



**EMPLOYMENT PROFILE
2018-2019**

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Total Employees By Directorate 2018/19

The Council's total workforce includes 7585 people as at 31/03/2019.

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

Total Employees Headcount By Directorate 2018/19					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount*	Total Headcount
Community Services Directorate	696	5	19	175	895
Customer Services Directorate	809	13		234	1056
Children & Young People Directorate	450	18	3	161	632
Resources & Regeneration Directorate	408	66		82	556
Excluding Schools	2363	102	22	652	3139
Schools	4446			*	4446
Total Including Schools :	6809	102	22	652	7585

*Agency headcount is as at March 2019

Total Employees Headcount By Directorate 2017/18					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	683	30	11	149	873
Customer Services Directorate	810	3	3	270	1086
Children & Young People Directorate	415	20	22	148	605
Resources & Regeneration Directorate	387	12	1	97	497
Excluding Schools	2295	65	37	664	3061
Schools	4617			*	4617
Total Including Schools :	6912	65	37	664	7678

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; these include Electoral Canvassers, Life Models, Exam Invigilators

* No data is held on the numbers of agency workers in schools, 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 2018/19			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	568.45	113.00	681.45
Customer Services Directorate	772.46	234.00	1006.46
Children & Young People Directorate	422.21	130.00	552.21
Resources & Regeneration Directorate	375.41	82.00	457.41
Total Excluding Schools	2138.53	559.00	2697.53
Schools	3532.80		
Total Including Schools :	5671.33		

Total Employees FTE By Directorate 2017/18			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	559.95	111.00	670.95
Customer Services Directorate	776.90	222.00	998.90
Children & Young People Directorate	389.91	123.00	512.91
Resources & Regeneration Directorate	353.17	66.00	419.17
Total Excluding Schools	2079.93	522.00	2601.93
Schools	3655.05		
Total Including Schools :	5734.98		

Total No of employees at 1.04.2018	2295
No. of employees leaving on redundancy terms	16
Less Total Leavers 18/19 (Inc Redundancies)	223
Add New Starters 18/19	291
Total No of employees at 31.03.19	2363

PAY FOR NON-SCHOOLS EMPLOYEES 2017/18

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 - 11.4% (mean) and -14.2% (median).

Statutory part of template (data that must be provided under the Equalities Act)		Possible extra data for local collection by London Councils for local benchmarking*			
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	-11.4%	111.4%	£20.27	£18.19	£2.08
Gender pay gap comparison figure Median hourly rate (as above calc but for median hourly rates)	-14.2%	114.2%	£19.22	£16.83	£2.39

Pay Quartile Information				Workforce composition		
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66%	34%	100%	375	196	571
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	70%	30%	100%	326	141	467
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	67%	33%	100%	420	205	625
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	38%	62%	100%	231	384	615

PAY FOR NON-SCHOOLS EMPLOYEES 2018/19

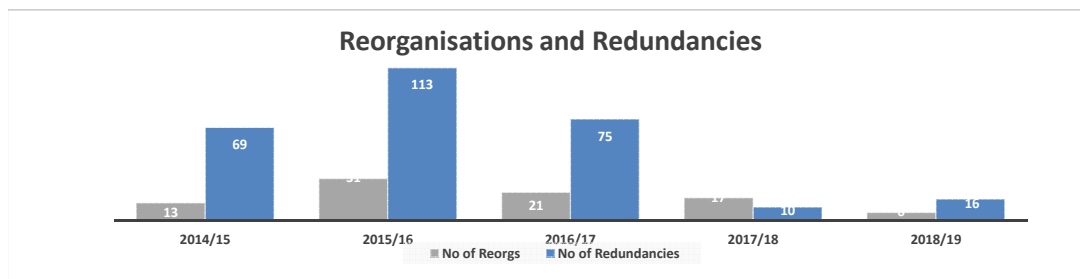
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is - 10.6% (mean) and -12.6% (median).

Statutory part of template (data that must be provided under the Equalities Act)		Possible extra data for local collection by London Councils for local benchmarking*			
Pay rates	Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay (minus % means women have higher pay, positive % means men have higher pay)	Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £
Mean hourly rate (Male hrly rate - Female hrly rate) / Male hrly rate x 100	-10.6%	110.6%	£20.78	£18.78	£2.00
Gender pay gap comparison figure Median hourly rate (as above calc but for median hourly rates)	-12.6%	112.6%	£19.60	£17.40	£2.20

Pay Quartile Information				Workforce composition		
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount
Proportion of women and men in the upper quartile (paid above the 75th percentile point)	66%	34%	100%	390	199	589
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)	70%	30%	100%	420	183	603
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)	68%	32%	100%	399	192	591
Proportion of women and men in the lower quartile (paid below the 25th percentile point)	41%	59%	100%	236	344	580

Reorganisations 2018/19

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 6 reorganisations in the last financial year which resulted in 16 employees being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years



In 2018/19 the largest proportion of redundancies occurred in the Customer Services Directorate, followed by the Children and Young People Directorate

Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 6 reorganisations during 2018/19

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/ redundancies
Community Services Directorate	0	0.00%	0
Customer Services Directorate	10	62.50%	2
Children & Young People Directorate	4	25.00%	3
Resources & Regeneration Directorate	2	12.50%	1
Total	16	100.00%	6

Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	5	31.25%
Female	11	68.75%
Total	16	100.00%

The percentage of women made redundant in 2018/19 (68.75%) was higher than the workforce profile (61%). 10 of the 16 employees made redundant worked within the Customer Service Centre. 11 of the 16 were female and 9 of the 16 were aged over 55. Employees were given the option to volunteer to leave which could explain the high proportion of 55+ staff whose redundancy benefits would be more generous.

Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	0	0.00%
No	10	62.50%
Not Declared	6	37.50%
Total	16	100.00%

The percentage of disabled employees made redundant in 2018/19 (0%)

Breakdown of Redundancies by Age

Age	Total Redundancies	% of Total Staff Redundant
21 - 25	1	6.25%
31 - 35	1	6.25%
36 - 40	1	6.25%
46 - 50	1	6.25%
51-55	3	18.75%
55+	9	56.25%
Total	16	100.00%

The highest percentage of redundancies was in the age band '55+' which is not unexpected given the numbers of employees in that age band.

Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BAME	7	43.75%
White	8	50.00%
Not disclosed	1	6.25%
Total	16	100.00%

The table overleaf provides a breakdown of redundancies by ethnicity which reflects the ethnicity of the workforce. BAME redundancy at 43.75% compares to a BAME workforce ethnicity of 42.9% and white redundancy percentage of 50% compares to a white workforce representation of 52.2%. The Council continues to monitor the impact of reorganisations on all staff and will take appropriate action as necessary.

Reorganisations 2018/19 (continued)

Breakdown of Redundancies by Ethnicity and Gender				
Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BAME	4	57.1%	3	42.9%
White	1	12.5%	7	87.5%
Not disclosed	0	0.0%	1	100.0%
Total	5		11	

Breakdown of Redundancies by Grade		
Grade	Total Redundancies	% of Total staff redundant
SC1-2		0.0%
SC3-5	6	37.5%
SC6-SO2	4	25.0%
PO1-PO5	2	12.5%
PO6-PO8	2	12.5%
SMG1-SMG3	1	6.3%
Teacher/Leacturer	1	6.3%
Total	16	100.0%

Breakdown of Redundancies by Grade and Gender				
Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.0%	0	0.0%
SC3-5	1	16.7%	5	83.3%
SC6-SO2	2	50.0%	2	50.0%
PO1-PO5	0	0.0%	2	100.0%
PO6-PO8	1	50.0%	1	50.0%
SMG1-SMG3	1	100.0%	0	0.0%
Teacher/Leacturer	0	0.0%	1	0.0%
Total	5	31.3%	11	68.8%

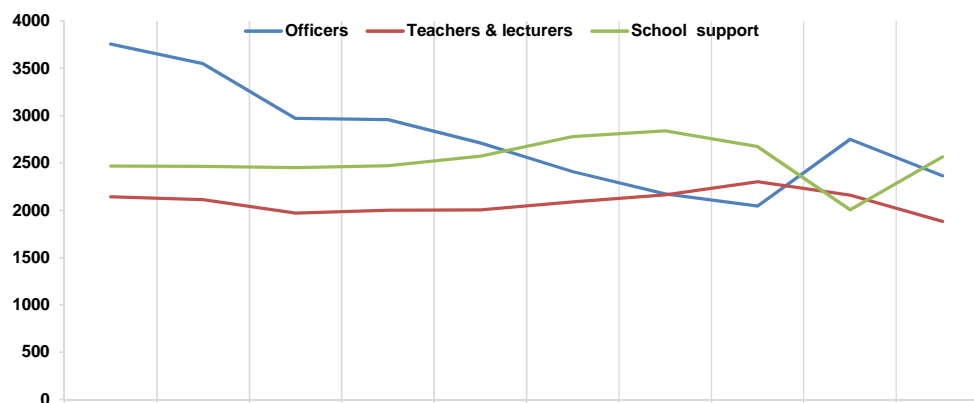
Breakdown by Grade and Ethnicity						
Grade	BAME	% of staff made redundant	White	% of staff made redundant	Not disclosed	% of staff made redundant
SC1 - 2	0	0.0%	0	0.0%	0	0.0%
SC3 - 5	2	40.0%	3	75.0%	1	100.0%
SC6 - SO2	1	25.0%	3	100.0%	0	0.0%
PO1 - PO5	0	0.0%	2	100.0%	0	0.0%
PO6 - PO8	2	100.0%	0	0.0%	0	0.0%
SMG1 - SMG3	1	100.0%	0	0.0%	0	0.0%
Teacher/Leacturer	1	100.0%	0	0.0%	0	0.0%
Total	7		8		1	

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP

(including Schools)

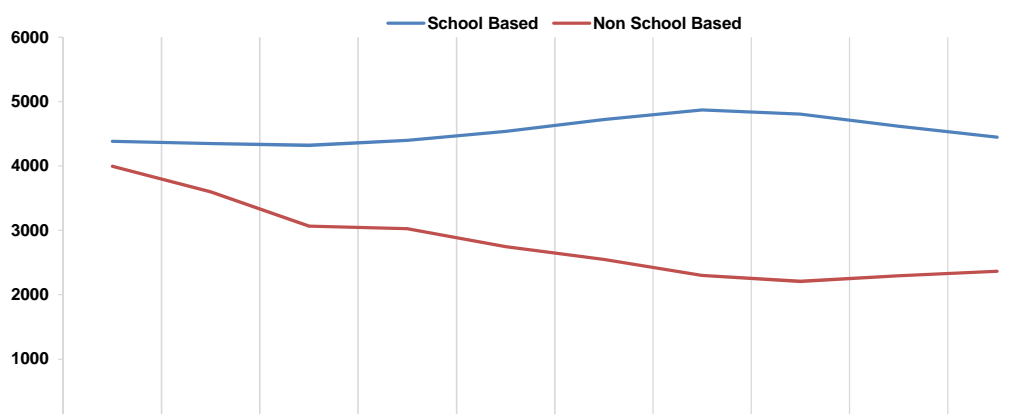
The trend chart below demonstrates that since 2009/10 the number of officer staff has generally decreased apart from during 2017/18 when there was an increase of 704 employees. The number of teachers and school support staff have remained broadly similar.

TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2007 - 2019 (INCLUDING SCHOOLS)



Officers	3756	3547	2970	2956	2710	2408	2172	2044	2748	2363
Teachers & lecturers	2142	2110	1970	1999	2001	2086	2162	2300	2158	1883
School support	2465	2462	2448	2470	2571	2776	2838	2672	2005	2563

TOTAL EMPLOYEES TREND 2009 TO 2019 (INCL SCHOOLS)



School Based	4385	4346	4322	4398	4537	4719	4872	4807	4617	4446
Non School Based	3997	3596	3066	3027	2745	2551	2300	2209	2294	2363

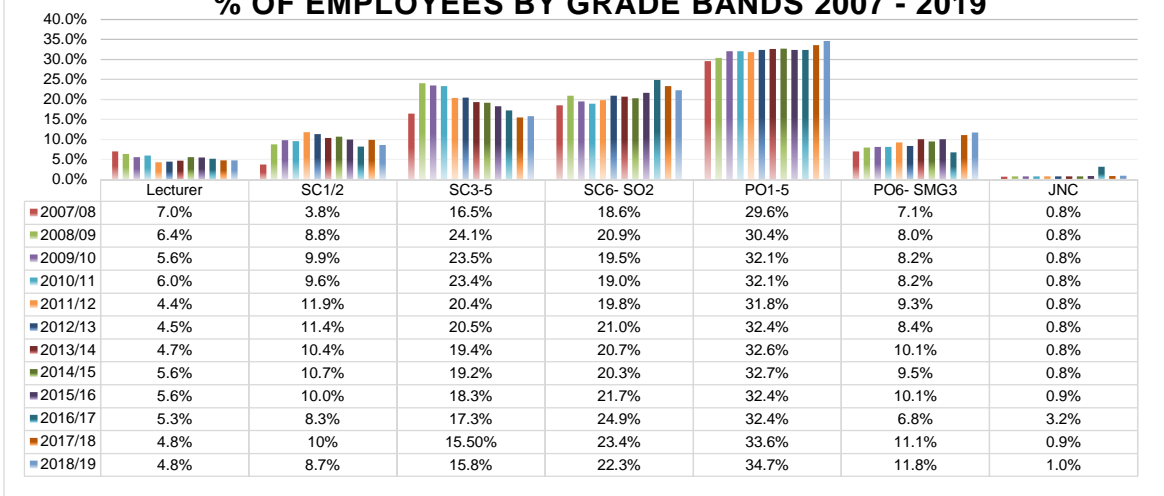
The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2009. The trend outlines that non-schools employees has dropped significantly whereas schools employees have risen.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2018/19

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	13	20	5	13	63	235	76	22	3	450
Community Services	101		12	118	144	255	40	20	6	696
Customer Services			157	210	252	145	26	15	4	809
Resources & Regeneration Directorate			31	33	69	184	50	32	9	408
18/19 Total	114	20	205	374	528	819	192	89	22	2363
17/18 Total	111	19	228	355	537	770	174	80	21	2295

BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.9%	4.4%	1.1%	2.9%	14.0%	52.2%	16.9%	4.9%	0.7%	100%
Community Services	14.5%	0.0%	1.7%	17.0%	20.7%	36.6%	5.7%	2.9%	0.9%	100%
Customer Services	0.0%	0.0%	19.4%	26.0%	31.1%	17.9%	3.2%	1.9%	0.5%	100%
Resources & Regeneration Directorate	0.0%	0.0%	7.6%	8.1%	16.9%	45.1%	12.3%	7.8%	2.2%	100%
18/19 Total	4.8%	0.8%	8.7%	15.8%	22.3%	34.7%	8.1%	3.8%	0.9%	100%
17/18 Total	4.8%	0.8%	9.9%	15.5%	23.4%	33.6%	7.6%	3.5%	0.9%	100%

% OF EMPLOYEES BY GRADE BANDS 2007 - 2019



In grade band Sc3-5 numbers has generally decreased which could be due to staff redundancies over the past few years. Generally the trend in bands Sc6-SO2 and PO1-PO5 have shown an increase which could be explained by employees being promoted.

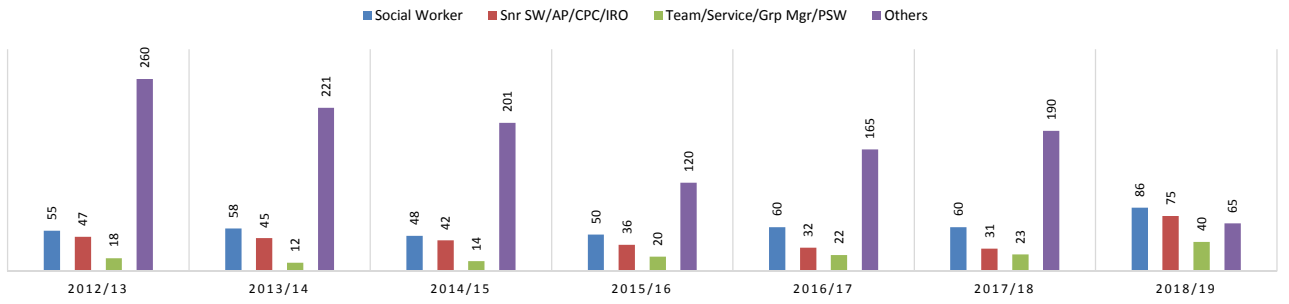
Grades	Employees 18/19	Employees 17/18
Lecturers	114	111
Soulbury	20	19
SC1A	0	0
SC1B	25	20
SC1C	0	4
SC2	180	204
SC3	121	96
SC4	73	100
SC5	180	159
SC6	188	194
SO1	273	255
SO2	67	88
PO1	144	93
PO2	244	325
PO3	198	135
PO4	139	129
PO5	94	88
PO6	89	71
PO7	52	67
PO8	51	36
SMG1	32	26
SMG2	24	23
SMG3	31	31
DIR1	3	3
DIR2	2	2
DIR3	18	16
CEO	1	1
Total	2363	2296

Although these figures show occupied posts, the establishment is for 4 Executive Director posts. 1 Executive Director acted into the CE role during 2017/18 and also in 2018/19 which is why the numbers show as 3 each year. The establishment for HOS Services (Assistant Directors) (DIR3) is 21 FTE. 2 of these posts were permanently recruited to during 2018/19 hence the increase from 16 to 18. 3x Vacant post as follows:
 1x Joint commissioning & Early Help
 1x Service Change & Digital Transformation
 1x Strategy

Numbers of Permanent and Agency Social Workers 2018/19

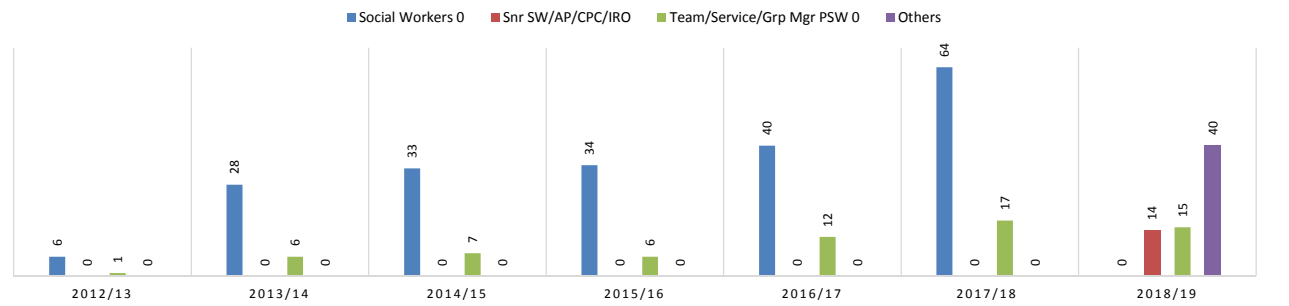
*in previous years "others" have included IRO, CPC, etc hence the high numbers. Categories of roles in CSC have been changed so that "others" now only includes non SW roles eg Business Support Officers which explains the decrease in those numbers

CHILDRENS SOCIAL CARE EMPLOYEE NUMBERS BY GRADE



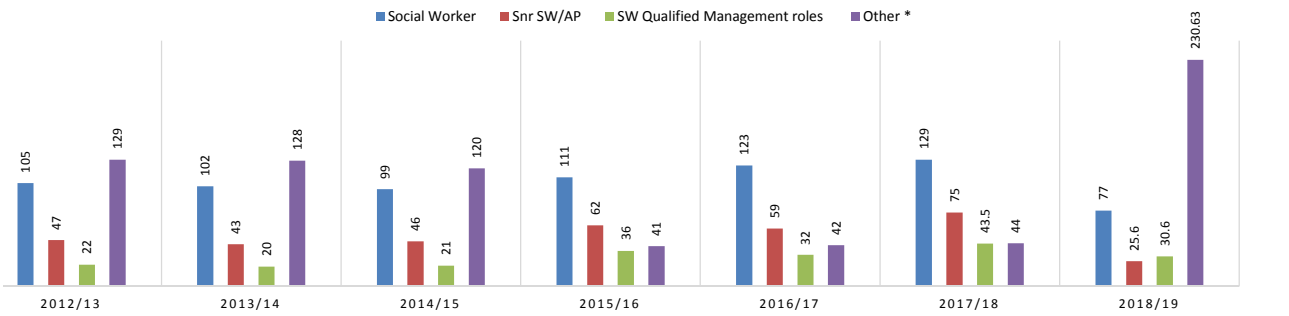
*changed categories of SW employees - others now includes just non SW roles

CHILDRENS SOCIAL CARE AGENCY NUMBERS BY GRADE



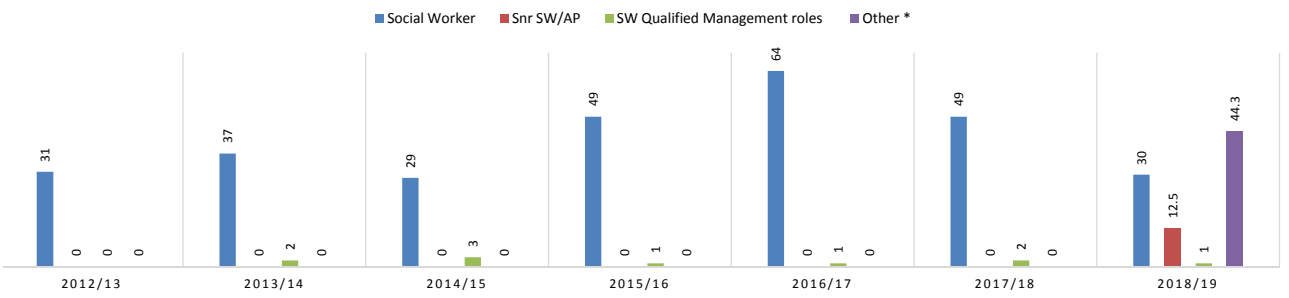
*changed categories of SW employees - others now includes just non SW roles

ADULTS SOCIAL CARE EMPLOYEE NUMBERS BY GRADE



In Adults Social Care the numbers in the "other" category have increased as we are now including Senior OT's and OT's and the Business Support Officers have moved back into the service. Categories of workers have also been changed - SSW and SW used to be recorded together.

ADULTS SOCIAL CARE AGENCY NUMBERS BY GRADE



NB SSW and SW used to be recorded together * Others category, not previously recorded, includes S/OT's

The agency worker information for Adult Social Care has also been re-categorised to show a split in SSW and SW and the "other" category of agency staff was not previously recorded..

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.

2018 - 2019

	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
Children Social Worker	£400,668	£436,227	£464,676	£387,007	£386,726	£469,659
Adult Social Worker	£228,003	£230,339	£279,564	£260,376	£234,167	£299,276
	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19
Children Social Worker	£440,641	£403,784	£492,495	£341,324	£459,072	£532,874
Adult Social Worker	£263,964	£261,900	£354,056	£229,595	£300,576	£360,020

2017 - 2018

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children Social Worker	£319,115	£349,638	£461,126	£311,996	£415,313	£466,449
Adult Social Worker	£243,750	£243,789	£261,912	£195,795	£180,962	£283,751
	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Children Social Worker	£346,285	£421,106	£534,030	£355,250	£418,073	£569,063
Adult Social Worker	£202,396	£236,853	£268,018	£195,305	£244,754	£309,758

2016 - 2017

	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16
Children Social Worker	£319,115	£349,638	£461,126	£311,996	£415,313	£466,449
Adult Social Worker	£243,750	£243,789	£261,912	£195,795	£180,962	£283,751
	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

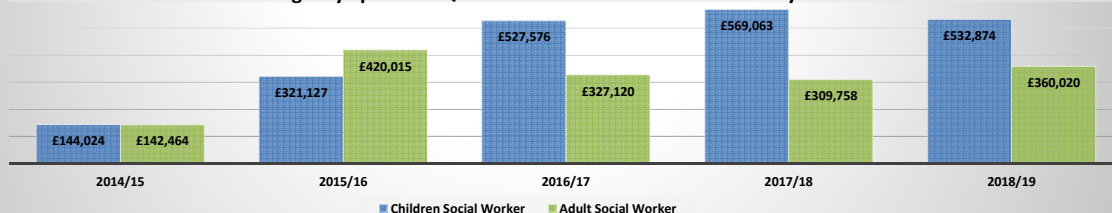
2014 - 2015

	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

March Agency Spend on Qualified SW Roles - Trend over last 5 years



As can be seen in the chart above, agency spend on social workers has increased in Childrens Services over the last 5 years but has decreased in Adult Services.

Pay rates Adults Social Care with effect from 1.4.2019

Adults Social Care	Grade	Spinal points	Salary	Additional Benefits
Newly Qualified Social Worker	NQSW	26	33,162	
Social Worker	SW	31 to 33	36,486 to 38,403	
Senior Social Worker	SSW	35 to 37	40,491 to 42,432	
Operations Manager	PO6	42 to 44	47,274 to 49,203	
Lead Operations Manager	PO8	48 to 50	53,133 to 55,233	

Pay rates Childrens Social Care with effect from 1.4.2019

Childrens Social Care	Grade	Spinal points	Salary	Additional Benefits
Newly Qualified Social Worker	NQSW	26	33,162	Parking Permit
Social Worker	SW	31 to 33	36,486 to 38,403	Parking Permit
Senior Social Worker	SSW	35 to 37	40,491 to 42,432	Parking Permit
Child Protection Co-ordinator	CPC	41 to 42	46,293 to 47,274	
Independent Reviewing Officer	IRO	41 to 42	46,293 to 47,274	
Advanced Practitioner	AP	41 to 42	46,293 to 47,274	
Team Manager	TM	50 to 52	50,184 to 52,140	

Social Work Services and Teams

Children & Young People, Children's Social Care, Laurence House , Catford SE6 4RU - services outlined below

Director of Children's Social Care
Adoption, Looked after Children and Leaving Care
Children with Complex Needs
Early Help, Referral & Assessment
Family Social Work Service
Fostering
Quality Assurance
Business Support

Adult Assessment & Care Management, Laurence House, Catford, SE6 4RU

Joint Health & Social Care (Hospital)
Integrated Neighbourhoods
SLaM
Safeguarding & Quality
Lewisham Safeguarding Adults Board
Adults with Learning Disabilities
Joint Commissioning
Service Development Unit
Internal Provider Service

[Structure charts can be found here.](#)

PART-TIME EMPLOYEES 2018/19

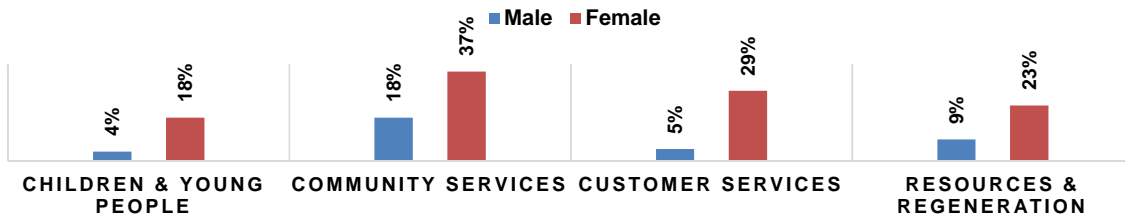
The Council continues to encourage the take up of flexible working. Part time staff represent 20.3% of the Council's workforce, a slight increase of 0.4 percentage points on the figure for last year. The percentage of male and female part time workers is similar to the percentage last year.

Part - Time Employees		Total Employees	
480	20.31%	2363	100%

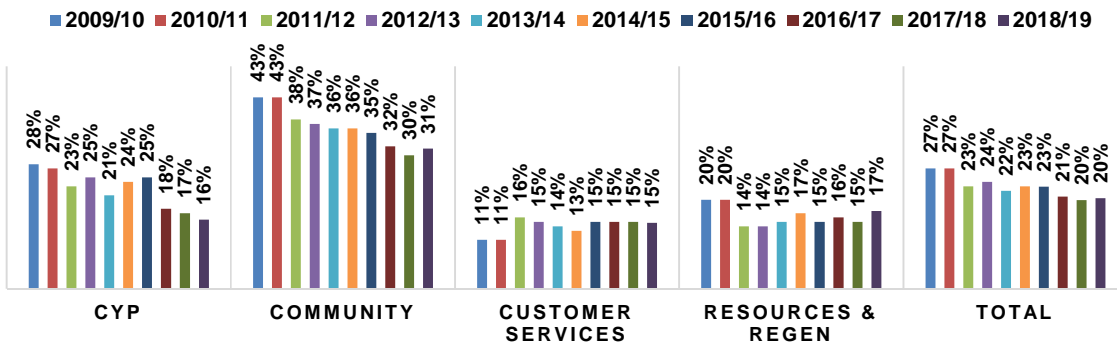
Gender	Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	%
Female	67 18%	182 37%	95 29%	56 23%	400	27.70%
Male	3 4%	37 18%	25 5%	15 9%	80	8.71%
All	70 16%	219 31%	120 15%	71 17%	480	20.32%

The table above and the chart below outline the % 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 , 18% are part time employees.

PART TIME EMPLOYEES BY GENDER 2018/19

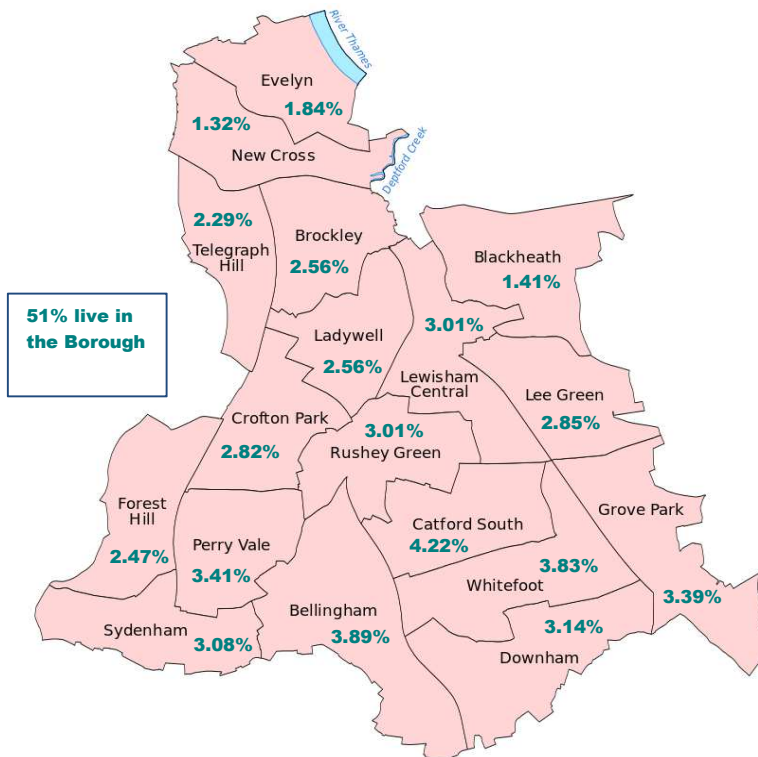


10 YEAR TREND OF PART TIME WORKING



The Council encourages part time working but as can be seen in the trend chart above, the percentage of part time workers across the Council has decreased from 27% to 20% over the past 10 years. The biggest decreases have been in Community and CYP where the percentages of part time workers have dropped by 12 percentage points over the 10 years. There has been a slight drop in the percentage of part time workers in Resources and Regen (3 percentage points) and a slight increase of 4 percentage points in Customer Services.

Employees who live within the Borough 2018/19



The Council is proud to be supporting the local Borough economy with 51% of the staff live within the Borough. 49% of staff live outside the London Borough of Lewisham.

Representation 2018/19

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. 42.9% of the Council's workforce is from a BAME background; which compares to a median across London Councils of 42% BAME employees. The percentage of 16 – 64 year olds in Lewisham that are BAME is 34.5%

(Source: ONS Annual Population Survey / Mid-Year Population Estimates)

Of the 7.2% of employees (171 employees) promoted during 2018/19, 6% of BAME staff were promoted, an increase of 2.9 percentage points on last year's figure. The percentage of senior BAME staff (SMG1-SMG3 & JNC grades) is 17.6%. By comparison the median for London Councils percentage of top 5% earners BAME is 17%

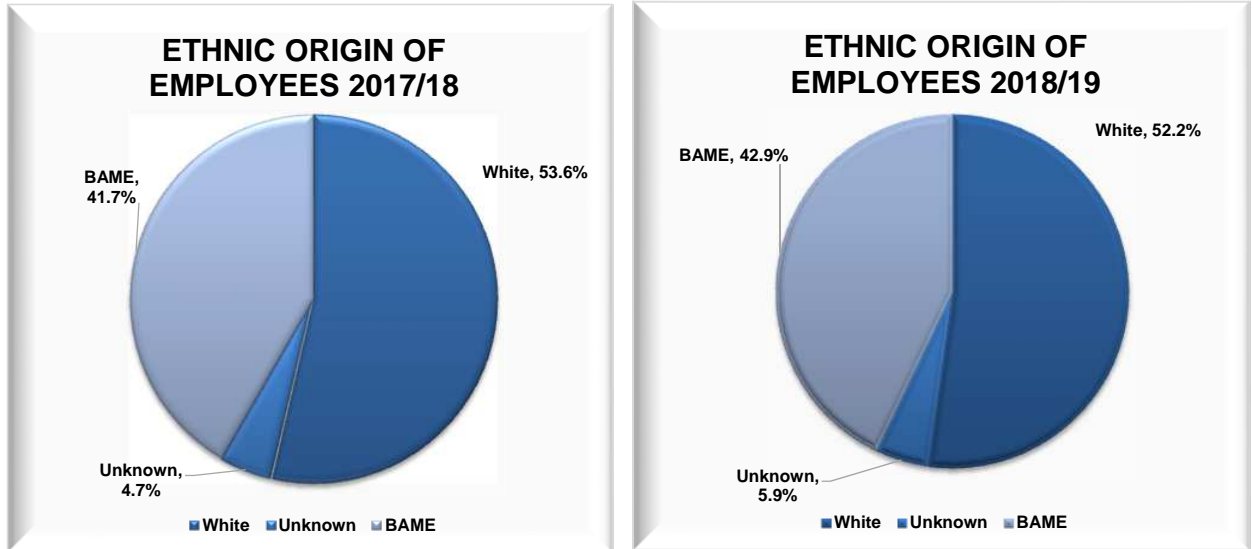
The majority (61.2%) of the Council's staff are women - an increase of 3.1 %age points on last years figure. Women are well represented at all grades including senior levels, with women making up 59.1% of senior grades (top 5% of earners) which is an increase of 4.1 %age points on the 2017/18 figure. This compares to a median figure pan London Councils of 51%

The age profile of the Council shows that 46.4% of employees are aged over 50 which compares to a median of 43.7% median for London Councils. The average age of the workforce in Lewisham is 44.7 years, compared to a pan London Councils figure of 46 years. The percentage of the workforce aged under 25 is 2.7% which has decreased from 3% in 2017/18. The median figure for employees aged under 25 across London Boroughs is 3.0%.

The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.2% of non-schools employees have declared that they consider themselves to have a disability, this compares to an average across all London Councils of 4.75%

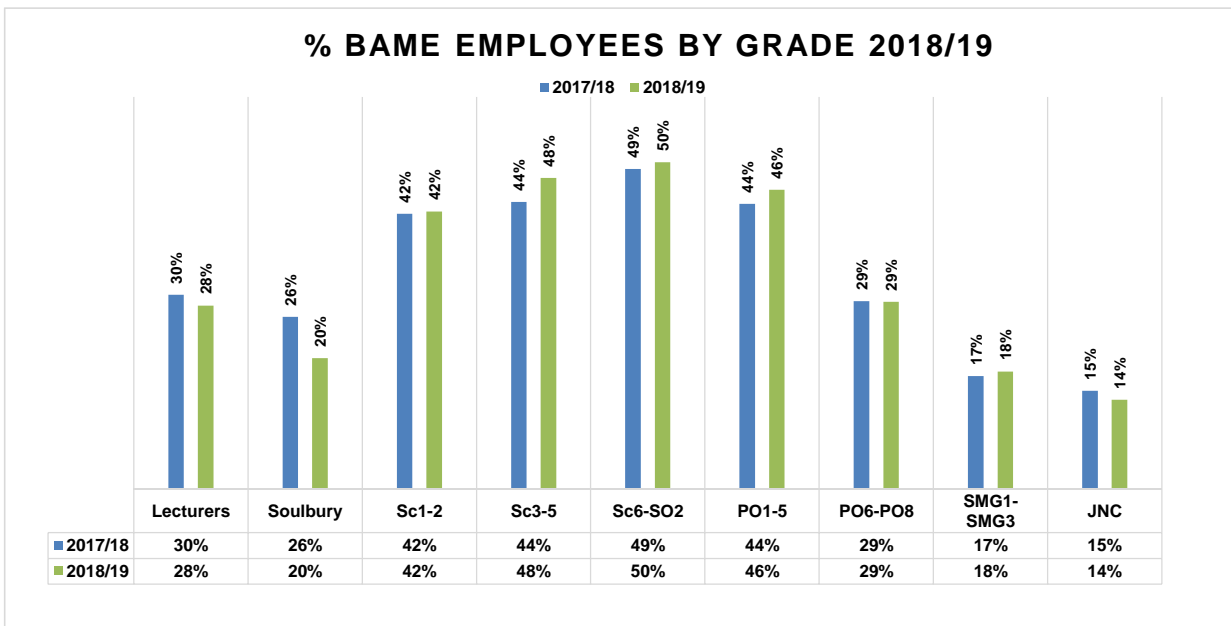
The Council reported its second Gender Pay Gap report in 2018/19. This showed a pay gap in favour of women at -10.6%, compared to a difference of -11.4% in 2017 /18. This is due to having a predominantly high level of female employees. This is the second highest negative gender pay gap of London Councils. The London mean gender pay gap is 3.5% in 2018 and the whole economy GPG is 14.2%

ETHNIC ORIGIN OF EMPLOYEES 2018/19



There has been a slight increase of 1.2% in the BAME workforce compared to last year, a slight reduction in the white workforce and a slight increase in the 'unknown' category

Grade	Lecturer	Soulbury	SC1 - 2	SC3 - 5	SC6 - SO2	PO1 - 5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 18/19	32	4	87	178	264	375	55	16	3	1014
Headcount 17/18	33	5	96	156	263	336	50	14	3	956



2018/19 saw a 4 % point increase of BAME employees in grade band 'Sc3 to Sc5', a 1 % point increase in grade band 'Sc6 to SO2' and a 2 % point increase in grade band 'PO1 to PO5', and a 1 % point increase in grade band 'SMG1 to SMG3'.

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2018/19

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	3	0.43%	3	0.37%	1	0.22%	1	0.25%	8	0.34%
Asian Bangladeshi	2	0.29%	2	0.25%	8	1.78%	2	0.49%	14	0.59%
Asian Chinese	5	0.72%	1	0.12%	1	0.22%	3	0.74%	10	0.42%
Asian Indian	11	1.58%	15	1.85%	5	1.11%	8	1.96%	39	1.65%
Asian Other	10	1.44%	4	0.49%	3	0.67%	7	1.72%	24	1.02%
Asian Pakistani		0.00%		0.00%	3	0.67%	4	0.98%	7	0.30%
Black African	77	11.06%	75	9.27%	51	11.33%	42	10.29%	245	10.37%
Black Caribbean	130	18.68%	182	22.50%	110	24.44%	50	12.25%	472	19.97%
Black Other	21	3.02%	25	3.09%	15	3.33%	8	1.96%	69	2.92%
Mixed Other	10	1.44%	5	0.62%	9	2.00%	6	1.47%	30	1.27%
Mixed White and Asian	4	0.57%	5	0.62%	4	0.89%	2	0.49%	15	0.63%
Mixed White and Black African	2	0.29%	2	0.25%	3	0.67%	3	0.74%	10	0.42%
Mixed White and Black Caribbean	15	2.16%	17	2.10%	6	1.33%	9	2.21%	47	1.99%
Other Ethnic group	10	1.44%	9	1.11%	3	0.67%	2	0.49%	24	1.02%
Prefer not to say	12	1.72%	23	2.84%	6	1.33%	3	0.74%	44	1.86%
UnKnown	43	6.18%	10	1.24%	13	2.89%	5	1.23%	71	3.00%
White British/Eng/Welsh/Scot/NIrish	294	42.24%	366	45.24%	177	39.33%	221	54.17%	1058	44.77%
White Irish	7	1.01%	14	1.73%	11	2.44%	8	1.96%	40	1.69%
White Other	38	5.46%	50	6.18%	21	4.67%	24	5.88%	133	5.63%
White Turkish / Turkish Cypriot	2	0.29%	1	0.12%		0.00%		0.00%	3	0.13%
Total all employees	696	100.0%	809	100.0%	450	100.0%	408	100.0%	2363	100.0%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	300	43.10%	345	42.65%	222	49.33%	147	36.03%	1014	42.91%

WOMEN EMPLOYEES 2018/19

Women	Men	Total employees
1445	918	2363
61.2%	38.8%	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	380	84.4%	493	70.8%	332	41.0%	240	58.8%	1445	61.2%
Men	70	15.6%	203	29.2%	477	59.0%	168	41.2%	918	38.8%
Total	450	100.0%	696	100.0%	809	100.0%	408	100.0%	2363	100.0%

BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
90	78.9%	19	95.0%	39	19.0%	197	52.0%	345	65.1%	570	69.6%
PO6-8		SMG1-3		JNC		Total					
121	63.0%	51	57.3%	13	59.1%	1445	61.2%				

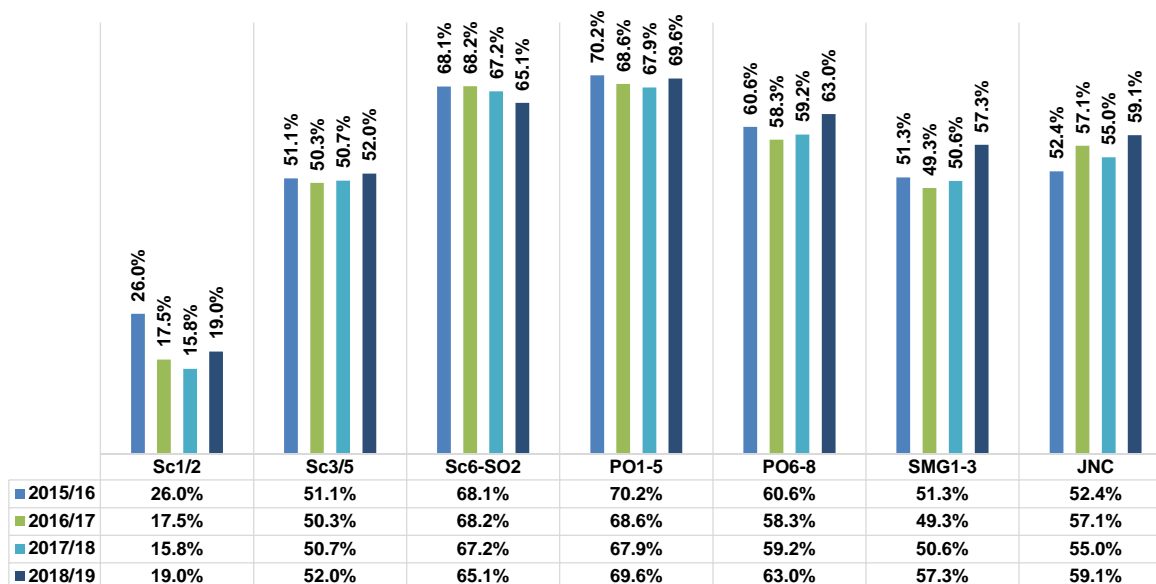
BY LENGTH OF SERVICE										
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total		
601	63.1%	198	59.5%	411	60.1%	235	59.6%	1445	61.2%	

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
3	33.3%	33	61.1%	82	56.6%	126	58.3%	182	61.9%	160	64.8%
46 - 50		51 - 55		55 +		Total					
182	60.3%	270	61.4%	407	61.9%	1445	61.2%				

BY ETHNICITY										
BAME		Unknown		White		Total				
672	66.3%	65	56.5%	708	57.4%	1445	61.2%			

Disabled
58
4.0%

% FEMALE EMPLOYEES BY GRADE



The majority (61.2%) of the Council's staff are women - an increase of 3.2 %age points on last years figure. Women are well represented at all grades including senior levels, with women making up 59.1% of senior grades (top 5% of earners) which is an increase of 4.1 %age points on the 2017/18 figure

DISABLED EMPLOYEES 2018/19

Yes		No		Unknown	
99	4.2%	1268	53.7%	996	42.1%

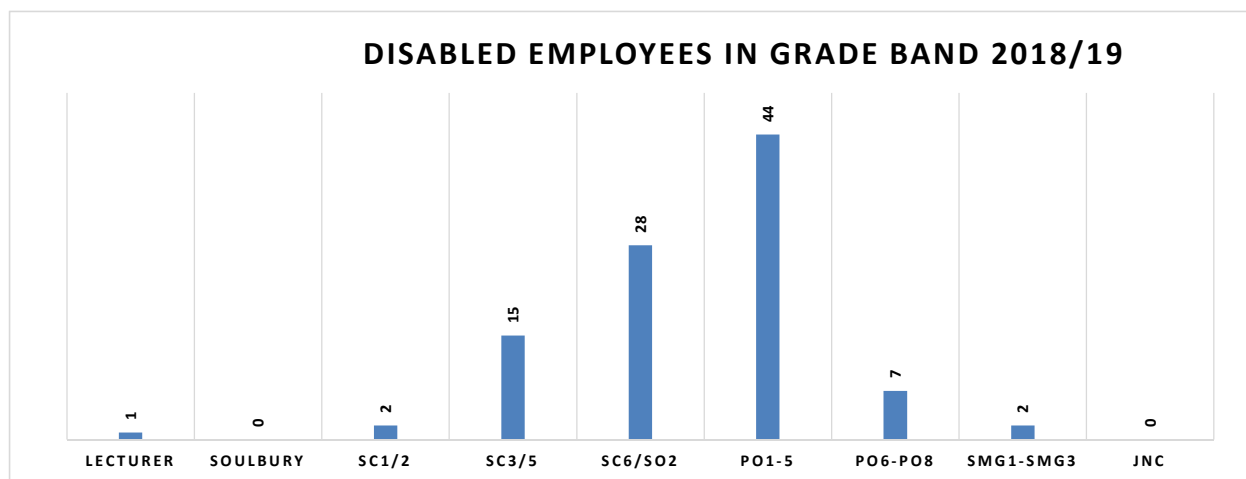
DIRECTORATE					
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	
21	4.7%	31	4.5%	29	3.6%
				18	4.4%
				99	4.2%

BY GRADE					
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5
1	0.0%	0	0.0%	10	12.8%
				13	3.4%
				23	3.7%
				45	5.6%
PO6-8	SMG1-3	JNC	Total		
6	3.0%	1	0.7%	0	0.0%
				99	4.2%

BY LENGTH OF SERVICE					
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total	
40	4.2%	13	3.9%	23	3.4%
				23	5.8%
				99	4.2%

BY AGE RANGE					
16 - 20	21 - 25	26 - 30	31 - 25	36 - 40	41 - 45
0	0.0%	6	11.1%	7	4.8%
				4	1.9%
				7	2.4%
				8	3.2%
46 - 50	51 - 55	55 +	Total		
12	4.0%	26	5.9%	29	4.4%
				99	4.2%

BY ETHNICITY					
BAME	Unknown	White	Total		
38	3.7%	3	2.6%	58	4.7%
				99	4.2%



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.2% of non-schools employees have declared that they consider themselves to have a disability, this compares to an average across all London Councils of 4.75%

Protected Characteristics 2018/19

Religion			
Any other	0.97%	Muslim	1.82%
Buddhist	0.47%	None	19.59%
Christian (all denominations)	32.75%	Prefer not to say	6.60%
Hindu	0.38%	Sikh	0.42%
Jewish	0.08%	Unknown	33.05%
Blank	3.85%	Total all employees	100.00%

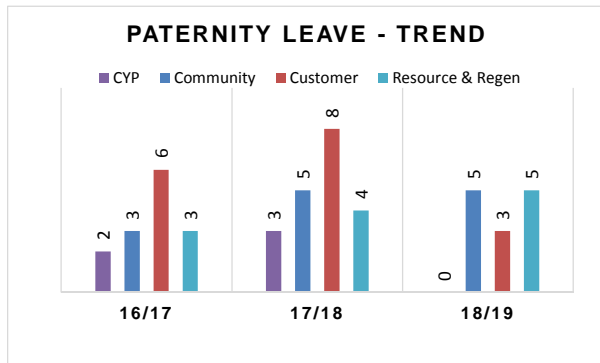
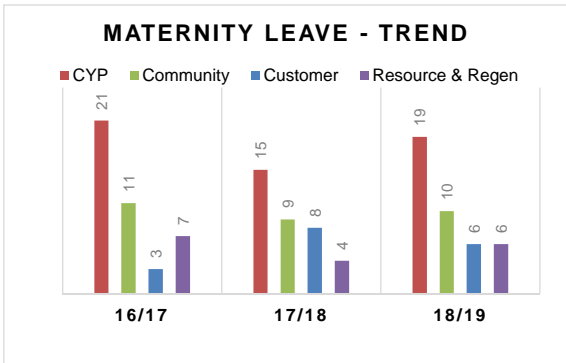
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.42%
Gay/lesbian	1.78%
Other	0.17%
Prefer not to say	5.54%
Straight/Heterosexual	54.46%
Unknown	33.31%
Blank	4.32%
Total all employees	100.00%

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

Marital Status	
Married/Civil Partner	26.61%
Partner	13.94%
Prefer not to say	26.74%
Unknown	32.71%
Total all employees	100.00%

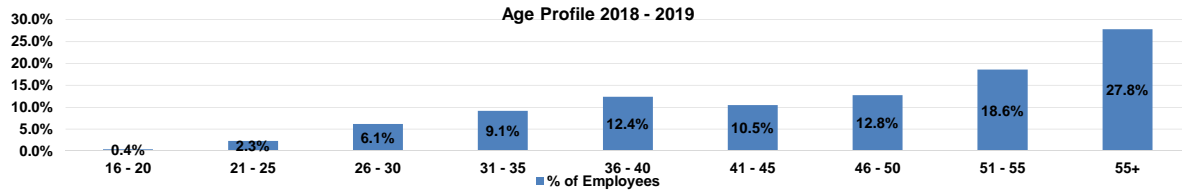
High number of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status



AGE PROFILE 2018 - 2019

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	2	0.4%	14	3.1%	40	8.9%	57	12.7%	71	15.8%	49	10.9%	50	11.1%	83	18.4%	84	18.7%	450	19.0%
Community Services Directorate	2	0.3%	10	1.4%	30	4.3%	63	9.1%	77	11.1%	84	12.1%	89	12.8%	137	19.7%	204	29.3%	696	29.5%
Customer Services Directorate	1	0.1%	15	1.9%	46	5.7%	61	7.5%	94	11.6%	80	9.9%	115	14.2%	148	18.3%	249	30.8%	809	34.2%
Resources & Regeneration Directorate	4	1.0%	15	3.7%	29	7.1%	35	8.6%	50	12.3%	34	8.3%	48	11.8%	72	17.6%	121	29.7%	408	17.3%
Total	9	0.4%	54	2.3%	145	6.1%	216	9.1%	292	12.4%	247	10.5%	302	12.8%	440	18.6%	658	27.8%	2363	100%



The age profile of the Council is outlined above, demonstrating that 46.4% of employees are aged over 50 which compares to a median of 43.7% across London Councils. The average age of the workforce in Lewisham is 44.7 years, compared to a pan London Councils figure of 46 years. The percentage of the workforce aged under 25 is 2.7% which has decreased from 3% in 2017/18. The median figure for employees aged under 25 across London Boroughs is 3.0%.

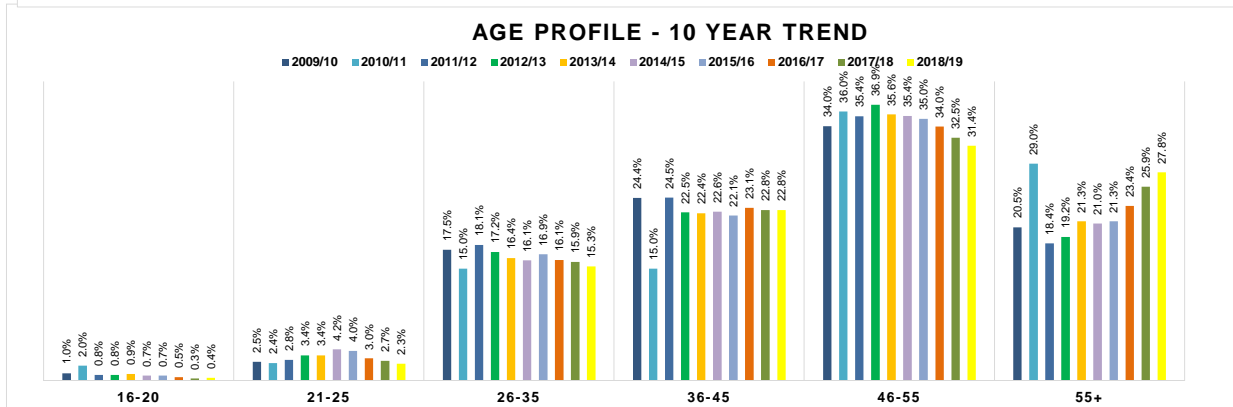
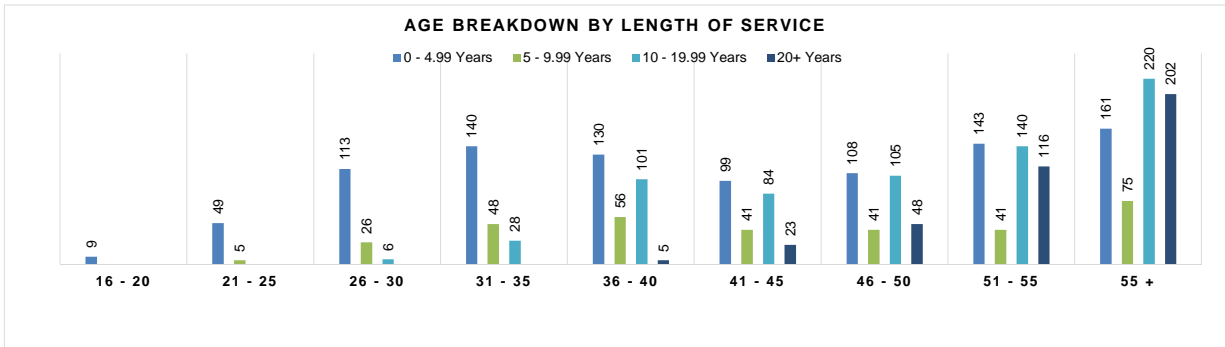
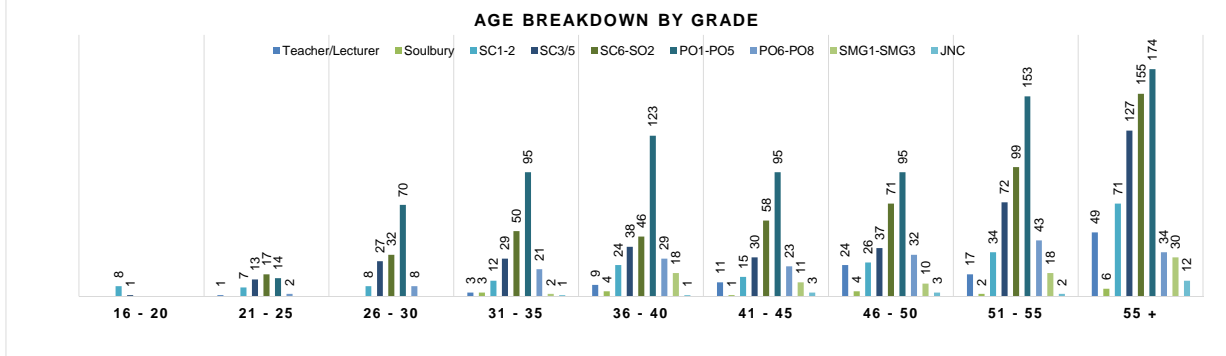
By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BAME	7	0.7%	28	2.8%	74	7.3%	98	9.7%	134	13.2%	112	11.0%	131	12.9%	191	18.8%	239	23.6%	1014	42.9%
Unknown	0	0.0%	1	0.9%	7	6.1%	7	6.1%	12	10.4%	16	13.9%	18	15.7%	26	22.6%	28	24.3%	115	4.9%
White	2	0.2%	25	2.0%	64	5.2%	111	9.0%	146	11.8%	119	9.6%	153	12.4%	223	18.1%	391	31.7%	1234	52.2%
Total	9	0.4%	54	2.3%	145	6.1%	216	9.1%	292	12.4%	247	10.5%	302	12.8%	440	18.6%	658	27.8%	2363	100%

By Disability

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	0	0.0%	6	6.1%	7	7.1%	4	4.0%	7	7.1%	8	8.1%	12	12.1%	26	26.3%	29	29.3%	99	100%

AGE PROFILE 2018 - 2019



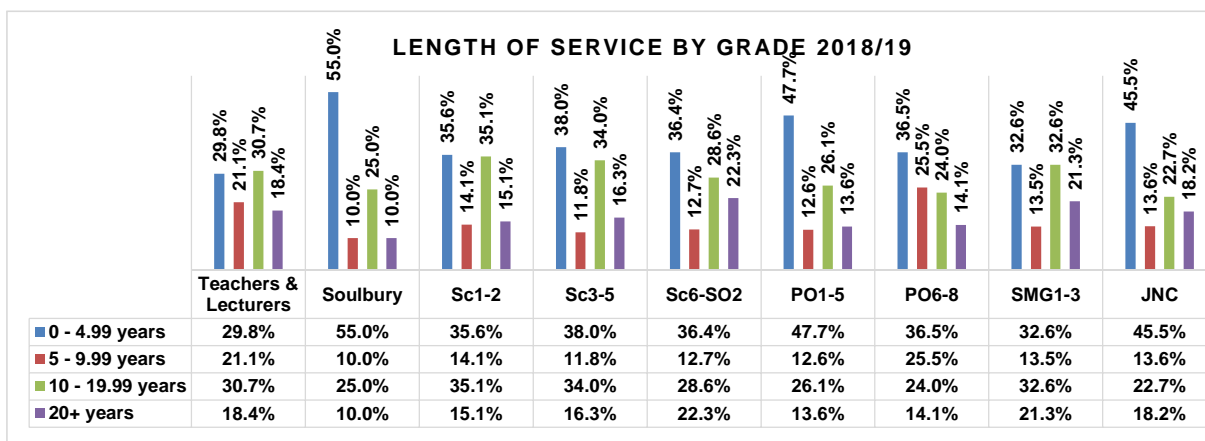
Over the past 10 years the percentage of staff in age band '21-25' rose from 2.5% to 4.2% during 2014/15 and has fallen during the preceding 4 years to 2.3% in 2018/19. This could be explained because of the increased number of apprentices working at the Council during that time, but apprentice numbers have fallen and the scheme age limits have been lifted which could explain the drop in numbers. The percentages of employees in the age group 55+ have steadily increased over the past 10 years from a low of 18.4% in 2011/12 to a high of 27.8% in 2018/19.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2018/19

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	253	56.2%	67	14.9%	94	20.9%	36	8.0%	450	19.0%
Community Services	265	38.1%	124	17.8%	221	31.8%	86	12.4%	696	29.5%
Customer Service	260	32.1%	80	9.9%	277	34.2%	192	23.7%	809	34.2%
Resources & Regeneration	174	42.6%	62	15.2%	92	22.5%	80	19.6%	408	17.3%
Total	952	40.3%	333	14.1%	684	28.9%	394	16.7%	2363	100.0%

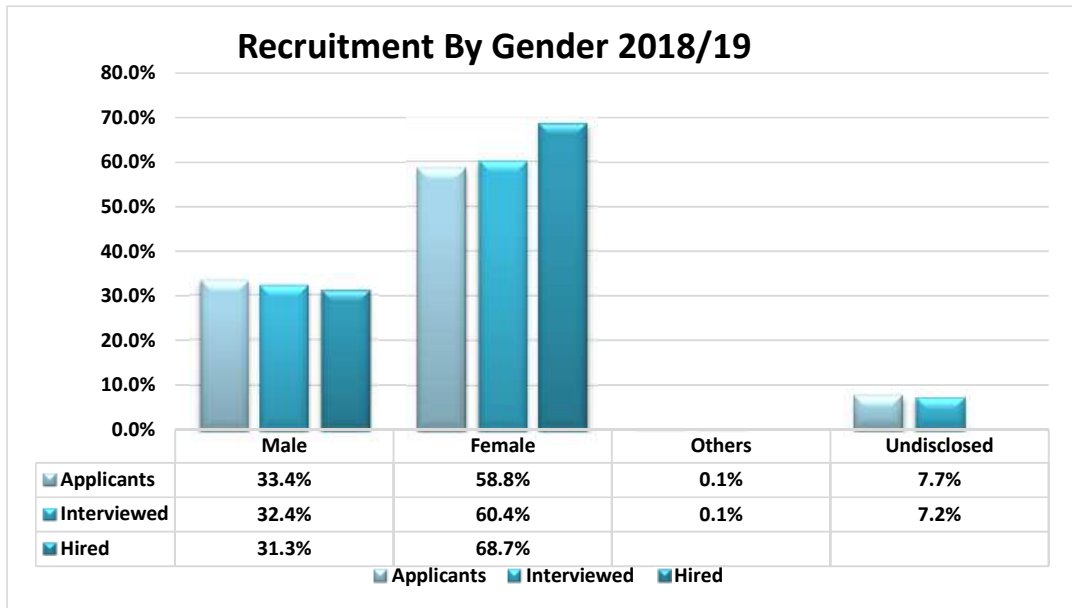
CYP Directorate have the highest proportion of employees with less than 5 years service. This could be explained by increased numbers of Newly Qualified Social Workers joining the Directorate.

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	34	29.8%	24	21.1%	35	30.7%	21	18.4%	114	4.8%
Soulbury	11	55.0%	2	10.0%	5	25.0%	2	10.0%	20	0.8%
Sc1 - 2	73	35.6%	29	14.1%	72	35.1%	31	15.1%	205	8.7%
Sc3 - 5	142	38.0%	44	11.8%	127	34.0%	61	16.3%	374	15.8%
Sc6 - SO2	192	36.4%	67	12.7%	151	28.6%	118	22.3%	528	22.3%
PO1 - 5	391	47.7%	103	12.6%	214	26.1%	111	13.6%	819	34.7%
PO6 - 8	70	36.5%	49	25.5%	46	24.0%	27	14.1%	192	8.1%
SMG1 - 3	29	32.6%	12	13.5%	29	32.6%	19	21.3%	89	3.8%
JNC	10	45.5%	3	13.6%	5	22.7%	4	18.2%	22	0.9%
Total	952	40.3%	333	14.1%	684	28.9%	394	16.7%	2363	100.0%



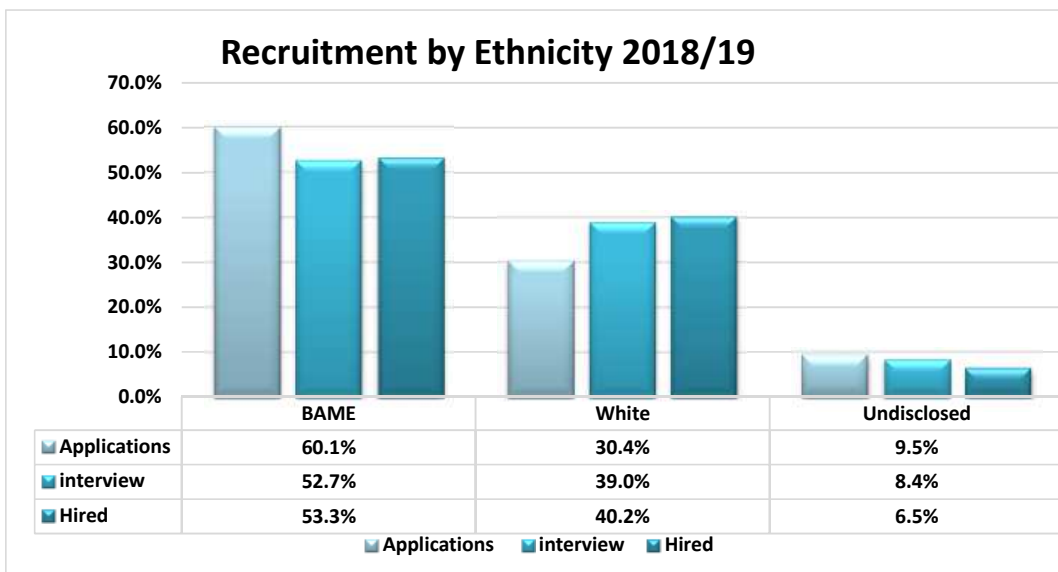
The table above demonstrates that there is a direct correlation between seniority and length of service. The high percentage of employees in the PO1 to PO5 grade band can be partly attributed to different grades of Social Workers within both Childrens and Adults Social Care who fall within this grade band

Recruitment by Gender 2018/19



Although the requirement to provide protected characteristics as part of the application process is not mandatory, once candidates are at offer stage, they are asked to provide this information as part of their 'new starter' information. This explains why, once at hire stage, we have lower percentages of undisclosed information.

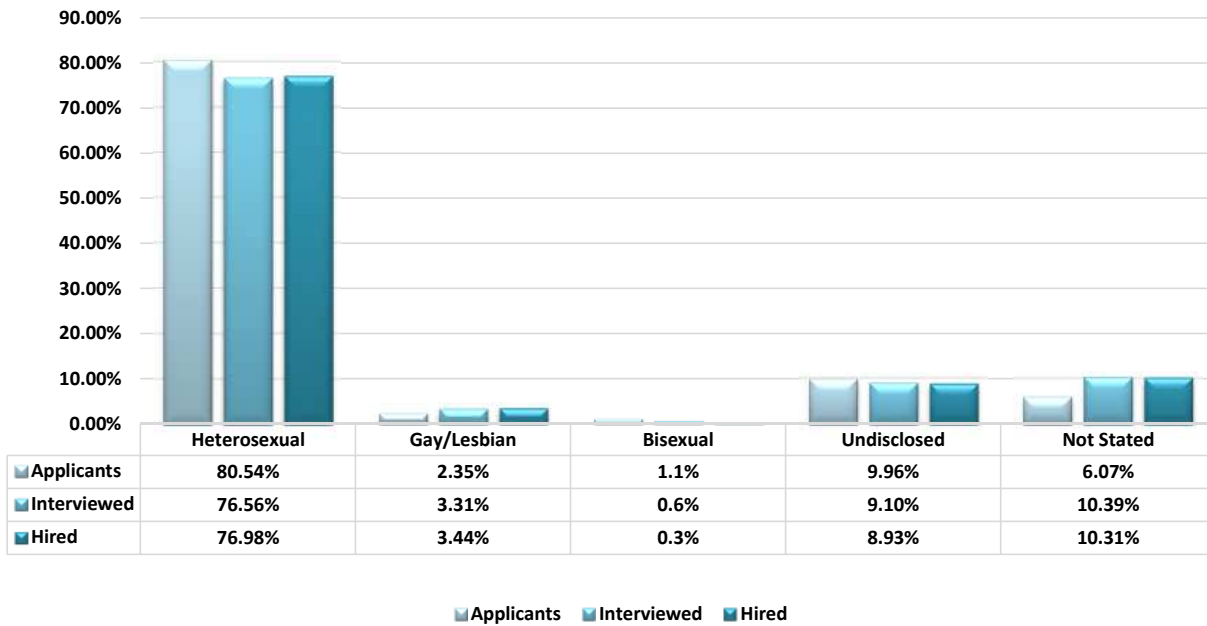
Recruitment by Ethnicity 2018/19



During 2018/19, 60.01% of applications were made by applicants who identify as BAME, which was broadly similar to 2017/18 data. 53.3% of appointments made during 2018/19 were to BAME candidates which compares to 53.10% during 2017/18 and is above our workforce breakdown of 42.9% BAME staff.

Recruitment by Sexual Orientation 2018/19

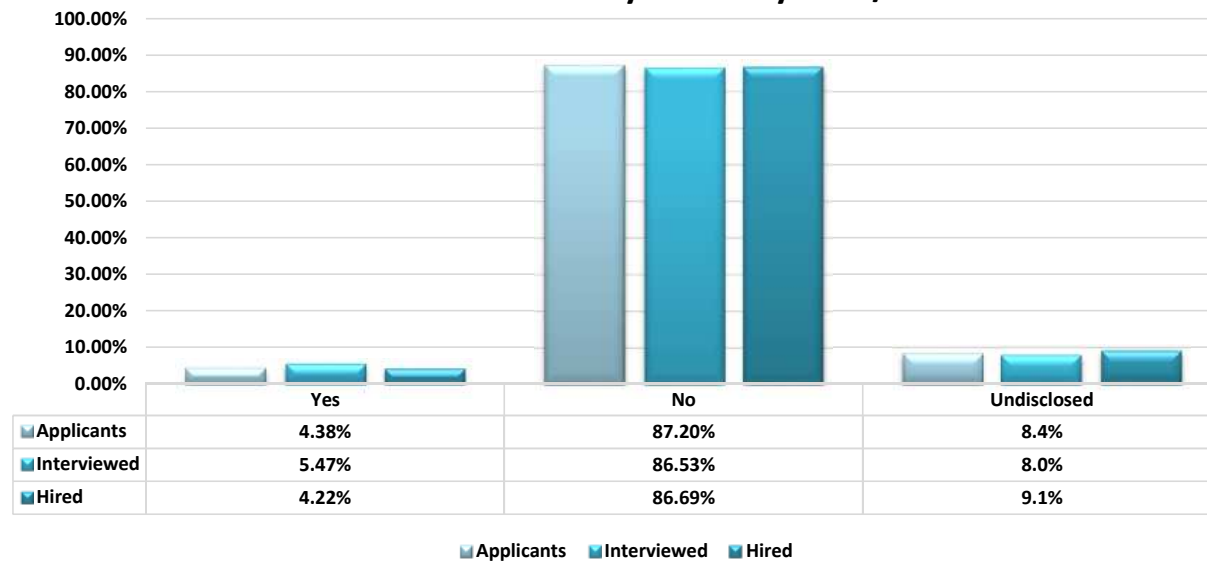
Recruitment by Sexual Orientation 2018/19



3.45% of all job applications made during 2018/19 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is slightly higher than the rate of 2.92% during 2017/18. 3.74% of total appointments made during 2018/19 were candidates who identify as LGBT, which is consistent with last year's figure. Although new starters are more willing to provide data on other protected characteristics, they are less willing to provide this non-mandatory information on sexual orientation. There is no comparator data from London Councils for this reason as figures are so low.

Recruitment by Disability 2018/19

Recruitment by Disability 2018/19

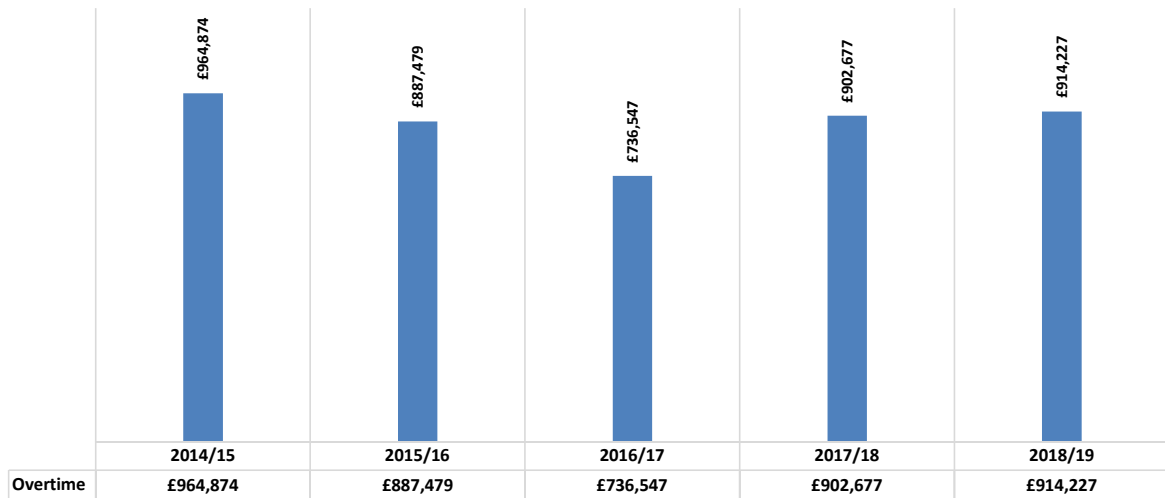


During 2018/19 4.38% of applications were made by candidates who considered themselves to have a disability. 4.22% of these candidates were subsequently hired which is similar to the percentage of the workforce who have declared themselves to have a disability (4.2%).

OVERTIME/ADDITIONAL HOURS 2018/19

	Overtime 2018/19	Overtime 2017/18	Differences
Children and Young People	£27,483	£51,968	-£24,485
Community Services	£166,242	£115,649	£50,593
Customer Services	£704,575	£720,338	-£15,763
Resources & Regeneration	£15,927	£14,723	£1,204
Total	£914,227	£902,678	£11,549

OVERTIME TREND



The 5 year overtime trend above shows that spend decreased over the 3 years (2013/14 to 2016/17) but has increased over the last 2 years with spend during 2018/19 showing an increase of £11.5k. Overtime continues to be closely monitored on a monthly basis.

SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2018/19

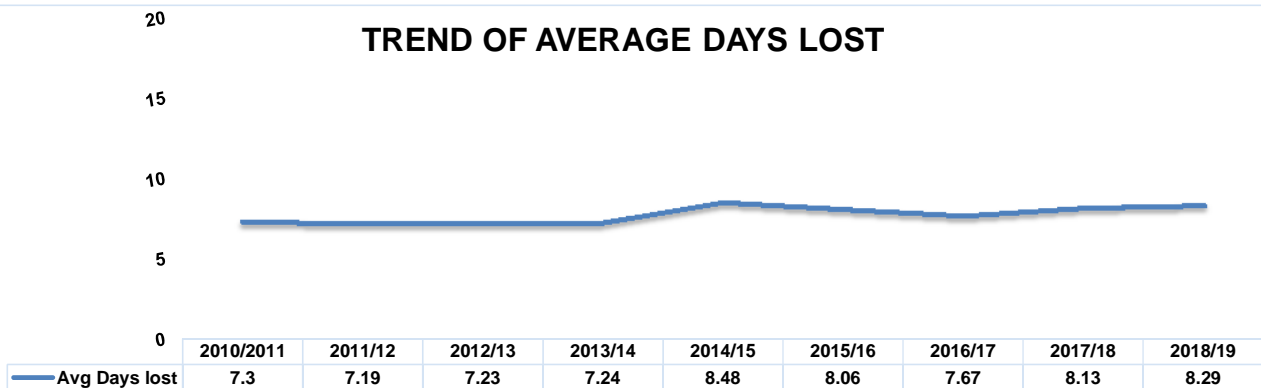
Directorate	Actual Days	Average FTE	Avg Days Lost 17/18	Avg Days Lost 18/19
Children & Young People Directorate	2286.83	403.17	5.81	5.67
Community Services Directorate	6032.11	568.33	10.05	10.61
Customer Services Directorate	7372.06	774.11	9.35	9.52
Resources & Regeneration Directorate	1897.56	375.04	5.04	5.06
Lewisham Council excluding Schools	17588.55	2120.65	8.13	8.29

AVERAGE DAYS LOST PER EMPLOYEE 2018/19



The average days lost per employee has slightly increased since 2017/18 by 0.16 of a day to 8.29 days in 2018/19 which is similar to the median number of days lost per employee across London Councils at 8.2 days. The average number of days lost has decreased in Children & Young People from the 2017/18 figure but has increased in the other three Directorates. Resources and Regeneration Directorate and Children and Young People Directorate have a lower average days lost than the other two Directorates.

TREND OF AVERAGE DAYS LOST



The chart above outlines the trend of average days lost to sickness over the last 9 years

PROMOTED EMPLOYEES - 2018/19

Promoted Employees		Total Employees	
171	7.2%	2363	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
67	14.89%	27	3.88%	59	7.29%	18	4.42%	171	7.24%

BY GENDER					
Male		Female		Total	
48	5.23%	123	8.51%	171	7.2%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.00%	0	0.00%	0	0.00%	22	6.20%	30	5.59%	70	9.09%
PO6-8		SMG1-SMG3		JNC		Total					
29	16.67%	15	6.17%	5	25.0%	171	7.2%				

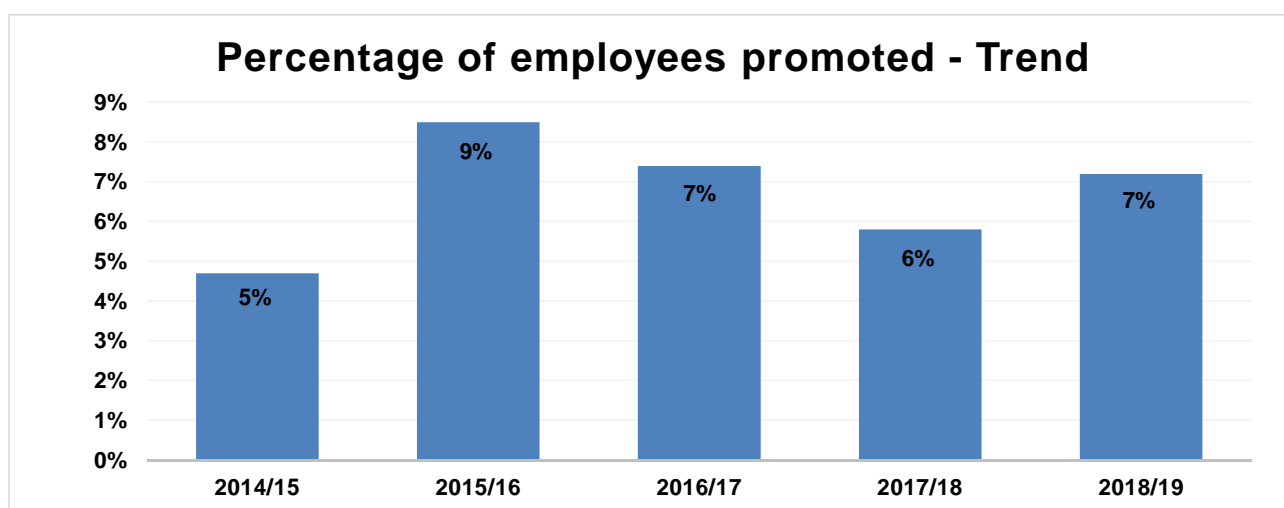
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
88	10.1%	37	10.2%	32	4.7%	14	3.6%	171	7.2%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	0.0%	11	11.5%	20	14.0%	31	9.7%	29	12.2%	23	5.3%
46-50		51-55		55+		Total					
17	6.0%	19	2.6%	20	1.0%	171	7.2%				

BY ETHNICITY							
BAME		Unknown		White		Total	
71	6.0%	7	3.7%	93	5.8%	171	7.2%

BY DISABILITY	
Disabled	
9	9.8%

The percentage of promoted non-schools employees during 2018/19 is 7.2% which is broadly similar to the rate for the past 3 years. Promotion is defined as those employees who have had their post re-graded or achieved promotion through appointment to a more senior position and it also includes employees appointed to higher grades as a result of the restructures.



Agency Profile 2018/19

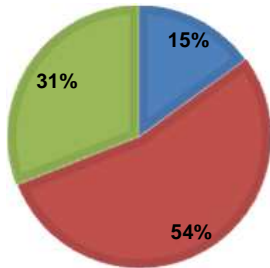
Agency Gender Profile 2018/19 *

Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
Women	125	122	54	39	340
Men	36	53	180	43	312
Total	161	175	234	82	652

*Snap shot data as of 31st March 2019

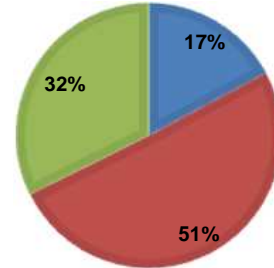
AGENCY ETHNICITY PROFILE 2018/19

■ White ■ Unknown ■ BAME



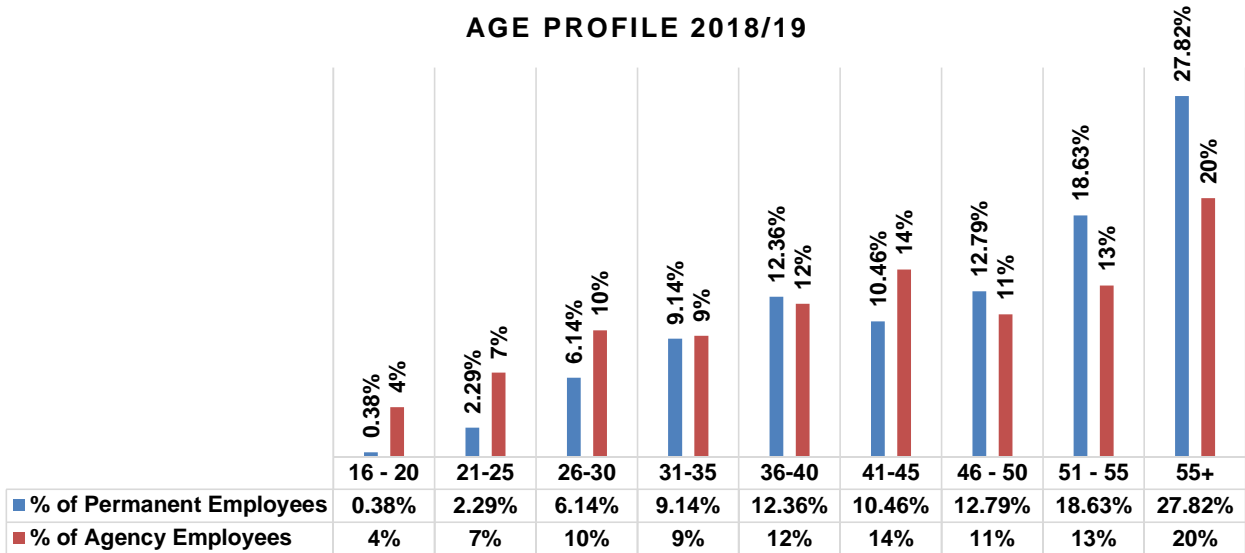
AGENCY ETHNICITY PROFILE 2017/18

■ White ■ Unknown ■ BAME



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 2018/19



The age bands of agency workers generally correlate to the age bands of permanent staff up to age band '46 to 50'. In age bands '51 to 55' and '55+' permanent employee rates are higher which could be due to the fact that Lewisham has an experienced workforce.

AGENCY STAFF EXPENDITURE

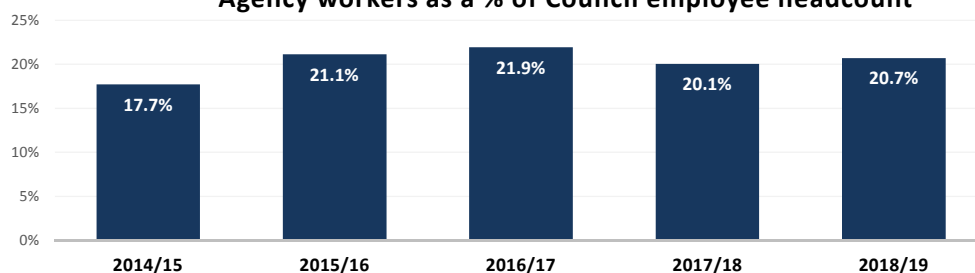
April 2018 to March 2019

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

Directorate	2018/19		2017/18	
	£'000	%	£'000	%
Children & Young People	7628	31.9%	7295	30.1%
Community Services	5249	22.0%	5616	23.2%
Customer Services	6871	28.7%	7272	30.0%
Resources & Regeneration	4158	17.4%	4034	16.7%
TOTAL	£23,906	100.0%	£24,217	100.0%

Agency rate definition is "agency FTE as a percentage of permanent staff FTE + agency FTE " as per London council Human Capital Metrics definition

Agency workers as a % of Council employee headcount



Looking at the trend above, the percentage of agency workers as a % of employees peaked in 2016/17 at 21.9%. This rate has decreased over the last two years to 20.7% in 2018/19 and compares to a median of 13% across London Councils. Agency spend has also reduced by £311k during the last 12 months. 50 former agency workers moved off agency contracts into permanent roles during the last year. The Council will continue to review the use of agency workers.

AVERAGE NUMBER FOR THE 3 MOST POPULAR ROLES BY DIRECTORATE COVERED BY AGENCY WORKERS 2018/19

Directorate	Job Role	No.
Community Services	Bar steward	57
	Social Worker	21
	Support Worker	16
Customer Services	Loader/Sweeper	139
	LGV Driver	38
	Passenger attendant	15
Children & Young People	Social Worker	20
	Business Support Officer	16
	Senior Business Support Officer	10
Resources & Regeneration	Planning Officers/Technicians	11
	Payroll/Senior Payroll Officer	6
	HR Officer	4

The figures above show the average number of agency workers per month. 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.

Voluntary Leavers between April 2018 - March 2019

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 19	Employed March 18	Average Employees	Net Voluntary Leavers	Directorate Turnover
Children & Young People	450	415	432.5	52	12.0%
Community Services	696	683	689.5	46	6.7%
Customer Services	809	810	809.5	53	6.5%
Resources & Regeneration	408	387	397.5	37	9.3%
Total	2363	2295	2329	188	8.1%
BY GENDER	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
Female	1445	1363	1404	106	7.5%
Male	918	932	925	82	8.9%
Total	2363	2295	2329	188	8.1%
BY ETHNICITY	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
BAME	1014	956	985	77	7.8%
Unknown	115	108	112	14	12.6%
White	1234	1231	1233	97	7.9%
Total	2363	2295	2329	188	8.1%

BY LENGTH OF SERVICE	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
0 - 4.99 Years	952	868	910	104	11.4%
5 - 9.99 Years	333	361	347	31	8.9%
10 - 19.99 Years	684	680	682	37	5.4%
20+ Years	394	386	390	16	4.1%
Total	2363	2295	2329	188	8.1%

Turnover is highest amongst those with less than 5 years service which could be explained by Social Workers leaving after an average 4.2 years of service

BY AGE	Employed April 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
16 - 20	9	7	8	2	25.0%
21 - 25	54	61	58	9	15.7%
26 - 30	145	157	151	29	19.2%
31 - 35	216	207	212	26	12.3%
36 - 40	292	295	294	28	9.5%
41 - 45	247	228	238	20	8.4%
46 - 50	302	317	310	21	6.8%
51 - 55	440	428	434	15	3.5%
55 +	658	595	627	38	6.1%
Total	2363	2295	2329	188	8.1%

Again turnover by age band is the highest amongst those in 16 - 20 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 19	Employed March 18	Average Main Post Count	Leavers Count	Turnover
Lect	114	98	106	7	6.6%
Soulbury	20	13	17	2	12.1%
Sc1 - 2	205	239	222	21	9.5%
Sc3 - 5	374	353	364	22	6.1%
Sc6 - SO2	528	554	541	22	4.1%
PO1 - 5	819	759	789	84	10.6%
PO6 - 8	192	148	170	17	10.0%
SMG1 - 3	89	111	100	8	8.0%
JNC	22	20	21	5	23.8%
Total	2363	2295	2329	188	8.1%

LEAVERS 2018/19

In 2018/19 the number of non-schools employees increased from 2295 at the beginning of the financial year to 2363 by the year's end, a net increase of 68 employees or 2.91% of non-schools workforce

Total No of employees at April 2018	2295
Minus number of employees leaving on redundancy terms	16
Minus number of employees leaving on Voluntary Severance terms	0
Minus number of Voluntary Leavers during 2018/19	188
Minus number of non Voluntary Leavers during 18/19	19
Plus New Starters during 2018/19	291
Total No of employees at March 2019	2363