



EMPLOYMENT PROFILE

2014-2015

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Total Employees By Directorate 2014/15

The Council's total workforce includes 9450 people as at 31/03/2015.
The tables below break this down and makes comparisons with the previous financial year.

Total Employees Headcount By Directorate 2014/15

Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	804	12	38	183	1037
Customer Services Directorate	842	1	5	290	1138
Children & Young People Directorate	533	79	49	89	750
Resources & Regeneration Directorate	372	61	9	68	510
Excluding Schools	2551	153	101	630	3435
Schools	4719		1296	*	6015
Total Including Schools :	7270	153	1498	630	9450

Total Employees Headcount By Directorate 2013/14

Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	809	35	17	201	1062
Customer Services Directorate	926	2	4	307	1239
Children & Young People Directorate	562	88	54	96	800
Resources & Regeneration Directorate	448	53	18	69	588
Excluding Schools	2745	178	93	673	3689
Schools	4537		1156	*	5693
Total Including Schools :	7282	178	1249	673	9382

*No data is held on the numbers of agency workers as schools are not required to commission supply cover through the Council's agency managed service. There is an existing contract with the 'Lewisham Supply Service' for the supply of agency teachers and teaching assistants that exists for the benefit of schools. Also, many schools use a variety of other agencies by choice.

Total Employees FTE By Directorate 2014/15

Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	620	128	748
Customer Services Directorate	809	235	1044
Children & Young People Directorate	474	66	540
Resources & Regeneration Directorate	343	55	398
Total Excluding Schools	2246	484	2730
Schools	3680		
Total Including Schools :	5926		

Total Employees FTE By Directorate 2013/14

Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	644	133	777
Customer Services Directorate	891	251	1142
Children & Young People Directorate	516	62	578
Resources & Regeneration Directorate	420	60	480
Total Excluding Schools	2471	506	2977
Schools	3789		
Total Including Schools :	6260		

Lewisham Council does not record FTE for Casuals and Claims based employees as they do not have regular hours.

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 2015	2551

Table above shows the movement from the beginning of the year to the end of year.

Reorganisations 2014/15

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.

The largest proportion of redundancies occurred in the Customer Service Directorate and in Resources and Regeneration Directorate, where a total of 48 staff were displaced. This can be attributed to the larger numbers of reorganisations which took place in these two directorates

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 13 reorganisations during 2014/15.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisationsr edundancies
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

Breakdown of Redundancies by Gender

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

The percentage of women made redundant in 2014/15 is relatively proportionate to the work force profile and gives no cause for concern.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	4	5.80%
No	58	84.06%
Not Declared	7	10.14%
Total	69	100.00%

The table above shows that there were a higher percentage of redundancies in the age band of 55+ which is not unexpected.

Breakdown of Redundancies by Age

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%

The table above shows that there were significantly more leavers in the age ranges '45-54' and '55+' which, given the numbers of Council employees in those age bands, was not unexpected.

Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	28	40.58%
White	36	52.17%
Not disclosed	5	7.25%
Total	69	100%

The table above 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.

Reorganisations 2014/15 (continued)

Breakdown of Redundancies by Ethnicity and Gender

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	6	21.43%	22	78.57%
White	15	41.67%	21	58.33%
Not disclosed	0	0.00%	5	100.00%
Total	21	30.43%	48	69.57%

The table above gives further breakdown of redundancies by both gender and ethnicity which shows of all BME employees made redundant 78.57% were females. This is slightly higher than the proportion of Female BME workforce in the council which is a result of a restructure in Service Point in Customer Services Directorate.

Breakdown of Redundancies by Grade

Grade	Total Redundancies	% of Total staff redundant
SC1-2	2	2.90%
SC3-5	8	11.59%
SC6-SO2	10	14.49%
PO1-PO5	32	46.38%
PO6-PO8	11	15.94%
SMG1-SMG3	6	8.70%
Soulbury	0	0.00%
Total	69	100%

Breakdown of Redundancies by Grade and Gender

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.00%	2	4.08%
SC3-5	2	10.00%	6	12.24%
SC6-SO2	1	5.00%	9	18.37%
PO1-PO5	9	45.00%	23	46.94%
PO6-PO8	4	20.00%	7	14.29%
SMG1-SMG3	4	20.00%	2	4.08%
Soulbury	0	0.00%	0	0.00%
Total	20	100%	49	100%

Voluntary Severance 14/15

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

Breakdown by Grade

Grade Band	Grand Total Applications	VS Accepted	VS Accepted %
Lect	16		0.0%
Sc1-2	3		0.0%
Sc3-5	54	12	22.2%
Sc6-SO2	137	45	32.8%
PO1-5	145	30	20.7%
PO6-PO8	51	18	35.3%
SMG1-SMG3	10	2	20.0%
Soulbury	4	3	75.0%
Grand Total	420	110	26.2%

26.2% of total Voluntary Severance Applications were accepted. In the above table of all PO6-PO8 applications, 35.3% of PO6-PO8 employees have accepted to leave on the grounds of Voluntary Severance.

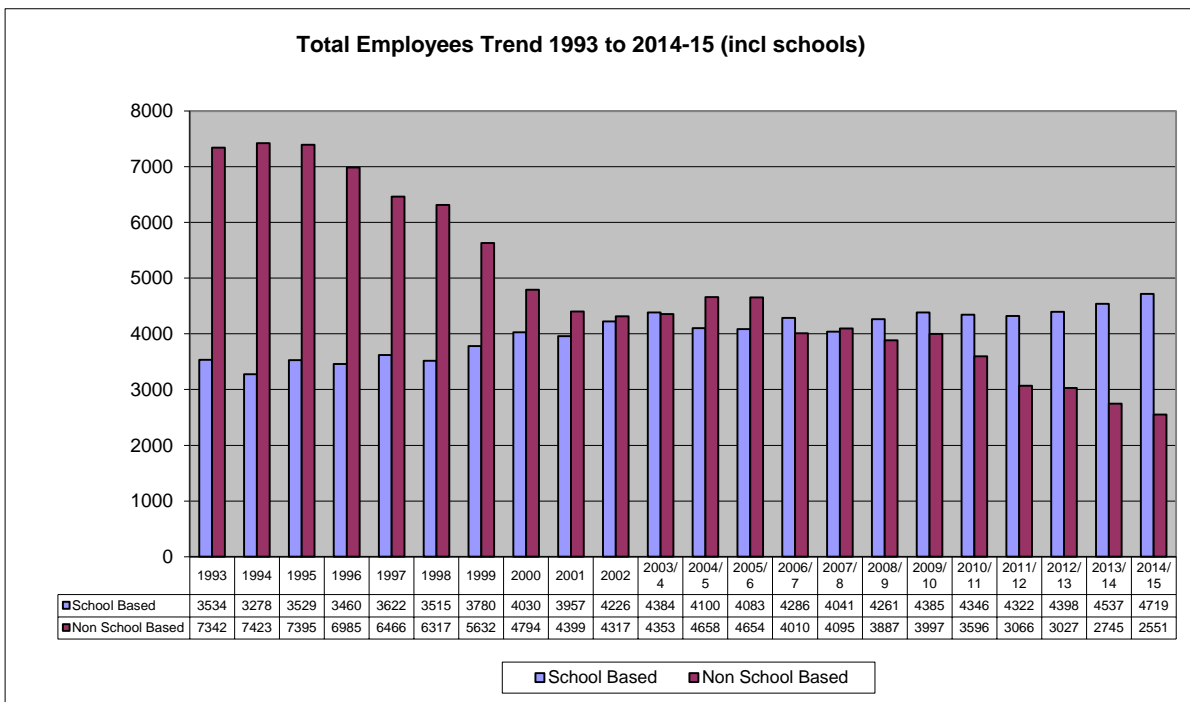
Breakdown by Age

Age Range	Grand Total Applications	VS Accepted	VS Accepted %
21 - 25	3		0.0%
26 - 30	6	2	33.3%
31 - 35	18	7	38.9%
36 - 40	21	6	28.6%
41 - 45	32	10	31.3%
46 - 50	56	18	32.1%
51 - 55	75	9	12.0%
55 +	209	58	27.8%
Grand Total	420	110	26.2%

26.2% of total Voluntary Severance Applications were accepted. In the above table of all applications for employees in age band 31-35, 38.9% of employees in age band 31-35 have accepted to leave on the grounds of Voluntary Severance.

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2000/2015
(including Schools)

	Manual	Craft	Officers	Teachers & lecturers	School support	Total
2000/1	1294	238	3262	2122	1908	8824
2001/2	1032	185	3182	2098	1859	8356
2002/3	899	173	3245	2218	2008	8543
2003/4	822	166	3365	2224	2160	8737
2004/5	762	152	3437	2215	2192	8758
2005/6	672	143	3524	2191	2207	8737
2006/7	588	137	3277	2106	2188	8296
2007/8	582	102	3123	2123	2206	8136
2008/9	0	19	3619	2136	2374	8148
2009/10	0	19	3756	2142	2465	8382
2010/11	0	17	3547	2110	2462	8136
2011/12	0	0	2970	1970	2448	7388
2012/13	0	0	2956	1999	2470	7425
2013/14	0	0	2710	2001	2571	7282
2014/15	0	0	2408	2086	2776	7270



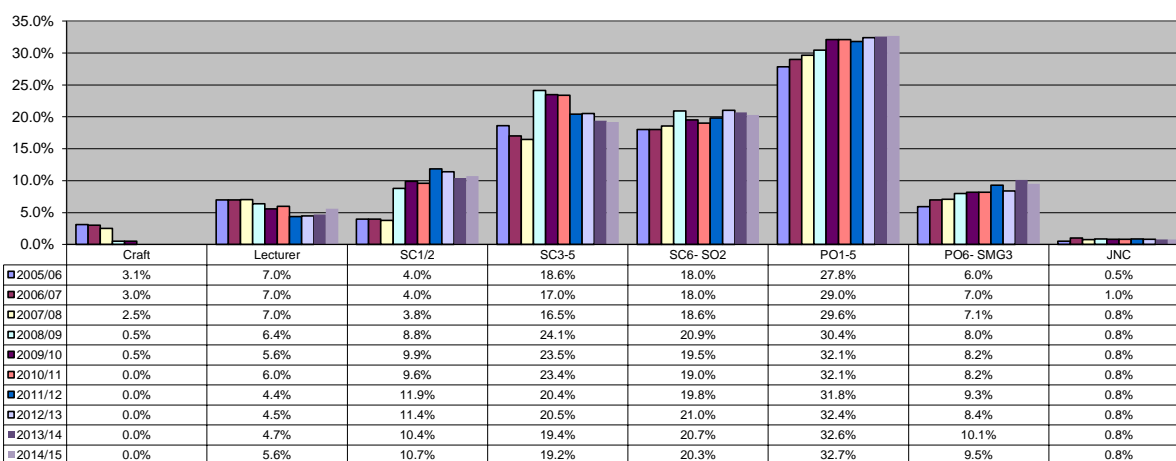
The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 1993. The trend outlines that since 1993, when schools employees were significantly lower compared to non schools employees, the trend has changed slightly in that non-schools employees have dropped significantly whereas schools employees have increased.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2014/15

BY HEADCOUNT										
	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	24	4	98	66	250	60	13	6	533
Community Services	131	0	69	136	108	301	37	18	4	804
Customer Services	0	0	165	216	278	139	26	14	4	842
Resources & Regeneration I	0	0	35	41	67	145	49	26	9	372
14/15 Total	143	24	273	491	519	835	172	71	23	2551
13/14 Total	130	30	285	533	569	896	205	73	24	2745

BY PERCENTAGE										
	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.3%	4.5%	0.8%	18.4%	12.4%	46.9%	11.3%	2.4%	1.1%	100%
Community Services	16.3%	0.0%	8.6%	16.9%	13.4%	37.4%	4.6%	2.2%	0.5%	100%
Customer Services	0.0%	0.0%	19.6%	25.7%	33.0%	16.5%	3.1%	1.7%	0.5%	100%
Resources & Regeneration I	0.0%	0.0%	9.4%	11.0%	18.0%	39.0%	13.2%	7.0%	2.4%	100%
14/15 Total	5.6%	0.9%	10.7%	19.2%	20.3%	32.7%	6.7%	2.8%	0.8%	100%
13/14 Total	4.7%	1.1%	10.4%	19.4%	20.7%	32.6%	7.5%	2.7%	0.8%	100%

% of Employees by Grade Bands 2005/6-2013/14



Grades	Employees 14/15	Employees 13/14
Lecturers	143	130
Soulbury	24	30
SC1A	14	44
SC1B	1	4
SC1C	14	3
SC2	244	234
SC3	97	100
SC4	89	109
SC5	305	324
SC6	152	179
SO1	309	331
SO2	63	59
PO1	178	167
PO2	223	309
PO3	176	151
PO4	197	204
PO5	56	67
PO6	78	98
PO7	42	57
PO8	52	50
SMG1	25	28
SMG2	20	19
SMG3	27	26
DIR4	0	0
DIR3	15	16
DIR2	3	3
DIR1	4	4
Total	2551	2745

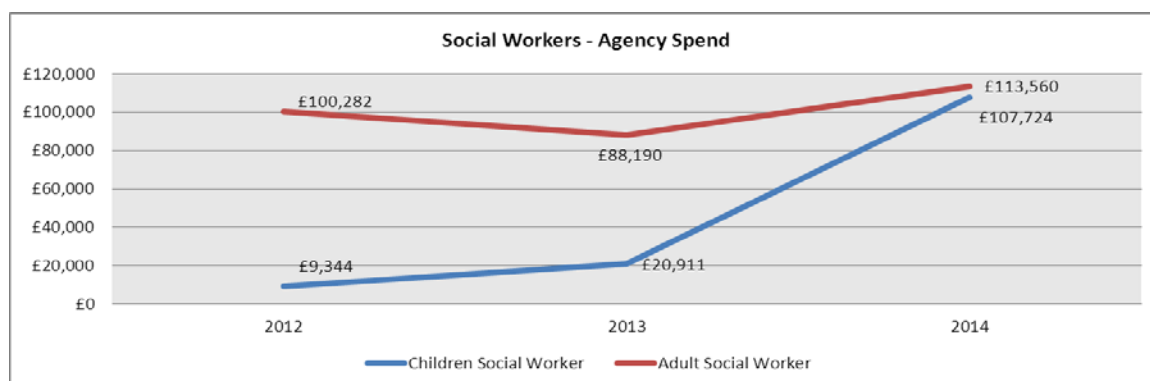
Social Workers by Grade - 2014/15

Social Worker by Grades 14/15	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	48	42	14	202	306
Childrens Social Care	99	46	21	120	286
Total	147	88	35	322	592
Social Worker by Grades 13/14	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	58	45	12	221	336
Childrens Social Care	102	43	20	128	293
Total	160	88	32	349	629
Social Worker by Grades 12/13	Social Worker	Snr Social Worker	Team Manager	Other	Total
Adult Social Care	55	47	18	260	380
Childrens Social Care	105	47	22	129	303
Total	160	94	40	389	683

Agency Social Workers by grade

Agency Social Workers 14/15	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	29	3	0	32
Childrens Social Care	33	6	1	40
Total	62	9	1	72
Agency Social Workers 13/14	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	37	2	0	39
Childrens Social Care	28	5	1	34
Total	65	7	1	73
Agency Social Workers 12/13	Social Workers	Team Managers	Service Managers	Total
Adult Social Care	31	0	0	31
Childrens Social Care	6	0	1	7
Total	37	0	0	38

Childrens Social Care	Grade	Spinal points	Salary	Additional Payments
Social Worker	SW	36 to 38	34,380 to 36,186	£500 pa parking
Senior Social Worker	SSW	40 to 42	38,151 to 39,981	
Independent Reviewing Officer	IRO	46 to 47	43,620 to 44,544	
Advanced Practitioner	AP	46 to 47	43,620 to 44,544	
Team Manager	TM	53 to 55	50,064 to 52,014	



In 2013/14 agency spend increased as the Council started engaging more Team Managers and Social Workers in Children and Young People Directorate, and these agency workers are also working more hours than previously. Headcount in Feb 2013 was 55 compared to headcount in Feb 2014 which was 89. The increase in agency spend can also be attributed to the fact that pay rates for agency workers had to increase to match market rates of pay for Social Workers.

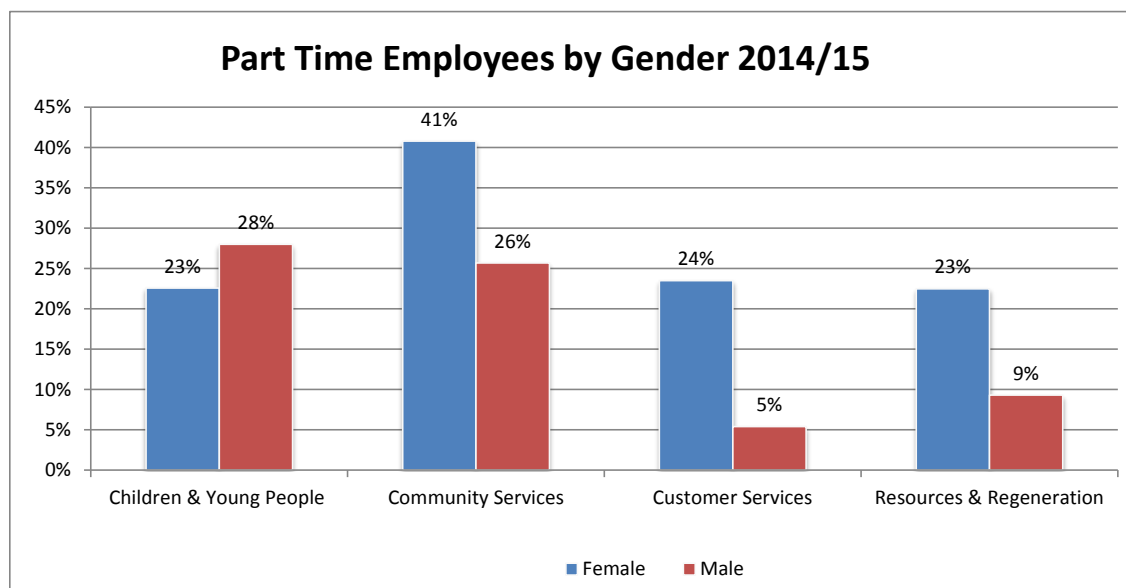
PART-TIME EMPLOYEES 2014/15

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.

Part - Time Employee		Total Employees	
591	23.16%	2551	100%

Gender	Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	%
Female	95 23%	230 41%	81 24%	50 23%	456	30 %
Male	32 28%	62 26%	27 5%	14 9%	135	13 %
All	127 24%	292 36%	108 13%	64 17%	591	23 %

The table above outlines the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 23% are part time employees.



Employee's work locations within the Borough 2014/15



Work locations are based on post codes so although Eros House is in Rushey Green, the postcode shows work location as Catford South

Employees who live within the Borough 2014/15



47% of the staff live in the Borough which is 3% lower compared to last years figure. The Catford/Lewisham complex continues to be the main area for staff locations. 53% of the staff live outside London Borough of Lewisham.

Representation

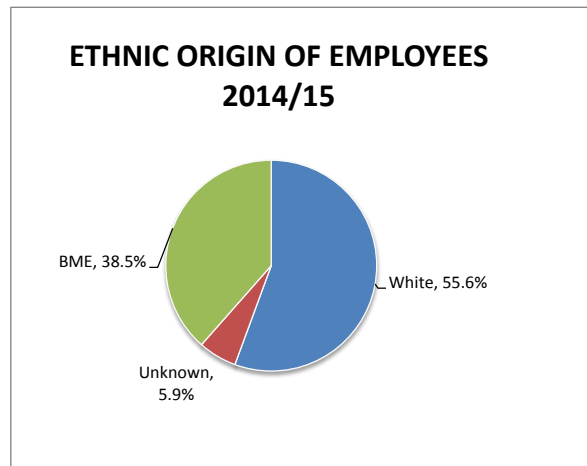
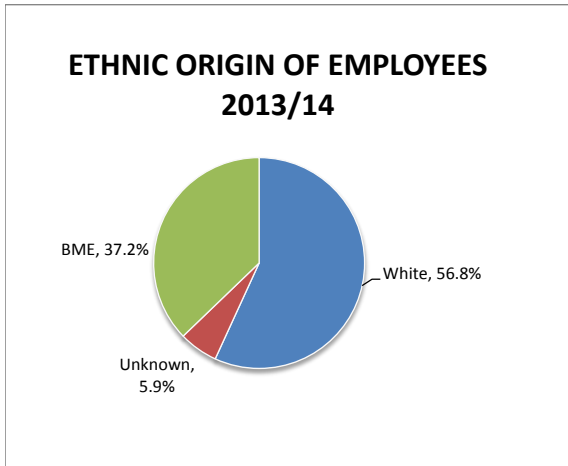
38.5% of the Council's workforce are from a BME background compared to the London Council average of 36% BME staff (*source Human Capital Matrix 2013/14*). Lewisham borough resident population is 46% BME (*source Census 2011*) compared to 41% last year. The economically active percentage of BME residents in the Borough is 41.8% (*source NOMIS*). All of Lewisham Council's apprenticeship places have been secured by young people under 25 and 64% of Lewisham's apprentices taken on during 2014/15 are from a BME background. The Council employs high levels of black and minority ethnic staff, however representation is lower in more senior grades and therefore remains a priority within recruitment and management development activities.

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 senior grades which is 4% higher compared to last year and are well represented at all grades. The percentage of economically active women in the Borough is 73% (*source: NOMIS 2013*).

69% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 5% during 2014/15. The Council continues to be able to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme, Internship, Work experience for Young people with Learning difficulties and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships. Lewisham Council are also launching the NEET's under 18 scheme pilot in 2014/15.

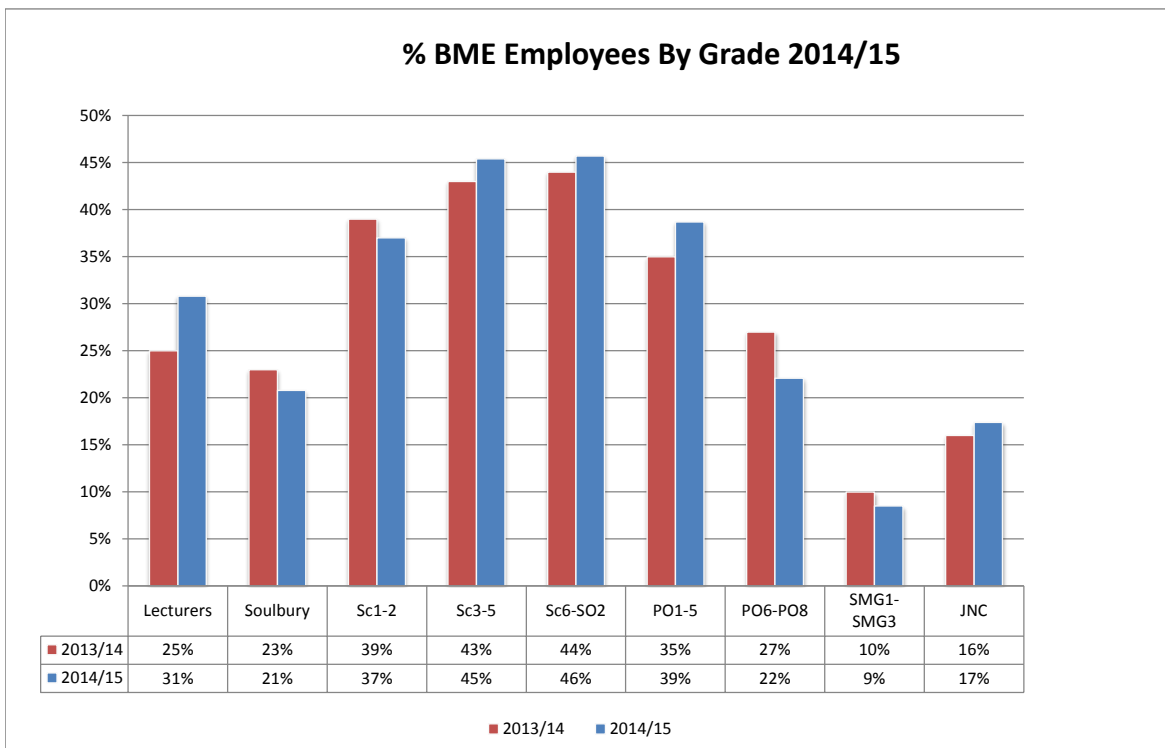
A total of 3.5% of non-schools employees have declared that they are disabled, which broadly compares to the average London Council figure of 4.6% (*source Human Capital Matrix 2013/14*).

ETHNIC ORIGIN OF EMPLOYEES 2013/14



There has been an increase of 1.3% in the BME workforce compared to last year.

Grade	Lecturer	Soulbury	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 13/14	33	7	111	231	253	318	57	7	4	1021
Headcount 14/15	44	5	101	223	237	323	38	6	4	981



The percentage of BME staff in the grade band PO6 to PO8 has reduced by 5 percentage points from 27% in 2013/14 to 22% in 2014/15. This can be attributed to the fact that a total of 33 employees of all ethnic backgrounds in this grade band left; 11 of these for reasons of redundancy; 18 due to Voluntary Severance; and 4 were voluntary leavers. Of these 33 leavers, 19 were BME compared to 14 who were White.

BME employees make up 38.5% of all employees in addition, 5.9% of employees have not declared their ethnic origin.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2014/15

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	0	0.0%	1	0.1%	0	0.0%	0	0.0%	1	0.0%
Asian Bangladeshi	1	0.1%	1	0.1%	6	1.1%		0.0%	8	0.3%
Asian Chinese	5	0.6%	1	0.1%		0.0%	2	0.5%	8	0.3%
Asian Indian	18	2.2%	14	1.7%	7	1.3%	11	3.0%	50	2.0%
Asian Other	5	0.6%	5	0.6%	5	0.9%	6	1.6%	21	0.8%
Asian Pakistani	3	0.4%	1	0.1%	4	0.8%	2	0.5%	10	0.4%
Black African	65	8.1%	60	7.1%	34	6.4%	27	7.3%	186	7.3%
Black Caribbean	135	16.8%	179	21.3%	128	24.0%	53	14.2%	495	19.4%
Black Other	23	2.9%	24	2.9%	19	3.6%	2	0.5%	68	2.7%
Mixed Other	7	0.9%	6	0.7%	8	1.5%	8	2.2%	29	1.1%
Mixed White and Asian	5	0.6%	3	0.4%	5	0.9%	1	0.3%	14	0.5%
Mixed White and Black African	2	0.2%	3	0.4%	3	0.6%	2	0.5%	10	0.4%
Mixed White and Black Caribbean	16	2.0%	16	1.9%	7	1.3%	6	1.6%	45	1.8%
Other Ethnic group	14	1.7%	7	0.8%	6	1.1%	3	0.8%	30	1.2%
Prefer not to say	8	1.0%	26	3.1%	4	0.8%	3	0.8%	41	1.6%
UnKnown	49	6.1%	26	3.1%	32	6.0%	9	2.4%	116	4.5%
British/Eng/Welsh/Scot/NIrish	383	47.6%	409	48.6%	220	41.3%	215	57.8%	1227	48.1%
White Irish	17	2.1%	17	2.0%	7	1.3%	7	1.9%	48	1.9%
White Other	45	5.6%	42	5.0%	34	6.4%	15	4.0%	136	5.3%
White Turkish / Turkish Cypriot	3	0.4%	1	0.1%	4	0.8%	0	0.0%	8	0.3%
Total all employees	804	100.0%	842	100.0%	533	100.0%	372	100.0%	2551	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	301	37.43 %	323	38.36 %	233	43.71 %	124	33.33 %	981	38.50 %

WOMEN EMPLOYEES 2014/15

Women	Men	Total employees	
1548	60.7%	1003	39.3%
		2551	100.0%

BY DIRECTORATE

Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	419	78.5%	563	72.2%	344	43.1%	222	58.7%	1548	60.7%
Men	114	21.5%	241	27.8%	498	56.9%	150	41.3%	1003	39.3%
Total	533	100.0%	804	100.0%	842	100.0%	372	100.0%	2551	100.0%

BY GRADE

Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
117	43.5%	19	79.2%	76	27.8%	260	53.0%	346	66.7%	582	69.7%
PO6-8		SMG1-3		JNC		Total					
98	57.0%	40	56.3%	10	43.5%	1548	60.7%				

BY LENGTH OF SERVICE

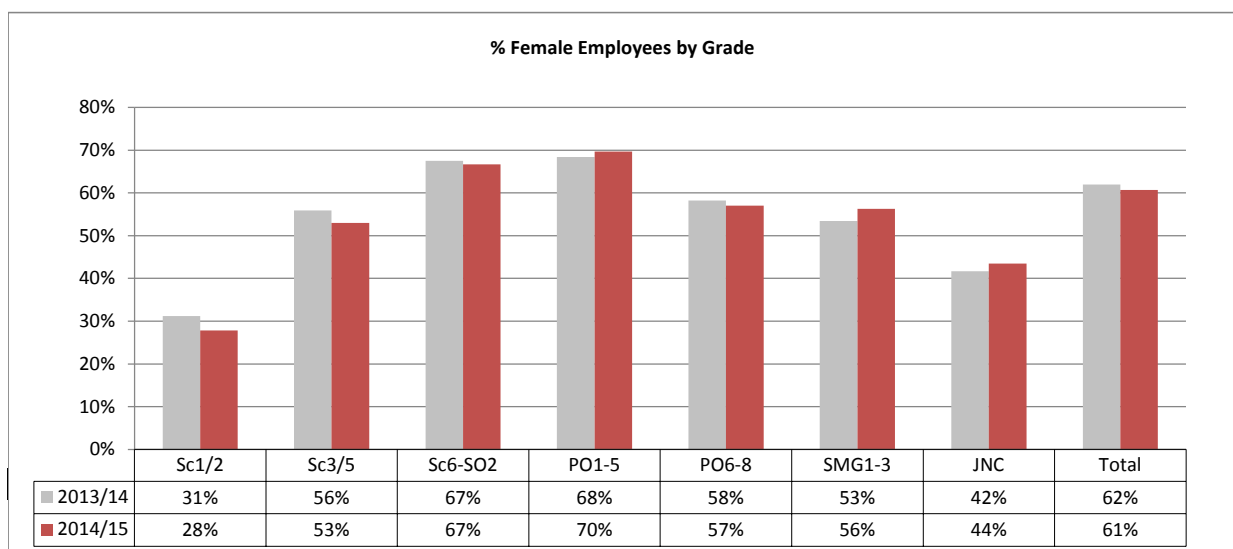
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
432	61.5%	367	57.3%	480	63.5%	269	59.5%	1548	60.7%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
8	44.4%	63	58.9%	93	56.0%	155	63.3%	162	62.8%	192	60.2%
46 - 50		51 - 55		55 +		Total					
259	62.3%	305	62.6%	311	58.1%	1548	60.7%				

BY ETHNICITY

BME		Unknown		White		Total	
641	65.30%	79	52.30%	828	58.40%	1548	60.70%
Disabled							
55	61.80%						



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 senior grades, top 5 % of earners which is slightly higher compared to the figures in 2013/14.

DISABLED EMPLOYEES 2014/15

Yes		No		Unknown		Prefer Not to say	
89	3.5%	1161	45.5%	1266	49.6%	35	1.4%

DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
18	3.4%	30	3.7%	27	3.2%	14	3.8%	89	3.5%

BY GRADE

Lecturer		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
0	0.0%	0	0.0%	14	5.1%	13	2.6%	21	4.0%	35	4.2%
PO6-8		SMG1-3		JNC		Total					
4	2.3%	2	2.8%	0	0.0%	89	3.5%				

BY LENGTH OF SERVICE

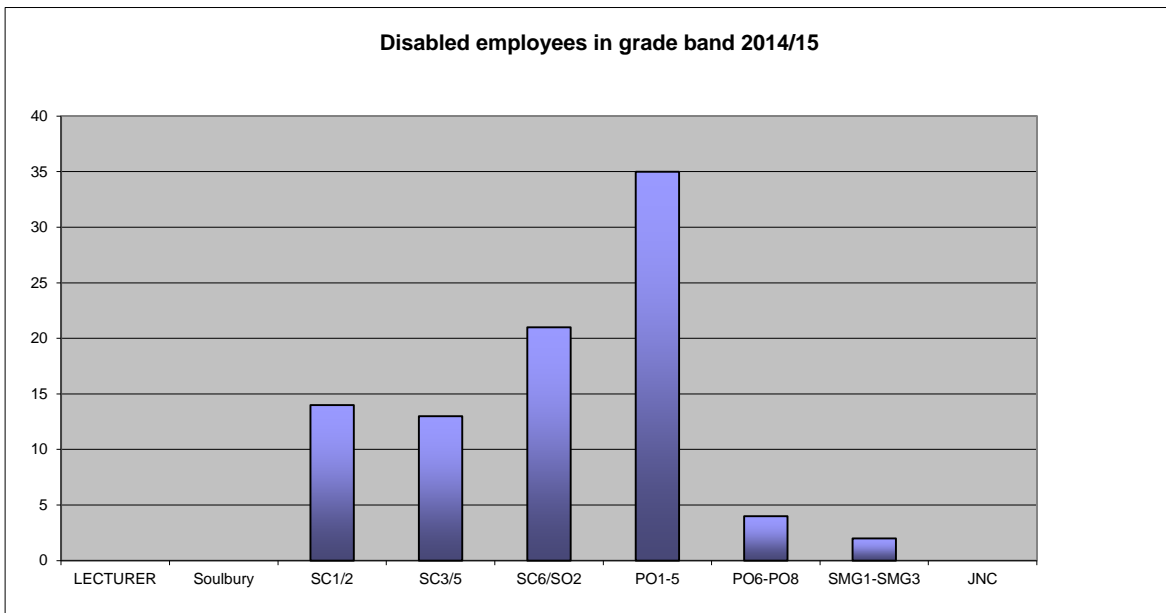
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
22	3.1%	14	2.2%	33	4.4%	20	4.4%	89	3.5%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	5.6%	1	0.9%	4	2.4%	3	1.2%	6	2.3%	9	2.8%
46 - 50		51 - 55		55 +		Total					
19	4.6%	20	4.1%	26	4.9%	89	3.5%				

BY ETHNICITY

BME		Unknown		White		Total	
29	3.0%	6	4.0%	54	3.8%	89	3.5%



The chart demonstrates percentages 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 have a disability, which compares to an average across other London Councils of 4.6% (source *Human Capital Matrix 2014*), and 14.4% of the local community (source *2011 Census ONS*).

The Council continues to be awarded the "two ticks" status by the Department of Work and Pensions, Job Centre Plus (JCP) which provides external recognition that an organisation is positive about disabled people. The accreditation is awarded to employers providing that the employer continues to meet the 5 commitments relating to the employment of disabled people. Lewisham Council continues, through its annual assessment by JCP, to deliver these commitments.

Protected Characteristics 2014/15

Religion	
Buddhist	0.08%
Christian (all denominations)	20.50%
Hindu	0.31%
Jewish	0.12%
Muslim	0.94%
Sikh	0.20%
None	12.11%
Prefer not to say	4.07%
Unknown	60.99%
Any Other	0.68%
Total all employees	100.00%

A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.20%
Gay/lesbian	1.33%
Heterosexual	33.09%
Prefer not to say	4.23%
Unknown	61.15%
Total all employees	100.00%

A large proportion of employees did not declare their sexual orientation.

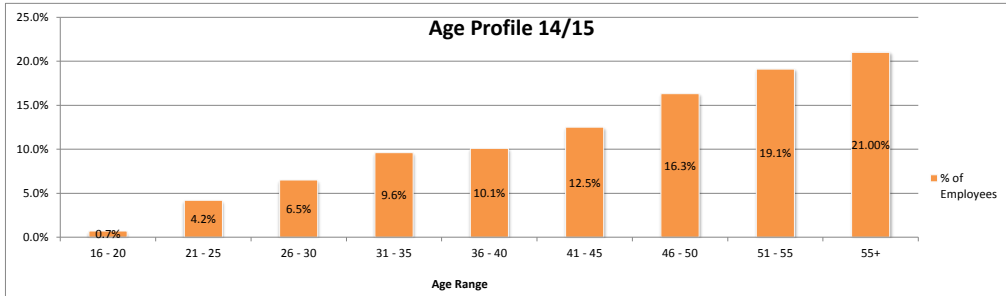
Marital Status	
Married/Civil Partner	19.30%
Not married/Not Civil Partner	14.30%
Prefer not to say	21.20%
Unknown	45.20%
Total all employees	100.00%

High numbers of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status either.

AGE PROFILE 2014/15

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	56-60	%	61-65	%	66+	%	Total	%
Children & Young People Directorate	3	0.6%	39	7.3%	57	10.7%	65	12.2%	60	11.3%	75	14.1%	76	14.3%	77	14.4%	57	10.7%	21	3.9%	3	0.6%	533	20.9%
Community Services Directorate	5	0.6%	31	3.9%	44	5.5%	66	8.2%	75	9.3%	103	12.8%	141	17.5%	154	19.2%	124	15.4%	44	5.5%	17	2.1%	804	31.5%
Customer Service Directorate	4	0.5%	15	1.8%	40	4.8%	82	9.7%	93	11.0%	103	12.2%	131	15.6%	180	21.4%	107	12.7%	79	9.4%	8	1.0%	842	33.0%
Resources & Regeneration Directorate	6	1.6%	22	5.9%	25	6.7%	32	8.6%	30	8.1%	38	10.2%	68	18.3%	76	20.4%	44	11.8%	22	5.9%	9	2.4%	372	14.6%
Total	18	0.7%	107	4.2%	166	6.5%	245	9.6%	258	10.1%	319	12.5%	416	16.3%	487	19.1%	332	13.0%	166	6.5%	37	1.5%	2551	100.0%



69% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 4.9% during 2014/15. This compares to the average across London Councils of 3% of employees aged under 25. The Council continues to be able 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.

The age profile of the Council is outlined above, demonstrating that 57% of staff are aged over 45. This reflects a slight increase on the previous figure (56%) and the number of employees. The average age of the workforce in Lewisham is 46. This trend is due to the fact that, historically, people entered local government to build a career and have tended to remain working for the Council. 50% of employees live in the Borough and this together with good transport links, coupled with the attractive terms and conditions of employment, mean staff in the older age bands tend to stay with the Council.

There are programmes in place to address hard to fill roles and in the immediate and mid term, the Council is also seeking to fill entry level posts with Apprentices. HR Business Partners are actively encouraging services who have not yet taken up Apprenticeship opportunities to do so.

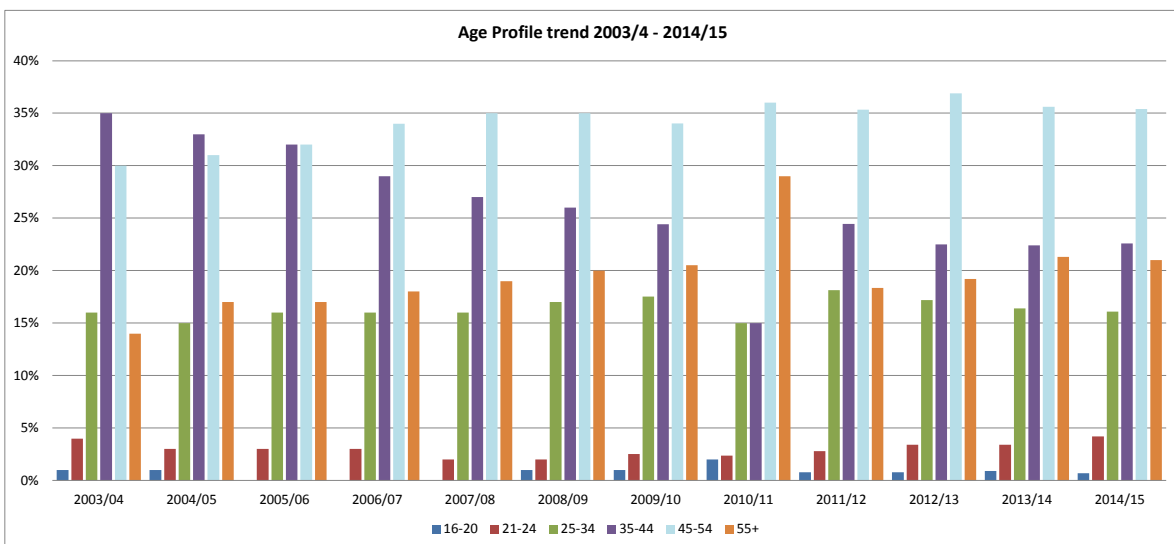
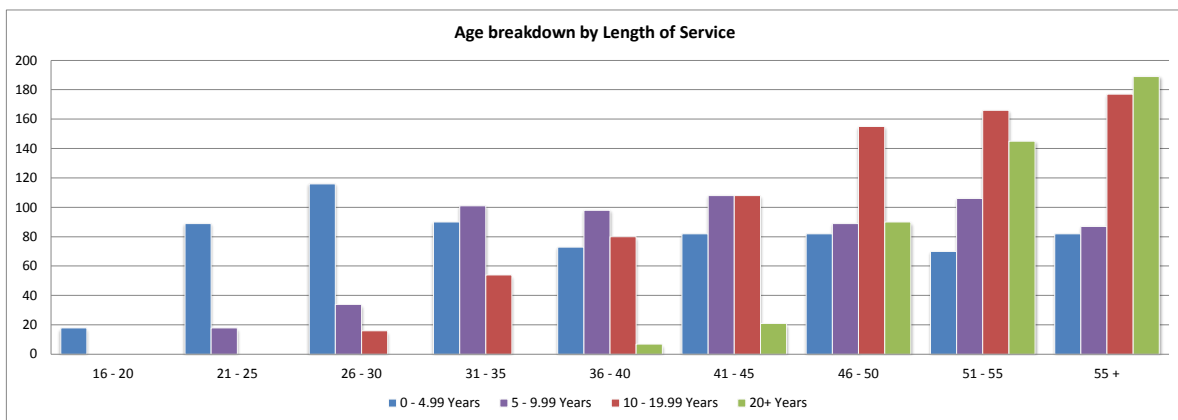
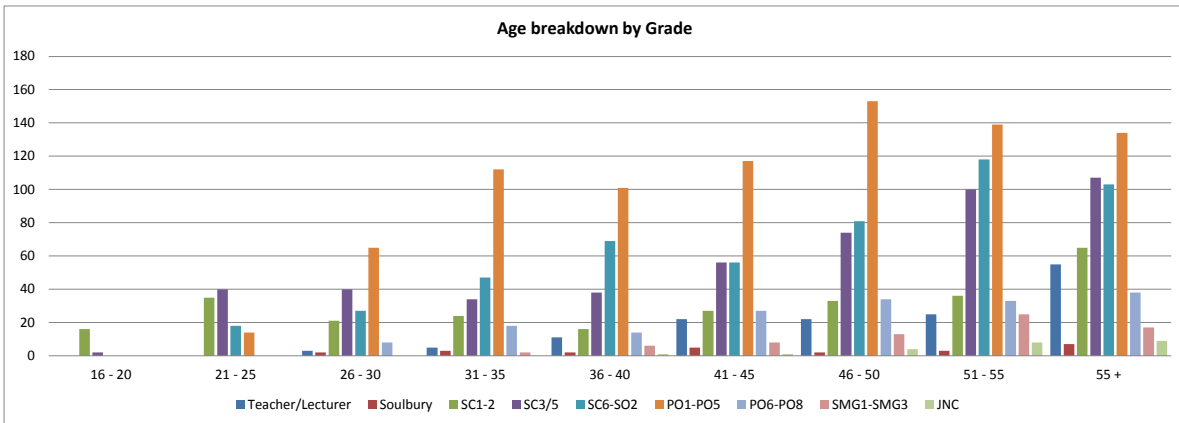
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	11	1.1%	55	5.6%	67	6.8%	104	10.6%	106	10.8%	118	12.0%	173	17.6%	203	20.7%	144	14.7%	981	38.5%
Unknown	3	2.0%	14	9.3%	14	9.3%	12	7.9%	18	11.9%	24	15.9%	26	17.2%	18	11.9%	22	14.6%	151	5.9%
White	4	0.3%	38	2.7%	85	6.0%	129	9.1%	134	9.4%	177	12.5%	217	15.3%	266	18.7%	369	26.0%	1419	55.6%
Total	18	0.7%	107	4.2%	166	6.5%	245	10.1%	258	10.1%	319	12.5%	416	16.3%	487	19.1%	535	21.0%	2551	100.0%

BY DISABILITY

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	1	1.1%	1	1.10%	4	4.50%	3	1.98%	6	6.70%	9	10.10%	19	21.3%	20	22.5%	26	29.2%	89	100.0%

AGE PROFILE - 2014/15

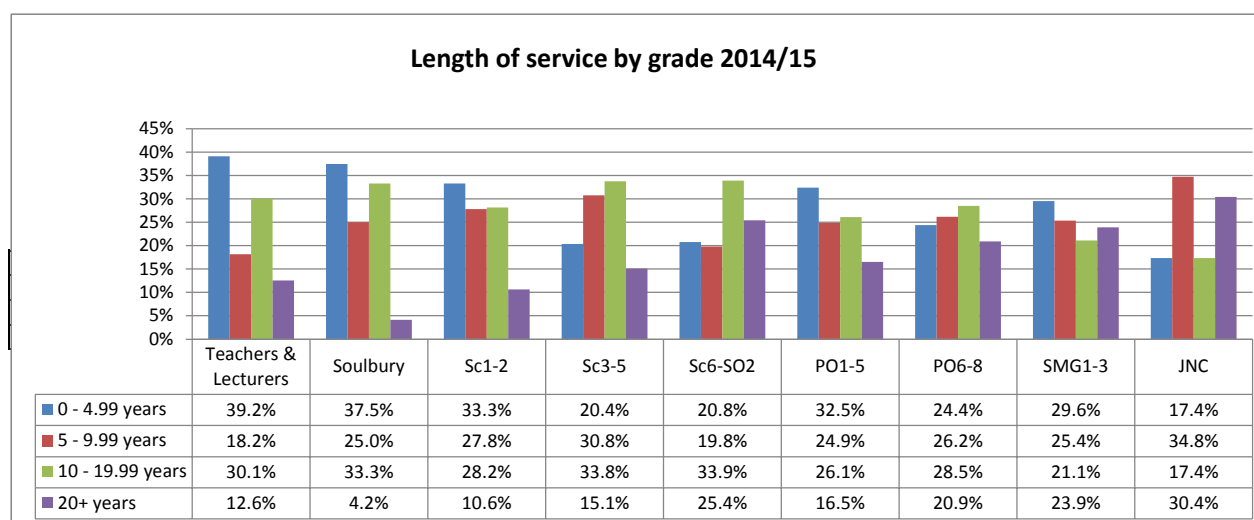


Over the past 11 years the number of staff in the age bands '16 to 20', '21 to 24', '25 to 34' and '45 to 54' age groups have remained steady. The age group 55+ had remained steady until 2010/11 when there was an increase to 29% from the figure of 21% in 2009/10. The percentage for this age group then dropped to 18% in 2011/12 and has remained at a similar level for the last two years. The initial 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. The decrease in that age band during 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 leavers during the 2014/15 financial year.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2014/15

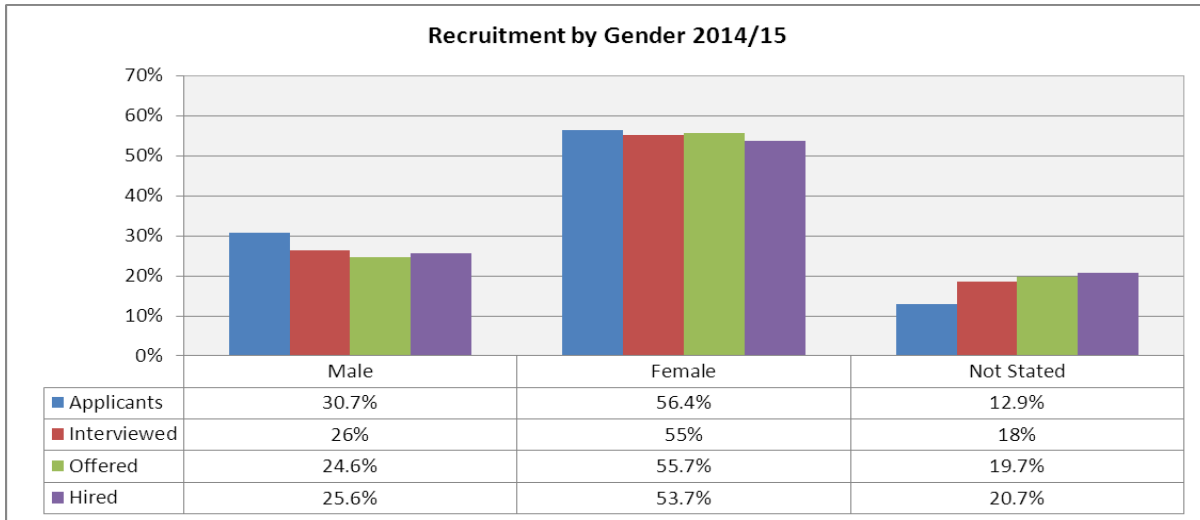
BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	231	43.3%	132	24.8%	130	24.4%	40	7.5%	533	20.9%
Community Services	226	28.1%	236	29.4%	226	28.1%	116	14.4%	804	31.5%
Customer Service	136	16.2%	199	23.6%	303	36.0%	204	24.2%	842	33.0%
Resources & Regeneration	109	29.3%	74	19.9%	97	26.1%	92	24.7%	372	14.6%
Total	702	27.5%	641	25.1%	756	29.6%	452	17.7%	2551	100.0%

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	56	39.2%	26	18.2%	43	30.1%	18	12.6%	143	4.7%
Soulbury	9	37.5%	6	25.0%	8	33.3%	1	4.2%	24	1.1%
Sc1 - 2	91	33.3%	76	27.8%	77	28.2%	29	10.6%	273	10.4%
Sc3 - 5	100	20.4%	151	30.8%	166	33.8%	74	15.1%	491	19.4%
Sc6 - SO2	108	20.8%	103	19.8%	176	33.9%	132	25.4%	519	20.7%
PO1 - 5	271	32.5%	208	24.9%	218	26.1%	138	16.5%	835	32.6%
PO6 - 8	42	24.4%	45	26.2%	49	28.5%	36	20.9%	172	7.5%
SMG1 - 3	21	29.6%	18	25.4%	15	21.1%	17	23.9%	71	2.7%
JNC	4	17.4%	8	34.8%	4	17.4%	7	30.4%	23	0.9%
Total	702	27.5%	641	25.1%	756	29.6%	452	17.7%	2551	100.0%



The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1/2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3/5' as apprentices who successfully complete their apprenticeship are given "prior consideration" to posts of Sc3 and under at the end of their placement.

Recruitment by Gender 2014/15



The Council received 2737 applications for 235 roles and appointed to 400 posts of which 257 were external and 143 were internal staff.

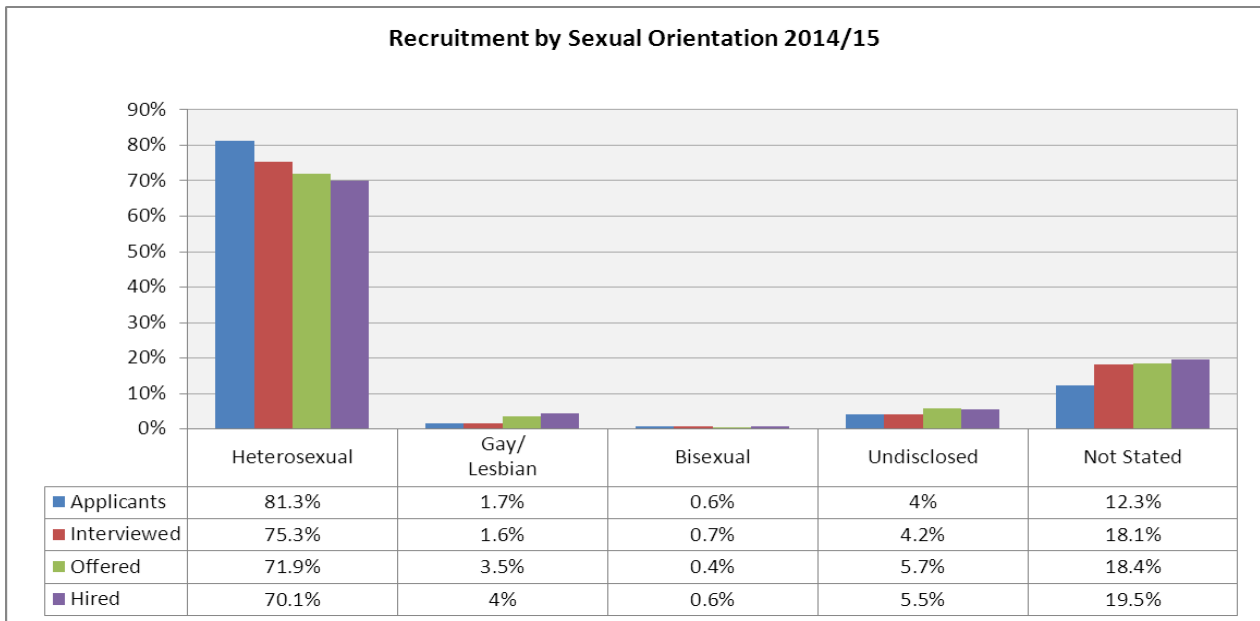
56.4% of applications made to the Council during 2014/15 were from female applicants which is an increase from 54.6% during 2013/14. Of the total appointments made during 2014/15, female appointees account for 53.7% of all appointments made.

Recruitment by Ethnicity 2014/15



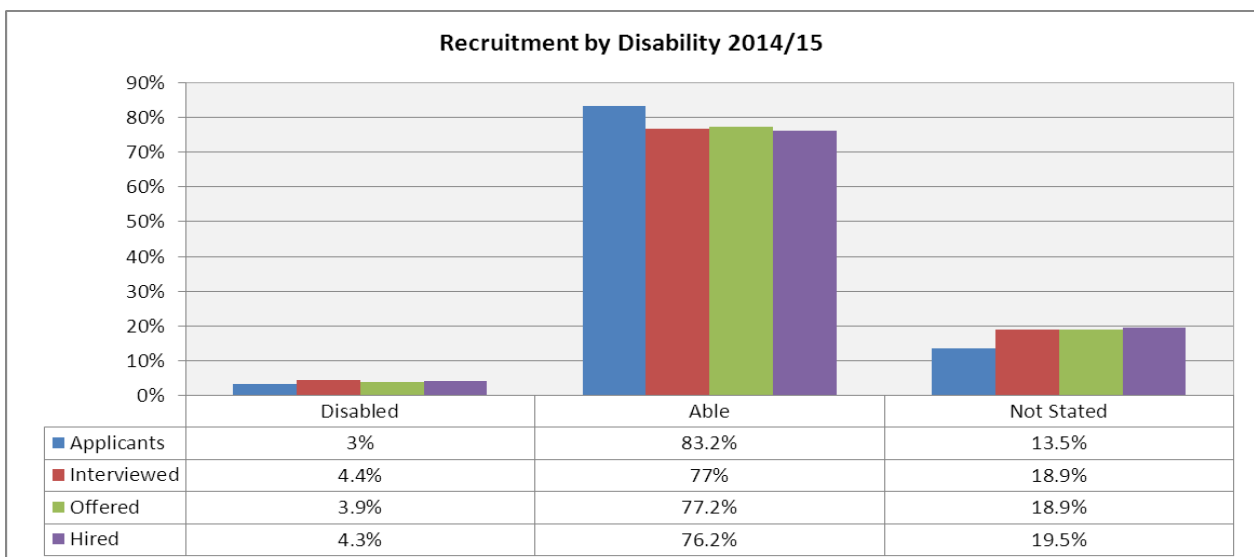
During 2014/15, 57.1% of applications were made by applicants who identify as BME, which compares to 57.6% during 2013/14. During 2014/15 BME candidates represent 37.2% of the total appointments made, which is broadly comparable to the BME working age population which stands at 44%.

Recruitment by Sexual Orientation 2014/15



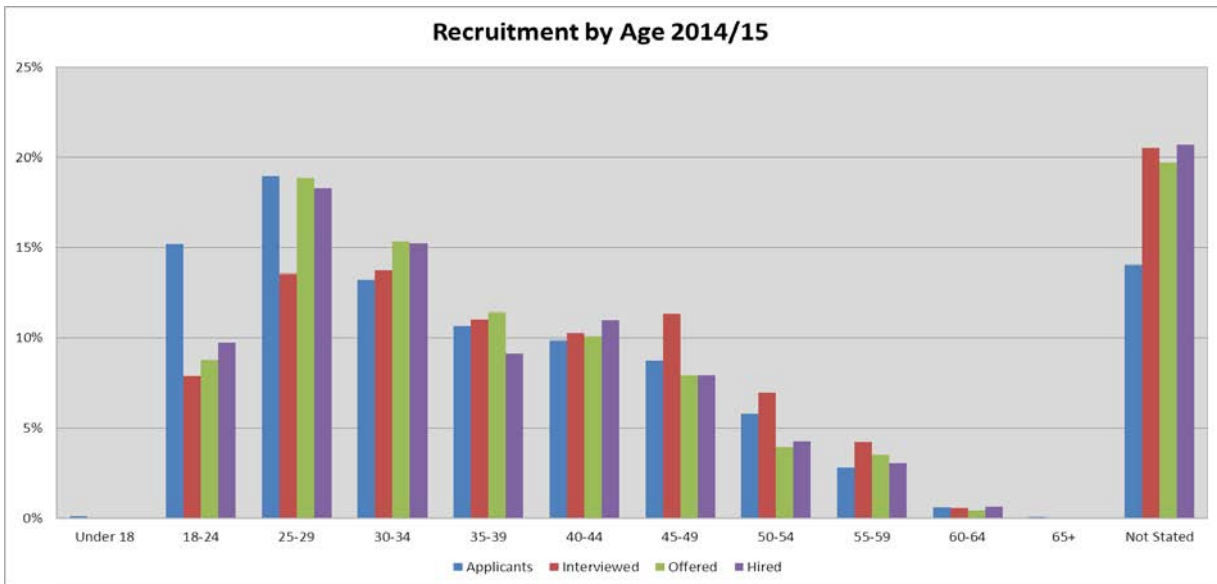
2.3% of all job applications made during 2014/15 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 4.6% of total appointments made during 2014/15 were to candidates who identify as LGBT, which is slightly lower than last year's figure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

Recruitment by Disability 2014/15



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%. 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.

Recruitment by Age 2014/15



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, reflecting a decrease in the young applicant as the % of young people signed up at Job centre plus has significantly reduced compared to previous years.

Impact of HR Processes

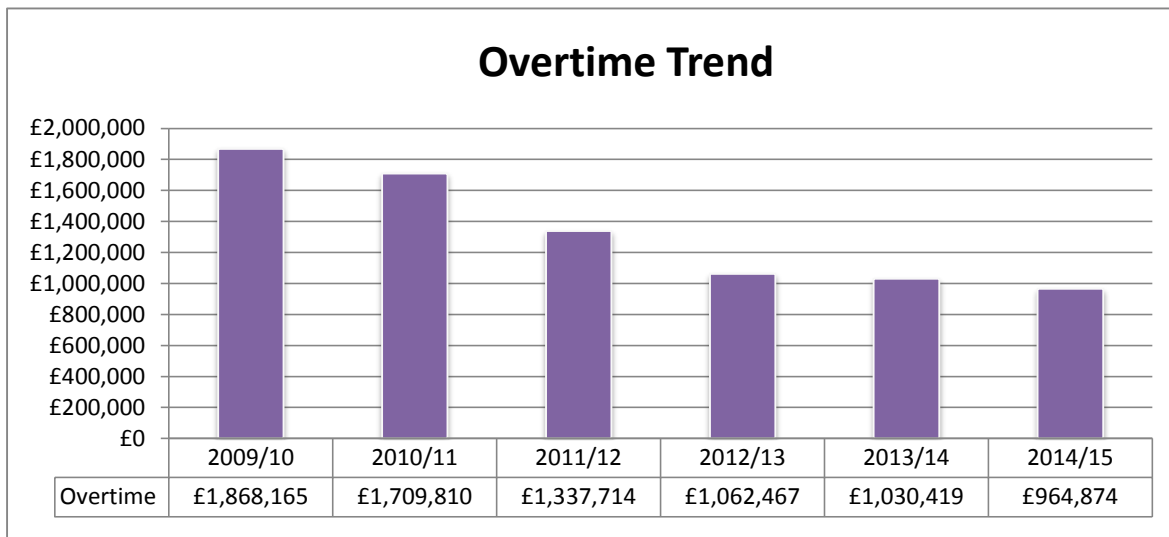
HR processes underpin the People Management Strategy. The priorities for HR over the coming years are to support the Council as it faces significant levels of change. The priorities for the Council are to 'lead and engage people through change', to 'improve performance' and to support 'new ways of working'. HR Processes will help the Council to achieve these goals supporting employees so that they are able to address the challenges facing the Council and continue to deliver high quality services to the residents of the Borough.

Lewisham has a shared vision with its partners that “Together we will make Lewisham the best place in London to live, work and learn”. In order to realise this vision, the Council needs a flexible, skilled and motivated workforce who are well-led and managed.

In broad terms, our employees reflect the diversity of the local community which enables the Council to develop services that meet the needs of the community. Challenges exist in some areas such as representation of BME staff across the Council but particularly in more senior grades and this issue remains a priority for the People Management Strategy.

OVERTIME 2014/15

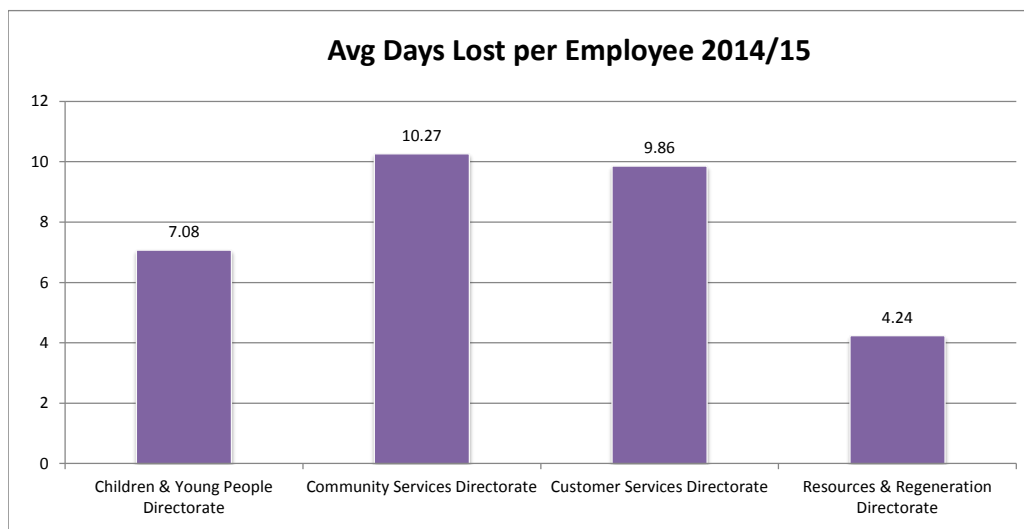
	Overtime 2013/14	Overtime 2014/15	Increase / decrease
Children and Young People	37469	79360.84	41891.84
Community Services	120095	122048.23	1953.23
Customer Services	803668	726028.35	-77639.65
Resources & Regeneration	69187	37436.83	-31750.17
Total	£1,030,419	£964,874	-£65,545



The overtime trend has continued to decrease over the last 6 years and continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2014/15

Directorate	Actual Days	Average FTE	Avg Days Lost 14/15	Avg Days Lost 13/14
Children & Young People Directorate	3480.40	491.75	7.08	6.94
Community Services Directorate	6809.30	663.32	10.27	9.25
Customer Services Directorate	8269.53	838.72	9.86	7.79
Resources & Regeneration Directorate	1661.68	391.62	4.24	3.45
Lewisham Council excluding Schools	20220.91	2385.40	8.48	7.24

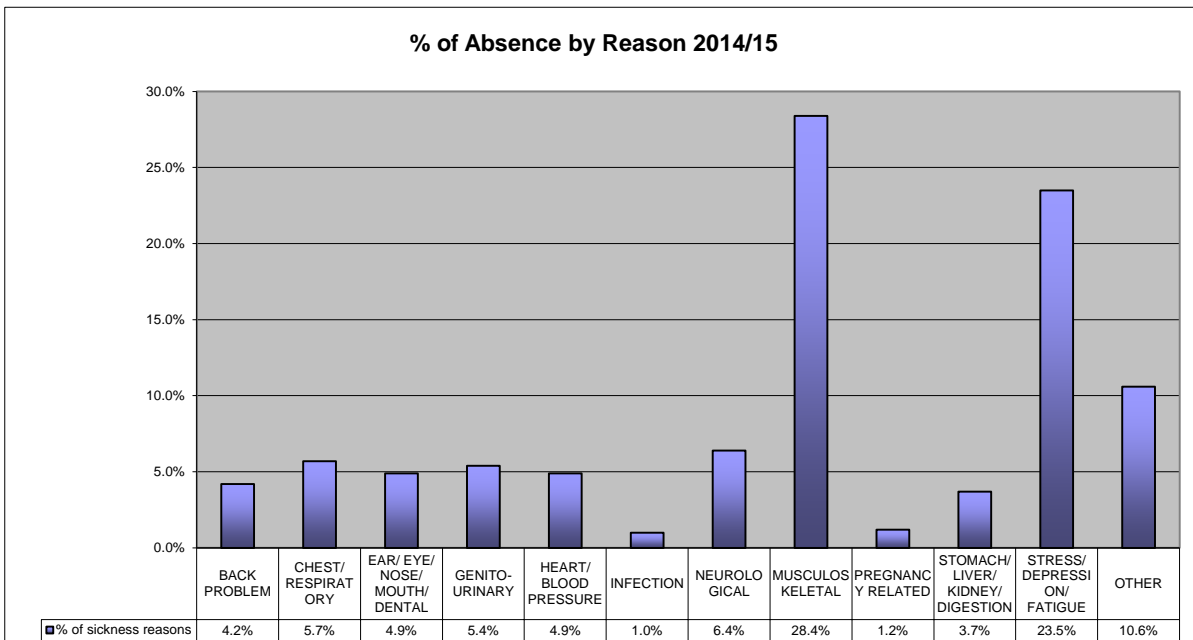


The average days lost per employee has increased from 7.24% last year to 8.48% during 2014/15.

The average number of days lost per employee across London Councils is 7.5% (source *Human Capital Matrix 2014*).

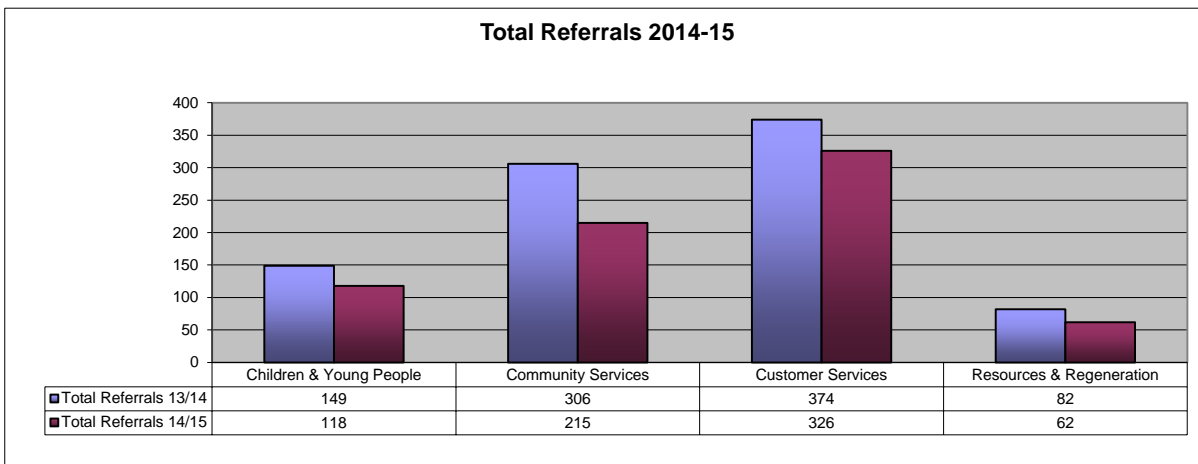
The average number of days lost has increased in Community Services Directorate and Customer Services Directorate, however, these Directorates have the most number of posts involving work outdoors which could account for this.

OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



*N.B. Sickness reasons are only included for 1st referrals (not re-referrals or follow ups) and so totals will not correspond to total referrals for the year.

Musculo-skeletal and stress related reasons continue to be the most prevalent reasons for OH referrals year on year. One possible reason for higher musculo-skeletal referrals is more enthusiastic use and awareness of the popular OH physiotherapy services which have been instrumental in supporting employees to either remain at work or return to work more quickly following sickness absence. Stress/ depression/ fatigue reasons include a range of mental health reasons e.g. depression disorders, as well as domestic stress and work related stress reasons (which form a small proportion of this category).



*Total referrals include 1st referrals, Non Attendees and Follow ups

PROMOTED EMPLOYEES - 2014/15

Promoted Employees		Total Employees	
121	4.7%	2551	100%

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
44	8.3%	29	3.6%	31	3.7%	17	4.6%	121	4.7%

BY GENDER

Male		Female		Total	
36	3.6%	85	5.5%	121	4.7%

BY GRADE

Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.0%	0	0.0%	2	0.7%	23	4.7%	13	2.5%	57	6.8%
PO6-8		SMG1-SMG3		JNC		Total					
18	10.5%	7	9.9%	0	0.0%	121	4.7%				

BY LENGTH OF SERVICE

0-4.99 years		5-9.99 years		10.19.99 years		20+ years		Total	
55	7.8%	38	5.9%	19	2.5%	9	2.0%	121	4.7%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	5.6%	21	19.6%	15	9.0%	24	9.8%	11	4.3%	15	4.7%
46-50		51-55		55+		Total					
19	4.6%	8	1.6%	7	1.3%	121	4.7%				

BY ETHNICITY

BME		Unknown		White		Total	
49	5.0%	7	4.6%	65	4.6%	121	4.7%

BY DISABILITY

Disabled	
2	2.2%

The percentage of promoted non-schools 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.

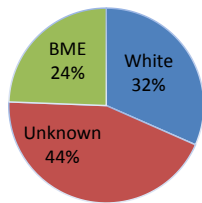
Agency Profile 2014/15

Agency Gender Profile 2014/15

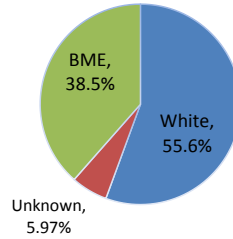
Gender	Community Services Directorate	Customer Services Directorate	Children & Young People Directorate	Resources & Regeneration Directorate	Total
Women	121	80	70	25	296
Men	62	210	19	43	334
Total	183	290	89	68	630

Agency workers form a large proportion of workers in Refuse and Cleansing Services which explains the high proportion of male agency workers compared to the opposite trend for permanent staff

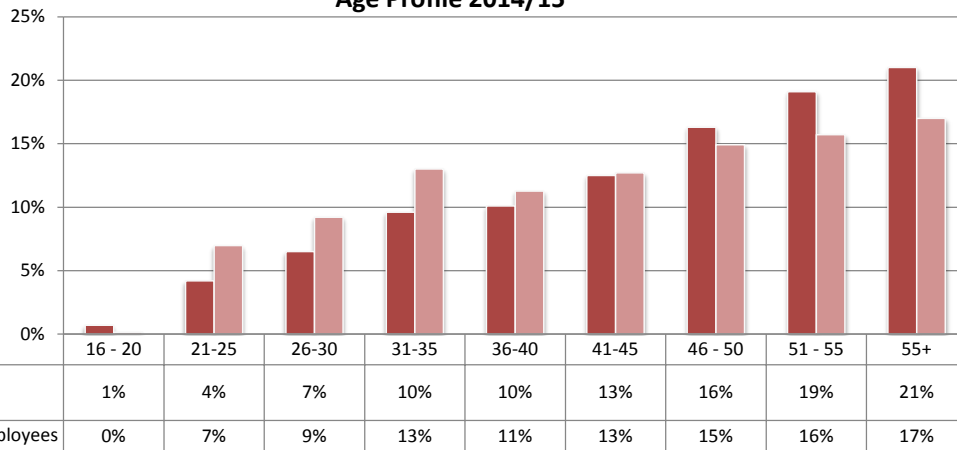
Agency Ethnicity Profile 2014/15



Ethnic Origin of Council Employees 2014/15



Age Profile 2014/15



16% of agency workers are under 30, compared to 12% of Council employees. This slight difference could be due to the fact that young people are not yet ready to settle into permanent careers and the flexibility of agency work suits their needs at this time in their lives.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2014/15

Directorate	Job Role	No.
Community Services	Support Worker	85
	Bar steward	50
	Social worker	25
	Business support & Admin	11
	Reablement Officer	10
	Nurse Officer	6
	YOS Officer	3
Customer Services	Loader/Sweeper	158
	Passenger Attendant	38
	Call point Officer	15
	Service point Officer	8
	Benefits Officer	8
	LGV Driver	6
Children & Young People	Social worker	32
	Tutors	9
	Team Manager	6
	Business support	6
	Admin support Office	4
Resources & Regeneration	Planning Officers/Assts	11
	Road safety Asst	8
	Administration	6
	Engineer	3
	Property Support Officer	2
	Property Advisor	2

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%), with the next most popular reason for usage being other (at 12.6%).

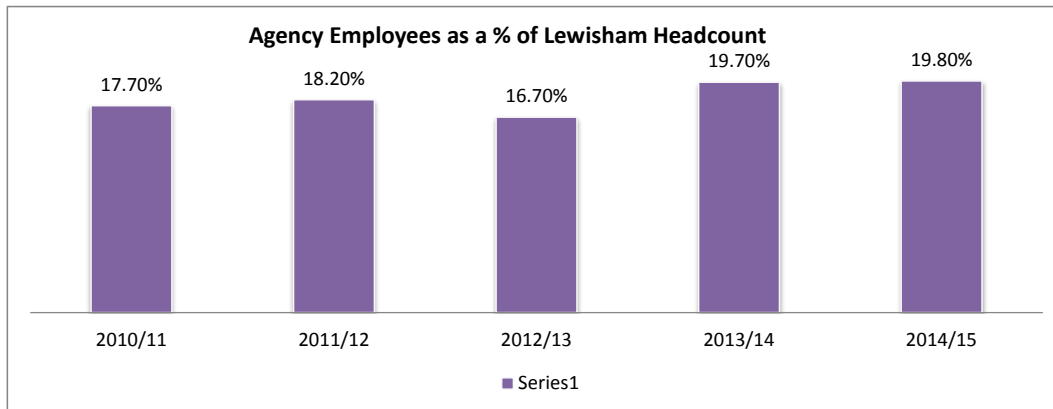
AGENCY STAFF EXPENDITURE
April 2014 to March 2015

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

Directorate	2014/15		2013/14	
	£'000	%	£'000	%
Community Services	5023	28.7%	4633	27.6%
Customer Services	6621	37.8%	7096	42.3%
Children & Young People	3424	19.5%	2490	14.8%
Resources & Regeneration	2439	14.0%	2559	15.3%
TOTAL	17,507	100.0%	16,778	100%

2014/2015 AVERAGE NUMBER OF AGENCY STAFF BY ENGAGEMENT REASON

Directorate	Additional Staffing / Flexible Resourcing	Expansion	Extra Workload	Increased work load & one-off Projects	New Position	Organisational Changes	Other	Recruiting to post	Replace Leaver	Sickness
Community Services	220	0	2	4	0	0	13	7	0	2
Customer Services	235	2	0	17	1	1	55	2	0	2
Children & Young People	79	0	0	4	0	0	5	10	0	0
Resources & Regeneration	28	1	0	5	0	0	20	14	0	0
Grand Total	562	3	2	30	1	1	93	33	0	4

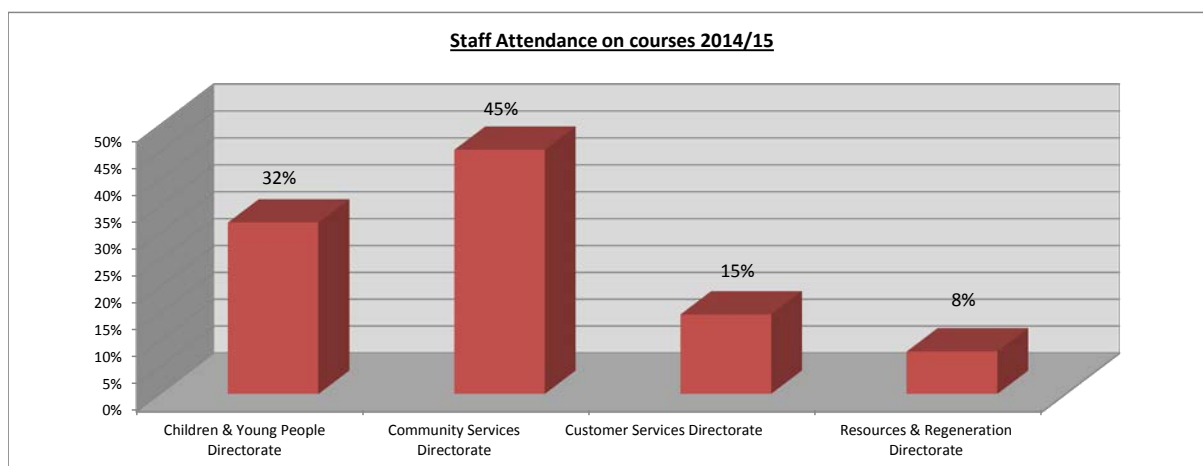


COMMENTARY

In 2014/15 agency staff made up 19.8% of the total workforce compared to 19.7% in 2013/14. The percentage of average agency employees has remained constant but there has been a slight increase in the expenditure. This is a result of agency employees may have to be employed for slightly longer durations pending reorganisations and implementing the Mayors Budget Savings proposals.

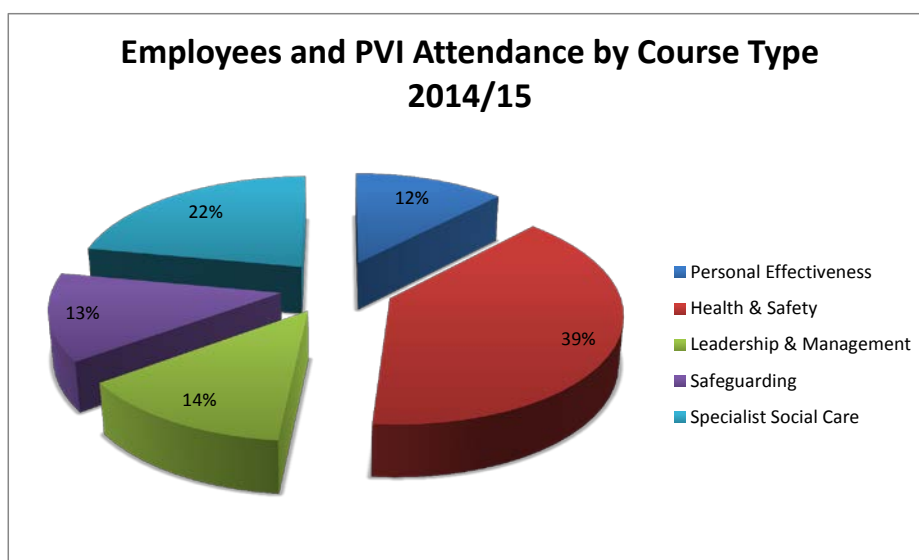
Learning & Development 2014/15

Staff Attendance on courses Apr 2014 - Mar 2015



During 2014/15, 399 courses were delivered. Community Services directorate had the highest percentage of attendance at 45%, followed by Children and Young People directorate with 32%. Both Customer Services had 15% and Resources and Regeneration directorate had 8% attendance on courses. In total 1394 course places were filled by staff during the period April 2013 – March 2014. The breakdown above does not include attendance from the Private Voluntary & Independent organisations (PVI's).

A total of 1202 attendees from the PVI sector attended courses run by London Borough of Lewisham. There were a total of 71 PVI organisations who attended courses and 83 schools within the Borough.



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

Number of Courses by Course Type, including PVI

Course Type	No. of courses ran
Health & Safety	144
Leadership and Management	58
Personal Effectiveness	44
Safeguarding	44
Specialist Social Care	59
Total	349

LEAVERS 2014/15

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 7% in staff numbers.

Total number of employees at April 2014 - 2745

Less number of employees leaving on redundancy terms - 69

Less number of employees leaving on Voluntary Severance - 110

Less number of voluntary leavers/dismissals (includes resignations & retirements) - 272

Plus number of new starters - 257

Total number of employees at March 2014 - 2551

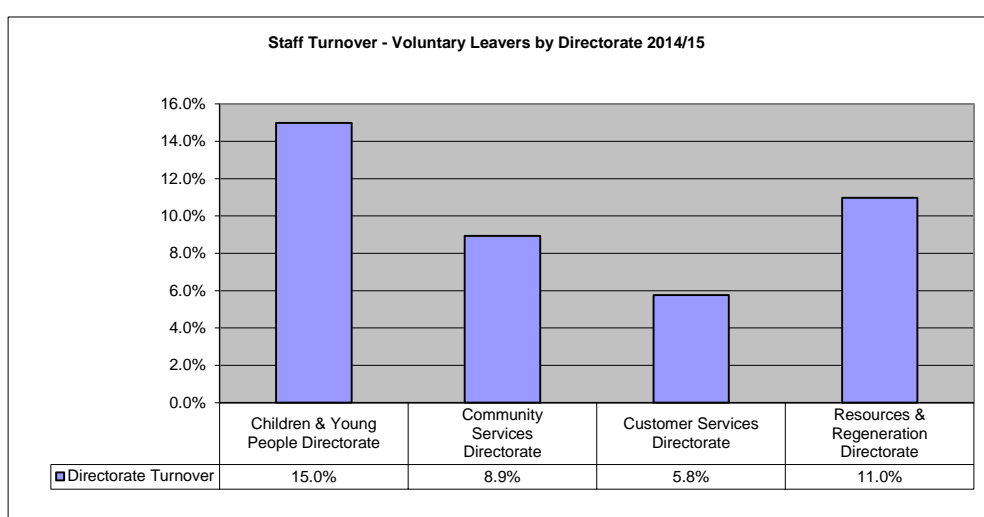
Analysis of the 250 voluntary leavers, representing a 9.4% turnover, is very slightly higher than the 9% turnover figure in 2013/14 and continues to be higher than the average trend for the previous years. Further analysis of this increase is being undertaken.

Employees being made redundant continue to be offered HR briefings on the redeployment/redundancy process together with a programme of outplacement support training (OPS) and advice from Jobcentre Plus. The programme includes CV writing and job search skills, interview skills, and business start up workshops. The programme has been extended to include direct access to job vacancies, interviews and screening days with employers and also up to 12 hours 'guided learning' each week on both accredited and non accredited training, 3 hours job brokering sessions per week, training courses which run for 2 to 8 weeks and which include a 'pick and mix' model of customer service, retail and hospitality, IT (all levels) effective personal marketing, enterprise and self employment. Feedback on the OPS support has been extremely positive as has the feedback for the confidential financial advice sessions offered to staff. Employees are also offered one to one coaching sessions from REED and comprehensive "employability skills" information including practice psychometric tests.

Voluntary Leavers between 01/04/2014 - 31/03/2015

Voluntary leavers are those who have chosen to leave the Authority for reasons not initiated by the Council so do not include redundancies, dismissals, TUPE transfer.

Directorate	Employed April 14	Employed March 15	Net Voluntary Leavers	Directorate Turnover
Children & Young People Directorate	562	533	82	15.0%
Community Services Directorate	809	804	72	8.9%
Customer Services Directorate	926	842	51	5.8%
Resources & Regeneration Directorate	448	372	45	11.0%
Total	2745	2551	250	9.4%



BY GENDER	Employed April 14	Employed March 15	Leavers Count	Turnover
Female	1687	1548	164	10.1%
Male	1058	1003	86	8.3%
Total	2745	2551	250	9.4%

BY ETHNICITY	Employed April 14	Employed March 15	Leavers Count	Turnover
BME	1021	981	85	8.5%
Unknown	170	151	21	13.1%
White	1554	1419	144	9.7%
Total	2745	2551	250	9.4%

BY LENGTH OF SERVICE	Employed April 14	Employed March 15	Leavers Count	Turnover
0 - 4.99 Years	707	702	117	16.6%
5 - 9.99 Years	742	641	69	10.0%
10 - 19.99 Years	780	756	39	5.1%
20+ Years	516	452	25	5.2%
Total	2745	2551	250	9.4%

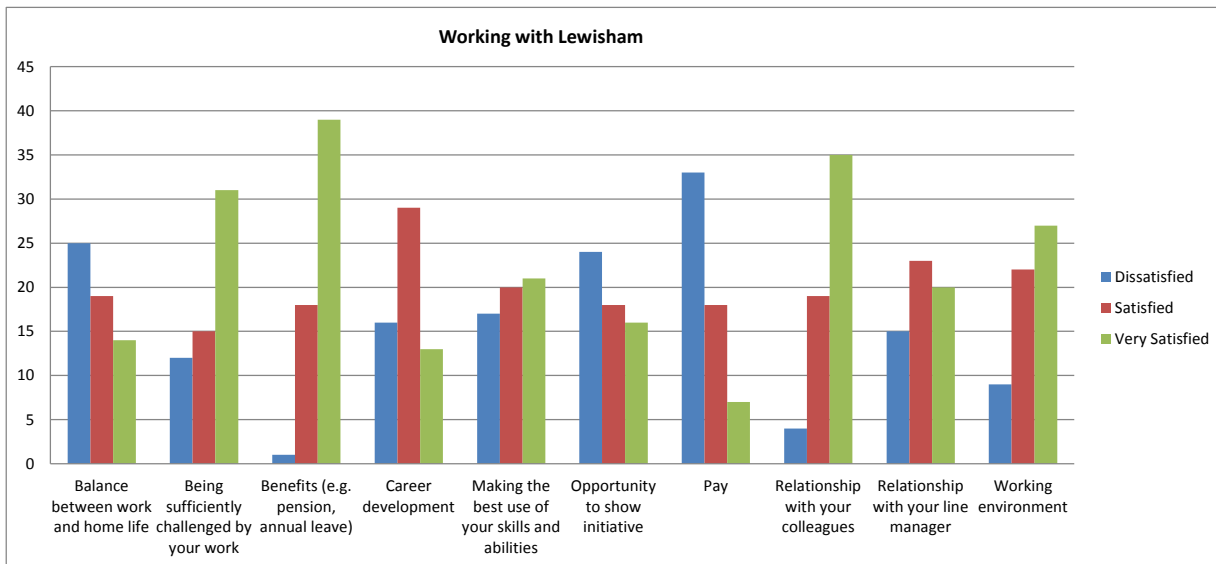
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 22 months

BY AGE	Employed April 14	Employed March 15	Leavers Count	Turnover
16 - 20	25	18	1	4.7%
21 - 25	94	107	17	16.9%
26 - 30	157	166	25	15.5%
31 - 35	295	245	30	11.1%
36 - 40	260	258	31	12.0%
41 - 45	353	319	31	9.2%
46 - 50	477	416	28	6.3%
51 - 55	499	487	23	4.7%
55 +	585	535	64	11.4%
Total	2745	2551	250	9.4%

Again turnover by age band is the highest amongst those in the 21 to 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement

BY Grade	Employed April 14	Employed March 15	Leavers Count	Turnover
Lect	130	143	9	6.6%
Soulbury	30	24	5	18.5%
Sc1 - 2	285	273	26	9.3%
Sc3 - 5	533	491	39	7.6%
Sc6 - SO2	569	519	27	5.0%
PO1 - 5	896	835	107	12.4%
PO6 - 8	205	172	28	14.9%
SMG1 - 3	73	71	8	11.1%
JNC	24	23	1	4.3%
Total	2745	2551	250	9.4%

Exit Survey 2014/15



58 people completed an exit questionnaire during 2014/15 - 84% of the 58 felt that they were satisfied/very satisfied with the working environment in Lewisham. 98% of leavers said they were satisfied/very satisfied with the benefits package.

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

