
employment profile

2007/8

Introduction

Welcome to the Lewisham Employment Profile for the year 2007/08. This document as in previous years outlines the Council's key staff statistics. 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 over 8,100 staff. A further 1,700 staff are employed on a casual basis. Over 60% of these staff are employed in schools. The staff population is characteristically representative of the local community, both in terms of ethnic breakdown and gender. 51% of staff live in the borough.

The Council continues to have a diverse workforce with black and ethnic minority staff making up over a third of all staff. Despite improvement in the representation of black and ethnic minority staff at senior management level, more work continues to be done to further improve this.

The Council continues to have a low turnover of staff and an older 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 need to recruit and retain more young staff remains as a key priority for the Mayor and in the HR service plan. Its progress is monitored through HR key performance indicators in this area. Sickness absence has increased and work continues to be done to 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 has become fully operational and has started to deliver the expected 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, an increase in recruitment levels and a large increase in redundancies.

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
June 2008

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Total employees

At the time of collection, the Council employed 8136 staff. This is a figure that has reduced by 2% since last year.

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 2007/8

Headcount refers to the actual number of employees in post on 31 March 2008, 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.

	Headcount	FTE
Children and Young People*	976	853
Community Services	1199	902
Customer Services	1083	943
Regeneration	412	365
Resources	425	410
TOTAL Excluding Schools	4095	3473
Schools **	4041	3035
TOTAL Including Schools	8136	6508

*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 5 schools covering 472 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

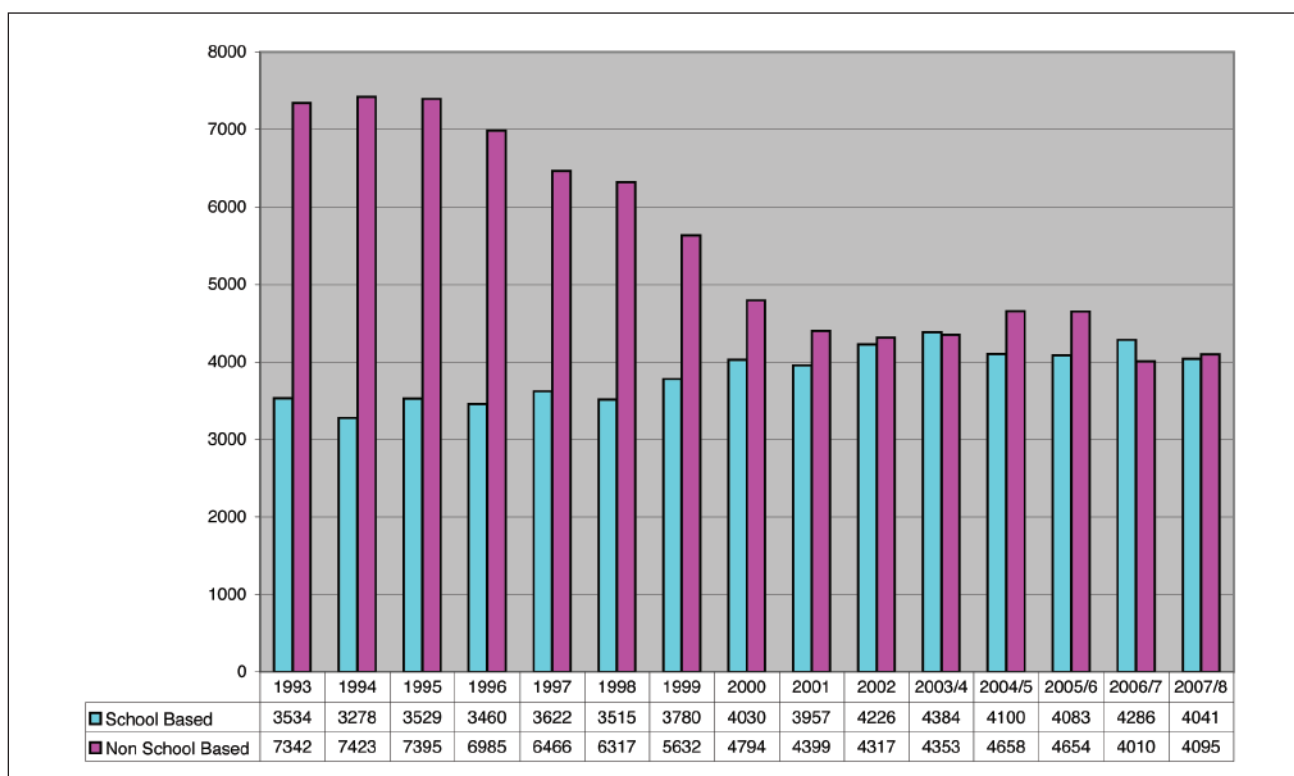
1993–2007/8

(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
2007/8	582	102	3123	2123	2206	8136

Total employees trend 1993-2007/8

(including Schools)



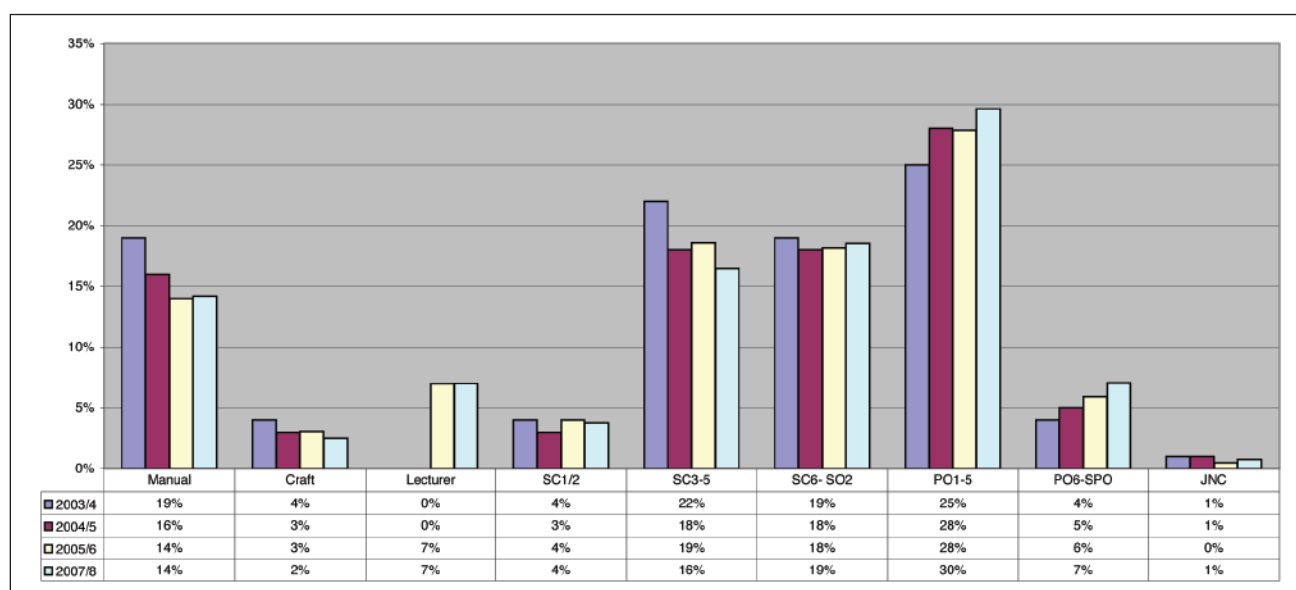
Total employees by grade band and by directorate 2007/8 (excluding Schools)

BY HEADCOUNT

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SPO	JNC TOTAL	
Children & Young People	31	0	66	50	238	138	325	123	5	976
Community Services	154	0	222	49	211	180	342	36	5	1199
Customer Services	279	102	0	13	112	316	223	33	5	1083
Regeneration	118	0	0	38	40	56	130	25	5	412
Resources	0	0	0	4	74	70	193	73	11	425
TOTAL	582	102	288	154	675	760	1213	290	31	4095

BY PERCENTAGE

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SPO	JNC TOTAL	
Children & Young People	3%	0%	7%	5%	24%	14%	33%	13%	1%	100%
Community Services	13%	0%	19%	4%	18%	15%	29%	3%	0%	100%
Customer Services	26%	9%	0%	1%	10%	29%	21%	3%	0%	100%
Regeneration	29%	0%	0%	9%	10%	14%	32%	6%	1%	100%
Resources	0%	0%	0%	1%	17%	16%	45%	17%	3%	100%
TOTAL	14%	2%	7%	4%	16%	19%	30%	7%	1%	100%



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 has consolidated 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.

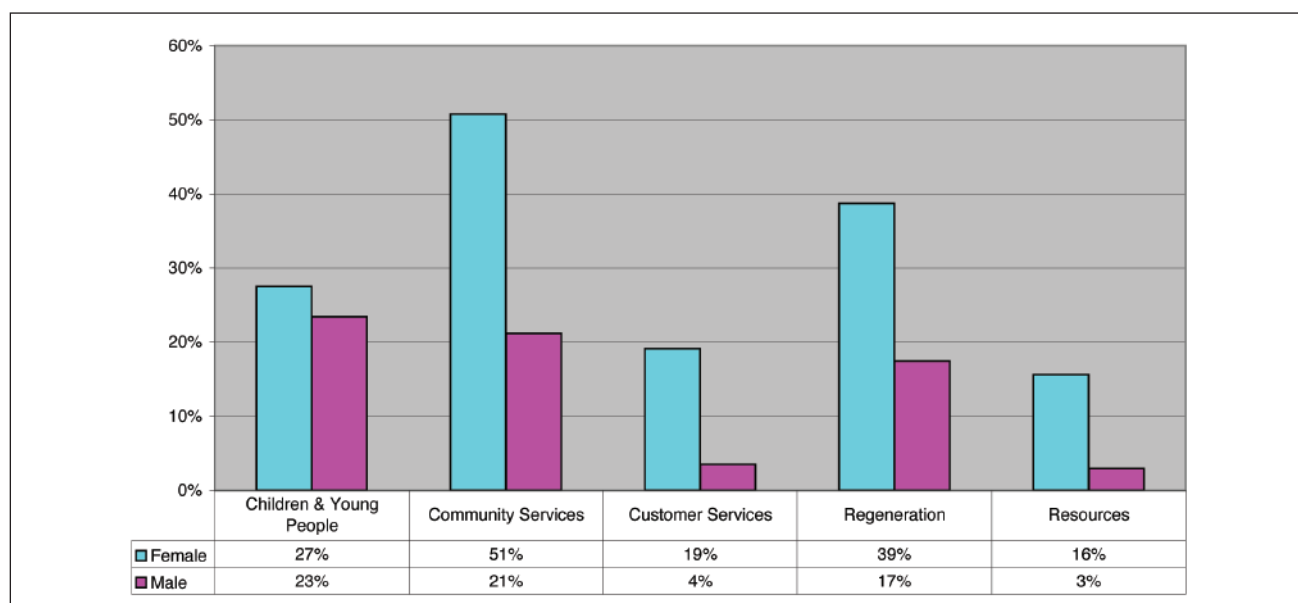
Part-time employees by gender 2007/8

(excluding Schools)

	Children and Young People		Community Services		Customer Services		Regeneration		Resources		Total	
Female	212	27%	458	51%	82	19%	84	39%	40	16%	876	34%
Male	48	23%	63	21%	23	4%	34	17%	5	3%	173	11%
TOTAL	260	27%	521	43%	105	10%	118	29%	45	11%	1049	26%

Part-time employees by gender 2007/8

(excluding Schools)

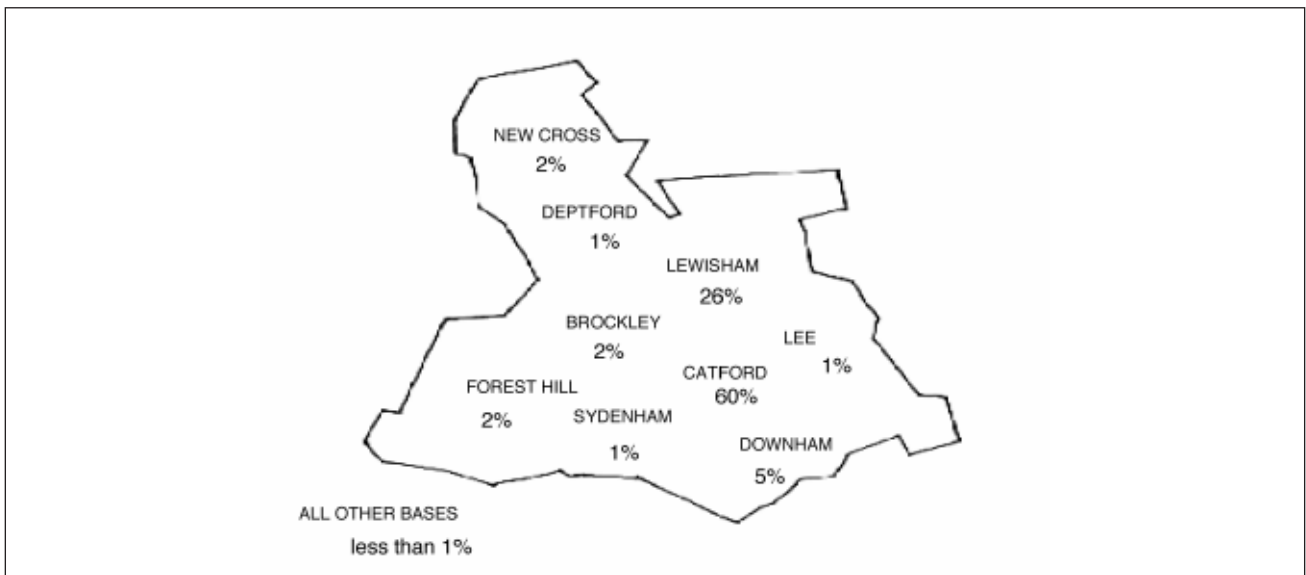


COMMENTARY

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.

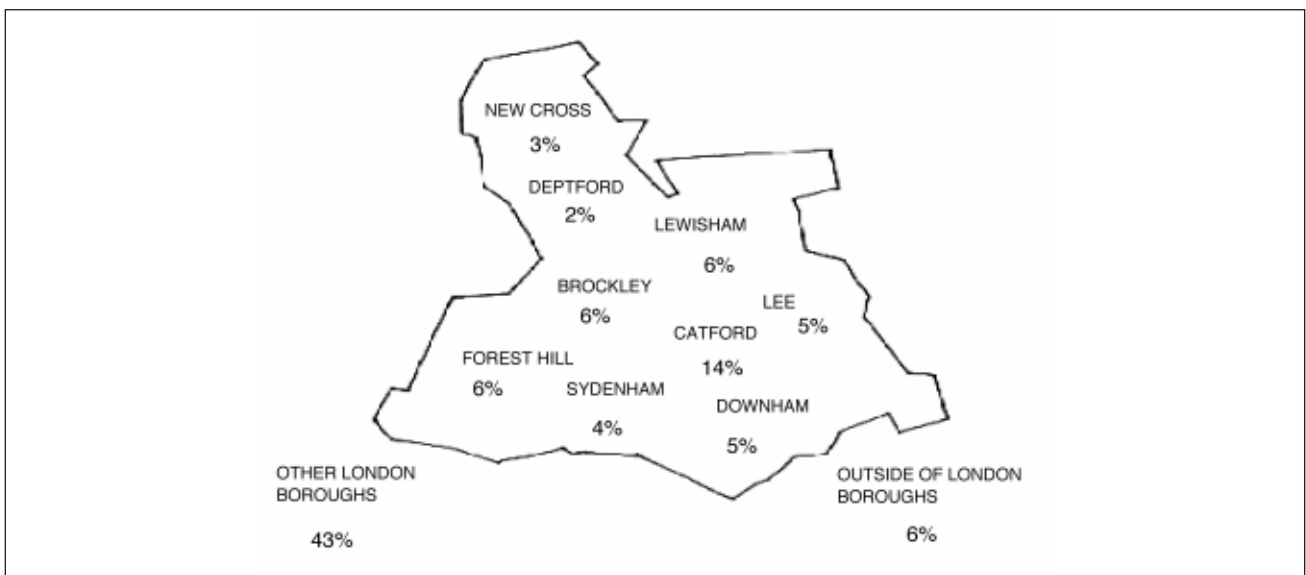
Employees' work locations within the borough 2007/8

(excluding Schools)



Employees who live within the borough 2007/8

(excluding Schools)



COMMENTARY

51% of staff live in the borough. There has been a slight fall in the number (1%) 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 a continued increase in the number of staff based in Lewisham up from 25% to 26% this year. However there's been an equal decrease in the number of staff based in Catford from 61% to 60%, maintaining the overall percentage across the complex at 86%.

Representation

The profile provides useful benchmark data that helps measure the impact of the People Management Strategy. In terms of overall black and ethnic minority representation, at 37% 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 31% due to the lower levels of black and ethnic minorities staff in teaching and school support roles, however this still shows an increase on previous years.

Disabled representation remains at 8% meeting the the target for 07/08 and is evenly distributed across directorates and grades.

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

Ethnic minority employees (excluding Schools)

BY DIRECTORATE

	Children and Young People		Community Services		Customer Services		Regeneration		Resources		TOTAL	
Asian	24	2%	27	2%	27	2%	11	3%	21	5%	110	3%
Black	348	36%	348	29%	303	28%	119	29%	109	26%	1227	30%
Mixed	22	2%	27	2%	25	2%	15	4%	6	1%	95	2%
Other	23	2%	27	2%	17	2%	7	2%	5	1%	79	2%
White	547	56%	755	63%	700	65%	258	63%	282	66%	2542	63%

BY GRADE

	Manual		Craft		Lecturer		SC1/2		SC3-5		SC6-SO2		PO1-5		PO6-SPO		JNC	
Asian	5	1%	1	1%	7	2%	8	5%	16	2%	27	4%	32	3%	12	4%	2	6%
Black	183	31%	18	18%	36	13%	65	42%	263	39%	259	34%	351	29%	50	17%	2	6%
Mixed	10	2%	3	3%	3	1%	5	3%	14	2%	20	3%	33	3%	7	2%		0%
Other	15	3%	1	1%	9	3%	6	4%	20	3%	17	2%	10	1%	1	0%		0%
White	364	63%	78	76%	228	79%	67	44%	352	52%	431	57%	777	64%	219	76%	26	84%

BY LENGTH OF SERVICE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +	
Asian	42	38%	19	17%	36	33%	13	12%
Black	540	44%	315	26%	290	24%	82	7%
Mixed	41	43%	25	26%	18	19%	11	12%
Other	24	30%	35	44%	18	23%	2	3%
White	816	32%	533	21%	689	27%	504	20%

BY AGE

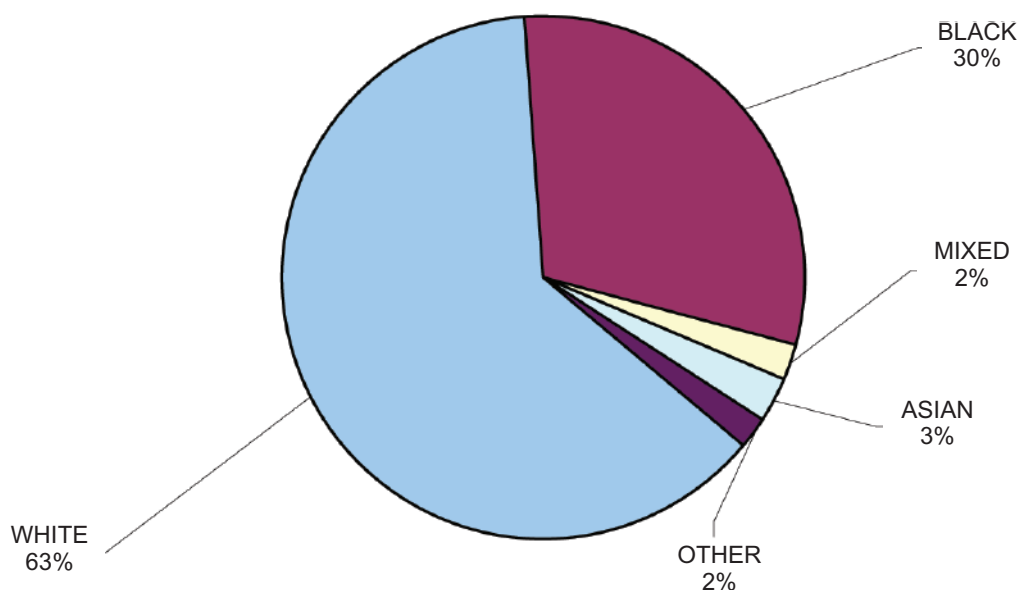
	16-20		21-24		25-34		35-44		45-54		55+	
Asian	0	0%	2	2%	23	3%	36	3%	36	3%	13	2%
Black	7	35%	38	38%	215	32%	423	38%	432	30%	112	15%
Mixed	0	0%	4	4%	24	4%	31	3%	32	2%	4	1%
Other	1	5%	3	3%	12	2%	22	2%	29	2%	12	2%
White	11	55%	53	52%	379	57%	597	53%	881	62%	621	81%

BY DISABILITY

	Disabled	
Asian	8	2%
Black	61	19%
Mixed	9	3%
Other	3	1%
White	240	75%

Ethnic origin of employees 2007/8

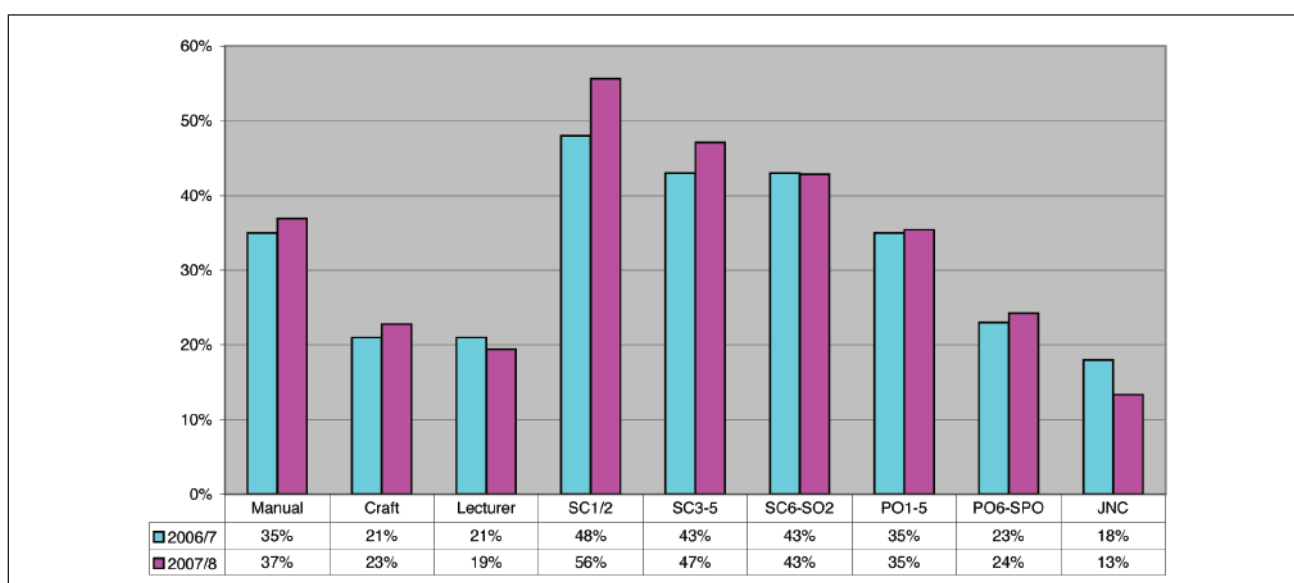
(excluding Schools)



	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-SPO	JNC	TOTAL
2006/7	205	28	58	79	318	337	437	66	4	1532
2007/8	213	23	55	84	313	323	426	70	4	1511

All minority employees as a percentage of total 2006/7 – 2007/8

(excluding Schools)



COMMENTARY

Trend figures indicate that there is little change in this area from previous years. However there has been a significant increase in the representation of black and ethnic minorities at SC1/2 and SC3–5 grades.

Percentages are based on totals where ethnicity has been disclosed.

Employees by work area and all ethnic origins 2007/8

(including Schools)

	Manual		Craft		Officer		Teachers & lecturers		School support		Total	
Asian Bangladeshi	0	0.0%	0	0.0%	7	0.2%	4	0.2%	3	0.1%	14	0.2%
Asian Indian	3	0.5%	1	1.0%	57	1.8%	42	2.0%	18	0.8%	121	1.5%
Asian Other	2	0.3%	0	0.0%	18	0.6%	11	0.5%	14	0.6%	45	0.6%
Asian Pakistani	0	0.0%	0	0.0%	5	0.2%	9	0.4%	11	0.5%	25	0.3%
Asian Tamil	0	0.0%	0	0.0%	10	0.3%	2	0.1%	5	0.2%	17	0.2%
Black African	37	6.4%	0	0.0%	289	9.3%	64	3.0%	85	3.9%	475	5.8%
Black Caribbean	130	22.3%	14	13.7%	590	18.9%	175	8.2%	263	11.9%	1172	14.4%
Black Other	16	2.7%	4	3.9%	111	3.6%	29	1.4%	43	1.9%	203	2.5%
Chinese	1	0.2%	0	0.0%	7	0.2%	7	0.3%	3	0.1%	18	0.2%
Mxd Other	2	0.3%	1	1.0%	22	0.7%	21	1.0%	27	1.2%	73	0.9%
Mxd Wh & Blk African	1	0.2%	0	0.0%	14	0.4%	10	0.5%	20	0.9%	45	0.6%
Mxd Wh & Blk Caribbean	7	1.2%	2	2.0%	35	1.1%	13	0.6%	34	1.5%	91	1.1%
Mxd White & Asian	0	0.0%	0	0.0%	8	0.3%	7	0.3%	10	0.5%	25	0.3%
Other Ethnic Group	14	2.4%	1	1.0%	44	1.4%	28	1.3%	29	1.3%	116	1.4%
Vietnamese	0	0.0%	0	0.0%	3	0.1%	1	0.0%	3	0.1%	7	0.1%
White British	326	56.0%	70	68.6%	1630	52.2%	1423	67.0%	1371	62.1%	4820	59.2%
White Irish	17	2.9%	3	2.9%	67	2.1%	59	2.8%	44	2.0%	190	2.3%
White Other	21	3.6%	5	4.9%	156	5.0%	144	6.8%	85	3.9%	411	5.1%
White Turkish/Turkish Cypriot	0	0.0%	0	0.0%	19	0.6%	8	0.4%	28	1.3%	55	0.7%
Undisclosed	5	0.9%	1	1.0%	31	1.0%	66	3.1%	110	5.0%	213	2.6%
Total all employees	582	100.0%	102	100.0%	3123	100.0%	2123	100.0%	2206	100.0%	8136	100.0%
Total all minority employees	213	37%	23	23%	1220	39%	423	21%	568	27%	2447	31%

Employees by directorate and all ethnic origins 2007/8

(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	0.7%	7	0.2%
Asian Indian	11	1.1%	19	1.6%	20	1.8%	4	1.0%	12	2.8%	66	1.6%
Asian Other	6	0.6%	5	0.4%	4	0.4%	3	0.7%	3	0.7%	21	0.5%
Asian Pakistani	1	0.1%	1	0.1%	1	0.1%	1	0.2%	2	0.5%	6	0.1%
Asian Tamil	4	0.4%	2	0.2%	0	0.0%	3	0.7%	1	0.2%	10	0.2%
Black African	79	8.1%	110	9.2%	79	7.3%	24	5.8%	42	9.9%	334	8.2%
Black Caribbean	230	23.6%	198	16.5%	183	16.9%	87	21.1%	58	13.6%	756	18.5%
Black Other	39	4.0%	40	3.3%	41	3.8%	8	1.9%	9	2.1%	137	3.3%
Chinese	0	0.0%	3	0.3%	3	0.3%	1	0.2%	2	0.5%	9	0.2%
Mxd Other	4	0.4%	7	0.6%	5	0.5%	8	1.9%	3	0.7%	27	0.7%
Mxd Wh & Blk African	5	0.5%	3	0.3%	5	0.5%	2	0.5%	0	0.0%	15	0.4%
Mxd Wh & Blk Caribbean	11	1.1%	15	1.3%	12	1.1%	4	1.0%	3	0.7%	45	1.1%
Mxd White & Asian	2	0.2%	2	0.2%	3	0.3%	1	0.2%	0	0.0%	8	0.2%
Other Ethnic Group	21	2.2%	24	2.0%	13	1.2%	6	1.5%	3	0.7%	67	1.6%
Vietnamese	2	0.2%	0	0.0%	1	0.1%	0	0.0%	0	0.0%	3	0.1%
White British	457	46.8%	646	53.9%	621	57.3%	238	57.8%	254	59.8%	2216	54.1%
White Irish	16	1.6%	32	2.7%	29	2.7%	8	1.9%	8	1.9%	93	2.3%
White Other	68	7.0%	72	6.0%	42	3.9%	11	2.7%	20	4.7%	213	5.2%
Wh Turkish/ Turkish Cypriot	6	0.6%	5	0.4%	8	0.7%	1	0.2%	0	0.0%	20	0.5%
Undisclosed	12	1.2%	15	1.3%	11	1.0%	2	0.5%	2	0.5%	42	1.0%
Total all employees	976	100.0%	1199	100.0%	1083	100.0%	412	100.0%	425	100.0%	4095	100.0%
Total all minority employees	417	43.3%	429	36.2%	372	34.7%	152	37.1%	141	33.3%	1511	37.3%

Women employees (excluding Schools)

BY DIRECTORATE

Children and Young People	Community Services	Customer Services	Regeneration	Resources	TOTAL
771	902	429	217	256	2575
79%	75%	40%	53%	60%	63%

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-SPO	JNC
248	3	231	8	526	526	773	176	12
43%	3%	80%	52%	78%	69%	64%	61%	39%

BY LENGTH OF SERVICE

0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +
908 60%	619 67%	719 68%	329 54%

BY AGE

16-20	21-24	25-34	35-44	45-54	55+
9 45%	62 61%	416 62%	729 65%	894 63%	465 61%

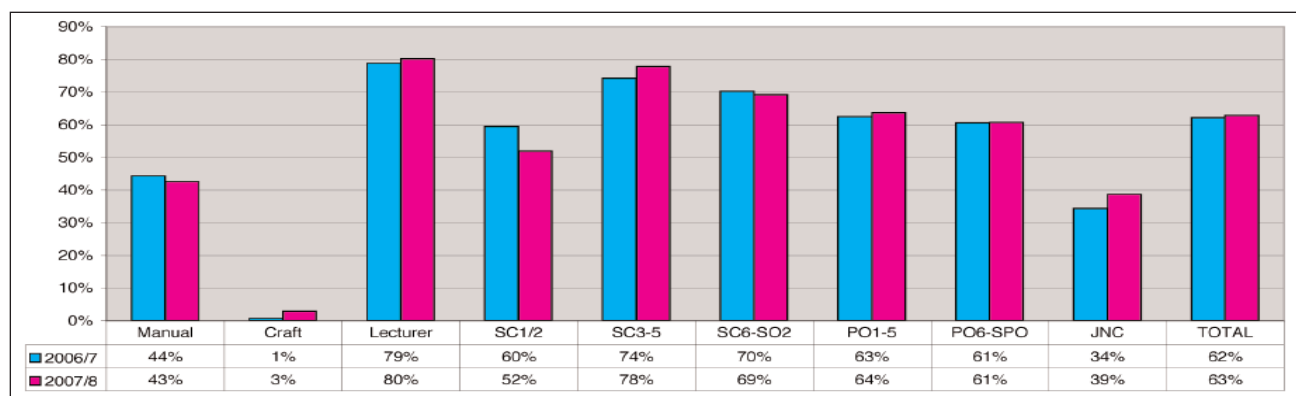
BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
69 63%	866 71%	66 69%	53 67%	1496 59%	25 60%

BY DISABILITY

Disabled
224 70%

Women as a percentage of all employees 2006/7 – 2007/8 (excluding Schools)



COMMENTARY

The Council continues to employ a high number of women across the grades, with a slight overall increase from 62% to 63%

Disabled employees (excluding Schools)

BY DIRECTORATE

Children and Young People	Community Services	Customer Services	Regeneration	Resources	TOTAL
65	120	80	29	27	321
7%	10%	7%	7%	6%	8%

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-SPO	JNC
38	3	18	8	63	75	93	23	0
7%	3%	6%	5%	9%	10%	8%	8%	0%

BY LENGTH OF SERVICE

0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +
2 0%	90 10%	137 13%	92 15%

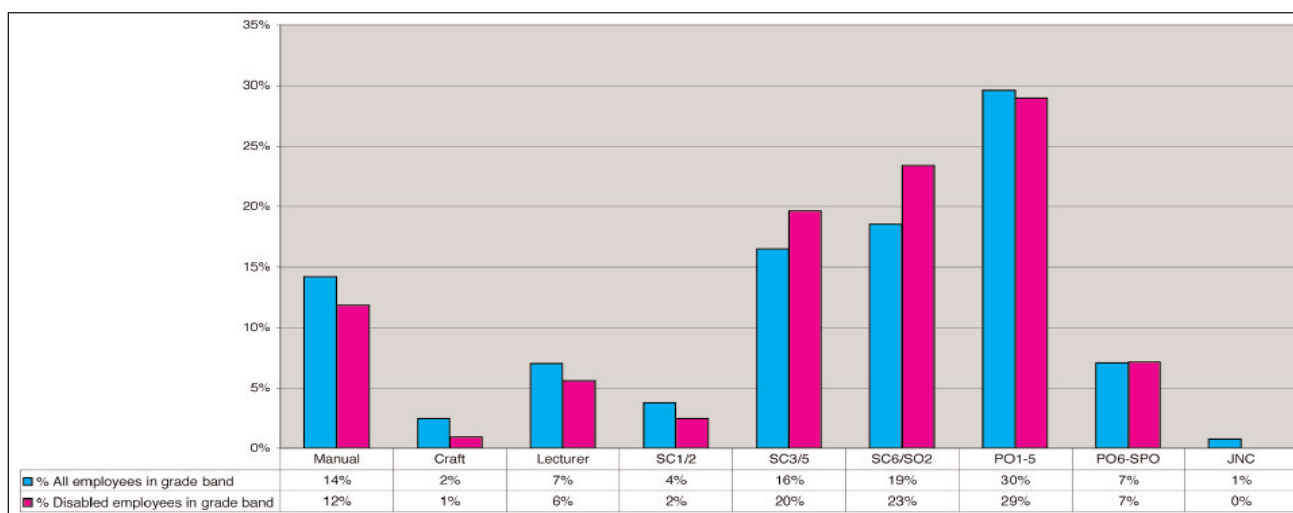
BY AGE

16-20	21-24	25-34	35-44	45-54	55+
0 0%	1 1%	18 3%	62 6%	132 9%	108 14%

BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
8 7%	61 5%	9 9%	3 4%	240 9%	0 0%

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 and these percentages have remained consistent with previous years.

Age profile 2007/8

(excluding Schools)

BY DIRECTORATE

	16–20	21–24	25–34	35–44	45–54	55+	TOTAL
Children & Young People	12 1%	38 4%	172 18%	253 26%	344 35%	157 16%	976
Community Services	4 0%	10 1%	150 13%	346 29%	439 37%	250 21%	1199
Customer Services	1 0%	29 3%	201 19%	321 30%	336 31%	195 18%	1083
Regeneration	1 0%	8 2%	58 14%	91 22%	151 37%	103 25%	412
Resources	2 0%	16 4%	85 20%	115 27%	147 35%	60 14%	425
TOTAL	20 0%	101 2%	666 16%	1126 27%	1417 35%	765 19%	4095

BY GRADE

	16–20	21–24	25–34	35–44	45–54	55+	TOTAL
Manual	3 1%	13 2%	70 12%	120 21%	217 37%	159 27%	582
Craft	0 0%	3 3%	11 11%	33 32%	33 32%	22 22%	102
Lecturer	0 0%	3 1%	32 11%	73 25%	100 35%	80 28%	288
SC1/2	13 8%	15 10%	24 16%	26 17%	45 29%	31 20%	154
SC3/5	4 1%	47 7%	135 20%	188 28%	178 26%	123 18%	675
SC6/SO2	0 0%	14 2%	162 24%	217 32%	265 39%	102 15%	760
PO1-5	0 0%	6 1%	215 32%	386 57%	427 63%	179 27%	1213
PO6-SPO	0 0%	0 0%	16 2%	81 12%	132 20%	61 9%	290
JNC	0 0%	0 0%	1 0%	2 0%	20 3%	8 1%	31

BY LENGTH OF SERVICE

	16–20	21–24	25–34	35–44	45–54	55+	TOTAL
0-4.99	20 1%	88 6%	463 31%	476 32%	336 22%	118 8%	1501
5-9.99	0 0%	13 1%	153 16%	303 33%	323 35%	138 15%	930
10-19.99	0 0%	0 0%	50 5%	250 24%	453 43%	298 28%	1051
20+	0 0%	0 0%	0 0%	97 16%	305 50%	211 34%	613

BY ETHNICITY

	16–20	21–24	25–34	35–44	45–54	55+	TOTAL
Asian	0 0%	2 2%	23 21%	36 33%	36 33%	13 12%	110
Black	7 1%	38 3%	215 18%	423 34%	432 35%	112 9%	1227
Mixed	0 0%	4 4%	24 25%	31 33%	32 34%	4 4%	95
Other	1 1%	3 4%	12 15%	22 28%	29 37%	12 15%	79
White	11 0%	53 2%	379 15%	597 23%	881 35%	621 24%	2542
Undisclosed	1 2%	1 2%	13 31%	17 40%	7 17%	3 7%	42

BY DISABILITY

	16–20	21–24	25–34	35–44	45–54	55+	TOTAL
Disabled	0 0%	1 0%	18 6%	62 19%	132 41%	108 34%	321

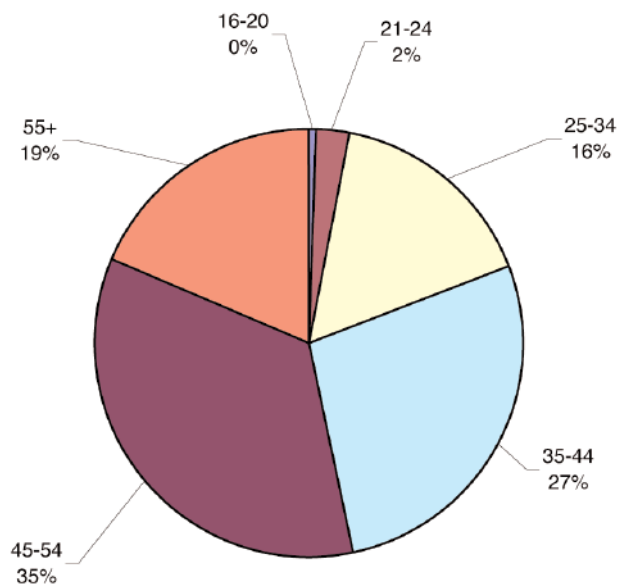
Age profile 1999–2007/8

(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%
2007/8	0%	2%	16%	27%	35%	19%

Age profile of employees 2007/8

(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 2007/8

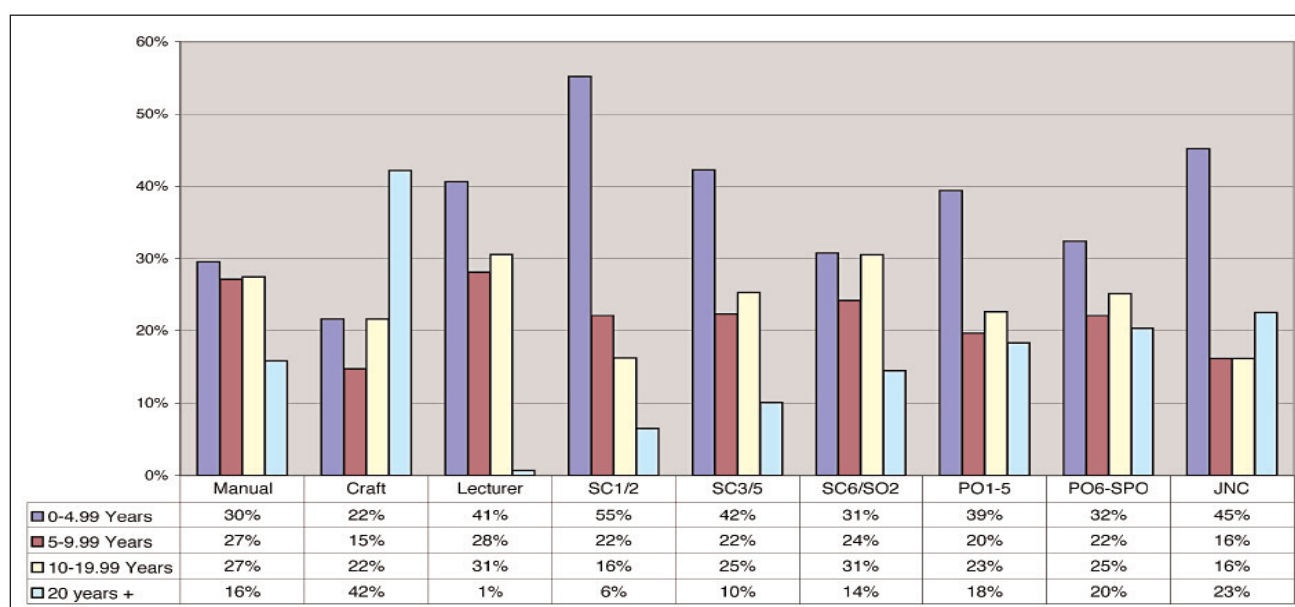
(excluding Schools)

BY DIRECTORATE

	0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +	TOTAL
Children & Young People	446 46%	222 23%	228 23%	80 8%	976
Community Services	417 35%	273 23%	334 28%	175 15%	1199
Customer Services	337 31%	268 25%	289 27%	189 17%	1083
Regeneration	141 34%	85 21%	93 23%	93 23%	412
Resources	160 38%	82 19%	107 25%	76 18%	425

BY GRADE

	0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +	TOTAL
Manual	172 30%	158 27%	160 27%	92 16%	582
Craft	22 22%	15 15%	22 22%	43 42%	102
Lecturer	117 41%	81 28%	88 31%	2 1%	288
SC1/2	85 55%	34 22%	25 16%	10 6%	154
SC3/5	285 42%	151 22%	171 25%	68 10%	675
SC6/SO2	234 31%	184 24%	232 31%	110 14%	760
PO1-5	478 39%	238 20%	275 23%	222 18%	1213
PO6-SPO	94 32%	64 22%	73 25%	59 20%	290
JNC	14 45%	5 16%	5 16%	7 23%	31



Recruitment

Overall levels of recruitment appointments have increased from 543 in 06/07 to 611 in 07/08.

There continues to be a disparity between the percentage of black and ethnic minority appointees (43% of all appointments) and those shortlisted (56%). Female representation is high at all stages of recruitment leading to 61% of all appointments.

Disabled people account for 2.6% 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 16% of all appointments and 27% of all SC1-5 posts and will therefore remain a priority to target within 2008/09.

Recruitment – applied, shortlisted and appointed by equalities groups

(excluding Schools)

ALL APPLICANTS

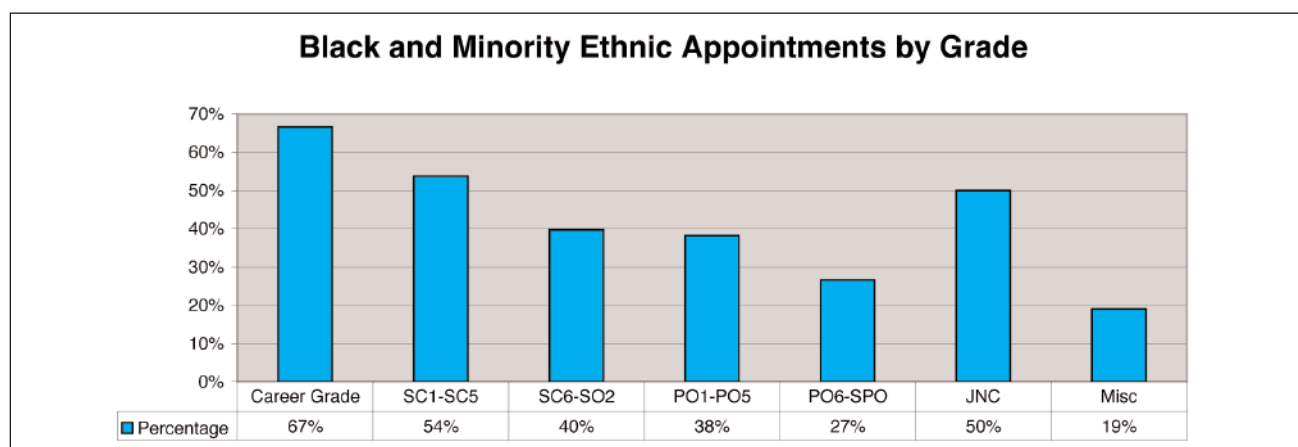
Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	38	13	38%	26	68%	0	0.0%
SC1-SC5	2991	1727	62%	1851	63%	134	4.5%
SC6-SO2	1566	973	65%	1001	65%	71	4.5%
PO1-PO5	2605	1566	63%	1550	60%	102	3.9%
PO6-SPO	317	147	50%	173	55%	11	3.5%
JNC	2	1	50%	1	50%	0	0.0%
Misc	518	194	40%	253	49%	15	2.9%
Total	8037	4621	61%	4855	61%	333	4.1%

Shortlisted

Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	8	3	60%	6	75%	0	0.0%
SC1-SC5	790	458	63%	505	64%	40	5.1%
SC6-SO2	415	251	62%	309	75%	16	3.9%
PO1-PO5	891	496	58%	568	64%	33	3.7%
PO6-SPO	131	46	37%	79	60%	4	3.1%
JNC	2	1	50%	1	50%	0	0.0%
Misc	269	75	30%	122	45%	4	1.5%
Total	2506	1330	56%	1590	64%	97	3.9%

Appointed

Grade	Total	Blk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	3	2	67%	3	100%	0	0.0%
SC1-SC5	261	138	54%	151	58%	9	3.4%
SC6-SO2	69	27	40%	49	71%	0	0.0%
PO1-PO5	187	70	38%	121	65%	6	3.2%
PO6-SPO	46	12	27%	29	63%	0	0.0%
JNC	2	1	50%	1	50%	0	0.0%
Misc	43	8	19%	21	49%	1	2.3%
Total	611	258	43%	375	61%	16	2.6%



COMMENTARY

Figures include a 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 2007/8

(officers only; excluding Schools)

ALL APPLICANTS

Grade	16-20	21-24	25-34	35-44	45-54	55-65	Undisclosed	Total
Career Grade	0	8	15	3	5	0	7	38
SC1-SC5	308	484	864	605	347	86	297	2991
SC6-SO2	31	210	543	418	215	45	104	1566
PO1-PO5	34	202	880	789	399	60	241	2605
PO6-SPO	0	2	58	117	89	15	36	317
JNC	0	0	1	1	0	0	0	2
Misc	56	108	152	86	47	7	62	518
Total	429	1014	2513	2019	1102	213	747	8037

Career Grade	0%	0%	0%	0%	0%	0%	0%	0%
SC1-SC5	4%	7%	12%	8%	5%	1%	4%	37%
SC6-SO2	0%	3%	7%	6%	3%	1%	1%	20%
PO1-PO5	0%	3%	12%	11%	5%	1%	3%	32%
PO6-SPO	0%	0%	1%	2%	1%	0%	0%	4%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	1%	1%	2%	1%	1%	0%	1%	6%
Total	6%	14%	34%	28%	15%	3%	10%	100%

Shortlisted

Grade	16-20	21-24	25-34	35-44	45-54	55-65	Undisclosed	Total
Career Grade	0	1	2	1	0	0	4	8
SC1-SC5	80	117	190	157	108	28	110	790
SC6-SO2	6	50	141	117	56	17	28	415
PO1-PO5	7	47	293	311	152	23	58	891
PO6-SPO	0	0	23	55	36	7	10	131
JNC	0	0	1	1	0	0	0	2
Misc	15	64	93	43	22	4	28	269
Total	108	279	743	685	374	79	238	2506

Career Grade	0%	0%	0%	0%	0%	0%	0%	0%
SC1-SC5	4%	5%	8%	7%	5%	1%	5%	35%
SC6-SO2	0%	2%	6%	5%	2%	1%	1%	18%
PO1-PO5	0%	2%	13%	14%	7%	1%	3%	39%
PO6-SPO	0%	0%	1%	2%	2%	0%	0%	6%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	1%	3%	4%	2%	1%	0%	1%	12%
Total	5%	12%	33%	30%	16%	3%	10%	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	30	42	65	59	55	10	0	261
SC6-SO2	1	10	24	19	11	4	0	69
PO1-PO5	0	7	77	60	35	8	0	187
PO6-SPO	0	0	10	13	18	5	0	46
JNC	0	0	1	1	0	0	0	2
Misc	0	6	12	12	8	4	1	43
Total	31	66	191	164	127	31	1	611

Career Grade	0%	0%	0%	0%	0%	0%	0%	0%
SC1-SC5	5%	7%	11%	10%	9%	2%	0%	43%
SC6-SO2	0%	2%	4%	3%	2%	1%	0%	11%
PO1-PO5	0%	1%	13%	10%	6%	1%	0%	31%
PO6-SPO	0%	0%	2%	2%	3%	1%	0%	8%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	0%	1%	2%	2%	1%	1%	0%	7%
Total	5%	11%	31%	27%	21%	5%	0%	100%

COMMENTARY

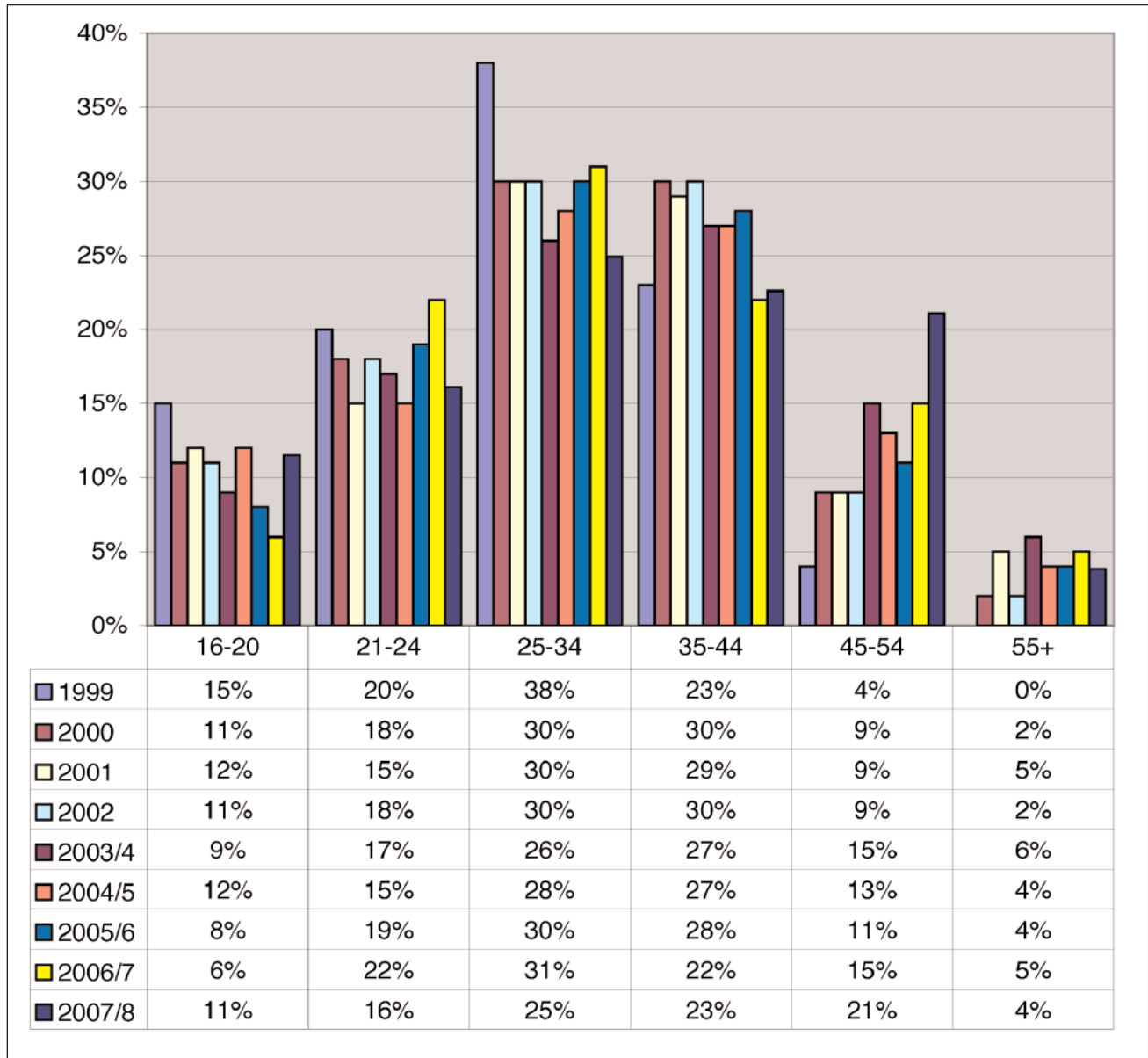
Figures have included an extra grade band category of Miscellaneous where it is not possible to categorise the grade e.g. teachers, craftworkers, claims based.

Figures for 2007/08 are very much in line with previous trends with the biggest group of appointments (79%) in the 25-54 age group. 16% of all appointees are under 25 (up from 15% in 06/07) with 27% of all appointees for SC1-5 posts (down from 28% in 06/07) which is close to the target of 31% for this group. Recruitment and retention of young people will remain a high priority for 08/09 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 1999–2007/8

(excluding Schools, officers only)



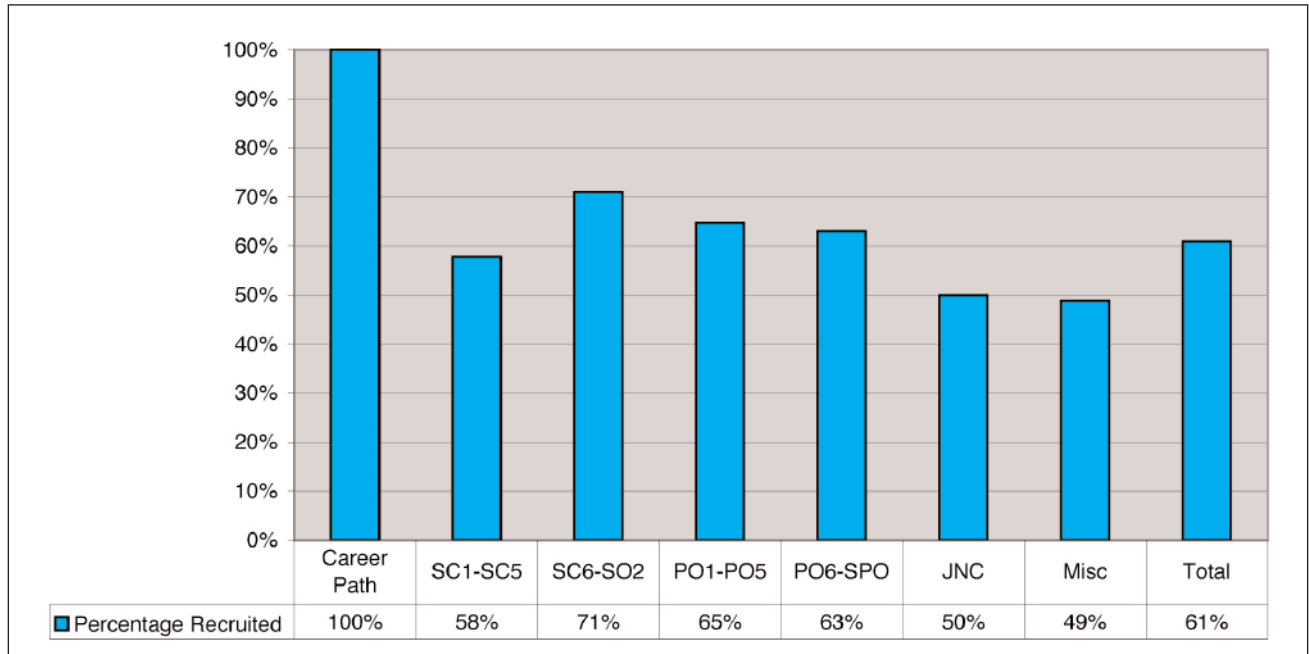
COMMENTARY

The overall numbers of people aged under 25 recruited to SC1-5 posts has remained fairly consistent over the last 9 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. However this year the trend has been reversed. 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 2007/8

(excluding Schools, officers only)



COMMENTARY

The number of female appointments continues to be high at all grades in line with previous trends. There continues to be a high level of appointments at grades PO1-PO5 and PO6-SPO, and overall 61% of all 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 17 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.

Annual paybill for 2007/8

All staff to 31 March 2007

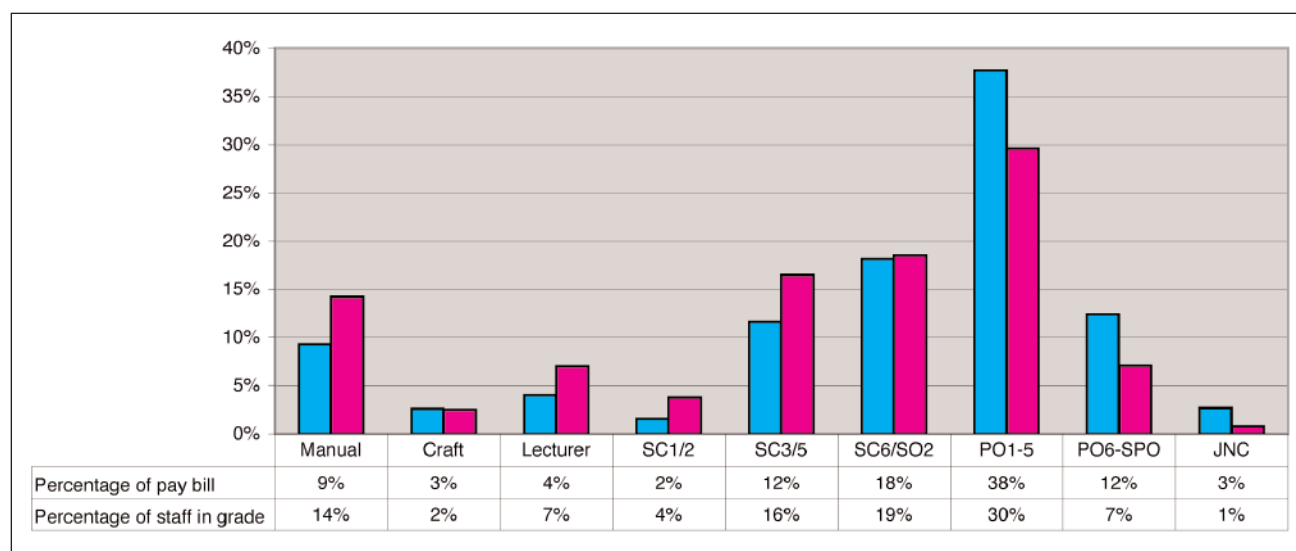
(including Schools)

	Gross Pay 2006/7	Gross Pay 2007/8	Percentage Increase/decrease
Children and Young People	39,218,326	42,098,248	7.3%
Community Services	33,640,871	34,729,858	3.2%
Customer Services	46,937,372	49,362,887	5.2%
Regeneration	14,531,937	14,310,250	-1.5%
Resources	28,745,893	26,177,998	-8.9%
Schools	119,382,638	121,738,917	2.0%
TOTAL	£282,457,037	£288,418,158	2.1%

Average Remuneration	excl on costs	inc on costs
Excl Schools	£30,141	£40,703
Inc Schools	£26,250	£35,450

Percentage of paybill by grade 2007/8

(excluding Schools)



Pay – all staff to 31 March 2008

(including Schools)

	Overtime 2006/7	Overtime 2007/8	Increase/ decrease	% of Pay Bill
Children and Young People	82,543	91,365	8,822	0%
Community Services	197,522	202,508	4,986	1%
Customer Services	554,969	688,975	134,006	1%
Regeneration	547,585	273,554	-274,031	2%
Resources	59,040	37,332	-21,708	0%
Schools	56,969	93,776	36,807	0%
TOTAL	£1,498,628	£1,387,510	-£111,118	0%

Extra payments by directorate

(including Schools)

	Extra Payments
Children and Young People	66,556
Community Services	63,051
Customer Services	122,747
Regeneration	147,040
Resources	151,553
Schools	84,231
TOTAL	£635,178

COMMENTARY

The overall cost for overtime this year has marginally decreased and this continues to be monitored within directorates.

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 when the full impact of the Single Status implementation across the authority is realised.

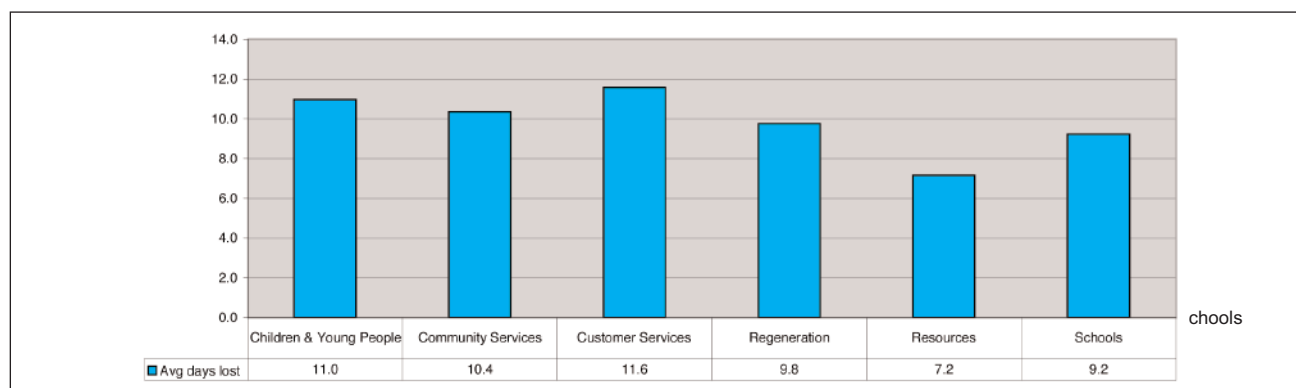
Sickness absence per employee 2007/8

(including Schools)

	Actual Days	FTE	Avg days lost
Children and Young People	9466	864	11.0
Community Services	9828	949	10.4
Customer Services	12606	1,089	11.6
Regeneration	3580	367	9.8
Resources	3129	437	7.2
Schools	33282	3,606	9.2
TOTAL	71891	7312	9.8

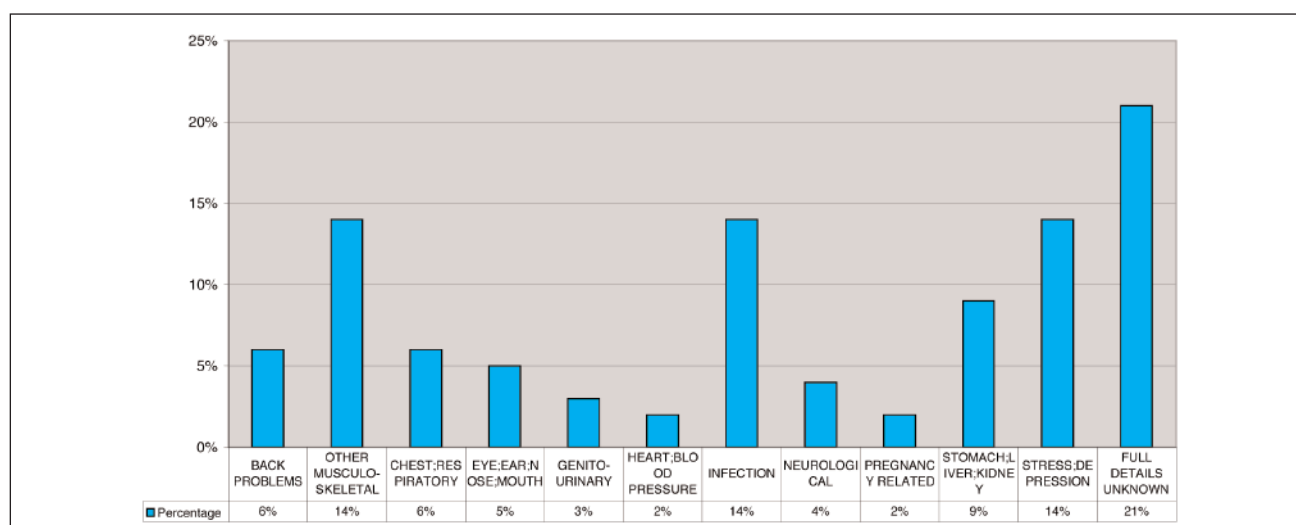
Average days sickness absence per employee 2007/8

(including Schools)



Percentage of absence by reason 2007/8

(including Schools)



COMMENTARY

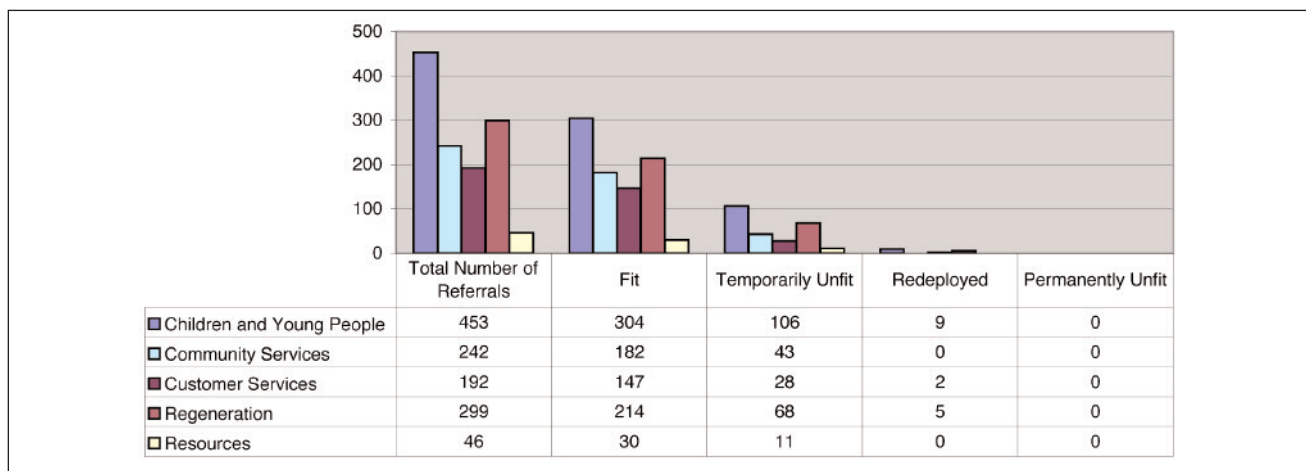
After adjustments required by the Audit Commission the Council reached an absence figure of 9.8. This was an increase in the from the figure of 9.3 from last year. There has been a focus on action to introduce well being initiatives to address the conditions which cause the greatest absence from work, e.g. back, musculoskeletal and stress related illnesses.

Occupational Health number of referrals*

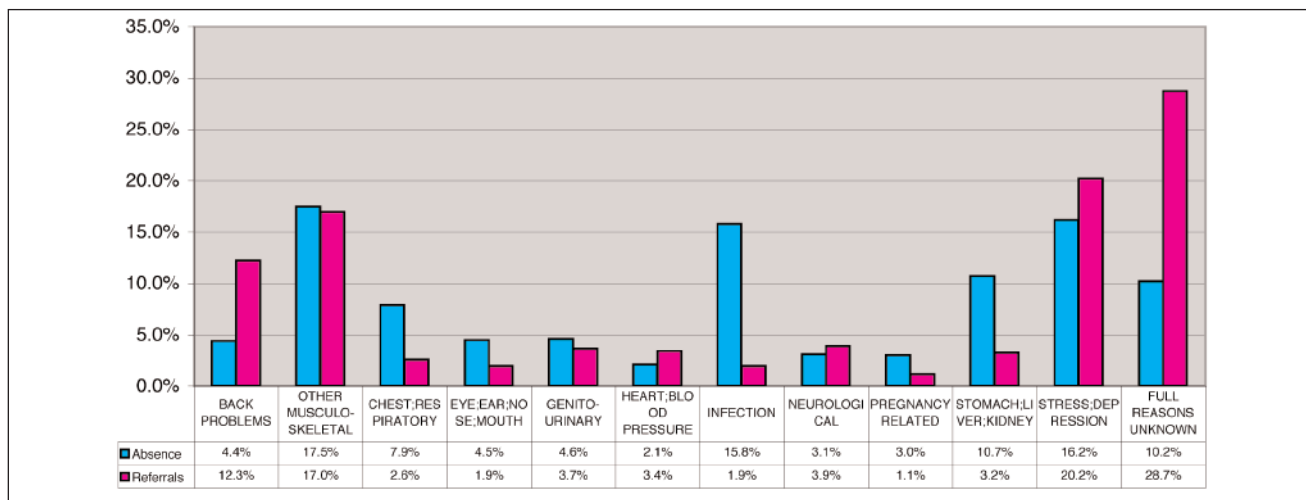
(excluding Schools)

Outcome of referrals by categories

April 07 to March 08



Reasons for absence compared to occupational health referrals



* includes re-referrals

COMMENTARY

Referrals through 2007/08 have reached a similar total to 2006/07, with the average number of referrals per quarter at approximately 300. The directorate referring the most people is as it was last year, Children & Young People, accounting for approximately 37% of all referrals, an increase from last year.

The above chart shows how sickness absence reasons and OH referral reasons correlate. The most predominant referral/ sickness absence reasons remain as stress/ depression and musculoskeletal/ 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) has been launched 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
100 10%	97 8%	74 7%	47 11%	50 12%	368 9%

BY GRADE

Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6- SPO	JNC
22	0	14	7	59	81	133	33	19
4%	0%	5%	5%	9%	11%	11%	11%	61%

BY LENGTH OF SERVICE

0–4.99 Years	5–9.99 Years	10–19.99 Years	20 years +
170 11%	86 9%	73 7%	39 6%

BY AGE

16-20	21-24	25-34	35-44	45-54	55+
3 15%	18 18%	97 15%	89 8%	118 8%	43 6%

BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
12 11%	91 7%	4 4%	8 10%	250 10%	3 7%

BY GENDER

Females	Males
228 9%	140 9%

BY DISABILITY

Disabled
20 6%

COMMENTARY

Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position. Significantly staff in 21-24 age group have experienced high levels of promotion this year.

Disciplinary, capability and grievances by diversity group (including Schools)

BY DIRECTORATE	Capability		Disciplinary		Grievance		TOTAL	
Children & Young People	11	26%	6	11%	1	2%	18	13%
Community Services	3	7%	4	8%	17	36%	24	17%
Customer Services	16	37%	9	17%	18	38%	43	30%
Regeneration	1	2%	1	2%	4	9%	6	4%
Resources	1	2%	2	4%	2	4%	5	3%
Schools	11	26%	31	58%	5	11%	47	33%
TOTAL	43	100%	53	100%	47	100%	143	100%

BY GRADE	Capability		Disciplinary		Grievance		TOTAL	
Manual	15	35%	7	13%	7	15%	29	20%
Craft	1	2%	1	2%	1	2%	3	2%
Lecturer/Teacher	8	19%	16	30%	5	11%	29	20%
SC1/2	1	2%	4	8%	0	0%	5	3%
SC3/5	5	12%	13	25%	9	19%	27	19%
SC6/SO2	4	9%	4	8%	9	19%	17	12%
PO1-5	8	19%	8	15%	16	34%	32	22%
PO6-SPO	1	2%	0	0%	0	0%	1	1%
JNC	0	0%	0	0%	0	0%	0	0%
TOTAL	43	100%	53	100%	47	100%	143	100%

BY ETHNICITY	Capability		Disciplinary		Grievance		TOTAL	
Asian	1	2%	1	2%	1	2%	3	2%
Black	16	37%	18	35%	16	34%	50	35%
Mixed	1	2%	1	2%	1	2%	3	2%
Other	0	0%	2	4%	1	2%	3	2%
White	25	58%	29	57%	28	60%	82	58%
TOTAL	43	100%	51	100%	47	100%	141	100%

BY DISABILITY	Capability		Disciplinary		Grievance		TOTAL	
Non Disabled	33	77%	50	94%	43	91%	126	88%
Disabled	10	23%	3	6%	4	9%	17	12%
TOTAL	43	100%	53	100%	47	100%	143	100%

BY GENDER	Capability		Disciplinary		Grievance		TOTAL	
Female	24	56%	20	38%	26	55%	70	49%
Male	19	44%	33	62%	21	45%	73	51%
TOTAL	43	100%	53	100%	47	100%	143	100%

COMMENTARY

The employee relations casework above represents only 1.7% of the Council's workforce. Across the board, the figures show that white staff feature more prominently in capability cases and in disciplinary and grievance cases. Disciplinary cases mainly take place at lower grades (SC5 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 manual staff where there are high percentages of white staff. 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	4	0	0	11	15
Craft	0	1	0	0	0	1
Lecturer/Teacher	0	3	0	0	5	8
SC1/2	0	1	0	0	0	1
SC3/5	0	2	1	0	2	5
SC6/SO2	0	1	0	0	3	4
PO1-5	1	3	0	0	4	8
PO6-SPO	0	1	0	0	0	1
JNC	0	0	0	0	0	0
TOTALS	1	16	1	0	25	43

DISCIPLINARY

	Asian	Black	Mixed	Other	White	TOTAL
Manual	0	4	0	1	2	7
Craft	0	0	0	0	1	1
Lecturer/Teacher	1	3	1	0	9	14
SC1/2	0	0	0	1	3	4
SC3/5	0	9	0	0	4	13
SC6/SO2	0	0	0	0	4	4
PO1-5	0	2	0	0	6	8
PO6-SPO	0	0	0	0	0	0
JNC	0	0	0	0	0	0
TOTALS	1	18	1	2	29	51

GRIEVANCE

	Asian	Black	Mixed	Other	White	TOTAL
Manual	0	2	0	0	5	7
Craft	0	0	0	0	1	1
Lecturer/Teacher	0	2	0	0	3	5
SC1/2	0	0	0	0	0	0
SC3/5	1	2	0	1	5	9
SC6/SO2	0	4	0	0	5	9
PO1-5	0	6	1	0	9	16
PO6-SPO	0	0	0	0	0	0
JNC	0	0	0	0	0	0
TOTALS	1	16	1	1	28	47

Recruitment

Appointments by media source

April 07 to March 08

	Enquiries	%	Applicants	%	Appointees	%
Internet (Lewisham)	2,881	32%	2,255	28%	169	28%
Vacancy Bulletin/Intranet	863	10%	759	9%	115	19%
Referral/Other	810	9%	656	8%	110	18%
Internet (non Lewisham)	2,279	25%	1,877	23%	67	11%
Local Press	208	2%	177	2%	9	1%
Guardian	154	2%	113	1%	6	1%
TES	0	0%	38	0%	2	0%
Specialist/Trade Press	207	2%	118	1%	12	2%
Not Known	1,549	17%	2,044	25%	121	20%
Totals	8,951	100%	8,037	100%	611	100%

Spend by media source

April 07 to March 08

	Total spend	%	Total adverts	%	Cost per hire	%
Internet (Lewisham)	35,000	12%	402	66%	87	0%
Job Websites	46,268	16%	82	13%	564	3%
Other	1,855	1%	2	0%	928	5%
Local/Regional Press	27,613	10%	30	5%	920	5%
Guardian	71,138	25%	30	5%	2,371	13%
TES	38,856	13%	36	6%	1,079	6%
Specialist/Trade Press	59,092	20%	28	5%	2,110	12%
Local Government Press	9,548	3%	1	0%	9,548	54%
TOTALS (£)	289,370	100%	611	100%	17,608	100%

Cost per hire

April 07 to March 08

	£
Internet	578
Internet (Lewisham)	173
Local Press	2,761
Guardian	10,162
Trade Press	6,119
Average	473

COMMENTARY

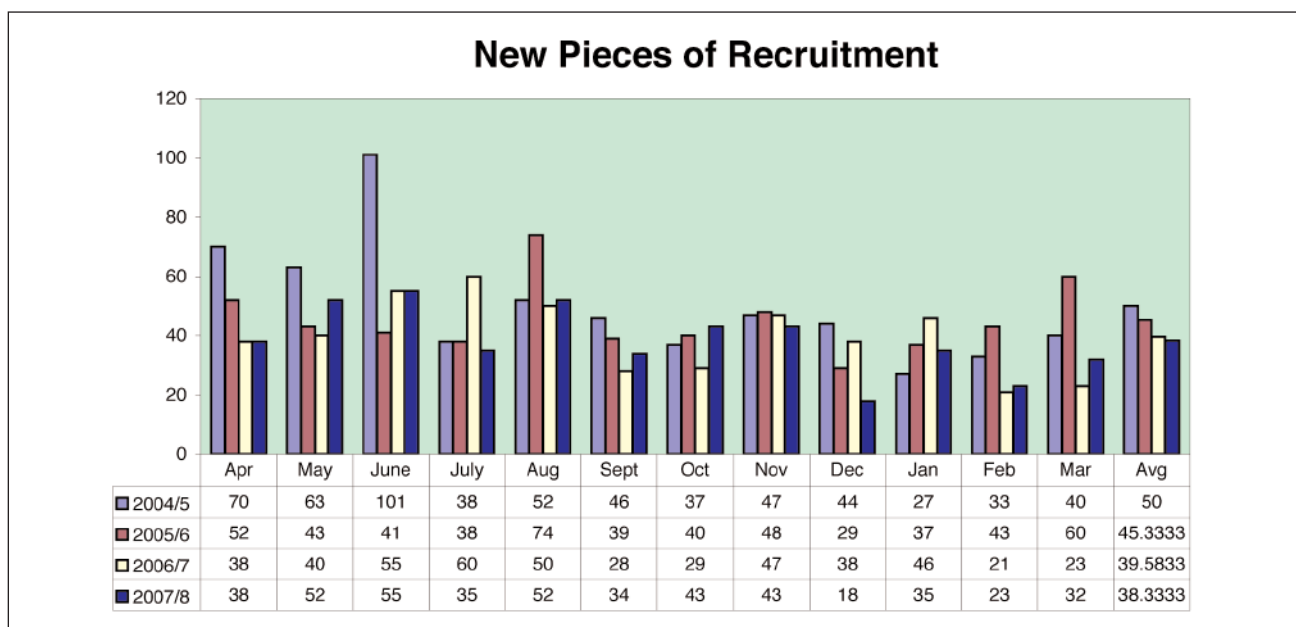
Media source continues to reflect the ongoing importance of internet recruitment as the primary vehicle to attract and recruit candidates to Lewisham. This is in line with wider national trends. Over one-third of appointments are via the internet which is significantly greater than traditional media sources, e.g. the press. Internal recruitment continues to provide a large group of appointees, with at least 19% of appointments originating from the vacancy bulletin and intranet.

Overall recruitment advertising spend continues to fall from £344k in 2006/07 to £289k in 2007/08 with average cost per hire reducing from £634 to £473 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 £40k cashable efficiency savings for 2007/08. The Council will continue to further exploit on-line solutions within 2008/09 as part of the ongoing programme to modernise recruitment processes and meet efficiency targets.

Recruitment activity (excluding Schools)

New pieces of recruitment 2007/8

	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
2007/8	38	52	55	35	52	34	43	43	18	35	23	32	38.3	460



Time taken to recruit (average days from advert to cleared to start)

Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Target
79.1	71.3	67.7	66.9	77.7	72.1	69.3	70.7	64.2	72.5	65.5	68.8	70.5 80

COMMENTARY

The overall number of new recruitment campaigns (not appointees) has fallen slightly in the last 12 months. 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 every month within 2007/08 and will continue to remain a priority within 2008/09 along with the continued implementation of a more consultancy style support to line managers on recruitment.

Agency staff expenditure April 2007 to March 2008

Annual spend on agency staff by directorate

	£'000	%
Children and Young People	3,127	18%
Community Services	4,340	26%
Customer Services	5,941	35%
Regeneration	2,075	12%
Resources	1,447	9%
TOTAL	16,930	100%

	Sickness £'000	Leave £'000	Vacancy £'000	Increased Workload £'000
Children and Young People	64	26	2,886	131
Community Services	215	144	3,332	644
Customer Services	82	94	5,043	994
Regeneration	13	35	1,466	536
Resources	27	82	904	434
TOTAL	401	381	13,631	2,739

COMMENTARY

The Agency Managed Service (AMS) for all agency worker requirements went live from 19 February 2007. The service covers all of the Council's agency requirements with the exception of schools. Since April 2007, the Council has been 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 has provided numerous benefits to the Council including:

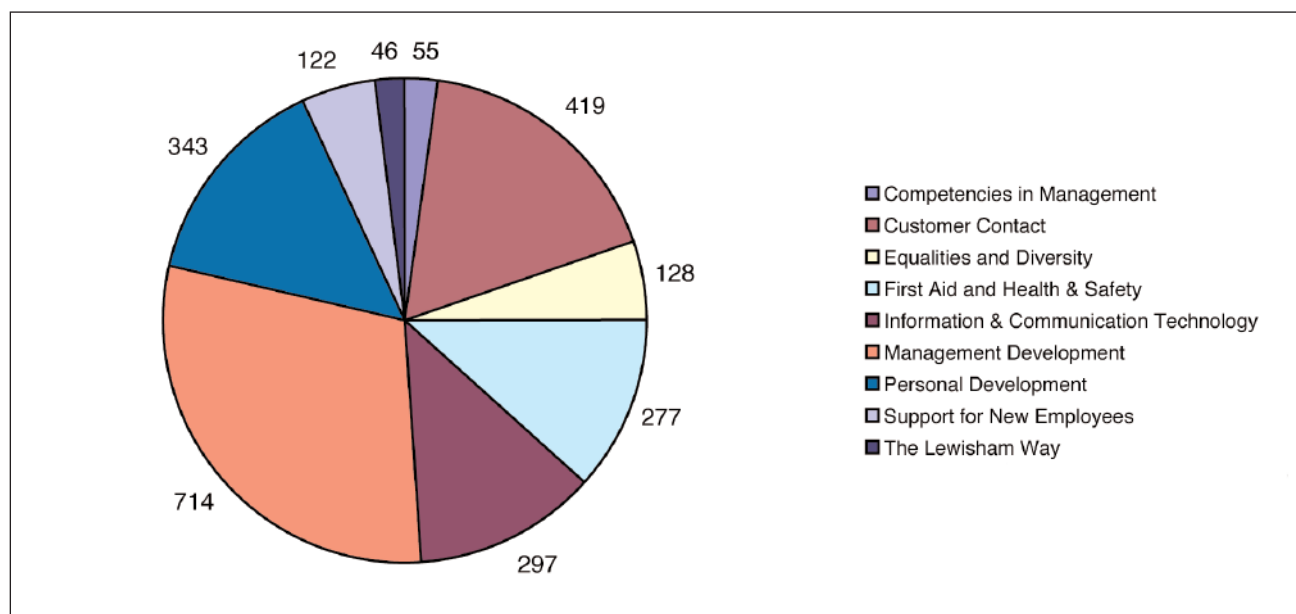
- One point of contact for managers and an e-recruitment system to streamline the agency worker booking process,
- Performance manage and auditing of supplying agencies to ensure quality of service and all relevant security and reference checking undertaken;
- Cashable efficiency savings of £1.3 million
- Consolidated e-invoicing

The information given for 2007-08 shows a headcount of around 600 in April rising to just over 1000 by Mar. There were no trends between the average length of bookings. With 3-6 months (23%), 6-12 months (25%) and 12-24 months (24%) yielded similar percentages.

Learning and development course attendance

(excluding Schools)

Learning unit courses – attendees by training area 2007-08



Applicants for training

Employees trained

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	64	58.2%	58	52.7%
Black	760	61.9%	662	54.0%
Mixed	54	56.8%	47	49.5%
Other	34	43.0%	28	35.4%
White	1240	48.8%	1121	44.1%
Total	2152	53.10%	1916	47.27%

COMMENTARY

The total number of 'participant days' spent on training during 2007/08 has fallen. However there has been an increase in the areas of Customer Contact, Equalities and Diversity and Management Development

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	07/08 Target	07/08 Performance	08/09 Target
Statutory			
Average days lost to sickness absence per FTE employee	8.42	9.83	9.02
Early retirements as a % of members in the pension scheme	1.00%	0.61%	1.00%
Ill health retirements as a % of members in the pension scheme	0.20%	0.04%	0.20%
% of top 5% of earners who are women	50%	59.6%	50%
% of top 5% of earners that are from black and ethnic minorities	18%	16.9%	20%
% of top 5% earners who are disabled	7%	7.8%	7%
% of staff declaring they meet the DDA disability definition	8%	6%	7%
Staff from black and ethnic minorities as a % of that within the total workforce	31%	30.6%	32%
Council			
Council jobs gained by young people under 25 as a % of junior level appointments	31%	27%	31%
% of Performance Evaluations (PES) undertaken	100%	76%	100%
Average time taken to recruit from placement of first advertisement to completion of clearances (days).	80	68.8	80
% of ethnic minorities staff recruited at PO6 and above	28%	26.7%	29%
% 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%	22%
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)	7%	8.3%	7%
Proportion of disabled staff (standard equality categories) who obtain internal promotion compared with the overall proportion in the workforce (PO6 grades and above)	7%	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)	7%	6.9%	7%

Leavers

In common with previous years the Council has a low level of staff voluntary turnover. Current figures are at 5.7% compared to 6.5% last year. This is broadly similar to other London Boroughs and Councils in general. Turnover figures are higher amongst staff under 34 and continues to be high for staff with a shorter length of service.

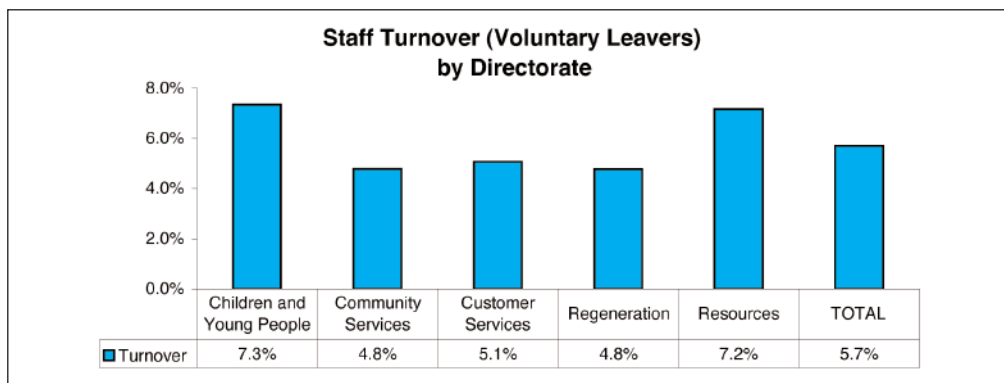
The number of early retirees and voluntary redundancies continue to be monitored closely by HR teams to ensure fair practice.

Staff turnover – voluntary leavers

April 2006 to March 2007

(excluding Schools)

BY DIRECTORATE	No. employed April	No. employed March	Average	No. of leavers	Turnover
Children and Young People	957	976	967	71	7.3%
Community Services	1227	1199	1213	58	4.8%
Customer Services	1207	1083	1145	58	5.1%
Regeneration	427	412	420	20	4.8%
Resources	468	425	447	32	7.2%
TOTAL	4286	4095	4191	239	5.7%



	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY GENDER					
Female	2664	2575	2620	146	5.6%
Male	1622	1520	1571	93	5.9%

	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY DISABILITY					
Non Disabled	3929	3774	3852	230	6.0%
Disabled	357	321	339	9	2.7%

	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY ETHNICITY					
Asian	115	110	113	9	8.0%
Black	1244	1227	1236	70	5.7%
Mixed	93	95	94	8	8.5%
Other	80	79	80	2	2.5%
White	2695	2542	2619	144	5.5%

	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY GRADE					
Manual	588	582	585	22	3.8%
Craft	137	102	120	10	8.4%
Lecturers	204	288	246	10	4.1%
SC1/2	168	154	161	14	8.7%
SC3-5	747	675	711	30	4.2%
SC6-SO2	788	760	774	37	4.8%
PO1-5	1248	1213	1231	86	7.0%
PO6-SPO	294	290	292	27	9.2%
JNC	32	31	32	3	9.5%

	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY LENGTH OF SERVICE					
0-4.99 years	1596	1501	1549	142	9.2%
5-9.99 years	954	930	942	48	5.1%
10-19.99 years	1103	1051	1077	34	3.2%
20+ years	633	613	623	15	2.4%

	No. employed April	No. employed March	Average	No. of leavers	Turnover
BY AGE					
16-20	19	20	20	0	0.0%
21-24	119	101	110	11	10.0%
25-34	695	666	681	73	10.7%
35-44	1256	1126	1191	64	5.4%
45-54	1445	1417	1431	55	3.8%
55+	752	765	759	36	4.7%

Early retirement

(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 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

All directorates 2007/8 (excluding Schools)

	EARLY RETIREMENT			REDUNDANCY		
	Men	Women	TOTAL	Men	Women	TOTAL
White	9	10	19	13	16	29
Black and Ethnic Minorities	3	1	4	14	17	31
TOTAL	12	11	23	27	33	60

Early retirement/redundancy 1994-2007/8

	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
2007/8	23	60	83
TOTAL	324	1082	1489

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 figure for early retirements also includes ill-health retirements and the figure for redundancy includes compulsory redundancies.

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