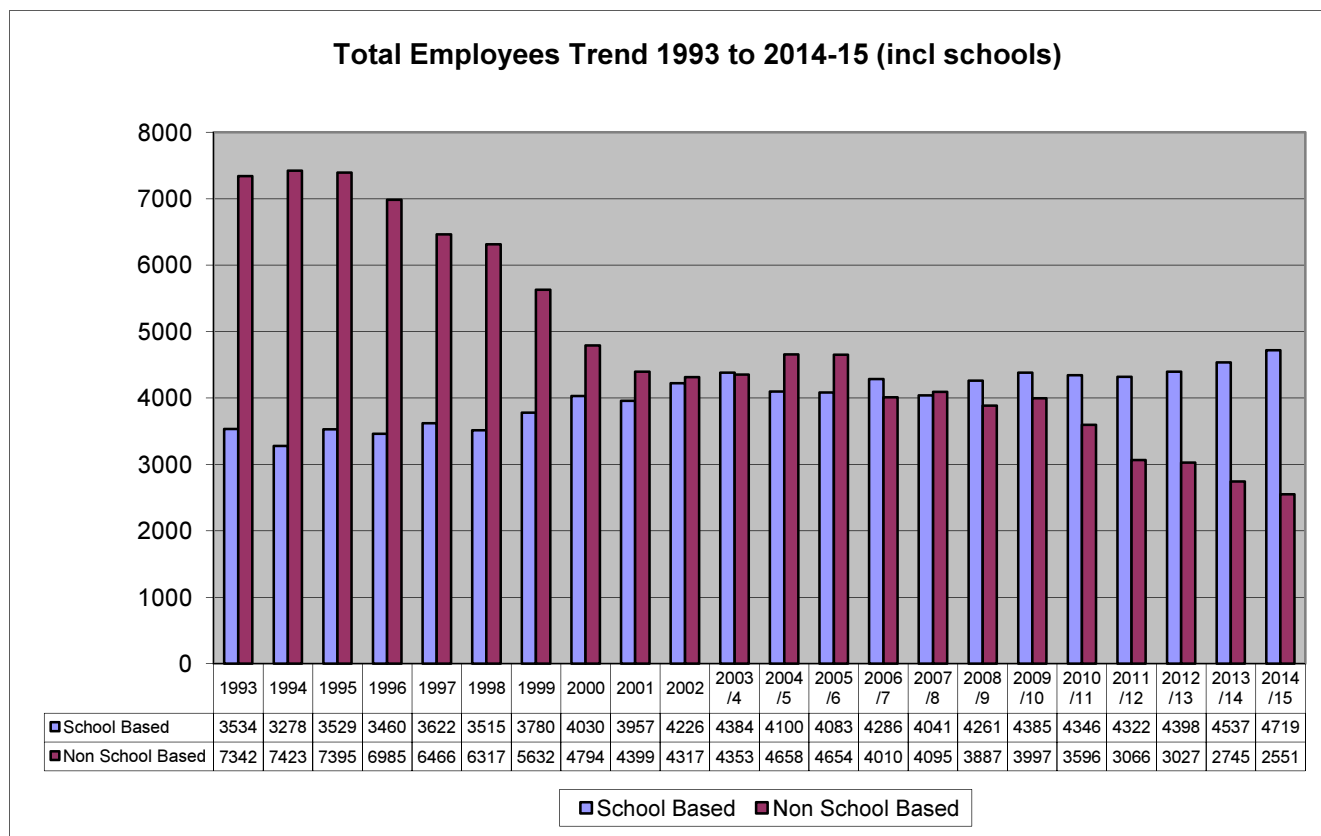
Total No of employees at April 2014	2745
No. of employees leaving on redundancy terms – 69	
Voluntary Severance - 110	
Voluntary /Other leavers- 272	
Less Total Leavers 14/15	451
Add New starters 14/15	257
Total No of employees at March 2014	2551

4.3 Analysis of the 250 voluntary leavers, representing a 9.4% turnover, which is similar to last year's turnover figure of 9%, identifies that turnover is highest (16.6%) amongst those with less than 5 years' service which could be explained by the Apprenticeship Scheme, which lasts for 22 months. Again turnover by age band is the highest amongst those in the 21 to 25 age band (21.6%) 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 2015 was 630 compared to 673 in March 2014. The main reason for employing agency workers throughout the year was for flexible resourcing and additional

staffing. The decrease is mainly due to a comparable decrease in permanent staff and strict budget control within the Council.

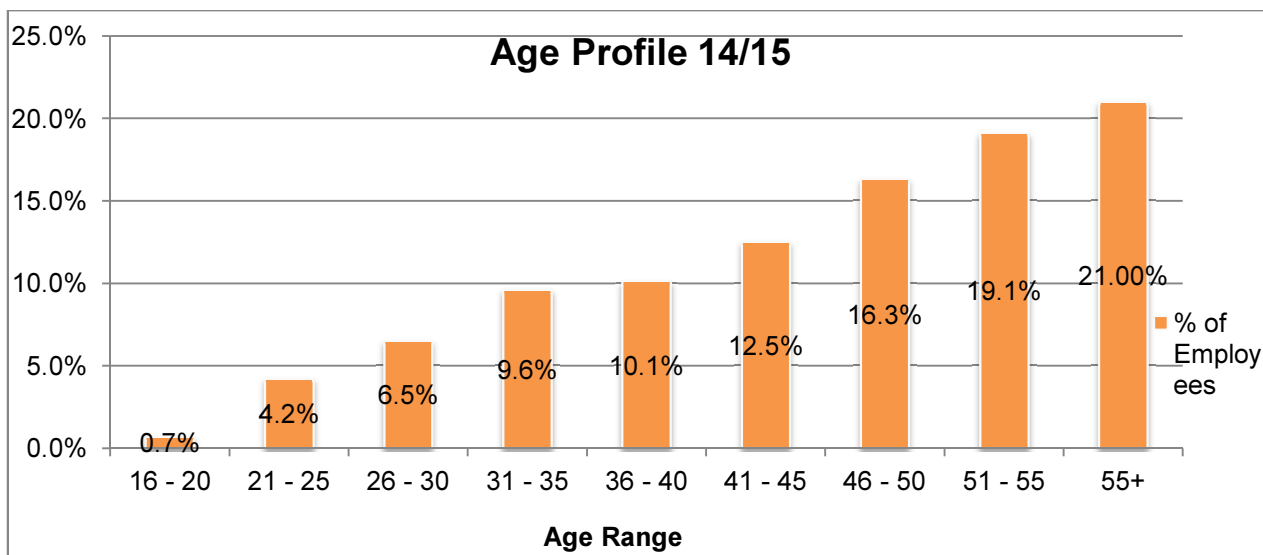
- 4.5 School based staff continue to increase in number while Council based staff members are reducing. Outlined below is a trend of the total number of employees between 1993 to 2014/15 (these figures include schools)



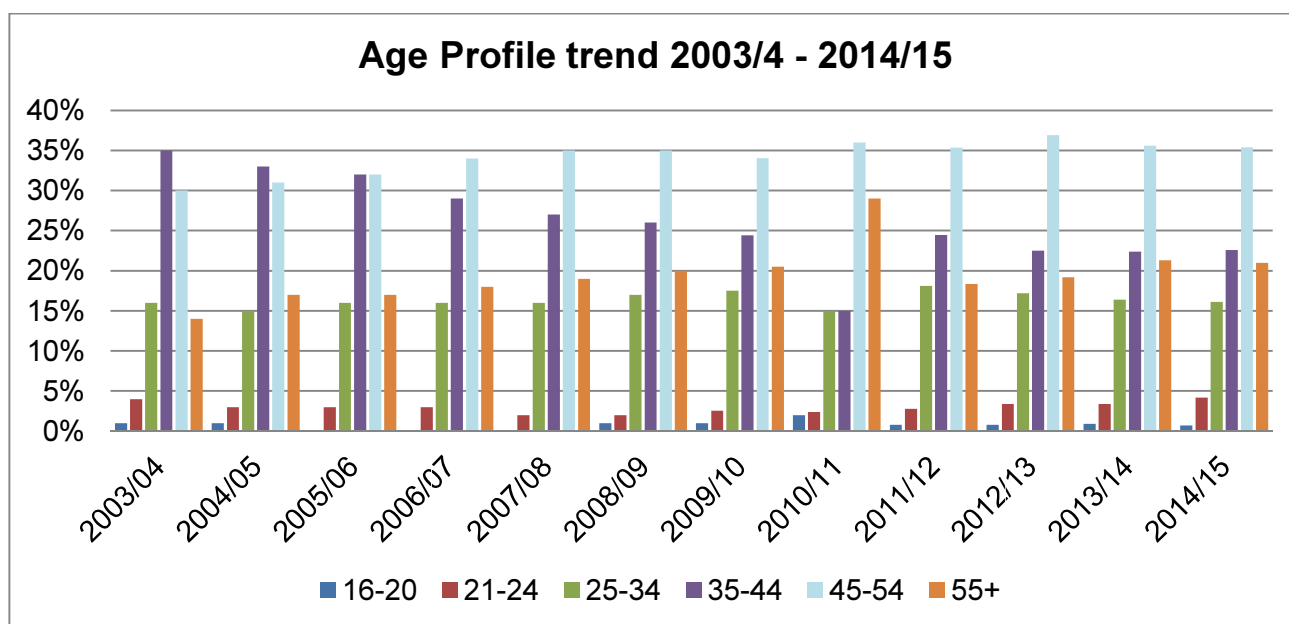
5. Representation

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. 38.5% of the Council's workforce is from a BME background; which compares to the BME working age population in the Borough which stands at 44%. 4.7% of employees (121 employees) were promoted during 2014/15. A slightly greater proportion of BME staff were promoted (5%), compared to white employees (4.6%). Lewisham Council's BME workforce of 38.5% can be compared to London Council's mean figure of 30.2% (*source Human Capita Matrix 2013/14*).

- 5.1 Although the number of senior BME staff is below target at 20.4% this compares to a figure of 19.4% in 2013/14 and 18% for 2012/13.
- 5.3 The BME workforce as at 2014/15 makes up 38.5% of all employees, an increase of 1.5 percentage points since last year. The percentage of the workforce classing their ethnicity as "unknown" ethnicity remains at 5.9% although employees are asked to update their protected characteristics periodically.
- 5.4 The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 56% of the top 5% earners, which is higher than last year's figure of 52% and compares to the average figure of 48.5% for all London Boroughs.



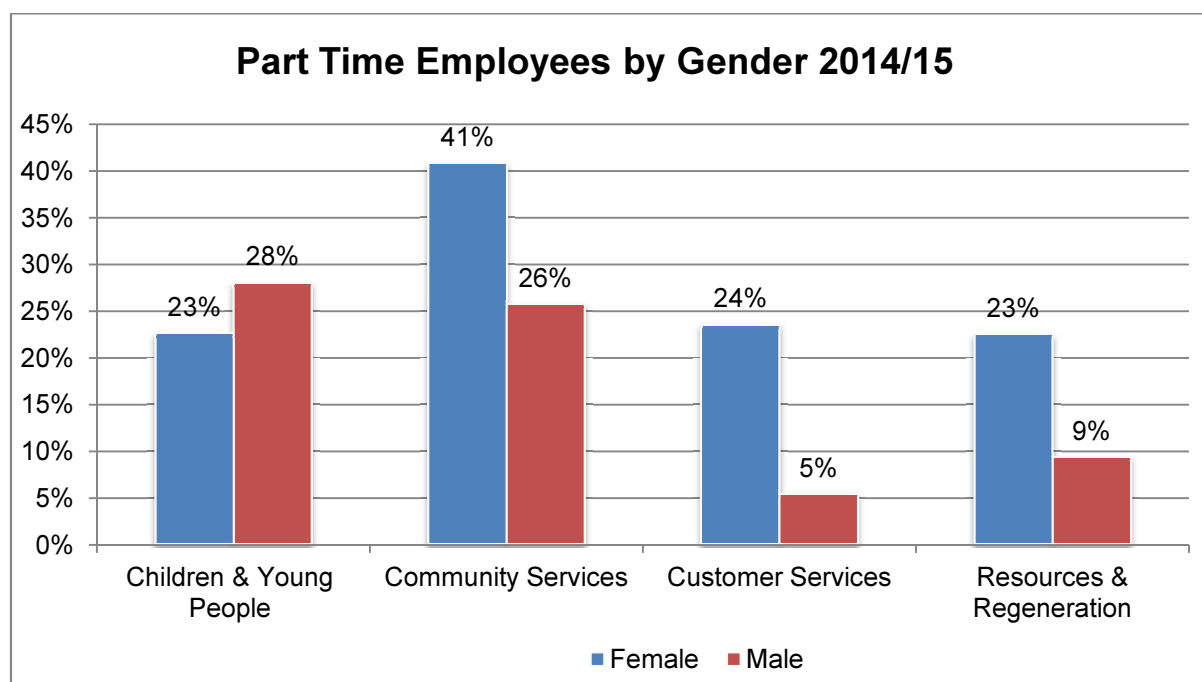
5.5 69% of employees are aged over 40, with the percentage of the workforce aged under 25 increasing to 4.9% during 2014/15 compared to 4.3% in 2013/14. The median figure for employees aged under 25 across London Boroughs being 2.96% (*source Human Capita Matrix 2013/14*). The Council continues to attract 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”.



5.6 Over the past 11 years the numbers of staff in the age bands '16 to 20', '21 to 24', '25 to 34' and '45 to 54' age groups have remained steady. The number of employees in age group '55+' remained steady until 2010/11 when there was an increase to 29%. This increase can be explained due to the numbers of staff in this age group remaining at work for the Council for a number of years. The percentage for this particular age group then decreased to 18% in 2011/12 due to the large number of redundancies which took place in that year.

5.7 The Council continues to encourage the take up of flexible working. Part time staff represented 23% of the Council's workforce during 2014/15, 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 employment 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.



- 5.8 The Council monitors the workforce by all “protected characteristics”. The Equalities Act 2010, gave employees the option to “prefer not to state” their response to any monitoring questions. A Council wide exercise to check and collection personal data resulted in a large number of employees who had previously divulged this information now choosing not to do so. Other Local Authorities have experienced the same issue. The “prefer not to state” option is where employees make a conscious decision not to give the Council this information, which is within their right to do so. The “Unknown” category is where the employee has not responded to the monitoring question. Employees are periodically asked to check and provide any changes to their personal data.

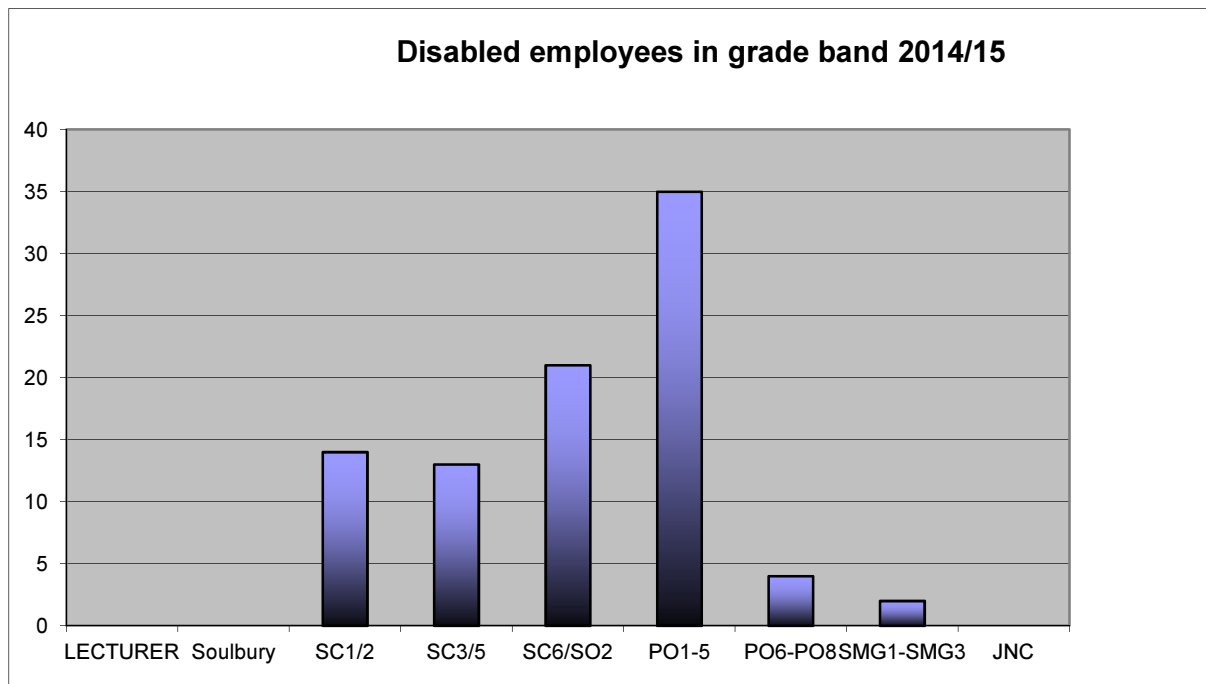
Marital Status – 54.8% of employees responded to this question. Of those who responded, 19.3% declared they were married or in a civil partnership.

Sexual Orientation – 38.9% of Council employees responded to this question, of whom 1.5% identified as Gay/Lesbian/Bisexual/Transgender.

Religion/Belief – A large proportion of employees have not declared their religion. Of those who did, 20.5% identified as being Christian.

Pregnancy and Maternity - 60 employees (3.9% of the female non-schools workforce) broadly split across all Directorates, took maternity leave during 2014/15.

- 5.9 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.
- 5.10 The chart below demonstrates numbers of disabled staff within each of the grade bands. A total of 3.5% of non-schools employees have declared that they consider themselves to be disabled, this figure is broadly comparable to the figure for 2013/14 and compares to an average across other London Councils of 4.6% (*source Human Capital Matrix 2013/14*).



6. Agency staff

- 6.1 Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2015 was 630 compared to 673 in March 2014.
- 6.2 Agency staff are used for a variety of reasons, mainly for additional staffing/flexible resourcing (89%).
- 6.3 54% of agency staff has tenure of more than a year in 2014/15 which is 13.3 percentage points higher 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 (such as Refuse and Collection). Following reorganisation, permanent recruitment to posts then takes place which will have the impact of reducing the overall number of agency workers employed.

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. There were 32 interims and consultants in April 2013; 37 in April 2014 and 41 in April 2015. Of the 41 employed currently, 3 have contracts which are on-going; 32 are due to finish within 6 months and 6 are due to finish in the next 6 to 12 months.
- 7.3 The distribution across directorates is dominated by CYP, as nearly 50% of interims and consultants are within this directorate. The breakdown is as follows: 10 in Community, 18 in CYP; 6 in Resources & Regeneration and 7 in Customer.

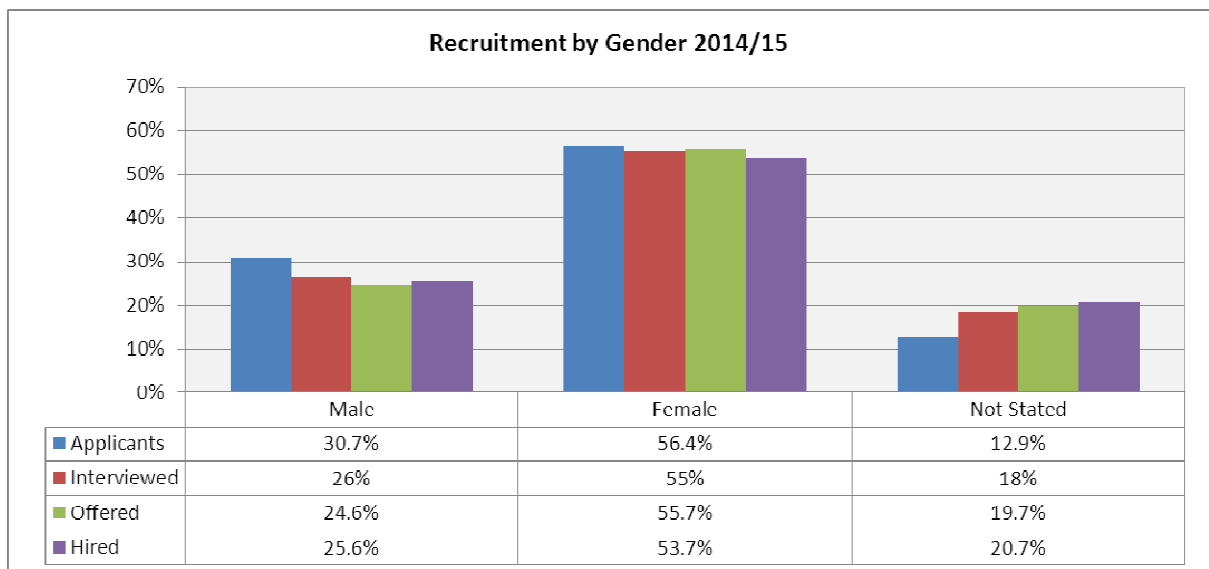
Daily Charge Rate	Numbers Engaged – April 2013	Numbers Engaged – April 2014	Numbers Engaged – April 2015
£200 - £300	7	12	15
£301 - £400	5	8	13
£401 - £500	12	9	6
£501 - £600	5	6	5
£601 - £700	1	2	2
£701 - £800	0	0	0
£801 - £900	2	0	0
Total	32	37	41

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 28 costing below £400 a day as compared to 13 above this figure, and none cost the Council over £700 per day. The numbers of interims and consultants in daily charge rate bands "£200 to £300" and "£300 to £400" have increased during this year due to an increase in Social Work Team Managers, Child Protection Chairs and Service Managers in the CYP Directorate.

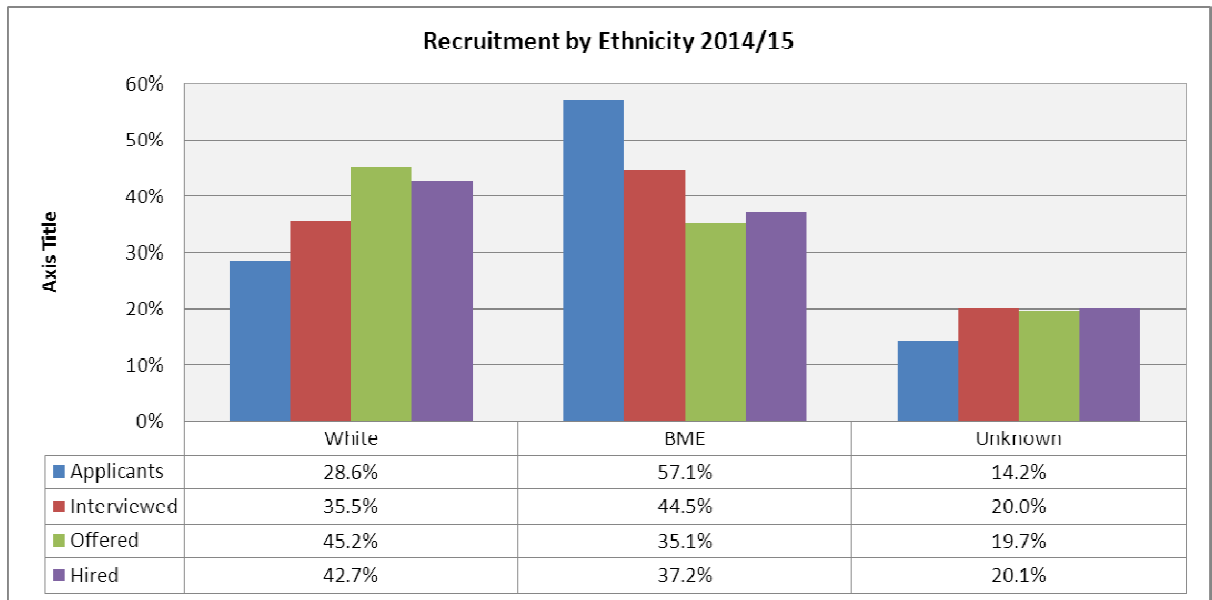
7.5 The Council publishes the details of those that cost £100k per annum and over. This will currently include 4 of the interims/consultants listed in the above tables.

8. Recruitment

8.1 The Council recruited to 235 jobs during 2014/15, 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 2737 of which 385 applications were internal. The total number of people appointed to these jobs was 400 of which 143 were internal and 257 were external.



8.2 56% of applications made to the council during 2014/15 were from female applicants which is broadly comparable to the figure of 54.6% during 2013/14. Of the total appointments made during 2014/15, female appointees account for 54% of all appointments made, a similar figure to last year.

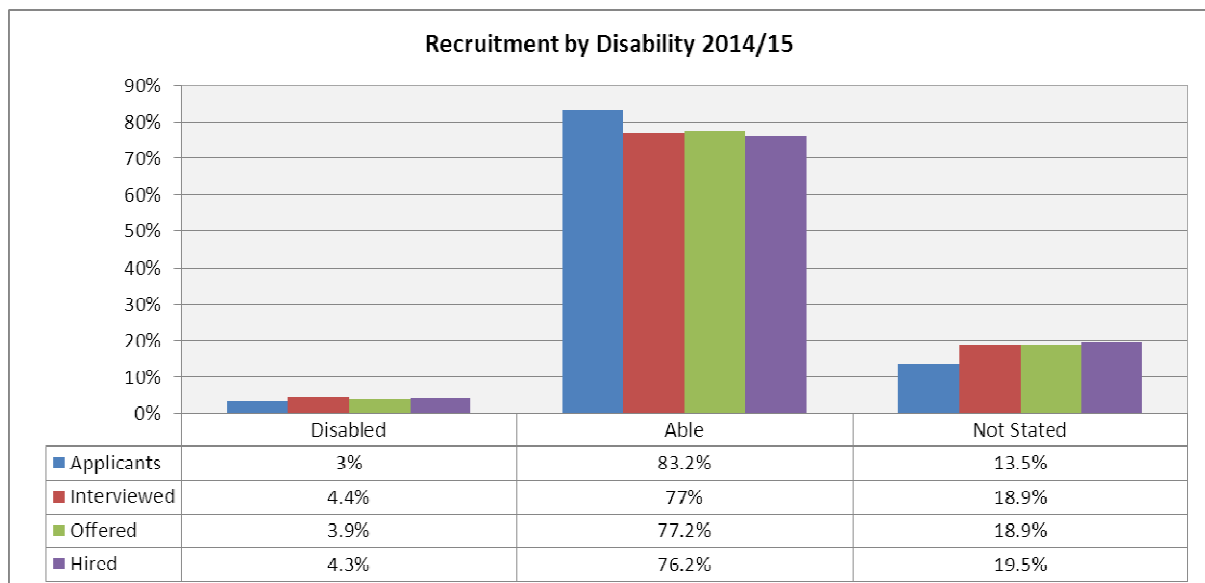


8.3 During 2014/15 57% of applications were made by people who identify as BME, which is similar to the previous year when 57.9% of applications made during 2013/14 were made by applicants who identify as BME. During 2014/15 BME candidates represent 37% of the total appointments made; this is slightly lower than the percentage of the BME working age population, which stands at 44%.

8.4 The disproportion between the percentage of black 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 58% being substantially higher than their representation in the economically active population 41%.

The percentage of BME applicants (58%) represents 1587 of 2737 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.

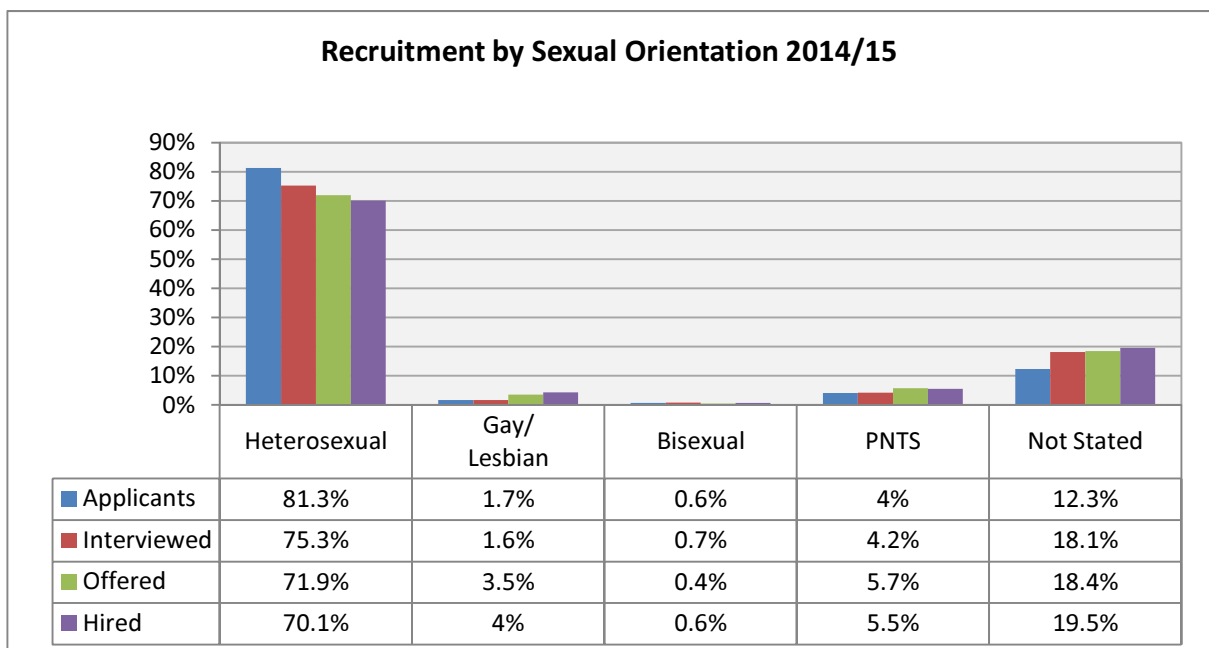
For example, the Council had 100 BME applicants for a legal assistant position although a BME candidate was appointed the interest in the job from the community does contribute to the high number of overall applicants.



8.5 Applications from candidates who identify as having a disability or long term illness comprised 3% of all applications made during 2014/15, which is lower than last year's figure of 5%. However, appointments of those who identify as having a disability or long term illness comprised 4.3% of all appointments made during 2014/15 which is higher than the figure of 2.6% during 2014/15.



8.6 The Council’s Apprenticeship scheme continues to generate interest, with 15% of all applications to the Council during 2014/15 being from applicants aged under 25. 15.6% of applicants declined to disclose their age group this year, compared to 13% of applicants during 2013/14. 10% of all appointments made in 2014/15 were from people aged under 25 years. This decrease can be explained due to the fact that numbers of young people in the Borough eligible for the Apprenticeship scheme reducing significantly compared to previous years (source Jobcentre Plus). It is for this reason that the Apprenticeship Scheme is being reviewed currently with a view to changing it to a Traineeship Scheme to assist those young people at “pre apprenticeship” level.



8.7 2.3% of all job applications made during 2014/15 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 4.6% of total appointments made during 2014/15 were to candidates who identify as LGBT, which is slightly lower than last year's figure of 5.3%.

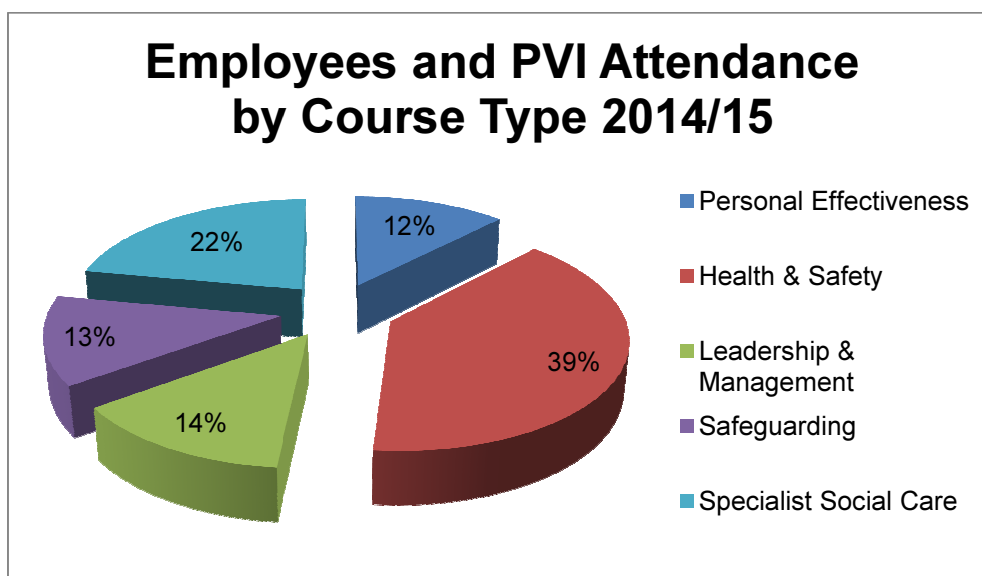
9. Learning and Development

9.1 During 2014/15, 399 courses were run with a total of 1394 places filled. Percentage attendance by Directorate was:

Community	45%
Customer Service	15%
Children and Young People	32%
Resources and Regeneration	8%

The breakdown above does not include attendance from the Private Voluntary & Independent organisations (PVI's).

9.2 In addition, a total of 1202 people from the PVI sector attended courses run by London Borough of Lewisham. There were a total of 71 PVI organisations whose employees attended courses and 83 schools within the Borough.



9.3 Of all learning programmes described below by Course type, Specialist Social Care courses were the most attended, with 81 programmes delivered in this area.

10. Organisational Change

10.1 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 69 staff being made redundant. This is a significantly lower figure than the previous year which had 51 reorganisations which resulted in 48 staff being made redundant.

10.2 The table below shows a breakdown by Directorate of the numbers of staff made redundant in 2014/15 resulting from 13 reorganisations.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations /redundancies
Community Services Directorate	6	8.70%	2
Customer Services Directorate	22	31.88%	4
Children & Young People Directorate	15	21.74%	3
Resources & Regeneration Directorate	26	37.68%	4
Total	69	100.00%	13

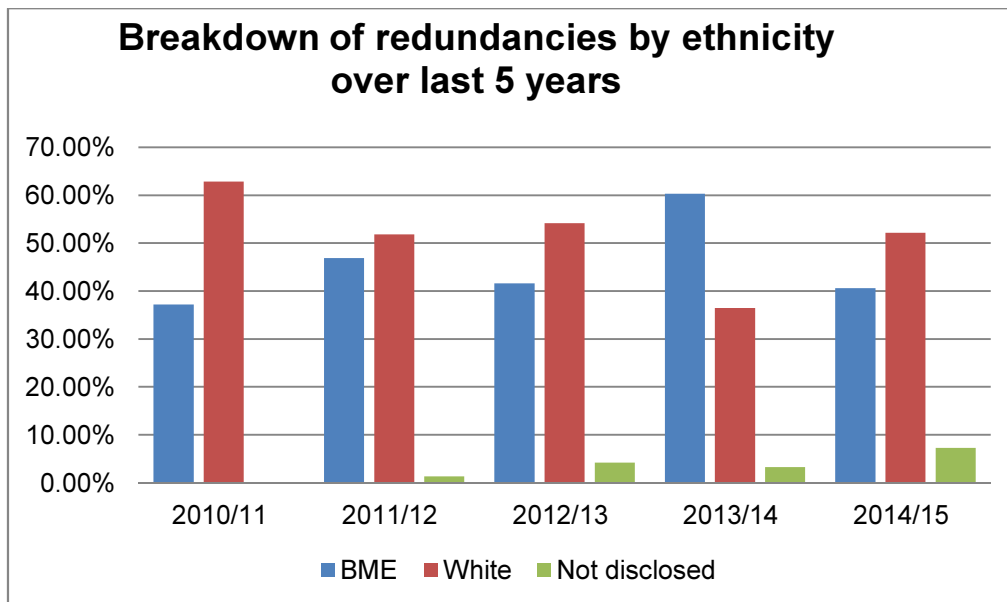
- 10.3 The table below provides a breakdown of staff made redundant by gender and shows that 69.57% were women. This is relatively proportionate to the workforce and gives no cause for concern.

Gender	Total Redundancies	% Total Staff Redundant
Male	21	30.43%
Female	48	69.57%
Total	69	100%

- 10.4 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 38.5%. 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	28	40.58%
White	36	52.17%
Not disclosed	5	7.25%
Total	69	100%

- 10.5 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 BME staff with 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 significantly affected female BME staff.



10.6 The table below provides a breakdown of leavers by age band and shows that there were significantly more leavers in the age range 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	1	1.45%
25-34	6	8.70%
35-44	14	20.29%
45-54	18	26.09%
55+	30	43.48%
Total	69	100%

11 Voluntary Severance

11.1 The Council is facing severe financial pressures over the coming years therefore a voluntary severance scheme was introduced in order to try to mitigate the number of compulsory redundancies and where possible create redeployment opportunities for staff that are displaced.

11.2 Breakdown of Voluntary Severance

26.2% of all Voluntary Severance applications were accepted. The table below provides a distribution of these by age and grade.

Grade Band	VS Accepted
Lect	
Sc1-2	
Sc3-5	12
Sc6-SO2	45
PO1-5	30
PO6-PO8	18
SMG1-SMG3	2
Soulbury	3
Grand Total	110

Age Range	VS Accepted
21 - 25	
26 - 30	2
31 - 35	7
36 - 40	6
41 - 45	10
46 - 50	18
51 - 55	9
55 +	58
Grand Total	110

Disability	Accepted VS	BME	Accepted VS		Accepted VS
No	37	BME	39	Female	68
Yes	7	Undisclosed	7	Male	42
Undisclosed	2	White	64		
Unknown	64				
Grand Total	110		110		110

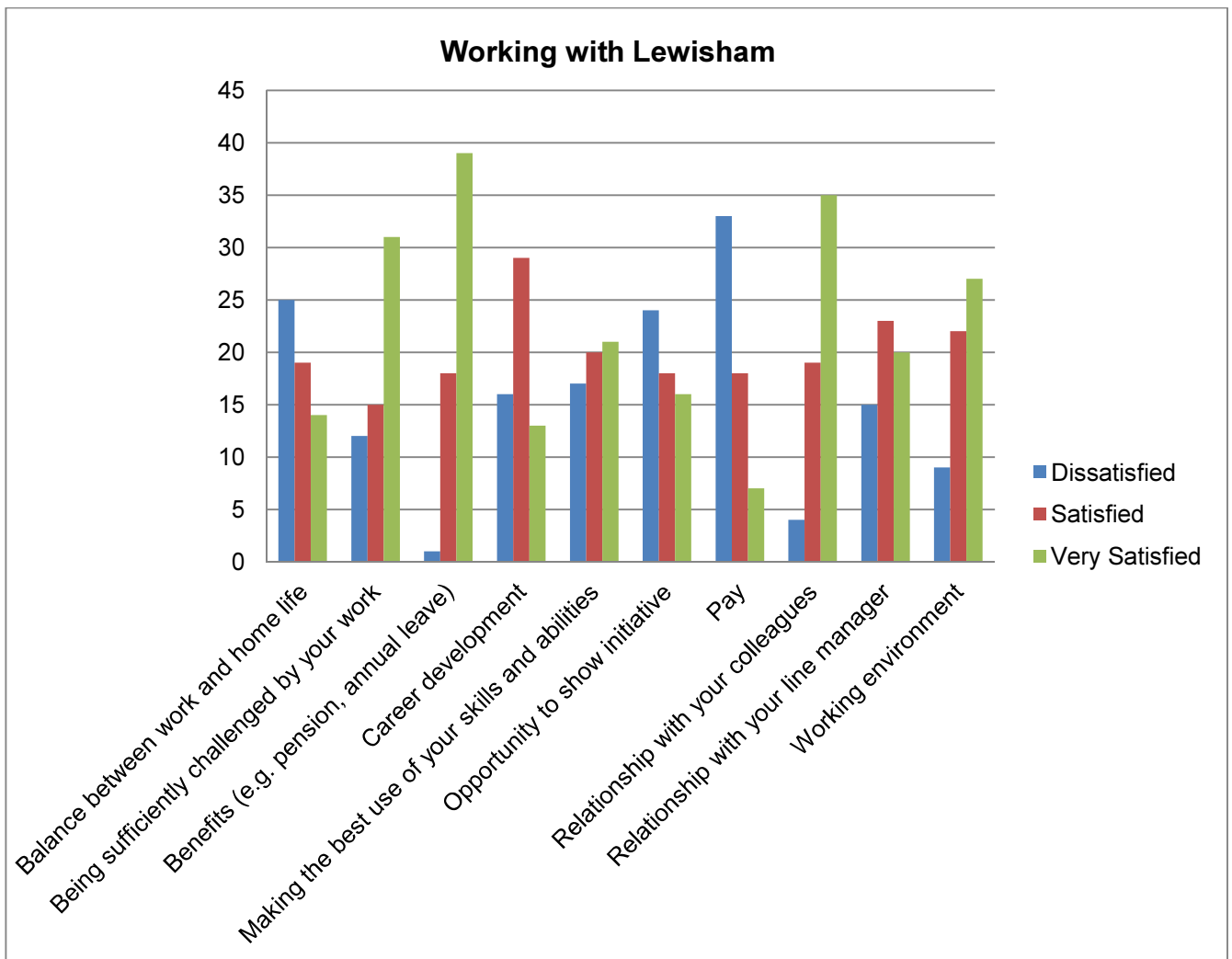
12 Leavers

12.1 During 2014/15, 319 employees left Lewisham Council's employment, of which:

- 69 left for reasons of redundancy
- 250 voluntary leavers/others left the Council

12.2 58 people completed an exit questionnaire during 2014/15 (35 more than responded in 2013/14).

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 either "satisfied" or "dissatisfied" with different aspects of working for Lewisham. 39 people were "very satisfied" with benefits; 35 people were "very satisfied" with their working relationship with their colleagues; 25 people stated that they were "dissatisfied" with the balance between work and home life; 27 people stated they were "very satisfied" and 22 people stated that they were "satisfied" with the working environment at Lewisham.



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 employees has decreased to 4.7% in 2014/15 from 7% during 2013/14. 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. 5% of BME staff were promoted compared to 4.6% White employees. 2.2% of disabled staff were promoted during 2014/15 compared to 3% in 2013/14.

14 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.

- 14.1 Management trainee scheme for local graduates – The National Graduate Development Programme offers one of two placements to a trainee with a local connection. During 2014/15 one of the Trainees had a local connection. As at the date of the report, the selection process for this year's Intake is not finalised.
- 14.2 Apprenticeship Scheme – Lewisham Council's Apprenticeship Programme is restricted to young people aged between 16 to 24 years, who live in the Borough. During the financial year 2014/15, 61 apprentices were recruited to the programme, of which 13 were internal appointments, and 48 were with partnership organisations. For the year 2015/16, 10 apprentices have already started with an additional 20 apprenticeship roles due to be advertised in June. The Council expects to have a third recruitment drive in November 2015. Outcomes for Apprentices since the launch of the scheme in 2009 are 80% of leavers have progressed onto employment or training at the end of their placements.
- 14.3 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, now in its 4th Cohort, taking on a further 4 students during 2014/15. Three of the 4 Step Up students from 2013/14 were appointed to permanent roles in May 2015.
- 14.4 Interns – The second year of the 2 year "Intern" pilot ran during the summer of 2014 with 12 opportunities being offered to young people in the Borough. The aim of this scheme was 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. Outcomes for this final cohort of the pilot scheme are that 2 Interns went on to obtain a role after their Internship and the rest returned to their studies. The purpose of this pilot was that this was to offer learning and work experience and hopefully once these young people have finished their studies they will apply to Lewisham for jobs.
- 14.4 Work experience for young people with learning difficulties – During 2014/15, this scheme, resulted in 23 young people with Learning Difficulties taking up learning placements, however there is no funding for this scheme going forward.

14.5 Young People

The last employment profile report stated that 4.8% of the 18 to 24 year old population in the Borough were claiming JSA. As at December 2014 this figure had fallen to 3.9%¹ compared to the national figure of 3.2%.

15. Social Workers

- 15.1 Nationally the number of social workers qualifying continues to meet demand. However, whilst the supply of newly qualified social workers is not an issue, at a national level recruitment to experienced social workers continues to be problematic and the national picture is reflected in Lewisham. The Local Government Association (LGA) and Public Service People Managers' Association (PPMA) have produced a guide² for elected members of Councils which provides useful resources on the recruitment and retention of

¹ <http://www.ons.gov.uk/ons/interactive/theme-pages/index.html>

² http://www.local.gov.uk/documents/10180/6637817/L15-70+Members+guide+on+recruiting+social+workers_06.pdf/2930746e-6ac3-41b4-a3f2-cc2560d16573

qualified social workers. The guide identifies key issues around the retention and recruitment of Social Workers.

- 15.2 The Council also produces an annual Recruitment & Retention report for Children's Social Care. The Council's progress against the recommendations contained in the guide referred to above, have been outlined in that particular report for CYP and HR to work on.
- 15.3 The Recommendations from the LGA/PPMA guide identifies the following key issues that Councils nationwide need to address to recruit and retain Social Workers:
- a) **The Council to understand the motivation and needs of the Social Workers it employs** – Both Adults and Childrens Services will be undertaking the "Health Check" audit to understand the motivation and needs of Social Workers.
 - b) **A range of initiatives to address the issue of recruitment and retention of Social Workers tailored to local needs** – the Council is increasingly using targeted recruitment via Social Media (Linked In, Twitter, Glassdoor, Google Ad-Words) in addition to traditional forms of advertising. The Council will also be exploring how recruitment processes can be streamlined to appoint Social Workers more quickly, whilst not compromising the stringent checking process for these roles. The Council will be reviewing how we can better market the benefits of working for Lewisham. A separate "attraction" website page for Social Workers is also being commissioned and HR are exploring areas where the Council could leverage its services such as Housing and Leisure to assist with the recruitment and retention of key workers.
 - c) **Sub-regional and regional collaboration between Councils** – The Chief Executive has been instrumental in cross-London working to develop a "memorandum of co-operation" – a framework for collaboration between boroughs to address this issue combining both short term and long term actions together with a commitment to a more strategic approach. With effect from 1.4.15, Directors of Childrens Services in each borough have been responsible and accountable for ensuring that their Service Mgrs, HR and other support services and agency suppliers implement the terms of the Memorandum.

The terms of the memorandum include co-operative working amongst Boroughs as follows:

- **Agency Staff** - to ensure rates and charges for supply agency staff appropriately reflect skills and experience of workers and the remuneration of permanent staff; agreed standard of pre-employment checks, referencing, refrain from retaining as agency workers, staff who have left permanent employment with other Boroughs
- **Permanent Staff** – work in co-operation to avoid competitive increase in pay & benefits, participate in surveys and data gathering; refrain from proactive headhunting and promote positive images of SW as a career in press, social and other media
- **Improving the supply of high quality permanent staff** – including commitment to take a minimum %age each year of NQSW's in their Assessed & Supported Year of Employment (ASYE) – like extended probation; London wide trainee rate of pay for NQSW's in their ASYE; development of sub-regional and London-wide approaches to supporting ASYE. Lewisham provides a very comprehensive and well received ASYE programme.
- **Review and extension of the Memorandum** – every 12 months with a report made to Chief Execs London Committee including consideration whether the adoption of the Memorandum should be recommended to Directors of Adult Social Services.

Lewisham Council has been signed up to “ePaycheck” a salary benchmarking tool since February 2013 and will continue to monitor the pay rates for Social Work roles using this electronic data-sharing platform.

- d) **Close working with local education institutions to ensure the delivery of high quality courses** - The Council could increase the number of placements from Goldsmiths to have a stream of future applicants in addition to participating in the “Step up to Social Work” programme. It is recommended that we continue to maintain and build on our relationship with Goldsmiths and the Step up to SW Programme. This will assist with the recruitment of NQSW’s who have gone through a programme which the Service not only supports but has been happy with the calibre of students provided on placements, thereby maximising our relationship. We are currently developing a programme in partnership with Goldsmiths College, Greenwich and Southwark Councils focussing on practice education and closer links between front line practice and Goldsmith’s social work programmes.
- e) **The role of Principal Social Workers as a voice for professionals is increasingly important** - In Lewisham the role of Principal Social Worker is held by the Service Manager for Quality and Assurance. The Division will be exploring further how the role can be developed.

If you have any questions about this report, please contact **Andreas Ghosh**, Head of Human Resources on 020 831 47519.

Appendix 1 – Employment Profile