



# **EMPLOYMENT PROFILE 2016-2017**

## CONTENTS

Page No.

Total Employees	By Directorate	3	
	By Pay	4	
	By Reorganisations	5	
	By Occupation Group	7	
	By Grade Band	8	
	By Grade Band - Social Workers	9	
	By Agency Spend - Social Workers	10	
	By Pay Rate - Social Workers	11	
	Part Time Employees	12	
	By Work and Home Location	13	
	Representation	Overview	14
		By Ethnic Origin	15
		By Gender	17
By Disability		18	
By Other Protected Characteristics		19	
By Age		20	
By Length of Service		22	
Recruitment	Applied Shortlisted and Appointed by Gender and Ethnicity	23	
	Applied Shortlisted and Appointed by Sexual Orientation	24	
Impact of HR Processes	Overview	25	
	Overtime and Extra Payments	26	
	Sickness	27	
	Occupational Health Referrals	28	
	Promotions	29	
	Agency Profile	30	
	Agency Staff Expenditure and Top Ten job roles	31	
	Learning & Development	32	
	Leavers	Overview	33
		Voluntary Turnover	34
Exit Survey		36	

**If you have any queries on the content or any suggestions please email**

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## Total Employees By Directorate 2016/17

The Council's total workforce includes **7016** people as at 31/03/2017.

The tables below breaks this down and makes comparisons with the previous financial year.

Total Employees Headcount By Directorate 2016/17					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	644	27	15	165	851
Customer Services Directorate	824	4	5	286	1119
Children & Young People Directorate	367	16	27	122	532
Resources & Regeneration Directorate	374	6	1	87	468
<b>Excluding Schools</b>	<b>2209</b>	<b>53</b>	<b>48</b>	<b>660</b>	<b>2970</b>
Schools	4807			*	4807
<b>Total Including Schools :</b>	<b>7016</b>	<b>53</b>	<b>48</b>	<b>660</b>	<b>7777</b>

Total Employees Headcount By Directorate 2015/16					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	694	30	30	159	913
Customer Services Directorate	843	1	4	326	1174
Children & Young People Directorate	411	43	36	109	599
Resources & Regeneration Directorate	352	6	0	86	444
<b>Excluding Schools</b>	<b>2300</b>	<b>80</b>	<b>70</b>	<b>680</b>	<b>3130</b>
Schools	4872			*	4872
<b>Total Including Schools :</b>	<b>7172</b>	<b>80</b>	<b>70</b>	<b>680</b>	<b>8002</b>

The agency headcount and FTE listed only include agency staff who are employed via the Council's agency managed service (reed). Lewisham Council does not record FTE for Casuals and Claims based employees as they do not have regular hours.

\* 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 2016/17			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	518	115	633
Customer Services Directorate	788	258	1046
Children & Young People Directorate	338	106	444
Resources & Regeneration Directorate	345	80	425
<b>Total Excluding Schools</b>	<b>1990</b>	<b>559</b>	<b>2549</b>
Schools	3801		
<b>Total Including Schools :</b>	<b>5791</b>		

Total Employees FTE By Directorate 2015/16			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	538	117	655
Customer Services Directorate	807	273	1080
Children & Young People Directorate	365	86	451
Resources & Regeneration Directorate	328	70	398
<b>Total Excluding Schools</b>	<b>2038</b>	<b>546</b>	<b>2584</b>
Schools	3856		
<b>Total Including Schools :</b>	<b>5894</b>		

<b>Total No of employees at April 2016</b>	<b>2300</b>
No. of employees leaving on redundancy terms	-75
Voluntary Severance	0
Voluntary /Other leavers	-262
<b>Less Total Leavers 16/17</b>	<b>1963</b>
<b>Add New Starters 16/17</b>	<b>246</b>
<b>Total No of employees at March 2017</b>	<b>2209</b>

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

## PAY FOR NON-SCHOOLS EMPLOYEES 2016/17

Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -6.94% (mean) and -11.06% (median).

Gender Pay Gap		
	Mean Salary	Median Salary
Male	£32,452.38	£29,612.96
Female	£34,873.40	£33,294.00
Pay Gap	-6.94%	-11.06%

Full Time		
	Average Hourly rate	Average Hourly rate
Male	£17.78	£15.96
Female	£19.82	£19.03

Part Time		
	Average Hourly rate	Average Hourly rate
Male	£21.17	£18.24
Female	£20.24	£20.03

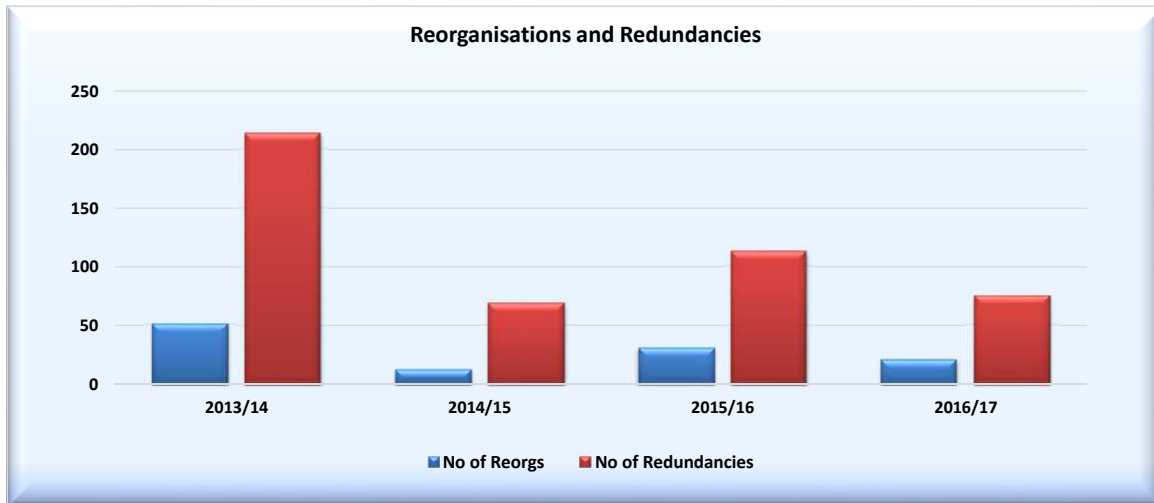
Quartile			
	Salary	No. of Men	No. of Women
1st Quartile	£25,875	344	227
2nd Quartile	£32,478	175	363
3rd Quartile	£38,532	152	413
4th Quartile	£142,536	202	333

The average salary for a non-Schools employee is £33,916.

Gross – based on end of year payroll figures for 2016/17	
Total Payroll Bill for all Lewisham employed staff	£205,255,583
Lewisham Council Payroll for non- Schools	£72,216,046

## Reorganisations 2016/17

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 21 reorganisations in the last financial year which resulted in 75 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 4 years



In 2016/17 the largest proportion of redundancies occurred in the Community Services Directorate where a total of 51 staff were displaced.

### Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 21 reorganisations during 2016/17.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/ redundancies
Community Services Directorate	51	68.00%	2
Customer Services Directorate	19	25.33%	11
Children & Young People Directorate	2	2.67%	5
Resources & Regeneration Directorate	3	4.00%	3
<b>Total</b>	<b>75</b>	<b>100.00%</b>	<b>21</b>

### Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	21	28.00%
Female	54	72.00%
<b>Total</b>	<b>75</b>	<b>100.00%</b>

The percentage of women made redundant in 2016/17 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	6	8.00%
No	68	90.67%
Not Declared	1	1.33%
<b>Total</b>	<b>75</b>	<b>100.00%</b>

The table below shows that there was a higher percentage of redundancies in the age band '45 - 54' and '55+' which is not unexpected given the numbers of employees in these age bands.

<b>Breakdown of Redundancies by Age</b>		
<b>Age</b>	<b>Total Redundancies</b>	<b>% of Total staff redundant</b>
16-20	0	0.00%
21-24	0	0.00%
25-34	8	10.67%
35-44	10	13.33%
45-54	22	29.33%
55+	35	46.67%
<b>Total</b>	<b>75</b>	<b>100.00%</b>

<b>Breakdown of Redundancies by Ethnicity</b>		
<b>Ethnic Origin</b>	<b>Total Redundancies</b>	<b>% Total Staff Redundant</b>
BME	32	42.67%
White	41	54.67%
Not disclosed	2	2.67%
<b>Total</b>	<b>75</b>	<b>100.00%</b>

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 39.2%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

## Reorganisations 2016/17 (continued)

**Breakdown of Redundancies by Ethnicity and Gender**

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	8	25.0%	24	75.0%
White	13	31.7%	28	68.3%
Not disclosed	0	0.0%	2	100.0%
<b>Total</b>	<b>21</b>	<b>38.1%</b>	<b>54</b>	<b>62.0%</b>

The table above gives further breakdown of redundancies by both gender and ethnicity which shows all employees made redundant. The percentages above generally reflect the ethnicity and gender percentages of the workforce

**Breakdown of Redundancies by Grade**

Grade	Total Redundancies	% of Total staff redundant
SC1-2	24	32.0%
SC3-5	12	16.0%
SC6-SO2	18	24.0%
PO1-PO5	17	22.7%
PO6-PO8	1	1.3%
SMG1-SMG3	3	4.0%
Soulbury	0	0.0%
<b>Total</b>	<b>75</b>	<b>100.0%</b>

**Breakdown of Redundancies by Grade and Gender**

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	5	20.8%	19	79.2%
SC3-5	5	41.7%	7	58.3%
SC6-SO2	4	22.2%	14	77.8%
PO1-PO5	5	29.4%	12	70.6%
PO6-PO8	1	100.0%	0	0.0%
SMG1-SMG3	1	33.3%	2	66.7%
Soulbury	0	0.0%	0	0.0%
<b>Total</b>	<b>21</b>	<b>28.0%</b>	<b>54</b>	<b>72.0%</b>

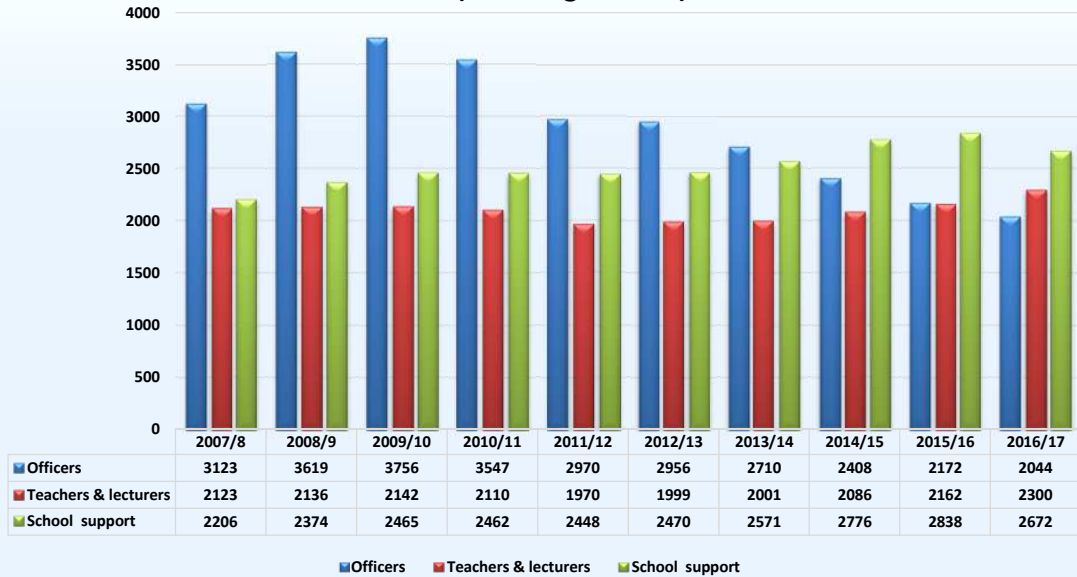
**Breakdown by Grade and Ethnicity**

Grade	BME	% of staff made redundant	White	% of staff made redundant	Not disclosed	% of staff made redundant
SC1 - 2	16	21.3%	8	10.7%	0	0.0%
SC3 - 5	3	4.0%	8	10.7%	1	1.3%
SC6 - SO2	9	12.0%	8	10.7%	1	1.3%
PO1 - PO5	4	5.3%	13	17.3%	0	0.0%
PO6 - PO8	0	0.0%	1	1.3%	0	0.0%
SMG1 - SMG3	0	0.0%	3	4.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>32</b>	<b>42.7%</b>	<b>41</b>	<b>54.7%</b>	<b>2</b>	<b>2.7%</b>

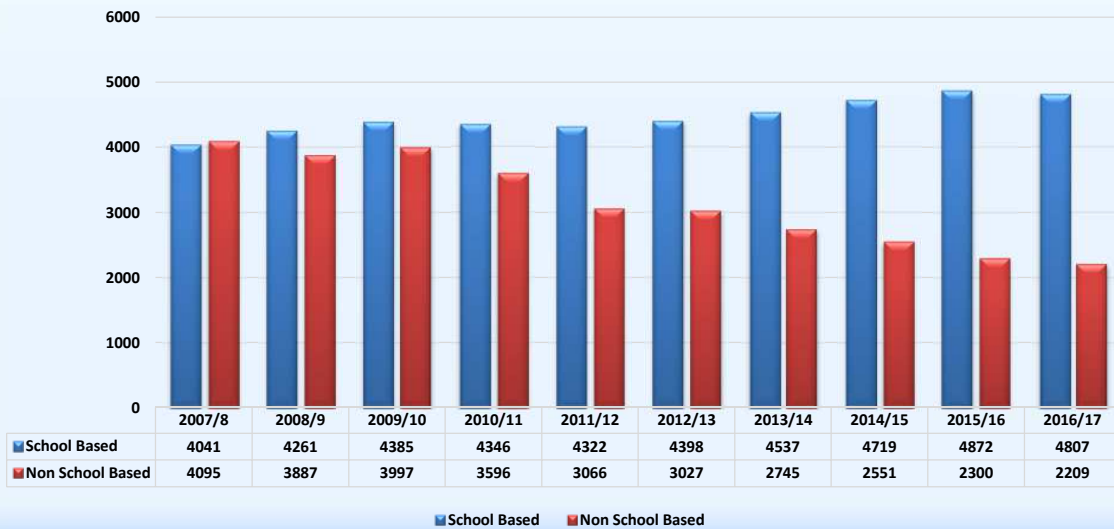
**TOTAL EMPLOYEES BY OCCUPATIONAL GROUP**  
(including Schools)

The trend chart below demonstrates that since 2009/10 the number of officer staff has decreased, the number of teachers has remained broadly similar and the number of school support staff has increased except 2016/17 where there has been a decrease from previous year. The Council has not had "manual" or "craft" employees since 2008/09.

**TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2007 - 2017**  
(including Schools)



**Total Employees Trend 2007 to 2017 (incl schools)**



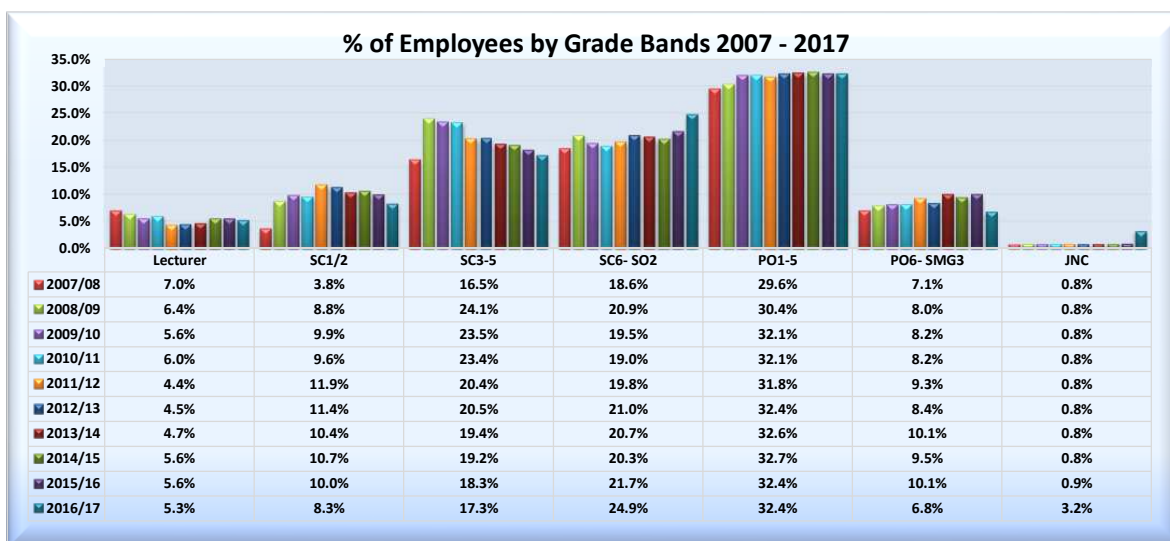
The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2007. The trend outlines that non-schools employees have dropped significantly whereas schools employees have increased.



### TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2016/17

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	19	3	13	72	186	47	11	4	367
Community Services	104	0	4	109	135	232	38	17	5	644
Customer Services	0	0	147	217	274	144	22	15	5	824
Resources & Regeneration	0	0	29	43	69	154	44	28	7	374
<b>16/17 Total</b>	<b>116</b>	<b>19</b>	<b>183</b>	<b>382</b>	<b>550</b>	<b>716</b>	<b>151</b>	<b>71</b>	<b>21</b>	<b>2209</b>
<b>15/16 Total</b>	<b>128</b>	<b>22</b>	<b>231</b>	<b>421</b>	<b>499</b>	<b>745</b>	<b>155</b>	<b>78</b>	<b>21</b>	<b>2300</b>

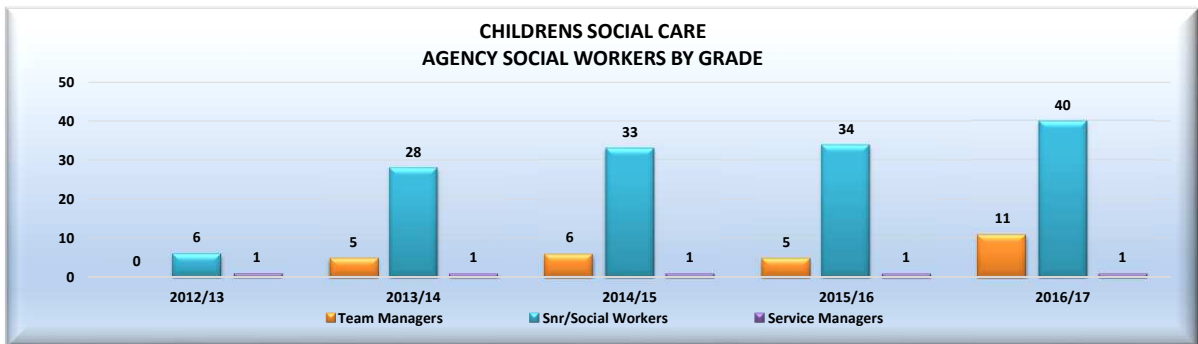
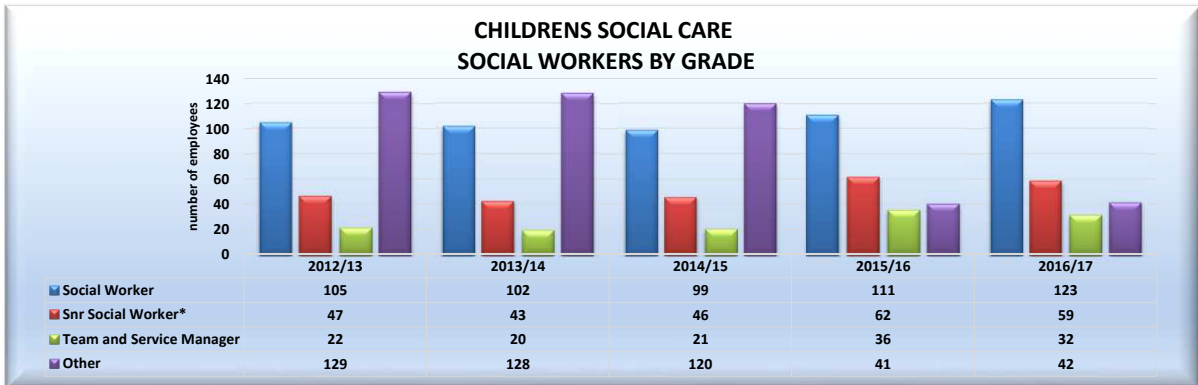
BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	3.3%	5.2%	0.8%	3.5%	19.6%	50.7%	12.8%	3.0%	1.1%	100%
Community Services	16.1%	0.0%	0.6%	16.9%	21.0%	36.0%	5.9%	2.6%	0.8%	100%
Customer Services	0.0%	0.0%	17.8%	26.3%	33.3%	17.5%	2.7%	1.8%	0.6%	100%
Resources & Regeneration	0.0%	0.0%	7.8%	11.5%	18.4%	41.2%	11.8%	7.5%	1.9%	100%
<b>16/17 Total</b>	<b>5.3%</b>	<b>0.9%</b>	<b>8.3%</b>	<b>17.3%</b>	<b>24.9%</b>	<b>32.4%</b>	<b>6.8%</b>	<b>3.2%</b>	<b>1.0%</b>	<b>100%</b>
<b>15/16 Total</b>	<b>5.6%</b>	<b>1.0%</b>	<b>10.0%</b>	<b>18.3%</b>	<b>21.7%</b>	<b>32.4%</b>	<b>6.7%</b>	<b>3.4%</b>	<b>0.9%</b>	<b>100%</b>



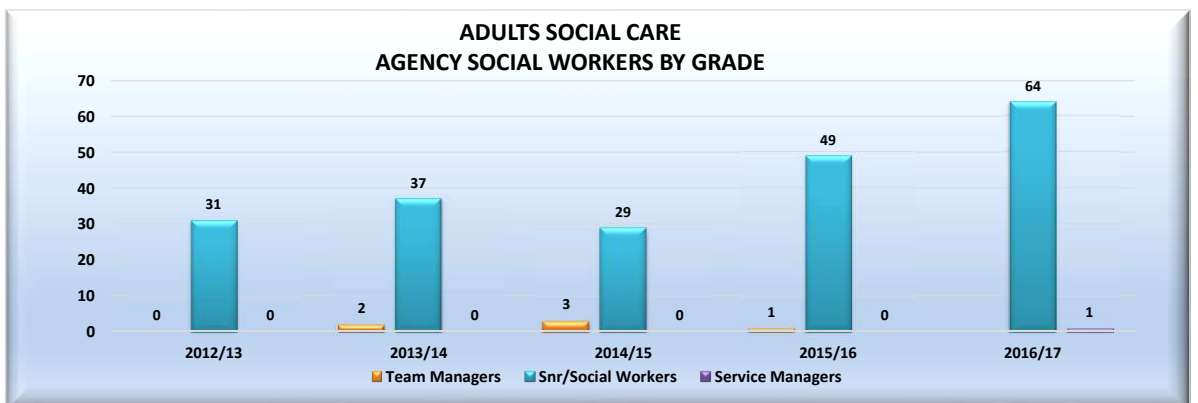
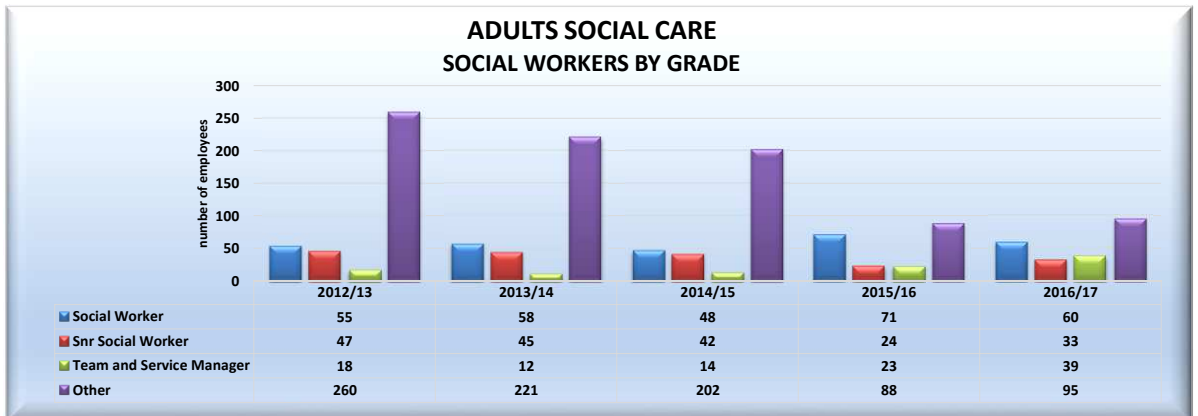
Grades	Employees 16/17	Employees 15/16
Lecturers	116	128
Soulbury	19	22
SC1A	0	11
SC1B	15	1
SC1C	0	11
SC2	168	208
SC3	103	85
SC4	117	111
SC5	162	225
SC6	185	163
SO1	252	270
SO2	113	67
PO1	84	139
PO2	305	209
PO3	128	168
PO4	127	174
PO5	72	54
PO6	68	62
PO7	55	47
PO8	28	46
SMG1	20	24
SMG2	23	22
SMG3	28	32
DIR1	4	4
DIR2	2	2
DIR3	15	15
<b>Total</b>	<b>2209</b>	<b>2300</b>

Over the past 10 years, the numbers of staff in grade band Sc1/2 has increased from 4% in 2006/7 to 10% in 2015/15, partly due to the success of the Apprenticeship Scheme. Percentages of staff in other grade bands have increased slightly year on year which could be explained by employees being promoted.

## Numbers of Permanent and Agency Social Workers 2016/17



\* includes IRO, Advanced Practitioner, Child Protection Co-ordinator and other senior qualified social work roles previously included in the "other" grade. The "other" grade now includes just non-social work qualified staff



### TOTAL AMOUNT SPENT BY THE COUNCIL ON AGENCY SOCIAL WORKERS

We do not use agencies to recruit permanent Social Work staff, However for agency staff we have a managed service contract with Reed Talent Solutions. They supply agency workers via a network of 3rd party suppliers. For a list of these providers contact Reed Talent Solutions.

#### 2016 - 2017

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Children Social Worker	£246,597	£231,686	£329,890	£279,232	£278,602	£291,763
Adult Social Worker	£212,801	£228,371	£260,688	£222,120	£225,070	£250,083
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17
Children Social Worker	£284,833	£268,054	£457,333	£308,694	£406,810	£527,576
Adult Social Worker	£218,022	£208,290	£266,138	£212,814	£253,582	£327,120

#### 2015 - 2016

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15
Children Social Worker	£182,576	£238,026	£307,287	£263,594	£250,718	£321,127
Adult Social Worker	£289,641	£323,277	£422,888	£334,608	£344,996	£409,406
	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Children Social Worker	£182,576	£238,026	£307,287	£263,594	£250,718	£321,127
Adult Social Worker	£357,454	£363,477	£462,985	£359,985	£342,525	£420,015

#### 2014 - 2015

	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Children Social Worker	£107,724	£112,404	£136,096	£112,333	£136,603	£172,031
Adult Social Worker	£113,560	£118,787	£155,319	£116,622	£115,066	£149,202
	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Children Social Worker	£149,982	£132,007	£149,091	£100,533	£115,386	£144,024
Adult Social Worker	£155,319	£124,173	£136,737	£94,523	£107,594	£142,464

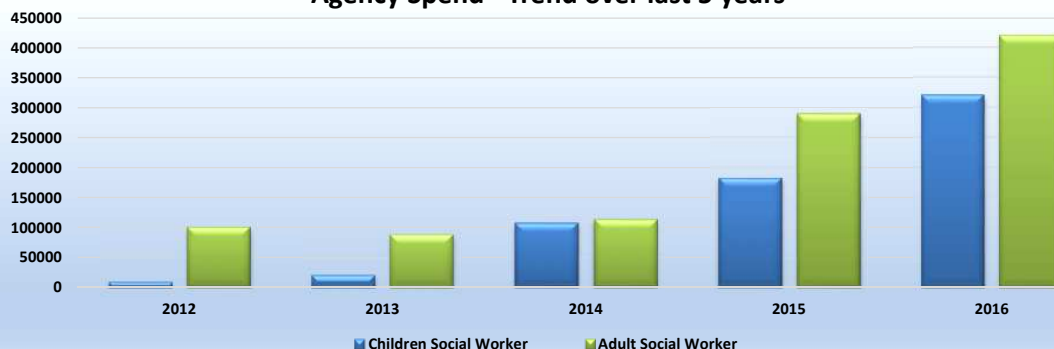
#### 2013 - 2014

	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13
Children Social Worker	£20,911	£34,472	£46,192	£40,305	£40,812	£58,380
Adult Social Worker	£88,190	£90,922	£107,309	£84,500	£86,709	£100,531
	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Children Social Worker	£59,449	£78,436	£127,473	£77,333	£114,142	£139,605
Adult Social Worker	£80,526	£89,374	£115,443	£93,484	£107,243	£146,629

#### 2012 - 2013

	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12
Children Social Worker	£9,344	£12,493	£20,196	£19,716	£26,511	£35,331
Adult Social Worker	£100,282	£105,168	£134,946	£112,802	£107,203	£122,800
	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
Children Social Worker	£31,636	£28,153	£28,997	£14,079	£19,925	£26,862
Adult Social Worker	£94,915	£94,393	£102,003	£62,920	£74,210	£109,433

Agency Spend - Trend over last 5 years



<b>Pay rates Adults Social Care as at 31.3.2017</b>				
<b>Adults Social Care</b>	<b>Grade</b>	<b>Spinal points</b>	<b>Salary</b>	<b>Additional Payments</b>
Newly Qualified Social Workers	NQSW	34	£33,627	
Social Worker	SW	36 to 38	£35,070 to £36,912	
Senior Social Worker	SSW	40 to 42	£38,919 to £40,785	
Operations Manager	PO6	47 to 49	£45,438 to £47,292	
Lead Operations Manager	PO8	53 to 55	£51,069 to £53,088	

<b>Pay rates Childrens Social Care as at 31.3.2017</b>				
<b>Childrens Social Care</b>	<b>Grade</b>	<b>Spinal points</b>	<b>Salary</b>	<b>Additional Payments</b>
Newly Qualified Social Workers	NQSW	34	£33,627	
Social Worker	SW	36 to 38	£35,070 to £36,912	£500 pa parking
Senior Social Worker	SSW	40 to 42	£38,919 to £40,785	
Independent Reviewing Officer	IRO	46 to 47	£44,496 to £45,438	
Advanced Practitioner	AP	46 to 47	£44,496 to £45,438	
Team Manager	TM	53 to 55	£51,069 to £53,088	

### **Social Work Services and Teams**

<b>Children &amp; Young People, Children's Social Care, Laurence House , Catford SE6 4RU - services outlined below</b>
Director of Children's Social Care
Family Social Work Service
Looked After Children, Leaving Care & Adoption
Business Strategy, Fostering, Placement & Procurement
Referral & Assessment
Early Intervention
Quality Assurance

<b>Joint Health and Social Care Prevention, Laurence House, Catford, SE6 4RU - services outlined below</b>
Safeguarding Board (includes Head of Assessment and Care Management Enablement)
Integrated Neighbourhoods
Quality & Safeguarding
IMCA and DOLS
Adults with Learning Disabilities
Mental Health Lewisham - Slam

[Structure charts can be found here](#)

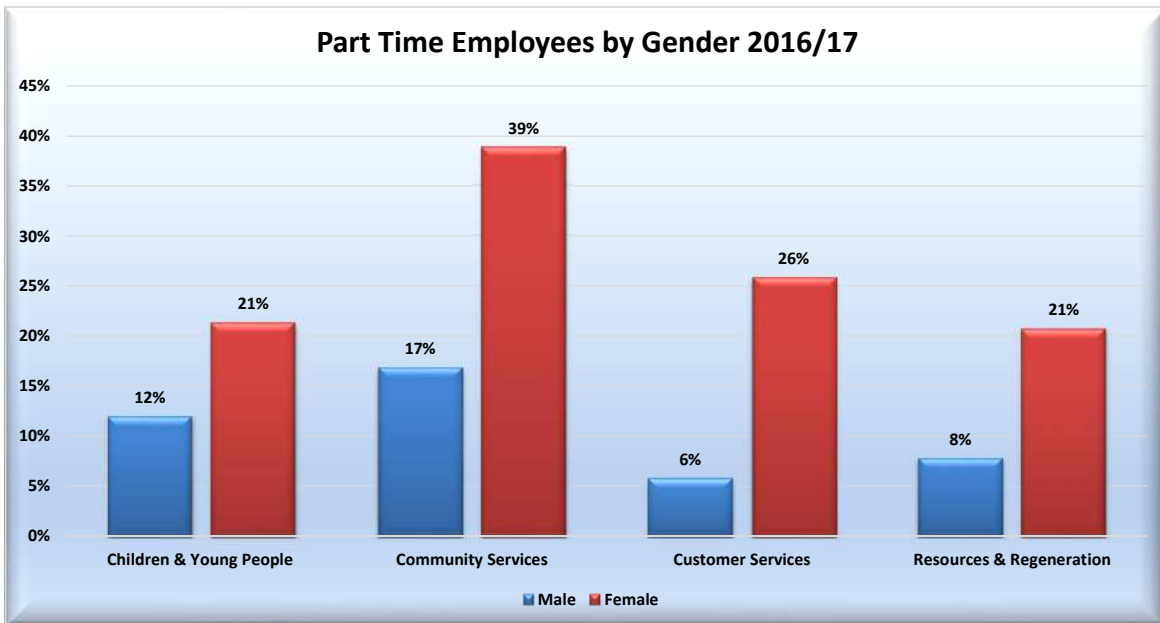
## PART-TIME EMPLOYEES 2016/17

The Council continues to encourage the take up of flexible working. Part time staff represent 21% of the Council's workforce, 2% decrease from last year. Of the female workforce, 28% are part time, compared to 30% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

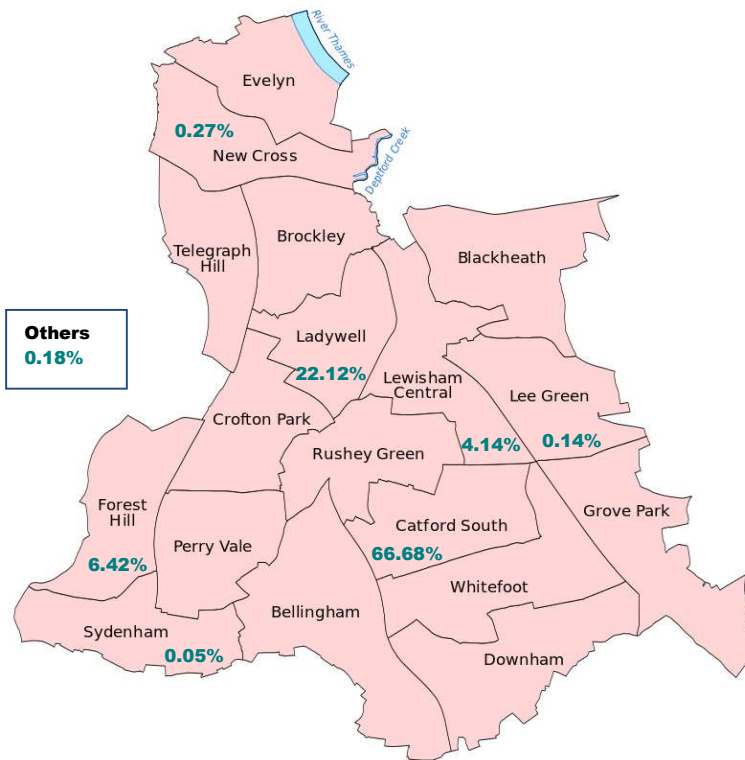
Part - Time Employees		Total Employees	
457	20.69%	2209	100%

Gender	Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	%
Female	64	21%	174	39%	92	26%	48	21%	378	28.29%
Male	8	12%	33	17%	27	6%	11	8%	79	9.05%
All	72	18%	207	32%	119	15%	59	16%	457	20.69%

The table above and the chart below outline 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 , 21% are part time employees.

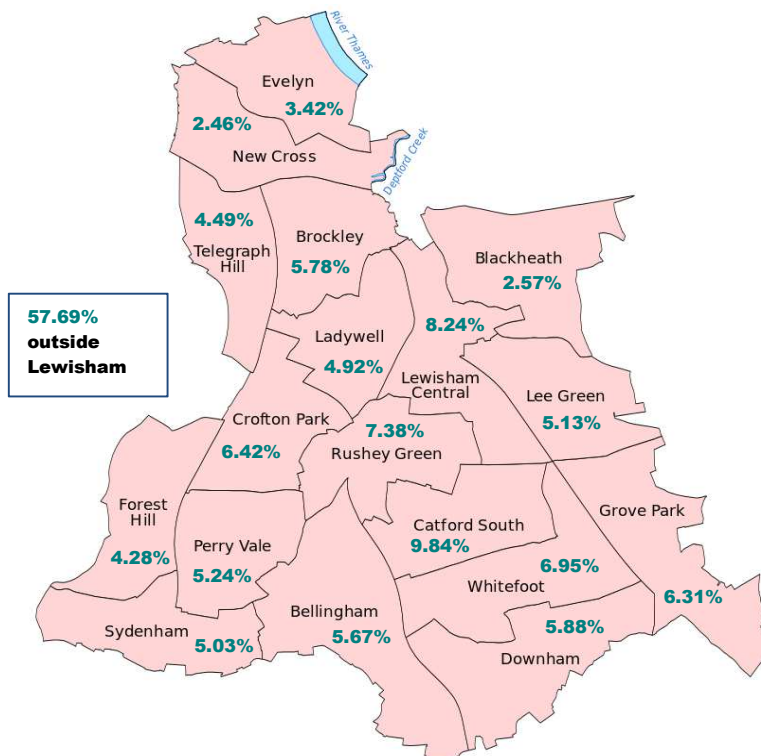


## Employee's work locations within the Borough 2016/17



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 2016/17



42% of the staff live within the Borough which is 10% lower than last year's figure. The Catford / Rushey Green / Lewisham complex continues to be the main area for staff locations. 58% of staff live outside the London Borough of Lewisham.

## Representation 2016/17

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. 39.2% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees. Of the 7.4% of employees (164 employees) promoted during 2016/17, 3.1% of BME staff were promoted. Lewisham Council's BME workforce of 39.2% can be compared to London Council's median figure of 41% (*source London Councils Human Capita Matrix 2015/16*). Although the number of senior BME staff is below target at 19% - this percentage is broadly similar to previous years and continues to remain a priority within recruitment and management development activities.

The majority (60.5%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 57% of the top 5% earners, which is higher than last year's figure of 51% and compares to the median figure of 52% for all London Boroughs.

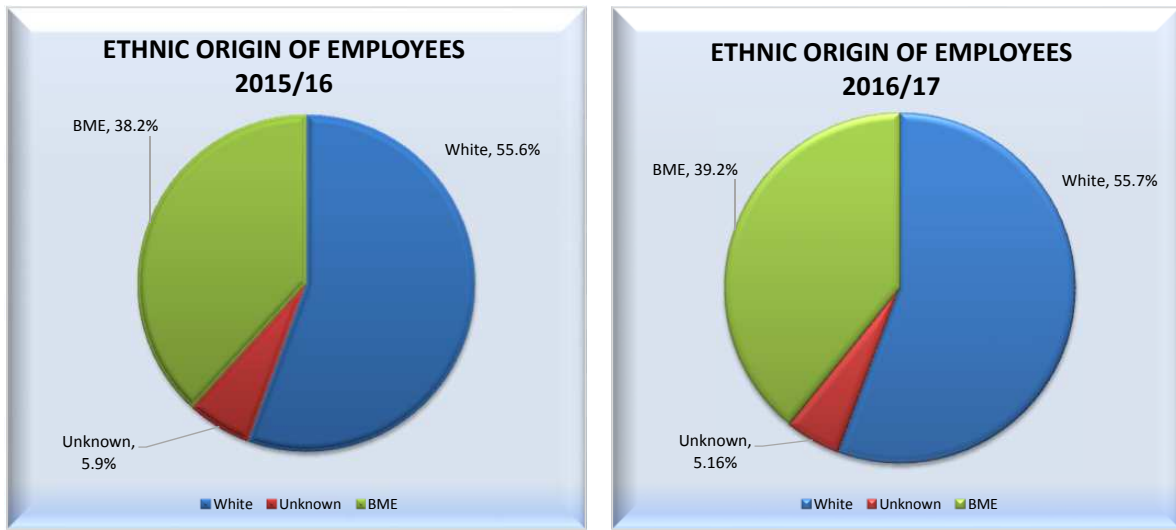
*(source London Councils Human Capita Matrix 2015/16)*

68.1% of employees are aged over 40, with the percentage of the workforce aged under 25 decreasing to 3.5% during 2016/17 compared to 4.7% in 2015/16. The median figure for employees aged under 25 across London Boroughs is 3.0%. (*source London Councils Human Capita Matrix 2015/16*)

A total of 4.1% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.4 percentage points since 2015/16. This compares to an average across all London Councils of 4.5% (*source London Councils Human Capita Matrix 2015/16*)

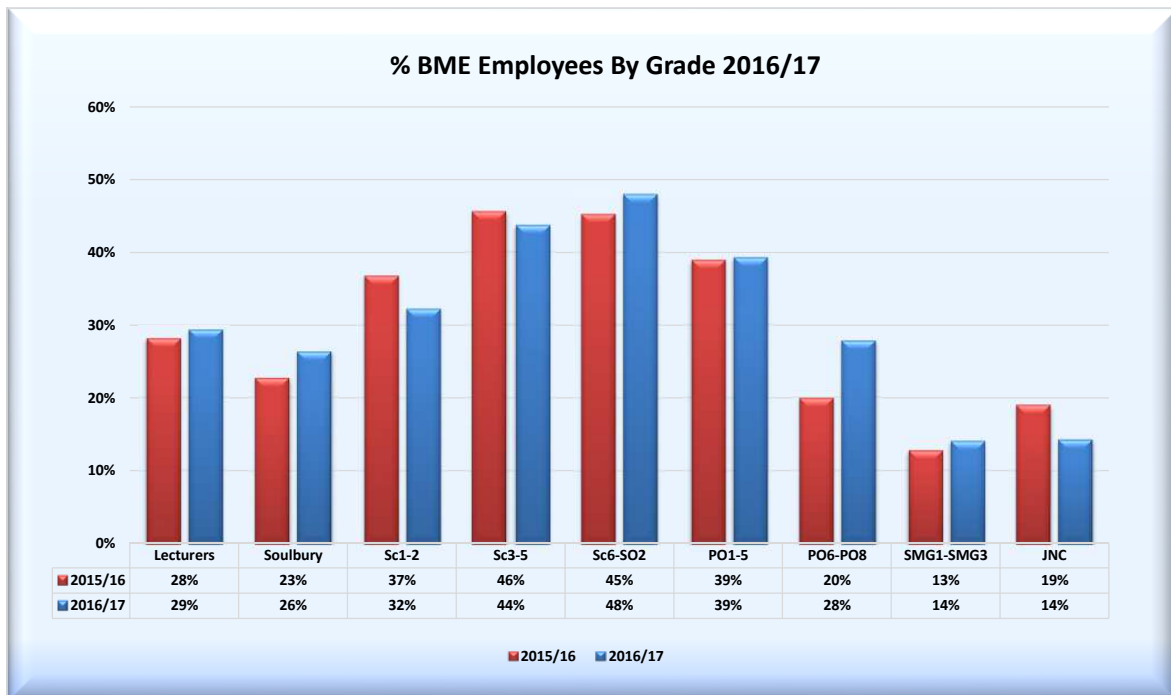
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. Female employees are paid more than male employees at Lewisham Council and the percentage pay gap difference of minus 7.18% by mean and minus 15.43% by the median salary. By comparison, in the UK women receive 20% less than men, on average. (*source <http://www.bbc.co.uk/news/business-35553573>*)

## ETHNIC ORIGIN OF EMPLOYEES 2016/17



There has been a slight increase of 1% 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 16/17	34	5	59	167	264	281	42	10	3	865
Headcount 15/16	36	5	85	192	226	290	31	10	4	879



The percentage of BME staff in the grade band PO6 - PO8 has increased by 8 percentage points from 20% in 2015/16 to 28% in 2016/17. BME employees make up 38.2% of all employees in addition, 6.2% of employees have not declared their ethnic origin.



**EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2016/17**

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	1	0.2%	2	0.2%	0	0.0%	0	0.0%	3	0.1%
Asian Bangladeshi	1	0.2%	1	0.1%	6	1.6%	0	0.0%	8	0.4%
Asian Chinese	3	0.5%	2	0.2%	0	0.0%	3	0.8%	8	0.4%
Asian Indian	11	1.7%	15	1.8%	4	1.1%	9	2.4%	39	1.8%
Asian Other	8	1.2%	4	0.5%	4	1.1%	5	1.3%	21	1.0%
Asian Pakistani	1	0.2%	0	0.0%	0	0.0%	3	0.8%	4	0.2%
Black African	60	9.3%	56	6.8%	35	9.5%	38	10.2%	189	8.6%
Black Caribbean	112	17.4%	173	21.0%	81	22.1%	50	13.4%	416	18.8%
Black Other	20	3.1%	25	3.0%	13	3.5%	2	0.5%	60	2.7%
Mixed Other	8	1.2%	6	0.7%	4	1.1%	5	1.3%	23	1.0%
Mixed White and Asian	4	0.6%	5	0.6%	4	1.1%	2	0.5%	15	0.7%
Mixed White and Black African	1	0.2%	3	0.4%	5	1.4%	0	0.0%	9	0.4%
Mixed White and Black Caribbean	16	2.5%	15	1.8%	5	1.4%	9	2.4%	45	2.0%
Other Ethnic group	11	1.7%	7	0.8%	3	0.8%		0.0%	21	1.0%
Prefer not to say	10	1.6%	28	3.4%	8	2.2%	3	0.8%	49	2.2%
UnKnown	36	5.6%	15	1.8%	12	3.3%	6	1.6%	69	3.1%
White British/Eng/Welsh/Scot/NIrish	299	46.4%	403	48.9%	152	41.4%	212	56.7%	1066	48.3%
White Irish	7	1.1%	15	1.8%	10	2.7%	7	1.9%	39	1.8%
White Other	34	5.3%	47	5.7%	21	5.7%	20	5.3%	122	5.5%
White Turkish / Turkish Cypriot	1	0.2%	2	0.2%	0	0.0%	0	0.0%	3	0.1%
<b>Total all employees</b>	<b>644</b>	<b>100.0%</b>	<b>824</b>	<b>100.0%</b>	<b>367</b>	<b>100.0%</b>	<b>374</b>	<b>100.0%</b>	<b>2209</b>	<b>100.0%</b>

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
<b>Total all minority employees</b>	<b>258</b>	<b>40.06%</b>	<b>315</b>	<b>38.23%</b>	<b>165</b>	<b>44.96%</b>	<b>127</b>	<b>33.96%</b>	<b>865</b>	<b>39.16%</b>

## WOMEN EMPLOYEES 2016/17

Women	Men	Total employees	
1336	60.5%	873	39.5%
		2209	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	300	81.7%	448	69.6%	356	43.2%	232	62.0%	1336	60.5%
Men	67	18.3%	196	30.4%	468	56.8%	142	38.0%	873	39.5%
<b>Total</b>	<b>367</b>	<b>100.0%</b>	<b>644</b>	<b>100.0%</b>	<b>824</b>	<b>100.0%</b>	<b>374</b>	<b>100.0%</b>	<b>2209</b>	<b>100.0%</b>

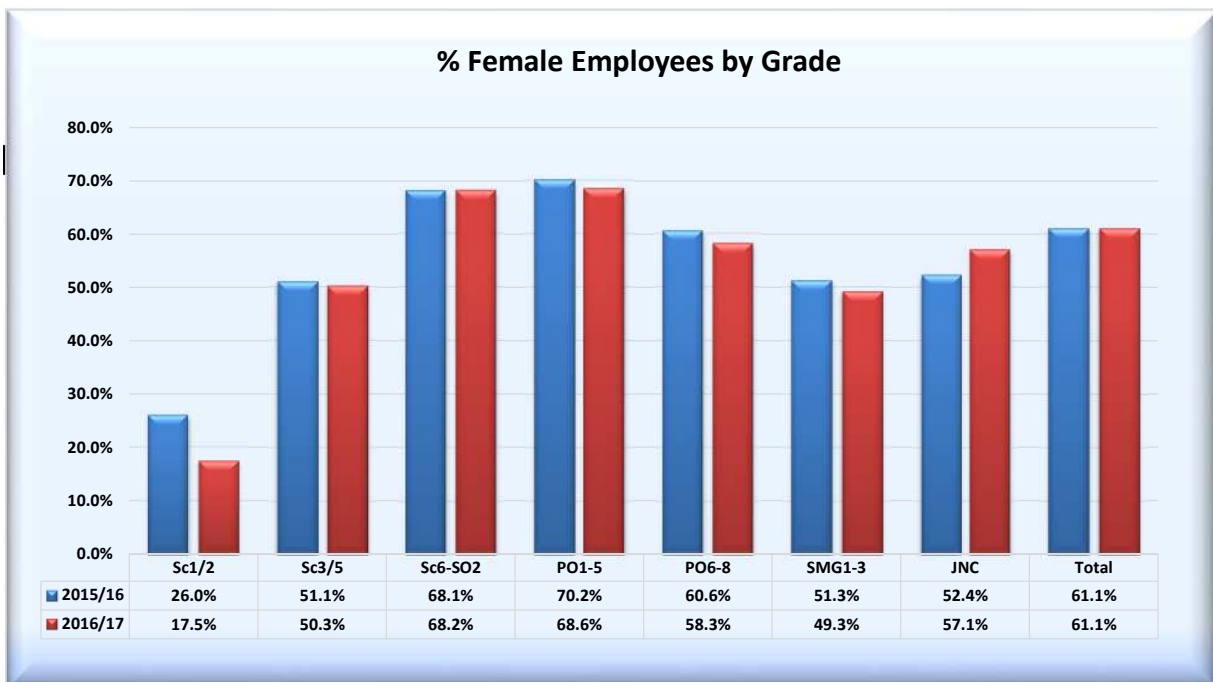
BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
94	81.0%	17	89.5%	32	17.5%	192	50.3%	375	68.2%	491	68.6%
PO6-8		SMG1-3		JNC		Total					
88	58.3%	35	49.3%	12	57.1%	1336					
						60.5%					

BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
466	61.6%	232	54.8%	434	64.8%	204	56.8%	1336	60.5%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
6	54.5%	30	45.5%	91	58.3%	112	56.0%	181	66.1%	150	63.6%
46 - 50		51 - 55		55 +		Total					
196	60.1%	258	60.8%	312	60.5%	1336					
						60.5%					

BY ETHNICITY							
BME		Unknown		White		Total	
567	65.5%	62	54.4%	707	57.5%	1336	60.5%

Disabled	
52	57.8%



The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of senior grades (top 5% of earners) which is very similar to 52% in 2015/16.

## DISABLED EMPLOYEES 2016/17

Yes		No		Unknown	
90	4.1%	1303	59.0%	816	36.9%

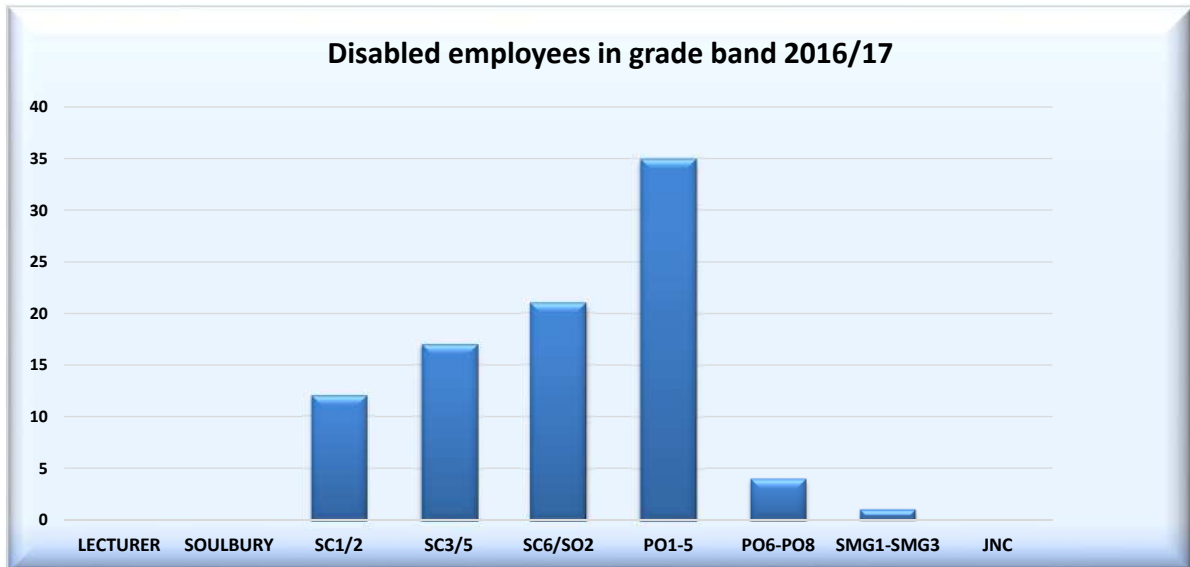
DIRECTORATE									
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total					
16	4.4%	28	4.3%	27	3.3%	19	5.1%	90	4.1%

BY GRADE											
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5						
0	0.0%	0	0.0%	12	6.6%	17	4.5%	21	3.8%	35	4.9%
PO6-8	SMG1-3	JNC	Total								
4	2.6%	1	1.4%	0	0.0%	90	4.1%				

BY LENGTH OF SERVICE									
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total					
29	3.8%	11	2.6%	29	4.3%	21	5.8%	90	4.1%

BY AGE											
16 - 20	21 - 25	26 - 30	31 - 25	36 - 40	41 - 45						
0	0.0%	2	3.0%	6	3.8%	2	1.0%	6	2.2%	7	3.0%
46 - 50	51 - 55	55 +	Total								
17	5.2%	19	4.5%	31	6.0%	90	4.1%				

BY ETHNICITY										
BME	Unknown	White	Total							
32	3.7%	6	5.3%	52	4.2%	90	4.1%			



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.1% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.4% points from 2015/16. This compares to an average across all London Councils of 4.5% (source London Councils Human Capital Matrix 2015/16).

## Protected Characteristics 2016/17

Religion			
Any other	0.77%	Muslim	1.27%
Buddhist	0.27%	None	17.96%
Christian (all denominations)	29.41%	Prefer not to say	5.29%
Hindu	0.32%	Sikh	0.23%
Jewish	0.09%	Unknown	44.39%
Total all employees			100.00%

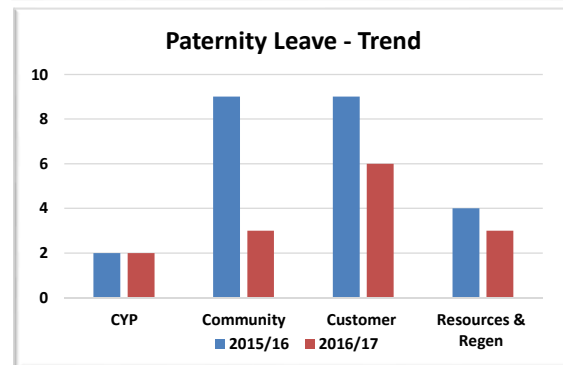
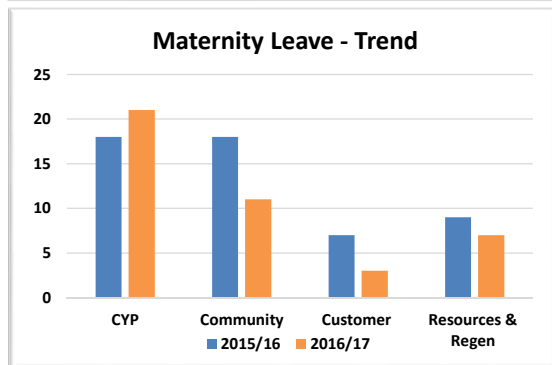
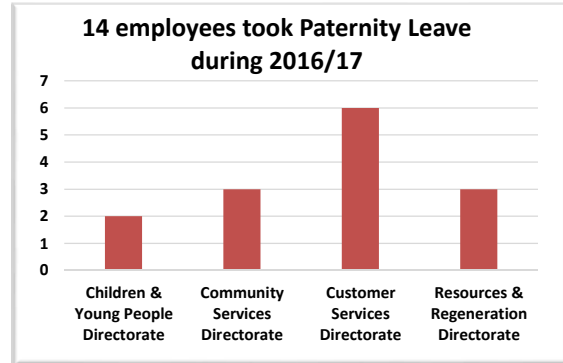
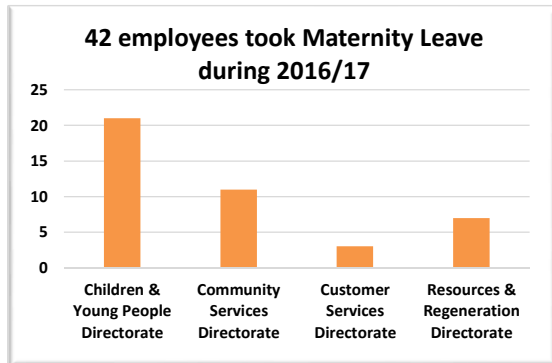
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.23%
Gay/lesbian	1.58%
Other	0.14%
Prefer not to say	4.62%
Straight/Heterosexual	48.46%
Unknown	44.98%
Total all employees	100.00%

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

Marital Status	
Married/Civil Partner	26.26%
Not married/Not Civil Partner	15.78%
Prefer not to say	26.30%
Unknown	31.66%
Total all employees	100.00%

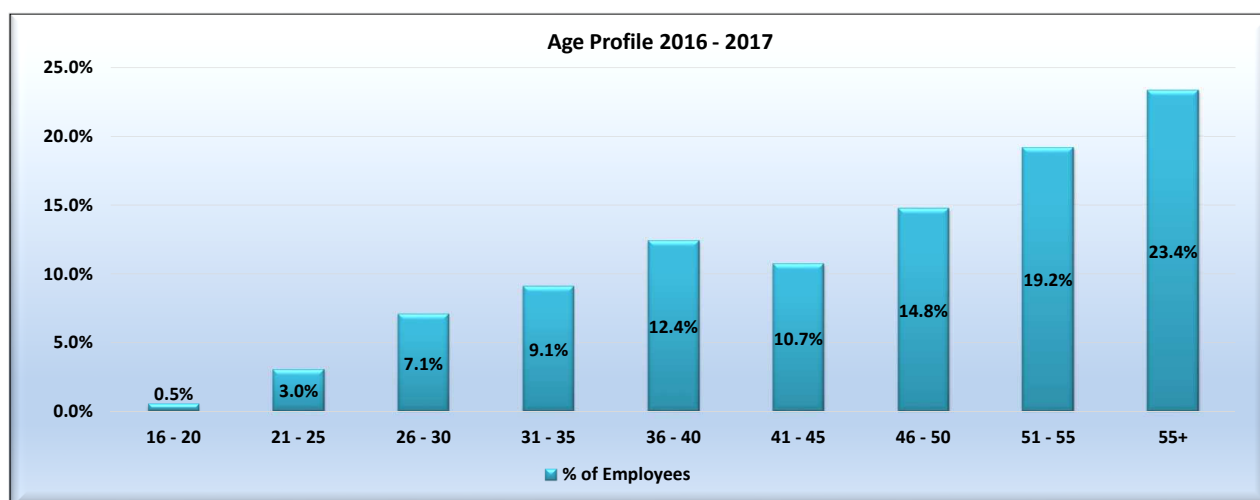
High number of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status either.



## AGE PROFILE 2016 - 2017

### BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	3	0.8%	6	1.6%	47	12.8%	45	12.3%	62	16.9%	43	11.7%	48	13.1%	63	17.2%	50	13.6%	367	16.6%
Community Services Directorate	1	0.2%	13	2.0%	33	5.1%	54	8.4%	73	11.3%	81	12.6%	95	14.8%	123	19.1%	171	26.6%	644	29.2%
Customer Service Directorate	3	0.4%	23	2.8%	46	5.6%	69	8.4%	97	11.8%	84	10.2%	119	14.4%	170	20.6%	213	25.8%	824	37.3%
Resources & Regeneration Directorate	4	1.1%	24	6.4%	30	8.0%	32	8.6%	42	11.2%	28	7.5%	64	17.1%	68	18.2%	82	21.9%	374	16.9%
<b>Total</b>	<b>11</b>	<b>0.5%</b>	<b>66</b>	<b>3.0%</b>	<b>156</b>	<b>7.1%</b>	<b>200</b>	<b>9.1%</b>	<b>274</b>	<b>12.4%</b>	<b>236</b>	<b>10.7%</b>	<b>326</b>	<b>14.8%</b>	<b>424</b>	<b>19.2%</b>	<b>516</b>	<b>23.4%</b>	<b>2209</b>	<b>100%</b>



The age profile of the Council is outlined above, demonstrating that 68% of employees are over 40. The average age of the workforce in Lewisham is 46, this is due to the fact that historically, people entered local government to build a career and tend to have remained working for the Council. 42% of employees live in the Borough; this together with good transport links, coupled with the attractive terms and conditions of employment; can explain why staff in the older age bands tend to stay with the Council. The percentage of the workforce aged under 25 is 3.5% which has decreased from 4.7% in 2015/16. 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. There are programmes in place to address hard to fill roles, the Council is also seeking to fill entry level posts with Apprentices as our HR Business partners are actively encouraging services who have not yet taken up Apprenticeship opportunities to do so.

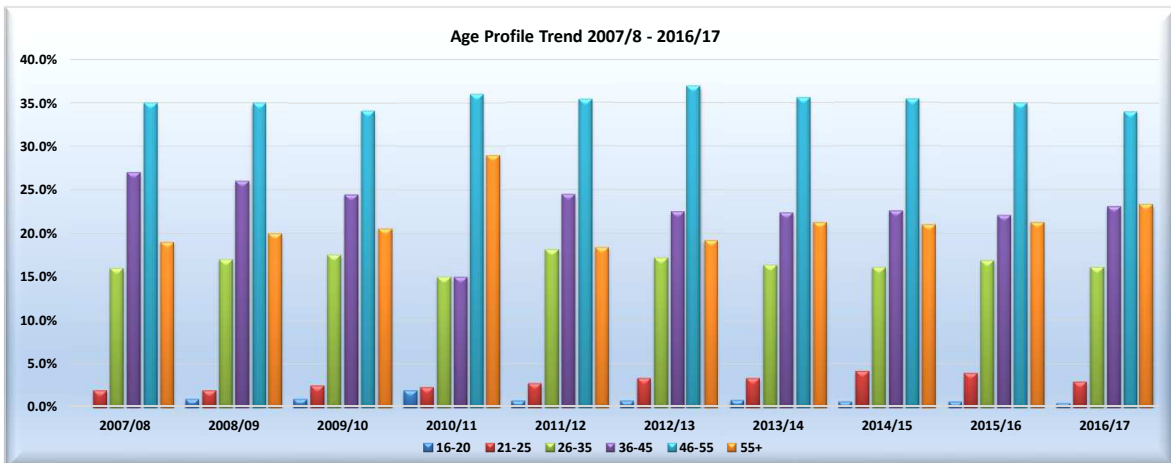
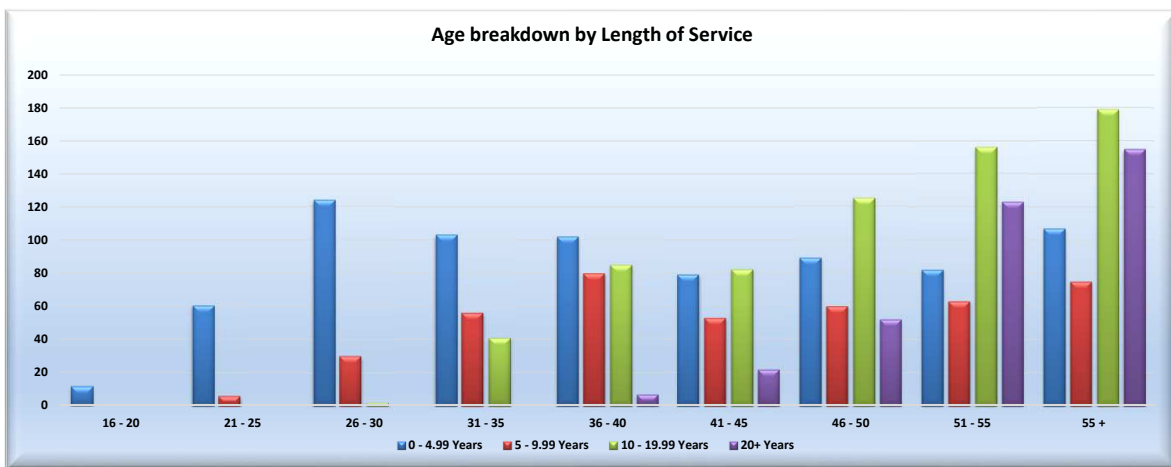
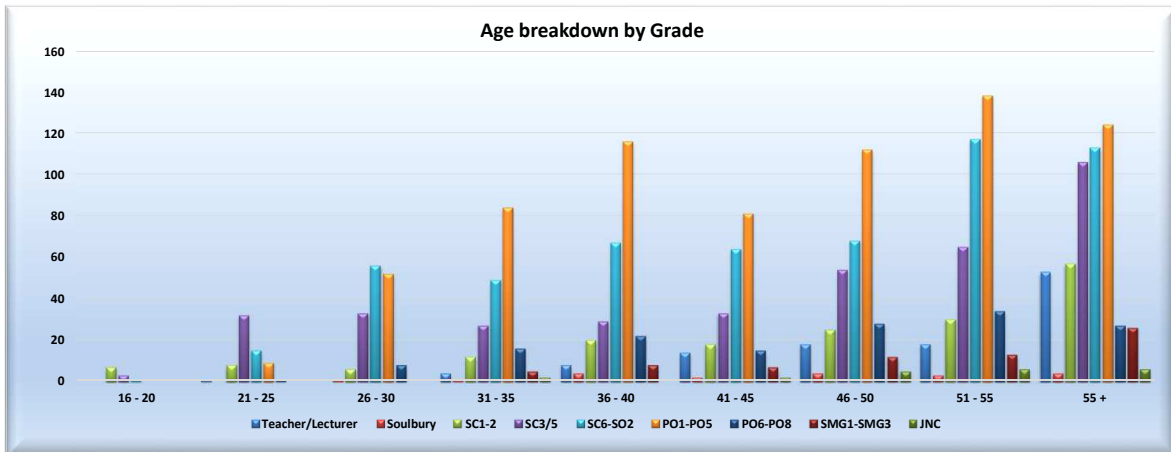
### By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	9	1.0%	29	3.4%	65	7.5%	88	10.2%	109	12.6%	106	12.3%	132	15.3%	178	20.6%	149	17.2%	865	39.2%
Unknown	1	0.9%	7	6.1%	7	6.1%	7	6.1%	16	14.0%	16	14.0%	20	17.5%	16	14.0%	24	21.1%	114	5.2%
White	1	0.1%	30	2.4%	84	6.8%	105	8.5%	149	12.1%	114	9.3%	174	14.1%	230	18.7%	343	27.9%	1230	55.7%
<b>Total</b>	<b>11</b>	<b>0.5%</b>	<b>66</b>	<b>3.0%</b>	<b>156</b>	<b>7.1%</b>	<b>200</b>	<b>9.1%</b>	<b>274</b>	<b>12.4%</b>	<b>236</b>	<b>10.7%</b>	<b>326</b>	<b>14.8%</b>	<b>424</b>	<b>19.2%</b>	<b>516</b>	<b>23.4%</b>	<b>2209</b>	<b>100%</b>

### By Disability

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	0	0.0%	2	2.2%	6	6.7%	2	2.2%	6	6.7%	7	7.8%	17	18.9%	19	21.1%	31	34.4%	90	100%

## AGE PROFILE 2016 - 2017



Over the past 10 years the number of staff in age bands '16-20', '21-24', '25-34', '45-54' have remained broadly similar. The age group 55+ has increased by 8 percentage points over the last 10 years which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. The decrease in age band 55+ during 2011/12 can be explained by the large number of redundancies during that year. All age bands in 2016/17 are broadly similar when compared to the 2015/16 financial year, except 21-25 which has a decrease from 4.0% in 2015/16 to 3.0% in 2016/17

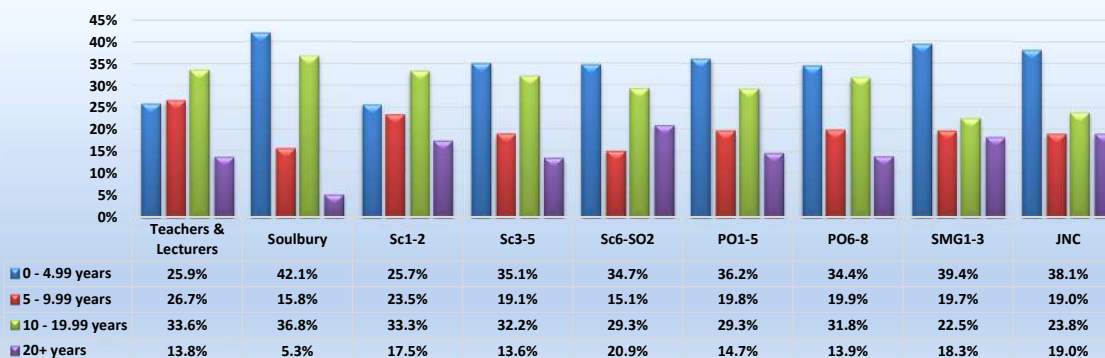
**LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2016/17**

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	177	48.2%	77	21.0%	90	24.5%	23	6.3%	367	16.6%
Community Services	233	36.2%	136	21.1%	207	32.1%	68	10.6%	644	29.2%
Customer Service	204	24.8%	149	18.1%	274	33.3%	197	23.9%	824	37.3%
Resources & Regeneration	143	38.2%	61	16.3%	99	26.5%	71	19.0%	374	16.9%
<b>Total</b>	<b>757</b>	<b>34.3%</b>	<b>423</b>	<b>19.1%</b>	<b>670</b>	<b>30.3%</b>	<b>359</b>	<b>16.3%</b>	<b>2209</b>	<b>100.0%</b>

CYP Directorate have the highest proportion of employees with less than 5 years service. This can be explained by increased numbers of Newly Qualified Social Workers joining the Directorate. By comparison, CYP percentage of employees with over 10 years service (30.8%) is lower than the other Directorates. This could be explained by the nature of social work which has a high level of "burn out" causing social workers to leave after just a few years in post. The Council has implemented a transformation programme to address this issue.

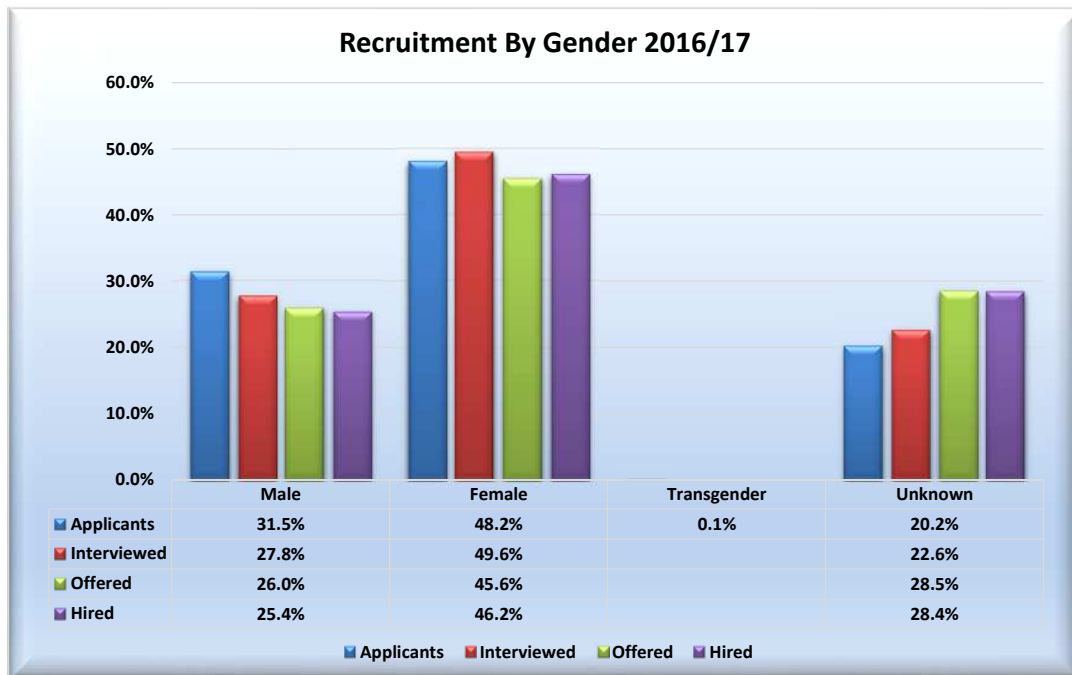
BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	30	25.9%	31	26.7%	39	33.6%	16	13.8%	116	5.3%
Soulbury	8	42.1%	3	15.8%	7	36.8%	1	5.3%	19	0.9%
Sc1 - 2	47	25.7%	43	23.5%	61	33.3%	32	17.5%	183	8.3%
Sc3 - 5	134	35.1%	73	19.1%	123	32.2%	52	13.6%	382	17.3%
Sc6 - SO2	191	34.7%	83	15.1%	161	29.3%	115	20.9%	550	24.9%
PO1 - 5	259	36.2%	142	19.8%	210	29.3%	105	14.7%	716	32.4%
PO6 - 8	52	34.4%	30	19.9%	48	31.8%	21	13.9%	151	6.8%
SMG1 - 3	28	39.4%	14	19.7%	16	22.5%	13	18.3%	71	3.2%
JNC	8	38.1%	4	19.0%	5	23.8%	4	19.0%	21	1.0%
<b>Total</b>	<b>757</b>	<b>34.3%</b>	<b>423</b>	<b>19.1%</b>	<b>670</b>	<b>30.3%</b>	<b>359</b>	<b>16.3%</b>	<b>2209</b>	<b>100.0%</b>

**Length of Service by Grade 2016/17**



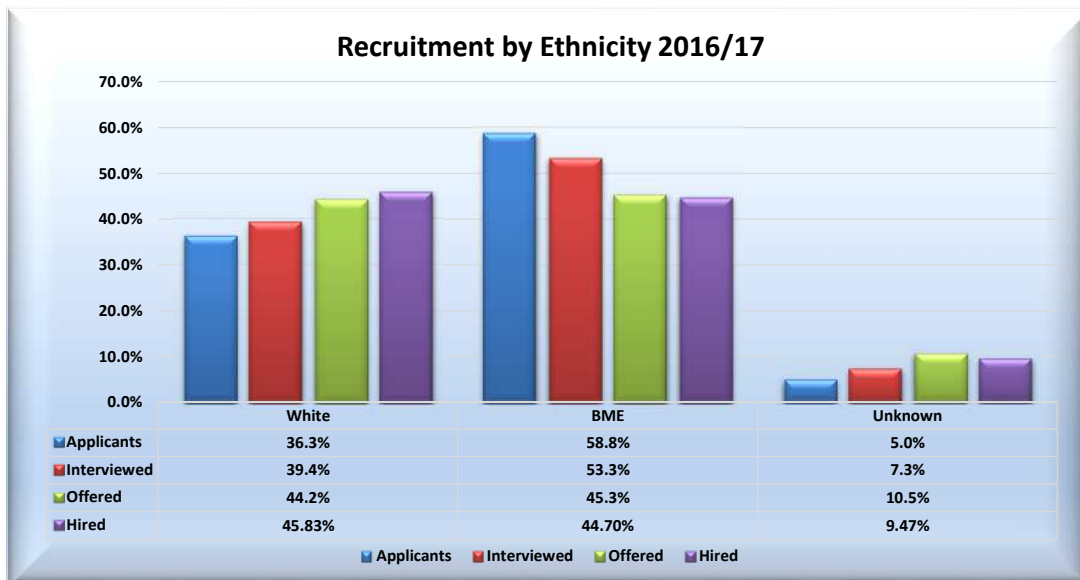
The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1-2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3-5' as apprentices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

## Recruitment by Gender 2016/17



The Council received 4112 applications for 284 roles and appointed to 264 posts. 48.2% of applications made to the Council during 2016/17 were from female applicants which is a decrease from 58.7% during 2015/2016. Of the total appointments made during 2016/17 female appointees account for 46.2%. However please note that 816 applicants have "unknown" gender so these numbers are likely to be higher in reality.

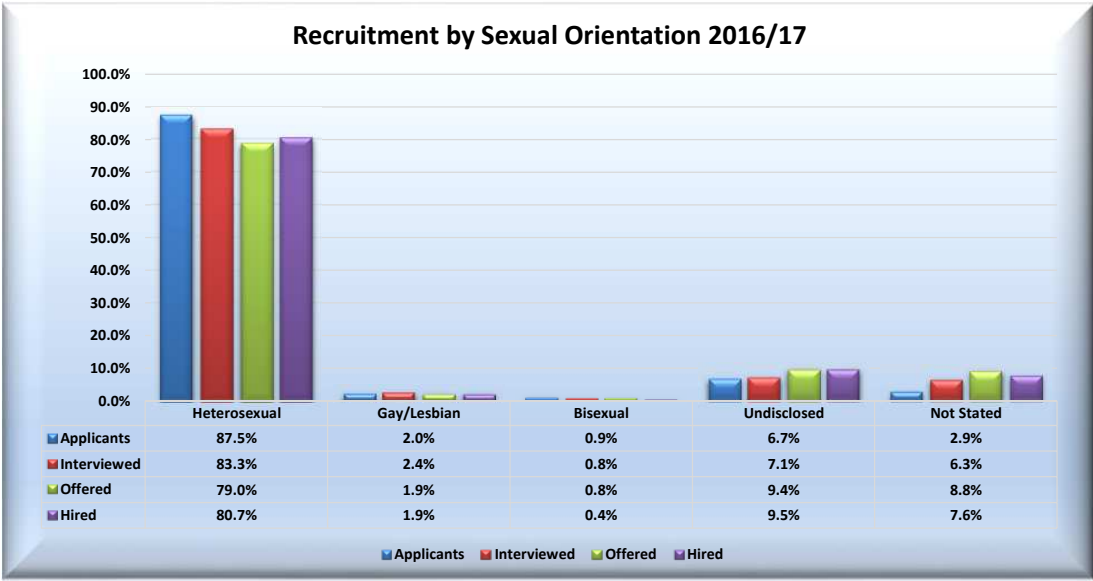
## Recruitment by Ethnicity 2016/17



During 2016/17, 58.8% of applications were made by applicants who identify as BME, which compares to 52.2% during 2015/16. During 2016/17 BME candidates represent 44.7% of the total appointments made.



**Recruitment by Sexual Orientation 2016/17**



2.9% of all job applications made during 2016/17 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is higher than last year's figure of 1.9%; 2.3% of total appointments made during 2016/17 were candidates who identify as LGBT, which is consistent with last year's figure.

## Impact of HR Processes

During 2016/17, the HR Division supported the Council in delivering services at a time of large public sector reductions by maintaining employee engagement and relations. The division ensured relatively good employee relations within the Council.

Moving into 2017/18 the HR Division continues to work to deliver the council's people management strategy objectives, having recently consulted managers to re launch these. They are:

Work with appointed system integrator and project team to ensure programme milestones are delivered, ensuring resources are appropriately assigned throughout the life of the programme and that contingency plans are in place with the existing system provider beyond March 2018.

Support and advise managers on reorganisations, recruitment and casework, provide MI, deliver an effective and robust workforce performance management system which supports managers to continue to upskill and improve services.

Implement a plan to deliver improvements to the job evaluation process; introduce improvements stemming from a review of demand analysis across the HR teams; implement value added elements with OH provider to improve health, well-being and sickness absence

### Top three priorities for 2017 – 18 are:

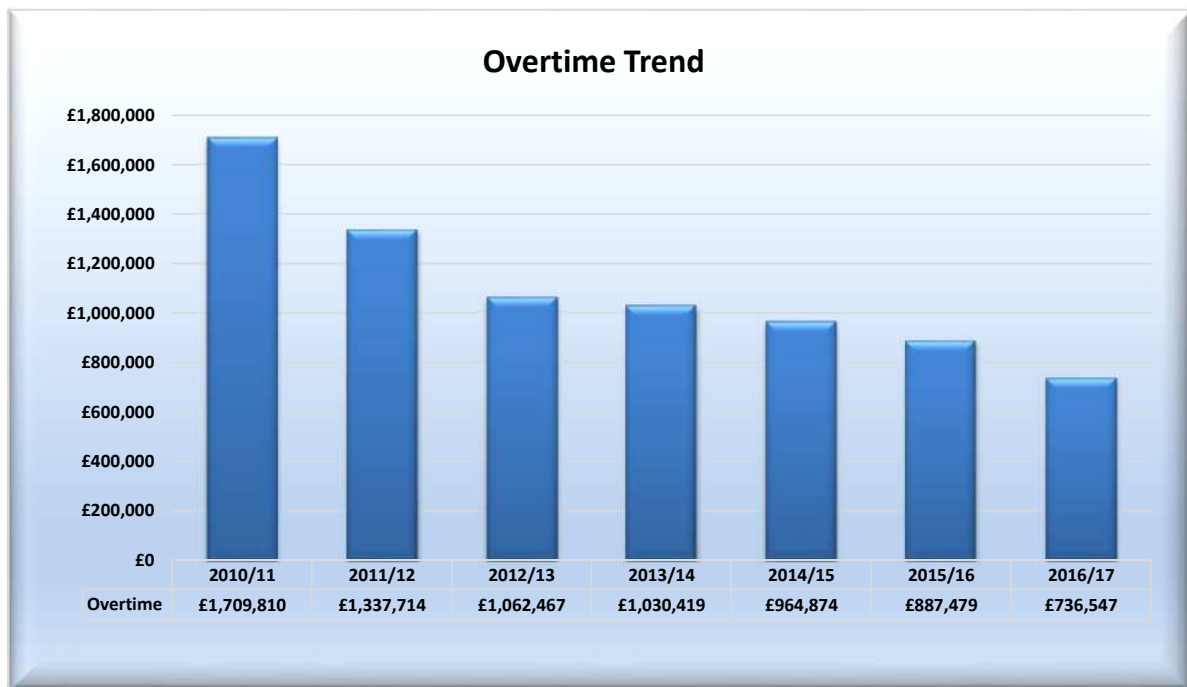
To procure and implement an integrated HR, Payroll and Finance System (ERP solution) that will facilitate and enable greater levels of employee/manager self-service; streamlining existing policies and processes; supporting agile and flexible working by accessibility of information through mobile devices

To ensure that the Council's People Strategy supports the direction and focus of the Service Transformation and Digital Programme and reflects the opportunities that the Apprenticeship levy will offer in developing professional standards across Lewisham

To ensure we continue to support the organisation to achieve value for money by reducing agency/interim spend, ensuring senior management is fully aware of usage and spend; providing accurate and timely management information; providing the training that is needed by the services; working proactively with managers on operational management issues

## OVERTIME/ADDITIONAL HOURS 2016/17

	Overtime 2015/16	Overtime 2016/17	Decrease
Children and Young People	£74,453	£28,785	-£45,668
Community Services	£128,832	£122,534	-£6,299
Customer Services	£669,035	£550,465	-£118,570
Resources & Regeneration	£15,159	£34,763	£19,604
<b>Total</b>	<b>£887,479</b>	<b>£736,547</b>	<b>-£150,932</b>



The overtime trend has continued to decrease over the last 7 years and continues to be closely monitored on a monthly basis.

## SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2016/17

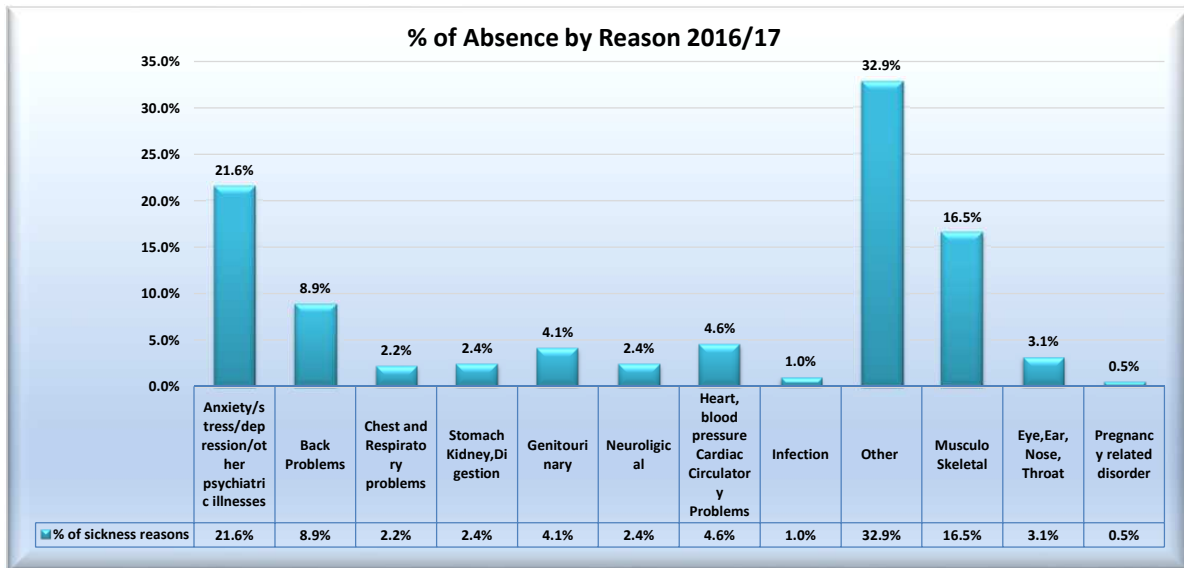
Directorate	Actual Days	Average FTE	Avg Days Lost 16/17	Avg Days Lost 15/16
Children & Young People Directorate	1836.72	350.81	5.24	6.43
Community Services Directorate	4326.88	527.48	8.20	10.14
Customer Services Directorate	7733.86	798.11	9.69	9.05
Resources & Regeneration Directorate	1575.56	341.31	4.62	4.26
<b>Lewisham Council excluding Schools</b>	<b>15473.03</b>	<b>2017.72</b>	<b>7.67</b>	<b>8.06</b>



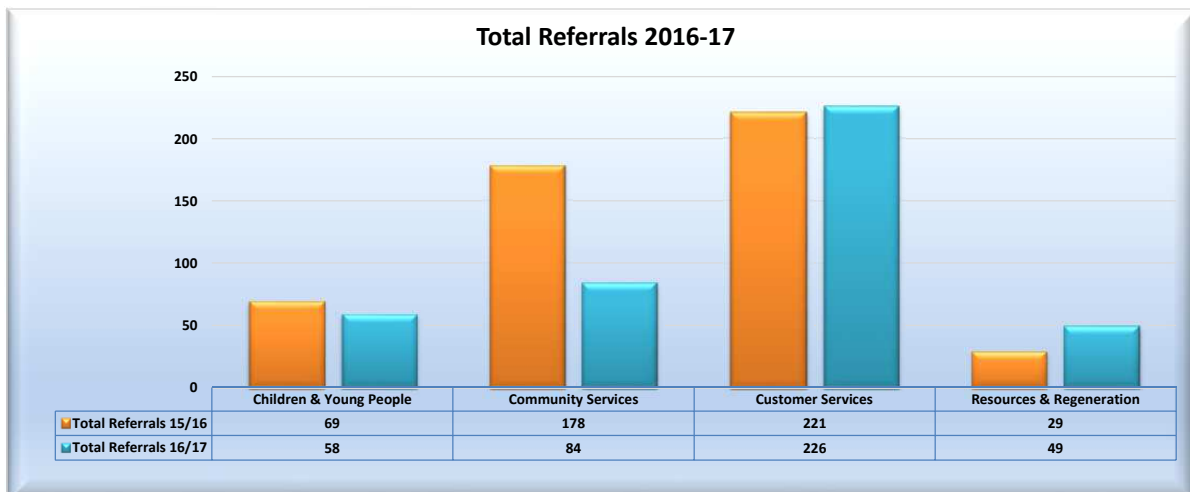
The average days lost per employee has decreased to 7.67 days in 2016/17 from 8.06 days during 2015/16. The median number of days lost per employee across London Councils is 8.1 (source *London Councils Human Capital Matrix 2016*). The average number of days lost has decreased in Children & Young People and Community Services Directorates; Resources and Regeneration Directorate has a lower average days lost than the other Directorates.



## OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



Musculo-skeletal and stress reasons continue to be the most prevalent reason for OH referrals year on year. Stress/depression/fatigue reasons include a range of mental health reasons e.g. depression disorder, as well as domestic stress and work related reason (which form a small proportion of this category)



## PROMOTED EMPLOYEES - 2016/17

Promoted Employees		Total Employees	
164	7.4%	2209	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
37	10.08%	60	9.32%	50	6.07%	17	4.55%	164	7.42%

BY GENDER					
Male		Female		Total	
60	6.87%	104	7.78%	164	7.4%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
1	0.86%	2	10.53%	0	0.00%	27	7.07%	47	8.55%	65	9.08%
PO6-8		SMG1-SMG3		JNC		Total					
15	9.93%	6	8.45%	1	4.8%	164	8.5%				

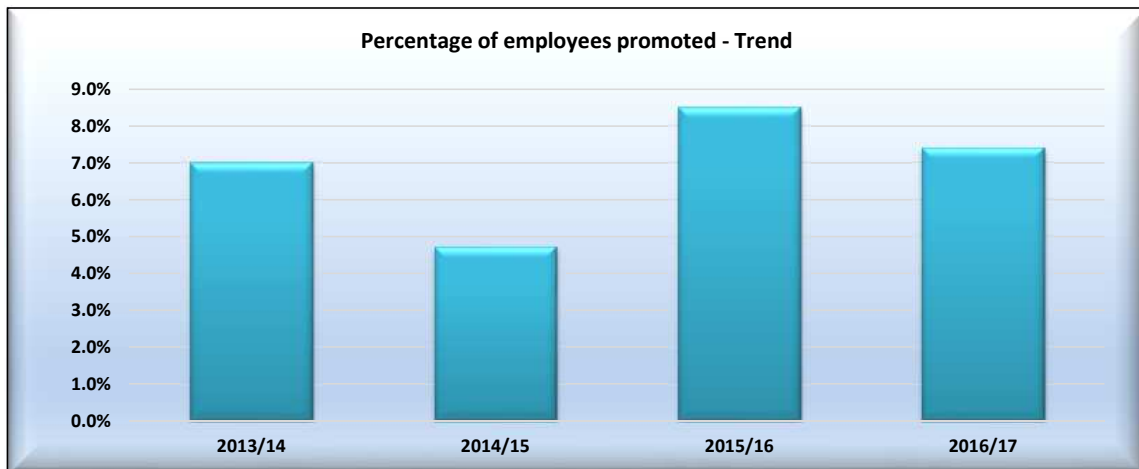
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
64	8.5%	50	11.8%	37	5.5%	13	3.6%	164	7.4%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
3	27.3%	17	25.8%	32	20.5%	25	12.5%	15	5.5%	22	9.3%
46-50		51-55		55+		Total					
16	4.9%	19	4.5%	15	2.9%	164	7.4%				

BY ETHNICITY							
BME		Unknown		White		Total	
68	3.1%	9	7.9%	87	7.1%	164	7.4%

BY DISABILITY	
Disabled	
2	

The percentage of promoted non-schools employees during 2016/17 is 7.4%. 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.



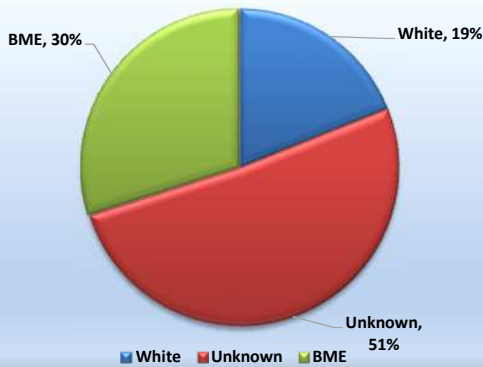
## Agency Profile 2016/17

### Agency Gender Profile 2016/17

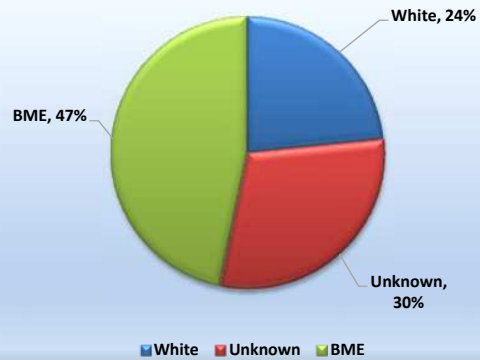
Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
<b>Women</b>	90	110	76	33	309
<b>Men</b>	32	55	210	54	351
<b>Total</b>	<b>122</b>	<b>165</b>	<b>286</b>	<b>87</b>	<b>660</b>

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

### Agency Ethnicity Profile 2016/17

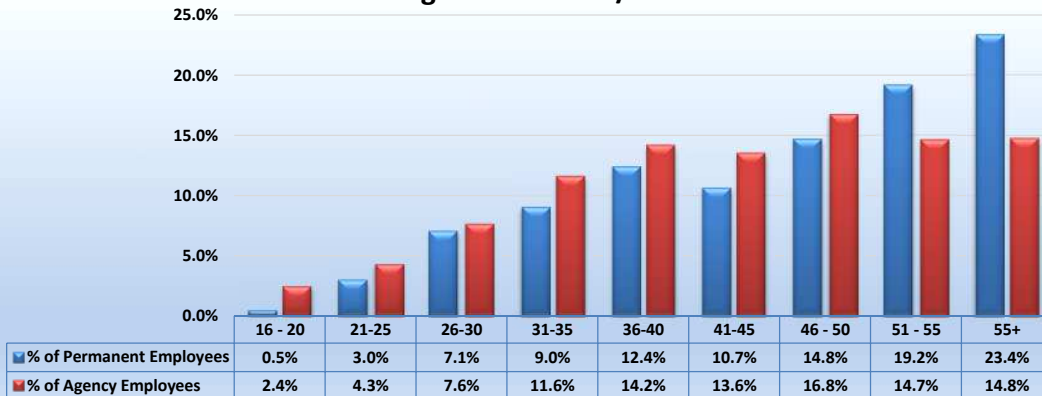


### Agency Ethnicity Profile 2015/16



The high percentage of agency workers having an "unknown" ethnic origin can be explained by the fact that although Reed (who have the contract for the Agency Managed Service (AMS)) require that their agency workers provide this information, third party suppliers to the contract do not require that their workers provide this information.

### Age Profile 2016/17

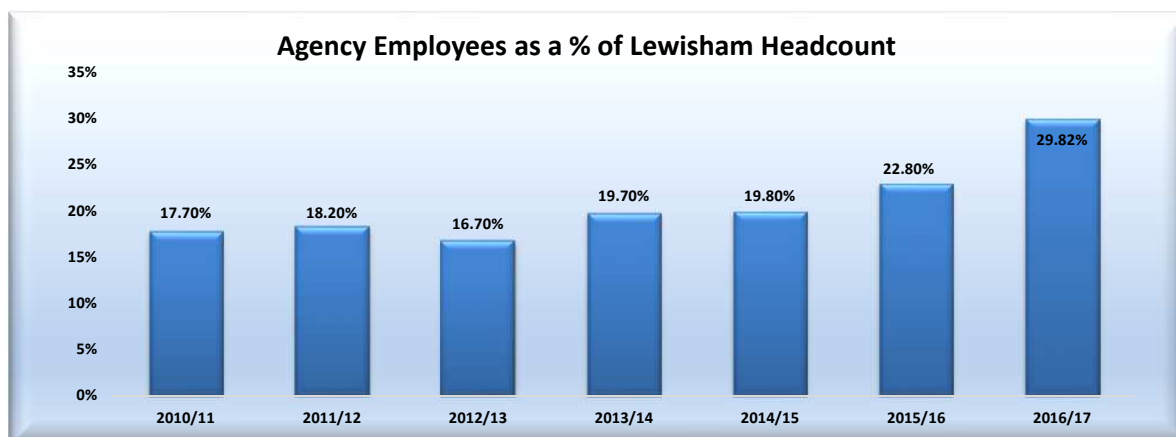


29.5% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

## AGENCY STAFF EXPENDITURE

April 2016 to March 2017

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE				
Directorate	2016/17		2015/16	
	£'000	%	£'000	%
Children & Young People	5106	22.7%	4344	21.8%
Community Services	5453	24.3%	5273	26.4%
Customer Services	8439	37.6%	7596	38.1%
Resources & Regeneration	3454	15.4%	2736	13.7%
<b>TOTAL</b>	<b>22,452</b>	<b>100.0%</b>	<b>19,949</b>	<b>100.0%</b>



In 2016/17 agency staff made up almost 29.8% of the total workforce compared to 22.8% in 2015/16. The percentage of agency employees has increased by 7 percentage points over the last year due to number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken. This along with the fact that agency worker tenure has increased has resulted in an increase in expenditure of £2.5m on the previous year's figure.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2016/17		
Directorate	Job Role	No.
Community Services	Bar Steward	69
	Adults Social Worker	17
	Adult Social Worker - Hospital	14
Customer Services	Cleansing Loader/Sweeper	55
	Recycling Days Loader/Sweeper	42
	Refuse Loader/Sweeper	26
	Passenger Attendant	25
Children & Young People	Team Manager	11
	Childrens Social Worker - R&A	10
	Educational Psychologist	7
	Business Support Officer	7
Resources & Regeneration	Planning Officers	4
	Project Manager	3
	Accountant	3

Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last years has been for additional staffing/flexible resourcing.



## Learning & Development 2016/17

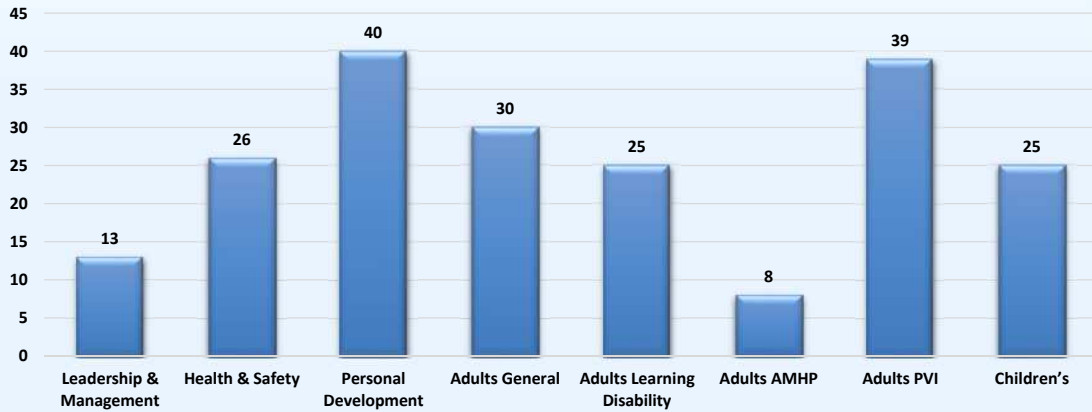
### Staff Attendance on courses April 2016 – March 2017.

During the period of April 2016 – March 2017, a total **206** courses were successfully delivered via the Reed Learning partnership. In addition a total of **65** external events were also part of the learning and development training programmes. Of the Learning Partnership courses and external events that were run, **107** courses had an attendance of over **70%**. A total of **3127** both internal and PVI delegates booked to attend both LP courses and external events and a total of **1291\*** delegates attended, resulting to a **42%** attendance for the training year. Of the **1291** delegates that attended courses, **713** were internal council staff and **578** were from PVI organisations.

Community Services directorate had the highest attendance with **212** attendees followed by Customer Services with **130**. CYP and Resources and Regeneration had **83** and **46** respectively. A total of **135** Children and Adults social care delegates attended the external events arranged by the L&D team.

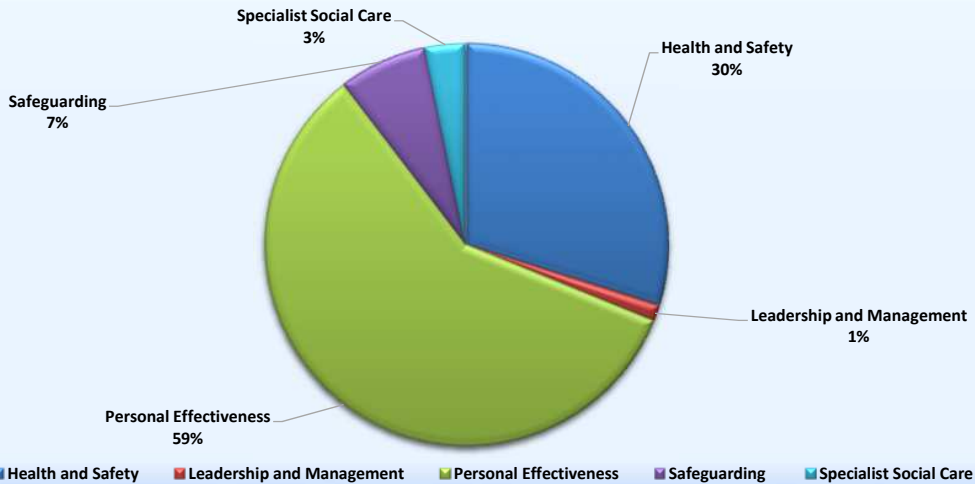
*\*The overall attendance is low due to approved delegate status not being confirmed as attended in time for reporting.*

**Total of Monthly Events ran by Course Catalogue**



Of the learning programmes described above, Adult courses were the most delivered with a total of **102** events.

**Number of E-learning completions 2016/17**



Of the E-learning programmes listed above by course types, **154** staff completed **38** courses relating to the above subject areas. Personal Effectiveness courses were the most completed.

## LEAVERS 2016/17

In 2016/17 the number of non-schools employees reduced from 2300 at the beginning of the year to 2209 by the year's end, a net reduction of 91(3.9%) employees.

Total number of employees at April 2016 - **2300**  
Less number of employees leaving on redundancy terms - **75**  
Less number of employees leaving on Voluntary Severance - **None**  
Less number of voluntary leavers/dismissals (includes resignations & retirements) - **262**  
Plus number of new starters - **246**  
Total number of employees at March 2016 - **2209**

Analysis of the 169 voluntary leavers represent a 7.5% turnover, which is less than the 10.5% turnover figure in 2015/16, but continues to be higher than the average trend for the previous years. Further analysis of this increase is being undertaken.

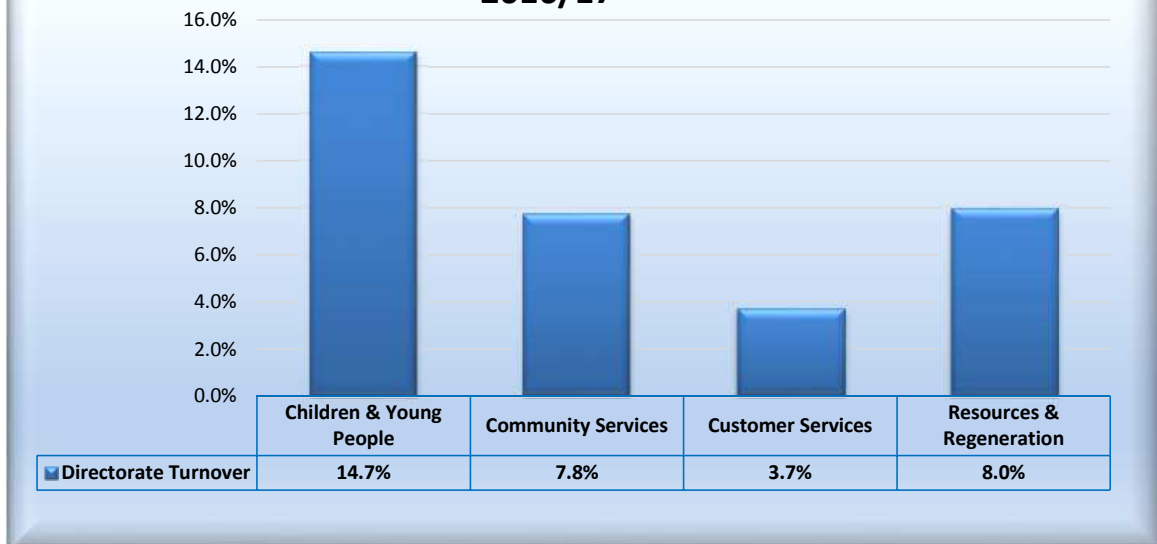
Employees being made redundant continue to be offered HR briefings on the redeployment/redundancy process together with a programme of outplacement support training (OPS) and advice from Jobcentre Plus. The programme includes CV writing and job search skills, interview skills, and business start up workshops. 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 a comprehensive "employability skills" programme has been set up on the intranet for employees which includes practice psychometric tests.

## Voluntary Leavers between April 2016 - March 2017

Voluntary leavers are employees who have chosen to leave the authority for personal reasons so do not include redundancies, dismissals, TUPE transfer and voluntary severance

Directorate	Employed April 16	Employed March 17	Net Voluntary Leavers	Directorate Turnover
Children & Young People	411	367	57	14.7%
Community Services	694	644	52	7.8%
Customer Services	843	824	31	3.7%
Resources & Regeneration	352	374	29	8.0%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

**Staff Turnover - Voluntary Leavers by Directorate  
2016/17**



BY GENDER	Employed April 16	Employed March 17	Leavers Count	Turnover
Female	1405	1336	117	8.5%
Male	895	873	52	5.9%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

BY ETHNICITY	Employed April 16	Employed March 17	Leavers Count	Turnover
BME	879	865	61	7.0%
Unknown	142	114	21	16.4%
White	1279	1230	87	6.9%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

BY LENGTH OF SERVICE	Employed April 16	Employed March 17	Leavers Count	Turnover
0 - 4.99 Years	717	757	98	13.3%
5 - 9.99 Years	495	423	33	7.2%
10 - 19.99 Years	697	670	29	4.2%
20+ Years	391	359	9	2.4%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

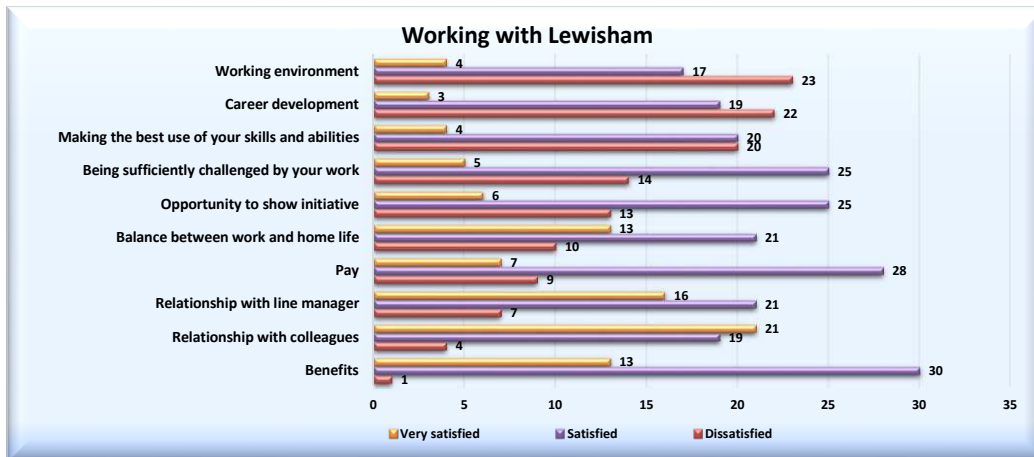
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 22 months.

BY AGE	Employed April 16	Employed March 17	Leavers Count	Turnover
16 - 20	16	11	0	0.0%
21 - 25	91	66	20	25.5%
26 - 30	152	156	24	15.6%
31 - 35	238	200	27	12.3%
36 - 40	244	274	18	6.9%
41 - 45	264	236	22	8.8%
46 - 50	367	326	18	5.2%
51 - 55	436	424	20	4.7%
55 +	492	516	20	4.0%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

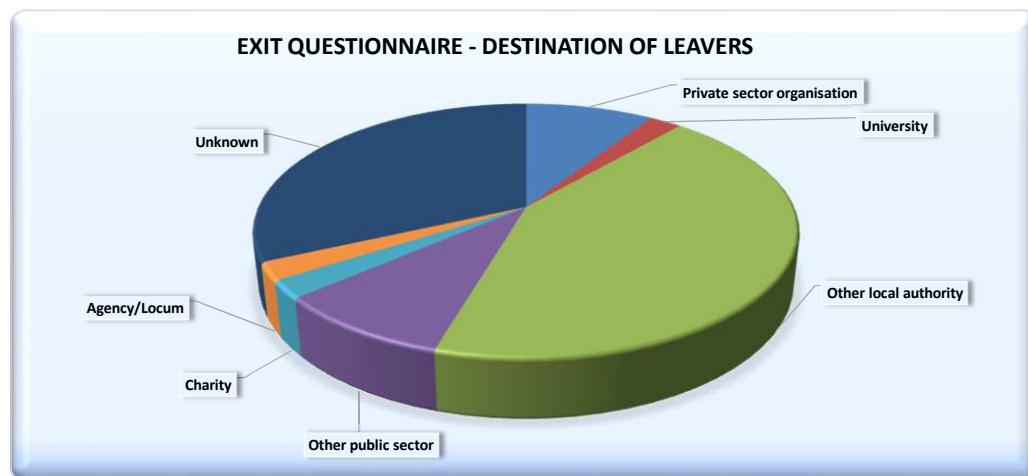
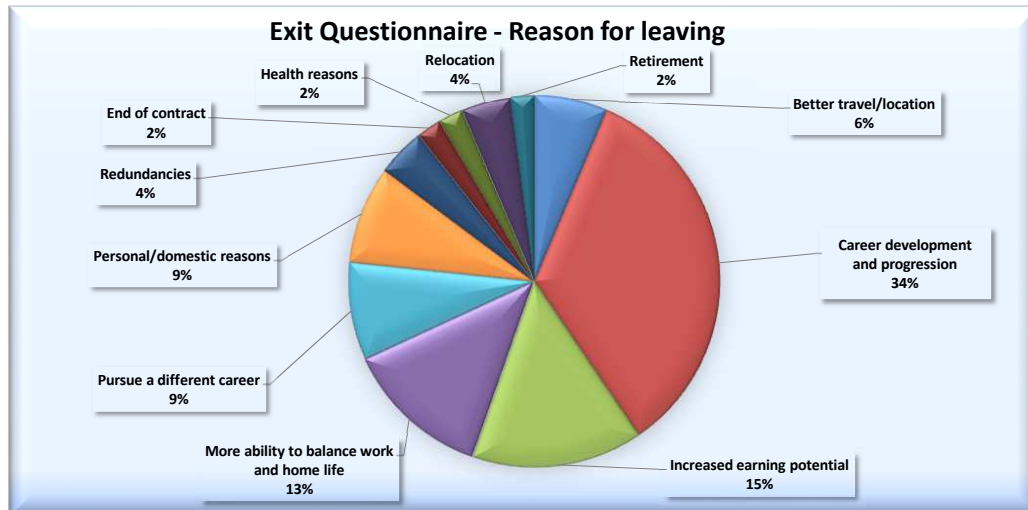
Again turnover by age band is the highest amongst those in 21 - 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement

BY Grade	Employed April 16	Employed March 17	Leavers Count	Turnover
Lect	128	116	9	7.4%
Soulbury	22	19	4	19.5%
Sc1 - 2	231	183	16	7.7%
Sc3 - 5	421	382	19	4.7%
Sc6 - SO2	499	550	29	5.5%
PO1 - 5	745	716	71	9.7%
PO6 - 8	155	151	12	7.8%
SMG1 - 3	78	71	9	12.1%
JNC	21	21	0	0.0%
<b>Total</b>	<b>2300</b>	<b>2209</b>	<b>169</b>	<b>7.5%</b>

## Exit Survey 2016/17



44 people completed an exit questionnaire during 2016/17, 97.7% of respondents were satisfied/very satisfied with the benefits that Lewisham offers to employees and 79.5% of respondents were satisfied/very satisfied with their pay; 90.9% of respondents were satisfied/very satisfied with their relationship with colleagues; and 47.7% of respondents were satisfied/very satisfied with the working environment; 50% of respondents were dissatisfied with career development opportunities. The main reason employees gave for leaving was 'career development' and the main destination of leavers was 'other local authority'



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 - this includes a link to the questionnaire in the leavers letter and also follow up emails from HR. We have also adapted the exit questionnaire to improve our ability to quantify the data.