



EMPLOYMENT PROFILE

2011-12

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The Council is currently undertaking an exercise so that employees can check and update the personal information that we hold on them, including all protected characteristic information. This exercise will be completed by the end of March 2013 and will be published in the employment profile for the financial year 2012/2013.

If you have any queries on the content or any suggestions please email pooja.kulkarni@lewisham.gov.uk

Total Employees By Directorate 2011/12

At the beginning of the year under review, the breakdown of the Councils workforce was as follows:

Directorate	Headcount	FTE
Community Services Directorate	1105	831
Customer Services Directorate	856	821
Children & Young People Directorate	930	782
Regeneration Directorate	337	297
Resources Directorate	368	353
Total Excluding Schools	3596	3084
Schools	4346	3302
Total Including Schools :	7942	6386

*Following the implementation of the budget cuts within the directorates the headcount of 3790 as at March 2011 decreased to 3596 in April 2011 due to employees leaving on redundancies, TUPE's, retirements and personal reasons.

Regeneration Directorate split on 24/10/2011	Headcount	FTE
Resources & Regeneration Directorate	201	184
Customer Services Directorate	130	112
Total :	331	296

As at end of the review year the breakdown of the Council's workforce is as follows:

Directorate	Headcount	FTE
Community Services Directorate	816	654
Customer Services Directorate	932	892
Children & Young People Directorate	749	682
Resources & Regeneration Directorate	569	533
Total Excluding Schools	3066	2761
Schools	4322	3292
Total Including Schools :	7388	6053

Directorate	Agency Headcount	Casuals	Claims	Total Headcount
Community Services Directorate	223	11	95	1145
Customer Services Directorate	321	5	10	1268
Children & Young People Directorate	75	11	15	850
Resources & Regeneration Directorate	52	3	21	645
Total	671	30	141	3908

The Council employs over 7388 permanent and temporary staff, this number includes schools based staff. Over 58% of the Council's staff are employed in schools. A separate report outlines the figures and trends for school based staff.

Non-schools - between 2010 and 2011 there have been a series of reorganisations across all Directorates in response to the budget reductions. The reorganisations were divided into two phases, with phase 1 being completed at the end of March 2011. The total number of redundancies over the two phases was reported as 457 in January 2012 but increased to 461 as at end of March 2012. (i.e. 156 in 2010/11 and 305 in 2011/12)

Looking at 2011/12 in more detail, the number of non-schools employees reduced from 3596 at the beginning of the year, to 3066 by the year's end; a reduction of 14.74% in staff numbers. This includes the above redundancies.

Total No of employees at April 2011	3596
No. of employees leaving on redundancy	305
Net voluntary leavers (includes resignations & retirements)	175
All other leavers (includes TUPE, flexible retirements etc)	50
Total No of employees at March 2012	3066

As can be seen from the table above, this reduction was primarily due to budgetary savings resulting in the deletion of 365 posts (resulting in 305 redundancies) across non-schools employees during 2011/12. Analysis of the 175 voluntary leavers, representing a 5.3% turnover, shows a similar average trend to previous years.

Reorganisations 2011/12

Between 2010 and 2011 there have been a series of reorganisations across the directorates in response to the budget reductions. The reorganisations were divided into 2 phases.

Directorate	Total redundancies Phase 1	Total redundancies Phase 2	Total redundancies
Community	24	142	166
Customer	23	12	35
CYP	32	119	151
Regeneration	36	15	51
Resources	41	17	58
Total	156	305	461

Phase 1

In November 2010 the Council agreed to the first phase of budget savings relating to 62 proposals. This resulted in the net deletion of 240 posts and a 156 redundancies.

Phase 2

Phase 2 of the budget savings were agreed in January 2011 with the aim of these savings to be implemented over the next three financial years. There were 57 proposals which had a direct people impact.

Of the 57 reorganisations in Phase 2, a total of 41 reorganisations have been identified for 2011/12 and for the financial year 2012/13 there a 11 budget proposals planned and the remainder will occur in 2013/14.

In this financial year (2011/12) 34 reorganisations have been completed. A further 5 budget proposals were achieved by releasing staff under the Voluntary Severance scheme and two budget proposals remain outstanding.

A total of 305 notices of redundancy have been issued to employees up to and including 31 March 2012.

Summary Staffing consequences resulting from Phase 1 & 2

There are a total of 119 budget proposals across phase 1 & 2 to date which have resulted in the deletion of 605 posts and 461 staff being made redundant across the Council to March 2012.

Reorganisations - Phase 1 and 2

Breakdown of reorganisations by Gender

Gender	Total staff redundant Phase 1	%of staff redundant Phase 1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of total staff redundant
Male	55	35.26%	44	14.43%	99	21.48%
Female	101	64.74%	261	85.57%	362	78.52%
Total	156	100%	305	100%	461	100%

In Phase 2 there was a significant increase in the ratio of female employees being made redundant. This was due, principally, to the 108 reductions in the Domiciliary Service,

Reorganisations - Phase 1 and 2

Breakdown of reorganisations by Ethnicity

Ethnic Origin	Total Redundancies Phase 1	% Staff Redundant Phase 1	Total Redundancies Phase 2	% Staff Redundant Phase 2	Total Redundancies	% Total Staff Redundant
BME	58	37.18%	143	46.89%	201	43.60%
White	98	62.82%	158	51.80%	256	55.53%
Not disclosed	0	0.00%	4	1.31%	4	0.87%
Total	156	100%	305	100%	461	100%

In Phase 1, there was a slightly lower percentage of redundancies among BME employees and a small increase in Phase 2.

Breakdown of reorganisations by Grade

Grade	Total staff redundant Phase 1	%of staff redundant Phase1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of Total staff redundant
SC1-2	0	0.00%	8	2.62%	8	1.74%
SC3-5	31	19.87%	177	58.03%	208	45.12%
SC6-SO2	38	24.36%	35	11.48%	73	15.84%
PO1-PO5	72	46.15%	70	22.95%	142	30.80%
PO6-SMG3	15	9.62%	15	4.92%	30	6.51%
Others	0	0.00%	0	0.00%	0	0.00%
Total	156	100%	305	100%	461	100%

Phase 2 saw a greater impact on the staff at Scale 3/5 grade band. This, as with gender, relates to the reductions in the Domiciliary Service.

Breakdown of reorganisations by Disability

Disability	Totals redundancies Phase1	% Staff Redundant Phase 1	Totals redundancies Phase 2	% Staff Redundant Phase 2	Totals redundancies	% Total Staff Redundant
Yes	9	5.77%	14	4.59%	23	4.99%
No	147	94.23%	291	95.41%	438	95.01%
Total	156	100.00%	305	100.00%	461	100.00%

There was no significant impact on disabled staff.

Breakdown of reorganisations by Age

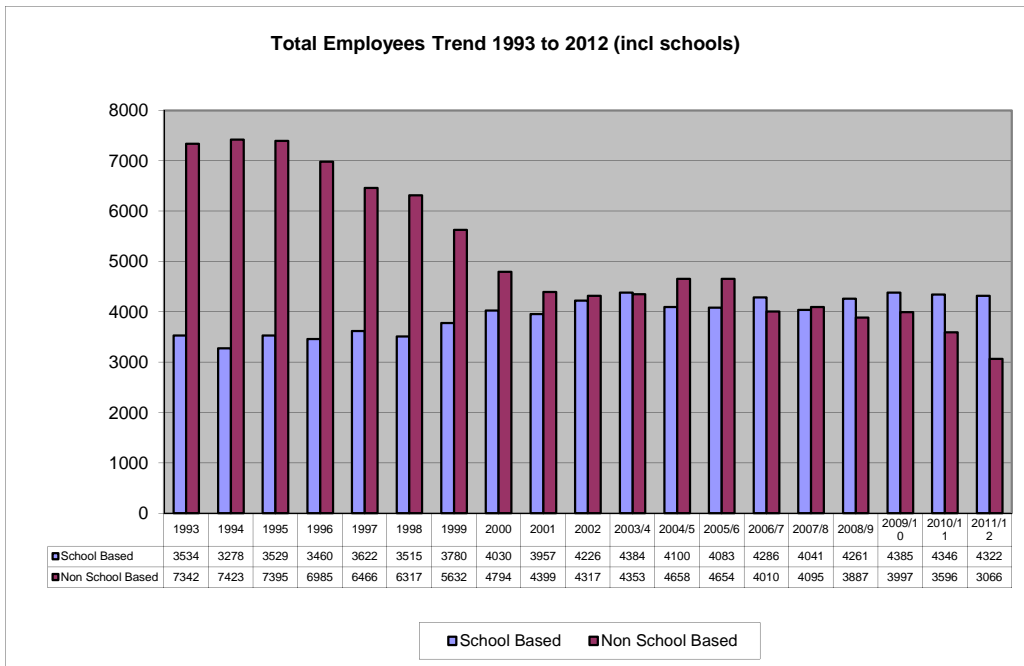
Age	Total staff redundant Phase 1	%of staff redundant Phase1	Total staff redundant Phase 2	%of staff redundant Phase 2	Total staff redundant	%of Total staff redundant
16-20	0	0.00%	0	0.00%	0	0.00%
21-24	1	0.64%	3	0.98%	4	0.87%
25-34	24	15.38%	32	10.49%	56	12.15%
35-44	31	19.87%	43	14.10%	74	16.05%
45-54	62	39.74%	113	37.05%	175	37.96%
55+	38	24.36%	114	37.38%	152	32.97%
Total	156	100%	305	100%	461	100%

In terms of the effect of re-organisations measured by age, shows the bulk of redundancies during Phase 2, were in the age bands 45+, which, given the number of Council employees in the age band, was not unexpected.

TOTAL EMPLOYEES BY OCCUPATION 2000/2012
(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

* Please see explanation on Page 3.



TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2011/12

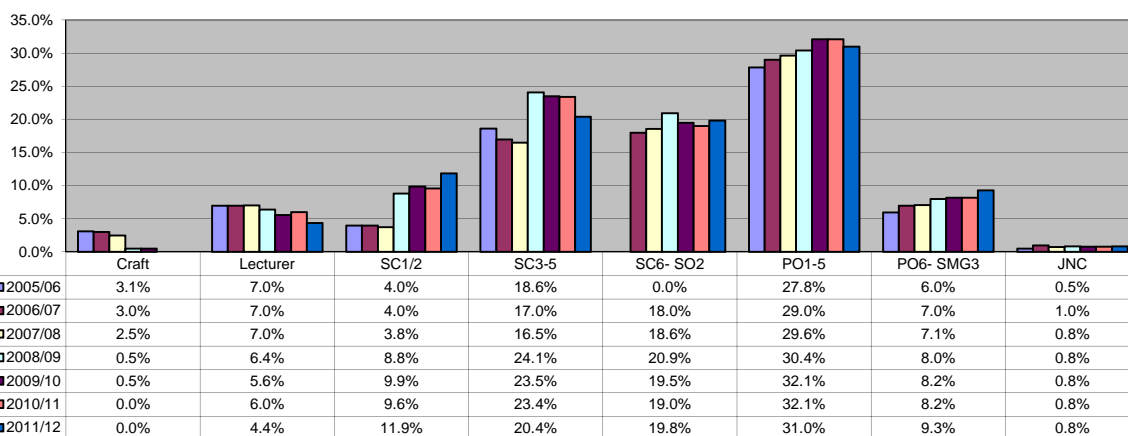
BY HEADCOUNT	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	10	38	173	124	278	89	31	6	749
Community Services	124	90	160	85	301	42	9	5	816
Customer Services	0	198	213	298	162	41	15	5	932
Resources	0	38	80	101	210	93	37	10	569

TOTAL	134	364	626	651	978	193	94	26	3066
10/11 Total	226	364	888	719	1234	312	*	30	3790

BY PERCENTAGE	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	1.3%	5.1%	23.1%	16.6%	37.1%	11.8%	4.1%	0.8%	100%
Community Services	15.2%	11.0%	19.6%	10.4%	36.9%	5.2%	1.1%	0.6%	100%
Customer Services	0.0%	21.2%	22.9%	32.0%	17.4%	4.4%	1.6%	0.5%	100%
Resources	0.0%	6.7%	14.1%	17.8%	36.9%	16.3%	6.5%	1.8%	100%

TOTAL	4.4%	11.9%	20.4%	21.2%	31.8%	6.3%	3.0%	0.8%	100%
10/11 Total	6.0%	9.6%	23.4%	19.0%	32.1%	8.2%	*	0.8%	100%

% of Employees by Grade Bands 2005-2012



*Previously the Council was reporting on grade bands PO6 to SMG3 as a whole group , however the Council is now reporting on grade band PO6 to PO8 and SMG1 to SMG3 as two separate grade bands.

Grades	Employees
LECTURERS	134
SC1A	35
SC1B	4
SC1C	9
SC2	316
SC3	131
SC4	148
SC5	347
SC6	221
SO1	341
SO2	89
PO1	212
PO2	340
PO3	141
PO4	197
PO5	88
PO6	86
PO7	77
PO8	30
SMG1	44
SMG2	28
SMG3	22
DIR4	4
DIR3	15
DIR2	3
DIR1	4
Total	3066

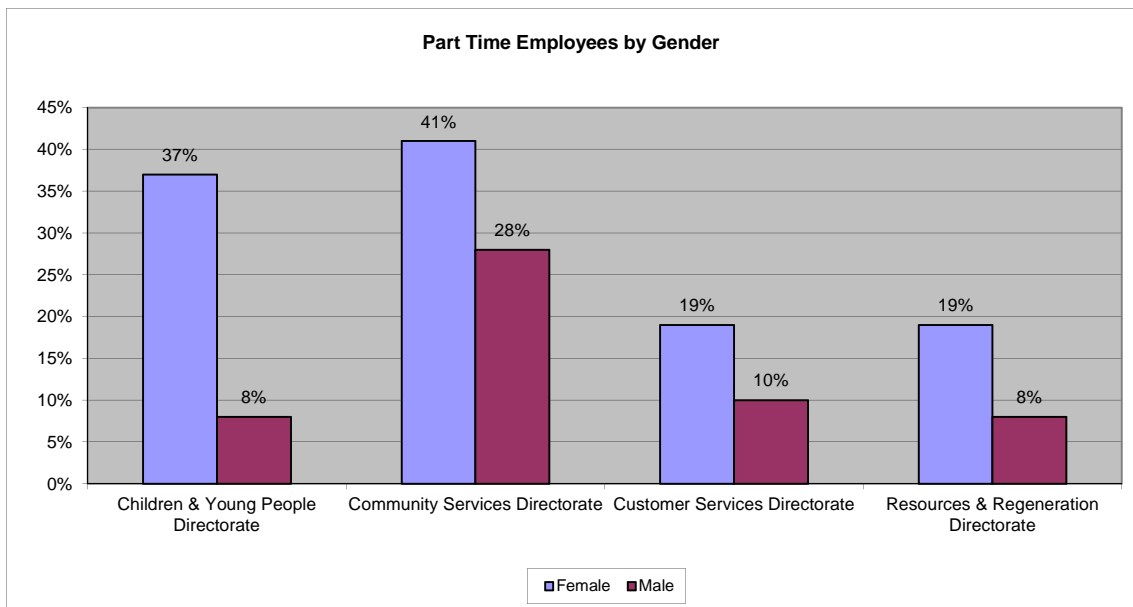
PART-TIME EMPLOYEES BY GENDER 2011/12

The Council continues to encourage the take up of flexible working. Part time staff represent 23% of the Council's workforce, an increasing trend. Of the female workforce, 30% are part time, compared to 35% last year. This reduction is mainly an impact of the Homecare restructure. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time. The Council is providing ongoing support to staff decanting from the Town Hall into Laurence House later this year, and are linking flexible and home working into this strategy.

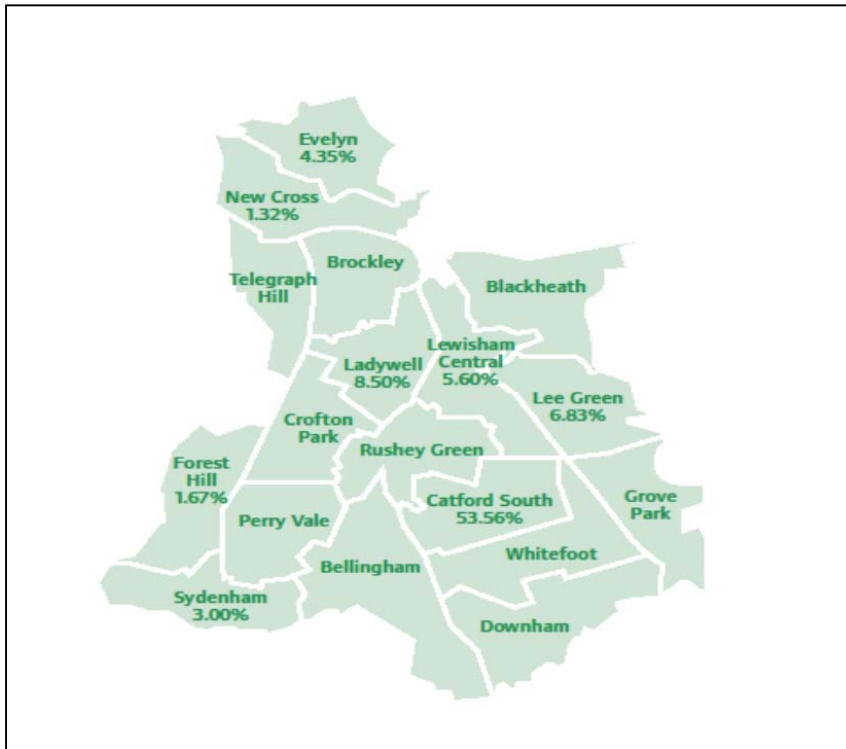
Part - Time Employee		Total Employees	
714	23.28.%	3066	100%

Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	%
Female	148	37%	253	41%	112	19%	61	19%	574	30%
Male	28	8%	56	28%	36	10%	20	8%	140	12%
All	176	23%	309	38%	148	16%	81	14%	714	23%

The table above outlines the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 37% are part time employees.

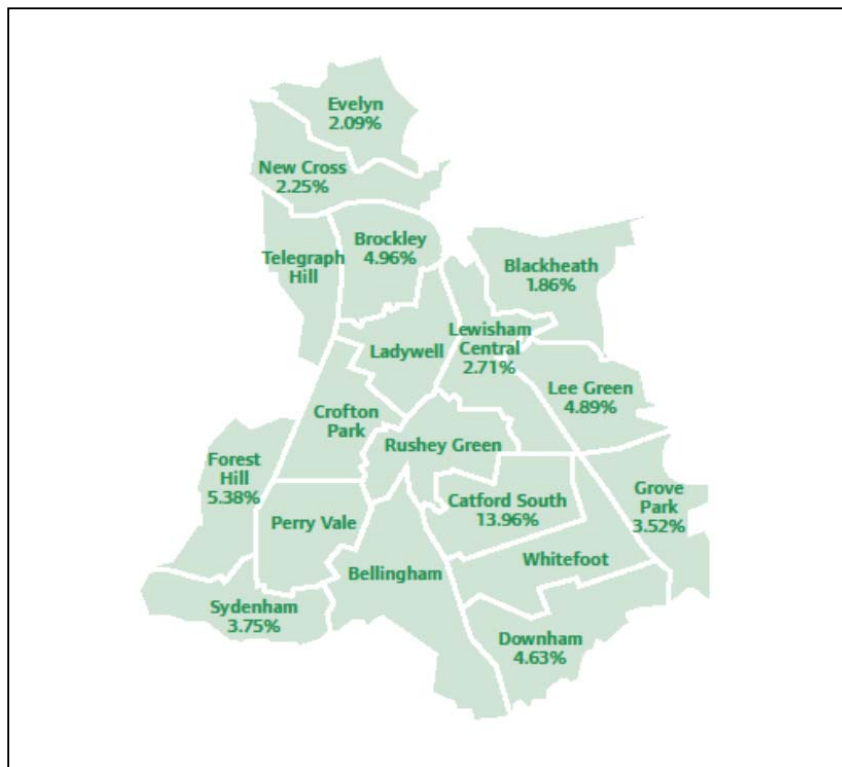


Employee's work locations within the Borough 2011/12



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

Employees who live within the Borough 2011/12



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

Representation

The Council's workforce continues to be representative of the community in terms of both the ethnicity and gender make up of the local population. 39% of the Council's workforce are from a BME background which broadly reflects the BME make up of the borough which is currently 41% of the resident population. However the profile of Lewisham school age residents indicates that 74% are of BME origin. In response to this 75% of Lewisham's apprenticeship places have been secured by young people under 25 and 70% of Lewisham's apprentices are from a BME background. Trend data indicates that by 2020 the percentage of residents from a black and minority ethnic background is projected to increase to 44 per cent. The Council employs high levels of black and ethnic minority staff, however representation is lower in more senior grades and therefore remains a priority within recruitment and management development activities.

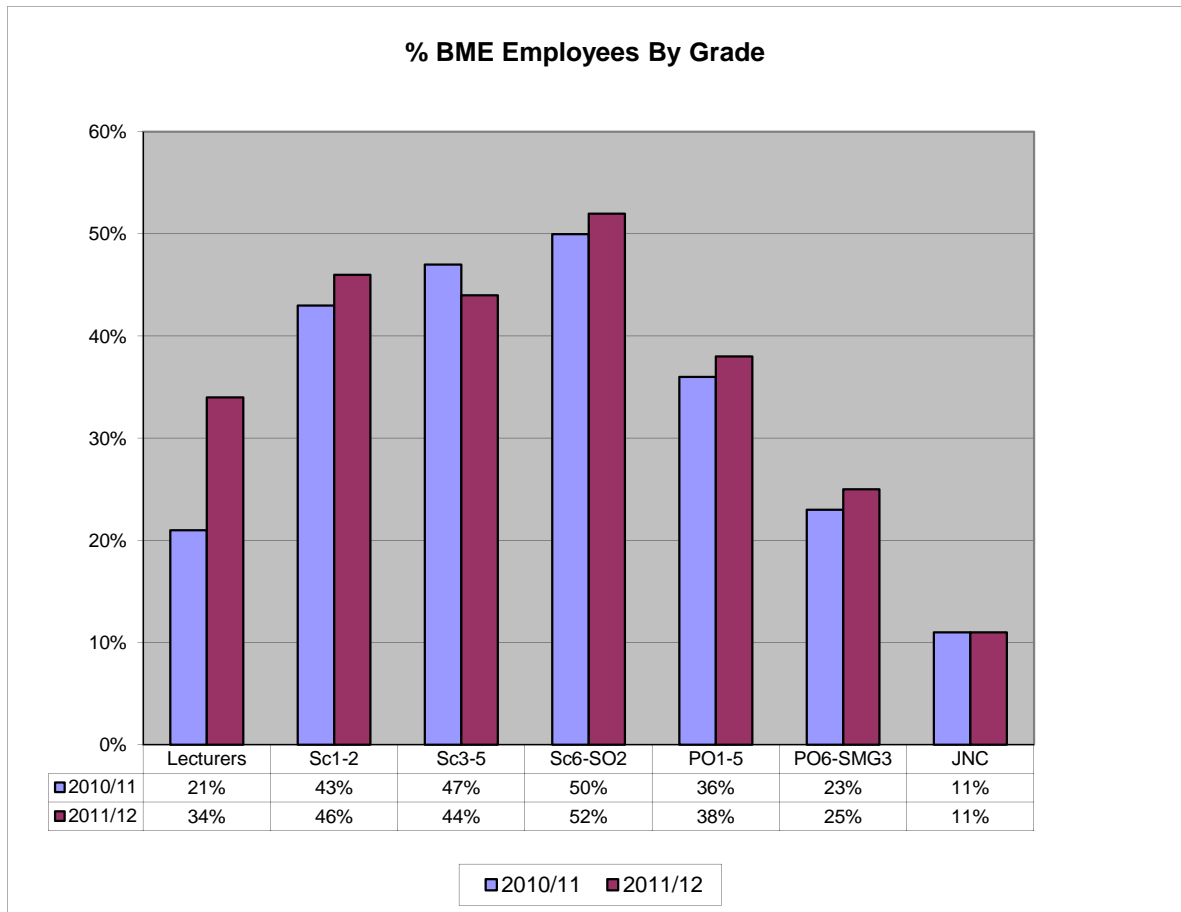
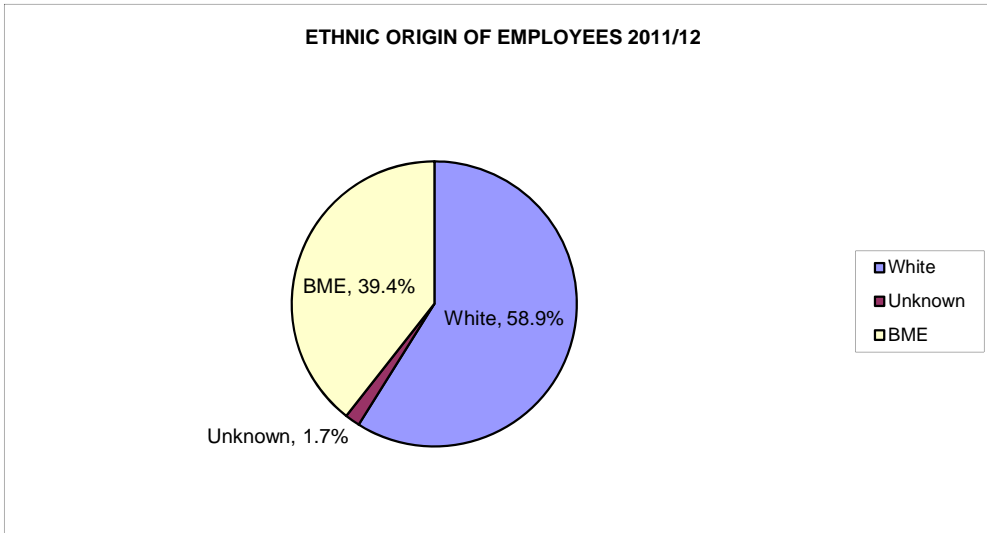
The majority (63%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of senior grades which is broadly comparable to the figures in 2010/11.

50% of the Council's staff live in the borough, which is similar to the previous year's figure, and therefore are both employees and users of the Council's services.

78.5% of employees are over 35, with the percentage of the workforce aged under 25 increasing to 4% during 2011/12. This is a typical pattern for many London Boroughs and for Councils in general and although positive in many respects, can lead to limited career paths and some resistance to change. However, the Council continues to be able to attract young people aged between 16 and 30.

The Council continues to encourage the take up of flexible working. Part-time staff represent 23% of the Council's workforce, of whom 30% are women.

ETHNIC ORIGIN OF EMPLOYEES 2011/12



EMPLOYEES BY OCCUPATION AND ALL ETHNIC ORIGINS 2011/12 (INCLUDING SCHOOLS)

	Officer		Teachers		School Support		Total	
Asian Bangladeshi	6	0.2%	7	0.4%	6	0.2%	19	0.3%
Asian Indian	48	1.6%	31	1.6%	27	1.1%	106	1.4%
Asian Other	16	0.5%	7	0.4%	21	0.9%	44	0.6%
Asian Pakistani	5	0.2%	7	0.4%	11	0.4%	23	0.3%
Asian Tamil	9	0.3%	4	0.2%	6	0.2%	19	0.3%
Black African	263	8.9%	61	3.1%	117	4.8%	441	6.0%
Black Caribbean	602	20.3%	167	8.5%	314	12.8%	1083	14.7%
Black other	89	3.0%	22	1.1%	46	1.9%	157	2.1%
Chinese	9	0.3%	8	0.4%	5	0.2%	22	0.3%
Mixed Other	22	0.7%	23	1.2%	34	1.4%	79	1.1%
Mixed White & Asian	16	0.5%	12	0.6%	12	0.5%	40	0.5%
Mixed White & Black African	14	0.5%	12	0.6%	29	1.2%	55	0.7%
Mixed White & Black Caribbean	49	1.6%	25	1.3%	54	2.2%	128	1.7%
Not Given	16	0.5%	81	4.1%	87	3.6%	184	2.5%
Not known	30	1.0%	52	2.6%	68	2.8%	150	2.0%
Other Ethnic Group	39	1.3%	28	1.4%	23	0.9%	90	1.2%
Vietnamese	2	0.1%	2	0.1%	2	0.1%	6	0.1%
White/British/Eng/Welsh/Scot	1516	51.0%	1244	63.1%	1406	57.4%	4166	56.4%
White Irish	55	1.9%	51	2.6%	48	2.0%	154	2.1%
White Other	149	5.0%	115	5.8%	98	4.0%	362	4.9%
White Turkish/Turkish Cypriot	15	0.5%	11	0.6%	34	1.4%	60	0.8%
Total all employees	2970	100.0%	1970	100.00%	2448	100.00%	7388	100.00%

	Officer		Teachers		School Support		Total	
Total all minority employees	1235	41.60%	549	27.90%	862	35.20%	2646	35.80%

EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2011/12

	Community		Customer Services		Children & Young		Resources & Regeneration		Total	
	Services Directorate		Directorate		People Directorate		Directorate			
Asian Bangladeshi	0	0.0%	2	0.2%	2	0.3%	2	0.4%	6	0.2%
Asian Indian	14	1.7%	14	1.5%	5	0.7%	16	2.8%	49	1.6%
Asian Other	2	0.2%	5	0.5%	5	0.7%	4	0.7%	16	0.5%
Asian Pakistani	1	0.1%	1	0.1%	2	0.3%	1	0.2%	5	0.2%
Asian Tamil	2	0.2%	0	0.0%	3	0.4%	4	0.7%	9	0.3%
Black African	73	8.9%	72	7.7%	75	10.0%	47	8.3%	267	8.7%
Black Caribbean	148	18.1%	190	20.4%	201	26.8%	73	12.8%	612	20.0%
Black other	25	3.1%	33	3.5%	27	3.6%	6	1.1%	91	3.0%
Chinese	3	0.4%	3	0.3%	1	0.1%	4	0.7%	11	0.4%
Mixed Other	7	0.9%	2	0.2%	3	0.4%	9	1.6%	21	0.7%
Mixed White & Asian	7	0.9%	2	0.2%	4	0.5%	1	0.2%	14	0.5%
Mixed White & Black African	5	0.6%	4	0.4%	4	0.5%	1	0.2%	14	0.5%
Mixed White & Black Caribbean	12	1.5%	13	1.4%	14	1.9%	9	1.6%	48	1.6%
Not Given	8	1.0%	2	0.2%	10	1.3%	1	0.2%	21	0.7%
Not known	13	1.6%	9	1.0%	8	1.1%	2	0.4%	32	1.0%
Other Ethnic Group	17	2.1%	12	1.3%	11	1.5%	5	0.9%	45	1.5%
Vietnamese	0	0.0%	2	0.2%	0	0.0%	0	0.0%	2	0.1%
White/British/Eng/Welsh/Scot	417	51.1%	493	52.9%	314	41.9%	349	61.3%	1573	51.3%
White Irish	15	1.8%	25	2.7%	9	1.2%	9	1.6%	58	1.9%

White Other	43	5.3%	45	4.8%	44	5.9%	25	4.4%	157	5.1%
White Turkish/Turkish Cypriot	4	0.5%	3	0.3%	7	0.9%	1	0.2%	15	0.5%
Total all employees	816	100.0%	932	100.00%	749	100.00%	569	100.0%	3066	100.00%

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Total all minority employees	337	41.30%	366	39.30%	375	50.10%	185	32.50%	1208	39.40%

WOMEN EMPLOYEES 2011/12

Women	Men	Total employees
1918	1148	3066
62.5%	37.5%	100.0%

BY DIRECTORATE

Gender	Children & Young People Directorate	Community Services Directorate	Customer Services Directorate	Resources & Regeneration Directorate	Total
Women	615	584	397	322	1918
	75.3%	62.6%	53.0%	56.5%	62.5%
Men	201	348	352	247	1148
	24.7%	37.4%	47.0%	43.5%	37.5%
Total	816	932	749	569	3066
	100.0%	100.0%	100.0%	100.0%	100.0%

BY GRADE

Lecturers	Sc1-2	Sc3-5	Sc6-SO2	PO1-5	PO6-8
115	135	379	428	639	162
85.8%	37.0%	60.5%	70.3%	67.1%	61.1%
SMG1-3	JNC	Total			
49	11	1918			
53.2%	42.3%	62.5%			

BY LENGTH OF SERVICE

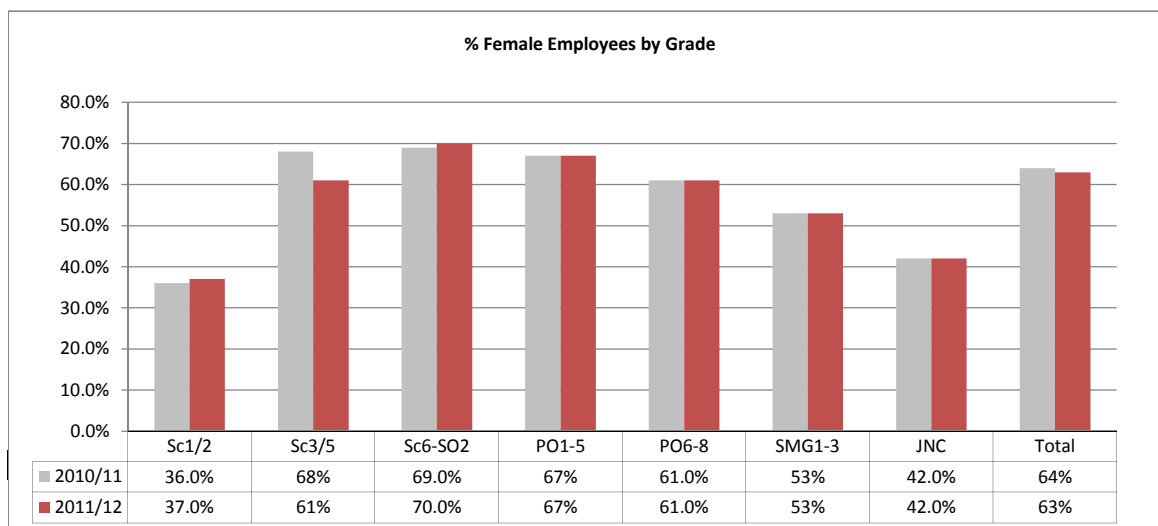
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total
557	504	496	361	1918
60.6%	62.2%	65.7%	61.7%	62.5%

BY AGE

16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45
17	47	148	201	199	279
65.3%	54.0%	65.4%	60.9%	63.3%	63.9%
46 - 50	51 - 55	55 +	Total		
355	330	342	1918		
64.6%	61.6%	60.7%	62.5%		

BY ETHNICITY

BME	Unknown	White	Total
820	38	1060	1918
64.9%	71.6%	60.5%	62.5%
Disabled			
192			
65.9%			



The majority (63%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of senior grades which is broadly comparable to the figures in 2010/11.

DISABLED EMPLOYEES 2011/12

9.5% is the percentage of staff who have declared themselves to be disabled. However there will be a data gathering exercise which could revise this figure.

Disabled		Total	
291	9.5%	3066	100.0%

DIRECTORATE

Children & Young People	Community Services	Customer Services	Resources Directorate	Total					
63	8.4%	79	9.6%	92	9.8%	57	10.0%	291	9.5%

BY GRADE

Lecturer	Sc1-2	Sc3-5	Sc6-SO2	PO1-5	PO6-8						
4	2.9%	44	12.0%	53	8.4%	69	11.3%	90	9.4%	23	8.6%
SMG1-3	JNC	Total									
8	8.6%	0	0.0%	291	9.5%						

BY LENGTH OF SERVICE

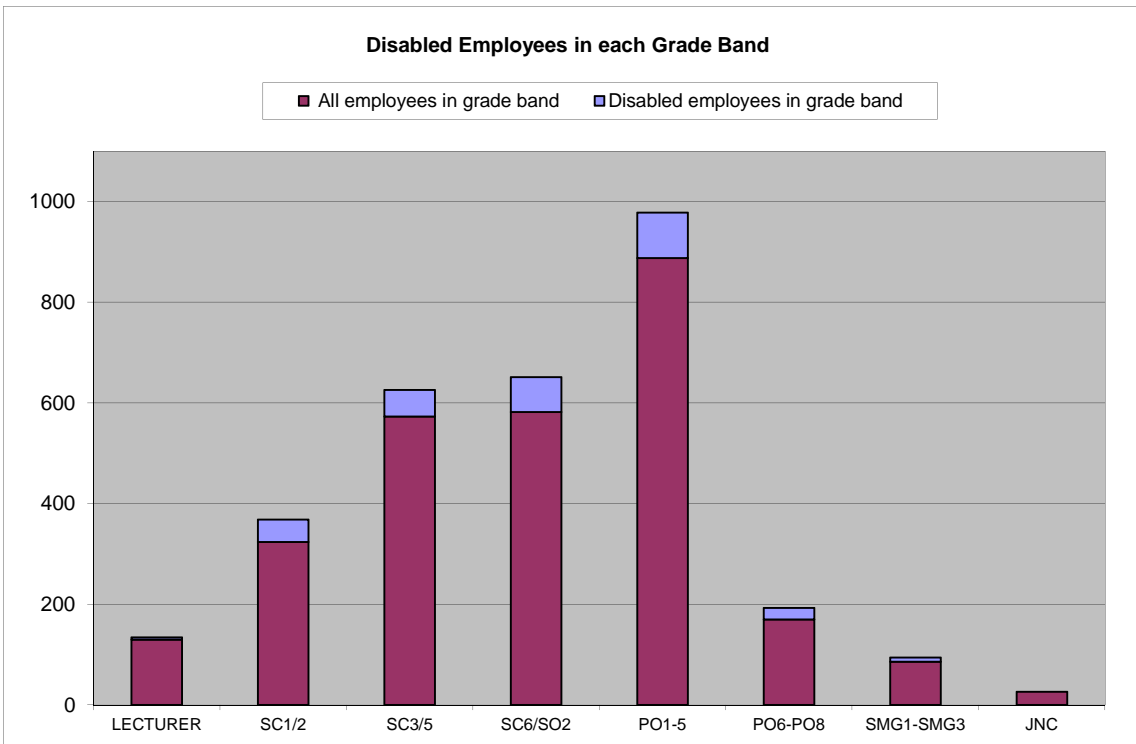
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total					
77	8.3%	23	2.8%	96	12.7%	95	16.2%	291	9.5%

BY AGE

16 - 20	21 - 25	26 - 30	31 - 25	36 - 40	41 - 45						
4	15.3%	9	10.3%	15	6.6%	21	6.3%	23	7.3%	28	6.4%
46 - 50	51 - 55	55 +	Total								
51	9.2%	61	11.4%	79	14.0%	291	9.5%				

BY ETHNICITY

BME	Unknown	White	Total				
98	7.7%	3	5.6%	190	10.8%	291	9.5%

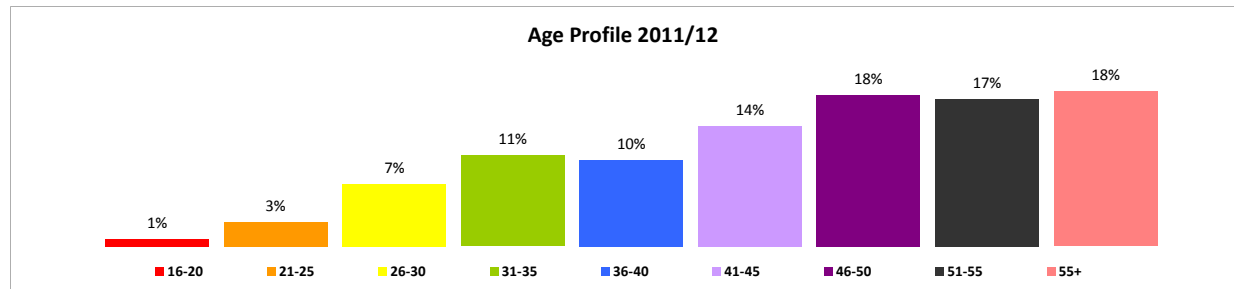


The Council continues to be awarded the "two ticks" status by the Department of Work and Pensions, Job Centre Plus (JCP) which provides external recognition that an organisation is positive about disabled people. The accreditation is awarded to employers providing that the employer continues to meet the 5 commitments relating to the employment of disabled people. Lewisham Council continues, through its annual assessment by JCP, to deliver these commitments. 4% of appointments last year were of people who declare themselves to have a disability or long term illness.

AGE PROFILE 2011/12

BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	3	0.4%	23	3.0%	74	9.8%	80	10.6%	85	11.3%	113	15.0%	123	16.4%	125	16.6%	124	16.5%	749	24.4%
Community Services Directorate	16	2.0%	29	3.5%	51	6.2%	73	22.1%	86	10.5%	114	13.9%	158	19.3%	145	17.7%	143	17.5%	816	26.6%
Customer Service Directorate	2	0.2%	10	1.1%	53	5.7%	117	12.6%	99	10.6%	141	15.1%	163	17.5%	159	17.1%	188	20.2%	932	30.3%
Resources & Regeneration Directorate	5	0.9%	25	4.4%	48	8.4%	60	10.5%	44	7.7%	68	12.0%	105	18.5%	106	18.6%	108	19.0%	569	18.5%
Total	26	0.8%	87	2.8%	226	7.4%	330	10.8%	314	10.2%	436	14.2%	549	17.9%	535	17.4%	563	18.4%	3066	100.0%



The Council has an aging workforce with 54% of employees currently aged over 45 (although only 0.7% in the 65+ age bracket). This is a common issue across a number of London authorities.

The Council has some 160 managers and senior managers who are currently aged over 50.

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

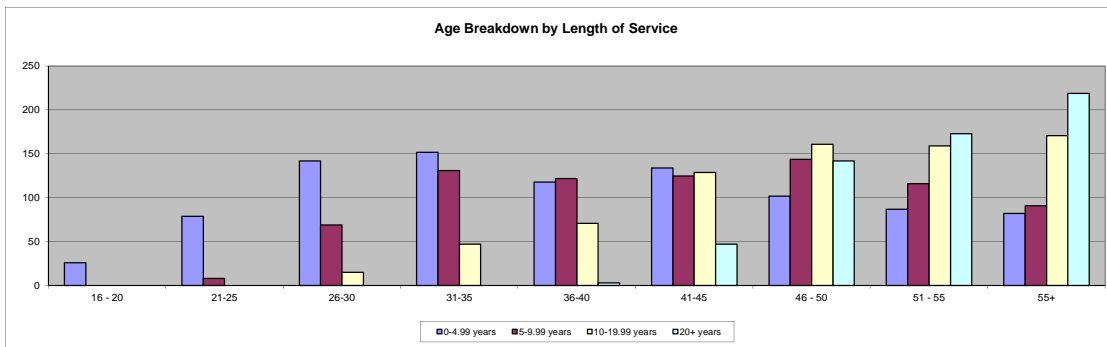
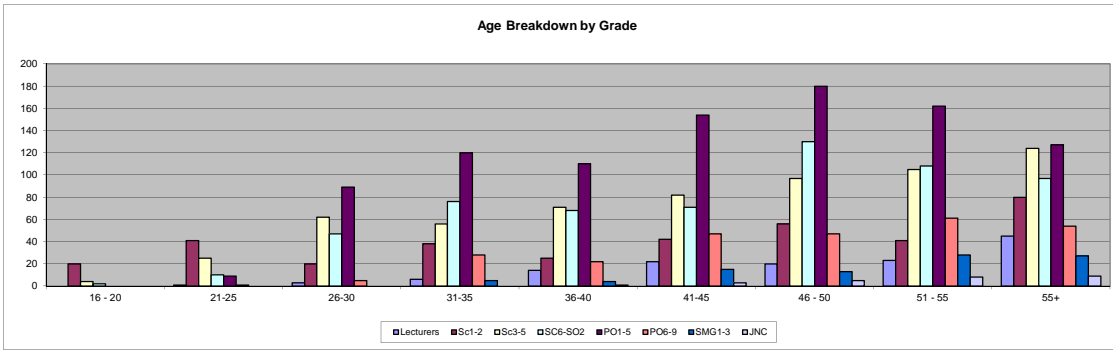
	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	16	1.3%	59	4.7%	101	8.0%	143	11.3%	131	10.4%	205	16.2%	261	20.7%	192	15.2%	131	10.4%	1263	24.4%
Unknown	0	0.0%	1	1.9%	4	7.5%	7	13.2%	7	13.2%	8	15.1%	2	3.8%	4	7.5%	4	7.5%	53	26.6%

White	10	0.6%	41	2.3%	121	6.9%	180	10.3%	176	10.1%	223	12.7%	286	16.3%	339	19.4%	428	24.5%	1750	30.3%
Total	26	0.8%	87	2.8%	226	7.4%	330	10.8%	314	10.2%	436	14.2%	549	17.9%	535	17.4%	563	18.4%	3066	100.0%

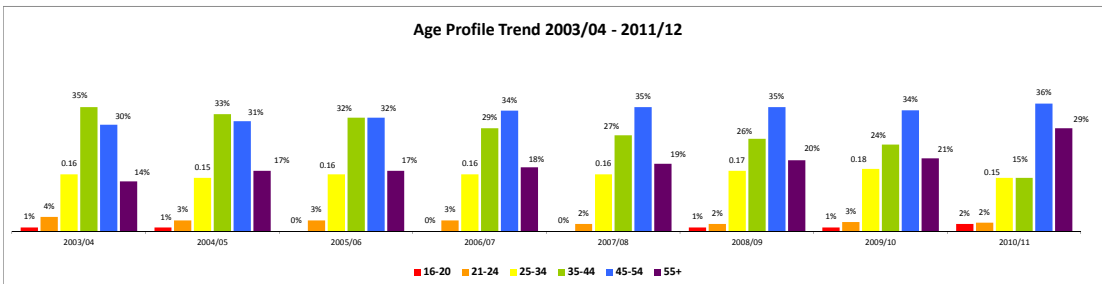
BY DISABILITY

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	4	1.4%	8	2.80%	15	5.20%	21	7.20%	23	7.90%	28	9.70%	51	17.6%	61	21.0%	79	27.2%	291	100.0%

AGE PROFILE - 2011/12



The age profile of the Council is outlined above, demonstrating that 53% of staff are aged over 45. This reflects a reduction on the previous figure (57%) and the number of employees in this age band who have either voluntarily left the Council's employment, or have been made redundant. Employees aged under 25 have increased to 4% this year due in large to the success of the apprenticeship scheme. 39% of staff in the age band 55+ have more than 20 years service with the Council as do 32% of employees in the age band 51 to 55. 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.



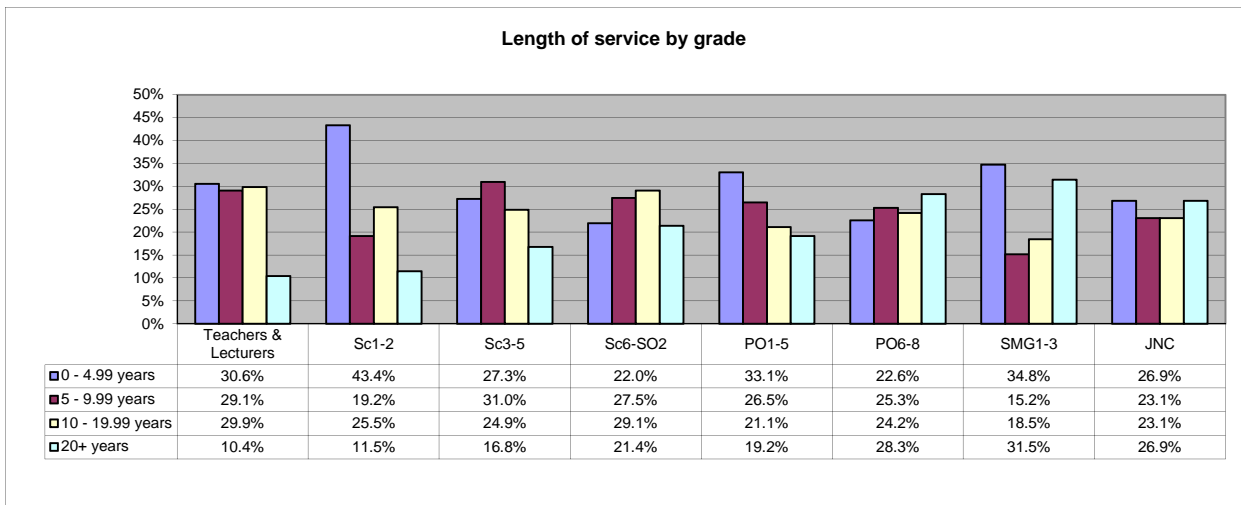
The trend in the chart above shows that over the past 8 years the number of staff in the age bands 16 to 20, 21 to 24 and 25 to 34 has remained quite steady. Numbers in the age band 35 to 44 have steadily decreased over the years. The number of staff in the 45 to 54 age group have increased over the past 8 years as has the age group 55+. This is because the Council has relatively high percentages of staff in these age bands who work for the Council for a long period of time. 39% of staff in the age band 55+ have more than 20 years service with the Council as do 32% of employees in the age band 51 to 55. The trend continues because historically people came into local government to build a career and tended to remain working for the Council. Lewisham Council has 50% of employees living in the Borough and this together with good transport links, coupled with the generous terms and conditions of employment, mean staff the older age bands tend to stay with the Council.

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2011/12

BY DIRECTORATE	0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total
Children & Young People	254	33.9%	233	31.1%	149	19.9%	113	15.1%	749
Community Services Directorate	283	34.7%	217	26.6%	194	23.8%	122	15.0%	816
Customer Service Directorate	199	21.4%	245	26.3%	293	31.4%	195	20.9%	932
Resources Directorate	182	32.0%	114	20.0%	118	20.7%	155	27.2%	569
Total	918	30.0%	809	26.4%	754	24.6%	585	19.0%	3066

BY GRADE

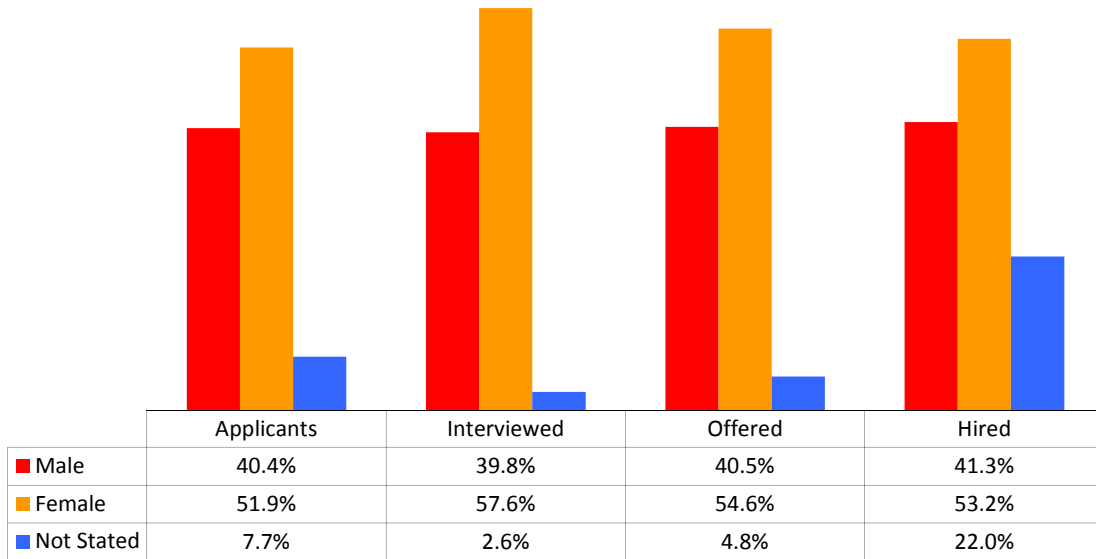
	0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total
Lect	41	30.6%	39	29.1%	40	29.9%	14	10.4%	134
Sc1 - 2	158	43.4%	70	19.2%	93	25.5%	42	11.5%	364
Sc3 - 5	171	27.3%	194	31.0%	156	24.9%	105	16.8%	626
Sc6 - SO2	134	22.0%	167	27.5%	177	29.1%	130	21.4%	608
PO1 - 5	315	33.1%	252	26.5%	201	21.1%	183	19.2%	951
PO6 - 8	60	22.6%	67	25.3%	64	24.2%	75	28.3%	265
SMG1 - 3	32	34.8%	14	15.2%	17	18.5%	29	31.5%	92
JNC	7	26.9%	6	23.1%	6	23.1%	7	26.9%	26
Total	918	30.0%	809	26.4%	754	24.6%	585	19.1%	3066



This demonstrates that people entering Lewisham's employment are treating it as a career rather than a stepping stone to another career . And there is a direct correlation between Seniority and Length of Service.

All recruitment stages by Gender

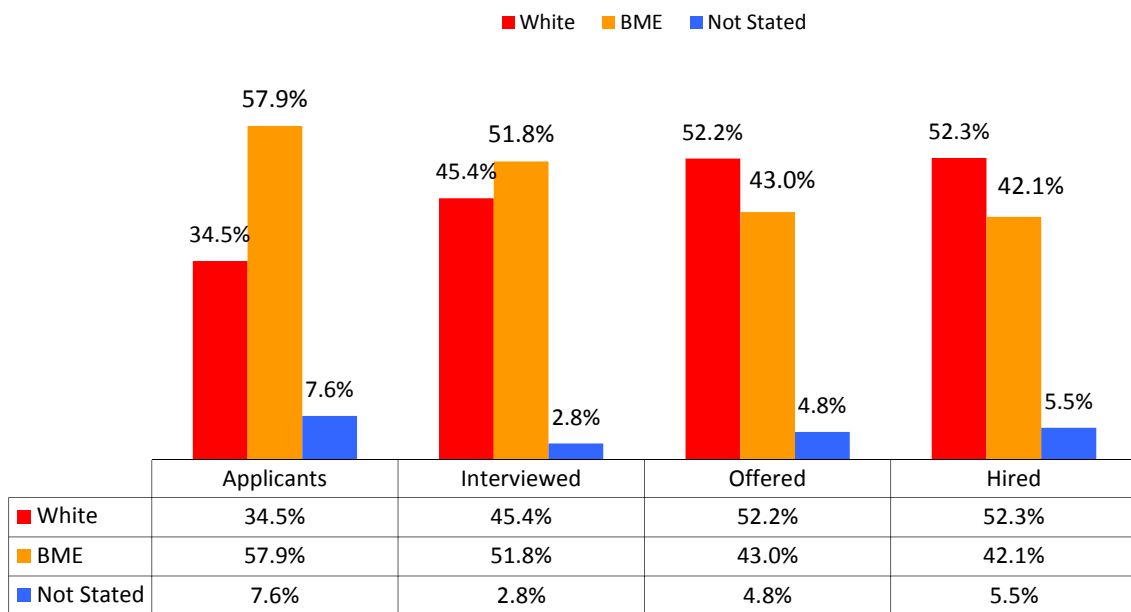
■ Male ■ Female ■ Not Stated



- 52% of applications were from female applicants; 40% from male applicants and 8% of applicants did not state their gender
- A total of 985 applicants were interviewed for roles of which 58% were female
- Of the 291 offered a role, 55% were female
- Of the 235 employees appointed in 2011-12, 53% were female, which is lower than the current female employee workforce percentage of 63%.

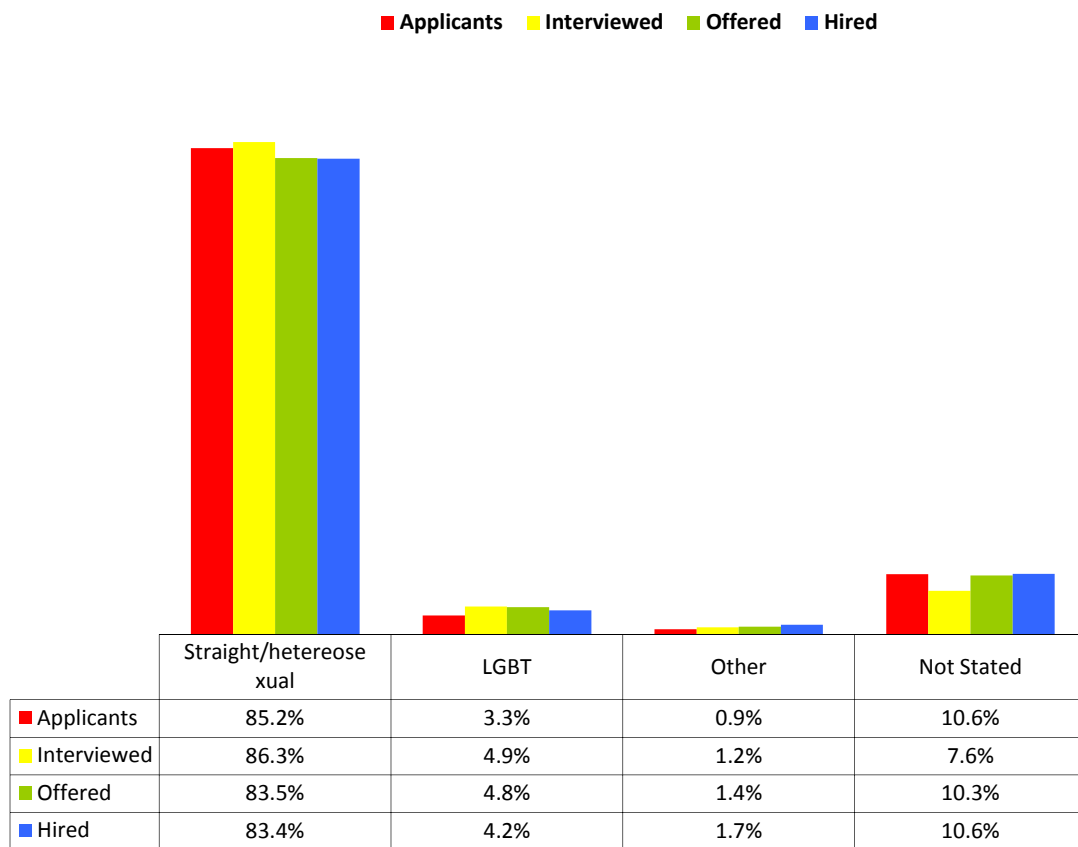
* Percentages are calculated from the total number of each category (e.g. 41.3% males hired out of 235 hires)

All Recruitment Stages By Ethnicity



Percentage of applicants with BME background continue to be higher than those represented in the local community

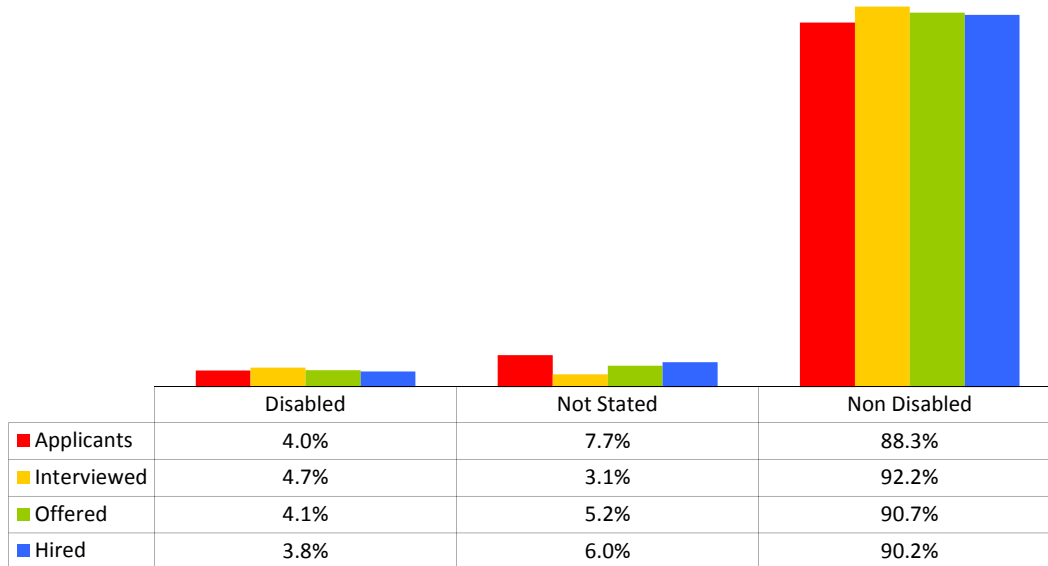
All Recruitment Stages by Sexual Orientation



- 4% of applications were from people who are gay/lesbian, bisexual or other, with the remaining 11% declining to state their sexual orientation
- 6% of Lewisham Council hires last year were of people who are gay/lesbian, bisexual or other
- Lewisham's Annual Residential Survey asked the same question of a total of 1,022 people of whom 1% identified as being gay, lesbian or bisexual.
- There are relatively few statistics on the number of people in Britain who are gay, lesbian and bisexual, however the Central Government's guideline of 6% of the population would mean that Lewisham's hires last year compare favourably with the national percentage of economically active LGBT population.
- Although Lewisham's submission for the Stonewall Workplace Equality Index in 2011 showed there had been a 39 point overall improvement in the Council's score since 2009, HR will be working with Stonewall and the Council's LGBT Group to improve our current ranking

All Recruitment Stages By Disability

■ Applicants ■ Interviewed ■ Offered ■ Hired



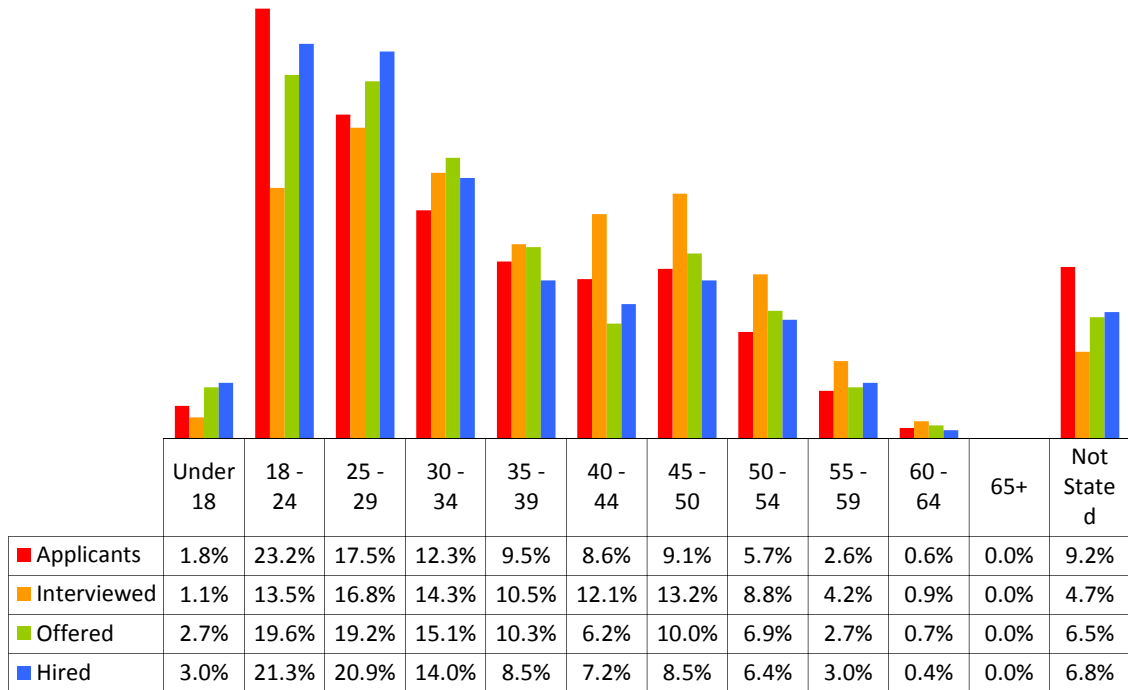
- At 14% * the disabled proportion of the local population exceeds the percentage of applicants and of appointments in 2010/2011. As employees now "self-declare" rather than registering as disabled the data collection exercise to ascertain protected cha

- Although the Council continues to hold the DWP "two ticks" accreditation, the Council will have to consider ways in which we can encourage more disabled people to apply for posts with the council.

* This figure is taken from the ONS Annual Population Survey Data 2007.

All Recruitment Stages by Age Band

■ Applicants ■ Interviewed ■ Offered ■ Hired



- 25% of all applications in 2011/12 have been from young people aged under 25 as a result of the interest in the Apprenticeship Scheme
- The next largest group of applicants was in the age range 25-29 at 17%. There was a total of 42% of applicants aged under 30 applying to Council jobs this year, whilst just 9% of applicants declined to state their age

Impact of HR Processes

HR processes underpin the People Management Strategy. The Council is experiencing high levels of transformation and the role of the Council is likely to change over the next 3 years. HR Processes will help the Council to achieve the goals ensuring that the Council leads, develops, manages and engages 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.

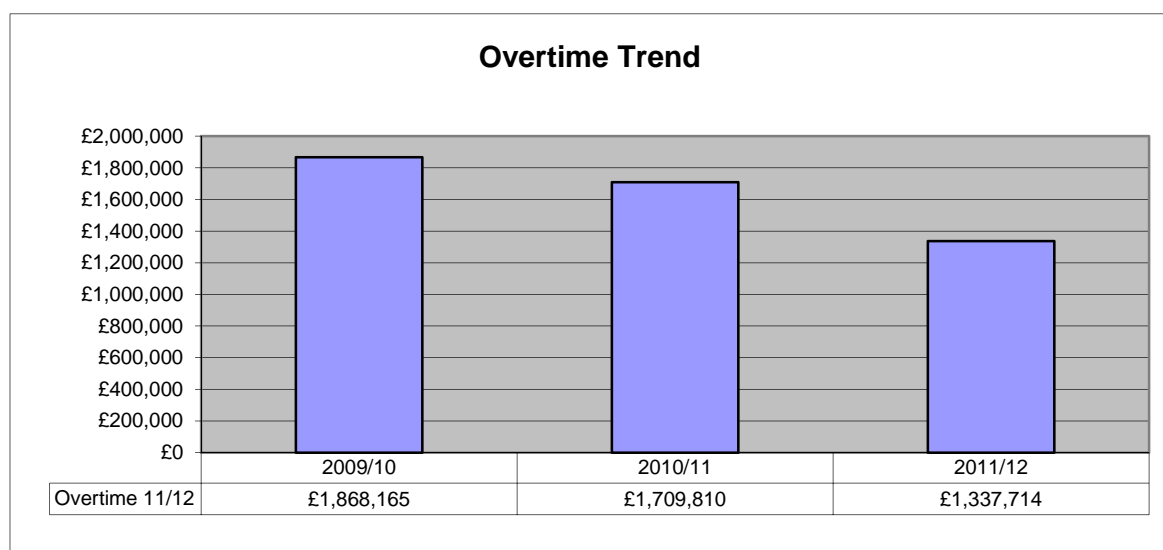
In broad terms, our employees reflect the diversity of the local community which enables the Council to develop services that meet the needs of the community. Challenges exist in some areas such as representation of BME staff in more senior grades and this issue remains a priority for the People Management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

Measurement of the HR processes are monitored through the Key Performance Indicators (KPI's), which are listed at the end of this report. These KPI's relate to the entire life cycle of employees, from applying for a job, through to exiting the organisation and pertinent points in between such as career development.

OVERTIME
All Staff to 31st March 2012 including schools

	Overtime 2010/11	Overtime 2011/12	Increase / decrease
Community Services	534260	279220	-255040
Customer Services	869336	883461	14125
Children and Young People	112690	39659	-73031
Regeneration *	126134	57530	-68604
Resources	67390	77844	10454
Total	£1,709,810	£1,337,714	-£372,096

	Extra Payments 10/11	Extra Payments 11/12	
Community Services	54936	53642	-1294
Customer Services	54289	45402	-8887
Children and Young People	36754	47822	11068
Regeneration	17635	7725	-9910
Resources	102584	75046	-27538
Total	£266,198	£229,637	-£36,561

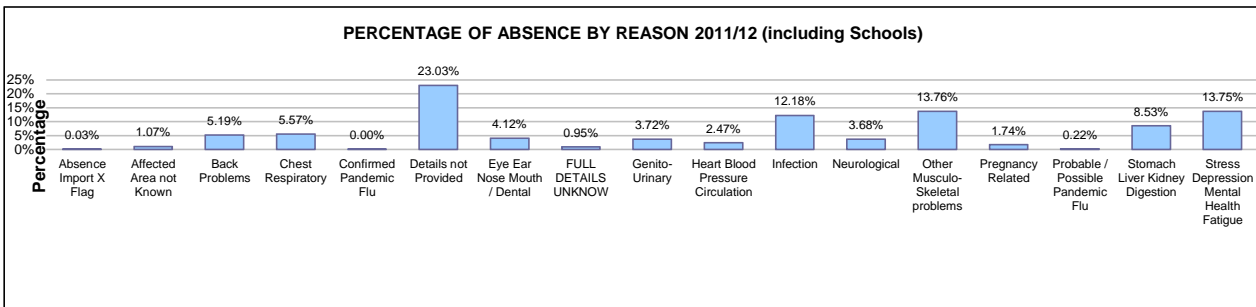
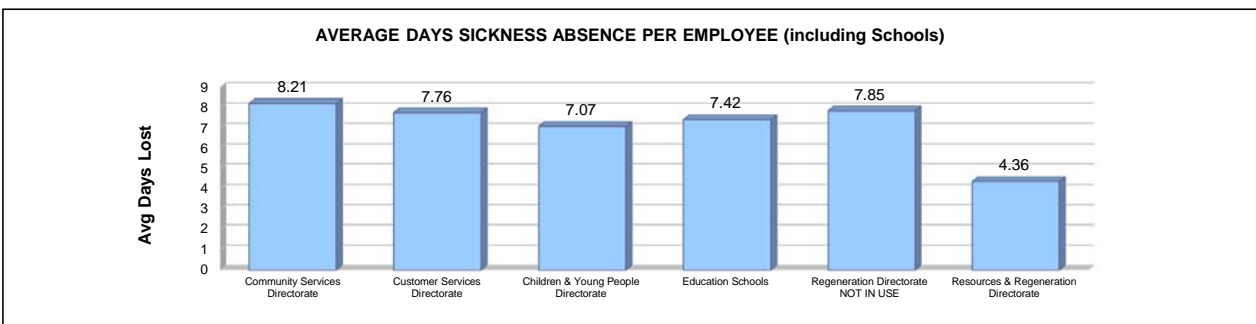


The overtime trend within the Council has been decreasing over the last 2 years. It has decreased by 28.4% since 2009 as the Council has been closely monitoring the overtime spend.

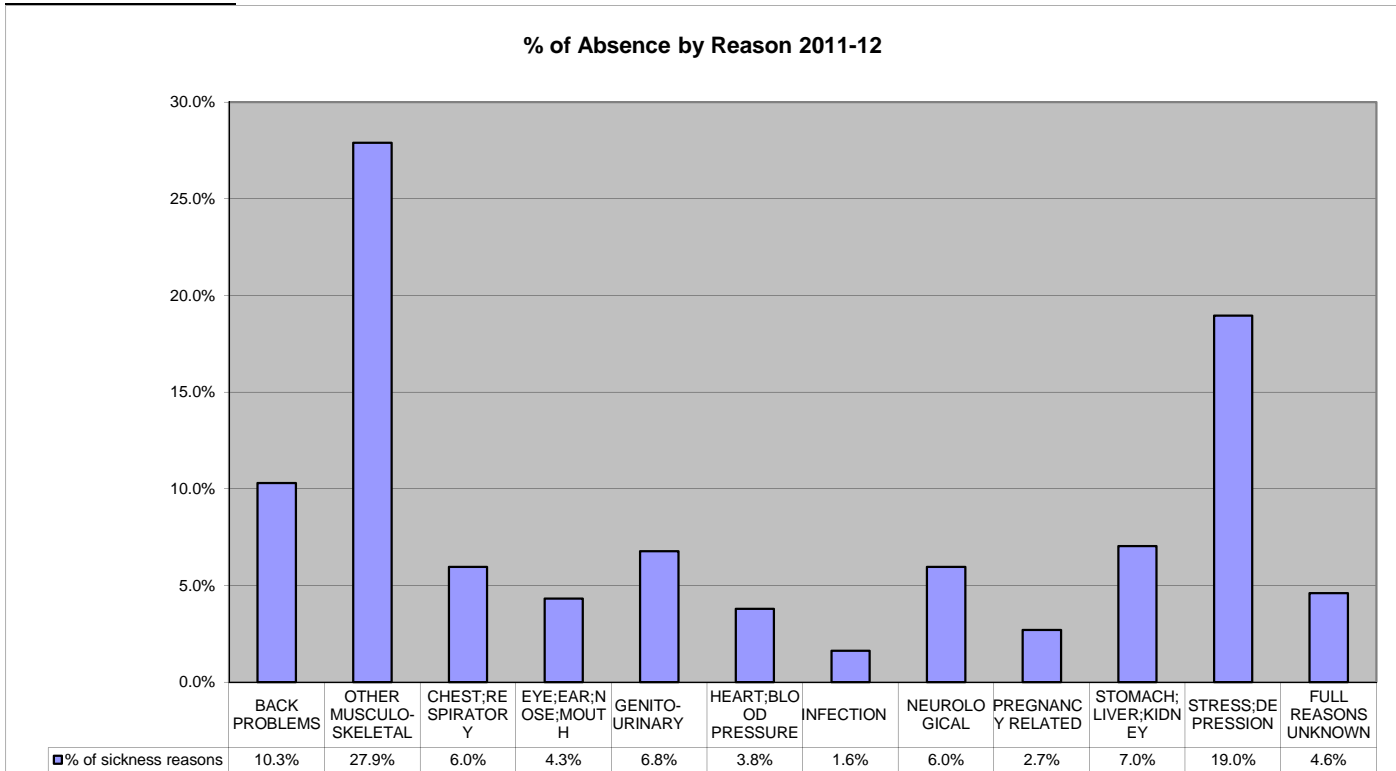
* Since the Regeneration Directorate was split in October 2011 some of the employees were moved to Customer Services Directorate and some moved to Resources Directorate which has had a direct impact on the overtime for both the directorates

SICKNESS ABSENCE PER EMPLOYEE (including Schools) - 2011-12

Directorate	Actual Days	Average FTE	Avg Days Lost 11/12	Avg Days Lost 10/11
Community Services Directorate	6092.44	742.36	8.21	8.20
Customer Services Directorate	6566.33	846.65	7.76	7.20
Children & Young People Directorate	5114.43	723.38	7.07	7.20
Regeneration Directorate	1167.64	148.83	7.85	7.40
Resources & Regeneration Directorate	1919.37	440.19	4.36	5.50
Excluding Schools	20860.22	2901.41	7.19	7.30
Education Schools	26027.61	3508.98	7.42	8.20
Schools	26027.61	3508.98	7.42	8.20
Total :	46887.82	6410.38	7.31	7.80

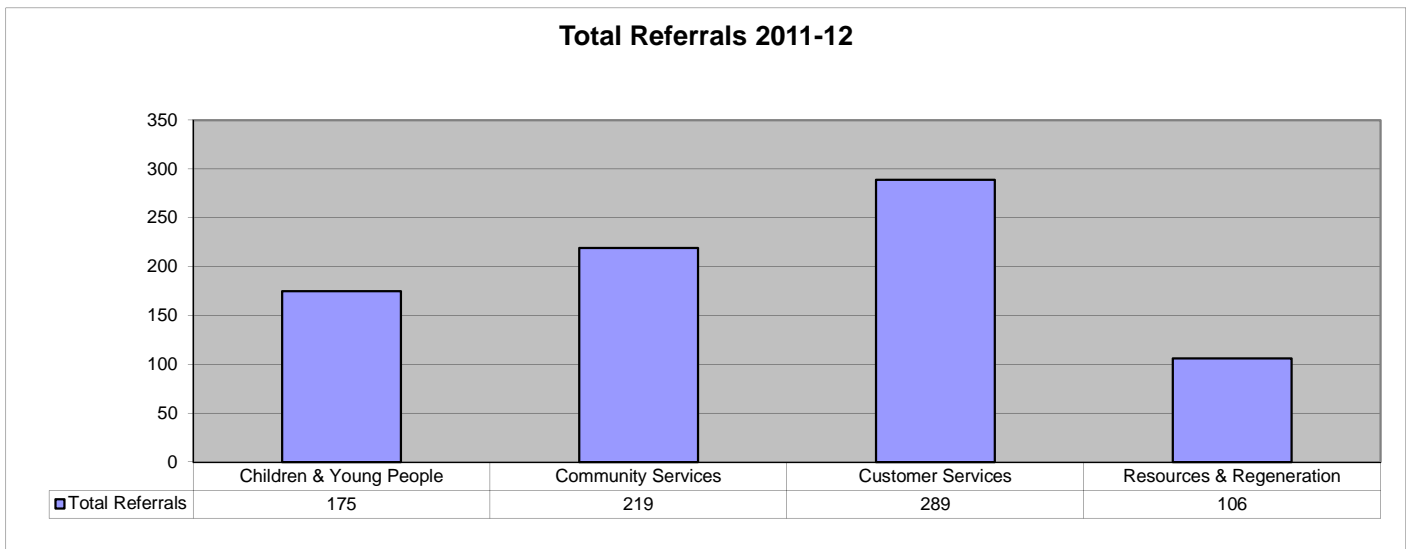


OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



*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.

Analysis of stress related referrals shows that this is made up of both domestic and work related stress. Of the work related referrals there was more than one reason for the referral and in some instances they were also personal, underlying reasons, reasons for work related stress including, work relationships, pending redundancies, restructuring, management action etc.



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

PROMOTED EMPLOYEES - 2011-12

Promoted Employees		Total Employees	
305	9.90%	3066	100%

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Resources Directorate		Total	
53	7.1%	123	15.1%	32	3.4%	96	16.8%	305	9.9%

BY GENDER

Male		Female		Total	
110	9.50%	195	10.1%	305	9.9%

BY GRADE

Lecturer		SC1-2		SC3-5		SC6-SO2		PO1-5		PO6-8	
40	29.0%	28	7.7%	54	8.6%	42	6.9%	111	11.7%	20	7.5%
SMG1-SMG3		JNC		Total							
6	6.5%	1	3.8%	305	9.9%						

BY LENGTH OF SERVICE

0-4.99 years		5-9.99 years		10.19.99 years		20+ years		Total	
107	11.6%	80	9.8%	75	9.9%	43	7.4%	305	9.9%

BY AGE

16 - 20		21 - 25		26 - 30		31 - 36		36 - 40		41 - 45	
6	23.1%	14	16.1%	38	16.8%	39	11.8%	43	13.6%	25	5.7%
46-50		51-55		55+		Total					
64	11.6%	35	6.5%	41	7.3%	305	9.9%				

BY ETHNICITY

BME		Unknown		White		Total	
115	9.1%	9	16.9%	181	10.3%	305	9.9%

BY DISABILITY

Disabled	
23	7.9%

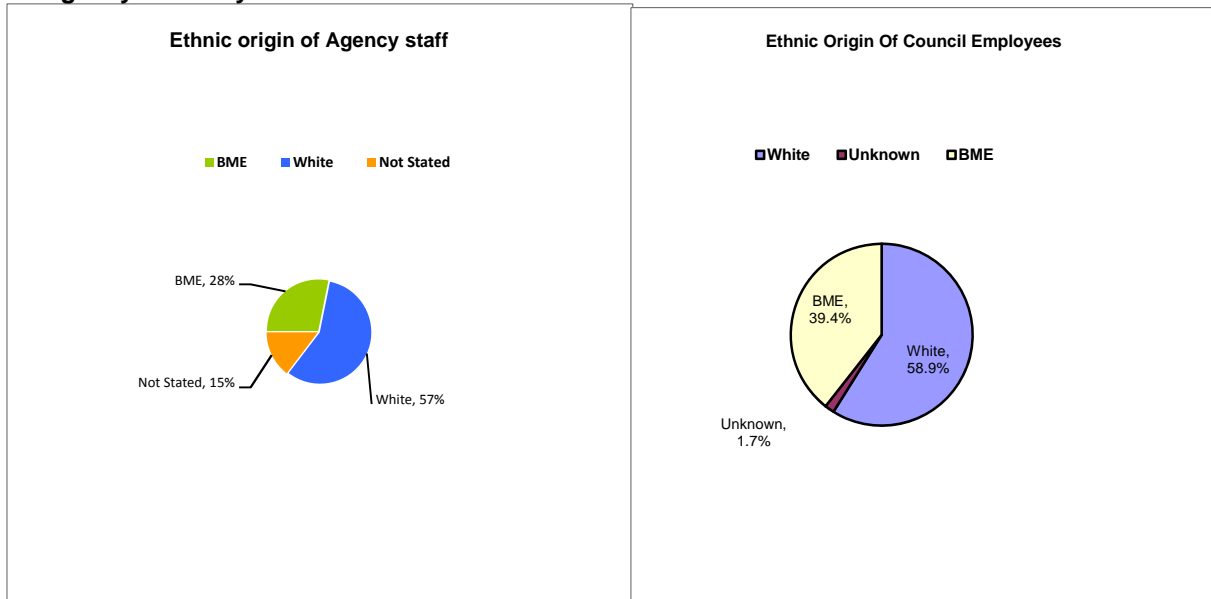
Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grade as a result of the restructures. The percentage of promoted employees has remained consistent as compared to last year. 23% of employees in the age band 16-20 have been promoted. This is mainly due to apprentices being appointed into permanent roles.

Agency Profile 2011/12

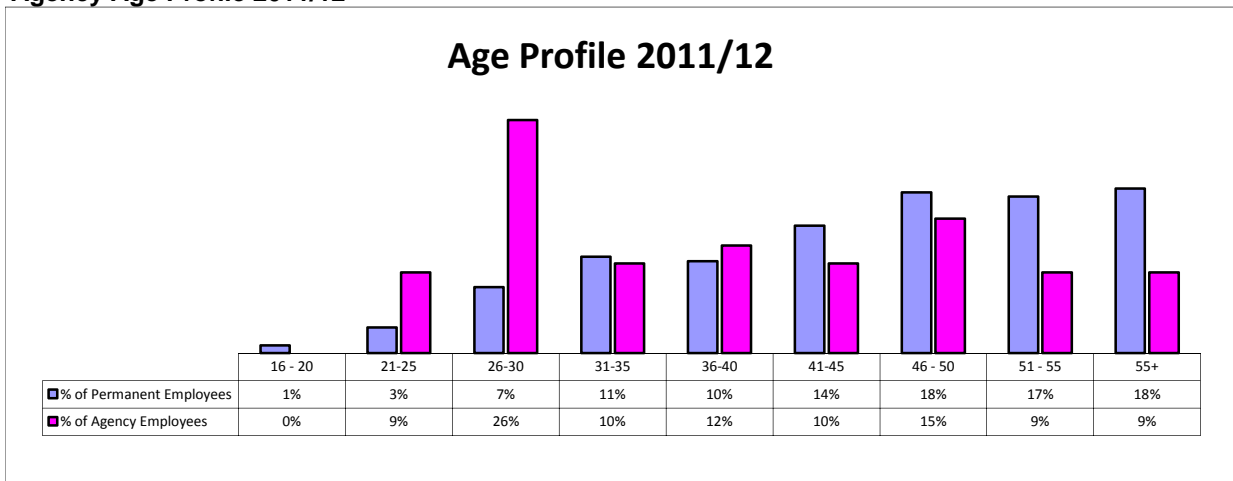
Agency Gender Profile 2011/12

Gender	Community Services	Customer Services Directorate	Children & Young People	Resources & Regeneration	Total
Women	130	60	53	27	270
Men	93	261	22	25	401
Total	223	321	75	52	671

Agency Ethnicity Profile 2011/12



Agency Age Profile 2011/12



The figures in the age band 26-35 have remained constant as compared to last year. There is a decrease in the number of employees in the age bands 21-25, 36-40 and 46-50 as compared to previous year as the total number has decreased by 100 employees on an average.

AVERAGE NUMBER FOR THE "TOP TEN" AGENCY STAFF PER MONTH 2011/12

Directorate	Job Role	No.
Community	Support Worker	59
	Bar Steward	31
	Support Worker (Intensive)	19
	social Worker	18
	Catering Assistant	9
	Social Worker (Adult)	9
	Admin & Clerical	7
	Nursery Officer	5
	Occupational Therapist	5
	Business Support Officer	4
Customer	Cleansing Loader/Sweeper	88
	Recycling Days Loader/Sweeper	46
	Passenger Attendant	32
	Refuse Loader/Sweeper	27
	Estate Sweeping Loader/Sweeper	16
	Refuse LGV Driver	13
	Trade LGV Driver	9
	Trade Loader/Sweeper	9
	Door To Door PCV Drivers	8
	CA Site Loader/Sweeper	7
	Children & Young People	Tutors
Nursery Officer		13
Teaching Assistant		5
Admin Support Officer		3
Social Worker		3
Administrator		2
Business Support Officer		2
Catering Assistant		2
Commissioned Lac Tutors (Education		2
Admin & Clerical		1
Resources & Regeneration	National Cycling Advisor	6
	Admin & Support Officer	5
	Admin & Clerical	2
	Administrative Assistant	2
	Administrator	2
	Administrator (Grade 3-4)	2
	HR Advisor	2
	Lawyer	2
	Accounts Assistant (Admin & Clerical)	1
	Ad-Hoc	1

Agency worker headcount continues to decline. This is shown in the following statements. The number of agency social workers in CYP has declined compared to the same period last year, from 18 workers to 3 workers. This represents a decrease of 83%.

Within Community there has been a decline in the use of support workers year on year. From 150 to 78. This represents a decrease in use of 48%.

Finally within Customer, the number of sweepers, loaders and drivers has decreased by 37%, from 345 workers in the previous year, to 215 workers this year.

AGENCY STAFF EXPENDITURE
April 2011 to March 2012

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

	2011/12		2010/11	
	£'000	%	£'000	%
Community Services	4316	32.5%	5836	32.2%
Customer Services	5526	41.5%	4995	27.5%
Children & Young People	1452	11.0%	3108	17.0%
Regeneration & Resources	1995	15.0%	2070	11.4%
TOTAL	13,289	100.0%	18,131	100.0%

2011/2012 AVERAGE NUMBER OF AGENCY STAFF BY ENGAGEMENT REASON

Directorate	Additional Staffing/Flexible Resourcing	Increased Workload & One Off Projects	Leave	Organisatio n Changes	Other	Recruiting to Post	Sickness	Grand Total
Community Services	199	19	6	9	31	12	1	277
Customer Services	301	25	2	6	19	10	1	364
Children & Young People	31	25	2	2	16	10	5	91
Resources & Regeneration	23	13	1	1	9	2	2	51
Grand Total	554	82	11	18	75	34	9	783

COMMENTARY

Agency staff numbers fluctuate throughout the year but the total number of agency staff employed as at March 2012 was typically 600 in any one month compared with typically 700 in any one month as at March 2011. This reduction in numbers has led to a 26.7% reduction in agency spend from last year. Agency staff are used for a variety of reasons, but the main reasons for agency usage over the last year has been for "additional resourcing" (at 71%) with the next most popular reasons being "increased workload" (at 10%)

LEAVERS

During 2011/12, a total of 530 employees left Lewisham Council's employment. Of these, 305 left for reasons of redundancy; 175 were voluntary leavers and 50 left due to flexible retirement, TUPE transfer. Voluntary staff turnover was 5.31% which compares to 5.3% for the year 2010/11. The number of non-Schools employees reduced during 2011/12 from 3596 to 3066, a reduction of 14.73% in staff numbers, primarily due to budgetary savings.

All leavers were invited to complete an exit questionnaire. Any feedback they give is used to help improve our policies and procedures. There was a 15% return rate this year, the headlines from which are that 40% of staff left Lewisham to take up alternative employment; followed by 32% resigning for "other reasons"; 12% of those completing the exit survey had left for reasons of redundancy

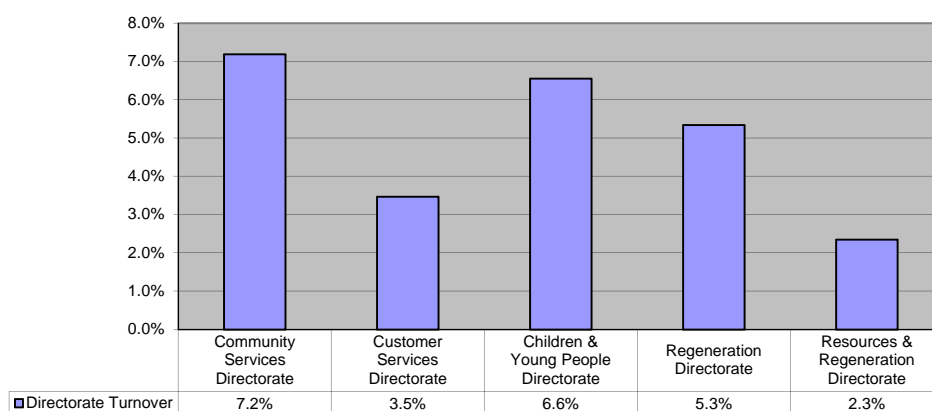
All employees affected by the budgetary savings have been offered HR briefings on the redeployment/redundancy process together with outplacement support training (OPS) which was commissioned in January 2011. The programme included CV writing and job search skills, interview skills, 1 to 1 advisory sessions, advice on working for yourself and on becoming an agency worker. Feedback on the OPS support has been universally positive. The Council has also offered 1 to 1 financial advice sessions to all staff which have been very well received.

Voluntary Leavers between 01/04/2011 - 31/03/2012

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	Employed March	Net Voluntary Leavers	Directorate Turnover
Community Services Directorate	1105	816	69	7.2%
Customer Services Directorate	856	932	31	3.5%
Children & Young People Directorate	930	749	55	6.6%
Regeneration Directorate	337		9	5.3%
Resources & Regeneration Directorate	368	569	11	2.3%
Total	3596	3066	175	5.3%

Staff Turnover - Voluntary Leavers by Directorate 11/12



BY ETHNICITY	No of leavers
BME	56
White	119
Unknown	0
Total	175

BY LENGTH OF SERVICE	No of leavers
0 - 4.99 years	68
5 - 9.99 years	41
10 - 19.99 years	34
20+ years	32
Total	175

BY AGE	No of leavers
16 - 20	1
21 - 25	9
26 - 30	18
31 - 35	23
36 - 40	17
41 - 45	16
46 - 50	15
51 - 55	7
55+	69
Total	175

EARLY RETIREMENT 2011/12

All Directorates 2010/11

Early Retirement

	Men	Women	TOTAL
White	10	13	23
BME	3	2	5
TOTAL	13	15	28

All Directorates 2011/12

Early Retirement

	Men	Women	TOTAL
White	6	13	19
BME	2	10	12
TOTAL	8	23	31

EARLY RETIREMENT

Early Retirement

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

The figure for early retirements also includes ill-health retirements.

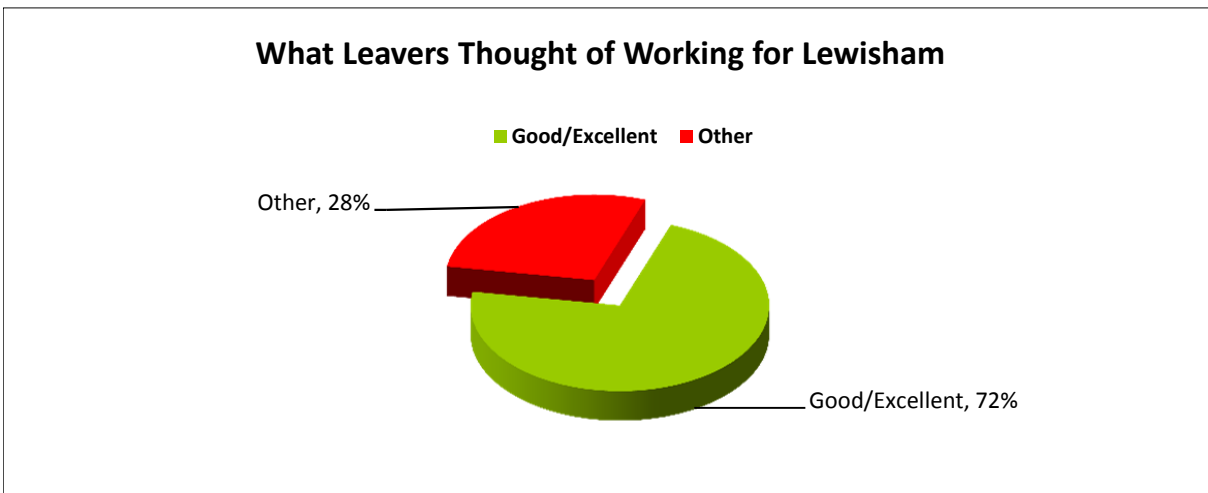
WORKING FOR LEWISHAM

Job Satisfaction and Job Role Understanding



The headlines from this chart indicate that 70% of leavers who completed the exit survey either agreed or strongly agreed that they had job satisfaction and knew what was expected of them in their roles.

What leavers thought of working for Lewisham



During 2011/12 of leavers who had completed the exit survey, 72% thought that overall working for Lewisham had been “good” or “excellent”.