



**EMPLOYMENT PROFILE  
2017-2018**

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**If you have any queries on the content or any suggestions please email**  
[Tamba.Fasuluku@lewisham.gov.uk](mailto:Tamba.Fasuluku@lewisham.gov.uk)

## Total Employees By Directorate 2017/18

The Council's total workforce includes 6912 people as at 31/03/2018.

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

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
<b>Excluding Schools</b>	<b>2295</b>	<b>65</b>	<b>37</b>	<b>664</b>	<b>3061</b>
<b>Schools</b>	<b>4617</b>			*	<b>4617</b>
<b>Total Including Schools :</b>	<b>6912</b>	<b>65</b>	<b>37</b>	<b>664</b>	<b>7678</b>

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

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

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

Total Employees FTE By Directorate 2017/18			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	560	111	671
Customer Services Directorate	777	222	999
Children & Young People Directorate	390	123	513
Resources & Regeneration Directorate	353	66	419
<b>Total Excluding Schools</b>	<b>2080</b>	<b>522</b>	<b>2602</b>
<b>Schools</b>	<b>3655</b>		
<b>Total Including Schools :</b>	<b>5735</b>		

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

<b>Total No of employees at April 2017</b>	<b>2209</b>
No. of employees leaving on redundancy terms	<b>-10</b>
Voluntary Severance	<b>0</b>
Voluntary /Other leavers	<b>188</b>
<b>Less Total Leavers 17/18</b>	<b>198</b>
<b>Add New Starters 17/18</b>	<b>275</b>
<b>Total No of employees at March 2018</b>	<b>2295</b>

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

## PAY FOR NON-SCHOOLS EMPLOYEES 2016/17

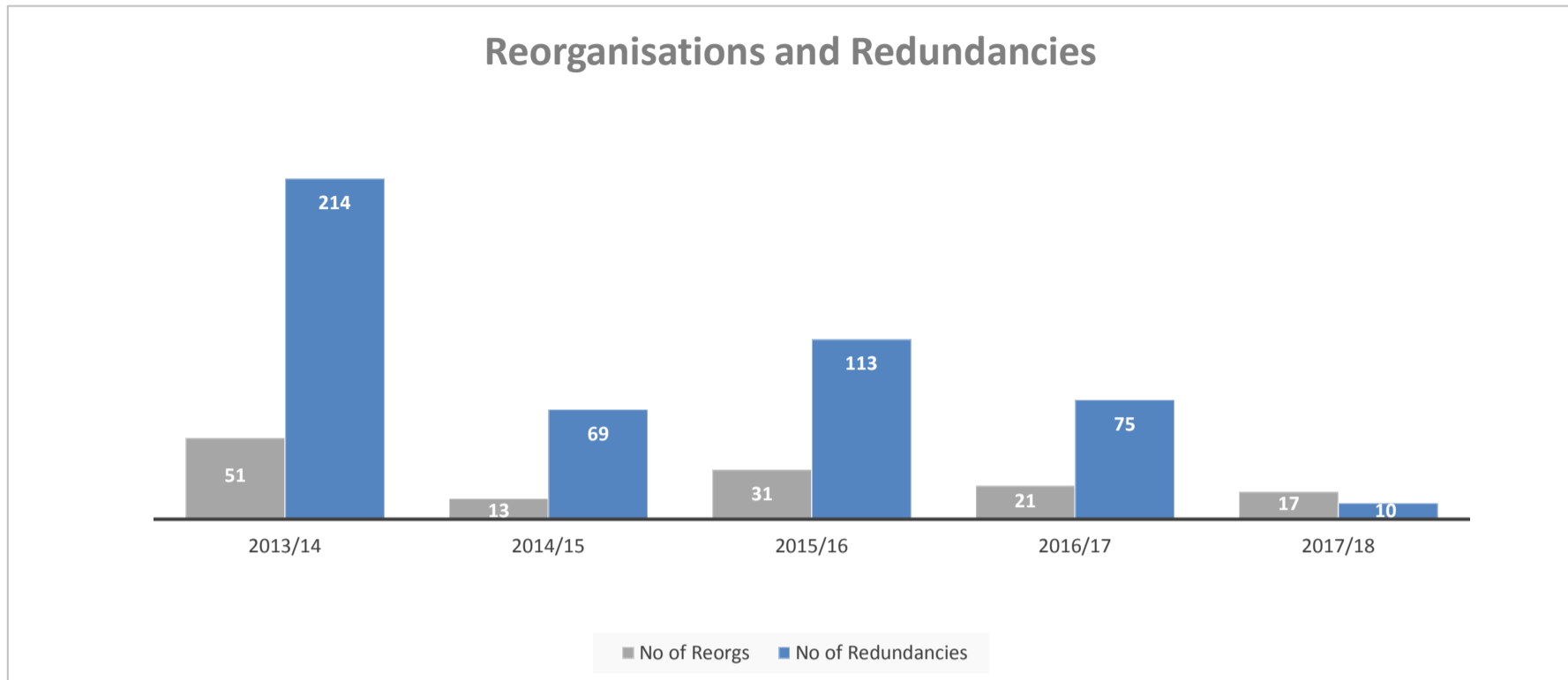
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -10.9% (mean) and -15.8% (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	-10.9%	110.9%	£19.99	£18.03	£1.96
Median hourly rate (as above calc but for median hourly rates)	-15.8%	115.8%	£19.03	£16.44	£2.59

Pay Quartile Information				Workforce composition			
Pay quartiles	Women	Men	Total	Women headcount	Men headcount	Total headcount	Quartile ranges
Proportion of women and men in the <b>upper quartile</b> (paid above the 75th percentile point)	67%	33%	100%	371	182	553	38007 to 143961
Proportion of women and men in the <b>upper middle quartile</b> (paid above the median and at or below the 75th percentile point)	69%	31%	100%	378	174	552	31953 to 36912
Proportion of women and men in the <b>lower middle quartile</b> (paid above the 25th percentile point and at or below the median)	68%	32%	100%	375	177	552	24738 to 31140
Proportion of women and men in the <b>lower quartile</b> (paid below the 25th percentile point)	38%	62%	100%	212	340	552	18222 to 23610

## Reorganisations 2017/18

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 17 reorganisations in the last financial year which resulted in 10 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 5 years



In 2017/18 the largest proportion of redundancies occurred in the Children & Young People Directorate where a total of 8 staff were displaced.

## Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 17 reorganisations during 2017/18.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations/ redundancies
Community Services Directorate	0	0.00%	2
Customer Services Directorate	1	10.00%	5
Children & Young People Directorate	8	80.00%	6
Resources & Regeneration Directorate	1	10.00%	4
<b>Total</b>	<b>10</b>	<b>100.00%</b>	<b>17</b>

### Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	5	50.00%
Female	5	50.00%
<b>Total</b>	<b>10</b>	<b>100.00%</b>

The percentage of women made redundant in 2017/18 is relatively proportionate to the work force profile and gives no cause for concern.

### Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	1	10.00%
No	9	90.00%
Not Declared	0	0.00%
<b>Total</b>	<b>10</b>	<b>100.00%</b>

The table below shows that there was a higher percentage of redundancies in the age band '35 - 44/45-54' and ' 55+' which is not unexpected given the numbers of employees in these age bands.

Breakdown of Redundancies by Age		
Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	0	0.00%
25-34	0	0.00%
35-44	2	20.00%
45-54	2	20.00%
55+	6	60.00%
<b>Total</b>	<b>10</b>	<b>100.00%</b>

Breakdown of Redundancies by Ethnicity		
Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	4	40.00%
White	6	60.00%
Not disclosed	0	0.00%
<b>Total</b>	<b>10</b>	<b>100.00%</b>

The table above provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 41.6%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

## Reorganisations 2017/18 (continued)

Breakdown of Redundancies by Ethnicity and Gender				
Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	0	0.0%	4	100.0%
White	1	16.7%	5	83.3%
Not disclosed	0	0.0%	0	0.0%
<b>Total</b>	<b>1</b>		<b>9</b>	

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

Breakdown of Redundancies by Grade		
Grade	Total Redundancies	% of Total staff redundant
SC1-2	0	0.0%
SC3-5	4	40.0%
SC6-SO2	1	10.0%
PO1-PO5	3	30.0%
PO6-PO8	2	20.0%
SMG1-SMG3	0	0.0%
Soulbury	0	0.0%
<b>Total</b>	<b>10</b>	<b>100.0%</b>

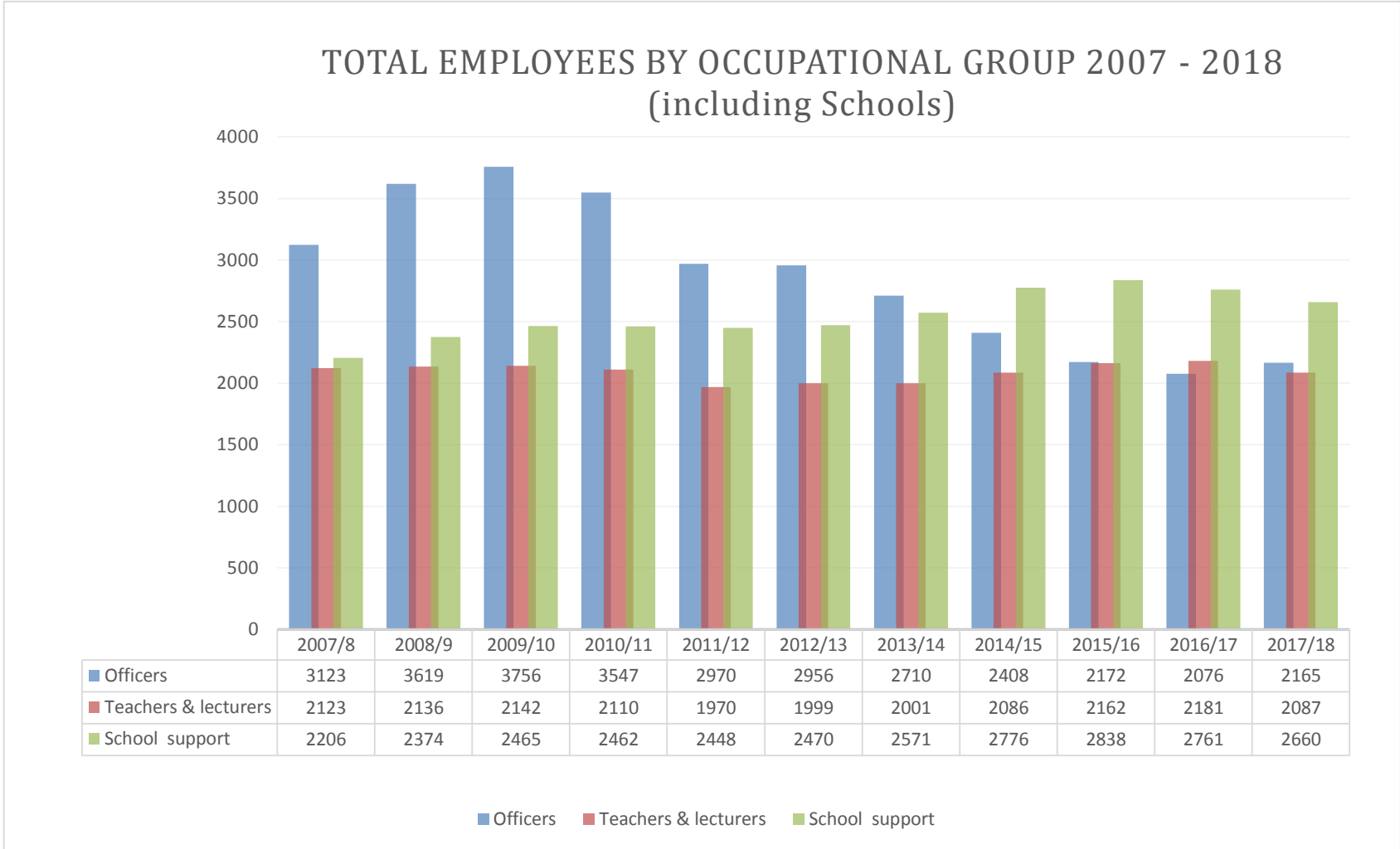
Breakdown of Redundancies by Grade and Gender				
Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.0%	0	0.0%
SC3-5	3	75.0%	1	25.0%
SC6-SO2	0	0.0%	1	100.0%
PO1-PO5	1	33.3%	2	66.7%
PO6-PO8	1	50.0%	1	50.0%
SMG1-SMG3	0	0.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%
<b>Total</b>	<b>5</b>	<b>50.0%</b>	<b>5</b>	<b>50.0%</b>

Breakdown by Grade and Ethnicity						
Grade	BME	% of staff made redundant	White	% of staff made redundant	Not disclosed	% of staff made redundant
SC1 - 2	0	0.0%	0	0.0%	0	0.0%
SC3 - 5	1	25.0%	3	100.0%	0	0.0%
SC6 - SO2	1	100.0%	0	0.0%	0	0.0%
PO1 - PO5	2	66.7%	1	100.0%	0	0.0%
PO6 - PO8	0	0.0%	2	100.0%	0	0.0%
SMG1 - SMG3	0	0.0%	0	0.0%	0	0.0%
Soulbury	0	0.0%	0	0.0%	0	0.0%
<b>Total</b>	<b>4</b>		<b>6</b>		<b>0</b>	



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

The trend chart below demonstrates that since 2009/10 the number of officer staff has decreased, the number of teachers has remained broadly similar and the number of school support staff has remained relatively constant. School support staff are at its lowest since 2011/12. Officers increased by 89 in 2017/18. The Council has not had "manual" or "craft" employees since 2008/09.

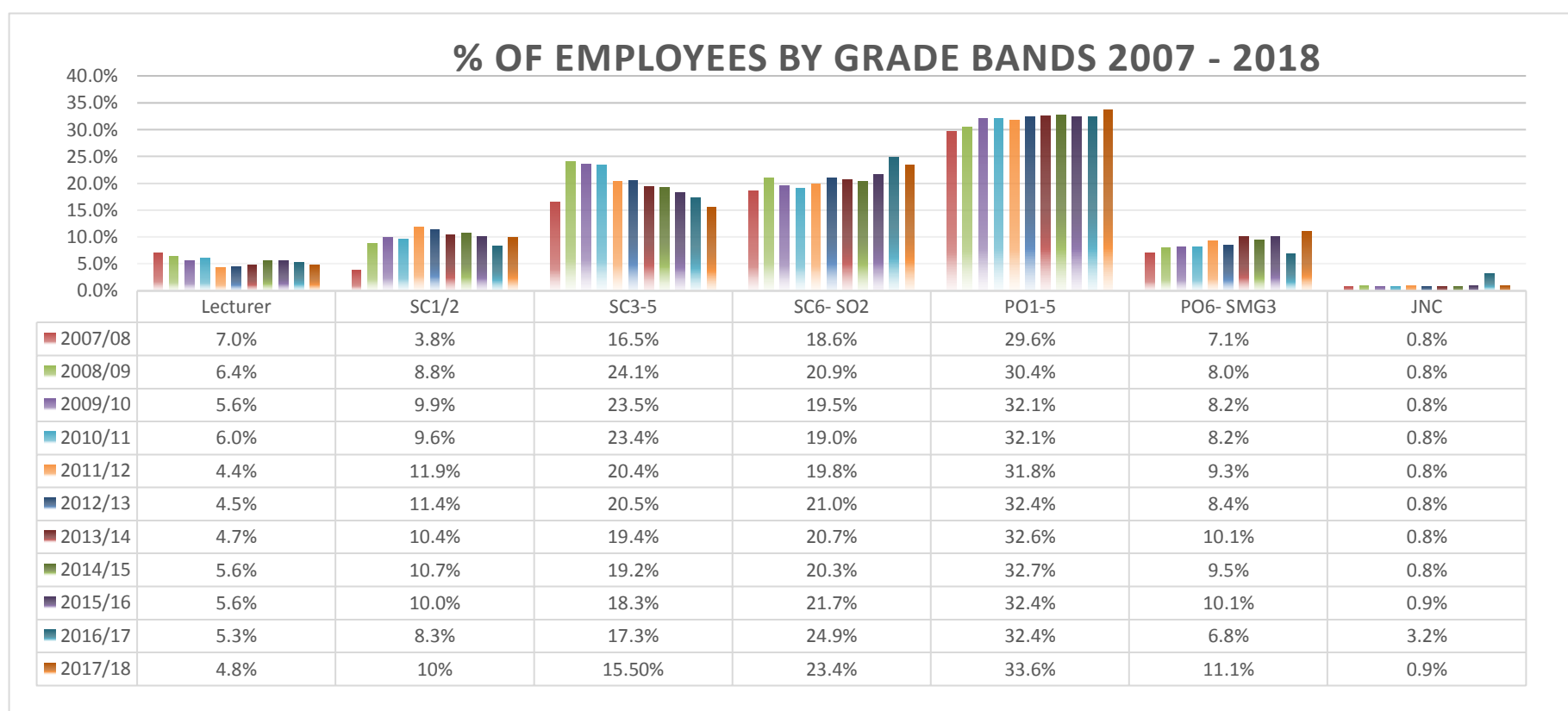


The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 2007. The trend outlines that non-schools employees have dropped significantly whereas schools employees have risen since the lowest rate since 2011/12.

## TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2017/18

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	12	19	5	15	85	201	60	14	4	415
Community Services	99	0	14	112	144	254	36	19	5	683
Customer Services	0	0	178	193	240	151	27	16	5	810
Resources & Regeneration	0	0	31	35	68	164	51	31	7	387
<b>17/18 Total</b>	<b>111</b>	<b>19</b>	<b>228</b>	<b>355</b>	<b>537</b>	<b>770</b>	<b>174</b>	<b>80</b>	<b>21</b>	<b>2295</b>
<b>16/17 Total</b>	<b>116</b>	<b>19</b>	<b>183</b>	<b>382</b>	<b>550</b>	<b>716</b>	<b>151</b>	<b>71</b>	<b>21</b>	<b>2209</b>

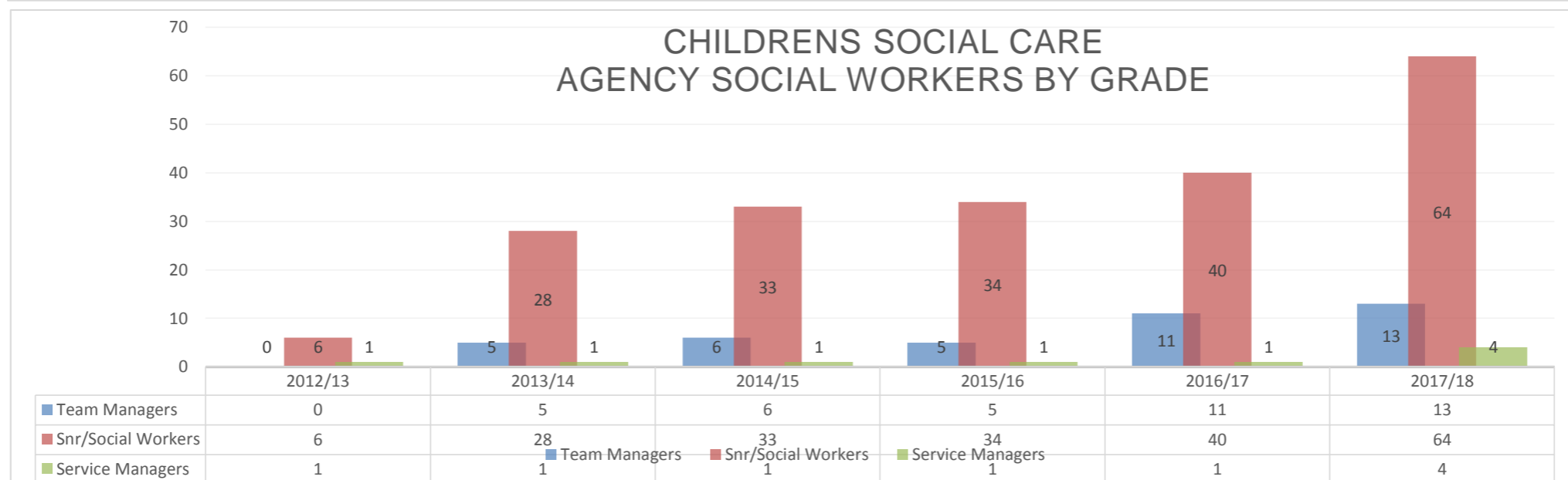
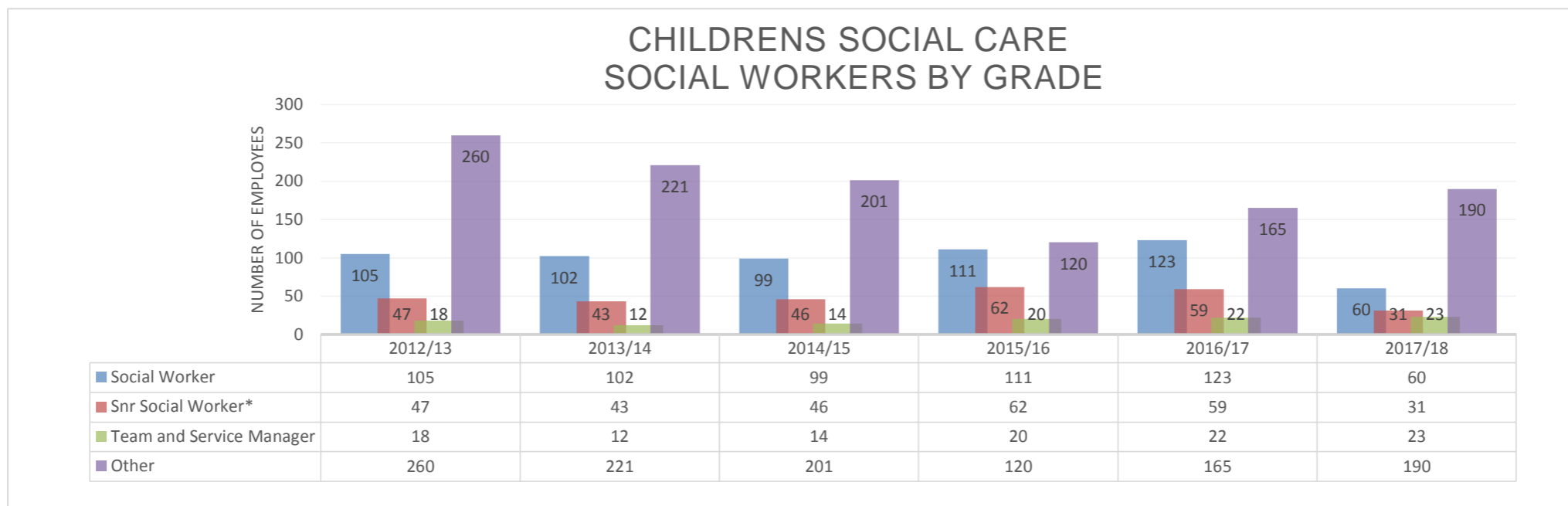
BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	2.9%	4.6%	1.2%	3.6%	20.5%	48.4%	14.5%	3.4%	1.0%	100%
Community Services	14.5%	0.0%	2.0%	16.4%	21.1%	37.2%	5.3%	2.8%	0.7%	100%
Customer Services	0.0%	0.0%	22.0%	23.8%	29.6%	18.6%	3.3%	2.0%	0.6%	100%
Resources & Regeneration	0.0%	0.0%	8.0%	9.0%	17.6%	42.4%	13.2%	8.0%	1.8%	100%
<b>17/18 Total</b>	<b>4.8%</b>	<b>0.8%</b>	<b>9.9%</b>	<b>15.5%</b>	<b>23.4%</b>	<b>33.6%</b>	<b>7.6%</b>	<b>3.5%</b>	<b>0.9%</b>	<b>100%</b>
<b>16/17 Total</b>	<b>5.3%</b>	<b>1.0%</b>	<b>10.0%</b>	<b>18.3%</b>	<b>21.7%</b>	<b>32.4%</b>	<b>6.7%</b>	<b>3.4%</b>	<b>0.9%</b>	<b>100%</b>



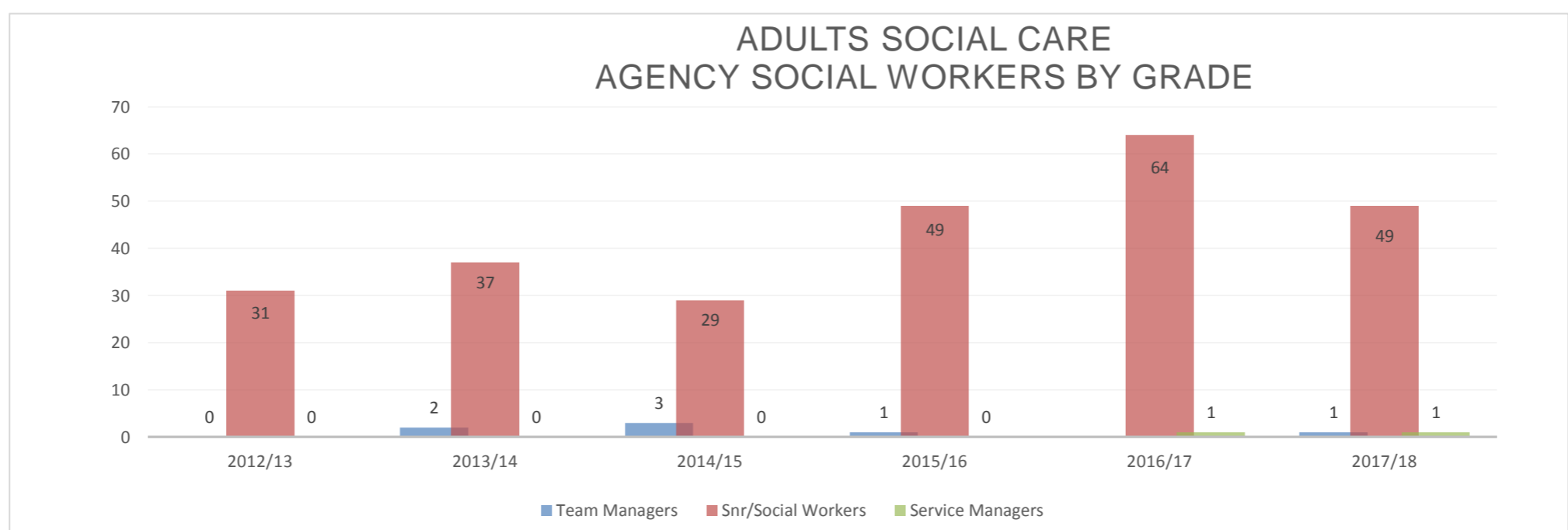
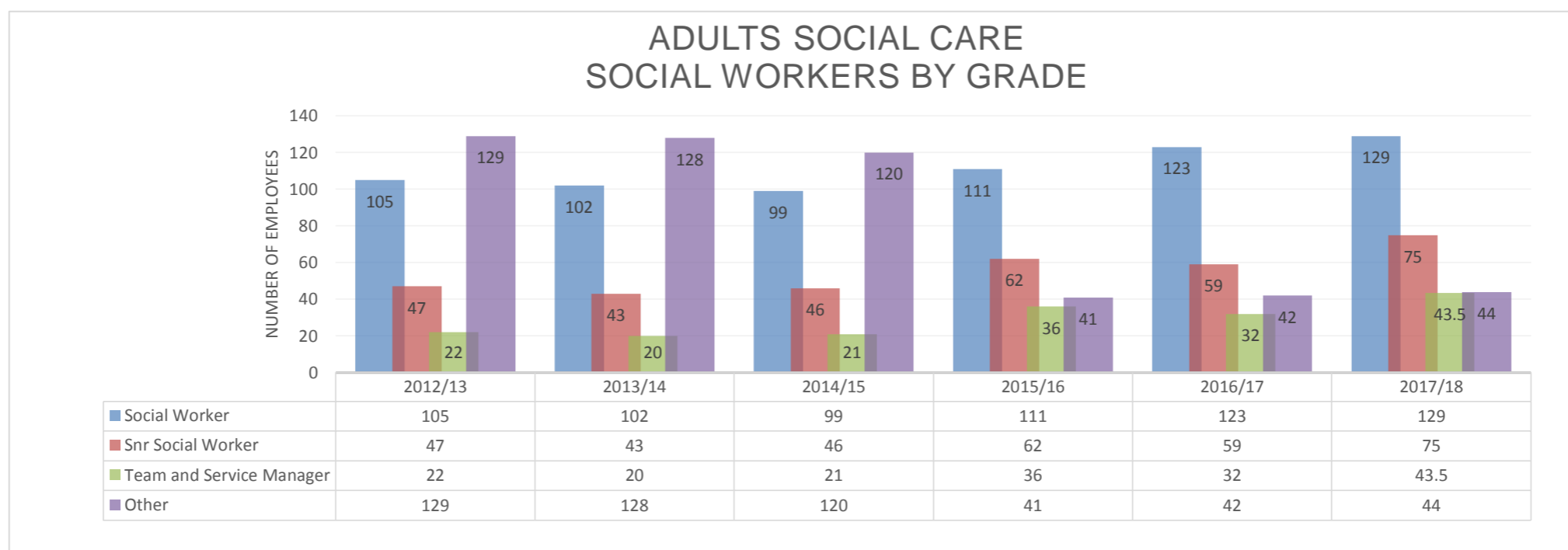
Grades	Employees 17/18	Employees 16/17	Employees 15/16
Lecturers	111	116	128
Soulbury	19	19	22
SC1A	0	0	11
SC1B	20	15	1
SC1C	4	0	11
SC2	204	168	208
SC3	96	103	85
SC4	100	117	111
SC5	159	162	225
SC6	194	185	163
SO1	255	252	270
SO2	88	113	67
PO1	93	84	139
PO2	325	305	209
PO3	135	128	168
PO4	129	127	174
PO5	88	72	54
PO6	71	68	62
PO7	67	55	47
PO8	36	28	46
SMG1	26	20	24
SMG2	23	23	22
SMG3	31	28	32
DIR1	3	4	4
DIR2	2	2	2
DIR3	16	15	15
<b>Total</b>	<b>2295</b>	<b>2209</b>	<b>2300</b>

Over the past 11 years, the numbers of staff in grade band Sc1/2 has increased from 3.8% in 2007/8 to 10% in 2017/18, partly due to the success of the Apprenticeship Scheme. Percentages of staff in other grade bands have increased slightly year on year.

## Numbers of Permanent and Agency Social Workers 2017/18



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



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

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

### 2017 - 2018

	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
Children Social Worker	£282,273	£352,475	£456,321	£373,091	£392,830	£471,437
Adult Social Worker	£208,640	£250,171	£325,229	£244,578	£226,661	£291,285
	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18
Children Social Worker	£334,309	£389,855	£421,106	£372,476	£442,349	£569,063
Adult Social Worker	£252,907	£257,039	£246,359	£188,409	£254,172	£301,315

### 2016 - 2017

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

### 2015 - 2016

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

### 2014 - 2015

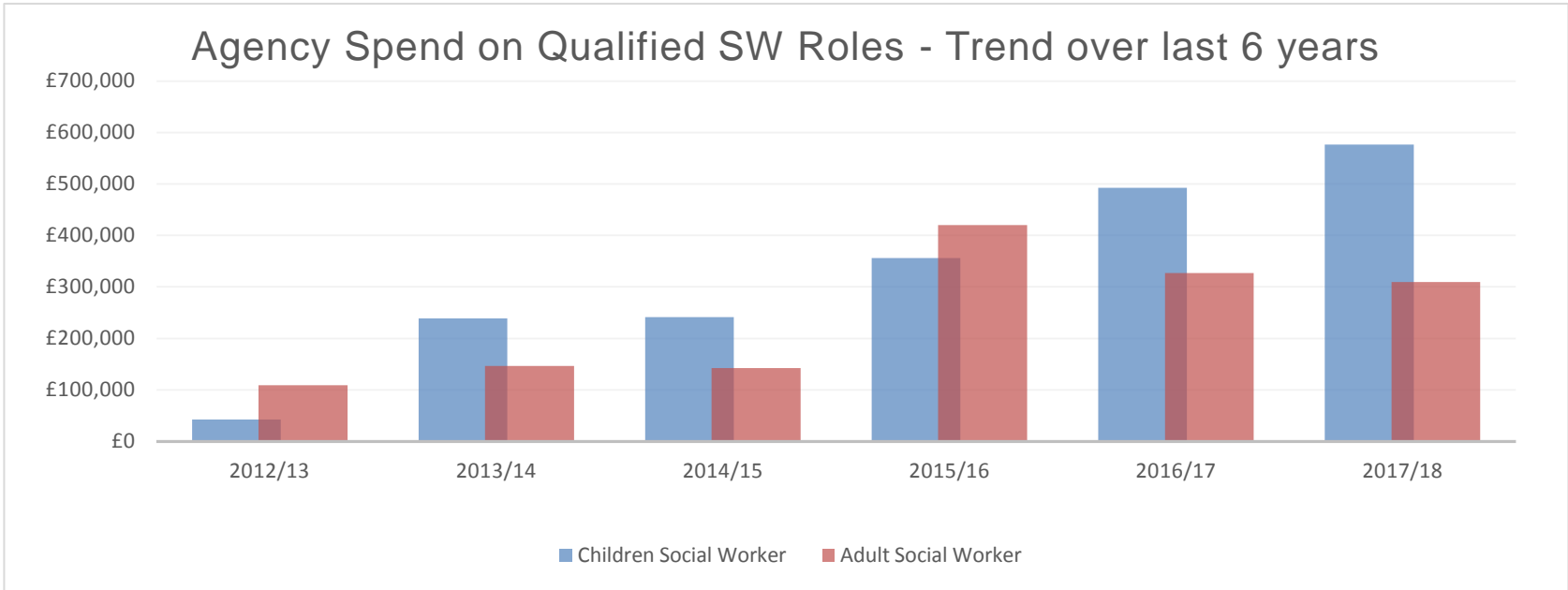
	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14
Children Social Worker	£107,724	£112,404	£136,096	£112,333	£136,603	£172,031
Adult Social Worker	£113,560	£118,787	£155,319	£116,622	£115,066	£149,202
	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
Children Social Worker	£149,982	£132,007	£149,091	£100,533	£115,386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

### 2013 - 2014

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

### 2012 - 2013

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



Pay rates Adults Social Care as at 31.3.2018				
Adults Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Workers	NQSW	34	£34,300	
Social Worker	SW	36 to 38	£35,070 to £36,912	
Senior Social Worker	SSW	40 to 42	£39,697 to £41,601	
Operations Manager	PO6	47 to 49	£46,347 to £48,238	
Lead Operations Manager	PO8	53 to 55	£52,090 to £54,150	

Pay rates Childrens Social Care as at 31.3.2018				
Childrens Social Care	Grade	Spinal points	Salary	Additional Payments
Newly Qualified Social Worker	NQSW	34	34,300	
Social Worker	SW	36 to 38	£35,771 to £37,650	£500 pa parking
Senior Social Worker	SSW	40 to 42	£39,697 to £41,601	
Childrens Social Care	CPC	46 to 48	£45,386 to £47,305	
Independent Reviewing Officer	IRO	46 to 48	£45,386 to £47,305	
Advanced Practitioner	AP	46 to 48	£45,386 to £47,305	
Team Manager	TM	50 to 52	£49,199 to £51,117	
IRO and CPC Team Managers	IRO TM & CPC TM	53 to 55	£52,090 to £54,150	

### 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, Placements and Business Strategy
Quality Assurance

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

[Structure charts can be found here](#)

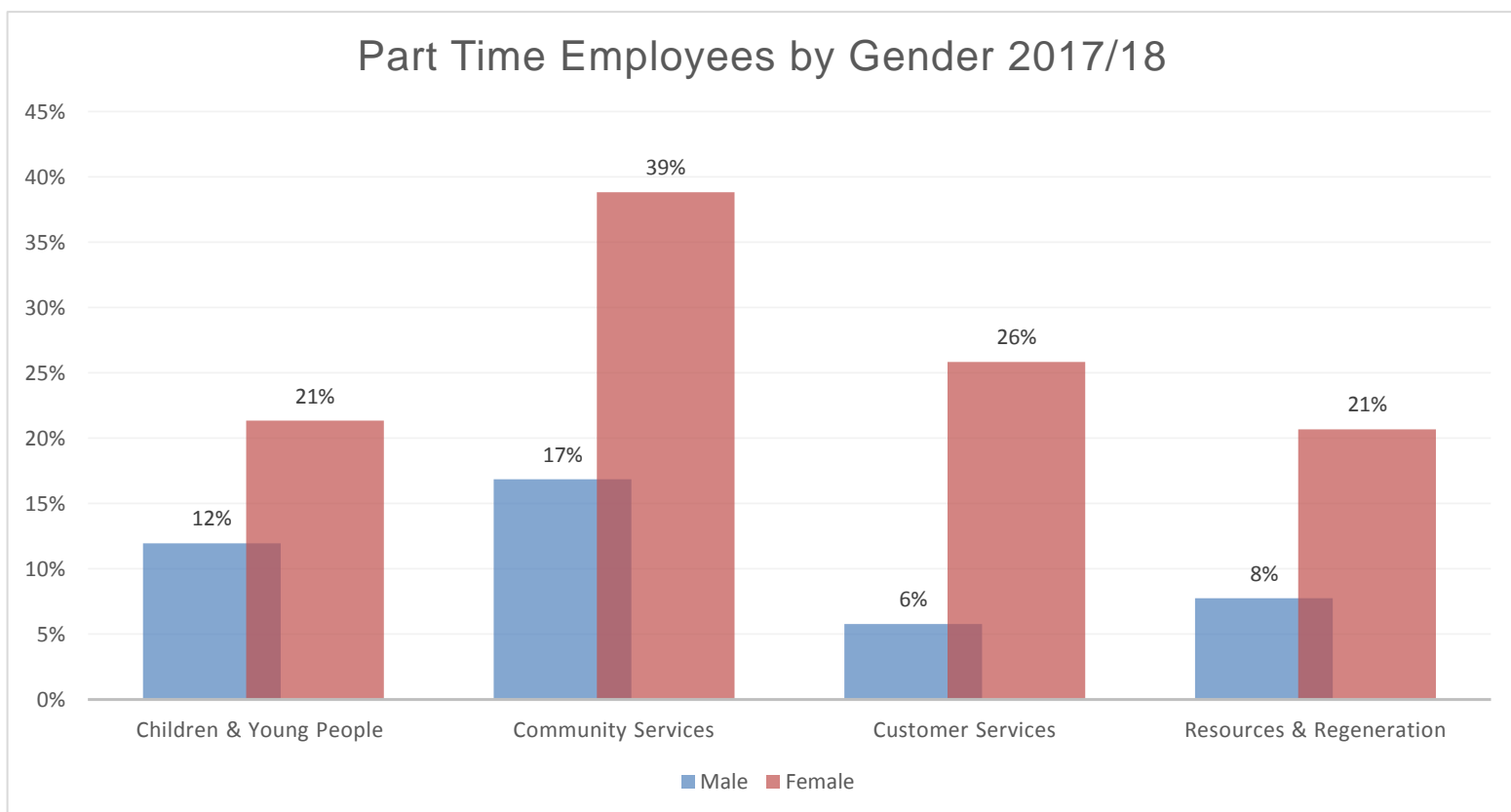
## PART-TIME EMPLOYEES 2017/18

The Council continues to encourage the take up of flexible working. Part time staff represent 19.91% of the Council's workforce, 2% decrease from last year. Of the female workforce, 27.66% are part time, compared to 30% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

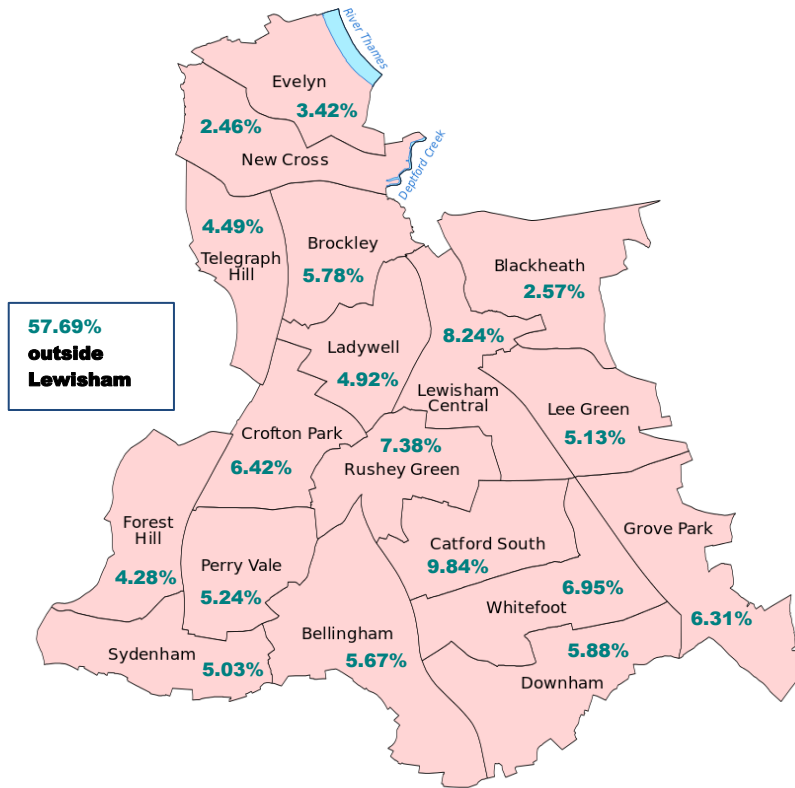
Part - Time Employees		Total Employees	
457	19.91%	2295	100%

Gender	Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	%
Female	64	18%	174	37%	86	30%	53	21%	377	27.66%
Male	3	12%	34	16%	27	5%	16	7%	80	8.58%
All	67	17%	208	30%	113	15%	69	15%	457	19.91%

The table above and the chart below outline the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 21% are part time employees.



**Employees who live within the Borough 2017/18**



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



## Representation 2017/18

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. 41.7% of the Council's workforce is from a BME background; which compares to a median across London Councils of 41% BME employees. Of the 133 employees promoted during 2016/17, 43% were BME. Lewisham Council's BME workforce of 41.7% can be compared to London Council's median figure of 41% (source London Councils Human Capita Matrix 2015/16). The number of senior BME staff is below target at 14% - this percentage is broadly similar to previous years and continues to remain a priority within recruitment and management development activities.

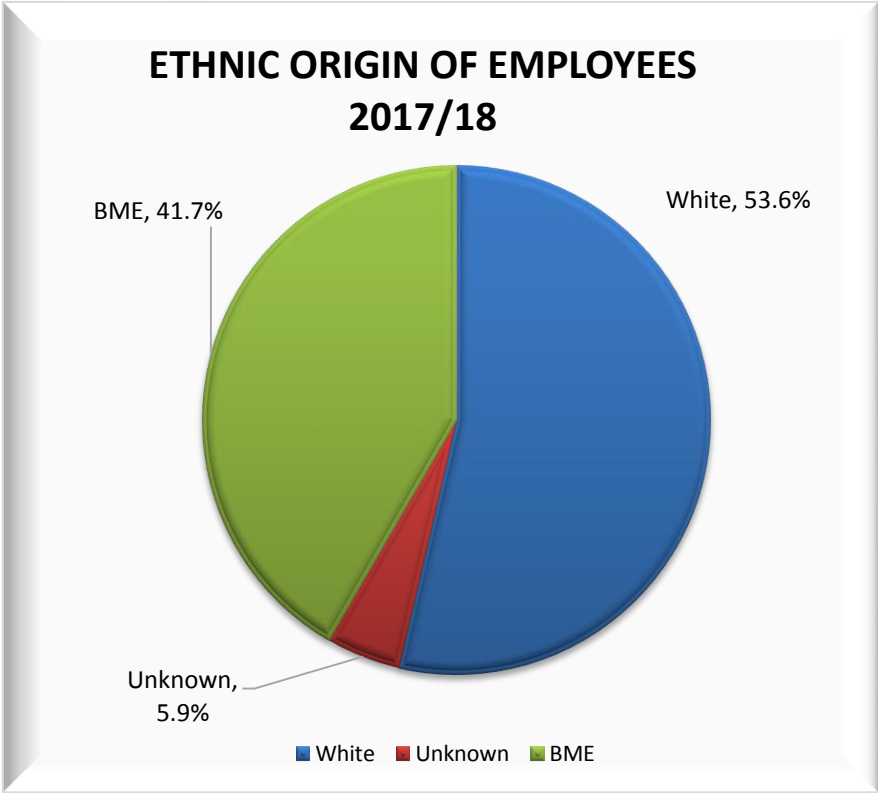
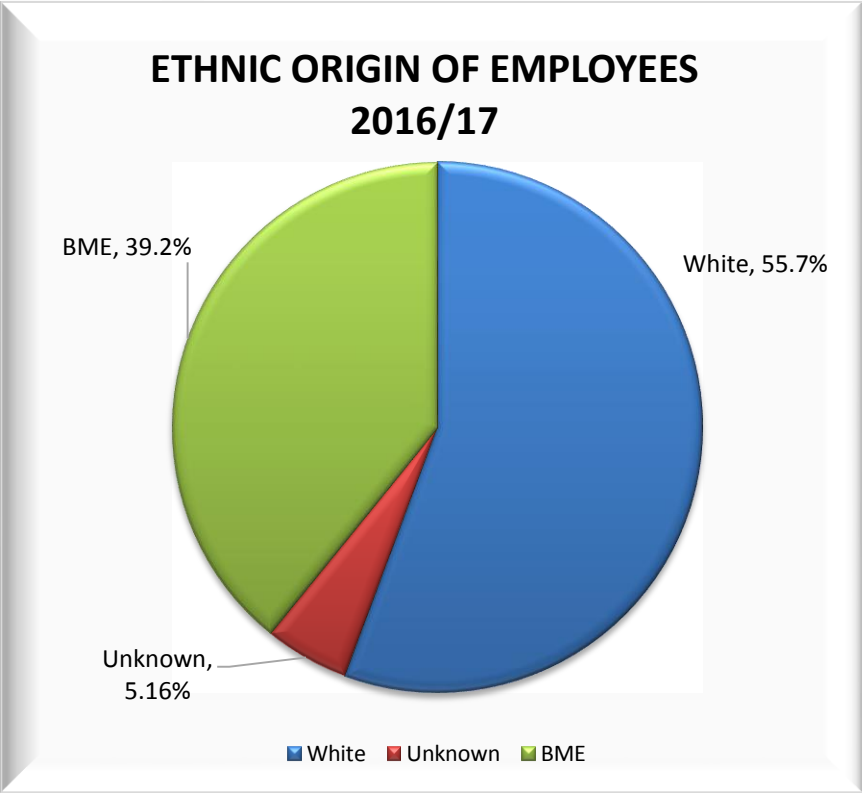
The majority (69.4%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 55% of the top 5% earners, which is comparable to last year's figure of 51% and the median figure of 52% for all London Boroughs. (source London Councils Human Capita Matrix 2015/16)

68% of employees are aged over 40, with the percentage of the workforce aged under 25 decreasing to 3.0% during 2017/18 compared to 3.5% in 2016/17. The median figure for employees aged under 25 across London Boroughs is 3.0%. (source London Councils Human Capita Matrix 2015/16)

A total of 4% of non-schools employees have declared that they consider themselves to have a disability, an decrease of 0.1 percentage points since 2016/17. This compares to an average across all London Councils of 4.5% (source London Councils Human Capita Matrix 2015/16)

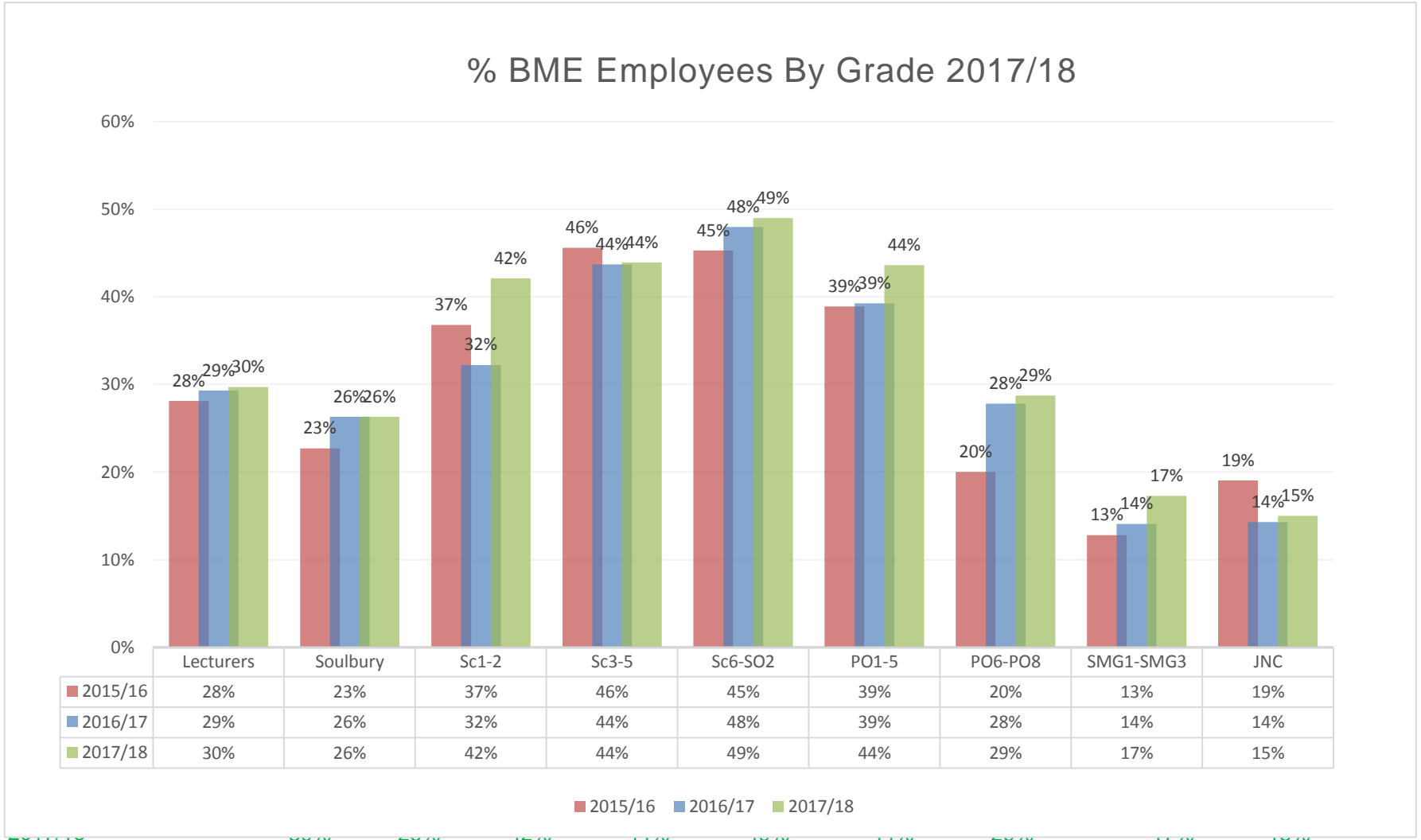
Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. Female employees are paid more than male employees at Lewisham Council and the percentage pay gap difference of minus 10.9% by mean and minus 15.8% by the median salary. By comparison, in the UK, the median pay gap among all companies that have reported is 9.7%.

## ETHNIC ORIGIN OF EMPLOYEES 2017/18



There has been a slight decrease of 2.1% in the White workforce compared to last year and a slight increase in unknown and BME

Grade	Lecturer	Soulbury	SC1 - 2	SC3 - 5	SC6 - SO2	PO1 - 5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 17/18	33	5	96	156	263	336	50	14	3	<b>956</b>
Headcount 16/17	34	5	59	167	264	281	42	10	3	<b>865</b>



The percentage of BME staff in the grade band SC1 - 2 has increased by 10 percentage points from 32% in 2016/17 to 42% in 2017/18. BME employees make up 41.7% of all employees in addition, 5.9% of employees have not declared their ethnic origin.

**EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2017/18**

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	1	0.15%	2	0.25%	0	0.00%	0	0.00%	3	0.1%
Asian Bangladeshi	3	0.44%	1	0.12%	6	1.45%	0	0.00%	10	0.4%
Asian Chinese	5	0.73%	1	0.12%	1	0.24%	4	1.04%	11	0.5%
Asian Indian	11	1.61%	15	1.85%	6	1.45%	8	2.07%	40	1.7%
Asian Other	10	1.46%	4	0.49%	4	0.96%	7	1.81%	25	1.1%
Asian Pakistani	1	0.15%	0	0.00%	1	0.24%	4	1.04%	6	0.3%
Black African	64	9.37%	59	7.28%	45	10.84%	46	11.92%	214	9.3%
Black Caribbean	133	19.47%	173	21.36%	101	24.34%	50	12.69%	457	19.9%
Black Other	21	3.07%	27	3.33%	14	3.37%	3	0.78%	65	2.8%
Mixed Other	10	1.46%	6	0.74%	6	1.45%	7	1.81%	29	1.3%
Mixed White and Asian	4	0.59%	6	0.74%	4	0.96%	2	0.52%	16	0.7%
Mixed White and Black African	2	0.29%	3	0.37%	5	1.20%	2	0.52%	12	0.5%
Mixed White and Black Caribbean	14	2.05%	14	1.73%	6	1.45%	8	2.07%	42	1.8%
Other Ethnic group	11	1.61%	7	0.86%	2	0.48%	1	0.26%	21	0.9%
Prefer not to say	11	1.61%	25	3.09%	6	1.45%	3	0.78%	45	2.0%
UnKnown	40	5.86%	11	1.36%	13	3.13%	4	1.04%	68	3.0%
White British/Eng/Welsh/Scot/NIrish	299	43.78%	385	47.53%	164	39.52%	209	54.15%	1057	46.1%
White Irish	7	1.02%	13	1.60%	10	2.41%	7	1.81%	37	1.6%
White Other	34	4.98%	57	7.04%	21	5.06%	22	5.70%	134	5.8%
White Turkish / Turkish Cypriot	2	0.29%	1	0.12%	0	0.00%	0	0.00%	3	0.1%
<b>Total all employees</b>	<b>683</b>	<b>100.0%</b>	<b>810</b>	<b>100.0%</b>	<b>415</b>	<b>100.0%</b>	<b>387</b>	<b>100.0%</b>	<b>2295</b>	<b>100.0%</b>

	Community Services Directorate	Customer Services Directorate	Children & Young People Directorate	Resources & Regeneration Directorate	Total					
<b>Total all minority employees</b>	<b>292</b>	<b>42.75%</b>	<b>319</b>	<b>39.38%</b>	<b>202</b>	<b>48.67%</b>	<b>143</b>	<b>36.95%</b>	<b>956</b>	<b>41.66%</b>

## WOMEN EMPLOYEES 2017/18

Women	Men	Total employees
1363	932	2295
59.4%	40.6%	100.0%

BY DIRECTORATE										
Gender	Children & Young People Directorate		Community Services Directorate		Customer Services Directorate		Resources & Regeneration Directorate		Total	
Women	348	83.9%	474	69.4%	311	38.4%	230	59.4%	1363	59.4%
Men	67	16.1%	209	30.6%	499	61.6%	157	40.6%	932	40.6%
<b>Total</b>	<b>415</b>	<b>100.0%</b>	<b>683</b>	<b>100.0%</b>	<b>810</b>	<b>100.0%</b>	<b>387</b>	<b>100.0%</b>	<b>2295</b>	<b>100.0%</b>

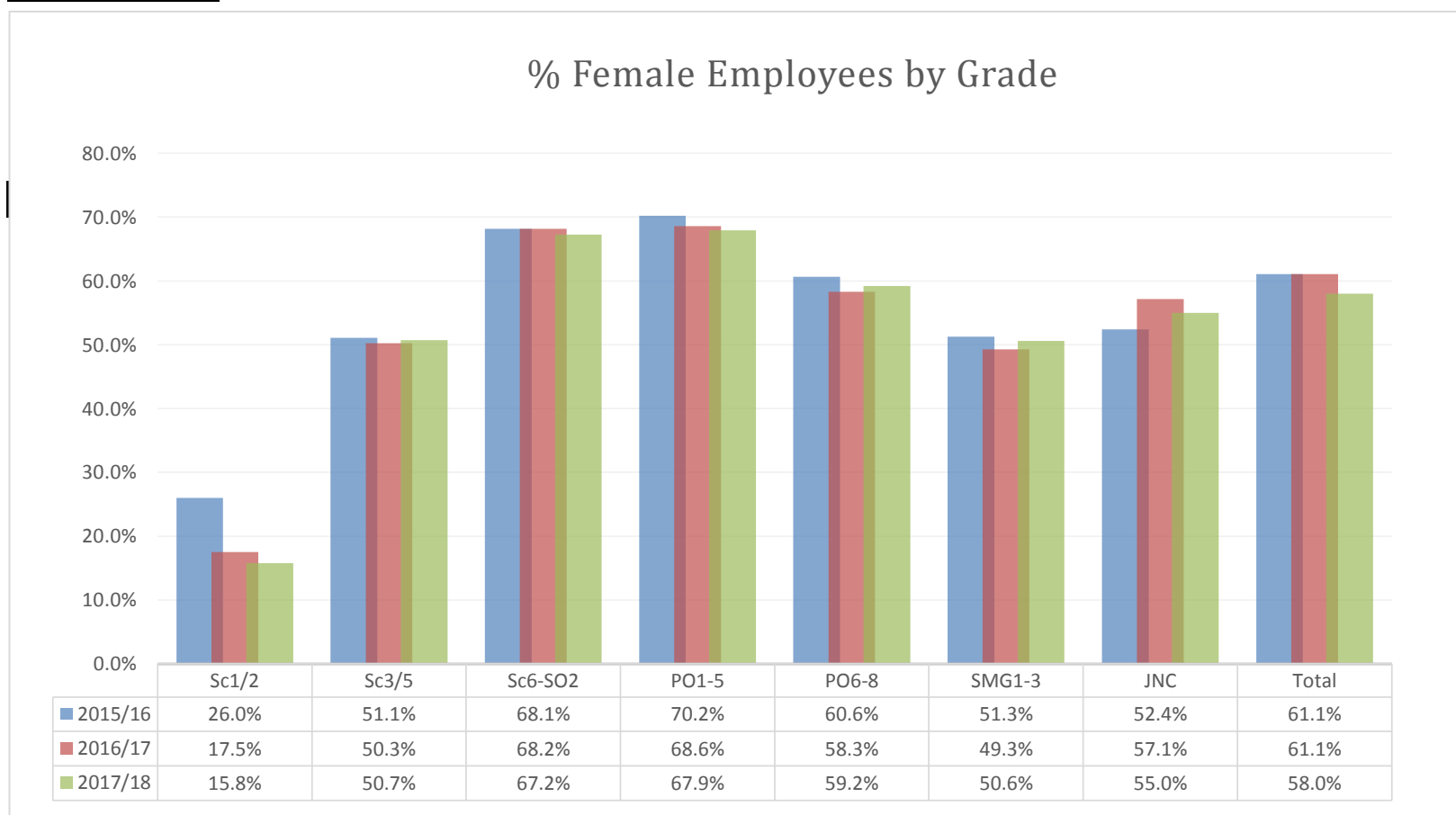
BY GRADE											
Lecturers		Soulbury		Sc1-2		Sc3-5		Sc6-SO2		PO1-5	
89	80.2%	19	100.0%	36	15.8%	180	50.7%	361	64.8%	523	67.9%
PO6-8		SMG1-3		JNC		Total					
103	59.2%	41	50.6%	11	55.0%	1363	59.4%				

BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10-19.99 years		20+ years		Total	
504	58.1%	216	59.8%	420	61.8%	223	57.8%	1363	59.4%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	14.3%	30	49.2%	87	55.4%	121	58.5%	180	61.0%	142	62.3%
46 - 50		51 - 55		55 +		Total					
190	59.9%	266	62.1%	346	58.2%	1363	59.4%				

BY ETHNICITY							
BME		Unknown		White		Total	
610	63.8%	60	55.6%	693	56.3%	1363	59.4%

Disabled	
56	4.1%



The majority (58.0%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 55% of senior grades (top 5% of earners) which is similar to 57% in 2016/17.

## DISABLED EMPLOYEES 2017/18

Yes		No		Unknown	
92	4.0%	1406	61.3%	797	34.7%

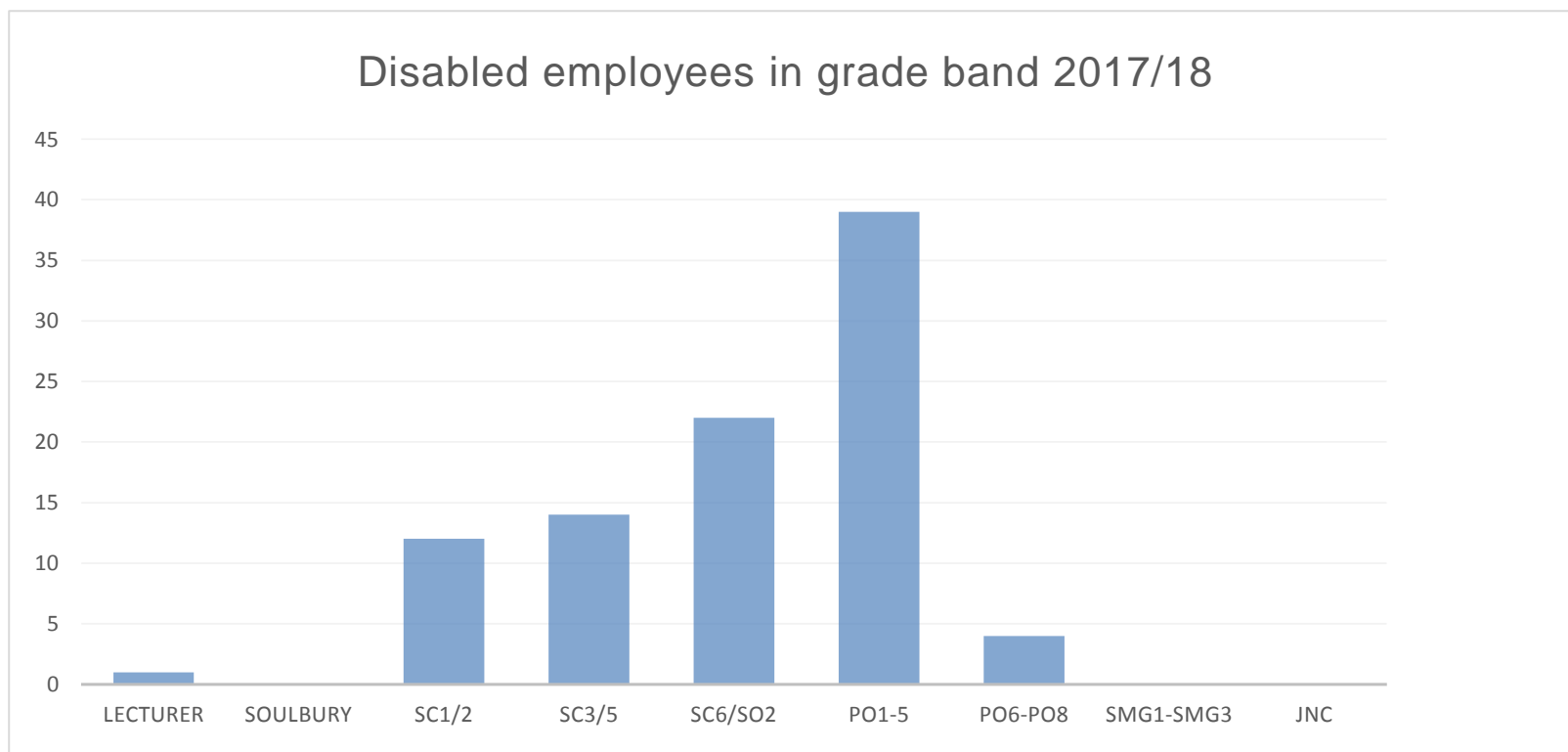
DIRECTORATE					
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total	
17	4.1%	31	4.5%	27	3.3%
				17	4.4%
				92	4.0%

BY GRADE					
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5
1	0.0%	0	0.0%	12	5.3%
				14	3.9%
				22	4.1%
				39	5.1%
PO6-8	SMG1-3	JNC	Total		
4	2.3%	0	0.0%	0	0.0%
				92	4.0%

BY LENGTH OF SERVICE					
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total	
34	3.9%	11	3.0%	26	3.8%
				21	5.4%
				92	4.0%

BY AGE					
16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45
0	0.0%	3	4.9%	8	5.1%
				3	1.4%
				7	2.4%
				6	2.6%
46 - 50	51 - 55	55 +	Total		
13	4.1%	23	5.4%	29	4.9%
				92	4.0%

BY ETHNICITY			
BME	Unknown	White	Total
36	3.8%	3	2.8%
			53
			92
			4.0%



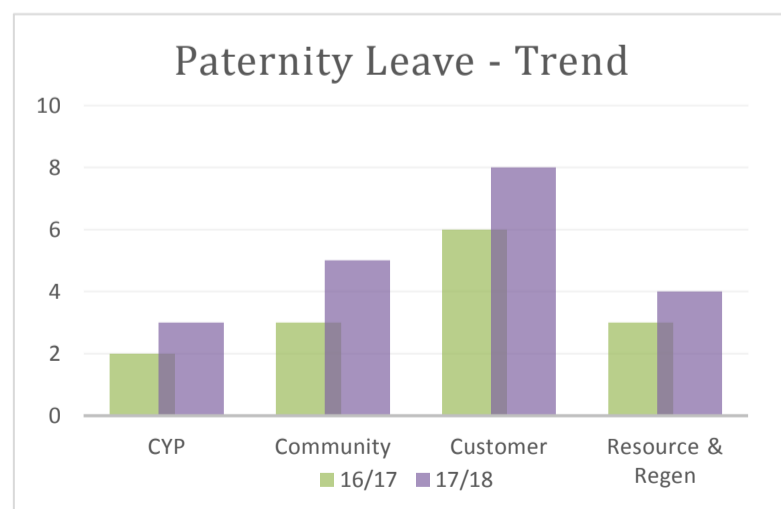
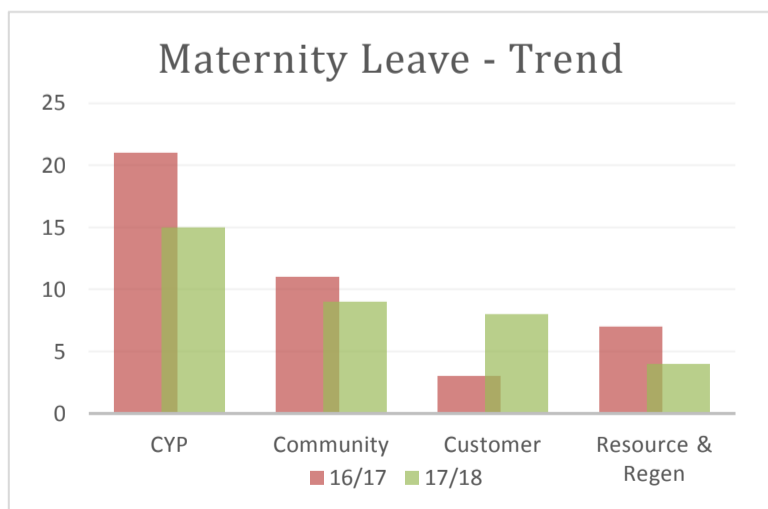
The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 4.0% of non-schools employees have declared that they consider themselves to have a disability, a decrease of 0.1% points from 2016/17. This compares to an average across all London Councils of 4.9% (source London Councils Human Capital Matrix 2016/17).

## Protected Characteristics 2017/18

Religion			
Any other	0.87%	Muslim	1.44%
Buddhist	0.39%	None	18.87%
Christian (all denominations)	31.76%	Prefer not to say	5.62%
Hindu	0.44%	Sikh	0.31%
Jewish	0.04%	Unknown	40.26%
			<b>Total all employees</b>
			<b>100.00%</b>
A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.			

Sexual Orientation	
Bisexual	0.35%
Gay/lesbian	1.61%
Other	0.17%
Prefer not to say	4.62%
Straight/Heterosexual	52.33%
Unknown	40.92%
<b>Total all employees</b>	<b>100.00%</b>
A large proportion of employees did not declare their sexual orientation.	

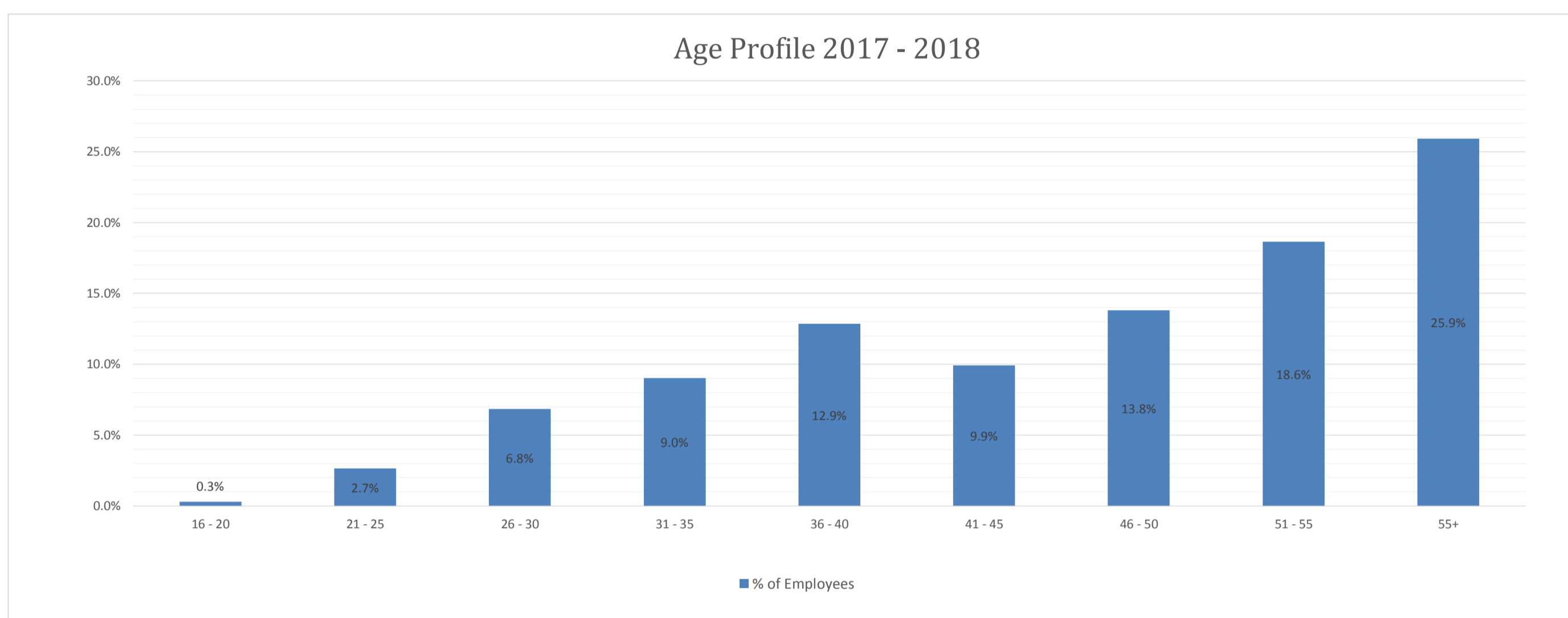
Marital Status	
Married/Civil Partner	26.61%
Not married/Not Civil Partner	13.94%
Prefer not to say	26.74%
Unknown	32.71%
<b>Total all employees</b>	<b>100.00%</b>
High number of employees did not respond to the question about their marital status. A large proportion also preferred not to state their status either.	



## AGE PROFILE 2017 - 2018

### BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Children & Young People Directorate	1	0.2%	9	2.2%	43	10.4%	57	13.7%	66	15.9%	45	10.8%	54	13.0%	75	18.1%	65	15.7%	415	18.1%
Community Services Directorate	1	0.1%	13	1.9%	35	5.1%	62	9.1%	77	11.3%	76	11.1%	99	14.5%	126	18.4%	194	28.4%	683	29.8%
Customer Service Directorate	1	0.1%	21	2.6%	44	5.4%	60	7.4%	100	12.3%	83	10.2%	113	14.0%	154	19.0%	234	28.9%	810	35.3%
Resources & Regeneration Directorate	4	1.0%	18	4.7%	35	9.0%	28	7.2%	52	13.4%	24	6.2%	51	13.2%	73	18.9%	102	26.4%	387	16.9%
<b>Total</b>	<b>7</b>	<b>0.3%</b>	<b>61</b>	<b>2.7%</b>	<b>157</b>	<b>6.8%</b>	<b>207</b>	<b>9.0%</b>	<b>295</b>	<b>12.9%</b>	<b>228</b>	<b>9.9%</b>	<b>317</b>	<b>13.8%</b>	<b>428</b>	<b>18.6%</b>	<b>595</b>	<b>25.9%</b>	<b>2295</b>	<b>100%</b>



The age profile of the Council is outlined above, demonstrating that 68.2% of employees are over 40. The average age of the workforce in Lewisham is 45, this is due to the fact that historically, people entered local government to build a career and tend to have remained working for the Council. 42% of employees live in the Borough; this together with good transport links, coupled with the attractive terms and conditions of employment can explain why staff in the older age bands tend to stay with the Council.

The percentage of the workforce aged under 25 is 3% which has decreased from 3.5% in 2016/17. The Council continues to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships. The Council is also seeking to fill entry level posts with Apprentices and HR are actively encouraging services who have not yet taken up Apprenticeship opportunities, to do so.

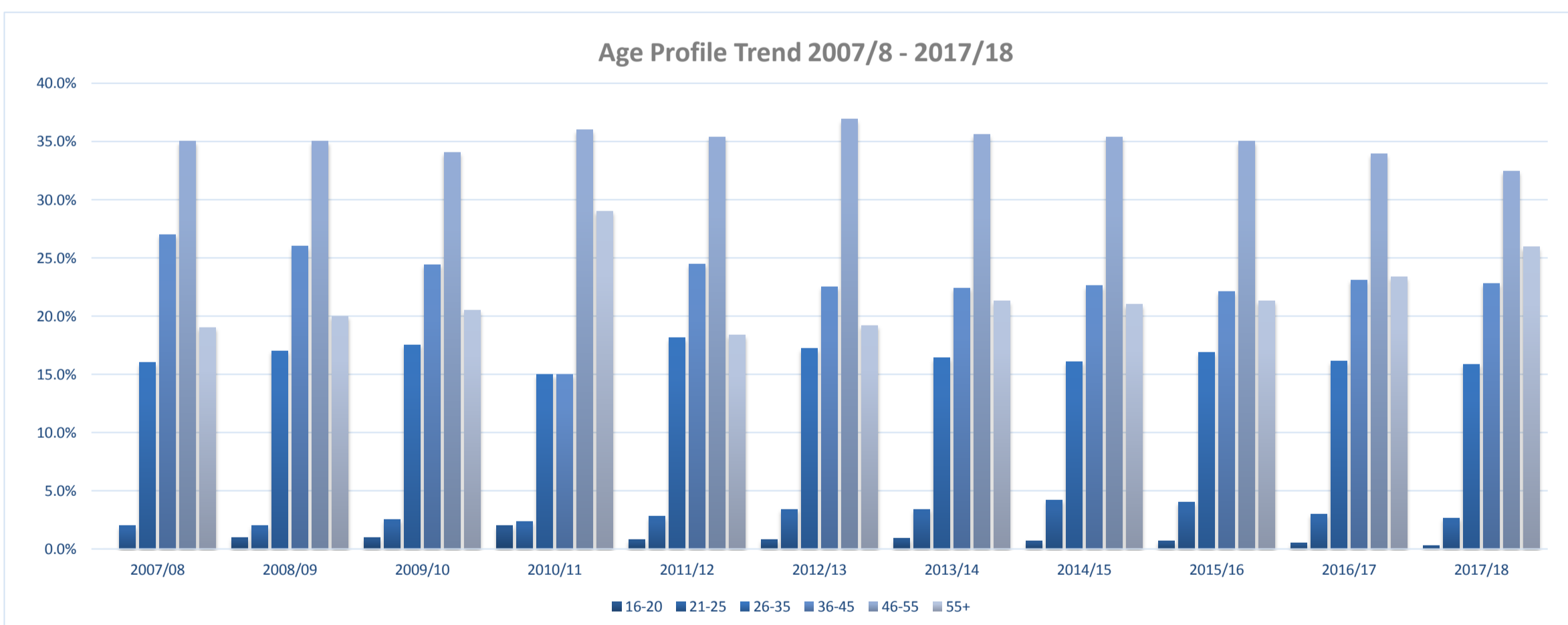
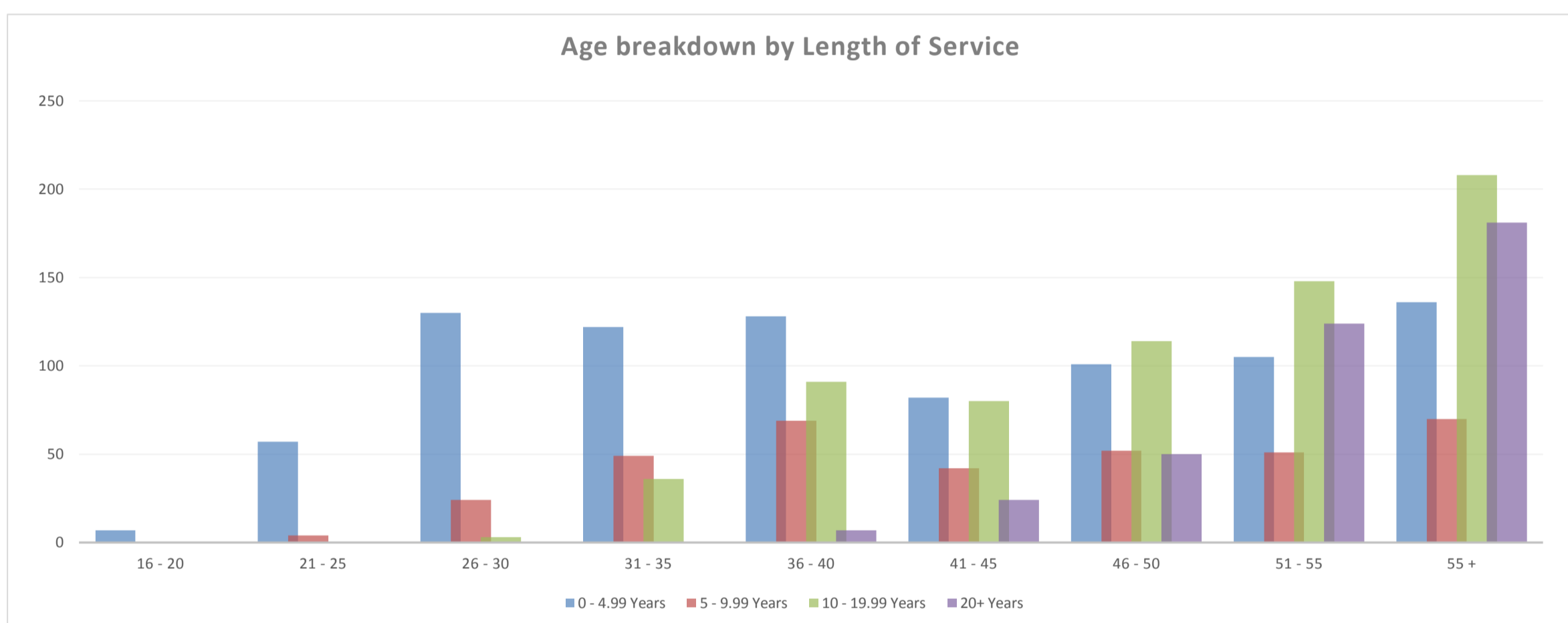
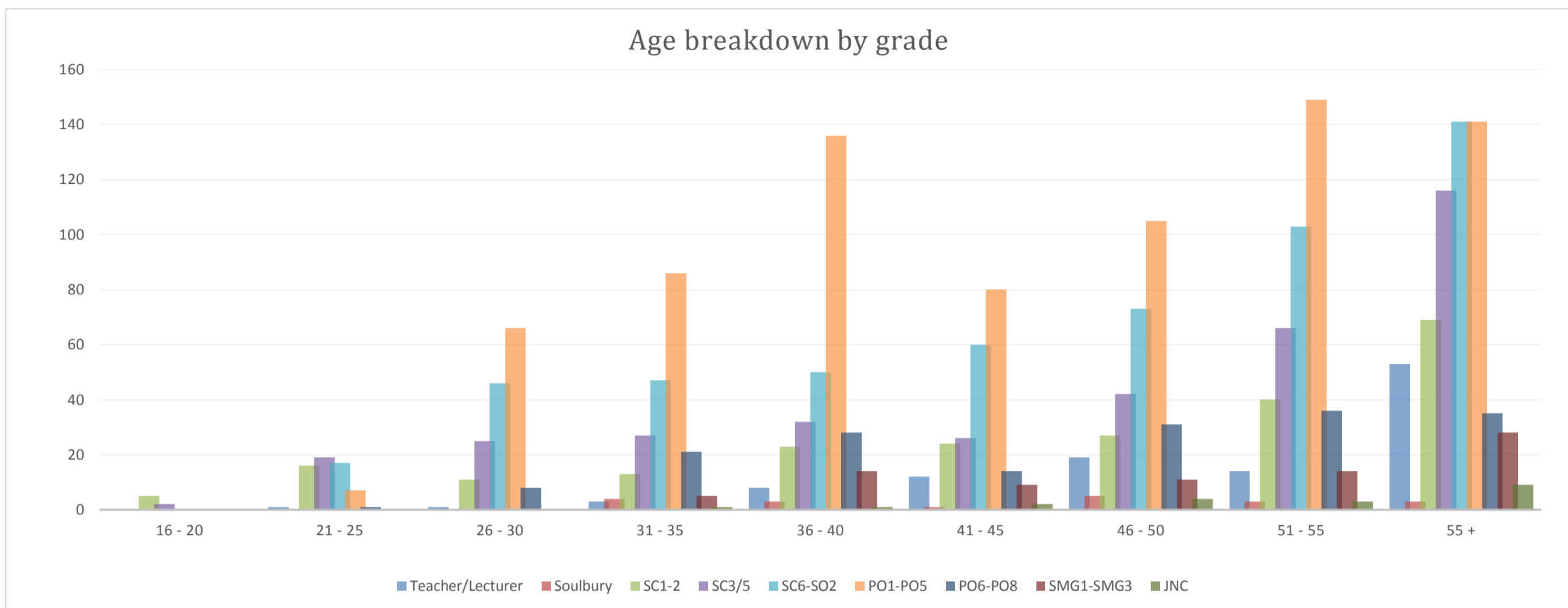
### By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	7	0.7%	34	3.6%	72	7.5%	95	9.9%	127	13.3%	110	11.5%	126	13.2%	193	20.2%	192	20.1%	956	41.7%
Unknown	0	0.0%	4	3.7%	6	5.6%	5	4.6%	17	15.7%	10	9.3%	22	20.4%	19	17.6%	25	23.1%	108	4.7%
White	0	0.0%	23	1.9%	79	6.4%	107	8.7%	151	12.3%	108	8.8%	169	13.7%	216	17.5%	378	30.7%	1231	53.6%
<b>Total</b>	<b>7</b>	<b>0.3%</b>	<b>61</b>	<b>2.7%</b>	<b>157</b>	<b>6.8%</b>	<b>207</b>	<b>9.0%</b>	<b>295</b>	<b>12.9%</b>	<b>228</b>	<b>9.9%</b>	<b>317</b>	<b>13.8%</b>	<b>428</b>	<b>18.6%</b>	<b>595</b>	<b>25.9%</b>	<b>2295</b>	<b>100%</b>

### By Disability

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	0	0.0%	3	3.3%	8	8.7%	3	3.3%	7	7.6%	6	6.5%	13	14.1%	23	25.0%	29	31.5%	92	100%

## AGE PROFILE 2017 - 2018



Over the past 11 years the number of staff in age bands '16-20', '21-24', '25-34', '45-54' have remained broadly similar. The age group 55+ has increased by 2.8 percentage points from 2016/17 which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. All age bands in 2017/18 are broadly similar when compared to the 2016/17 financial year.



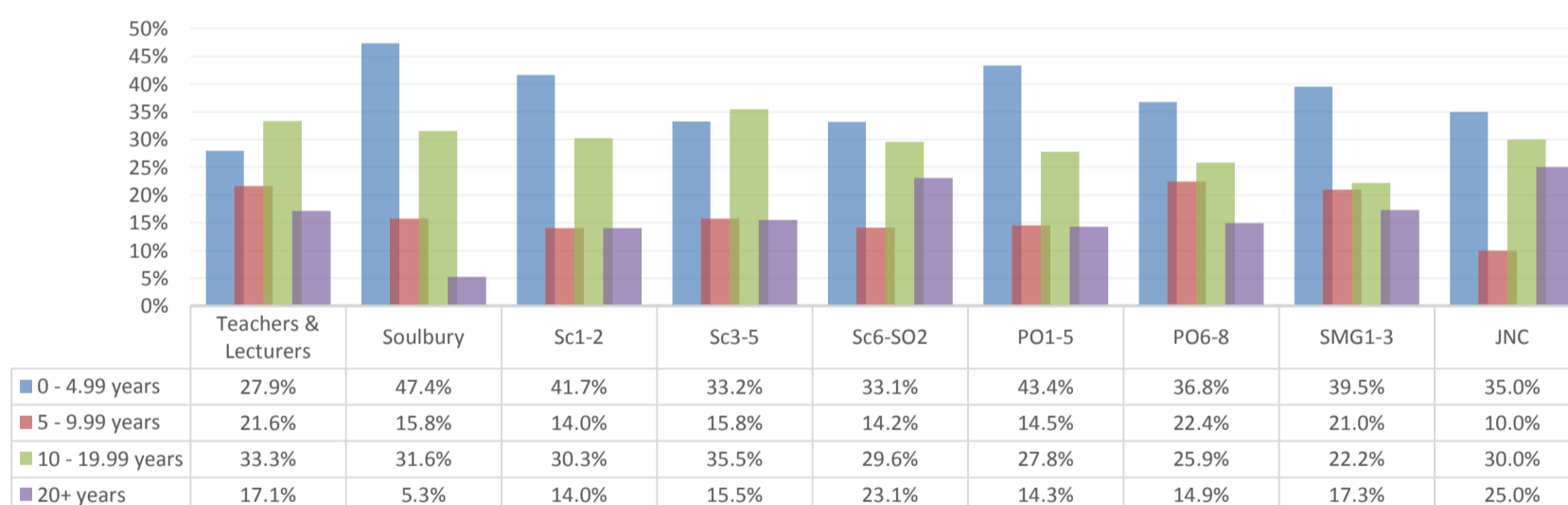
## LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2017/18

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	207	49.9%	76	18.3%	99	23.9%	33	8.0%	415	18.1%
Community Services	261	38.2%	138	20.2%	206	30.2%	78	11.4%	683	29.8%
Customer Service	240	29.6%	87	10.7%	284	35.1%	199	24.6%	810	35.3%
Resources & Regeneration	160	41.3%	60	15.5%	91	23.5%	76	19.6%	387	16.9%
<b>Total</b>	<b>868</b>	<b>37.8%</b>	<b>361</b>	<b>15.7%</b>	<b>680</b>	<b>29.6%</b>	<b>386</b>	<b>16.8%</b>	<b>2295</b>	<b>100.0%</b>

CYP Directorate have the highest proportion of employees with less than 5 years service. This can be explained by increased numbers of Newly Qualified Social Workers joining the Directorate. By comparison, CYP percentage of employees with over 10 years service (23.9%) is lower than the other Directorates. This could be explained by the nature of social work which has a high level of "burn out" causing social workers to leave after just a few years in post. The Council has implemented a transformation programme to address this issue.

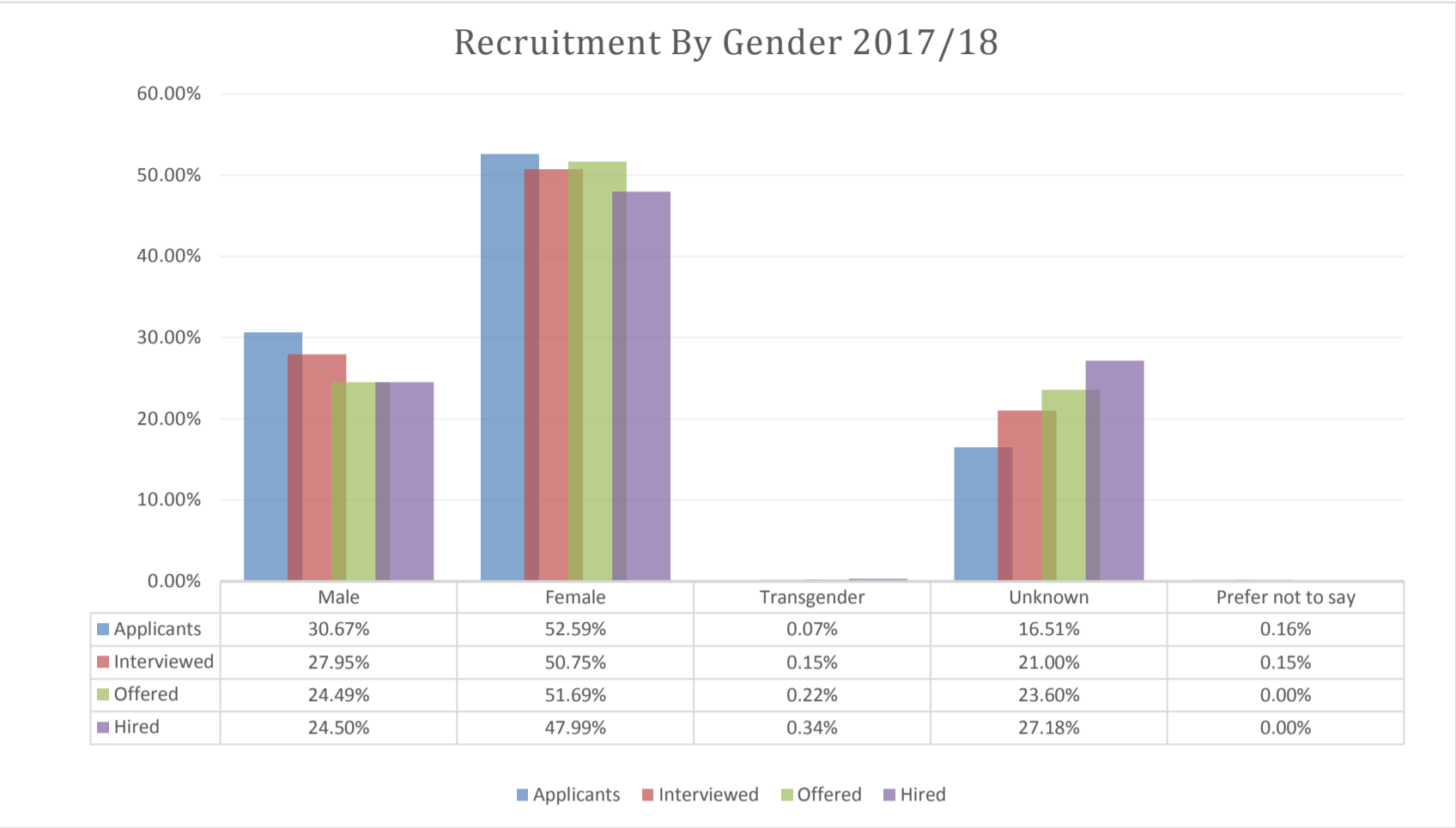
BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	31	27.9%	24	21.6%	37	33.3%	19	17.1%	111	4.8%
Soulbury	9	47.4%	3	15.8%	6	31.6%	1	5.3%	19	0.8%
Sc1 - 2	95	41.7%	32	14.0%	69	30.3%	32	14.0%	228	9.9%
Sc3 - 5	118	33.2%	56	15.8%	126	35.5%	55	15.5%	355	15.5%
Sc6 - SO2	178	33.1%	76	14.2%	159	29.6%	124	23.1%	537	23.4%
PO1 - 5	334	43.4%	112	14.5%	214	27.8%	110	14.3%	770	33.6%
PO6 - 8	64	36.8%	39	22.4%	45	25.9%	26	14.9%	174	7.6%
SMG1 - 3	32	39.5%	17	21.0%	18	22.2%	14	17.3%	81	3.5%
JNC	7	35.0%	2	10.0%	6	30.0%	5	25.0%	20	0.9%
<b>Total</b>	<b>868</b>	<b>37.8%</b>	<b>361</b>	<b>15.7%</b>	<b>680</b>	<b>29.6%</b>	<b>386</b>	<b>16.8%</b>	<b>2295</b>	<b>100.0%</b>

**Length of Service by Grade 2017/18**



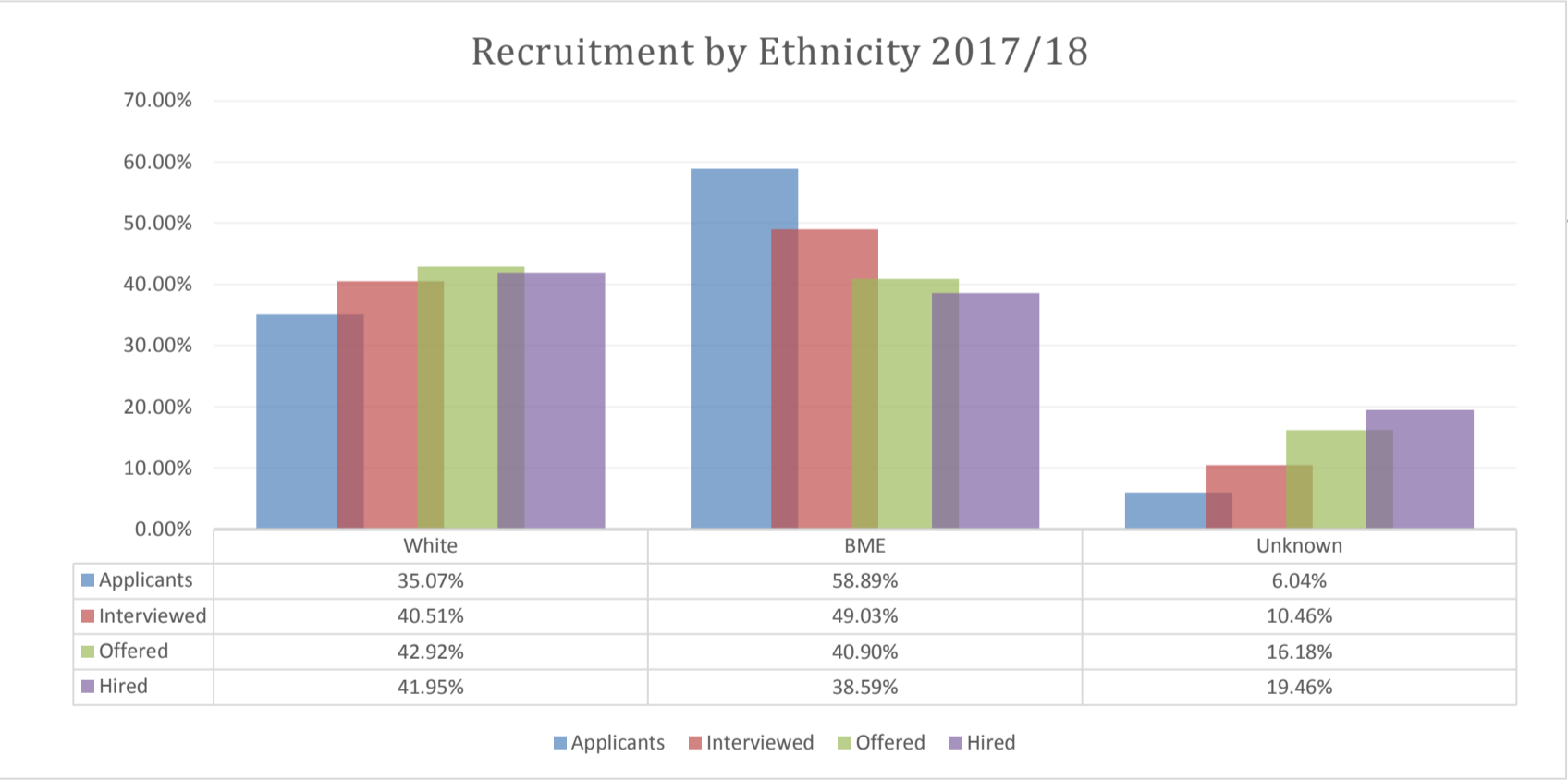
The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1-2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3-5' as apprentices who successfully complete their apprenticeship are given "prior consideration" to posts of Sc3 and under at the end of their placement. There is an increase in employees in grades PO1 to PO5 with less than 5 years service.

## Recruitment by Gender 2017/18



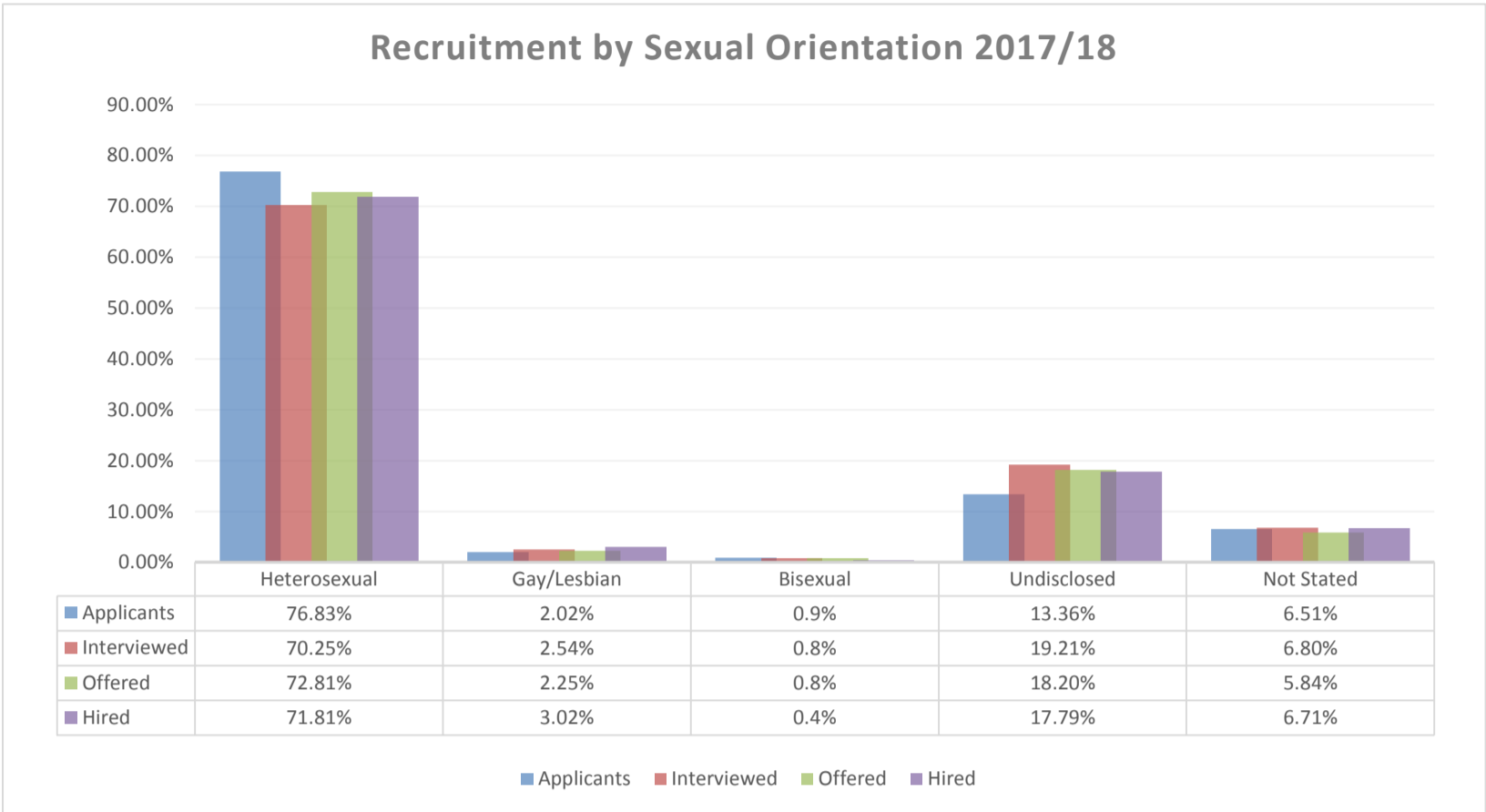
The Council received 4252 applications for 284 roles and appointed to 298 posts. 52.59% of applications made to the Council during 2017/18 were from female applicants which is a decrease from 58.7% during 2015/2016. Of the total appointments made during 2016/17 female appointees account for 46.2%. However, 816 applicants have "unknown" gender so these numbers are likely to be higher in reality.

## Recruitment by Ethnicity 2017/18



During 2017/18, 58.89% of applications were made by applicants who identify as BME, which was broadly similar to 2016/17 data. During 2016/17 BME candidates represent 38.59% of the total BME appointments made.

**Recruitment by Sexual Orientation 2017/18**



2.92% of all job applications made during 2017/18 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is similar to last year's figure of 2.9%; 3.6% of total appointments made during 2017/18 were candidates who identify as LGBT, which is consistent with last year's figure.

## Impact of HR Processes

During 2017/18, the HR Division supported the Council in delivering services at a time of large public sector reductions by maintaining employee engagement and relations. The division ensured relatively good employee relations within the Council.

Moving into 2018/19 the HR Division continues to work to deliver the council's people management strategy objectives, having recently consulted managers to re launch these. They are:

To support the new integrated HR, Finance and Payroll system by working with the appointed HR system integrator and project team to ensure programme milestones are delivered, ensuring resources are appropriately assigned throughout the life of the programme and that contingency plans are in place with the existing system provider.

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

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

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

Deliver workforce elements of the Council cost savings programme to support efficient delivery of council outcomes within reducing budgets.

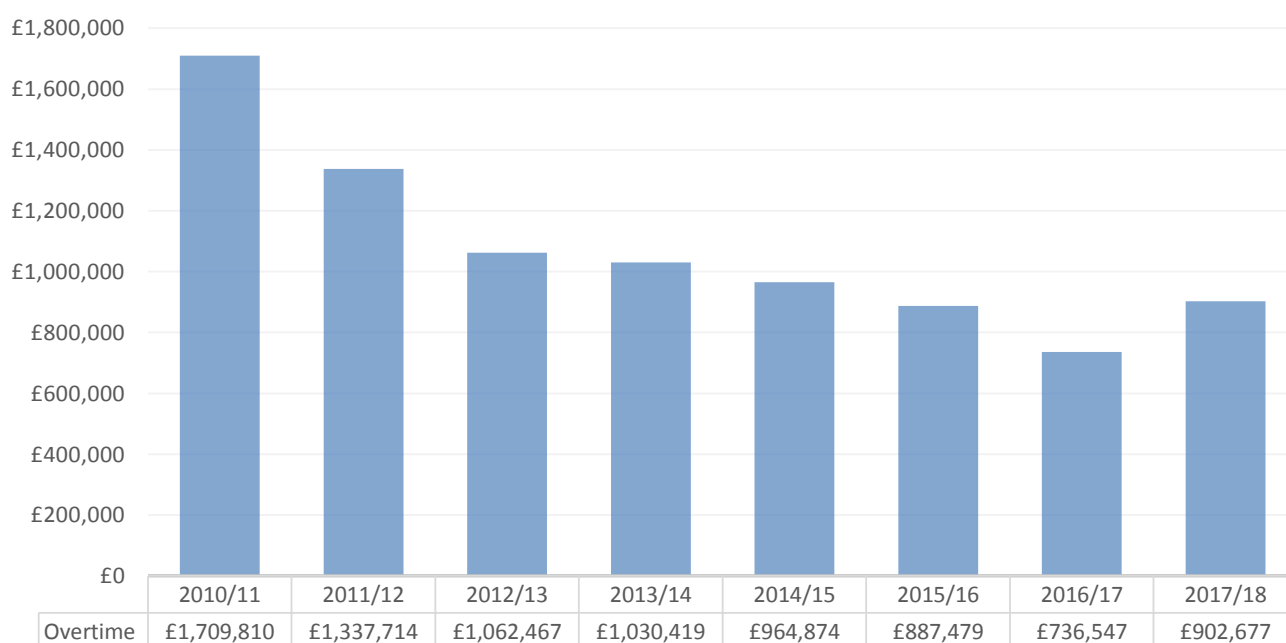
Ensure that the Council's People Strategy supports the direction and focus of the Service Transformation and Digital Programme

Ensure we continue to support the organisation by delivering effective HR solutions at low cost, to achieve value for money by reducing agency/interim spend, ensuring senior management is fully aware of usage and spend; providing accurate and timely Management Information; providing the training that is needed by the services; working proactively with managers on operational management issues

## OVERTIME/ADDITIONAL HOURS 2017/18

	Overtime 2016/17	Overtime 2017/18	Differences
Children and Young People	£28,785	£51,968	£23,183
Community Services	£122,534	£115,649	-£6,885
Customer Services	£550,465	£720,338	£169,873
Resources & Regeneration	£34,763	£14,723	-£20,041
<b>Total</b>	<b>£736,547</b>	<b>£902,677</b>	<b>£166,130</b>

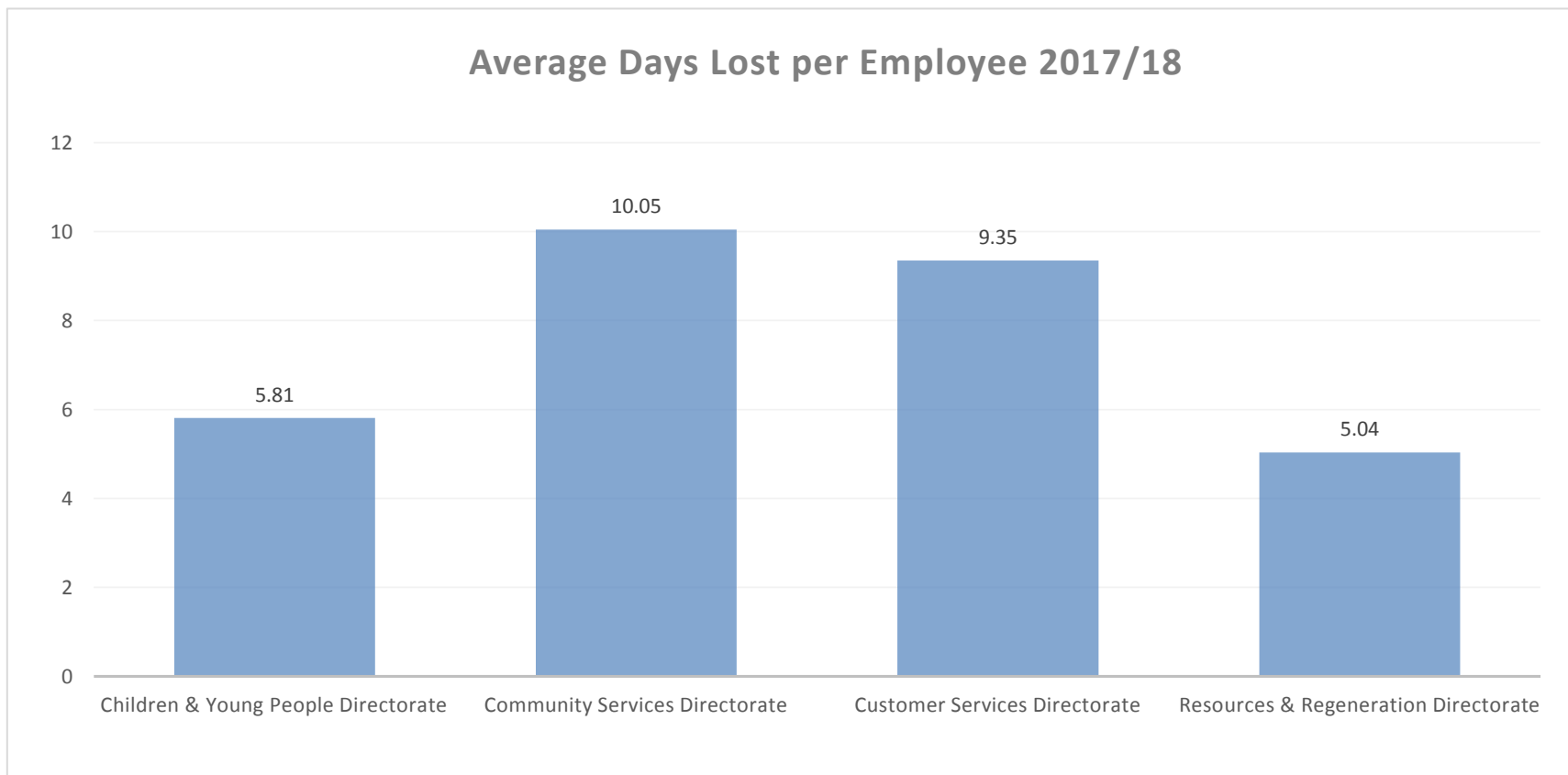
### Overtime Trend



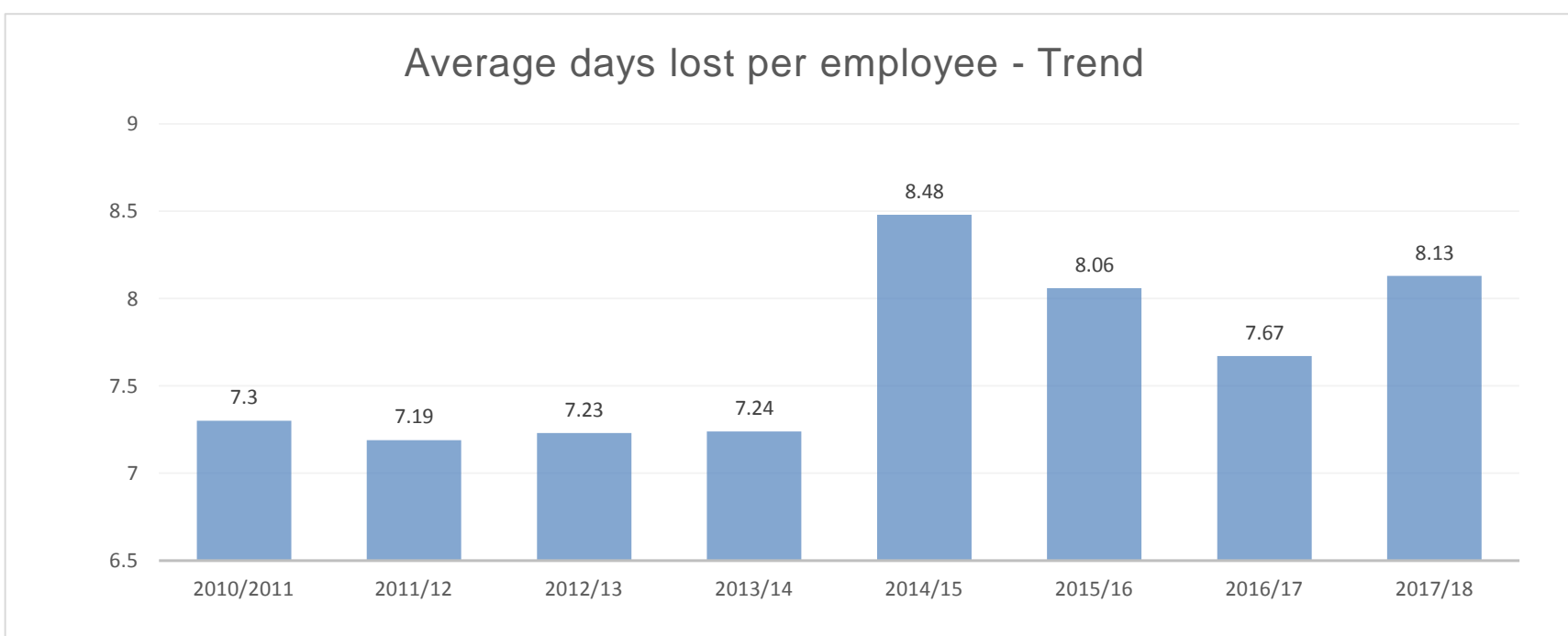
The overtime trend decreased over the last 8 years but during 2017/18 there was an increase of £166,130 which continues to be closely monitored on a monthly basis.

## SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2017/18

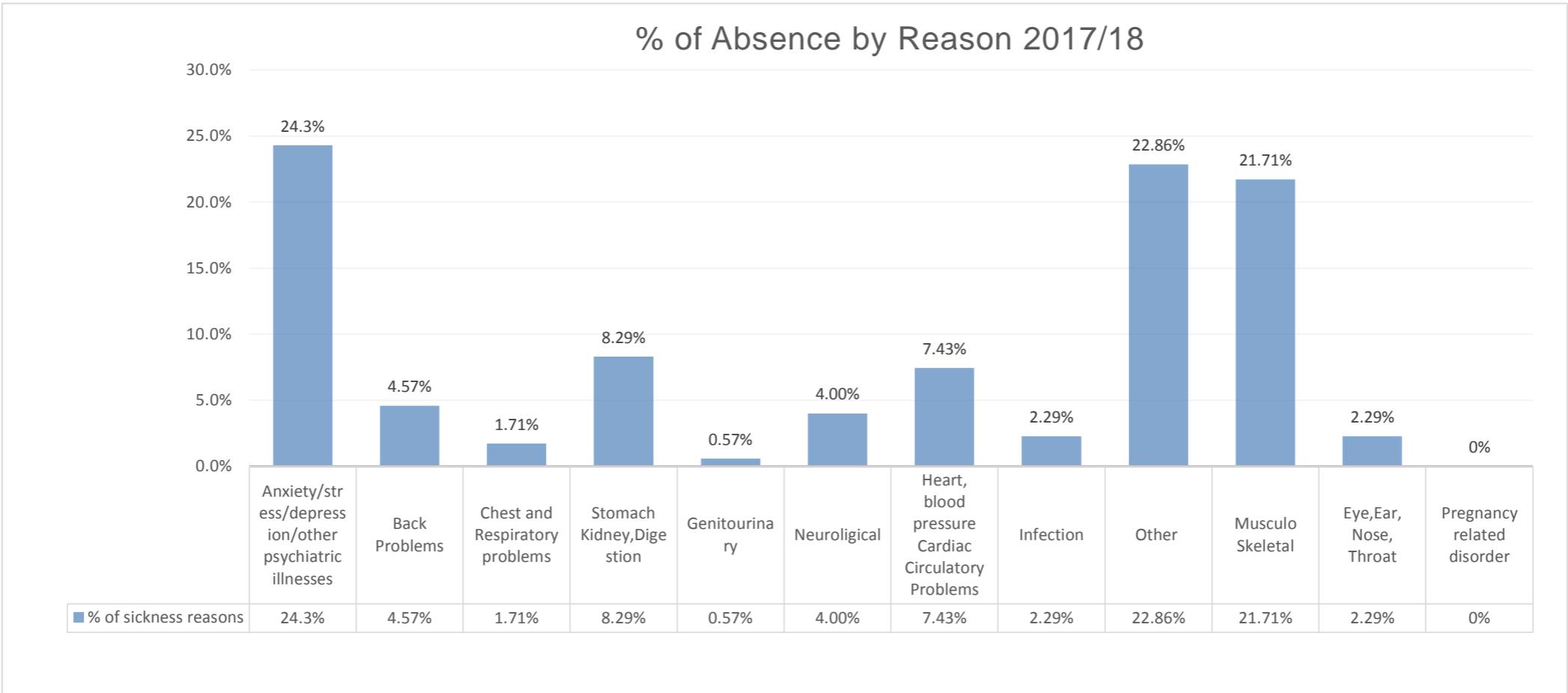
Directorate	Actual Days	Average FTE	Avg Days Lost 16/17	Avg Days Lost 17/18
Children & Young People Directorate	2178.53	375.21	5.24	5.81
Community Services Directorate	5540.69	551.57	8.20	10.05
Customer Services Directorate	7042.36	753.06	9.69	9.35
Resources & Regeneration Directorate	1783.50	354.20	4.62	5.04
<b>Lewisham Council excluding Schools</b>	<b>16545.08</b>	<b>2034.05</b>	<b>7.67</b>	<b>8.13</b>



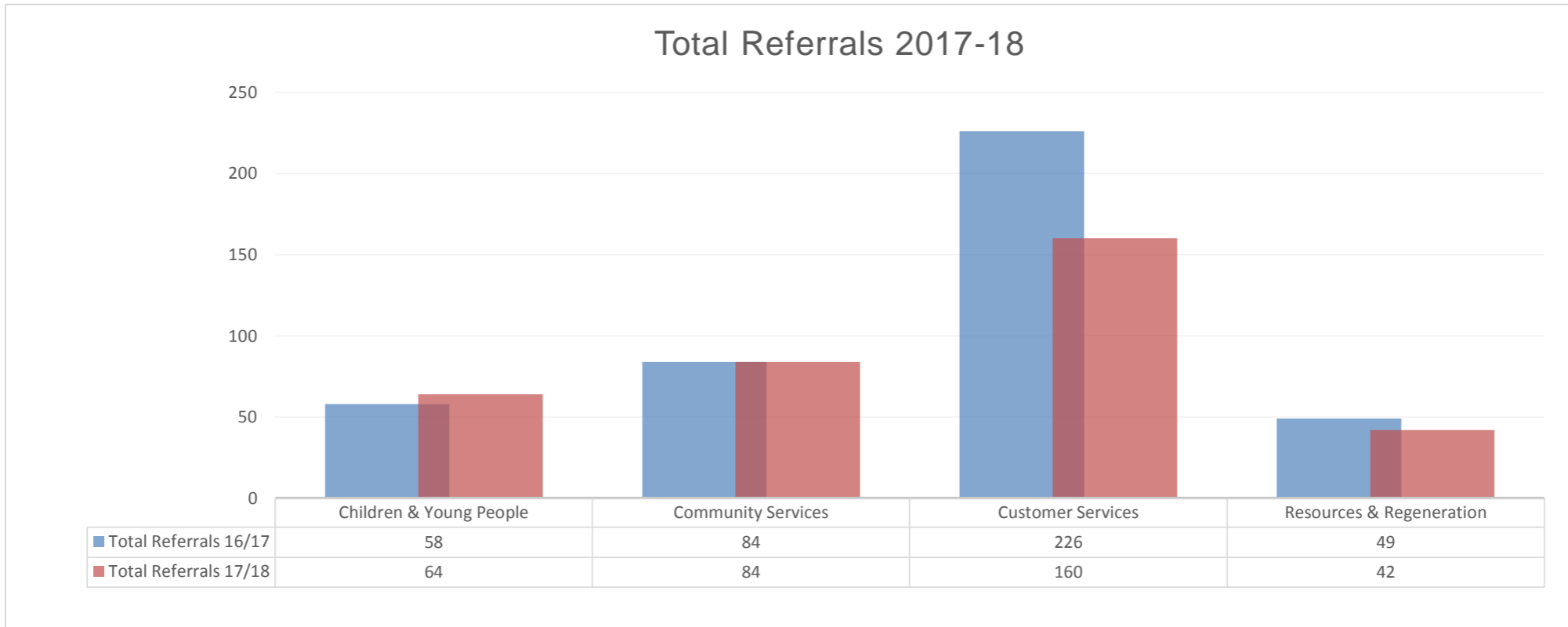
The average days lost per employee has increased to 8.13 days in 2017/18 from 7.67 days during 2016/17. The median number of days lost per employee across London Councils is 7.7 (*source London Councils Human Capital Matrix 2016/17*). The average number of days lost has decreased in Children & Young People and Community Services Directorates; Resources and Regeneration Directorate has a lower average days lost than the other Directorates.



**OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS**



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



## PROMOTED EMPLOYEES - 2017/18

Promoted Employees		Total Employees	
133	5.8%	2295	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
45	10.84%	27	3.95%	34	4.20%	27	6.98%	133	5.80%

BY GENDER					
Male		Female		Total	
43	4.61%	90	6.60%	133	5.8%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.00%	0	0.00%	1	0.44%	5	15.21%	17	3.17%	75	9.74%
PO6-8		SMG1-SMG3		JNC		Total					
29	16.67%	5	6.17%	1	5.0%	133	5.8%				

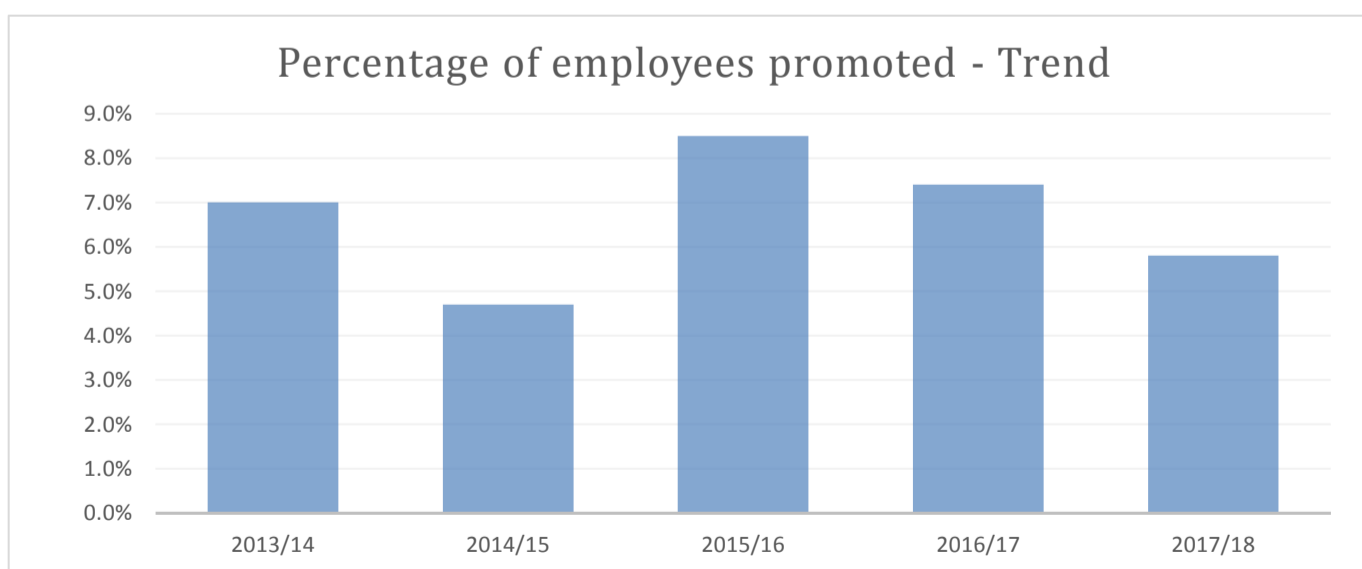
BY LENGTH OF SERVICE									
0 - 4.99 years		5 - 9.99 years		10 - 19.99 years		20+ years		Total	
78	9.0%	16	4.4%	29	4.3%	10	2.6%	133	5.8%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
0	0.0%	7	11.5%	22	14.0%	20	9.7%	36	12.2%	12	5.3%
46-50		51-55		55+		Total					
19	6.0%	11	2.6%	6	1.0%	133	5.8%				

BY ETHNICITY							
BME		Unknown		White		Total	
57	6.0%	4	3.7%	72	5.8%	133	5.8%

BY DISABILITY	
Disabled	
5	5.4%

The percentage of promoted non-schools employees during 2017/18 is 5.8%. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.

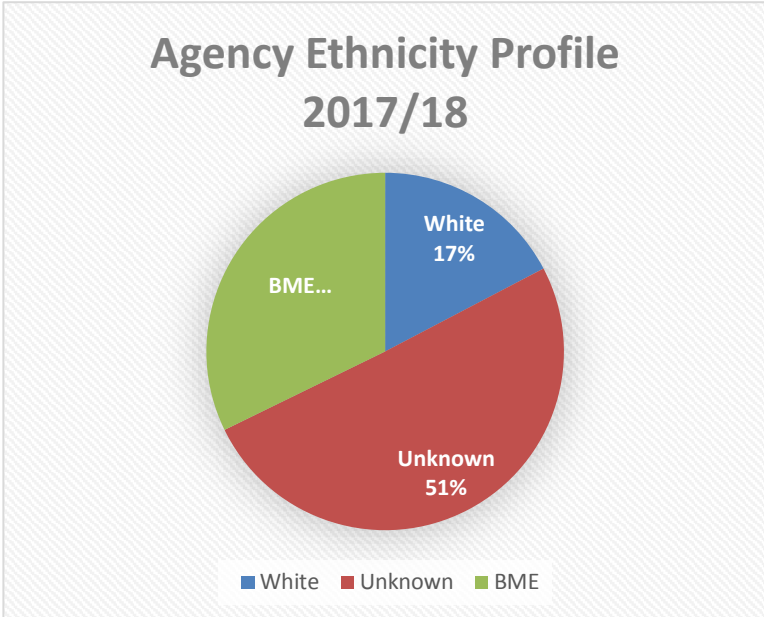
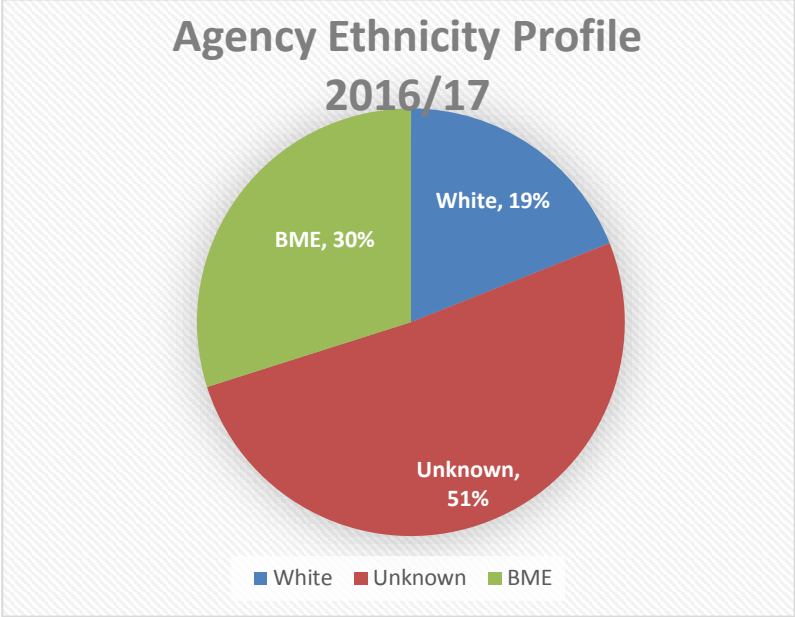




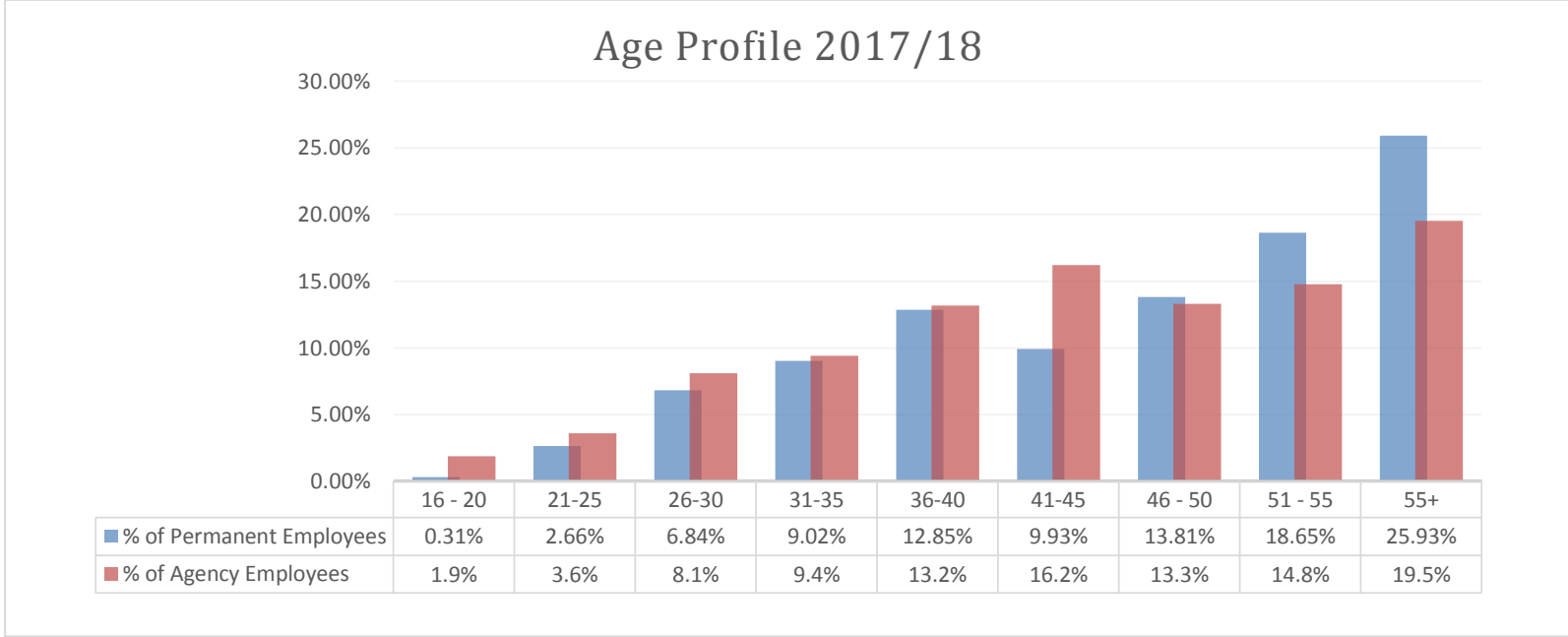
## Agency Profile 2017/18

Agency Gender Profile 2017/18					
Gender	Children & Young People	Community	Customer	Resources & Regeneration	Total
<b>Women</b>	123	103	92	49	367
<b>Men</b>	25	46	178	48	297
<b>Total</b>	<b>148</b>	<b>149</b>	<b>270</b>	<b>97</b>	<b>664</b>

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



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.

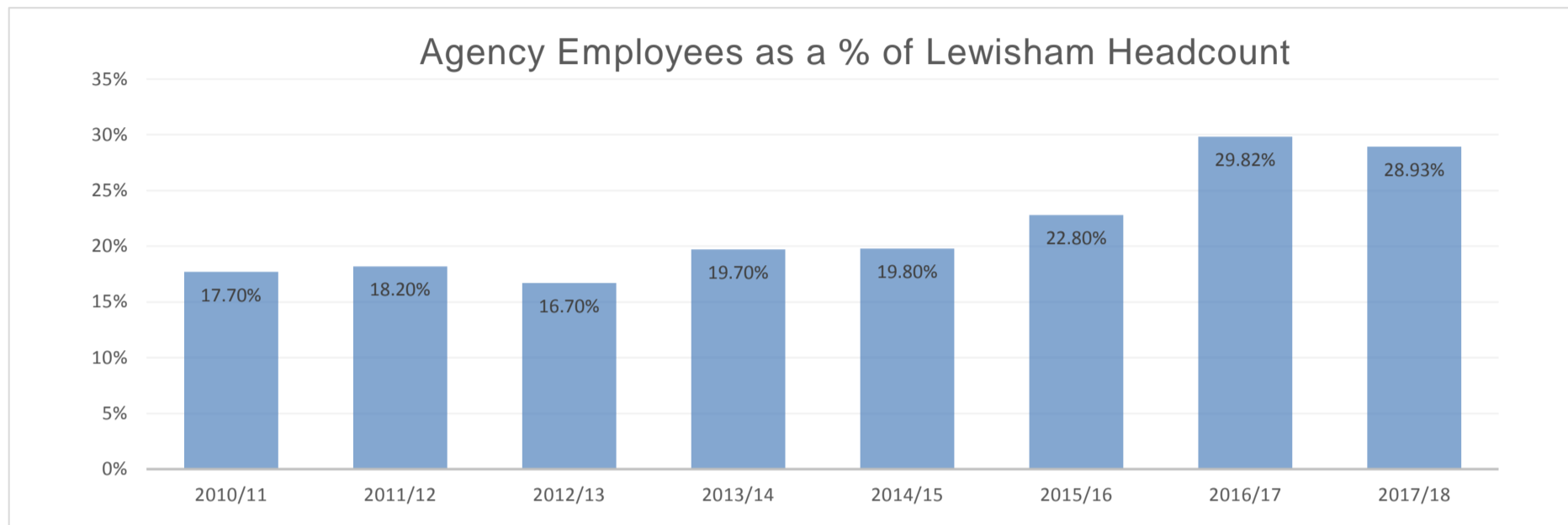


34.3% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

## AGENCY STAFF EXPENDITURE

April 2017 to March 2018

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE				
Directorate	2017/18		2016/17	
	£'000	%	£'000	%
Children & Young People	7295	30.1%	5106	22.7%
Community Services	5616	23.2%	5453	24.3%
Customer Services	7272	30.0%	8439	37.6%
Resources & Regeneration	4034	16.7%	3454	15.4%
<b>TOTAL</b>	<b>24,217</b>	<b>100.0%</b>	<b>22,452</b>	<b>100.0%</b>



In 2017/18 agency workers made up almost 28.9% of the total workforce compared to 29.8% in 2016/17. The percentage of agency workers has decreased by 0.9 percentage points over the last year due to number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken. This along with the fact that agency worker tenure has increased has resulted in an increase in expenditure of £2.5m on the previous year's figure.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2017/18		
Directorate	Job Role	No.
Community Services	Bar Steward	39
	Adults Social Worker	13
	Adult Social Worker - Hospital	10
Customer Services	Cleansing Loader/Sweeper	35
	Passenger Attendant	26
	Recycling Days Loader/Sweeper	30
	Refuse Loader/Sweeper	19
Children & Young People	Business Support Officer	11
	Educational Psychologist	6
	Social Worker Childrens	4
	Social Worker Childrens R&A	4
Resources & Regeneration	Planning Technician	5
	Planning Officer	4
	Junior Planning Officer	3

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

## LEAVERS 2017/18

In 2017/18 the number of non-schools employees reduced from 2209 at the beginning of the year to 2295 by the year's end, a net reduction of 86 (3.89%) employees.

Total number of employees at April 2017 - **2209**  
Less number of employees leaving on redundancy terms - 10  
Less number of employees leaving on Voluntary Severance - **None**  
Less number of voluntary leavers/dismissals (includes resignations & retirements) - **198**  
Plus number of new starters - **275**  
Total number of employees at March 2018 - **2295**

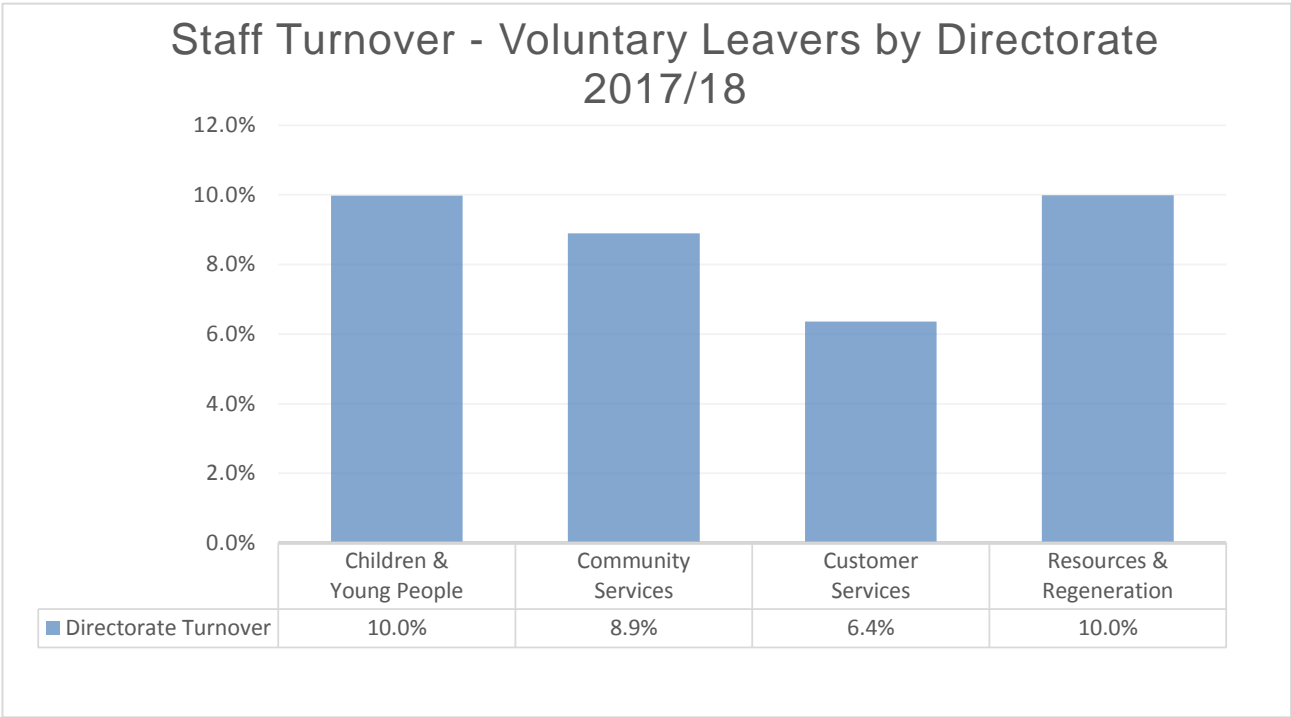
Analysis of the 188 voluntary leavers represent a 8.4 % turnover, which is more than the 7.5% turnover figure in 2016/17

Employees being made redundant continue to be offered a programme of outplacement support training (OPS). Employees are also offered one to one coaching sessions from Reed. In addition, a comprehensive "employability skills" programme has been set up on the intranet for employees which includes: Advice on completing application forms and writing CV's, advice on performing at interviews, practice psychometric tests, CV builders, and links to a range of external advice on finances, and business advisory services.

## Voluntary Leavers between April 2017 - March 2018

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 17	Employed March 18	Net Voluntary Leavers	Directorate Turnover
Children & Young People	367	415	39	10.0%
Community Services	644	683	59	8.9%
Customer Services	824	810	52	6.4%
Resources & Regeneration	374	387	38	10.0%
Total	2209	2295	188	8.3%



BY GENDER	Employed April 17	Employed March 18	Leavers Count	Turnover
Female	1336	1363	119	8.8%
Male	873	932	69	7.6%
Total	2209	2295	188	8.3%

BY ETHNICITY	Employed April 17	Employed March 18	Leavers Count	Turnover
BME	865	956	72	7.9%
Unknown	114	108	16	14.4%
White	1230	1231	100	8.1%
Total	2209	2295	188	8.3%

BY LENGTH OF SERVICE	Employed April 17	Employed March 18	Leavers Count	Turnover
0 - 4.99 Years	757	868	119	14.6%
5 - 9.99 Years	423	361	23	5.9%
10 - 19.99 Years	670	680	30	4.4%
20+ Years	359	386	16	4.3%
<b>Total</b>	<b>2209</b>	<b>2295</b>	<b>188</b>	<b>8.3%</b>

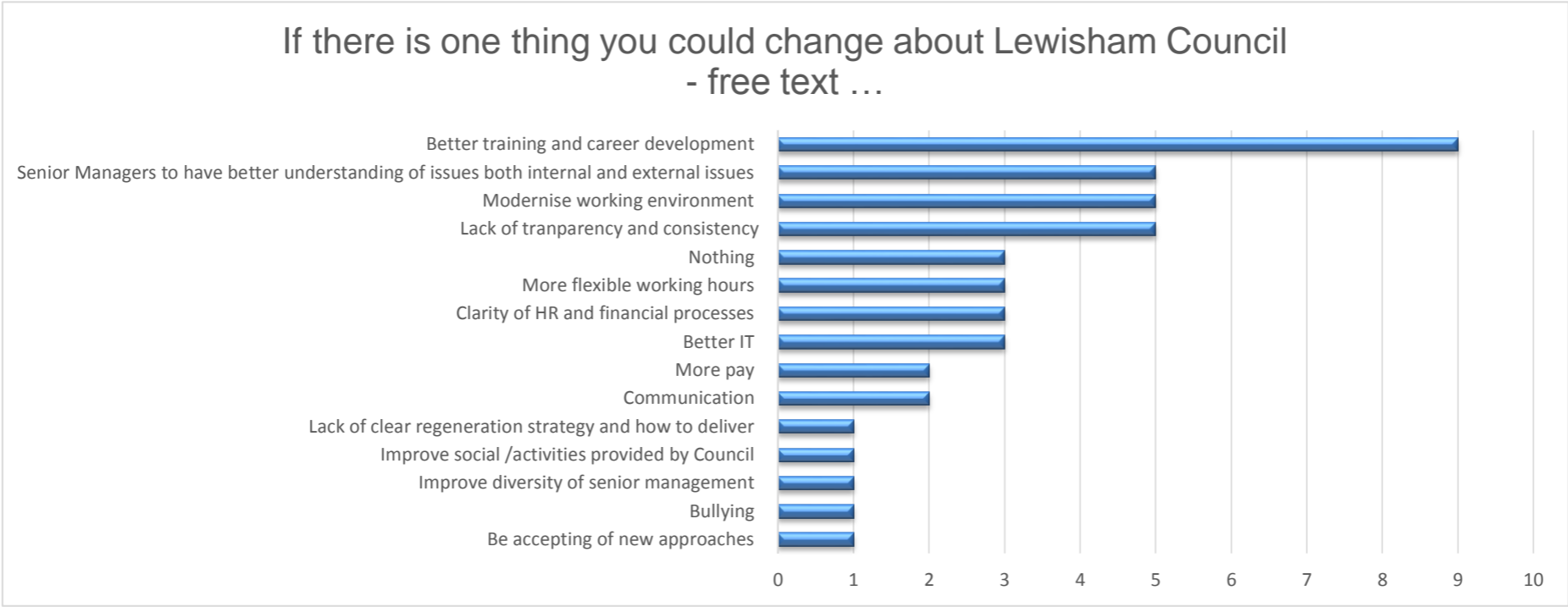
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 14 months.

BY AGE	Employed April 17	Employed March 18	Leavers Count	Turnover
16 - 20	11	7	0	0.0%
21 - 25	66	61	12	18.9%
26 - 30	156	157	24	15.3%
31 - 35	200	207	21	10.3%
36 - 40	274	295	33	11.6%
41 - 45	236	228	20	8.6%
46 - 50	326	317	13	4.0%
51 - 55	424	428	16	3.8%
55 +	516	595	49	8.8%
<b>Total</b>	<b>2209</b>	<b>2295</b>	<b>188</b>	<b>8.3%</b>

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

BY Grade	Employed April 17	Employed March 18	Leavers Count	Turnover
Lect	116	98	12	11.2%
Soulbury	19	13		0.0%
Sc1 - 2	183	239	35	16.6%
Sc3 - 5	382	353	28	7.6%
Sc6 - SO2	550	554	32	5.8%
PO1 - 5	716	759	56	7.6%
PO6 - 8	151	148	16	10.7%
SMG1 - 3	71	111	8	8.8%
JNC	21	20	1	4.9%
<b>Total</b>	<b>2209</b>	<b>2295</b>	<b>188</b>	<b>8.3%</b>

## Exit Survey 2017/18



45 people completed an exit questionnaire during 2017/18. The main reason employees gave for leaving was 'career development' and the main destination of leavers was "other local authority"

