
employment profile
2006-2007

Introduction

This document outlines the Council's key staff statistics for the year 2006/07. The results in the profile help inform and develop the Human Resources Service Plan and the Council's People Management Strategy. It measures the impact of HR policies and procedures through the monitoring of trends and HR processes via the 23 HR key performance indicators. Where reliable year on year data comparisons are possible, annual trends have been identified.

The Council has a workforce of nearly 8,300 staff. A further 1,500 staff are employed on a casual basis. Approximately 60% of these staff are employed in schools. The staff population has reduced this year due to the transfer of staff to the Lewisham ALMO. The staff population is characteristically representative of the local community, both in terms of ethnic breakdown and gender. 52% of staff live in the borough.

The Council continues to have a diverse workforce although more work is to be done to improve representation of black and ethnic minority staff at senior management level.

The Council has a low turnover of staff and an older but stable staff population. These factors contribute to a very stable workforce. This is a pattern that is fairly typical of other London Boroughs and of Councils in general. The consequent need to recruit and retain more young staff is reflected as one of the Mayor's key priorities and in the HR service plan. Its progress is monitored through HR key performance indicators in this area. Sickness absence figures continue to improve although more work needs to be done as part of the absence action plan.

Efficiency improvements continue to be an important priority for the Council. This year significant savings have been made in the costs for agency workers. The Managed Agency contract will become fully operational in April 2007 and is expected to deliver further significant savings in agency staff recruitment.

Other significant trends emerging in this profile include high levels of women as well as black and ethnic minority employees, a low level of employee casework, lower recruitment levels and a larger number of reorganisations. These trends inform the workforce plan.

If you have any queries on the content or have suggestions on how it might be improved in the future then please email HRSystems@lewisham.gov.uk

Personnel and Development

May 2007

CONTENTS

Total Employees	Overview	1
	By Directorate	
	By Occupation Group	
	By Grade Band	
	Part Time Employees	
	By Work and Home Location	
Representation	Overview	
	By Ethnic Origin	
	By Gender	
	By Disability	
	By Age	
	By Length of Service	
Recruitment	Overview	
	Applied Shortlisted and Appointed by Diversity Group	
	Applied Shortlisted and Appointed by Age	
Impact of HR Processes	Overview	
	Total Pay and Average Remuneration	
	Overtime and Extra Payments	
	Sickness Absence	
	Occupational Health Referrals	
	Promotions	
	Employee Relations Casework by Diversity Group and Directorate	
	Recruitment by Media Source and Spend	
	Recruitment Activity and Time Taken to Recruit	
	Agency Staff Expenditure	
	Learning and Development Course Attendance	
	The Council as an Employer and Job Satisfaction	
	HR Key Performance Indicators	
Leavers	Overview	
	Voluntary Turnover by Diversity Group	
	Voluntary Turnover by Grade, Length of Service and Age	
	Early Retirees and Redundancies	

Total Employees

At the time of collection, the Council employed 8296 staff. This is a figure that has reduced by 5% since last year. This is due primarily to the formation of the Lewisham Homes (ALMO) and to increased efficiency savings. Approximately 350 Council employees were transferred to Lewisham Homes at the end of January 2007. Their data is therefore not included in this profile. This year there have been significant changes to the Council's employee structure. The data reflects the Council's restructure undertaken in October 2006 to transfer the Environment division from the Regeneration Directorate to Customer Services Directorate.

The Council's People Management Strategy reflects the ongoing commitment to flexible working with many staff undertaking different work patterns. 25% of council staff are employed on a part time basis, this is similar to last year. 84% of these staff are women, reflecting national trends.

TOTAL EMPLOYEES BY DIRECTORATE 2006/7

	Headcount	FTE
Children & Young People *	957	827
Community Services	1227	928
Customer Services	1207	1037
Regeneration	427	376
Resources	468	454
TOTAL Excluding Schools	4286	3,620
Schools **	4010	2983
TOTAL Including Schools	8296	6603

Headcount refers to the actual number of employees in post on 31st March 2007, each person whether full time or part time counts as one. The full time equivalent figure (FTE) describes part time employees' contracted hours as a ratio of the standard weekly hours for the job.

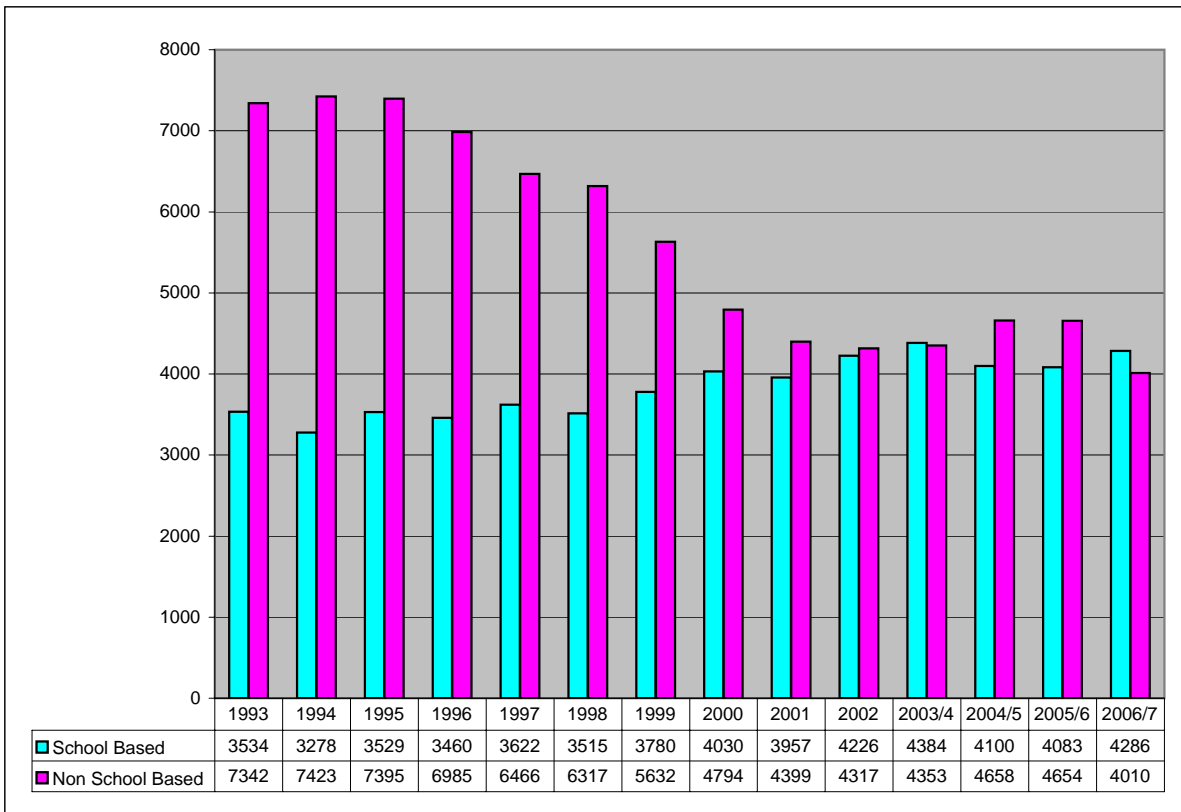
* These figures do not include approximately 1500 part time employees working in Children and Young People on temporary and variable hours contracts.

**The Council has 6 schools covering 579 employees who have contracted out of the payroll service and therefore their data is not available for inclusion in this profile.

TOTAL EMPLOYEES BY OCCUPATION 1993-2006/7
(including Schools)

	Manual	Craft	Officers	Teachers & lecturers	School support	Total
1993	3259	507	3576	2055	1479	10876
1994	3333	426	3664	2048	1230	10701
1995	3038	372	3985	2077	1452	10924
1996	2987	326	3672	1992	1468	10445
1997	2592	289	3585	2053	1569	10088
1998	2479	261	3577	1987	1528	9832
1999	1886	260	3486	2076	1704	9412
2000	1294	238	3262	2122	1908	8824
2001	1032	185	3182	2098	1859	8356
2002	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

TOTAL EMPLOYEES TREND 1993-2006/7
(including Schools)



TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2006/7
(excluding Schools)

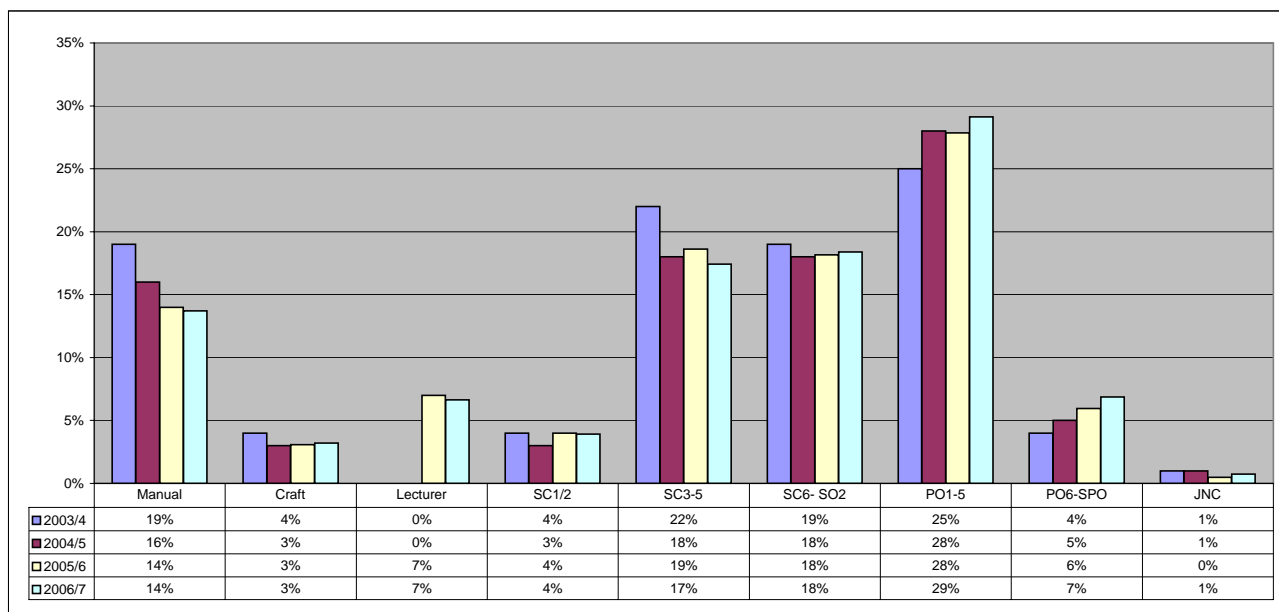
BY HEADCOUNT

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SPO	JNC	TOTAL
Children & Young People	29	0	65	64	231	134	315	115	4	957
Community Services	166	0	219	41	249	167	338	42	5	1227
Customer Services	279	136	0	27	128	354	243	35	5	1207
Regeneration	114	1	0	33	54	59	135	26	5	427
Resources	0	0	0	3	85	74	217	76	13	468
TOTAL	588	137	284	168	747	788	1248	294	32	4286

BY PERCENTAGE

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SPO	JNC	TOTAL
Children & Young People	3%	0%	7%	7%	24%	14%	33%	12%	0%	100%
Community Services	14%	0%	18%	3%	20%	14%	28%	3%	0%	100%
Customer Services	23%	11%	0%	2%	11%	29%	20%	3%	0%	100%
Regeneration	27%	0%	0%	8%	13%	14%	32%	6%	1%	100%
Resources	0%	0%	0%	1%	18%	16%	46%	16%	3%	100%
TOTAL	14%	3%	7%	4%	17%	18%	29%	7%	1%	100%

PERCENTAGE OF EMPLOYEES BY GRADE BAND 2003/4-2006/7
(excluding Schools)



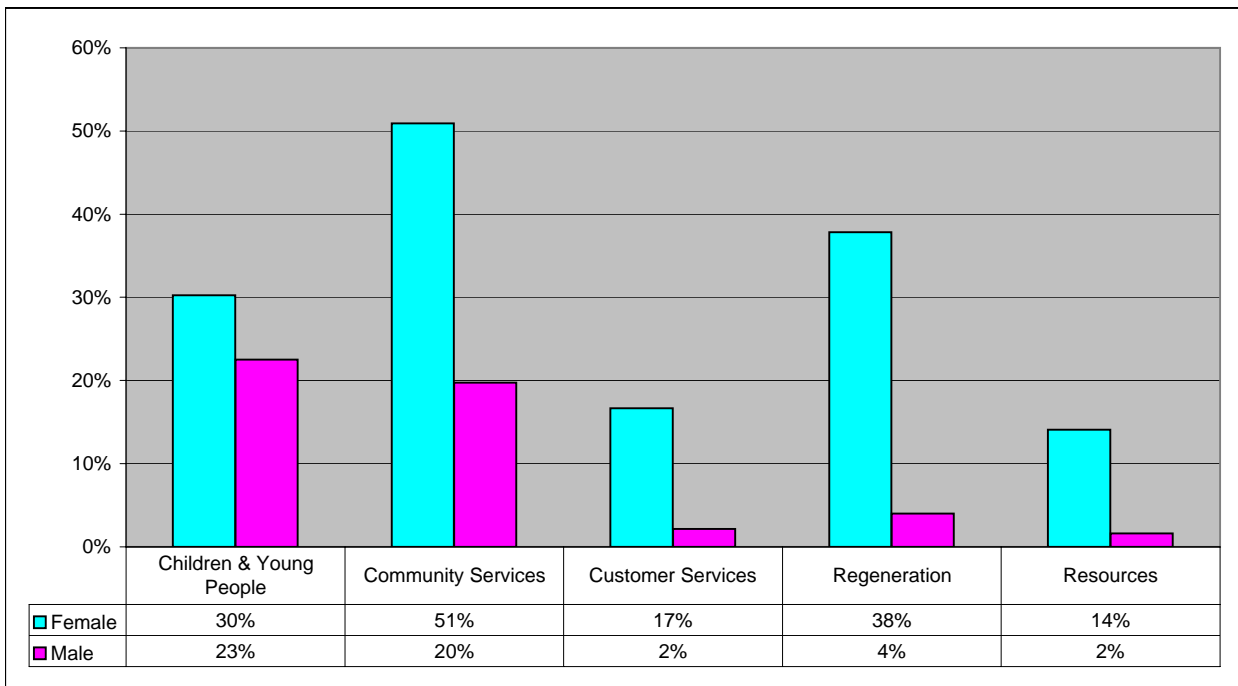
COMMENTARY

The grade bands above also include staff who may be on a variety of different grading schemes such as the nursery and Soulbury pay structures. The implementation of Single Status will consolidate staff on to standard terms and conditions. In previous years, lecturers were included in schools figures and therefore were not shown as a distinct group.

**PART-TIME EMPLOYEES BY GENDER 2006/7
(excluding Schools)**

	Children & Young People		Community Services		Customer Services		Regeneration		Resources		Total	
Female	229	30%	470	51%	77	17%	90	38%	40	14%	906	34%
Male	45	23%	60	20%	16	2%	32	4%	3	2%	156	10%
TOTAL	274	29%	530	43%	93	8%	122	29%	43	9%	1062	25%

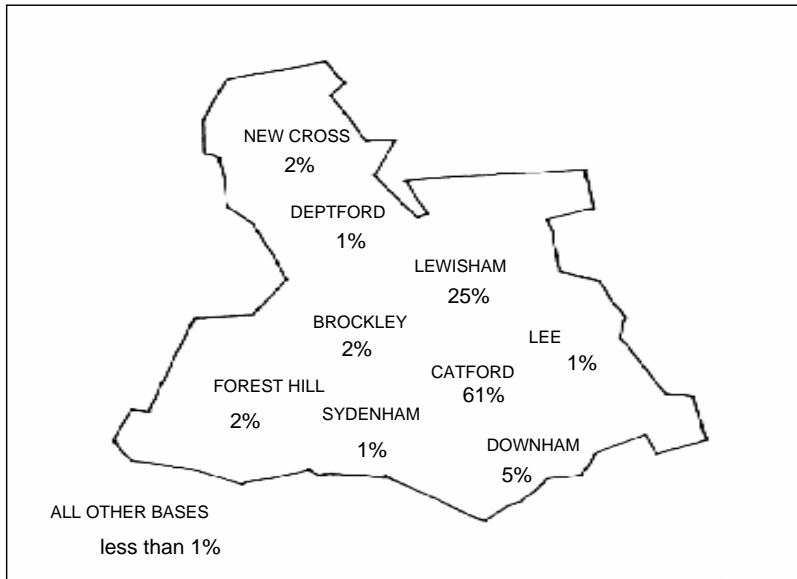
**PART-TIME EMPLOYEES BY GENDER 2006/7
(excluding Schools)**



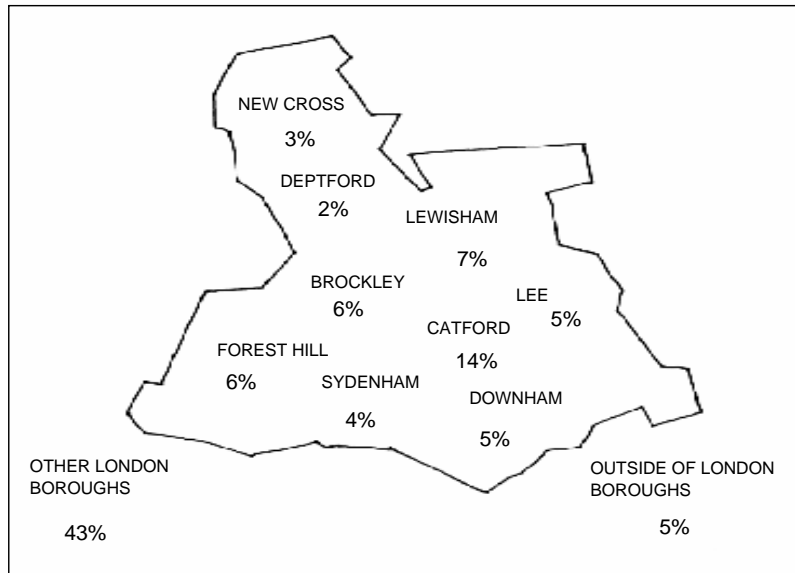
Commentary

Part time is defined as all staff who have a Full Time Equivalent of less than 1 i.e. work less than the standard hours for the job. Part time staff have a number of flexible working options. This remains the same as last year's figure.

**EMPLOYEES' WORK LOCATIONS WITHIN THE BOROUGH 2006/7
(excluding Schools)**



**EMPLOYEES WHO LIVE WITHIN THE BOROUGH 2006/7
(excluding Schools)**



COMMENTARY

52% of staff live in the borough. There has been no change to the number of staff living in the borough from previous years.

The trend to bring some services closer together in to the Catford/Lewisham complex in order to save on the total number of Council properties has lead to an increase in the number of staff based in Lewisham up from 21% to 25% this year. This is in part due to the opening of the new Kaleidoscope Children and Young Peoples service centre that houses both Lewisham and non Lewisham services under one roof.

Representation

The profile provides useful benchmark data that helps measure with the impact of the People Management Strategy. In terms of overall black and ethnic minority representation, at 36% the Council is very much in line with economically active representation in the Borough and in line with previous trends. Representation is lower in more senior grades and therefore remains a priority within recruitment and management development activities. Inclusion of schools data in these figures reduces this figure to 30% due to the lower levels of black and ethnic minorities staff in teaching and school support roles.

Disabled representation currently stands at 8% (against a target of 7%) and is evenly distributed across directorates and grades.

The age profile continues to indicate an older workforce with only 3% of employees under 25. A number of traineeships and other initiatives such as work experience and job shadowing will continue to be implemented as part of the wider workforce planning strategy to address this.

**ETHNIC ORIGINS OF EMPLOYEES
(excluding Schools)**

BY DIRECTORATE

	Children & Young People		Community Services		Customer Services		Regeneration		Resources		TOTAL	
Asian	22	2%	25	2%	29	2%	15	4%	24	5%	115	3%
Black	340	36%	348	28%	318	26%	120	28%	118	25%	1244	29%
Mixed	17	2%	33	3%	25	2%	12	3%	6	1%	93	2%
Other	23	2%	26	2%	17	1%	8	2%	6	1%	80	2%
White	541	57%	779	63%	794	66%	269	63%	312	67%	2695	64%

BY GRADE

	Manual		Craft		Lecturer		SC1/2		SC3-5		SC6- SO2		PO1-5		PO6- SPO		JNC	
Asian	4	1%	1	1%	7	2%	7	4%	16	2%	31	4%	39	3%	9	3%	1	3%
Black	177	30%	23	17%	38	13%	65	39%	269	36%	265	34%	357	29%	47	16%	3	9%
Mixed	10	2%	2	1%	4	1%	4	2%	14	2%	23	3%	28	2%	8	3%	0	0%
Other	14	2%	2	1%	9	3%	3	2%	19	3%	18	2%	13	1%	2	1%	0	0%
White	377	64%	107	78%	222	78%	78	46%	417	56%	441	56%	801	64%	225	77%	27	84%

BY LENGTH OF SERVICE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +	
Asian	44	38%	22	19%	38	33%	11	10%
Black	559	45%	319	26%	293	24%	73	6%
Mixed	41	44%	18	19%	23	25%	11	12%
Other	28	35%	33	41%	15	19%	4	5%
White	869	32%	559	21%	734	27%	533	20%

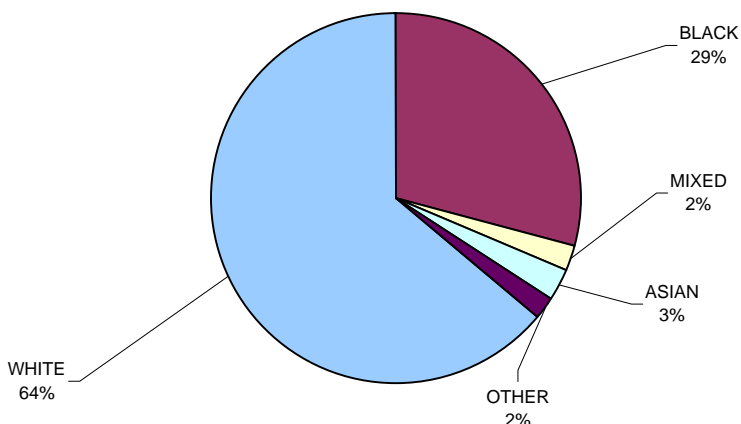
BY AGE

	16-20		21-24		25-34		35-44		45-54		55+	
Asian	0	0%	1	1%	25	4%	39	3%	37	3%	13	2%
Black	5	26%	38	32%	220	32%	492	39%	396	27%	93	12%
Mixed	0	0%	4	3%	22	3%	31	2%	28	2%	8	1%
Other	1	5%	5	4%	9	1%	22	2%	33	2%	10	1%
White	10	53%	63	53%	405	58%	658	52%	936	65%	623	83%

BY DISABILITY

	Disabled	
Asian	9	3%
Black	66	18%
Mixed	9	3%
Other	4	1%
White	269	75%

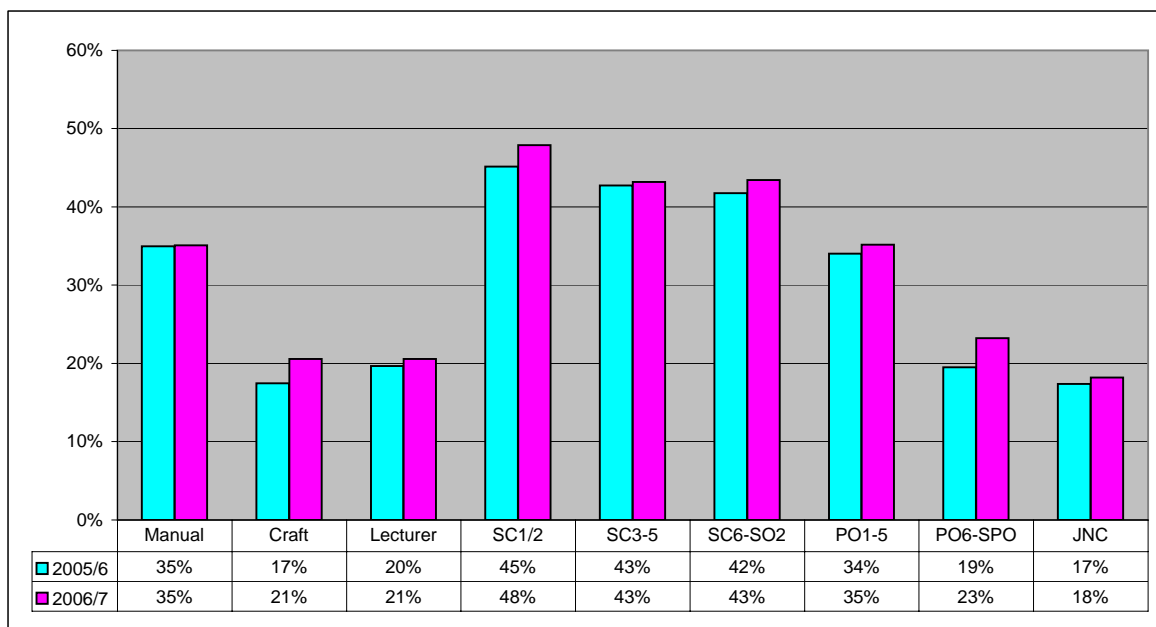
**ETHNIC ORIGIN OF EMPLOYEES 2006/7
(excluding Schools)**



**ALL MINORITY EMPLOYEES 2005/6-2006/7
(excluding Schools)**

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SPO	JNC	TOTAL
2005/6	235	25	62	98	370	353	441	54	4	1642
2006/7	205	28	58	79	318	337	437	66	4	1532

**ALL MINORITY EMPLOYEES AS % OF TOTAL EMPLOYEES 2005/6-2006/7
(excluding Schools)**



COMMENTARY

Trend figures indicate that there is little change in this area from previous years. However there has been an increase in the representation of black and ethnic minorities at senior levels due to the Council's focus in this area.

Percentages are based on totals where ethnicity has been disclosed.

**EMPLOYEES BY WORK AREA AND ALL ETHNIC ORIGINS 2006/7
(including Schools)**

	Manual		Craft		Officers		Teachers & Lecturers		School Support		Total	
Asian Bangladeshi	0	0.0%	0	0.0%	7	0.2%	5	0.2%	4	0.2%	16	0.2%
Asian Indian	2	0.3%	1	0.7%	61	1.9%	37	1.8%	17	0.8%	118	1.4%
Asian Other	2	0.3%	0	0.0%	19	0.6%	9	0.4%	15	0.7%	45	0.5%
Asian Pakistani	0	0.0%	0	0.0%	5	0.2%	9	0.4%	9	0.4%	23	0.3%
Asian Tamil	0	0.0%	0	0.0%	11	0.3%	0	0.0%	7	0.3%	18	0.2%
Black African	35	6.0%	0	0.0%	277	8.5%	62	2.9%	75	3.4%	449	5.4%
Black Caribbean	123	20.9%	19	13.9%	608	18.6%	169	8.0%	244	11.2%	1163	14.0%
Black Other	19	3.2%	4	2.9%	121	3.7%	30	1.4%	41	1.9%	215	2.6%
Chinese	1	0.2%	0	0.0%	8	0.2%	5	0.2%	5	0.2%	19	0.2%
Mxd Other	3	0.5%	1	0.7%	22	0.7%	17	0.8%	28	1.3%	71	0.9%
Mxd Wh & Blk African	1	0.2%	0	0.0%	15	0.5%	10	0.5%	17	0.8%	43	0.5%
Mxd Wh & Blk Caribbean	6	1.0%	1	0.7%	33	1.0%	13	0.6%	30	1.4%	83	1.0%
Mxd White & Asian	0	0.0%	0	0.0%	7	0.2%	5	0.2%	7	0.3%	19	0.2%
Other Ethnic Group	13	2.2%	2	1.5%	45	1.4%	28	1.3%	28	1.3%	116	1.4%
Vietnamese	0	0.0%	0	0.0%	2	0.1%	2	0.1%	2	0.1%	6	0.1%
White British	346	58.8%	96	70.1%	1734	52.9%	1452	68.9%	1412	64.5%	5040	60.8%
White Irish	17	2.9%	5	3.6%	75	2.3%	55	2.6%	49	2.2%	201	2.4%
White Other	12	2.0%	6	4.4%	162	4.9%	135	6.4%	83	3.8%	398	4.8%
White Turkish/ Turkish Cypriot	2	0.3%	0	0.0%	18	0.5%	9	0.4%	25	1.1%	54	0.7%
Undisclosed	6	1.0%	2	1.5%	47	1.4%	54	2.6%	90	4.1%	199	2.4%
Total all employees	588	100.0%	137	100.0%	3277	100.0%	2106	100.0%	2188	100.0%	8296	100.0%
Total all minority employees	205	35%	28	21%	1241	38%	401	20%	529	25%	2404	30%

EMPLOYEES BY DIRECTORATE AND ALL ETHNIC ORIGINS 2006/7
(excluding Schools)

	Children and Young People		Community Services		Customer Services		Regeneration		Resources		Total	
Asian Bangladeshi	2	0.2%	0	0.0%	2	0.2%	0	0.0%	3	0.6%	7	0.2%
Asian Indian	12	1.3%	16	1.3%	20	1.7%	6	1.4%	15	3.2%	69	1.6%
Asian Other	5	0.5%	6	0.5%	4	0.3%	4	0.9%	3	0.6%	22	0.5%
Asian Pakistani	0	0.0%	1	0.1%	1	0.1%	2	0.5%	2	0.4%	6	0.1%
Asian Tamil	3	0.3%	2	0.2%	2	0.2%	3	0.7%	1	0.2%	11	0.3%
Black African	69	7.2%	101	8.2%	77	6.4%	26	6.1%	47	10.0%	320	7.5%
Black Caribbean	229	23.9%	203	16.5%	199	16.5%	83	19.4%	60	12.8%	774	18.1%
Black Other	42	4.4%	44	3.6%	42	3.5%	11	2.6%	11	2.4%	150	3.5%
Chinese	0	0.0%	4	0.3%	3	0.2%	1	0.2%	3	0.6%	11	0.3%
Mxd Other	4	0.4%	10	0.8%	7	0.6%	6	1.4%	2	0.4%	29	0.7%
Mxd Wh & Blk African	4	0.4%	5	0.4%	6	0.5%	1	0.2%	0	0.0%	16	0.4%
Mxd Wh & Blk Caribbean	8	0.8%	15	1.2%	10	0.8%	4	0.9%	4	0.9%	41	1.0%
Mxd White & Asian	1	0.1%	3	0.2%	2	0.2%	1	0.2%	0	0.0%	7	0.2%
Other Ethnic Group	21	2.2%	22	1.8%	14	1.2%	7	1.6%	3	0.6%	67	1.6%
Vietnamese	2	0.2%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	0.0%
White British	455	47.5%	670	54.6%	713	59.1%	246	57.6%	278	59.4%	2362	55.1%
White Irish	16	1.7%	32	2.6%	36	3.0%	7	1.6%	13	2.8%	104	2.4%
White Other	65	6.8%	74	6.0%	35	2.9%	14	3.3%	20	4.3%	208	4.9%
Wh Turkish/ Turkish Cypriot	5	0.5%	3	0.2%	10	0.8%	2	0.5%	1	0.2%	21	0.5%
Undisclosed	14	1.5%	16	1.3%	24	2.0%	3	0.7%	2	0.4%	59	1.4%
Total all employees	957	100.0%	1227	100.0%	1207	100.0%	427	100.0%	468	100.0%	4286	100.0%
Total all minority employees	402	42.6%	432	35.7%	389	32.9%	155	36.6%	154	33.0%	1532	36.2%

**WOMEN EMPLOYEES
(excluding Schools)**

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Regeneration		Resources		TOTAL
757	79%	923	75%	462	38%	238	56%	284	61%	2664
										62%

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6- SPO	JNC
261	1	224	100	555	554	780	178	11
44%	1%	79%	60%	74%	70%	63%	61%	34%

BY LENGTH OF SERVICE

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +
974	61%	639	67%	730	66%	321
						51%

BY AGE

16-20		21-24		25-34		35-44		45-54		55+
12	63%	69	58%	447	64%	792	63%	892	62%	452
										60%

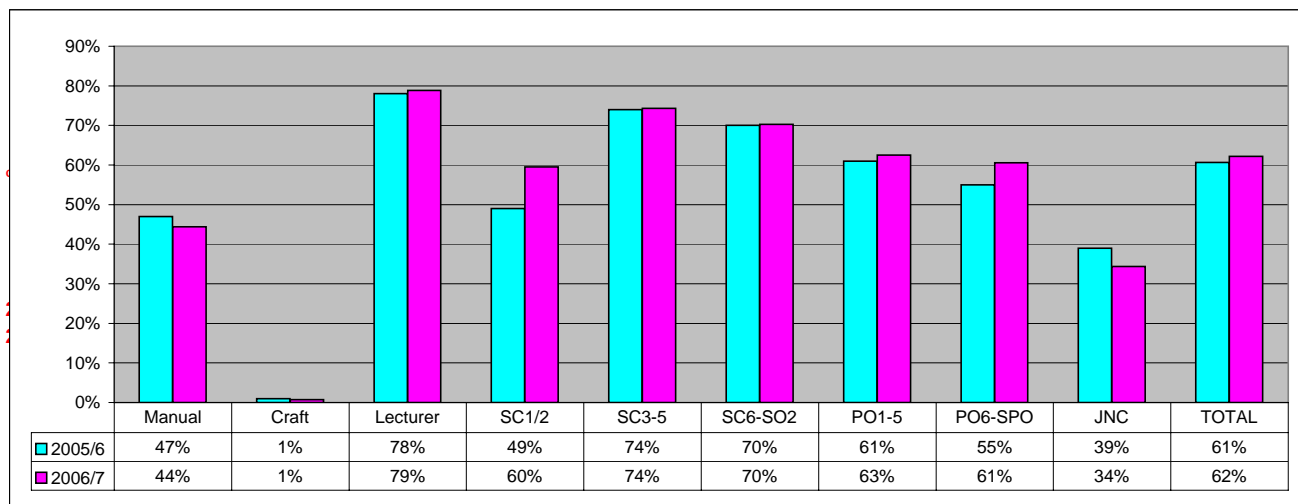
BY ETHNICITY

Asian		Black		Mixed		Other		White		Undisclosed
74	64%	874	70%	64	69%	54	68%	1564	58%	34
										58%

BY DISABILITY

Disabled
242
68%

**WOMEN AS A % OF ALL EMPLOYEES 2005/6-2006/7
(excluding Schools)**



COMMENTARY

The Council continues to employ a high number of women across the grades, with a slight overall increase from 61% to 62%

**DISABLED EMPLOYEES
(excluding Schools)**

BY DIRECTORATE

Children & Young People	Community Services	Customer Services	Regeneration	Resources	TOTAL
64	128	102	32	31	357
7%	10%	8%	7%	7%	8%

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6- SPO	JNC
41	5	20	9	76	83	103	20	0
7%	4%	7%	5%	10%	11%	8%	7%	0%

BY LENGTH OF SERVICE

0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +
20	97	139	101
1%	10%	13%	16%

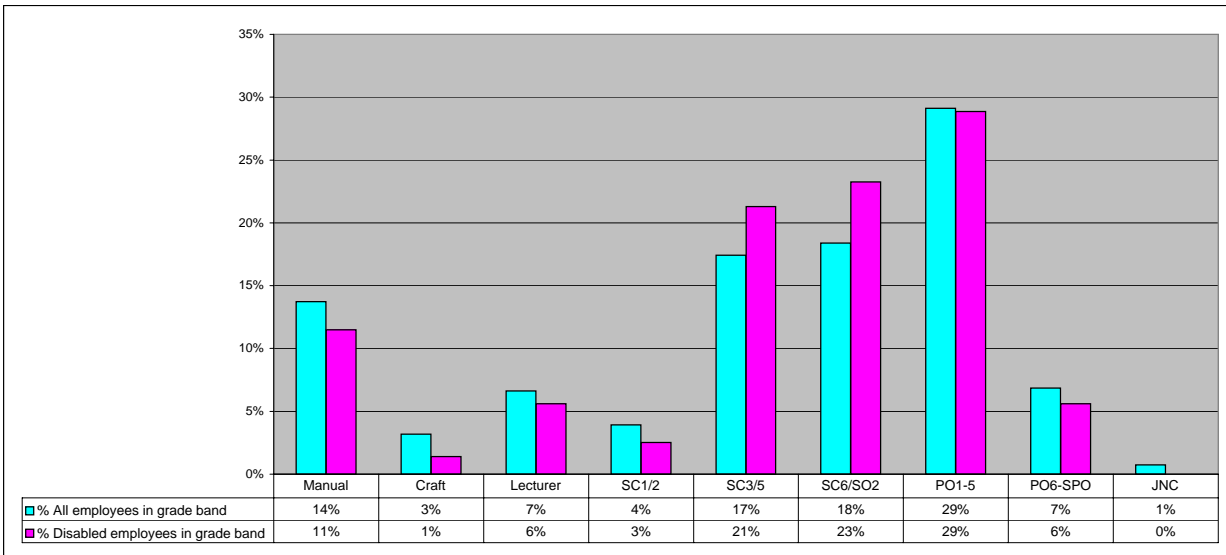
BY AGE

16-20	21-24	25-34	35-44	45-54	55+
0	3	17	81	140	116
0%	3%	2%	6%	10%	15%

BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
17	92	16	4	467	2
15%	7%	17%	5%	17%	3%

**Proportion of all Employees and Disabled Employees
(excluding Schools)**



COMMENTARY

The chart above demonstrates that generally across grade bands disabled staff are evenly distributed with some drop off in the more traditional manual/craft grades. Percentages relate to the proportion of the particular category of staff who class themselves as disabled.

**AGE PROFILE 2006/7
(excluding Schools)**

BY DIRECTORATE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Children & Young People	7	1%	39	4%	168	18%	273	29%	330	34%	140	15%	957
Community Services	1	0%	20	2%	153	12%	366	30%	434	35%	253	21%	1227
Customer Services	7	1%	40	3%	208	17%	376	31%	375	31%	201	17%	1207
Regeneration	0	0%	4	1%	59	14%	118	28%	148	35%	98	23%	427
Resources	4	1%	16	3%	107	23%	123	26%	158	34%	60	13%	468
TOTAL	19	0%	119	3%	695	16%	1256	29%	1445	34%	752	18%	4286

BY GRADE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Manual	1	0%	14	2%	56	10%	142	24%	213	36%	162	28%	588
Craft	1	1%	2	1%	11	8%	50	36%	47	34%	26	19%	137
Lecturer	0	0%	2	1%	34	12%	72	25%	101	36%	75	26%	284
SC1/2	6	4%	22	13%	21	13%	39	23%	45	27%	35	21%	168
SC3/5	10	1%	50	7%	167	22%	197	26%	192	26%	131	18%	747
SC6/SO2	1	0%	20	3%	160	21%	246	33%	268	36%	93	12%	788
PO1-5	0	0%	9	1%	229	31%	412	55%	429	57%	169	23%	1248
PO6-SPO	0	0%	0	0%	17	2%	93	12%	126	17%	58	8%	294
JNC	0	0%	0	0%	0	0%	5	1%	24	3%	3	0%	32

BY LENGTH OF SERVICE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
0-4.99	19	1%	106	7%	493	31%	525	33%	339	21%	114	7%	1596
5-9.99	0	0%	13	1%	149	16%	310	32%	340	36%	142	15%	954
10-19.99	0	0%	0	0%	53	5%	305	28%	461	42%	284	26%	1103
20+	0	0%	0	0%	0	0%	116	18%	305	48%	212	33%	633

BY ETHNICITY

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Asian	0	0%	1	1%	25	22%	39	34%	37	32%	13	11%	115
Black	5	0%	38	3%	220	18%	492	40%	396	32%	93	7%	1244
Mixed	0	0%	4	4%	22	24%	31	33%	28	30%	8	9%	93
Other	1	1%	5	6%	9	11%	22	28%	33	41%	10	13%	80
White	10	0%	63	2%	405	15%	658	24%	936	35%	623	23%	2695
Undisclosed	3	5%	8	14%	14	24%	14	24%	15	25%	5	8%	59

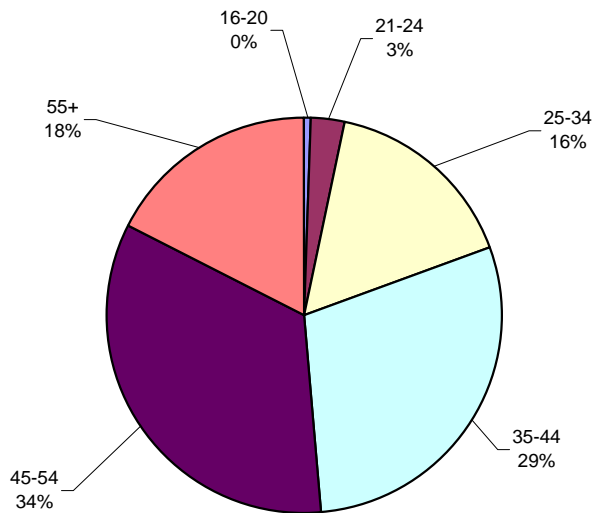
BY DISABILITY

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Disabled	0	0%	3	1%	17	5%	81	23%	140	39%	116	32%	357

AGE PROFILE 1999-2006/7
(excluding Schools)

	16-20	21-24	25-34	35-44	45-54	55+
1999	1%	3%	20%	35%	27%	13%
2000	1%	3%	18%	36%	28%	13%
2001	1%	3%	17%	37%	28%	13%
2002	1%	3%	16%	37%	29%	14%
2003/4	1%	4%	16%	35%	30%	14%
2004/5	1%	3%	15%	33%	31%	17%
2005/6	0%	3%	16%	32%	32%	17%
2006/7	0%	3%	16%	29%	34%	18%

AGE PROFILE OF EMPLOYEES 2006/7
(excluding Schools)



COMMENTARY

The council has low turnover figures and staff that tend to leave are in the younger age category, reflecting national mobility trends. To reduce this trend, the workforce plan has a focus on young people to ensure that there are suitable career development opportunities within the Council.

**LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2006/7
(excluding Schools)**

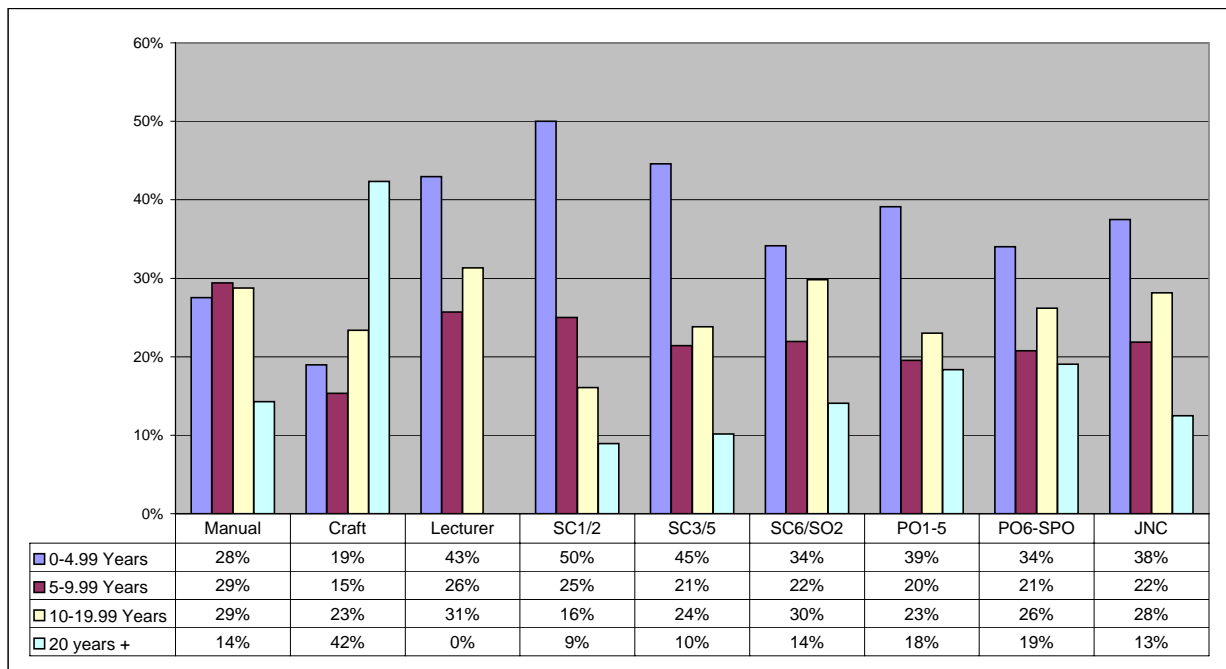
BY DIRECTORATE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Children & Young People	454	47%	208	22%	219	23%	76	8%	957
Community Services	453	37%	261	21%	341	28%	172	14%	1227
Customer Services	371	31%	282	23%	329	27%	225	19%	1207
Regeneration	149	35%	93	22%	103	24%	82	19%	427
Resources	169	36%	110	24%	111	24%	78	17%	468

BY GRADE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Manual	162	28%	173	29%	169	29%	84	14%	588
Craft	26	19%	21	15%	32	23%	58	42%	137
Lecturer	122	43%	73	26%	89	31%		0%	284
SC1/2	84	50%	42	25%	27	16%	15	9%	168
SC3/5	333	45%	160	21%	178	24%	76	10%	747
SC6/SO2	269	34%	173	22%	235	30%	111	14%	788
PO1-5	488	39%	244	20%	287	23%	229	18%	1248
PO6-SPO	100	34%	61	21%	77	26%	56	19%	294
JNC	12	38%	7	22%	9	28%	4	13%	32

**LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2006/7
(excluding Schools)**



Recruitment

This year there was less recruitment, reflecting the low turnover and the reduction in budgets due to efficiency savings.

There was a disparity between the percentage of black and ethnic minority appointees (40% of all appointments) and those shortlisted (56%). To further investigate the issue an in-depth telephone survey of unsuccessful candidates has been completed and analysis and actions will be developed within 2007/8. Female representation is high at all stages of recruitment leading to 65% of all appointments.

Disabled people account for 2.4% of appointments. This probably under represents the actual position as national research indicates an unwillingness to declare disabilities at the recruitment stage. There is for example a much higher representation amongst disabled employees when asked to self classify.

People under 25 account for only 15% of all appointments and 28% of all SC1-5 posts and will therefore remain a priority to target within 2007/08.

Recruitment of black and ethnic minority and women candidates at senior roles remains a priority and this will be a key priority for the preferred supplier for Executive Search and Selection within 2007/08.

**Recruitment - applied, shortlisted and appointed by equalities groups
(excluding schools)**

All Applicants

Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	230	148	69%	92	40%	6	2.6%
SC1-SC5	3915	2356	65%	2452	63%	131	3.3%
SC6-SO2	2356	1490	69%	1389	59%	70	3.0%
PO1-PO5	2933	1775	64%	1688	58%	67	2.3%
PO6-SPO	331	155	50%	186	56%	1	0.3%
JNC	3	0	0%	3	100%	0	0.0%
Misc	334	126	41%	137	41%	10	3.0%
Total	10102	6050	64%	5947	59%	285	2.8%

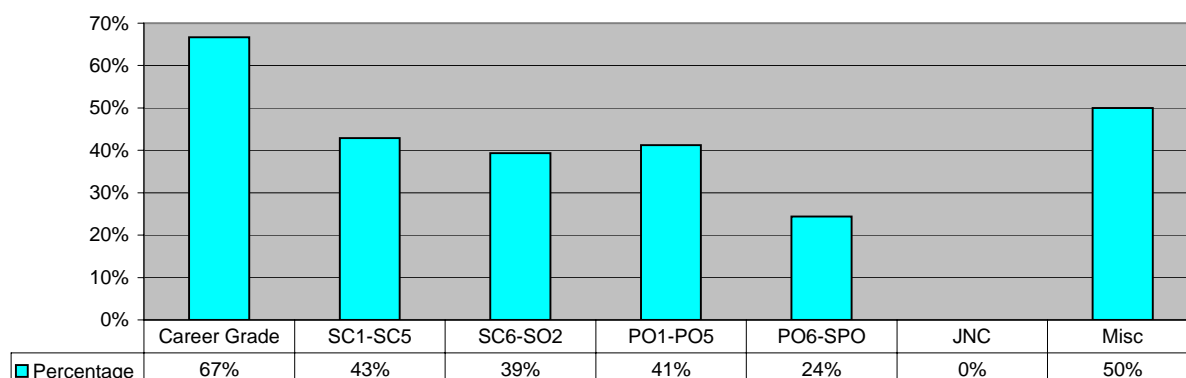
Shortlisted

Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	34	12	40%	14	41%	3	8.8%
SC1-SC5	544	315	62%	338	62%	28	5.1%
SC6-SO2	396	238	64%	286	72%	15	3.8%
PO1-PO5	656	326	54%	403	62%	17	2.6%
PO6-SPO	135	47	36%	75	56%	1	0.7%
JNC	2	0	0%	2	100%	0	0.0%
Misc	76	29	40%	29	38%	1	1.3%
Total	1843	967	56%	1147	62%	65	3.5%

Appointed

Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	3	2	67%	2	67%	0	0.0%
SC1-SC5	176	75	43%	111	63%	8	4.5%
SC6-SO2	89	35	39%	65	73%	3	3.4%
PO1-PO5	206	85	41%	133	65%	1	0.5%
PO6-SPO	41	10	24%	29	71%	0	0.0%
JNC	4	0	0%	2	50%	0	0.0%
Misc	24	12	50%	9	38%	1	4.2%
Total	543	219	40%	351	65%	13	2.4%

Black and Minority Ethnic Appointments by Grade



COMMENTARY

Figures have included an extra grade band category of Miscellaneous where it is not possible to categorise the grade eg teachers, craftworkers, claims based. Percentages are based on totals where the ethnicity and gender are declared by the applicant rather than overall totals for each grade, however actual totals are shown here to indicate an accurate number of applicants.

**Recruitment by age 2006/07
(excluding Schools)**

All Applicants

Grade	16-20	21-24	25-34	35-44	45-54	55-65	Undisclosed	Total
Career Grade	4	86	94	30	8	2	6	230
SC1-SC5	256	749	1305	855	442	91	217	3915
SC6-SO2	43	336	787	667	341	42	140	2356
PO1-PO5	32	226	1031	938	437	79	190	2933
PO6-SPO	1	5	78	113	96	18	20	331
JNC	0	0	0	1	2	0	0	3
Misc	22	69	73	66	39	17	48	334
Total	358	1471	3368	2670	1365	249	621	10102
Career Grade	0%	1%	1%	0%	0%	0%	0%	2%
SC1-SC5	3%	7%	13%	8%	4%	1%	2%	37%
SC6-SO2	0%	3%	8%	7%	3%	0%	1%	22%
PO1-PO5	0%	2%	10%	9%	4%	1%	2%	27%
PO6-SPO	0%	0%	1%	1%	1%	0%	0%	3%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	0%	1%	1%	1%	0%	0%	0%	3%
Total	4%	15%	33%	26%	14%	2%	6%	100%

Shortlisted

Grade	16-20	21-24	25-34	35-44	45-54	55-65	Undisclosed	Total
Career Grade	0	13	11	5	2	1	2	34
SC1-SC5	54	109	163	104	81	14	19	544
SC6-SO2	2	35	114	143	77	12	13	396
PO1-PO5	0	24	216	230	112	29	45	656
PO6-SPO	0	0	22	50	43	9	11	135
JNC	0	0	0	0	2	0	0	2
Misc	3	13	10	23	16	4	7	76
Total	59	194	536	555	333	69	97	1843
Career Grade	0%	1%	1%	0%	0%	0%	0%	2%
SC1-SC5	3%	6%	9%	6%	4%	1%	1%	30%
SC6-SO2	0%	2%	6%	8%	4%	1%	1%	21%
PO1-PO5	0%	1%	12%	12%	6%	2%	2%	36%
PO6-SPO	0%	0%	1%	3%	2%	0%	1%	7%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	0%	1%	1%	1%	1%	0%	0%	4%
Total	3%	11%	29%	30%	18%	4%	5%	100%

Appointed

Grade	16-20	21-24	25-34	35-44	45-54	55-65	Undisclosed	Total
Career Grade	0	1	2	0	0	0	0	3
SC1-SC5	11	38	54	38	26	8	1	176
SC6-SO2	1	8	36	25	15	2	2	89
PO1-PO5	0	13	77	74	33	7	2	206
PO6-SPO	0	0	6	17	16	2	0	41
JNC	0	0	0	2	2	0	0	4
Misc	2	4	5	8	4	1	0	24
Total	14	64	180	164	96	20	5	543
Career Grade	0%	0%	0%	0%	0%	0%	0%	1%
SC1-SC5	2%	7%	10%	7%	5%	1%	0%	32%
SC6-SO2	0%	1%	7%	5%	3%	0%	0%	16%
PO1-PO5	0%	2%	14%	14%	6%	1%	0%	38%
PO6-SPO	0%	0%	1%	3%	3%	0%	0%	8%
JNC	0%	0%	0%	0%	0%	0%	0%	1%
Misc	0%	1%	1%	1%	1%	0%	0%	4%
Total	3%	12%	33%	30%	18%	4%	1%	100%

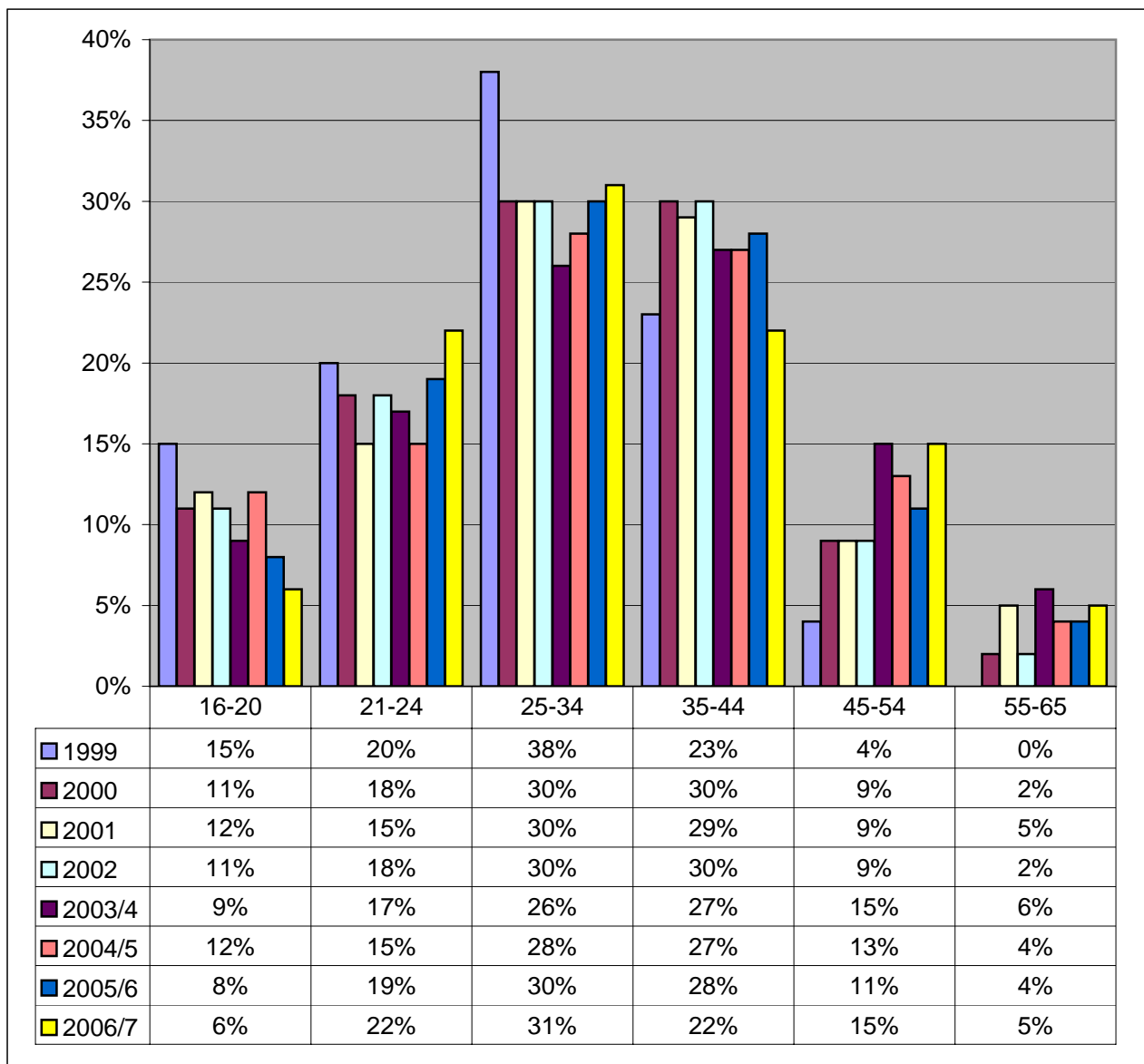
COMMENTARY

Figures have included an extra grade band category of Miscellaneous where it is not possible to categorise the grade e.g. teachers, craftworkers, claims based.

Figures for 2006/07 are very much in line with previous trends with the biggest group of appointments (63%) in the 25-44 age group. 15% of all appointees are under 25 (up from 13% in 2005/06) with 28% of all appointees for SC1-5 posts (up from 26% 2006/7) which is close to the target of 31% for this group. Recruitment and retention of young people will remain a high priority for 2007/08 to meet KPIs and will include continued implementation of trainee schemes, work experience, job shadowing and raising awareness of local government careers with schools and colleges.

RECRUITMENT TRENDS

APPOINTED BY AGE TO SCALE 1-5 POSTS 1999-2006/7 (excluding Schools, officers only)

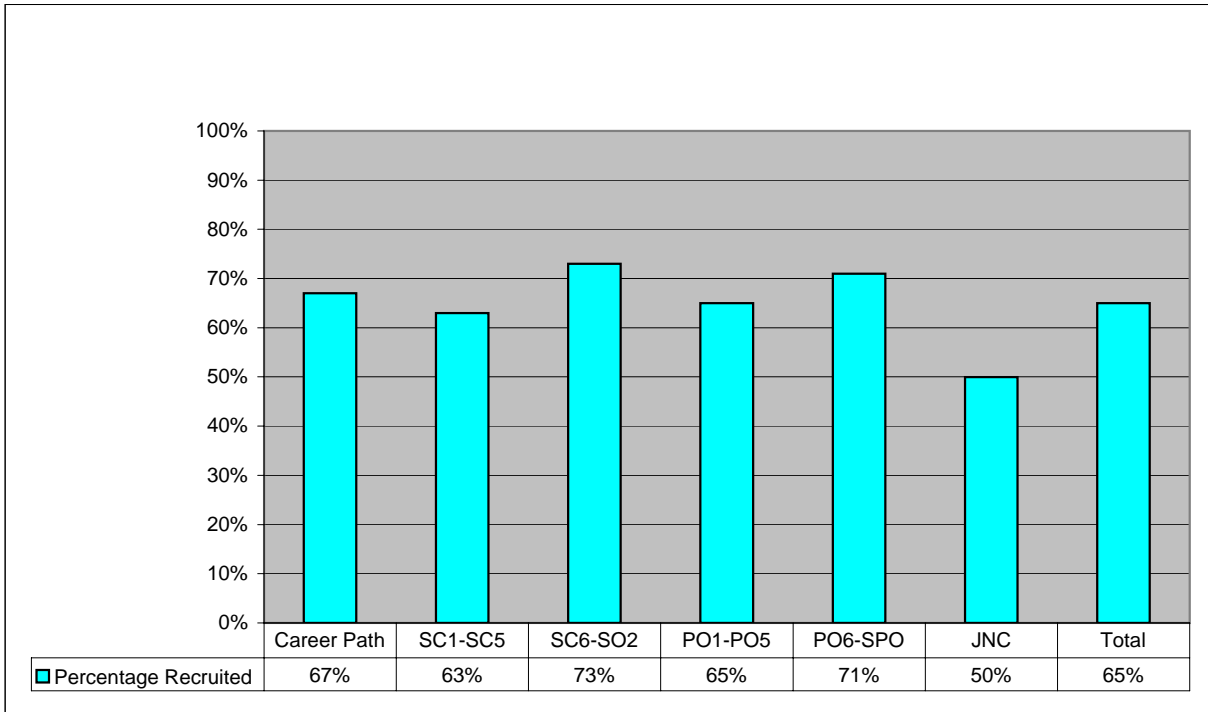


COMMENTARY

The overall numbers of people aged under 25 recruited to SC1-5 posts has remained fairly consistent over the last 8 years. However, within this age group there has been a trend towards increased appointments in the 21-24 age range and fewer appointments in the 16-20 age group. With relatively few school leavers leaving after GCSEs and with around 50% of young people undertaking degree courses, more young people are entering the labour market at an older age. The Council needs to maintain schemes and opportunities that allow for entry at different stages and this is reflected in the workforce plan.

RECRUITMENT

FEMALE APPOINTMENTS 2006/7 (excluding Schools, officers only)



COMMENTARY

The number of female appointments continues to be high at all grades in line with previous trends. The highest level of appointments are at grades PO1-PO5, at this level 133 (65%) of the 206 appointments were women.

Impact of HR Processes

HR processes underpin the People Management Strategy and provide the vehicle by which people management goals can be achieved. Measurement of these processes is in part monitored through the 23 HR Key Performance Indicators (KPIs) that are listed at the back of this chapter. These processes relate to the entire lifecycle of the employee from the time of application (time taken to recruit, media cost) through their career development to the leaving process.

This year the Council was also able to measure the impact of the people management strategy through the bi-annual staff attitude survey - Talkback. Top level results show that overall Council staff are as satisfied with their job and with the Council as an employer. Results were on a par with the comparative local authority benchmarks. Areas for improvement such as improved benefits are identified in this section and have been addressed with specific action plans in the HR service and workforce plans.

PAY

ANNUAL PAYBILL FOR 2006/7

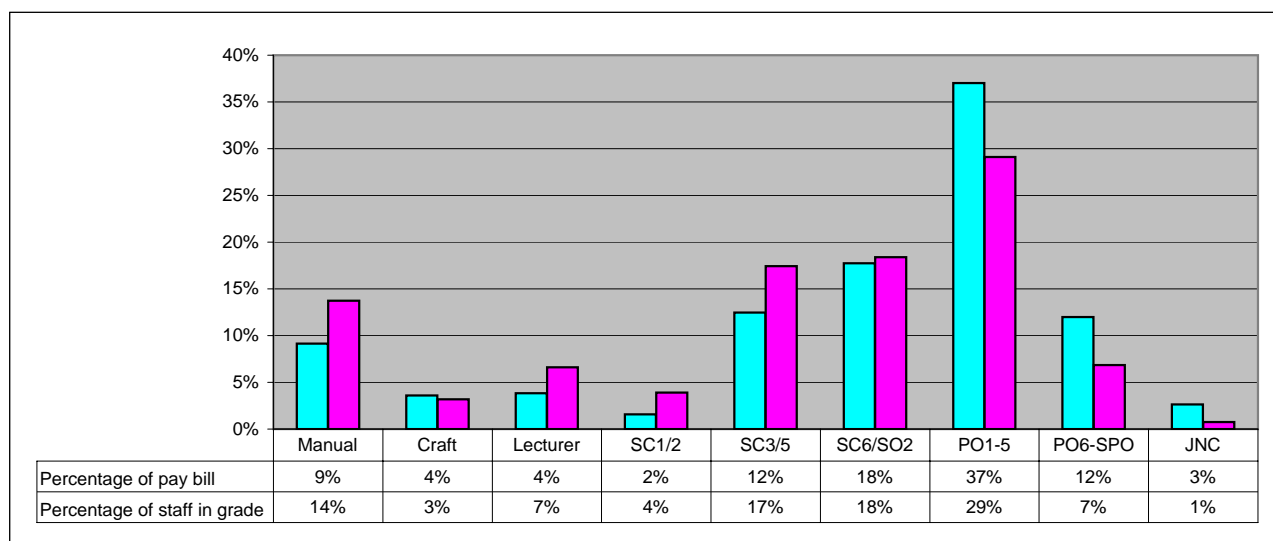
All Staff to 31st March 2007

(including Schools)

	Gross Pay 2005/6	Gross Pay 2006/7	Percentage Increase
Children and Young People	35,248,655	39,218,326	11.3%
Community Services	29,957,884	33,640,871	12.3%
Customer Services	28,727,697	46,937,372	63.4%
Regeneration	35,800,337	14,531,937	-59.4%
Resources	34,289,226	28,745,893	-16.2%
Schools	117,915,493	119,382,638	1.2%
TOTAL	£281,939,293	£282,457,037	0.2%

Average Remuneration	excl on costs	inc on costs
Excl Schools	£28,175	£38,048
Inc Schools	£25,212	£34,047

PERCENTAGE OF PAYBILL BY GRADE 2006/7 (excluding Schools)



PAY

All Staff to 31st March 2007

(including Schools)

OVERTIME

	Overtime 2005/6	Overtime 2006/7	Increase / decrease	% of Pay Bill
Children and Young People	76,726	82,543	5,817	0%
Community Services	260,643	197,522	-63,121	1%
Customer Services	219,064	554,969	335,905	1%
Regeneration	850,683	547,585	-303,098	4%
Resources	64,217	59,040	-5,177	0%
Schools	48,325	56,969	8,644	0%
TOTAL	£1,519,658	£1,498,628	-£21,030	1%

EXTRA PAYMENTS BY DIRECTORATE

(including Schools)

	Extra Payments
Children and Young People	66,619
Community Services	70,238
Customer Services	117,579
Regeneration	107,384
Resources	218,016
Schools	54,419
TOTAL	£634,255

COMMENTARY

The overall cost for overtime this year had decreased and this continues to be monitored within directorates. The changes this year in overtime costs for Regeneration and Customer Services Directorates has mainly resulted from the transfer of the Environment Division from Regeneration to the Customer Services Directorate.

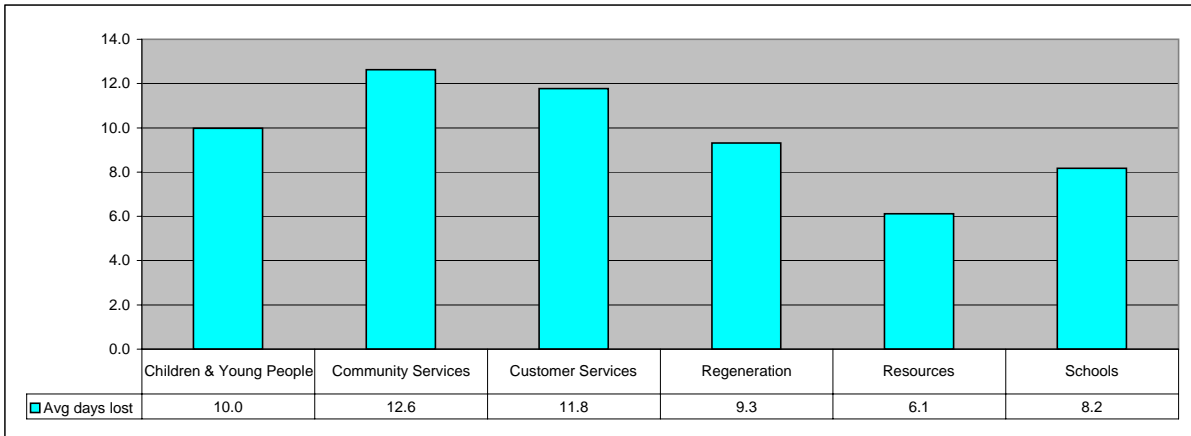
The extra payments relate to the payment of honoraria for additional duties undertaken and market supplements to retain staff in key service areas.

It is anticipated that the need for overtime and additional payments will be significantly reduced following the implementation of Single Status across the authority.

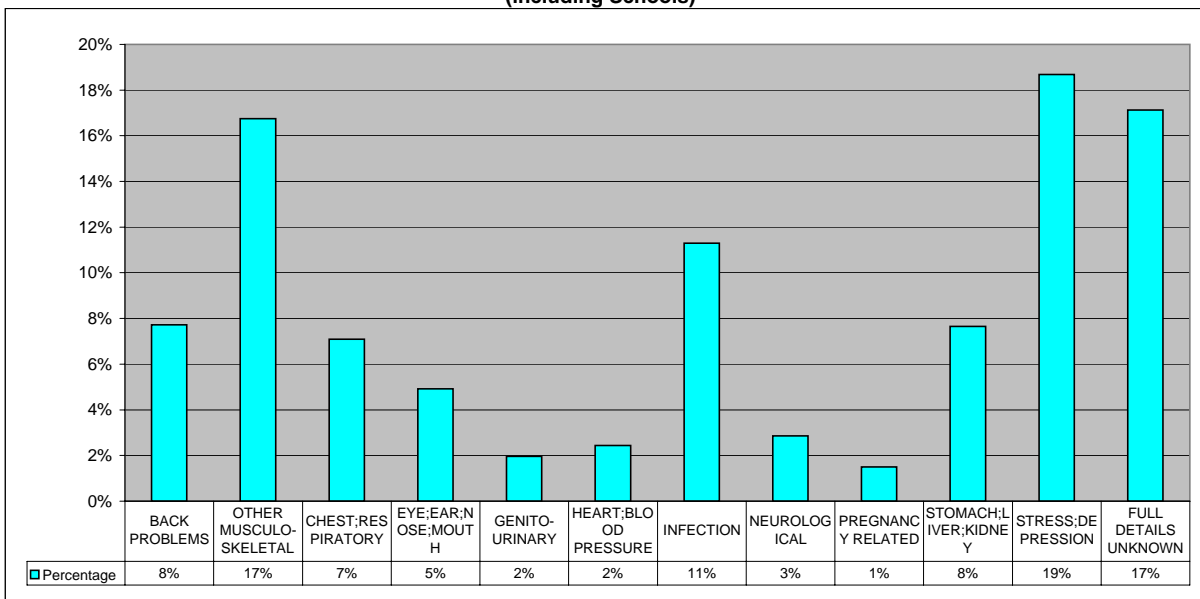
**SICKNESS ABSENCE PER EMPLOYEE 2006/7
(including Schools)**

	Actual Days	FTE	Avg days lost
Children & Young People	8235	825	10.0
Community Services	12152	962	12.6
Customer Services	13601	1,155	11.8
Regeneration	3425	368	9.3
Resources	3263	533	6.1
Schools	29823	3,647	8.2
TOTAL	70499	7490	9.4

**AVERAGE DAYS SICKNESS ABSENCE PER EMPLOYEE 2006/7
(including Schools)**



**PERCENTAGE OF ABSENCE BY REASON 2006/7
(including Schools)**



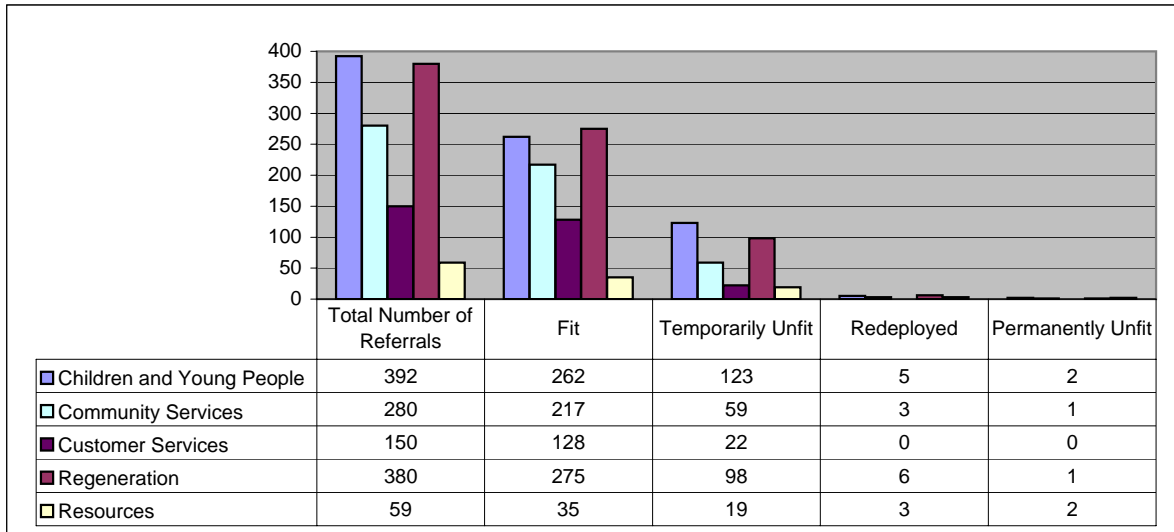
COMMENTARY

The Council achieved 9.4 days lost as at the end of March 2007. After adjustments required by the Audit Commission this figure has reduced to 9.33. This was a reduction from the figure of 10.1 last year and reflects the continued implementation of the Council's absence action plan. There has been a focus on action to introduce well being initiatives to address the conditions which cause the greatest absence from work, e.g. back, musculoskeletal and stress related illnesses. This years organisation restructure has changed the balance of directorate performance. This is particularly relevant where environmental and construction services transferred from Regeneration Directorate to Customer Services Directorate.

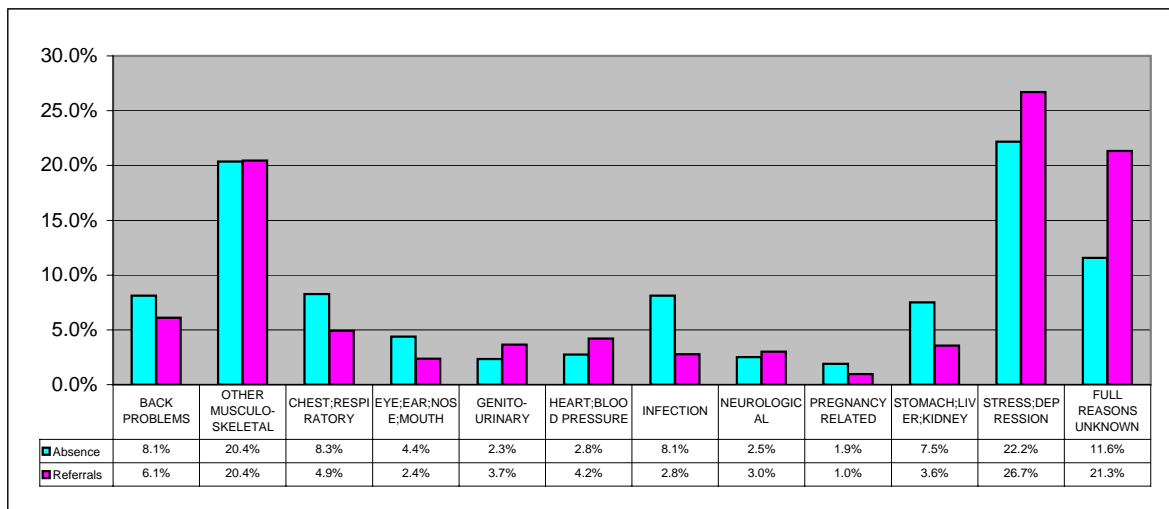
OCCUPATIONAL HEALTH

Number of Referrals* (excluding Schools)

OUTCOME OF REFERRALS BY CATEGORIES April 06 to March 07



REASONS FOR ABSENCE COMPARED TO OCCUPATIONAL HEALTH REFERRALS



* includes re-referrals

COMMENTARY

The total number of referrals through 2006/07 has been fairly static month on month with approximately 300 referrals each quarter. The directorate referring the most people is Children & Young People accounting for approximately 30.75% of all referrals.

The above chart shows how sickness absence reasons and OH referral reasons correlate. The most pre-dominant referral/ sickness absence reasons remain as stress/ depression and musculo-skeletal/ back conditions. Corporate and Directorate action plans are in place to tackle these particular issues. Some activities in the last year have included the 'Better Backs' campaign, in partnership with HSE. An Employee Assistance Programme (EAP) providing free telephone and face-to-face counselling and information services for Lewisham Council staff (not including school based staff) will be launched in 2007 as part of a range of stress management initiatives.

**PROMOTED EMPLOYEES
(excluding schools)**

BY DIRECTORATE

Children & Young People		Community Services		Customer Services		Regeneration		Resources		TOTAL
88	9%	71	6%	230	19%	47	11%	85	18%	521

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6- SPO	JNC
9	0	5	6	52	180	193	64	12
2%	0%	2%	4%	7%	23%	15%	22%	38%

BY LENGTH OF SERVICE

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +
202	13%	125	13%	132	12%	62 10%

BY AGE

16-20		21-24		25-34		35-44		45-54		55+
4	21%	27	23%	118	17%	167	13%	164	11%	41 5%

BY ETHNICITY

Asian		Black		Mixed		Other		White		Undisclosed
24	21%	155	12%	15	16%	7	9%	317	12%	3 5%

BY GENDER

Females		Males
347	13%	174 11%

BY DISABILITY

Disabled
44 12%

COMMENTARY

Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position. Significantly Asian staff have experienced high levels of promotion this year. Further analysis shows that over 1 in 3 of the Council's Heads of Service positions (38%) were filled by internal promotions.

**DISCIPLINARY, CAPABILITY AND GRIEVANCES BY DIVERSITY GROUP
(including schools)**

BY DIRECTORATE

	Capability		Disciplinary		Grievance		TOTAL	
Children & Young People	3	8%	6	8%	5	17%	14	10%
Community Services	3	8%	8	11%	11	38%	22	15%
Customer Services	10	25%	30	40%	2	7%	42	29%
Regeneration	3	8%	8	11%	3	10%	14	10%
Resources	0	0%	2	3%	5	17%	7	5%
Schools	21	53%	21	28%	3	10%	45	31%
TOTAL	40	100%	75	100%	29	100%	144	100%

BY GRADE

	Capability		Disciplinary		Grievance		TOTAL	
Manual	8	20%	19	25%	4	14%	31	22%
Craft	1	3%	1	1%	0	0%	2	1%
Lecturer/Teacher	11	28%	6	8%	2	7%	19	13%
SC1/2	6	15%	6	8%	1	3%	13	9%
SC3/5	9	23%	16	21%	5	17%	30	21%
SC6/SO2	3	8%	19	25%	2	7%	24	17%
PO1-5	2	5%	6	8%	13	45%	21	15%
PO6-SPO	0	0%	2	3%	2	7%	4	3%
JNC	0	0%	0	0%	0	0%	0	0%
TOTAL	40	100%	75	100%	29	100%	144	100%

BY ETHNICITY

	Capability		Disciplinary		Grievance		TOTAL	
Asian	1	3%	1	1%	0	0%	2	1%
Black	5	13%	34	45%	13	45%	52	36%
Mixed	1	3%	3	4%	2	7%	6	4%
Other	1	3%	1	1%	0	0%	2	1%
White	32	80%	36	48%	14	48%	82	57%
TOTAL	40	100%	75	100%	29	100%	144	100%

BY DISABILITY

	Capability		Disciplinary		Grievance		TOTAL	
Non Disabled	33	83%	72	96%	27	93%	132	92%
Disabled	7	18%	3	4%	2	7%	12	8%
TOTAL	40	100%	75	100%	29	100%	144	100%

BY GENDER

	Capability		Disciplinary		Grievance		TOTAL	
Female	21	53%	39	52%	20	69%	80	56%
Male	19	48%	36	48%	9	31%	64	44%
TOTAL	40	100%	75	100%	29	100%	144	100%

COMMENTARY

The employee relations casework above represent only 1.7% of the councils workforce. Across the board, the figures show that white staff feature more prominently in capability cases and black staff in disciplinary and grievance cases. However the proportion of black staff involved in these cases is significantly less when making comparisons by grade. Disciplinary cases mainly take place at lower grades (SO1 and below) where the representation figures of black staff and white staff are nearer 50%. In contrast the higher levels of white staff involved in capability hearings can be explained through the location of these cases, predominantly in schools support, where there are high percentages of white staff. There were an additional 9 other cases that relate to casual staff and that are not listed here. Analysis of the high numbers of grievances at PO1-5 has not established a significant trend. A key element of the People Management Strategy is greater emphasis on consulting and engaging staff. Initiatives include an employee panel, staff suggestions schemes and surveys, and greater involvement in the change management process.

**DISCIPLINARY, CAPABILITY AND GRIEVANCES BY ETHNICITY AND GRADE
(including schools)**

Capability

	Asian	Black	Mixed	Other	White	TOTAL
Manual	0	1	0	0	7	8
Craft	0	0	0	0	1	1
Lecturer/Teacher	0	2	0	0	9	11
SC1/2	0	0	0	1	5	6
SC3/5	0	2	1	0	6	9
SC6/SO2	0	0	0	0	3	3
PO1-5	1	0	0	0	1	2
PO6-SPO	0	0	0	0	0	0
JNC	0	0	0	0	0	0
TOTALS	1	5	1	1	32	40

Disciplinary

	Asian	Black	Mixed	Other	White	TOTAL
Manual	0	3	0	0	16	19
Craft	0	0	0	0	1	1
Lecturer/Teacher	1	3	0	0	2	6
SC1/2	0	2	1	0	3	6
SC3/5	0	9	1	0	6	16
SC6/SO2	0	12	1	0	6	19
PO1-5	0	4	0	1	1	6
PO6-SPO	0	1	0	0	1	2
JNC	0	0	0	0	0	0
TOTALS	1	34	3	1	36	75

Grievance

	Asian	Black	Mixed	Other	White	TOTAL
Manual	0	2	0	0	2	4
Craft	0	0	0	0	0	0
Lecturer/Teacher	0	0	0	0	2	2
SC1/2	0	0	0	0	1	1
SC3/5	0	2	0	0	3	5
SC6/SO2	0	1	0	0	1	2
PO1-5	0	7	2	0	4	13
PO6-SPO	0	1	0	0	1	2
JNC	0	0	0	0	0	0
TOTALS	0	13	2	0	14	29

RECRUITMENT
APPOINTMENTS BY MEDIA SOURCE
April 06 to March 07

	Enquiries	%	Applicants	%	Appointees	%
Internet (Lewisham)	2,935	23%	2,481	25%	120	22%
Vacancy Bulletin/Intranet	1,521	12%	1,388	14%	151	28%
Referral/Other	804	6%	490	5%	70	13%
Internet (non Lewisham)	2,420	19%	2,306	23%	62	11%
Local Press	1,308	10%	559	6%	11	2%
Guardian	376	3%	336	3%	21	4%
Specialist/Trade Press	133	1%	132	1%	9	2%
Other	334	3%	195	2%	23	4%
Not Known	2,851	22%	2,215	22%	76	14%
Totals	12,682	100%	10,102	100%	543	100%

SPEND BY MEDIA SOURCE
April 06 to March 07

	Total Spend	%	Total Adverts	%	Cost per Advert	%
Specialist/Trade Press	137,272	40%	70	27%	1,961	17%
Guardian	117,920	34%	59	22%	1,999	17%
Job Websites *	40,875	12%	102	39%	401	3%
Local/Regional Press	32,216	9%	25	10%	1,289	11%
Other	8,261	2%	3	1%	2,754	24%
Local Government Press	6,751	2%	3	1%	2,250	19%
Diversity Press	969	0%	1	0%	969	8%
TOTALS (£)	344,264		263		11,622	

COST PER HIRE
April 06 to March 07

	£
Internet	325
Local Press	2,147
Guardian	5,126
Trade Press	13,727
Average	634

Commentary

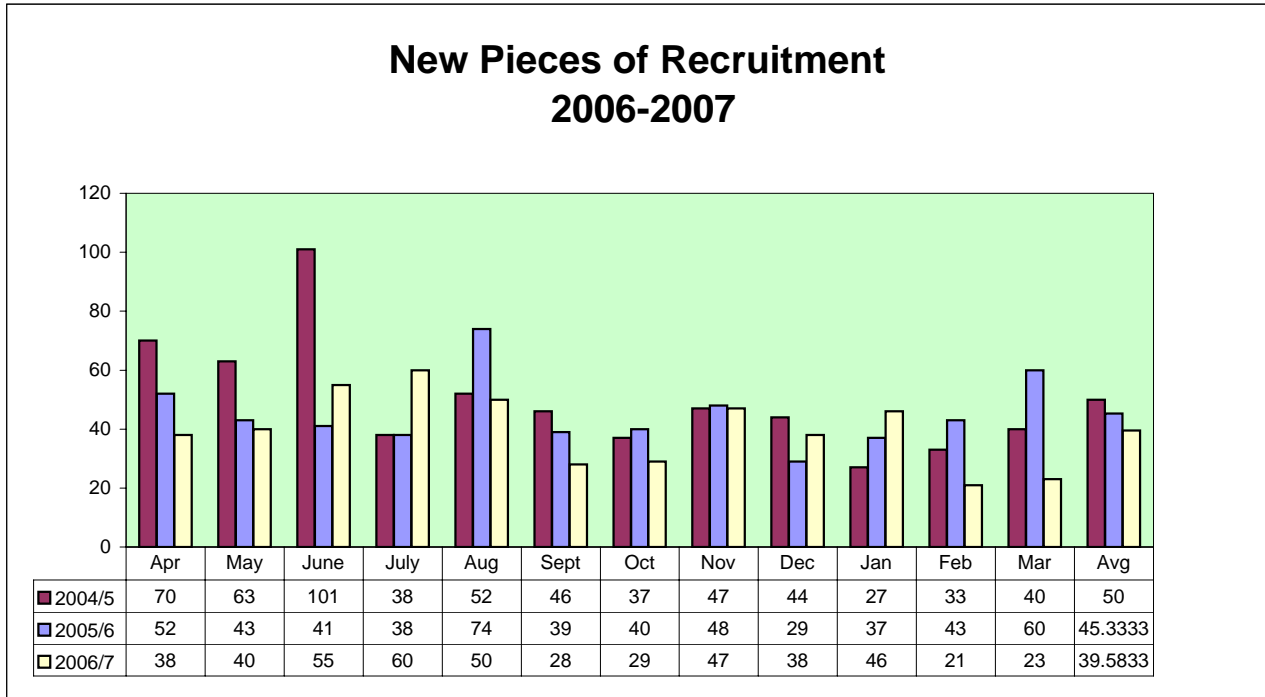
Media source continues to reflect the ongoing importance of internet recruitment as the primary vehicle to attract and recruit candidates to Lewisham. This is in line with wider national trends. Over one-third of appointments are via the internet which is at least 3 times greater than traditional media sources, e.g. the press. Internal recruitment continues to provide a large group of appointees, with at least 28% of appointments originating from the vacancy bulletin and intranet.

Overall recruitment advertising spend continues to fall from £514k in 2005/06 to £344k in 2006/07 with average cost per hire reducing from £704 to £624 over the same period. The internet continues to be the cheapest option to recruit staff and is significantly more cost effective than traditional media. The move to on-line recruitment has resulted in £25k cashable (£75k non-cashable) efficiency savings for 2006/07 with a £75k cashable savings target for 2007/08. The Council will continue to further exploit on-line solutions within 2007/08 as part of the ongoing programme to modernise recruitment processes and meet efficiency targets.

**RECRUITMENT ACTIVITY
(Excluding Schools)**

New pieces of recruitment 2006/7

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Avg	Total
2004/5	70	63	101	38	52	46	37	47	44	27	33	40	50	598
2005/6	52	43	41	38	74	39	40	48	29	37	43	60	45.3	544
2006/7	38	40	55	60	50	28	29	47	38	46	21	23	39.6	475



TIME TAKEN TO RECRUIT

Average days from Advert to Cleared to Start

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Target
69	86.0	56.0	56.9	82.7	71.4	57.5	71.0	67.3	65.0	58.5	67.4	80

COMMENTARY

The overall number of recruitment campaigns has reduced from 598 in 2004/5 to 475 in 2006/7. This reflects relatively low levels of turnover, budget pressures where some posts are deleted once they become vacant and an increasing use of other flexible resourcing options especially agency staff. Time taken to recruit has been below target for most months within 2006/07 and will continue to remain a priority within 2007/08 along with the introduction of a more consultancy style support to line managers on recruitment.

AGENCY STAFF EXPENDITURE
April 2006 to March 2007

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

	£'000	%
Children and Young People	4,431	20%
Community Services	4,546	20%
Customer Services	7,836	35%
Regeneration	1,922	9%
Resources	1,429	6%
Schools	2,054	9%
TOTAL	22,218	100%

	Sickness £'000	Leave £'000	Vacancy £'000	Increased Workload £'000
Children and Young People	46	10	4,106	269
Community Services	45	94	3,501	906
Customer Services	168	162	6,293	1,213
Regeneration	16	46	1,129	731
Resources	30	36	970	393
TOTAL	305	348	15,999	3,512

COMMENTARY

The Agency Managed Service (AMS) for all agency worker requirements went live from 19th February 2007. The service covers all of the Council's agency requirements with the exception of schools. From April 2007 onwards, the Council will be provided with comprehensive month on month management information which includes the number of agency workers, spend and length of booking in each service area.

The AMS will also provide additional benefits to the Council including:

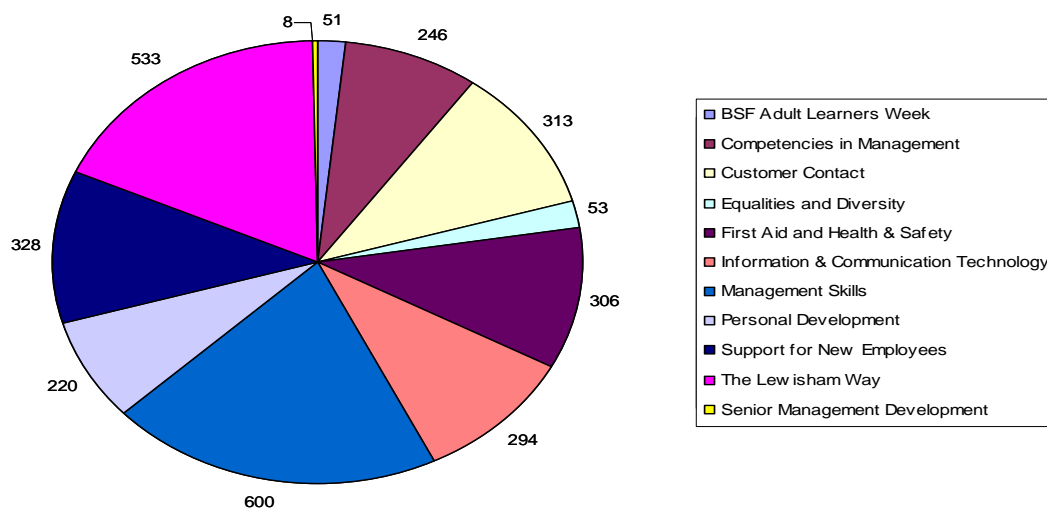
- One point of contact for managers and an e-recruitment system to streamline the agency
- Performance manage and auditing of supplying agencies to ensure quality of service and
- Consolidated e-invoicing;
- And an anticipated £1m efficiency savings in 2007/08

In terms of the spend for 2006-07, no accurate management information is available for this period so it is more difficult to provide a full commentary. The information held for 2006-07 suggests that at any one time there were between 700-800 agency workers across the Council and the average length of booking was approximately 6 months. More detailed information will be available next year as part of the new AMS.

The agency spend within Customer Services was the highest and this in part reflects the unusually high number of agency workers in Housing, prior to the go-live of Lewisham Homes. A strategic decision was made to implement a permanent headcount freeze and back fill vacancies with agency workers.

LEARNING AND DEVELOPMENT COURSE ATTENDANCE (excluding Schools)

Learning Unit Courses - Attendees by Training Area 2006/07



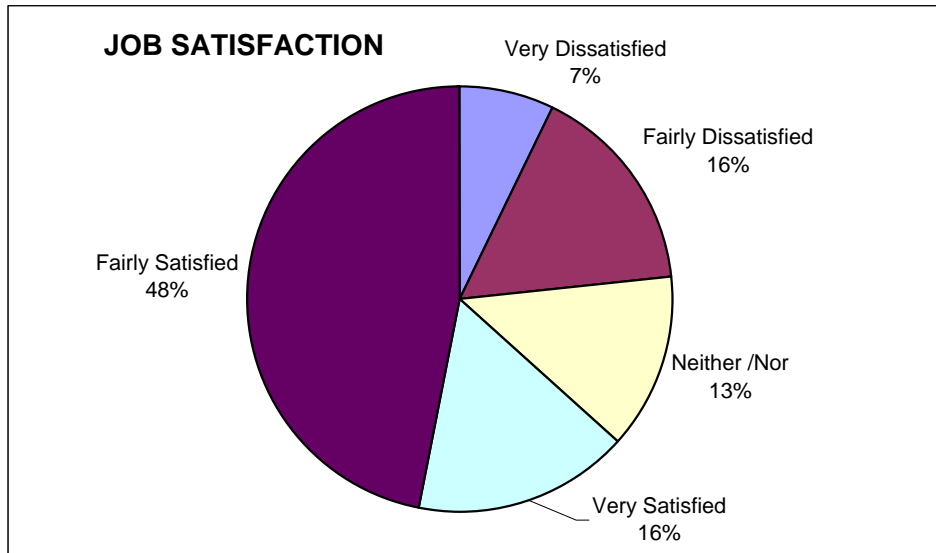
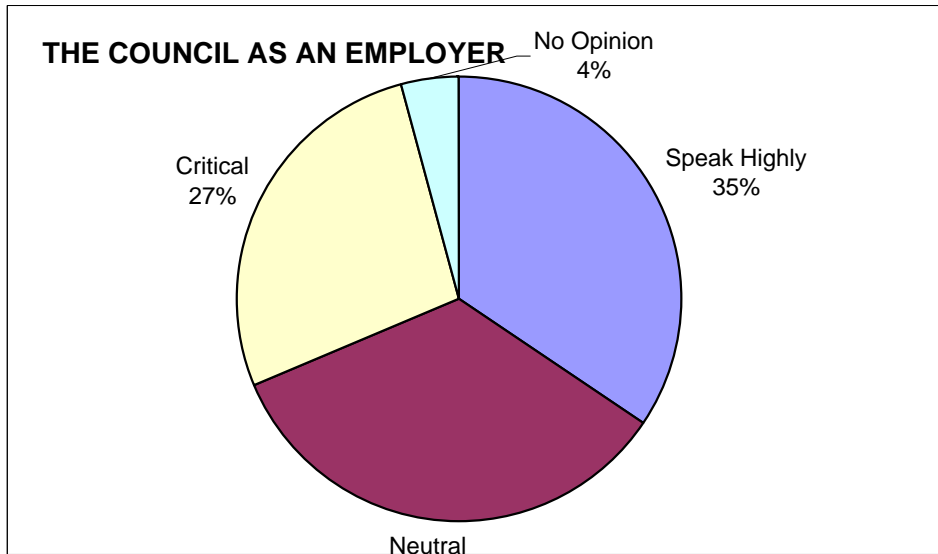
Ethnic Group	Applicants for Training		Employees Trained	
	Total number of staff	Percentage of Council's workforce	Total number of staff	Percentage of Council's workforce
Asian	105	91.3%	95	82.6%
Black	872	70.1%	764	61.4%
Mixed	61	65.6%	54	58.1%
Other	40	50.0%	31	38.8%
White	1436	53.3%	1315	48.8%
Total	2514	59.47%	2259	53.44%

COMMENTARY

The total number of 'participant days' spent on training during 2006/07 was similar to the previous year's figure. However during 2006/07 an increasing proportion of training days were spent on organisational change, through teams participating in the Lewisham Way sessions.

During 2007/08 learning and development will continue to extend team participation in Lewisham Way sessions. There will also be a focus on building closer connections with targets identified through workforce plans, service plans and PES. This focus will include leadership and management development around the council's expectations of managers at different levels.

**TALKBACK RESULTS
THE COUNCIL AS AN EMPLOYER AND JOB SATISFACTION**



COMMENTARY

The staff attitude survey, Talkback, undertaken early on in the year outlined that overall, a third (34%) of employees say that they speak highly of the authority as an employer. This is in line with benchmark data for local authorities. One in four employees are critical (27%), again in line with local authority norms. Further work needs to be done to encourage the 34% who currently have a neutral reaction when questioned. As part of the People Management Strategy action is being taken to increase staff engagement within the Council.

Three in five (62%) of Lewisham employees were satisfied with their present job. This was in line with the local authority and public sector as a whole benchmark. Staff view making best use of their skills and abilities as the key determinant in improving their job satisfaction. The survey also revealed that staff required more support to manage stress, career development opportunities and the working environment. A number of initiatives are underway to improve in these areas such as a new employee assistance programme and a review of council benefits.

HR Key Performance Indicators

Below are the HR Key Performance Indicators (KPIs). KPIs are one of the performance measurement tools used in HR. KPIs are monitored each month and are regularly reviewed by Mayor and Cabinet. Some KPIs are Audit Commission statutory indicators

Type	Description	06/07 Target	06/07 Performance	07/08 Target
Statutory				
	Average days lost to sickness absence per FTE employee	8.95	9.33	8.42
	Early retirements as a % of members in the pension scheme	1.00%	1.17%	1.00%
	Ill health retirements as a % of members in the pension scheme	0.20%	0.17%	0.20%
	% of top 5% of earners who are women	50.0%	56.3%	50.0%
	% of top 5% of earners that are from black and ethnic minorities	18%	15.4%	18%
	% of top 5% earners who are disabled	10%	6.8%	7%
	% of staff declaring they meet the DDA disability definition	10%	7%	8%
	Staff from black and ethnic minorities as a % of that within the total workforce	31%	29.3%	31%
Council				
	Council jobs gained by young people under 25 as a % of junior level appointments	31.0%	26%	31.0%
	% of Performance Evaluations (PES) undertaken	100%	76%	100%
	Average time taken to recruit from placement of first advertisement to completion of clearances (days).	80	67.4	80
	% of ethnic minorities staff recruited at PO6 and above	27%	23.3%	28%
	% of staff who evaluate learning & development activities as good or excellent	95%	84%	95%
	% of learning unit events recording 80% or more attendance	100%	100%	100%
	% of staff who evaluate each personnel service as good or excellent	95%	84%	95%
	Proportion of black and ethnic minority staff (standard equality categories) who obtain internal promotion compared with the overall proportion in the workforce (PO6 grades and above)	21%	22.6%	21%
	Proportion of black and ethnic minority staff (standard equality categories) who voluntarily leave compared with the overall proportion in the workforce (PO6 grades and above)	8%	5.4%	7%
	Proportion of disabled staff (standard equality categories) who obtain internal promotion compared with the overall proportion in the workforce (PO6 grades and above)	11%	19.2%	7%
	Proportion of disabled staff (standard equality categories) who voluntarily leave compared with the overall proportion in the workforce (PO6 grades and above)	8%	7.7%	7%
	% of management development programmes that have BME representation that matches workforce	100.0%	100.0%	100.0%
	% of learning and development program that involve e-learning	42.0%	41.6%	N/A
New Indicators				
Council	% increase of using e-learning as an alternative to classroom learning	N/A	N/A	10%
	% of job applications received online	60%	70%	60%
	% of Black and ethnic minority agency staff	N/A	N/A	90%

Leavers

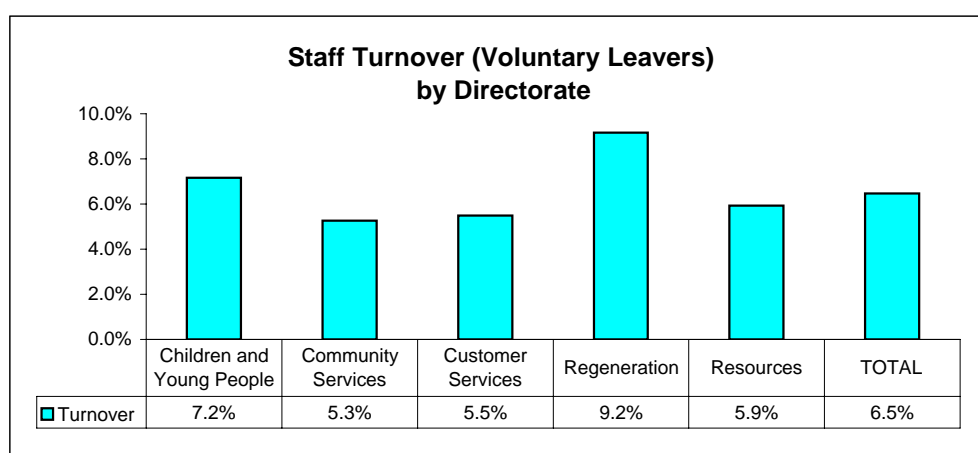
In common with previous years the Council has a low level of staff voluntary turnover. Current figures are at 6.5%. This is broadly similar to other London Boroughs and Councils in general. Turnover figures are above the norm where skills are in high demand such as for craft workers (the Council's skilled tradespeople). Turnover is also above the norm for staff with a shorter length of service.

The number of early retirees and voluntary redundancies continue to be monitored closely by HR teams to ensure fair practice. This year the number is higher due to the internal organisational restructures mentioned earlier.

**STAFF TURNOVER - Voluntary Leavers
(excluding schools)**

April 06 to March 07

By Directorate	Employed April	Employed March	Average	No. of Leavers	Turnover
Children and Young People	915	957	936	67	7.2%
Community Services	1280	1227	1254	66	5.3%
Customer Services	617	1207	912	50	5.5%
Regeneration	1102	427	765	70	9.2%
Resources	612	468	540	32	5.9%
TOTAL	4526	4286	4406	285	6.5%



	No. Employed April	No. Employed March	Average	No. of Leavers	Turnover
By Gender					
Female	2779	2664	2722	163	6.0%
Male	1747	1622	1685	122	7.2%
By Disability					
Non Disabled	4121	3929	4025	279	6.9%
Disabled	405	357	381	6	1.6%
By Ethnicity					
Asian	114	115	115	6	5.2%
Black	1298	1244	1271	75	5.9%
Mixed	103	93	98	10	10.2%
Other	93	80	87	4	4.6%
White	2878	2695	2787	188	6.7%

**STAFF TURNOVER - Voluntary Leavers
(excluding Schools)**

	No. Employed April	No. Employed March	Average	No. of Leavers	Turnover
By Grade					
Manual	672	588	630	43	6.8%
Craft	143	137	140	19	13.6%
Lecturers	315	204	260	5	1.9%
SC1/2	217	168	193	10	5.2%
SC3-5	866	747	807	52	6.4%
SC6-SO2	845	788	817	43	5.3%
PO1-5	1296	1248	1272	86	6.8%
PO6-SPO	277	294	286	25	8.8%
JNC	23	32	28	2	7.3%
By Length of Service					
0-4.99 years	1783	1596	1690	173	10.2%
5-9.99 years	947	954	951	51	5.4%
10-19.99 years	1288	1103	1196	44	3.7%
20+ years	636	633	635	17	2.7%
By Age					
16-20	17	19	18	5	27.8%
21-24	130	119	125	16	12.9%
25-34	731	695	713	71	10.0%
35-44	1502	1256	1379	107	7.8%
45-54	1474	1445	1460	44	3.0%
55+	800	752	776	42	5.4%

**EARLY RETIREMENT/REDUNDANCY
(excluding Schools)**

The early retirement figures below relate to those employees aged 50 or over who have left the Council's service on efficiency grounds. Redundancy figures relate to those employees aged under 50 who have been declared redundant following the deletion of their jobs and for whom no alternative work has been available.

**All Directorates 2005/6
(excluding Schools)**

	Early Retirement			Redundancy		
	Men	Women	TOTAL	Men	Women	TOTAL
White	0	18	18	10	16	26
Black and Ethnic Minorities	0	0	0	3	3	6
TOTAL	0	18	18	13	19	32

**All Directorates 2006/7
(excluding Schools)**

	Early Retirement			Redundancy		
	Men	Women	TOTAL	Men	Women	TOTAL
White	6	17	23	15	18	33
Black and Ethnic Minorities	0	1	1	1	2	3
TOTAL	6	18	24	16	20	36

EARLY RETIREMENT/ REDUNDANCY 1994-2006/7

	Early Retirement	Redundancy	TOTAL
1994	28	151	179
1995	83	157	240
1996	76	161	237
1997	25	69	94
1998	35	148	183
1999	18	113	131
2000	9	116	125
2001	1	37	38
2002	1	37	38
2003/4	3	16	19
2004/5	3	9	12
2005/6	18	32	50
2006/7	24	36	60
TOTAL	324	1082	1406

COMMENTARY

The Audit Commission's definition for early retirement was clarified in August 2005 to include women who retired voluntarily at age 60 with full benefits. This resulted in an increase in the overall figures.

The further increase this year relates to redundancies which have resulted from service reviews across the Council. Despite this, there continues to be a downward trend in the number of early retirements.

Early retirements continue to be approved and monitored by the Corporate Retirement Panel to ensure consistency of decision making and approach across the council.