



EMPLOYMENT PROFILE

2013-2014

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**If you have any queries on the content or any suggestions please email
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Total Employees By Directorate 2013/14

The Council's total workforce includes 9382 people as at 31/03/2014.
The tables below break this down and makes comparisons with the previous financial year.

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

Total Employees Headcount By Directorate 2012/13

Directorate	Headcount	FTE
Community Services Directorate	855	678
Customer Services Directorate	912	873
Children & Young People Directorate	712	633
Resources & Regeneration Directorate	548	519
Total Excluding Schools	3027	2702
Schools	4398	3651
Total Including Schools :	7425	6353

*Schools are unable to give any indication of the numbers of agency workers in schools as they do not have to commission through the Council's agency managed service. There is a 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 go to a variety of other agencies by choice.

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 2013	3027
No. of employees leaving on redundancy terms	214
Net voluntary /Other leavers	279
New starters	211
Total No of employees at March 2014	2745

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

Reorganisations 2013/14

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 51 reorganisations in the last financial year which resulted in 214 staff being made redundant. This is a significantly higher figure than the previous year which had just 18 reorganisations which resulted in 48 staff being made redundant. The largest proportion of redundancies occurred in Children & Young Peoples directorate, where a total of 121 staff were displaced and this can be attributed to the closure of the Early Years service and the reorganisation in the Youth Service.

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 51 reorganisations during 2013/14.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations edundancies
Community Services Directorate	28	13.08%	7
Customer Services Directorate	41	19.16%	12
Children & Young People Directorate	121	56.54%	14
Resources & Regeneration Directorate	24	11.21%	18
Total	214	100.00%	51

Breakdown of Redundancies by Gender

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

The table above shows that during 2013/14 more than two thirds of leavers were women. This is due in part to the closure of the Early Years service and Generation Playclub where all the staff employed were women. As the Council employs a high percentage of women (62%), the numbers of female redundancies correlates.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	21	9.81%
No	166	77.57%
Unknown	27	12.62%
Total	214	100.00%

The breakdown of redundancies by disability outlined above indicate that redundancies during 2013/14 had an impact on a higher percentage of disabled staff than the proportion of disabled staff within the Council. An equality impact assessment is carried out for each reorganisation.

Breakdown of Redundancies by Age

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

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.

Reorganisations 2013/14 (continued)

Breakdown of Redundancies by Ethnicity

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

The table above provides a breakdown of redundancies by ethnicity showing a higher percentage of redundancies amongst BME employees, which is higher than the percentage of BME staff across the Council. Impact equality assessments carried out as part of each reorganisation showed that the percentage of BME employees in the service areas affected by reorganisations last year was significantly high. This can be attributed to the closure of the Early Years service and the reorganisation of the Youth Service.

Breakdown of Redundancies by Ethnicity and Gender

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	34	53.13%	95	63.33%
White	30	46.88%	48	32.00%
Not disclosed	0	0.00%	7	4.67%
Total	64	100%	150	100%

The table above gives further breakdown of redundancies by both gender and ethnicity and highlights that a significant number of BME women were made redundant. This can be attributed to the closure of the Early Years Service and Generation Play clubs and the reorganisation of the Youth Service.

Breakdown of Redundancies by Grade

Grade	Total Redundancies	% of Total staff redundant
SC1-2	14	6.54%
SC3-5	69	32.24%
SC6-SO2	60	28.04%
PO1-PO5	56	26.17%
PO6-PO8	9	4.21%
SMG1-SMG3	2	0.93%
Soulbury	4	1.87%
Total	214	100%

The breakdown of staff redundancies by grade outlined above shows that 32.24% of redundancies were in the grade band SC3-SC5 which is higher than all the other grades due to the nature of the impact of the reorganisations in Early Years and Youth Service.

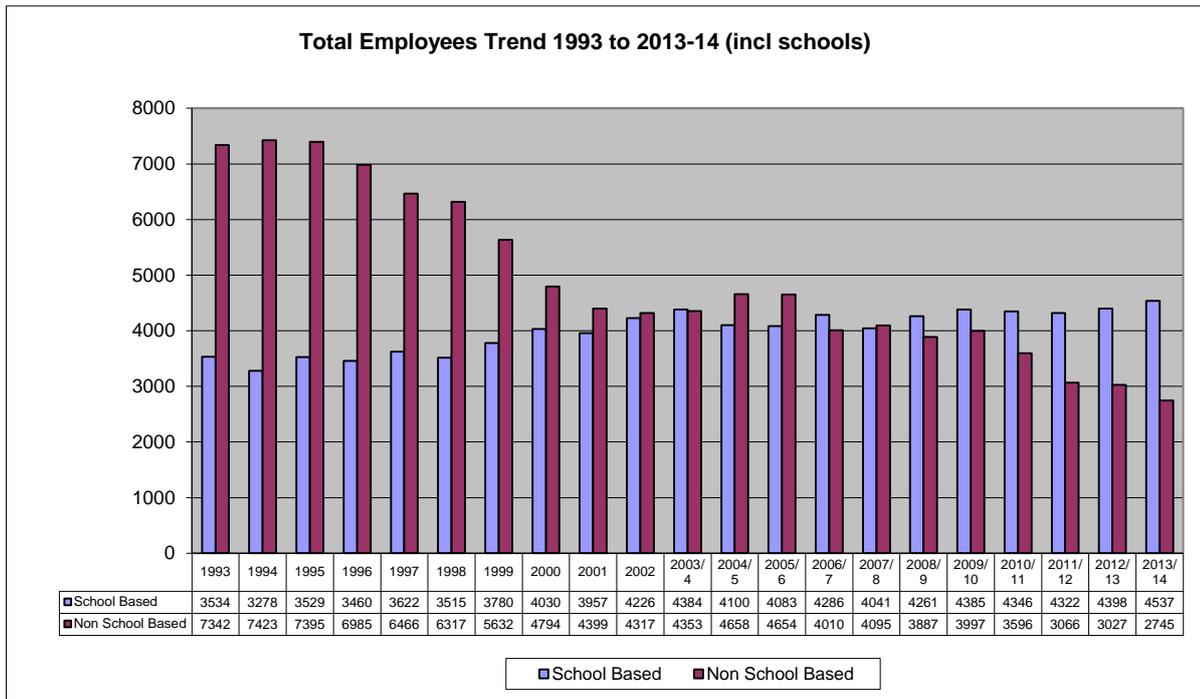
Breakdown of Redundancies by Grade and Gender

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	2	3.13%	12	8.00%
SC3-5	16	25.00%	53	35.33%
SC6-SO2	19	29.69%	41	27.33%
PO1-PO5	22	34.38%	34	22.67%
PO6-PO8	5	7.81%	4	2.67%
SMG1-SMG3	0	0.00%	2	1.33%
Others	0	0.00%	4	2.67%
Total	64	100%	150	100%

Further breakdown of redundancies by gender and grade shows that there were significantly more women leavers at 'SC3-5' and 'SC6 - SO2' whilst there were more male leavers within the PO1-PO5 grade band.

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2000/2014
(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



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 2013/14

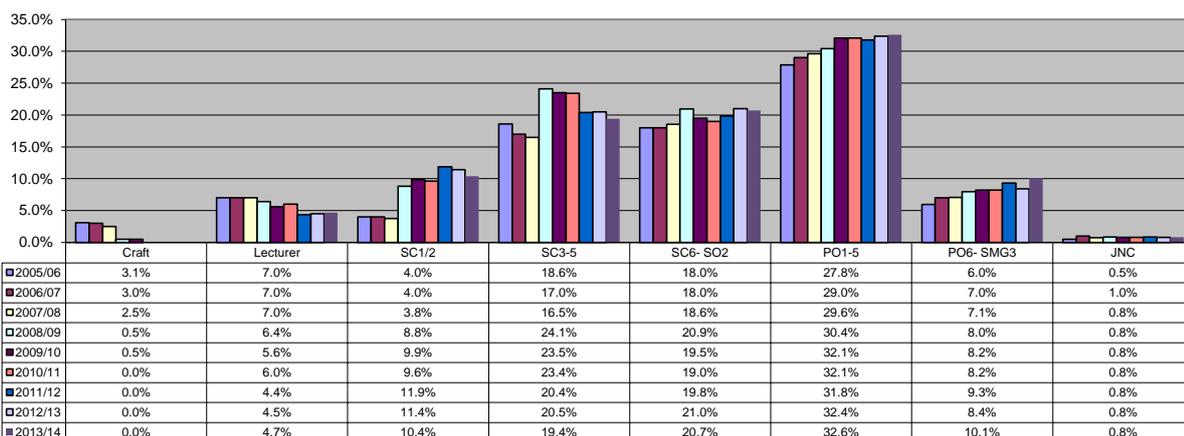
BY HEADCOUNT

	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	30	8	109	66	253	66	11	7	562
Community Services	118	0	74	154	112	291	39	17	4	809
Customer Services	0	0	164	223	301	181	34	18	5	926
Resources & Regeneration I	0	0	39	47	90	171	66	27	8	448
13/14 Total	130	30	285	533	569	896	205	73	24	2745
12/13 Total	137	33	344	620	635	980	184	70	24	3027

BY PERCENTAGE

	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.1%	5.3%	1.4%	19.4%	11.7%	45.0%	11.7%	2.0%	1.2%	100%
Community Services	14.6%	0.0%	9.1%	19.0%	13.8%	36.0%	4.8%	2.1%	0.5%	100%
Customer Services	0.0%	0.0%	17.7%	24.1%	32.5%	19.5%	3.7%	1.9%	0.5%	100%
Resources & Regeneration I	0.0%	0.0%	8.7%	10.5%	20.1%	38.2%	14.7%	6.0%	1.8%	100%
13/14 Total	4.7%	1.1%	10.4%	19.4%	20.7%	32.6%	7.5%	2.7%	0.8%	100%
12/13 Total	4.5%	1.1%	11.4%	20.5%	21.0%	32.4%	6.1%	2.3%	0.8%	100%

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



Grades	Employees 13/14	Employees 12/13
Lecturers	129	137
Soulbury	30	33
SC1A	44	51
SC1B	4	4
SC1C	3	4
SC2	234	285
SC3	100	142
SC4	109	131
SC5	324	347
SC6	179	210
SO1	331	337
SO2	59	88
PO1	167	225
PO2	309	321
P03	151	150
PO4	204	198
PO5	67	86
PO6	98	85
PO7	57	70
PO8	50	29
SMG1	28	35
SMG2	19	14
SMG3	26	21
DIR4	0	3
DIR3	16	13
DIR2	3	3
DIR1	4	4
Total	2745	3027

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 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

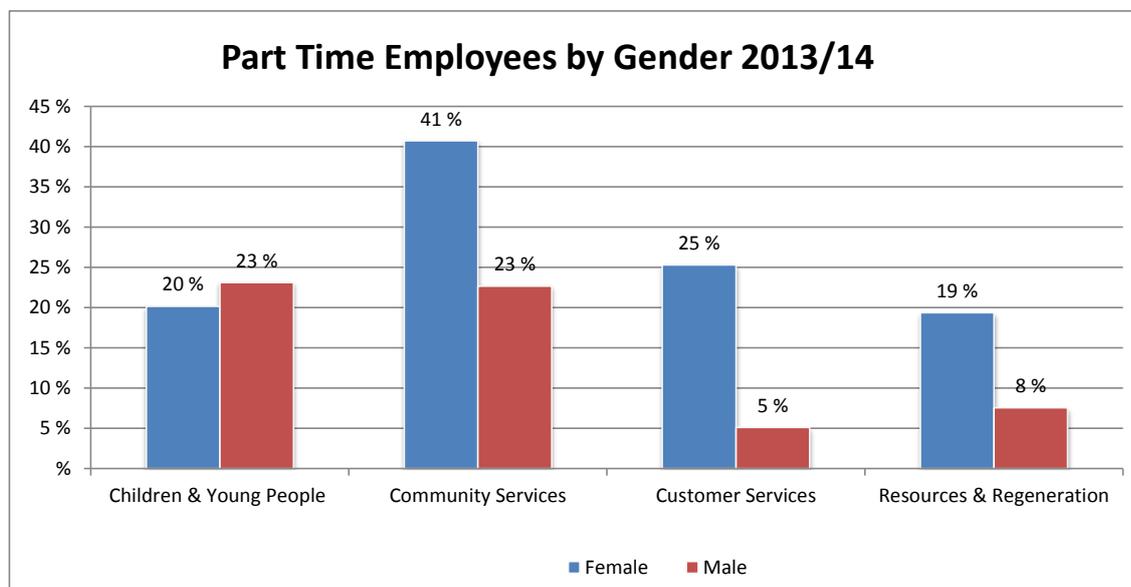
PART-TIME EMPLOYEES 2013/14

The Council continues to encourage the take up of flexible working. Part time staff represent 21.82% of the Council's workforce, a slight drop of 1.9% from last year. Of the female workforce, 28% are part time, compared to 31% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

Part - Time Employee		Total Employees	
599	21.82%	2745	100%

Gender	Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	%
Female	89 20 %	238 41 %	101 25 %	51 19 %	479	28 %
Male	28 23 %	51 23 %	27 5 %	14 8 %	120	11 %
All	117 21 %	289 36 %	128 14 %	65 15 %	599	22 %

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 , 20% are part time employees.

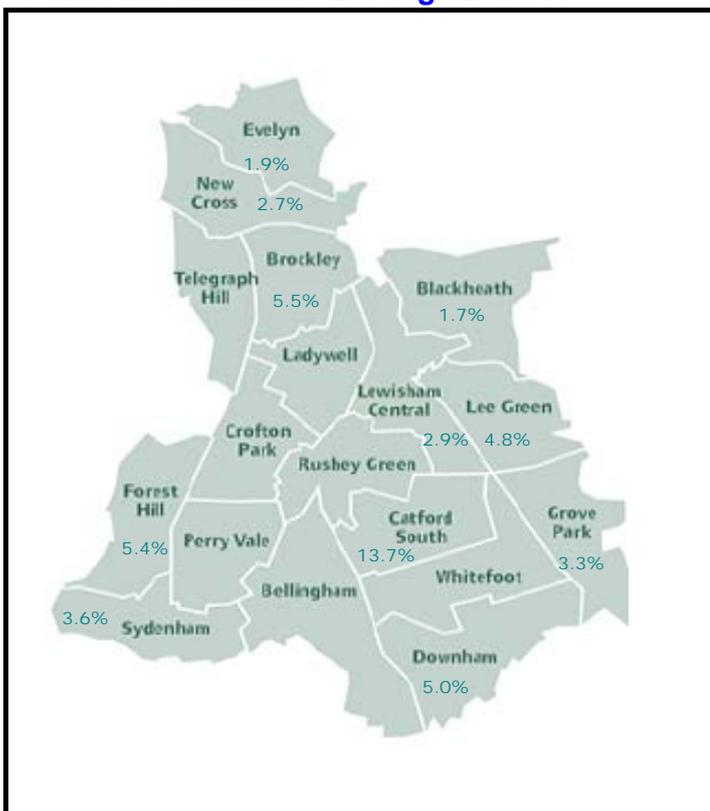


Employee's work locations within the Borough 2013/14



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

Employees who live within the Borough 2013/14



50% of the staff live in the Borough which is 1% lower compared to last years figure. The Catford/Lewisham complex continues to be the main area for staff locations.

Representation

37.1% of the Council's workforce are from a BME background compared to the London Council average of 28.1% 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 75% of Lewisham's apprentices taken on during 2013/14 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.

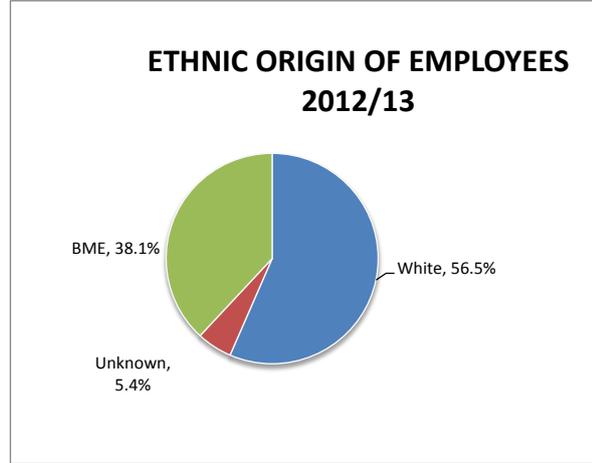
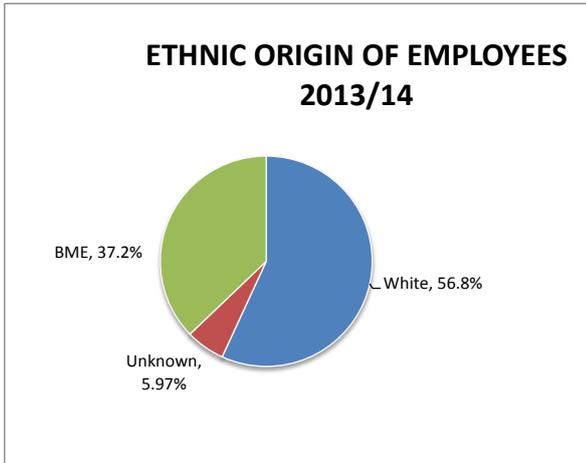
The majority (62%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 54% of senior grades which is 3% higher compared to last year and are well represented at all grades. The percentage of economically active women in the Borough is 73% (*source: NOMIS 2013*).

50% of the Council's staff live in the Borough and so are both Council employees and users of the Council's services. This figure is a slight drop of 1% compared to the 2012/13 figure of 51%.

70% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 4.3% during 2013/14. 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.

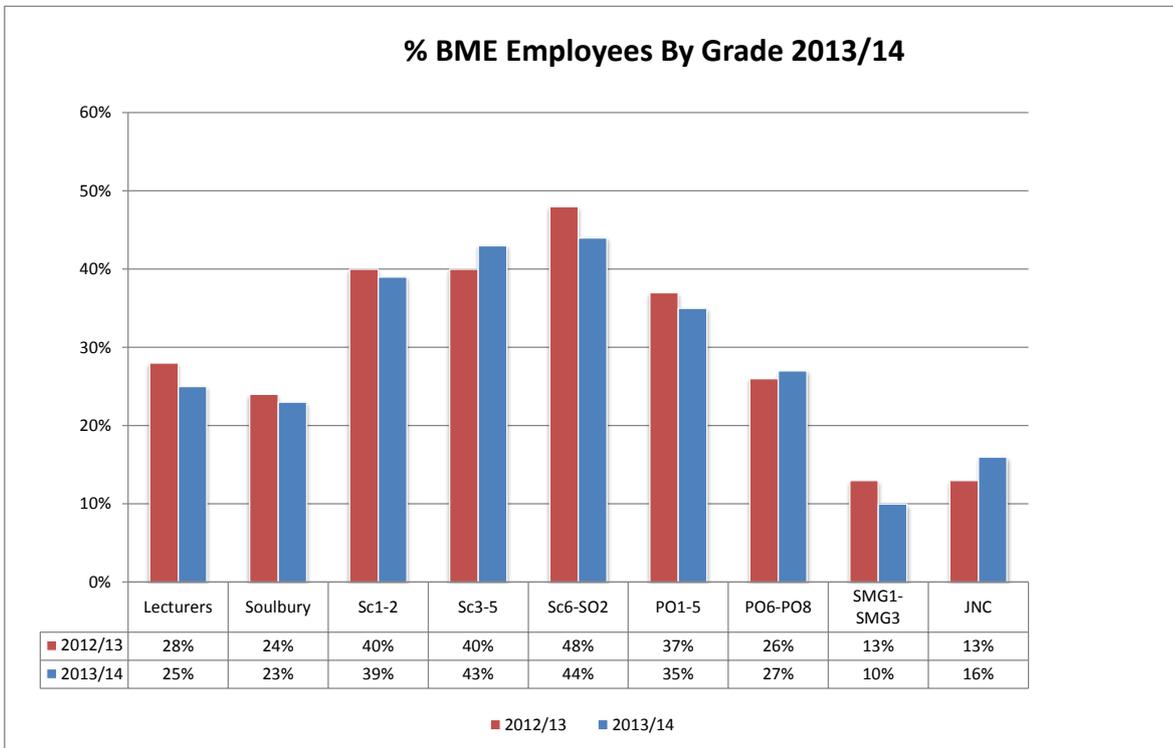
A total of 3.7% of non-schools employees have declared that they are disabled, which compares to the average London Council figure of 4.2% (*source Human Capital Matrix 2013/14*).

ETHNIC ORIGIN OF EMPLOYEES 2013/14



There has been a slight drop of 0.9% in the BME workforce compared to last year.

Grade	Lecturer	Soulbury	SC1/2	SC3-5	SC6- S02	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 13/14	33	7	111	231	253	318	57	7	4	1021
Headcount 12/13	38	8	139	247	301	354	55	9	3	1154



EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2013/14

	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	0	0.0%	1	0.1%	3	0.5%	1	0.2%	5	0.2%
Asian Indian	14	1.7%	18	1.9%	5	0.9%	12	2.7%	49	1.8%
Asian Other	2	0.2%	6	0.6%	6	1.1%	6	1.3%	20	0.7%
Asian Pakistani	1	0.1%	1	0.1%	3	0.5%	2	0.4%	7	0.3%
Black African	68	8.4%	65	7.0%	45	8.0%	33	7.4%	211	7.7%
Black Caribbean	134	16.6%	182	19.7%	136	24.2%	61	13.6%	513	18.7%
Black Other	24	3.0%	28	3.0%	18	3.2%	2	0.4%	72	2.6%
Chinese	3	0.4%	4	0.4%	0	0.0%	1	0.2%	8	0.3%
Mixed Other	8	1.0%	4	0.4%	7	1.2%	7	1.6%	26	0.9%
Mixed White and Asian	5	0.6%	2	0.2%	5	0.9%	2	0.4%	14	0.5%
Mixed White and Black African	3	0.4%	3	0.3%	4	0.7%	2	0.4%	12	0.4%
Mixed White and Black Caribbean	14	1.7%	17	1.8%	8	1.4%	8	1.8%	47	1.7%
Other Ethnic group	15	1.9%	9	1.0%	4	0.7%	2	0.4%	30	1.1%
Prefer not to say	2	0.2%	25	2.7%	3	0.5%	2	0.4%	32	1.2%
Unknown	78	9.6%	22	2.4%	27	4.8%	11	2.5%	138	5.0%
British/Eng/Welsh/Scot/NIrish	376	46.5%	474	51.2%	239	42.5%	267	59.6%	1356	49.4%
Gypsy/Irish Traveller	1	0.1%	0	0.0%	0	0.0%	0	0.0%	1	0.0%
White Irish	13	1.6%	24	2.6%	12	2.1%	7	1.6%	56	2.0%
White Other	46	5.7%	39	4.2%	33	5.9%	22	4.9%	140	5.1%
White Turkish / Turkish Cypriot	2	0.2%	1	0.1%	4	0.7%	0	0.0%	7	0.3%
Total all employees	809	100.0%	926	100.0%	562	100.0%	448	100.0%	2745	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	293	36.22 %	343	37.04 %	245	43.59 %	140	31.25 %	1021	37.19 %

WOMEN EMPLOYEES 2013/14

Women	Men	Total employees	
1687	61.5%	1058	38.5%
		2745	100.0%

BY DIRECTORATE

Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	441	78.5%	584	72.2%	399	43.1%	263	58.7%	1687	61.5%
Men	121	21.5%	225	27.8%	527	56.9%	185	41.3%	1058	38.5%
Total	562	100.0%	809	100.0%	926	100.0%	448	100.0%	2745	100.0%

BY GRADE

Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
112	86.2%	23	76.7%	89	31.2%	298	55.9%	384	67.5%	613	68.4%
PO6-8		SMG1-3		JNC		Total					
120	58.3%	39	53.4%	10	41.7%	1687	61.5%				

BY LENGTH OF SERVICE

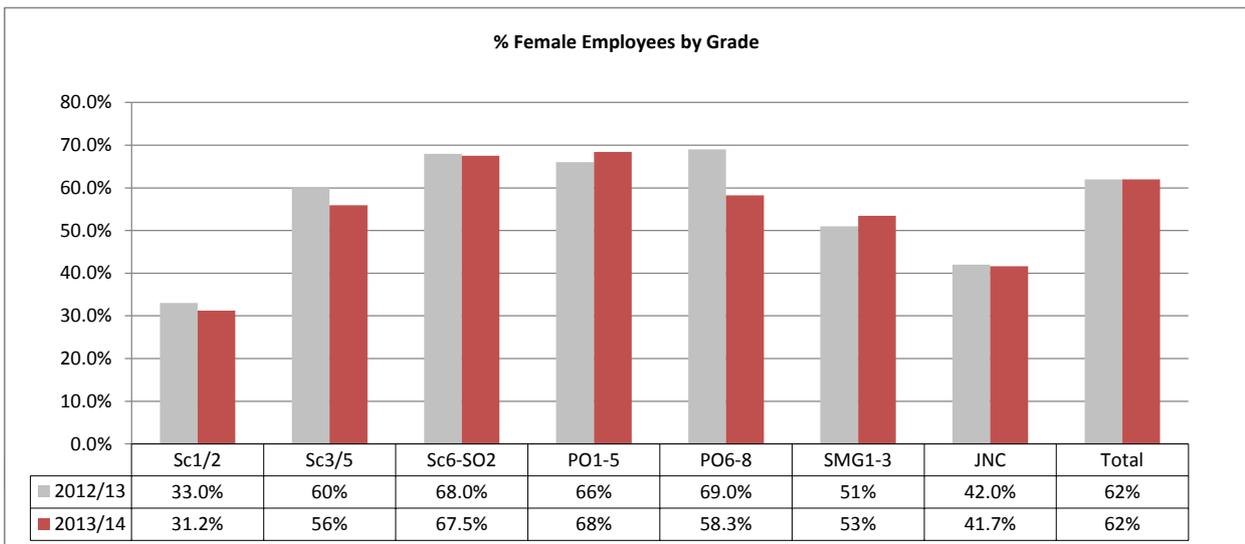
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
440	62.2%	433	58.4%	509	65.3%	305	59.1%	1687	61.5%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
12	48.0%	53	56.4%	91	58.0%	181	61.4%	167	64.2%	222	62.9%
46 - 50		51 - 55		55 +		Total					
303	63.5%	318	63.7%	340	58.1%	1687	61.5%				

BY ETHNICITY

BME		Unknown		White		Total	
672	65.82%	96	58.54%	919	58.91%	1687	61.46%
Disabled							
62	61.39%						



The majority (62%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 54% of senior grades, top 5 % of earners which is broadly comparable to the figures in 2012/13.

DISABLED EMPLOYEES 2013/14

Yes		No		Unknown		Prefer Not to say	
101	3.7%	1105	40.3%	1510	55.0%	29	1.1%

DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
22	3.9%	32	4.0%	30	3.2%	17	3.8%	101	3.7%

BY GRADE

Lecturer		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
1	0.8%	1	3.3%	17	6.0%	15	2.8%	21	3.7%	39	4.4%
PO6-8		SMG1-3		JNC		Total					
5	2.4%	2	2.7%	0	0.0%	101	3.7%				

BY LENGTH OF SERVICE

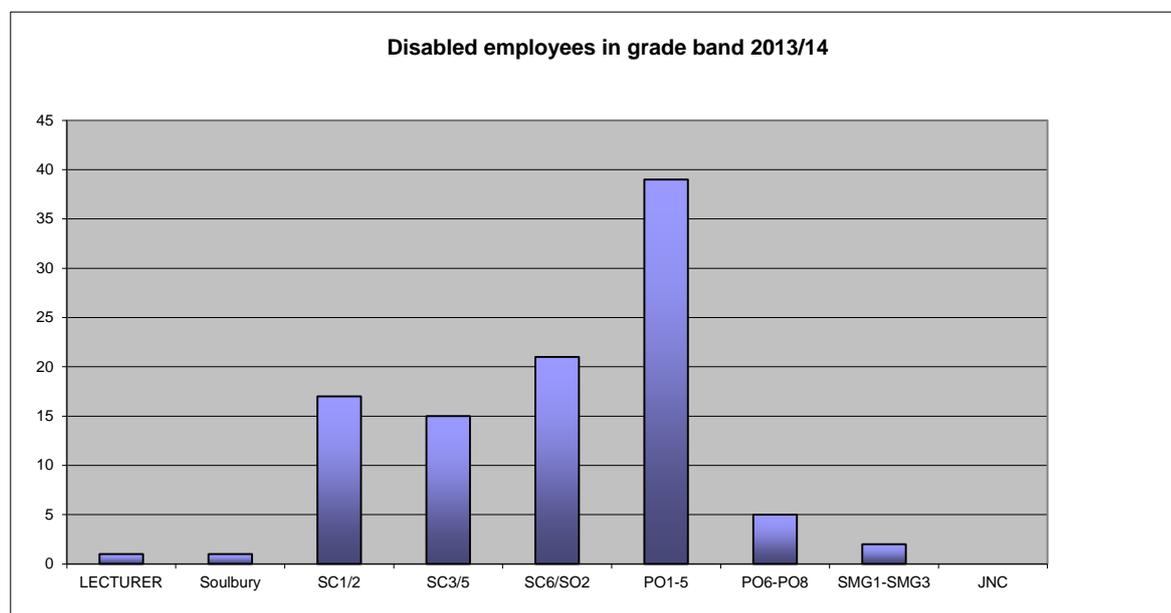
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
27	3.8%	15	2.0%	34	4.4%	25	4.8%	101	3.7%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	4.0%	1	1.1%	3	1.9%	2	0.7%	9	3.5%	11	3.1%
46 - 50		51 - 55		55 +		Total					
20	4.2%	21	4.2%	33	5.6%	101	3.7%				

BY ETHNICITY

BME		Unknown		White		Total	
30	2.9%	7	4.3%	64	4.1%	101	3.7%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 3.7% of non-schools employees have declared that they consider themselves to have a disability, which compares to an average across other London Councils of 4.2% (source Human Capital Matrix 2013/14), 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 2013/14

Religion	
Buddhist	0.11%
Christian (all denominations)	17.96%
Hindu	0.29%
Jewish	0.07%
Muslim	0.47%
Sikh	0.22%
Unknown/Prefer not to say	80.87%
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	0.15%
Gay/lesbian	1.06%
Straight/Heterosexual	28.71%
Unknown/Prefer not to say	70.09%
Total all employees	100.00%

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

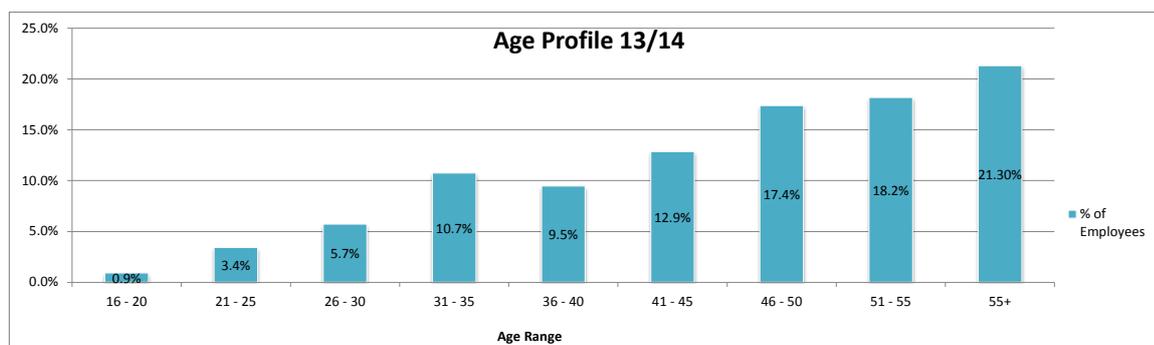
Marital Status	
Married/Civil Partner	19.60%
Not married/Not Civil Partner	12.93%
Prefer not to say	23.10%
Unknown	44.37%
Total all employees	100.00%

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 2013/14

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	6	1.1%	24	4.3%	45	8.0%	80	14.2%	61	10.9%	73	13.0%	90	16.0%	76	13.5%	107	19.0%	562	20.5%
Community Services Directorate	5	0.6%	27	3.3%	42	5.2%	70	8.7%	77	9.5%	100	12.4%	156	19.3%	153	18.9%	179	22.1%	809	29.5%
Customer Service Directorate	7	0.8%	18	1.9%	45	4.9%	101	10.9%	84	9.1%	133	14.4%	156	16.8%	182	19.7%	200	21.6%	926	33.7%
Resources & Regeneration Directorate	7	1.6%	25	5.6%	25	5.6%	44	9.8%	38	8.5%	47	10.5%	75	16.7%	88	19.6%	99	22.1%	448	16.3%
Total	25	0.9%	94	3.4%	157	5.7%	295	10.7%	260	9.5%	353	12.9%	477	17.4%	499	18.2%	585	21.3%	2745	100.0%



70% of employees are over 40, with the percentage of the workforce aged under 25 increasing to 4.3% during 2013/14. 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.

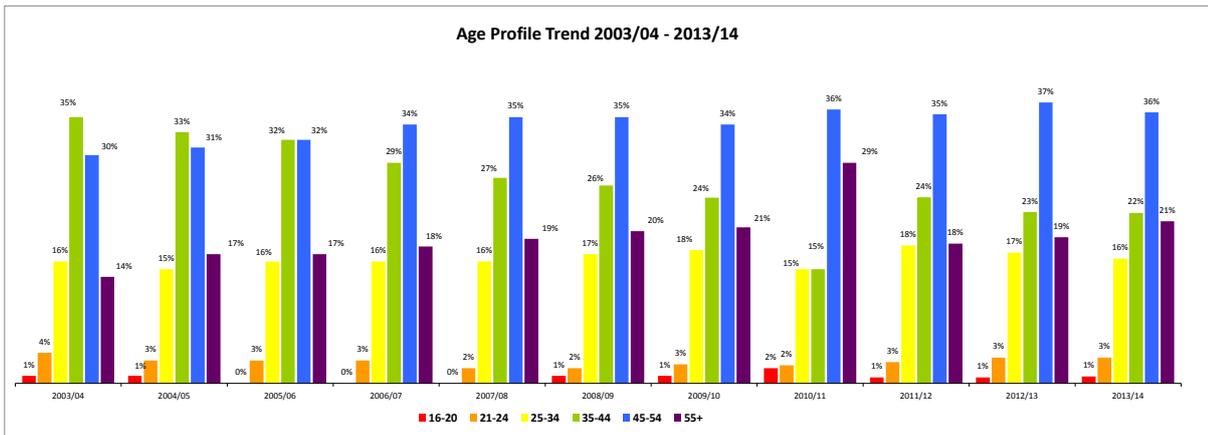
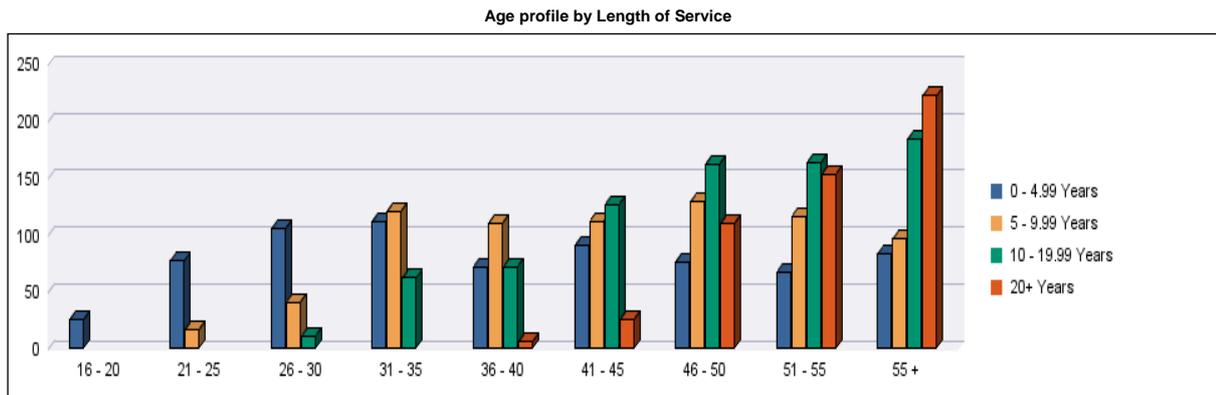
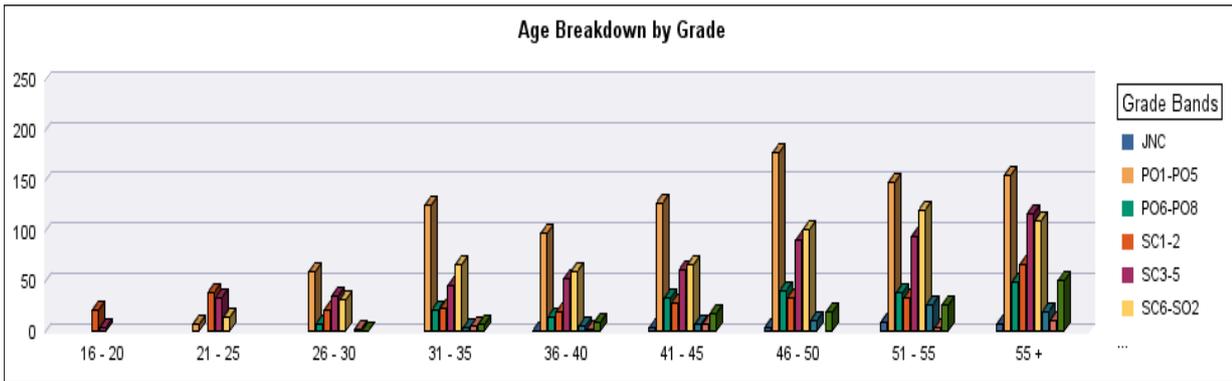
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	17	1.7%	50	4.9%	62	6.1%	120	11.8%	101	9.9%	134	13.1%	210	20.6%	188	18.4%	139	13.6%	1021	37.2%
Unknown	2	1.2%	10	6.1%	9	5.5%	15	9.1%	10	6.1%	28	17.1%	33	20.1%	23	14.0%	34	20.7%	164	6.0%
White	6	0.4%	34	2.2%	86	5.5%	160	10.3%	149	9.6%	191	12.2%	234	15.0%	288	18.5%	412	26.4%	1560	56.8%
Total	25	0.9%	94	3.4%	157	5.7%	295	10.7%	260	9.5%	353	12.9%	477	17.4%	499	18.2%	585	21.3%	2745	100.0%

BY DISABILITY

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	1	1.0%	1	0.99%	3	2.97%	2	1.98%	9	8.91%	11	10.89%	20	19.8%	21	20.8%	33	32.7%	101	100.0%

AGE PROFILE - 2013/14

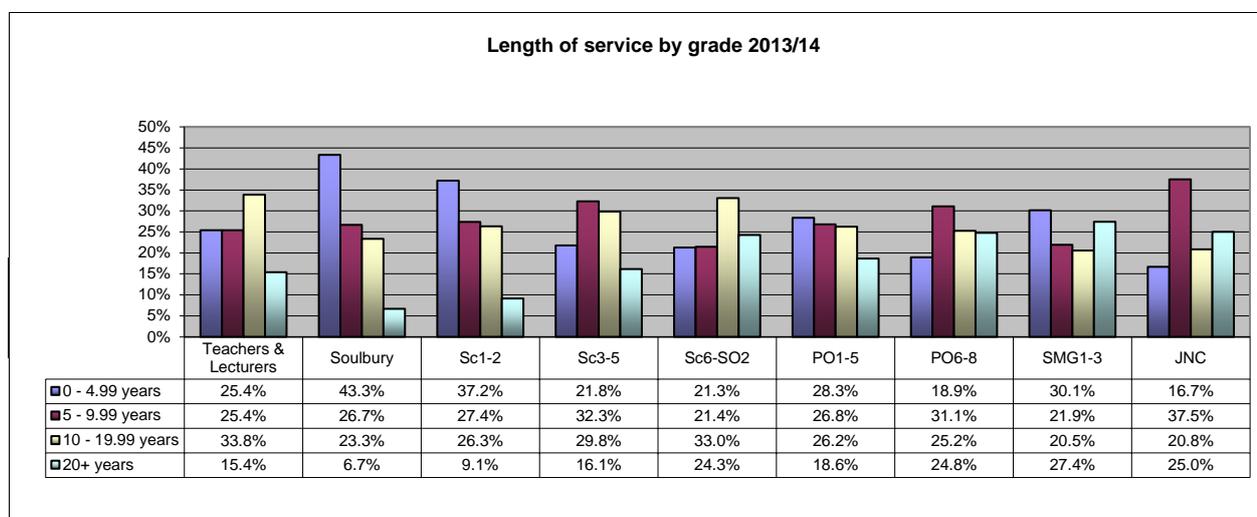


Over the past 10 years the number of staff in the age bands '16 to 20', '21 to 24', '25 to 34' and '45 to 54' age groups have remained steady. The age group 55+ had remained steady until 2010/11 when there was an increase to 29% from the figure of 21% in 2009/10. The percentage for this age group then 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 redundancies during the 2013/14 financial year.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2013/14

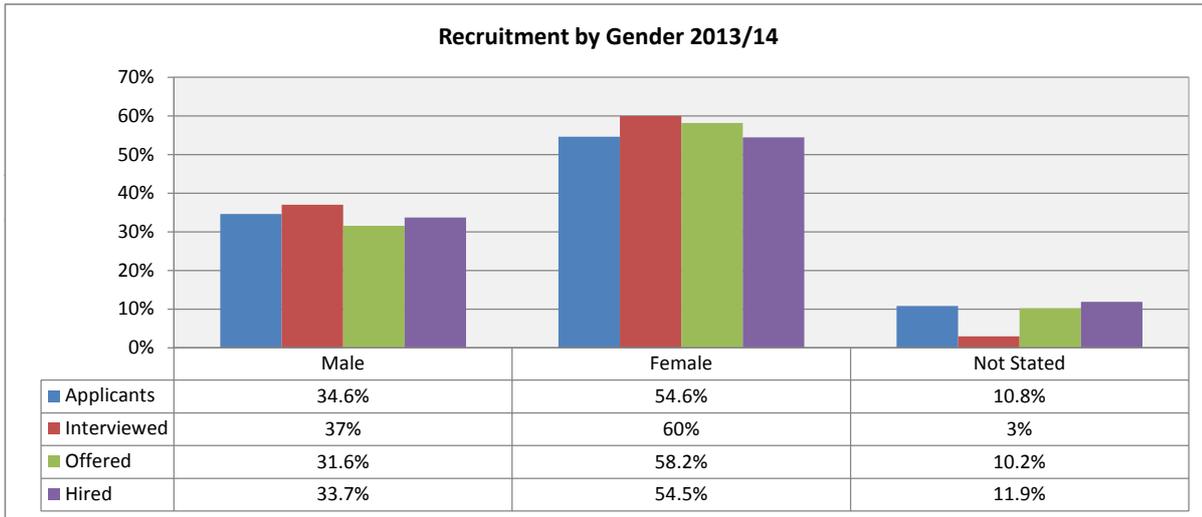
BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	198	35.2%	165	29.4%	137	24.4%	62	11.0%	562	20.5%
Community Services	225	27.8%	233	28.8%	227	28.1%	124	15.3%	809	29.5%
Customer Service	148	16.0%	249	26.9%	312	33.7%	217	23.4%	926	33.7%
Resources & Regeneration	136	30.4%	95	21.2%	104	23.2%	113	25.2%	448	16.3%
Total	707	25.8%	742	27.0%	780	28.4%	516	18.8%	2745	100.0%

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	33	25.4%	33	25.4%	44	33.8%	20	15.4%	130	4.7%
Soulbury	13	43.3%	8	26.7%	7	23.3%	2	6.7%	30	1.1%
Sc1 - 2	106	37.2%	78	27.4%	75	26.3%	26	9.1%	285	10.4%
Sc3 - 5	116	21.8%	172	32.3%	159	29.8%	86	16.1%	533	19.4%
Sc6 - SO2	121	21.3%	122	21.4%	188	33.0%	138	24.3%	569	20.7%
PO1 - 5	254	28.3%	240	26.8%	235	26.2%	167	18.6%	896	32.6%
PO6 - 8	39	18.9%	64	31.1%	52	25.2%	51	24.8%	205	7.5%
SMG1 - 3	22	30.1%	16	21.9%	15	20.5%	20	27.4%	73	2.7%
JNC	4	16.7%	9	37.5%	5	20.8%	6	25.0%	24	0.9%
Total	708	25.8%	742	27.0%	780	28.4%	516	18.8%	2745	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 2013/14



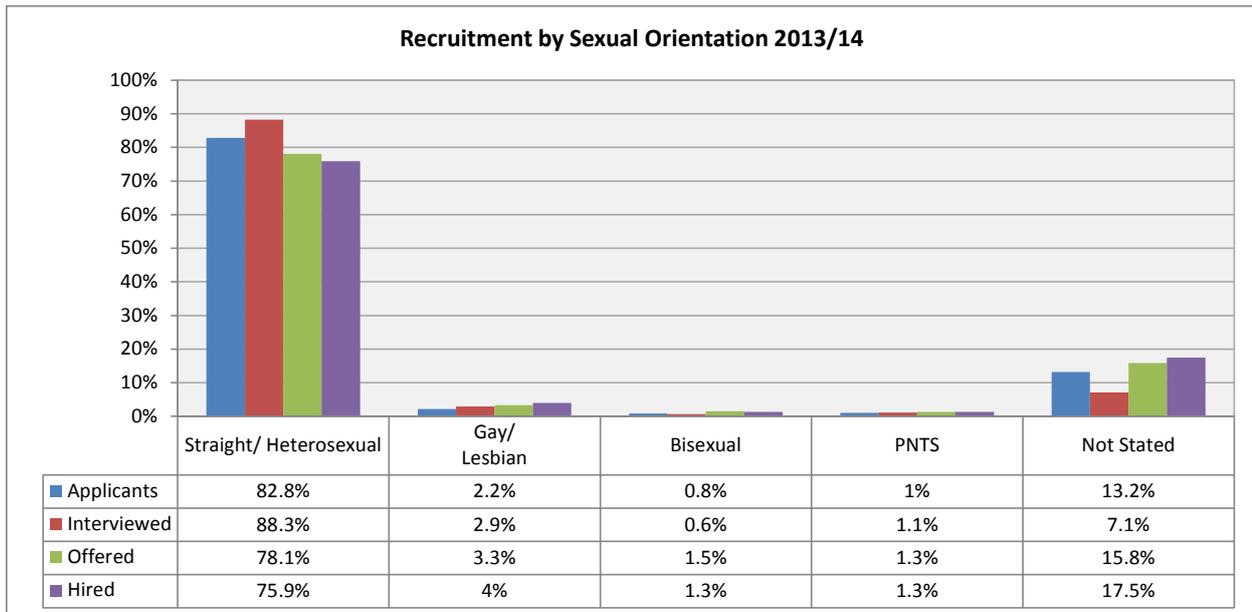
54.6% of applications made to the Council during 2013/14 were from female applicants which is an increase from 52.9% during 2012/13. Of the total appointments made during 2012/13, female appointees account for 54.5% of all appointments made.

Recruitment by Ethnicity 2013/14



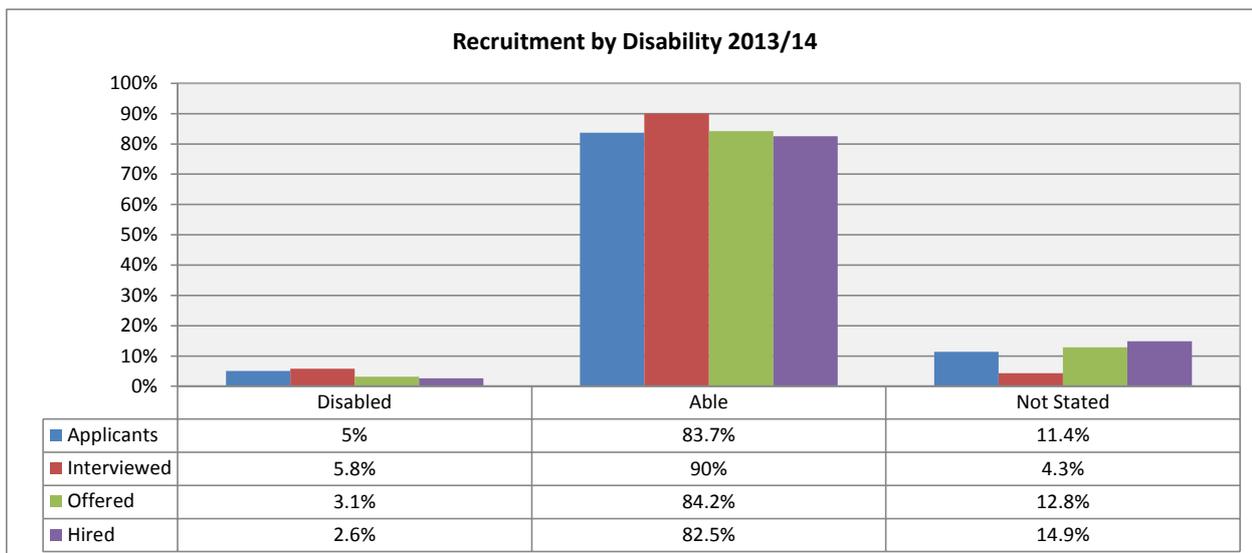
During 2013/14, 57.6% of applications were made by applicants who identify as BME, which compares to 49.5% during 2012/13. During 2013/14 BME candidates represent 38.6% of the total appointments made, which is broadly comparable to the economically active BME population which stands at 41.8%..

Recruitment by Sexual Orientation 2013/14



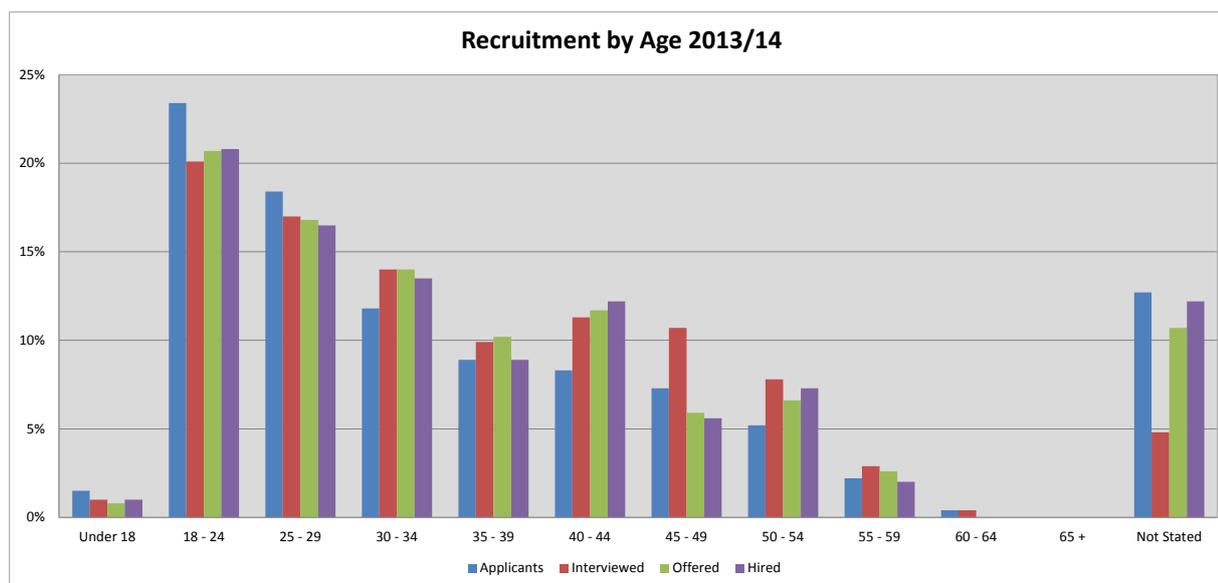
3.0% of all job applications made during 2013/14 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure. 5.3% of total appointments made during 2013/14 were to candidates who identify as LGBT, which is slightly higher than last year's figure of 4.4%.

Recruitment by Disability 2013/14



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

Recruitment by Age 2013/14



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

Impact of HR Processes

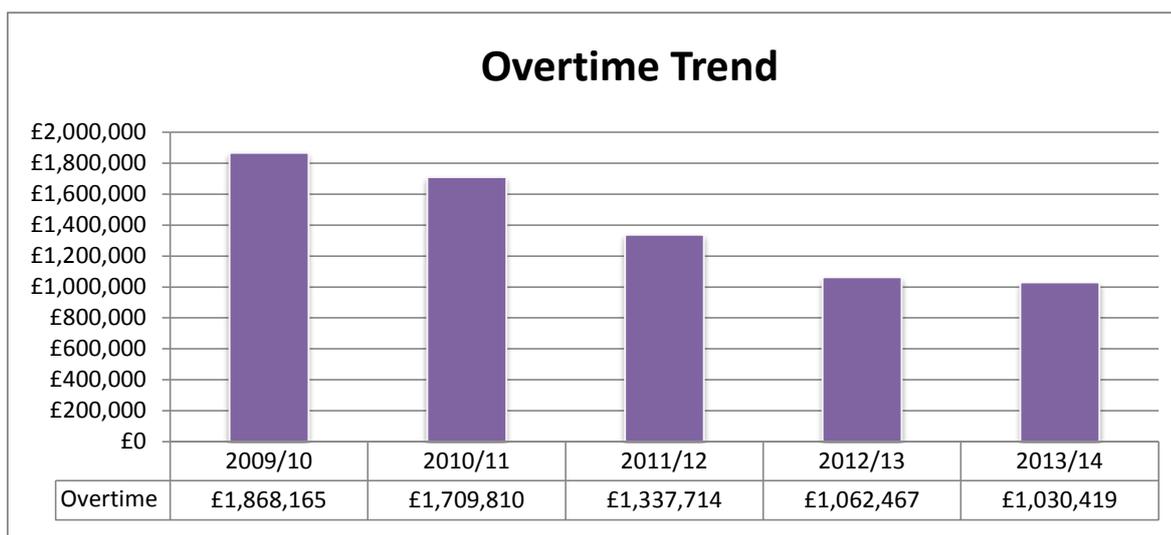
HR processes underpin the People Management Strategy. The priorities for HR over the coming years are to support the Council as it faces significant levels of change. The priorities for the Council are to 'lead and engage people through change', to 'improve performance' and to support 'new ways of working'. 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 2013/14

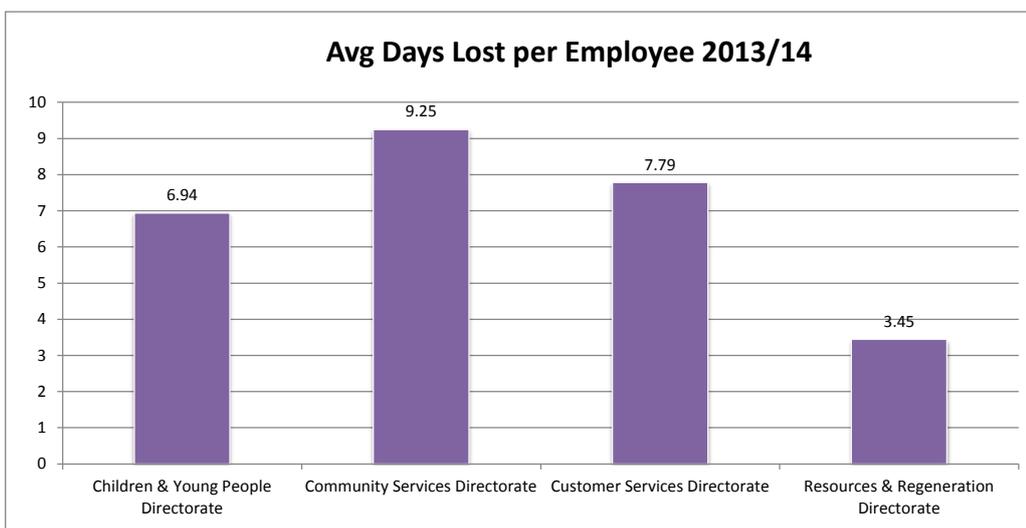
	Overtime 2012/13	Overtime 2013/14	Increase / decrease
Community Services	121447	120095	-1352
Customer Services	804163	803668	-495
Children and Young People	38196	37469	-727
Regeneration *	41517	0	-41517
Resources & Regeneration	57144	69187	12043
Total	£1,062,467	£1,030,419	-£32,048



The overtime trend has continued to decrease over the last 4 years and continues to be closely monitored on a monthly basis.

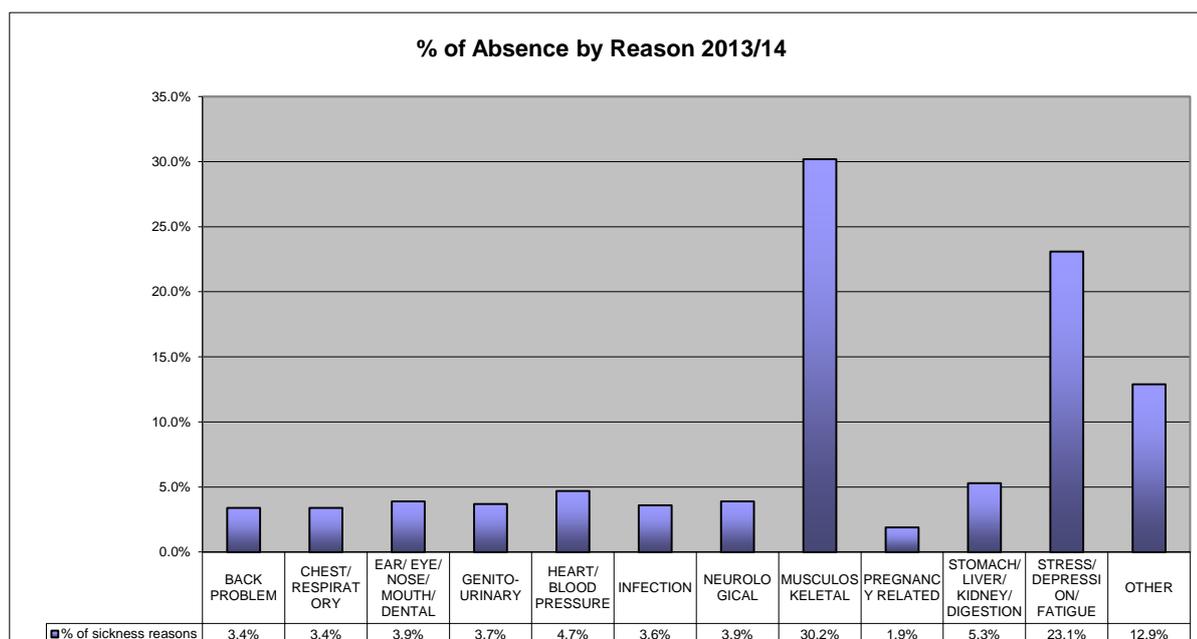
SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2013/14

Directorate	Actual Days	Average FTE	Avg Days Lost 13/14	Avg Days Lost 12/13
Community Services Directorate	6228.23	673.20	9.25	9.31
Customer Services Directorate	3989.83	574.94	6.94	7.29
Children & Young People Directorate	7097.03	911.49	7.79	7.32
Resources & Regeneration Directorate	1532.43	444.56	3.45	4.42
Lewisham Council excluding Schools	18847.52	2604.19	7.24	7.23



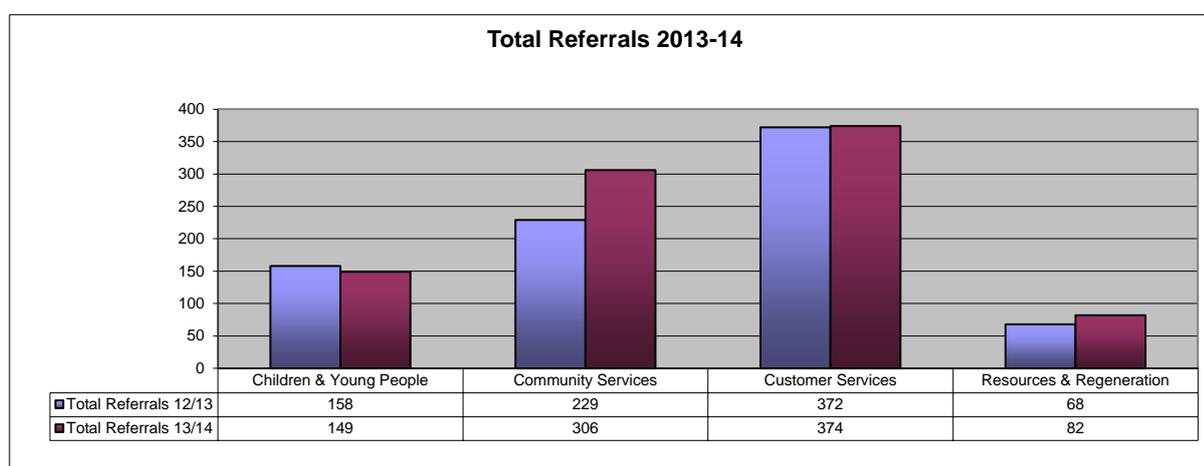
The average days lost per employee has increased slightly from 7.23% last year to 7.24% during 2013/14. The average number of days lost per employee across London Councils is 7.6% (source *Human Capital Matrix 2013/14*). The higher average number of days lost is highest in Community Services Directorate, however, this Directorate has 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 - 2013/14

Promoted Employees		Total Employees	
193	7.0%	2745	100%

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
67	11.9%	51	6.3%	47	5.1%	27	6.1%	193	7.0%

BY GENDER

Male		Female		Total	
64	6.0%	129	7.6%	193	7.0%

BY GRADE

Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
1	0.7%	0	0.0%	4	1.4%	46	8.6%	33	5.8%	63	7.2%
PO6-8		SMG1-SMG3		JNC		Total					
18	8.8%	6	8.2%	2	8.3%	193	7.0%				

BY LENGTH OF SERVICE

0-4.99 years		5-9.99 years		10.19.99 years		20+ years		Total	
65	9.2%	71	9.6%	38	4.9%	19	3.7%	193	7.0%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
0	0.0%	20	21.2%	28	17.8%	33	11.2%	28	10.8%	25	7.1%
46-50		51-55		55+		Total					
26	5.5%	21	4.2%	12	2.1%	193	7.0%				

BY ETHNICITY

BME		Unknown		White		Total	
81	8.0%	14	10.1%	98	6.2%	193	7.0%

BY DISABILITY

Disabled	
3	3.0%

The percentage of promoted non-schools employees has increased to 7% during 2013/14 from 4.6% during 2012/13. This increase is mainly due to the fact that there was an increase in the number of services which have been reorganised within the Council during the year. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.

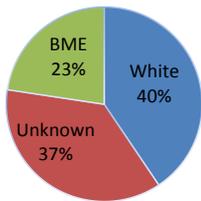
Agency Profile 2013/14

Agency Gender Profile 2013/14

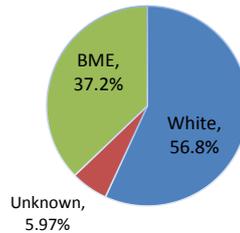
Gender	Community Services Directorate	Customer Services Directorate	Children & Young People Directorate	Resources & Regeneration Directorate	Total
Women	133	78	71	27	309
Men	68	229	25	42	364
Total	201	307	96	69	673

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

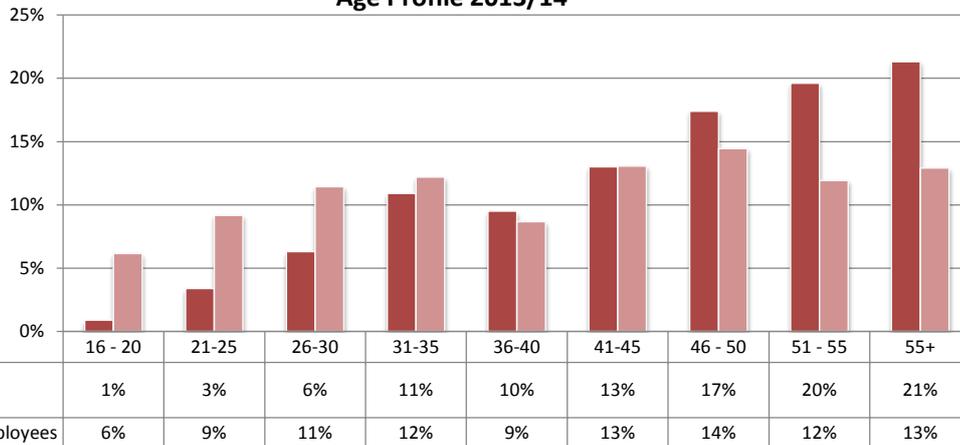
Agency Ethnicity Profile 2013/14



Ethnic Origin of Council Employees 2013/14



Age Profile 2013/14



15% of agency workers are under 25, compared to 4% of young Council employees. This 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 2013/14

Directorate	Job Role	No.
Community Services	Support Worker	80
	Bar Steward	58
	Social Workers	35
	Business Support Officer	11
	Nursery Officer	6
	Reablement Officer	6
	Yos Officer	4
Customer Services	Loaders/Sweepers	162
	Passenger Attendant	38
	Call Point Officer	22
	Refuse LGV Driver	10
	Benefits Officer	9
	Door To Door PCV Driver	8
Children & Young People	Tutors	22
	Social Workers	28
	Team Manager	6
	Business Support Officer	4
	Youth Worker	4
	Passenger Attendant	3
Resources & Regeneration	Road Safety Assistant	9
	Childcare Lawyer	3
	Property Advisor	3
	Lawyer	2
	Planner	2
	Planning Support Assistant	2
	Planning Officer	2
	Assistant Accountant	2
	Business Objects Report Writer	2
	Project Support Officer	2
	Visiting Officer	1

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 80.6%), with the next most popular reason for usage being increased workload (at 5.6%). The other 13.8% accounts for a variety of reasons like recruiting to post, leave and organisational changes

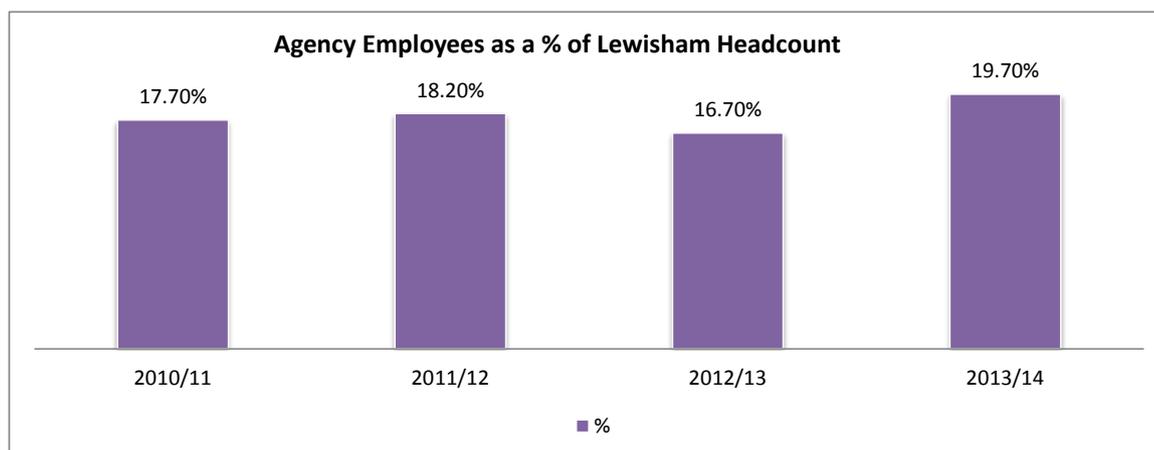
AGENCY STAFF EXPENDITURE
April 2013 to March 2014

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

Directorate	2012/13		2013/14	
	£'000	%	£'000	%
Community Services	4368	30.4%	4633	27.6%
Customer Services	6627	46.1%	7096	42.3%
Children & Young People	1445	10.1%	2490	14.8%
Resources & Regeneration	1930	13.4%	2559	15.3%
TOTAL	14,370	100.0%	16,778	100%

2013/2014 AVERAGE NUMBER OF AGENCY STAFF BY ENGAGEMENT REASON

Directorate	Additional Staffing/Flexible Resourcing	Increased Workload & One Off Projects	Leave	Organisation Changes	Other	Recruiting to Post	Sickness	Grand Total
Community Services	224	7	2	1	8	7	3	252
Customer Services	264	16	0	1	46	2	2	331
Children & Young People	79	13	1	0	5	5	1	104
Resources & Regeneration	41	6	1	1	17	1	0	67
Grand Total	608	42	4	3	76	15	6	754

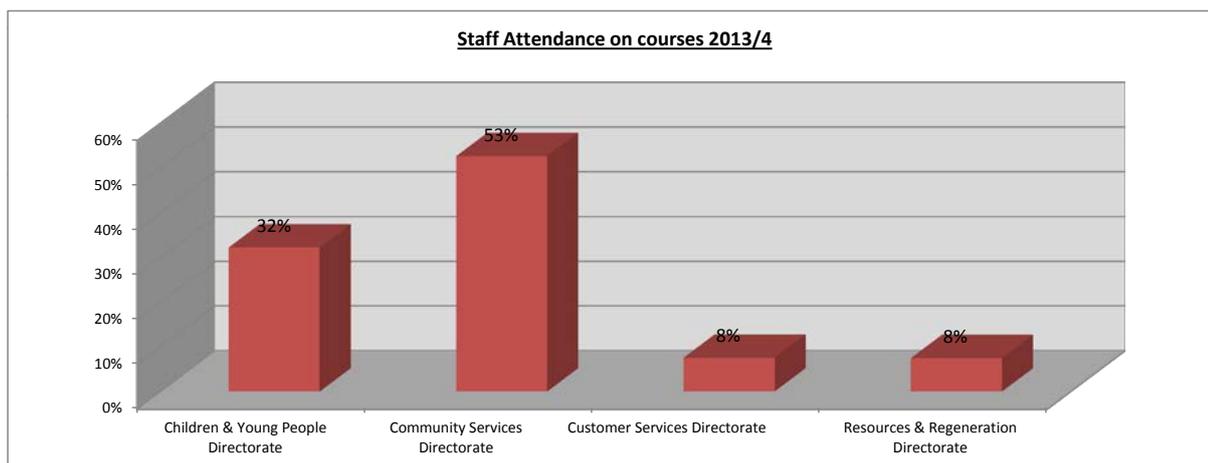


COMMENTARY

In 2013/14 agency staff made up 18.2% of the total workforce compared to 16.7% in 2012/13. The percentage increase of 1.5% reflects the higher number of agency staff compared to previous years' headcount as a number of Managers are using agency workers pending forthcoming reorganisations within their Services.

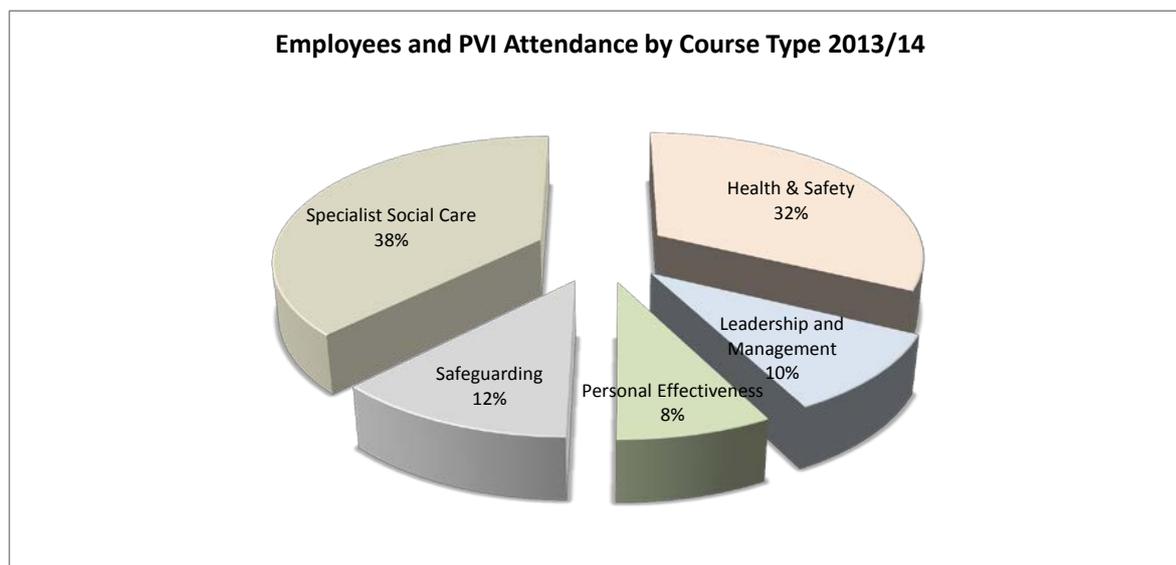
Learning & Development 2013/14

Staff Attendance on courses Apr 2013 - Mar 2014



During 2013/14, 261 courses were delivered. Community Services directorate had the highest percentage of attendance at 53%, followed by Children and Young People directorate with 32%. Both Customer Services and Resources and Regeneration directorate had 8% attendance on courses. In total 3093 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 2153 attendees from the PVI sector attended courses run by London Borough of Lewisham. There were a total of 65 organisations who attended courses.



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	84
Leadership and Management	40
Personal Effectiveness	36
Safeguarding	26
Specialist Social Care	81
Total	267

LEAVERS 2013/14

In 2013/14, the number of non-schools employees reduced from 3027 at the beginning of the year, to 2745 by the year's end, a net reduction of 9% in staff numbers.

Total number of employees at April 2013 - 3027

Less number of employees leaving on redundancy terms - 214

Less number of voluntary leavers/dismissals (includes resignations & retirements) - 279

Plus number of new starters - 211

Total number of employees at March 2013 - 2745

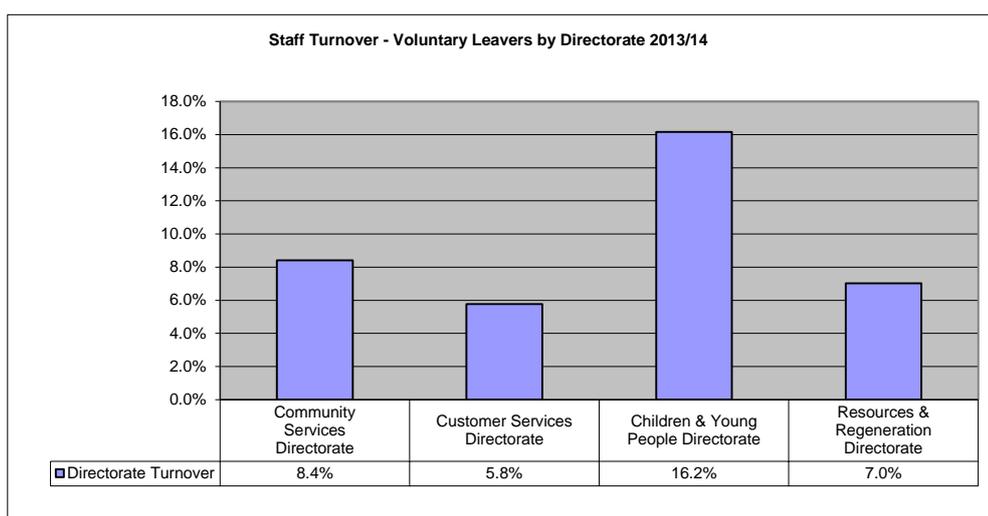
Analysis of the 261 voluntary leavers, representing a 9% turnover, is higher than the 5% turnover figure in 2012/13 and also higher than the average trend for previous years. Further analysis of this increase is being undertaken.

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.

Voluntary Leavers between 01/04/2013 - 31/03/2014

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 13	Employed March 14	Net Voluntary Leavers	Directorate Turnover
Community Services Directorate	855	809	70	8.4%
Customer Services Directorate	912	926	53	5.8%
Children & Young People Directorate	712	562	103	16.2%
Resources & Regeneration Directorate	548	448	35	7.0%
Total	3027	2745	261	9.0%



BY GENDER	Employed April 13	Employed March 14	Leavers Count	Turnover
Female	1874	1687	156	8.8%
Male	1153	1058	105	9.5%
Total	3027	2745	261	9.0%

BY ETHNICITY	Employed April 13	Employed March 14	Leavers Count	Turnover
BME	1154	1021	88	8.1%
Unknown	162	170	21	12.7%
White	1711	1554	152	9.3%
Total	3027	2745	261	9.0%

BY LENGTH OF SERVICE	Employed April 13	Employed March 14	Leavers Count	Turnover
0 - 4.99 Years	844	707	112	14.4%
5 - 9.99 Years	816	742	67	8.6%
10 - 19.99 Years	798	780	49	6.2%
20+ Years	569	516	33	6.1%
Total	3027	2745	261	9.0%

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 13	Employed March 14	Leavers Count	Turnover
16 - 20	25	25	3	12.0%
21 - 25	103	94	25	25.4%
26 - 30	190	157	28	16.1%
31 - 35	331	295	27	8.6%
36 - 40	287	260	22	8.0%
41 - 45	393	353	26	7.0%
46 - 50	564	477	31	6.0%
51 - 55	553	499	22	4.2%
55 +	581	585	77	13.2%
Total	3027	2745	261	9.0%

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 13	Employed March 14	Leavers Count	Turnover
Lect	137	130	6	4.5%
Soulbury	33	30	2	6.3%
Sc1 - 2	344	285	25	7.9%
Sc3 - 5	620	533	54	9.4%
Sc6 - SO2	635	569	22	3.7%
PO1 - 5	980	896	119	12.7%
PO6 - 8	184	205	22	11.3%
SMG1 - 3	70	73	10	14.0%
JNC	24	24	1	4.2%
Total	3027	2745	261	9.0%

EARLY RETIREMENT 2013/14

All Directorates 2012/13

Early Retirement

	Men	Women	TOTAL
White	2	2	4
BME	1	1	2
TOTAL	3	3	6

All Directorates 2013/14

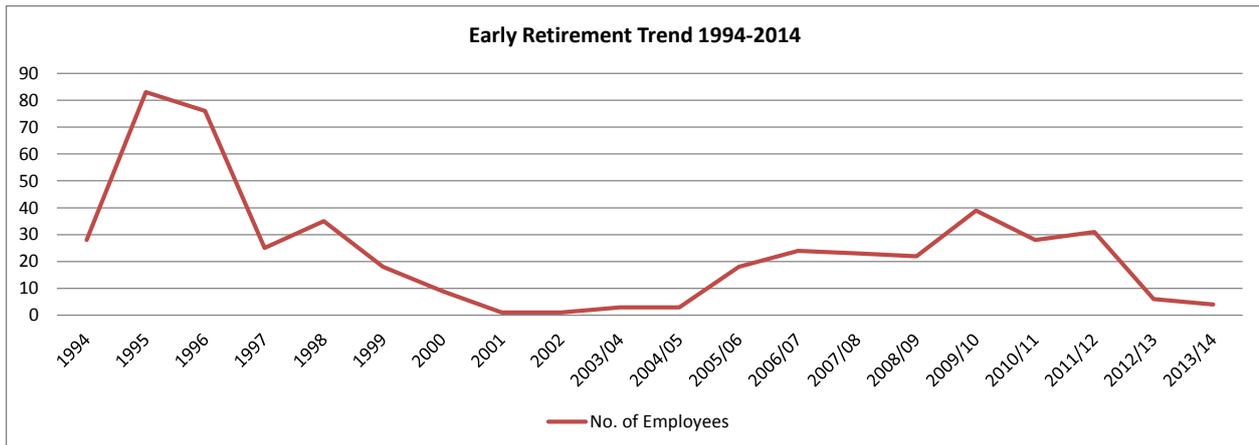
Early Retirement

	Men	Women	TOTAL
White	1	3	4
BME	0	0	0
TOTAL	1	3	4

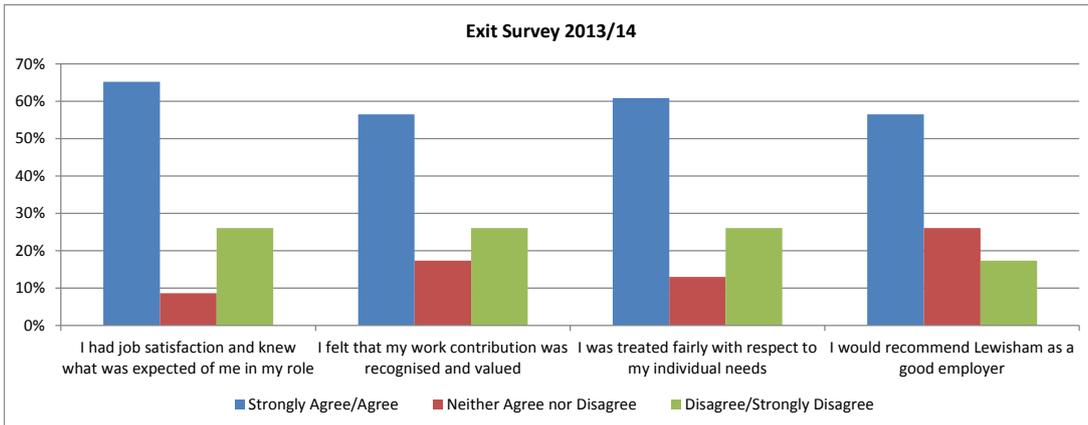
EARLY RETIREMENT

The figure for early retirements includes ill-health retirements.

1994	28
1995	83
1996	76
1997	25
1998	35
1999	18
2000	9
2001	1
2002	1
2003/04	3
2004/05	3
2005/06	18
2006/07	24
2007/08	23
2008/09	22
2009/10	39
2010/11	28
2011/12	31
2012/13	6
2013/14	4



Exit Survey 2013/14



23 people completed an exit questionnaire during 2013/14 - 61% of the 23 felt that working for Lewisham had been "good or excellent". These numbers included people who had been made redundant during the year which may explain the decrease from 83% of leavers who thought that working for Lewisham had been "good or excellent" during 2012/13.

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

