



employment profile 2008/09

Introduction

Welcome to the Lewisham Employment Profile for the year 2008/09. 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 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 50% 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 minority ethnic staff making up nearly 40% 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 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 need to recruit and retain more young staff remains 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 decreased and is currently in the top quartile of London boroughs, work continues to be done as part of the absence action plan for continual improvement.

Efficiency improvements continue to be an important priority for the Council. The Agency Managed Service continues to deliver the expected savings in agency staff recruitment.

Other significant trends emerging in this profile include high levels of women, the council is one of the most successful employers in terms of employing women at a senior level, as well as black and ethnic minority employees, a low level of employee casework, increase in internal appointments, countered by a decrease in recruitment levels.

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 2009

CONTENTS

Total Employees	Overview 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 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 8148 staff. This is a figure that has increased by 0.6% since last year.

The Council's People Management Strategy reflects the ongoing commitment to flexible working with many staff undertaking different work patterns. 26% of council staff are employed on a part time basis, this is similar to last year. 85% of these staff are women, reflecting national trends.

As a result of the single status exercise manual workers classification has ceased, these staff have largely been reclassified in to the single grading structure. There has also been a significant decrease in the number of craft workers caused by the Lewisham Building Services transferring to Lewisham Homes.

TOTAL EMPLOYEES BY DIRECTORATE 2008/09

	Headcount	FTE
Children & Young People	947	830
Community Services	1195	909
Customer Services	920	884
Regeneration	407	359
Resources	418	402
TOTAL Excluding Schools	3887	3,384
Schools **	4,261	3,222
TOTAL Including Schools	8148	6606

Headcount refers to the actual number of employees in post on 31st March 2009, 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.

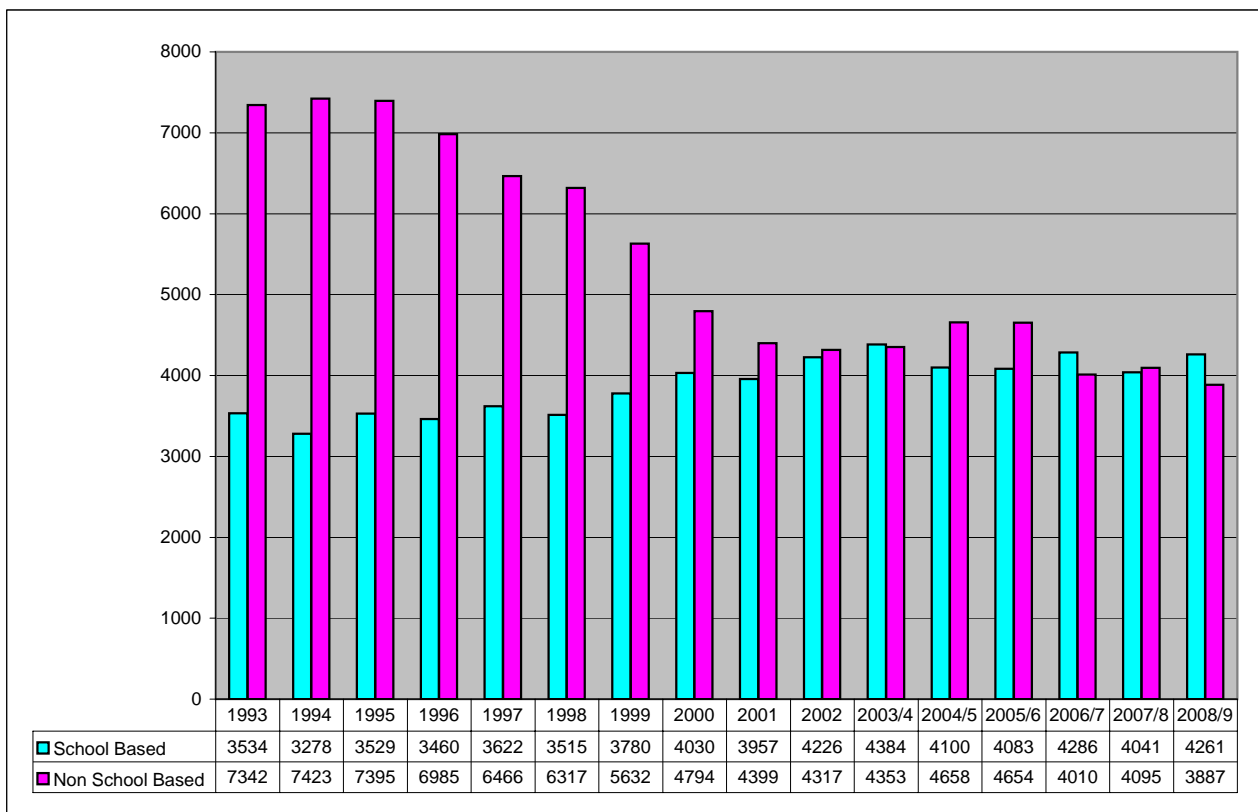
The Council has 1666 casual employees, 48% of which are in schools, 27% in Community Services, 21% in Children & Young People with the remaining in the other directorates.

**The Council has 5 schools covering 437 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 1993-2008/09
(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
2008/9	0	19	3619	2136	2374	8148

**TOTAL EMPLOYEES TREND 1993-2008/09
(including Schools)**



The decrease in non schools based staff is largely due to the transfer of Lewisham Building Services staff from Customer Services to Lewisham Homes.

TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2008/09

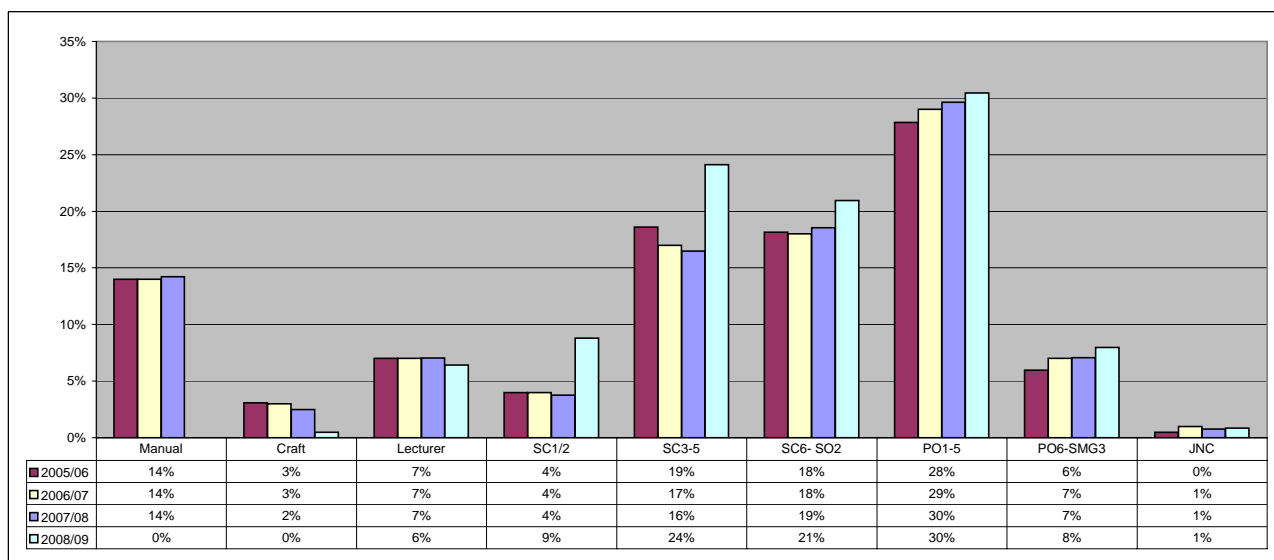
BY HEADCOUNT

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SMG3	JNC	TOTAL
Children & Young People	0	0	28	65	242	152	330	124	6	947
Community Services	0	0	221	53	339	196	337	42	7	1195
Customer Services	0	14	0	190	183	300	196	32	5	920
Regeneration	0	5	0	28	108	100	127	33	6	407
Resources	0	0	0	6	65	66	193	79	9	418
TOTAL	0	19	249	342	937	814	1183	310	33	3887
07/08 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-SMG3	JNC	TOTAL
Children & Young People	0%	0%	3%	7%	26%	16%	35%	13%	1%	100%
Community Services	0%	0%	18%	4%	28%	16%	28%	4%	1%	100%
Customer Services	0%	2%	0%	21%	20%	33%	21%	3%	1%	100%
Regeneration	0%	1%	0%	7%	27%	25%	31%	8%	1%	100%
Resources	0%	0%	0%	1%	16%	16%	46%	19%	2%	100%
TOTAL	0%	0%	6%	9%	24%	21%	30%	8%	1%	100%
07/08 Total	14%	2%	7%	4%	16%	19%	30%	7%	1%	100%

PERCENTAGE OF EMPLOYEES BY GRADE BAND 2005/06-2008/09



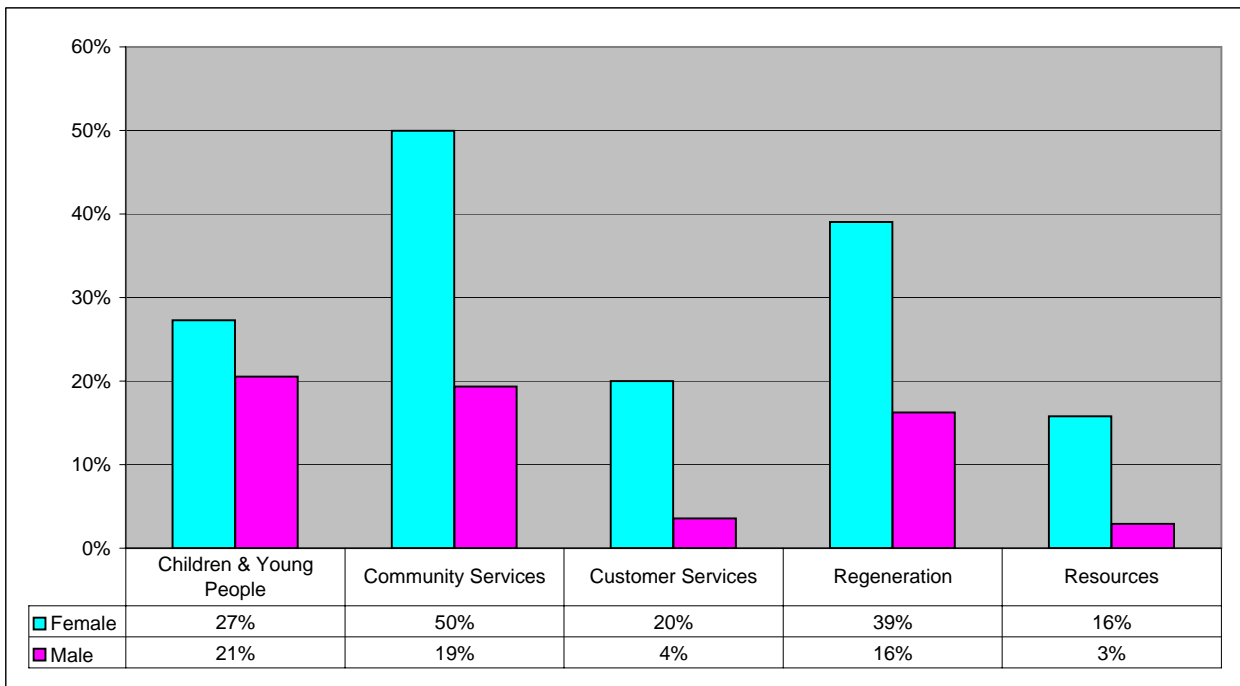
COMMENTARY

The grade bands above 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. This has resulted in all staff previously graded as manual workers now being graded as officers, leading to an increase in staff at SC1/2 and SC3/5. The decrease in craft workers is caused by the Lewisham Building Services being transferred to Lewisham Homes.

PART-TIME EMPLOYEES BY GENDER 2008/09

	Children & Young People		Community Services		Customer Services		Regeneration		Resources		Total	
Female	208	27%	447	50%	77	20%	82	39%	39	16%	853	34%
Male	38	21%	58	19%	19	4%	32	16%	5	3%	152	11%
TOTAL	246	26%	505	42%	96	10%	114	28%	44	11%	1005	26%

PART-TIME EMPLOYEES BY GENDER 2008/09

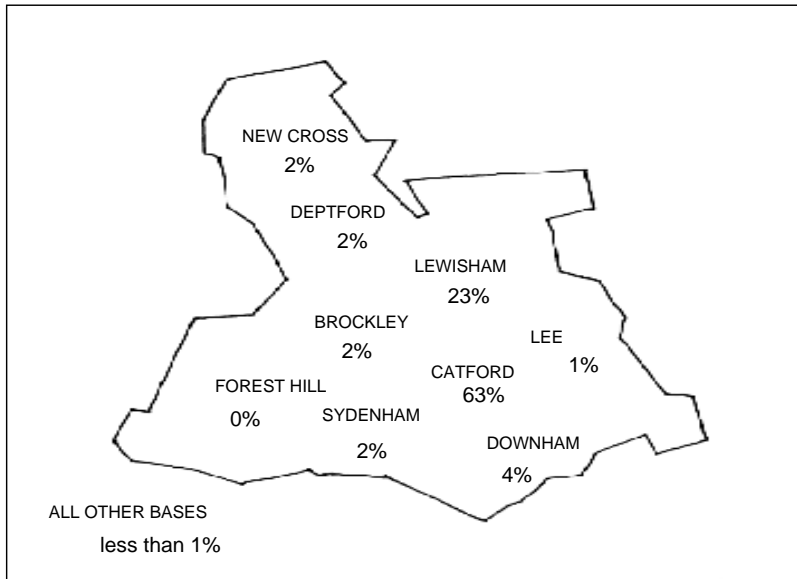


Commentary

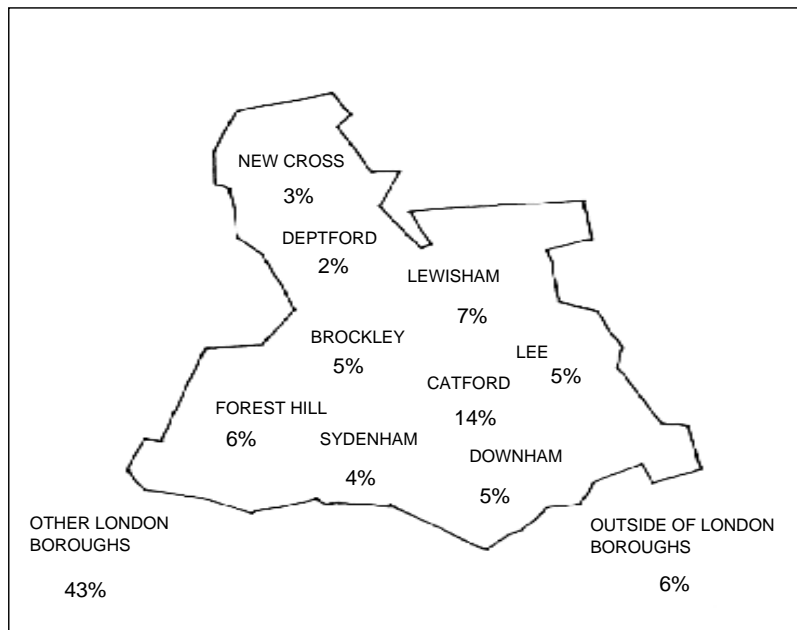
Part time is defined as all staff who have a Full Time Equivalent of less than 1 i.e. work less than the standard hours for the job. Part time staff have a number of flexible working options. The representation of part time workers as a percentage of the overall workforces has slightly increased in the last year.

The percentages in the table represent the percentage of all staff within the directorate of each gender that are part time staff. i.e. 27% of all female staff in the Children & Young People directorate are part time staff.

EMPLOYEES' WORK LOCATIONS WITHIN THE BOROUGH 2008/09



EMPLOYEES WHO LIVE WITHIN THE BOROUGH 2008/09



COMMENTARY

51% of staff live in the borough. This remains consistent with last years figure. The Catford/Lewisham complex continues to be the main area for staff location. However the percentages of staff based in each area have changed this year. With a decrease in the number of staff based in Lewisham down from 26% to 23% this year. However there's been an equal increase in the number of staff based in Catford from 60% to 63%, maintaining the overall percentage across the main complexes at 86%.

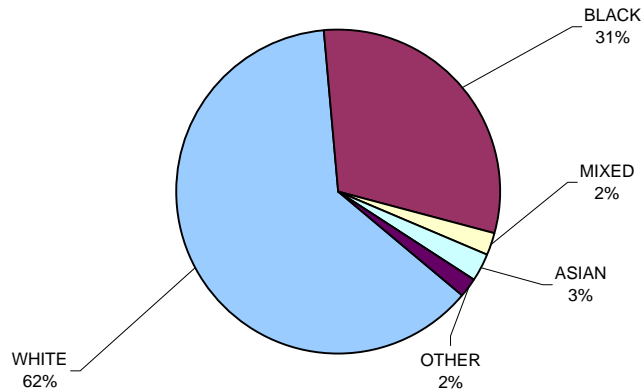
Representation

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 38% the Council's representation is 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, this remains consistent with previous years.

Female staff represent 64% of all staff an increase of 1% on 07/08. Disabled representation is at 7% meeting the target for 08/09 and is evenly distributed across directorates and grades. A recent employee survey has validated the representation at over 6%. The same survey asked employees to identify their sexual orientation. Of the sample who returned the survey 5% identified that they were bisexual, gay or lesbian.

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.

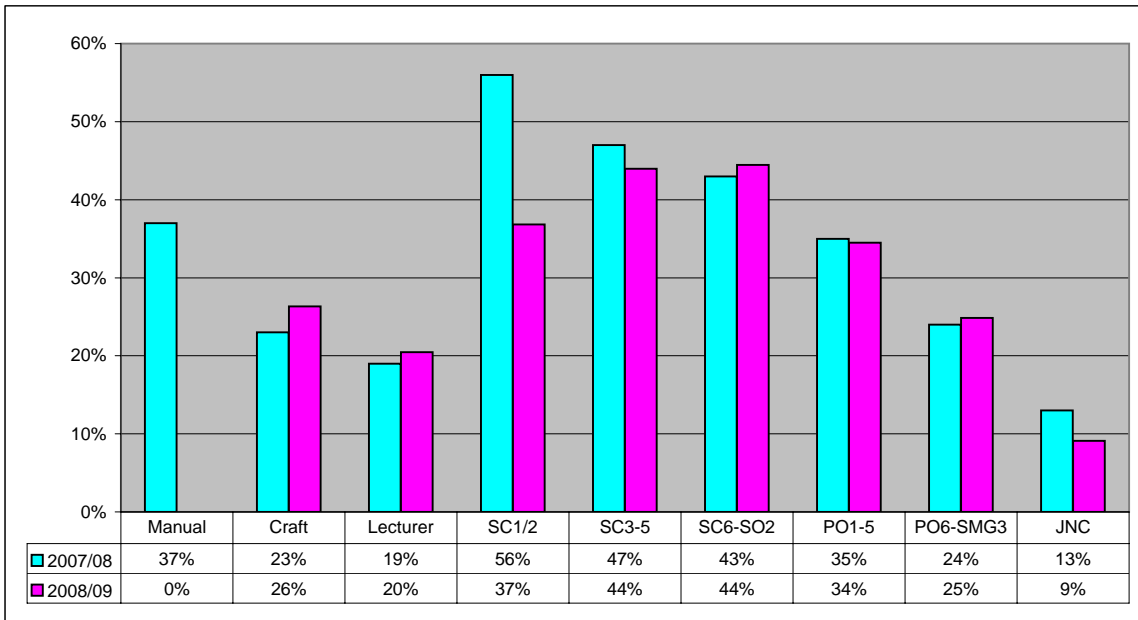
ETHNIC ORIGIN OF EMPLOYEES 2008/09



ALL MINORITY EMPLOYEES 2007/08 - 2008/09

	Manual	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SMG3	JNC	TOTAL
2007/08	213	23	55	84	313	323	426	70	4	1511
2008/09	0	5	51	126	412	362	408	77	3	1444

ALL MINORITY EMPLOYEES AS % OF TOTAL EMPLOYEES 2007/08 - 2008/09



COMMENTARY

Percentages are based on totals where ethnicity has been disclosed.

Black and Ethnic Minority shown as a percentage of all employees representation has remained constant at all levels except at the lowest end.

**EMPLOYEES BY WORK AREA AND ALL ETHNIC ORIGINS 2008/09
(including Schools)**

	Craft		Officers		Teachers & Lecturers		School Support		Total	
Asian Bangladeshi	0	0.0%	8	0.2%	5	0.2%	6	0.3%	19	0.2%
Asian Indian	0	0.0%	55	1.5%	47	2.2%	23	1.0%	125	1.5%
Asian Other	0	0.0%	19	0.5%	10	0.5%	15	0.6%	44	0.5%
Asian Pakistani	0	0.0%	5	0.1%	9	0.4%	10	0.4%	24	0.3%
Asian Tamil	0	0.0%	7	0.2%	3	0.1%	7	0.3%	17	0.2%
Black African	0	0.0%	326	9.0%	76	3.6%	95	4.0%	497	6.1%
Black Caribbean	5	26.3%	693	19.1%	172	8.1%	296	12.5%	1166	14.3%
Black Other	0	0.0%	120	3.3%	25	1.2%	42	1.8%	187	2.3%
Chinese	0	0.0%	9	0.2%	9	0.4%	5	0.2%	23	0.3%
Mxd Other	0	0.0%	24	0.7%	25	1.2%	32	1.3%	81	1.0%
Mxd Wh & Blk African	0	0.0%	14	0.4%	14	0.7%	23	1.0%	51	0.6%
Mxd Wh & Blk Caribbean	0	0.0%	45	1.2%	21	1.0%	46	1.9%	112	1.4%
Mxd White & Asian	0	0.0%	6	0.2%	10	0.5%	12	0.5%	28	0.3%
Other Ethnic Group	0	0.0%	54	1.5%	28	1.3%	28	1.2%	110	1.4%
Vietnamese	0	0.0%	3	0.1%	1	0.0%	4	0.2%	8	0.1%
White British	13	68.4%	1901	52.5%	1398	65.4%	1432	60.3%	4744	58.2%
White Irish	1	5.3%	78	2.2%	55	2.6%	50	2.1%	184	2.3%
White Other	0	0.0%	193	5.3%	148	6.9%	99	4.2%	440	5.4%
White Turkish/ Turkish Cypriot	0	0.0%	18	0.5%	11	0.5%	30	1.3%	59	0.7%
Undisclosed	0	0.0%	41	1.1%	69	3.2%	119	5.0%	229	2.8%
Total all employees	19	100.0%	3619	100.0%	2136	100.0%	2374	100.0%	8148	100.0%
Total all minority employees	5	26%	1388	39%	455	22%	644	29%	2492	31%

Non School based staff include craft, officers and 249 lecturers in the teachers & lecturers category. The remaining teachers & lecturers and all school support staff are all schools based staff.

EMPLOYEES BY DIRECTORATE AND ALL ETHNIC ORIGINS 2008/09

	Children and Young People		Community Services		Customer Services		Regeneration		Resources		Total	
Asian Bangladeshi	2	0.2%	1	0.1%	2	0.2%		0.0%	3	0.7%	8	0.2%
Asian Indian	10	1.1%	22	1.8%	13	1.4%	4	1.0%	12	2.9%	61	1.6%
Asian Other	6	0.6%	5	0.4%	5	0.5%	2	0.5%	3	0.7%	21	0.5%
Asian Pakistani	2	0.2%	1	0.1%		0.0%	1	0.2%	2	0.5%	6	0.2%
Asian Tamil	2	0.2%	2	0.2%		0.0%	2	0.5%	1	0.2%	7	0.2%
Black African	87	9.2%	111	9.3%	76	8.3%	23	5.7%	38	9.1%	335	8.6%
Black Caribbean	229	24.2%	191	16.0%	163	17.7%	79	19.4%	54	12.9%	716	18.4%
Black Other	36	3.8%	39	3.3%	33	3.6%	6	1.5%	8	1.9%	122	3.1%
Chinese	1	0.1%	4	0.3%	3	0.3%	2	0.5%	1	0.2%	11	0.3%
Mxd Other	5	0.5%	8	0.7%	2	0.2%	8	2.0%	3	0.7%	26	0.7%
Mxd Wh & Blk African	4	0.4%	4	0.3%	4	0.4%	2	0.5%	1	0.2%	15	0.4%
Mxd Wh & Blk Caribbean	12	1.3%	15	1.3%	10	1.1%	5	1.2%	4	1.0%	46	1.2%
Mxd White & Asian	2	0.2%	2	0.2%	2	0.2%		0.0%		0.0%	6	0.2%
Other Ethnic Group	18	1.9%	22	1.8%	12	1.3%	5	1.2%	4	1.0%	61	1.6%
Vietnamese	2	0.2%		0.0%	1	0.1%		0.0%		0.0%	3	0.1%
White British	442	46.7%	634	53.1%	504	54.8%	245	60.2%	251	60.0%	2076	53.4%
White Irish	13	1.4%	30	2.5%	24	2.6%	8	2.0%	8	1.9%	83	2.1%
White Other	56	5.9%	80	6.7%	50	5.4%	12	2.9%	21	5.0%	219	5.6%
Wh Turkish/ Turkish Cypriot	5	0.5%	8	0.7%	5	0.5%	1	0.2%	1	0.2%	20	0.5%
Undisclosed	13	1.4%	16	1.3%	11	1.2%	2	0.5%	3	0.7%	45	1.2%
Total all employees	947	100.0%	1195	100.0%	920	100.0%	407	100.0%	418	100.0%	3887	100.0%
Total all minority employees	418	44.8%	427	36.2%	326	35.9%	139	34.3%	134	32.3%	1444	37.6%

WOMEN EMPLOYEES

BY DIRECTORATE

Children & Young People	Community Services	Customer Services	Regeneration	Resources	TOTAL
762 80%	895 75%	385 42%	210 52%	247 59%	2499 64%

BY GRADE

Craft	Lecturer	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-SMG3	JNC
0	209	108	659	549	777	184	13
0%	84%	32%	70%	67%	66%	59%	39%

BY LENGTH OF SERVICE

0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +
837 60%	629 67%	683 70%	350 60%

BY AGE

16-20	21-24	25-34	35-44	45-54	55+
10 48%	46 53%	423 64%	662 66%	880 65%	478 62%

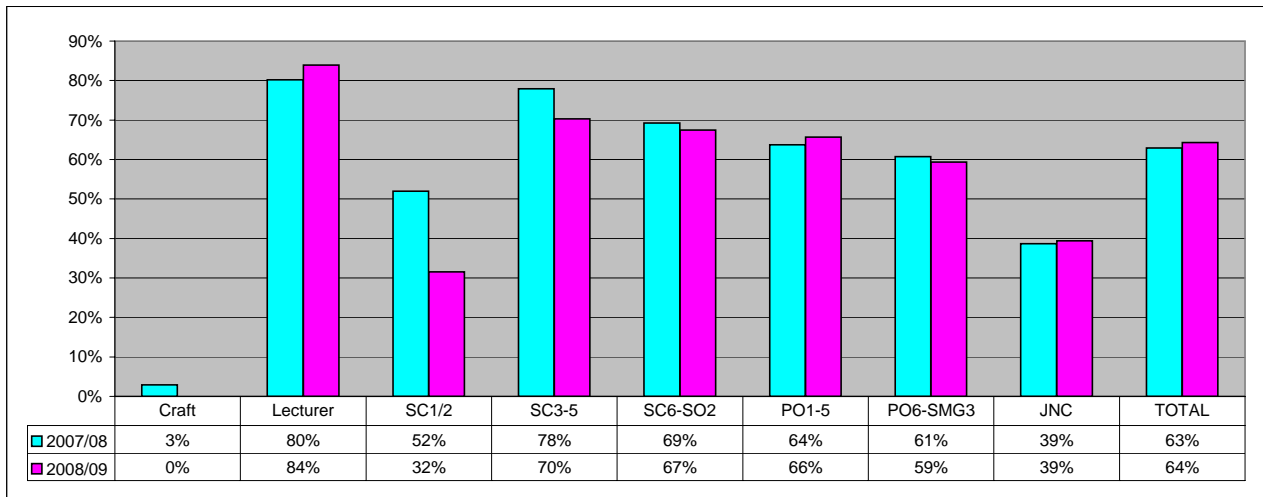
BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
68 66%	838 71%	668 73%	46 61%	1450 60%	29 64%

BY DISABILITY

Disabled
197 71%

WOMEN AS A % OF ALL EMPLOYEES 2007/08 - 2008/09



COMMENTARY

The Council continues to employ a high number of women across the grades, with a slight overall increase from 63% to 64%

DISABLED EMPLOYEES

BY DIRECTORATE

Children & Young	Community Services	Customer Services	Regeneration	Resources	TOTAL
People 57	6%	104	9%	67	7%
		27	7%	24	6%
					279
					7%

BY GRADE

Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SMG3	JNC
0%	5%	5%	8%	9%	7%	7%	0%

BY LENGTH OF SERVICE

0-4.99 Years	5-9.99 Years	10-19.99 Years	20 years +
0	0%	68	7%
		128	13%
			82
			14%

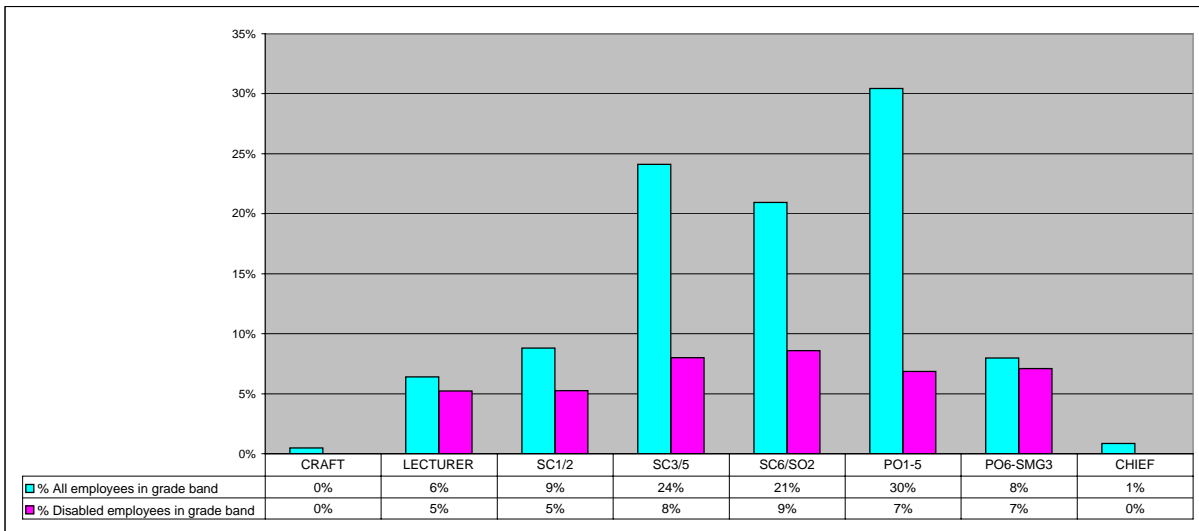
BY AGE

16-20	21-24	25-34	35-44	45-54	55+
0	0%	0	0%	16	2%
		52	5%	114	8%
				97	12%

BY ETHNICITY

Asian	Black	Mixed	Other	White	Undisclosed
7	7%	57	5%	9	10%
		3	4%	203	8%
				0	0%

Proportion of all Employees and Disabled Employees



COMMENTARY

The chart above demonstrates that generally across grade bands disabled staff are evenly distributed with some drop off in the more traditional 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. A voluntary self classification exercise is due in the next year however the talkback survey has been used to validate the overall figure in the mean time.

AGE PROFILE 2008/09

BY DIRECTORATE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Children & Young People	10	1%	33	3%	182	19%	242	26%	319	34%	161	17%	947
Community Services	1	0%	18	2%	158	13%	314	26%	446	37%	258	22%	1195
Customer Services	4	0%	18	2%	182	20%	250	27%	294	32%	172	19%	920
Regeneration	1	0%	2	0%	52	13%	87	21%	149	37%	116	29%	407
Resources	5	1%	15	4%	86	21%	103	25%	139	33%	70	17%	418
TOTAL	21	1%	86	2%	660	17%	996	26%	1347	35%	777	20%	3887

BY GRADE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Craft		0%		0%	4	21%	4	21%	7	37%	4	21%	19
Lecturer		0%	2	1%	26	10%	61	24%	81	33%	79	32%	249
SC1/2	14	4%	21	6%	60	18%	73	21%	95	28%	79	23%	342
SC3/5	6	1%	43	5%	144	15%	207	22%	307	33%	230	25%	937
SC6/SO2	1	0%	14	1%	177	19%	210	22%	295	31%	117	12%	814
PO1-5		0%	6	1%	224	24%	352	38%	412	44%	189	20%	1183
PO6-SMG3		0%		0%	23	2%	87	9%	130	14%	70	7%	310
JNC		0%		0%	2	0%	2	0%	20	2%	9	1%	33

BY LENGTH OF SERVICE

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
0-4.99	21	2%	70	5%	442	32%	428	31%	322	23%	103	7%	1386
5-9.99		0%	16	2%	168	18%	288	31%	318	34%	148	16%	938
10-19.99		0%		0%	50	5%	213	22%	432	44%	285	29%	980
20+		0%		0%		0%	67	11%	275	47%	241	41%	583

BY ETHNICITY

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Asian		0%	3	3%	21	20%	33	32%	32	31%	14	14%	103
Black	5	0%	32	3%	209	18%	364	31%	443	38%	120	10%	1173
Mixed	2	2%	2	2%	22	24%	31	33%	30	32%	6	6%	93
Other		0%	3	4%	16	21%	20	27%	24	32%	12	16%	75
White	13	1%	45	2%	379	16%	530	22%	810	34%	621	26%	2398
Undisclosed	1	2%	1	2%	13	29%	18	40%	8	18%	4	9%	45

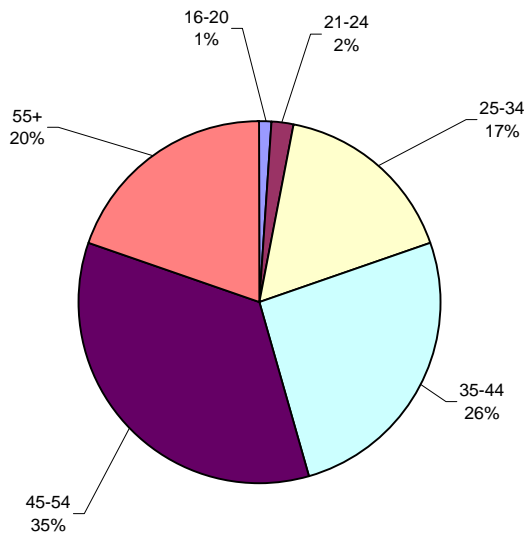
BY DISABILITY

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Disabled	0	0%	0	0%	16	6%	52	19%	114	41%	97	35%	279

AGE PROFILE 2000-2008/09

	16-20	21-24	25-34	35-44	45-54	55+
2000	1%	3%	18%	36%	28%	13%
2001	1%	3%	17%	37%	28%	13%
2002	1%	3%	16%	37%	29%	14%
2003/04	1%	4%	16%	35%	30%	14%
2004/05	1%	3%	15%	33%	31%	17%
2005/06	0%	3%	16%	32%	32%	17%
2006/07	0%	3%	16%	29%	34%	18%
2007/08	0%	2%	16%	27%	35%	19%
2008/09	1%	2%	17%	26%	35%	20%

AGE PROFILE OF EMPLOYEES 2008/09



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 2008/09

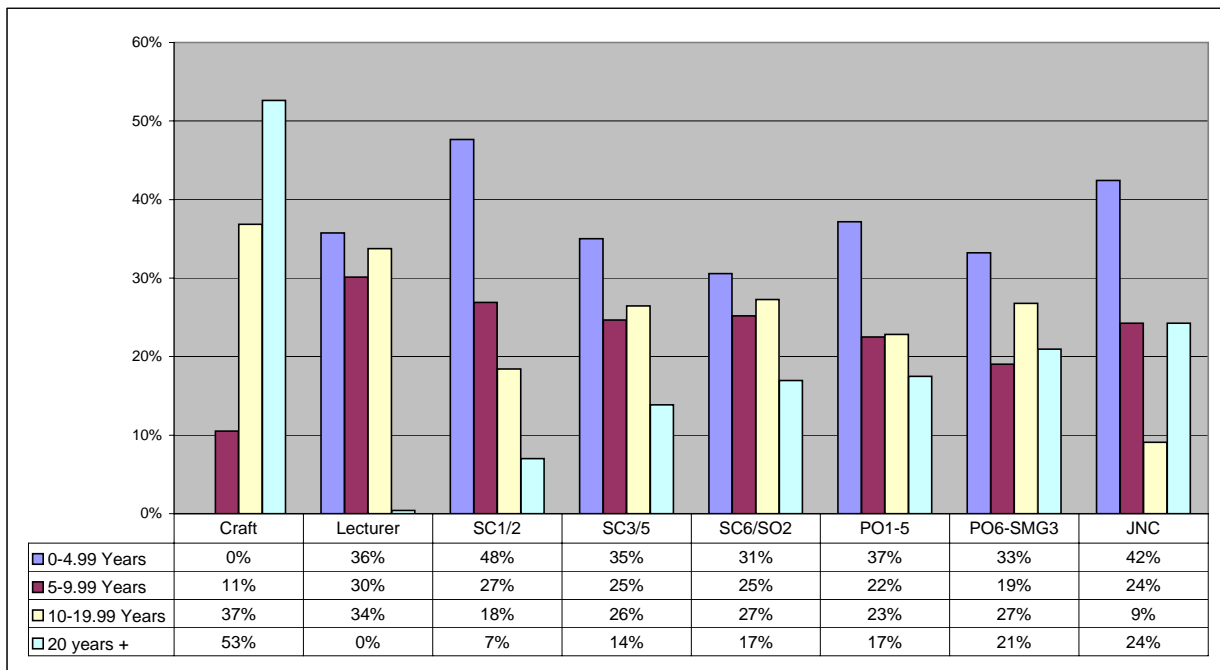
BY DIRECTORATE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Children & Young People	414	44%	224	24%	225	24%	84	9%	947
Community Services	409	34%	278	23%	315	26%	193	16%	1195
Customer Services	286	31%	254	28%	244	27%	136	15%	920
Regeneration	117	29%	100	25%	94	23%	96	24%	407
Resources	160	38%	82	20%	102	24%	74	18%	418
	1386		938		980		583		3887

BY GRADE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Craft		0%	2	11%	7	37%	10	53%	19
Lecturer	89	36%	75	30%	84	34%	1	0%	249
SC1/2	163	48%	92	27%	63	18%	24	7%	342
SC3/5	328	35%	231	25%	248	26%	130	14%	937
SC6/SO2	249	31%	205	25%	222	27%	138	17%	814
PO1-5	440	37%	266	22%	270	23%	207	17%	1183
PO6-SMG3	103	33%	59	19%	83	27%	65	21%	310
JNC	14	42%	8	24%	3	9%	8	24%	33

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2008/09



Recruitment

Overall levels of recruitment appointments have decreased from 611 in 07/08 to 505 in 08/09

Black applicants make up 64% of all people interested in jobs with the council. Although black appointments are in line with the economically active representation, there continues to be a disparity between the percentage of black and ethnic minority appointees (39% of all appointments) and those shortlisted (55%). Female representation is high at all stages of recruitment leading to 57% of all appointments.

Disabled people account for 2.8% of appointments. This probably under represents the actual position as national research indicates a reluctance to volunteer this information at the recruitment stage. Representation amongst disabled employees when asked to self classify tends to be higher.

People under 25 account for only 11% of all appointments and 20% of all SC1-5 posts and recruitment to this age group remains a priority to target in 2009/10.

Recruitment - applied, shortlisted and appointed by equalities groups

All Applicants

Grade	Total *	BIk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	1	0	0%	1	100%	0	0.0%
SC1-SC5	3763	2222	65%	2193	59%	153	4.1%
SC6-SO2	2687	1692	68%	1770	66%	101	3.8%
PO1-PO5	2392	1401	64%	1374	58%	89	3.7%
PO6-SMG3	578	255	47%	283	49%	26	4.5%
JNC	8	1	20%	6	75%	0	0.0%
Misc	594	293	54%	394	67%	22	3.7%
Total	10023	5864	64%	6021	61%	391	3.9%

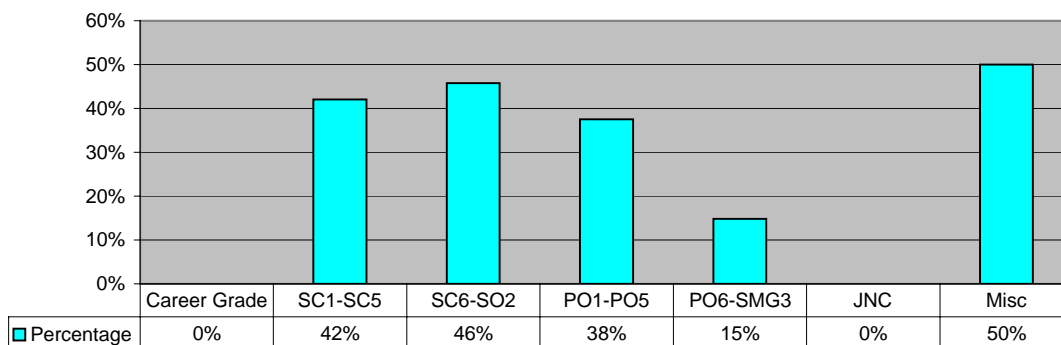
Shortlisted

Grade	Total *	BIk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	1	0	0%	1	100%	0	0.0%
SC1-SC5	738	406	61%	406	55%	26	3.5%
SC6-SO2	473	279	63%	323	69%	16	3.4%
PO1-PO5	751	377	55%	476	64%	31	4.1%
PO6-SMG3	210	61	32%	108	52%	12	5.7%
JNC	7	1	25%	5	71%	0	0.0%
Misc	93	29	33%	63	69%	1	1.1%
Total	2273	1153	55%	1382	61%	86	3.8%

Appointed

Grade	Total *	BIk/Oth	Percentage	Female	Percentage	Disabled	Percentage
Career Grade	3	0	0%	2	67%	0	0.0%
SC1-SC5	158	58	42%	68	43%	3	1.9%
SC6-SO2	96	43	46%	68	71%	5	5.2%
PO1-PO5	151	51	38%	99	66%	5	3.3%
PO6-SMG3	58	8	15%	29	50%	0	0.0%
JNC	2	0	0%	1	50%	0	0.0%
Misc	37	18	50%	20	54%	1	2.7%
Total	505	178	39%	287	57%	14	2.8%

Black and Minority Ethnic Appointments by Grade



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.

N.B. The figures aren't comparing the entire recruitment process. i.e. those appointed don't relate to those who applied and were subsequently shortlisted. The tables above shows all who applied and all those who were shortlisted from April 08 to March 09 and all those who were appointed in the same period.

Recruitment by age 2008/09

All Applicants

Grade	16-20	21-24	25-34	35-44	45-54	55+	Undisclosed	Total
Career Grade	0	0	0	0	0	0	1	1
SC1-SC5	266	655	1230	823	455	74	260	3763
SC6-SO2	95	416	965	682	377	38	114	2687
PO1-PO5	23	177	855	715	421	68	133	2392
PO6-SMG3	3	15	134	191	168	32	35	578
JNC	0	0	0	1	3	0	4	8
Misc	136	117	167	82	49	15	28	594
Total	523	1380	3351	2494	1473	227	575	10023
Career Grade	0%	0%	0%	0%	0%	0%	0%	0%
SC1-SC5	3%	7%	13%	9%	5%	1%	3%	37%
SC6-SO2	1%	4%	10%	7%	4%	0%	1%	27%
PO1-PO5	0%	2%	9%	8%	4%	1%	1%	24%
PO6-SMG3	0%	0%	1%	2%	2%	0%	0%	6%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	1%	1%	2%	1%	1%	0%	0%	6%
Total	6%	15%	35%	26%	16%	2%	6%	100%

Shortlisted

Grade	16-20	21-24	25-34	35-44	45-54	55+	Undisclosed	Total
Career Grade	0	0	0	0	0	0	1	1
SC1-SC5	60	102	192	188	107	21	68	738
SC6-SO2	11	55	168	129	71	7	32	473
PO1-PO5	2	27	246	244	159	26	47	751
PO6-SMG3	0	3	48	61	67	14	17	210
JNC	0	0	0	1	2	0	4	7
Misc	13	19	26	15	13	4	3	93
Total	86	206	680	638	419	72	172	2273
Career Grade	0%	0%	0%	0%	0%	0%	0%	0%
SC1-SC5	3%	5%	9%	9%	5%	1%	3%	35%
SC6-SO2	1%	3%	8%	6%	3%	0%	2%	23%
PO1-PO5	0%	1%	12%	12%	8%	1%	2%	36%
PO6-SMG3	0%	0%	2%	3%	3%	1%	1%	10%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	1%	1%	1%	1%	1%	0%	0%	4%
Total	4%	10%	32%	30%	20%	3%	8%	100%

Appointed

Grade	16-20	21-24	25-34	35-44	45-54	55+	Undisclosed	Total
Career Grade	0	0	0	0	0	0	3	3
SC1-SC5	12	19	43	36	24	6	18	158
SC6-SO2	2	8	32	36	11	3	4	96
PO1-PO5	0	4	73	43	24	3	4	151
PO6-SMG3	0	1	18	16	15	4	4	58
JNC	0	0	0	0	1	0	1	2
Misc	8	4	13	7	4	1	0	37
Total	22	36	179	138	79	17	34	505
Career Grade	0%	0%	0%	0%	0%	0%	1%	1%
SC1-SC5	2%	4%	9%	7%	5%	1%	4%	31%
SC6-SO2	0%	2%	6%	7%	2%	1%	1%	19%
PO1-PO5	0%	1%	14%	9%	5%	1%	1%	30%
PO6-SMG3	0%	0%	4%	3%	3%	1%	1%	11%
JNC	0%	0%	0%	0%	0%	0%	0%	0%
Misc	2%	1%	3%	1%	1%	0%	0%	7%
Total	4%	7%	35%	27%	16%	3%	7%	100%

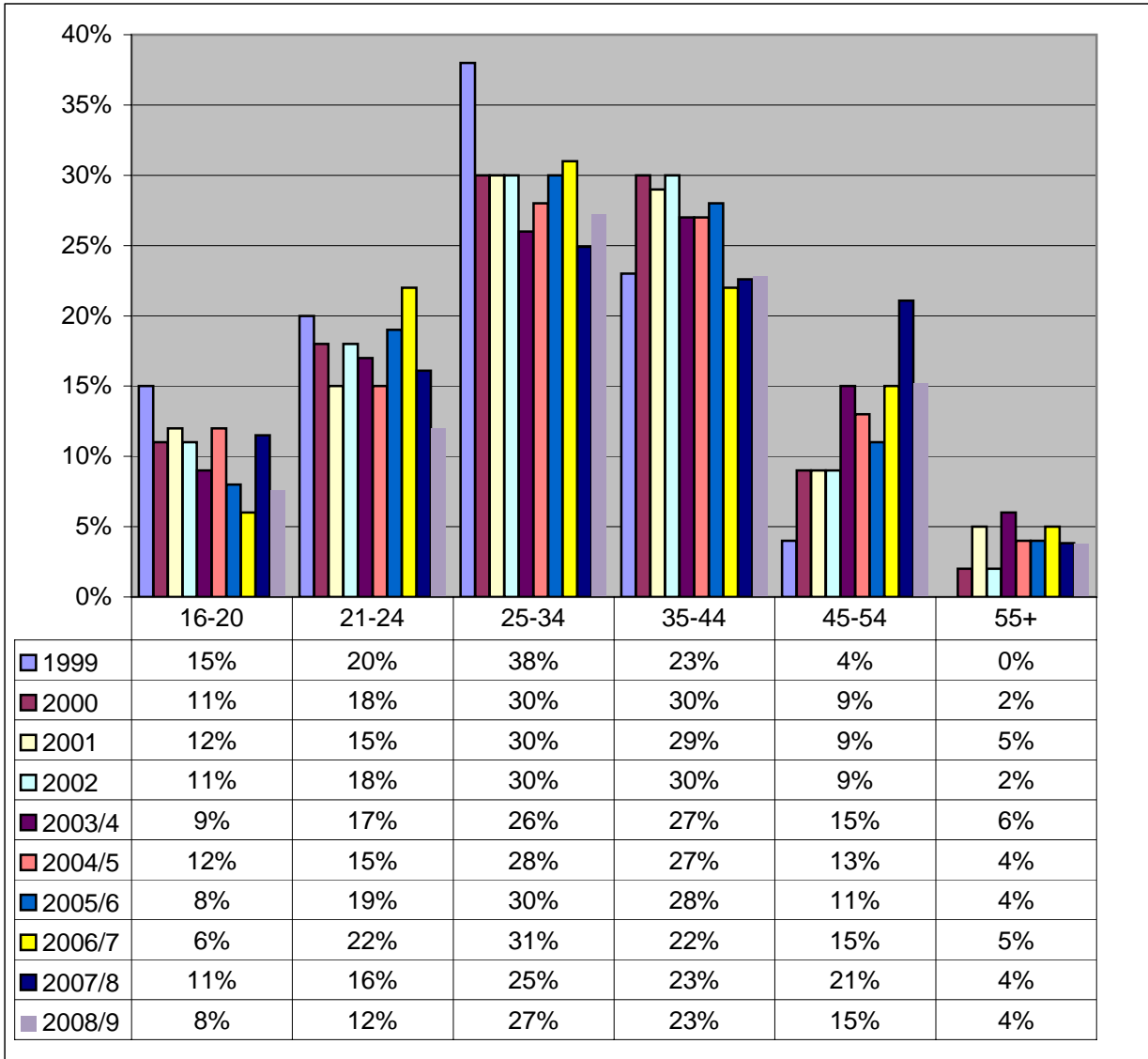
COMMENTARY

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 2008/09 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 20% of all appointees for SC1-5 posts (down from 27% in 07/08) some way off the target of 31% for this group. Recruitment and retention of young people will remain a high priority for 09/10 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

APPOINTMENTS BY AGE TO SCALE 1-5 POSTS 1999-2008/9



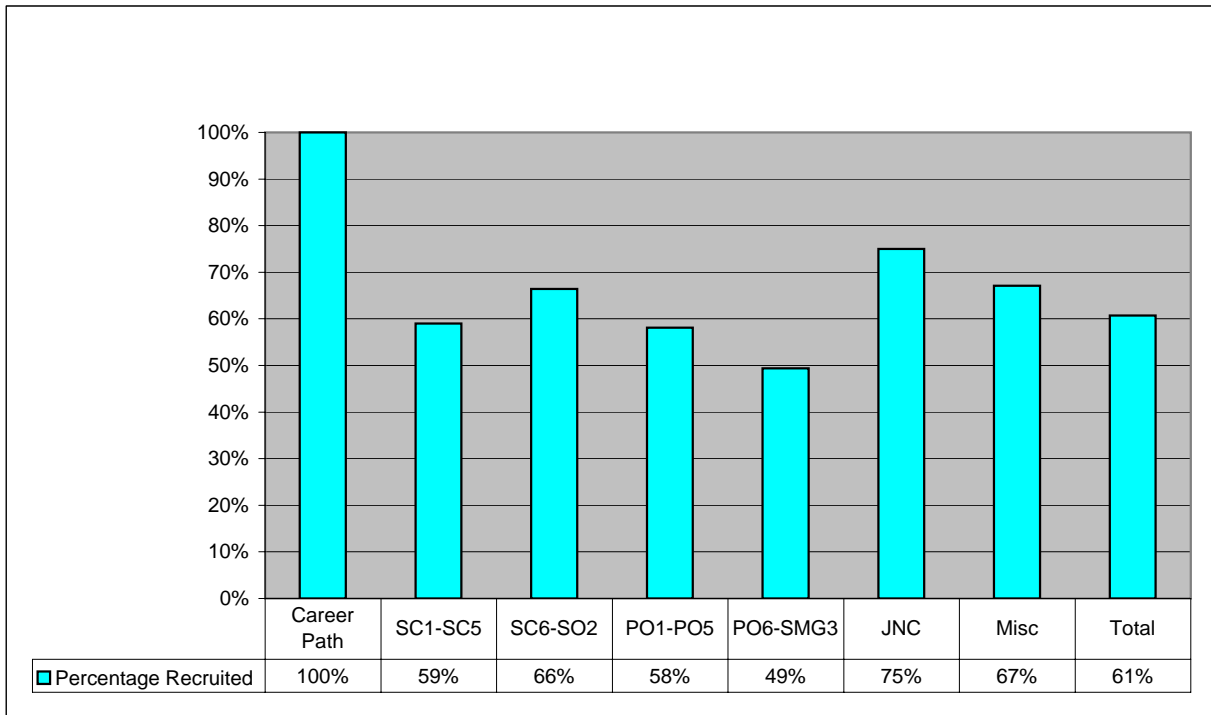
COMMENTARY

The overall percentage of people aged under 25 recruited to SC1-5 posts has remained fairly consistent however this year has seen a decrease. With a continued decrease in recruitment in both the 16-20 and 21-24 age groups. 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.

The percentages represent the number of appointments in each age band to SC1-5 posts as a percentage of all appointments to SC1-5 posts.

RECRUITMENT

FEMALE APPOINTMENTS 2008/09 (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-SMG3, 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 16 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.

In 2009/10 the following HR indicators are being reported:

- Top 5% of earners that are from black & minority ethnic communities
- Working days/shifts lost to sickness absence per FTE employee (excluding schools)
- Working days/shifts lost to sickness absence per FTE employee (Schools only)
- Early retirements (excluding ill-health retirements) as a percentage of the total workforce.
- Permanent ill-health retirements as a percentage of the total workforce.
- Percentage of staff declaring that they meet the Disability Discrimination Act disability definition
- Percentage of ethnic minority staff recruited at PO6 and above
- Percentage of ethnic minority staff recruited in all school support staff appointments
- Council jobs gained by young people under 25 as a percentage of junior level appointments (Scales 1-5)
- Average time taken to recruit from placement of 1st external advert to conditional offer (days)
- Average time taken to recruit from conditional offer to completion of clearances
- Percentage of Staff receiving a Performance Evaluation
- Percentage of people who evaluate the Personnel Service as good or excellent:- (i)Recruitment Unit (ii)Occupational
- Percentage of managers rating agency staff as good or excellent
- Proportion of BME staff (standard equality categories) who obtain internal promotion compared with the overall proportion
- Proportion of BME staff (standard equality categories) who leave the organisation compared with overall proportion in the
- Percentage reduction in expenditure of agency staff
- Capacity of attendance at learning events
- Percentage of evaluations showing impact of learning
- Proportion of hard to fill posts appointed to in the first round
- Percentage of online applications
- Proportion of internal staff appointed to management positions (PO6 and above)

PAY

ANNUAL PAYBILL FOR 2008/09

All Staff to 31st March 2009

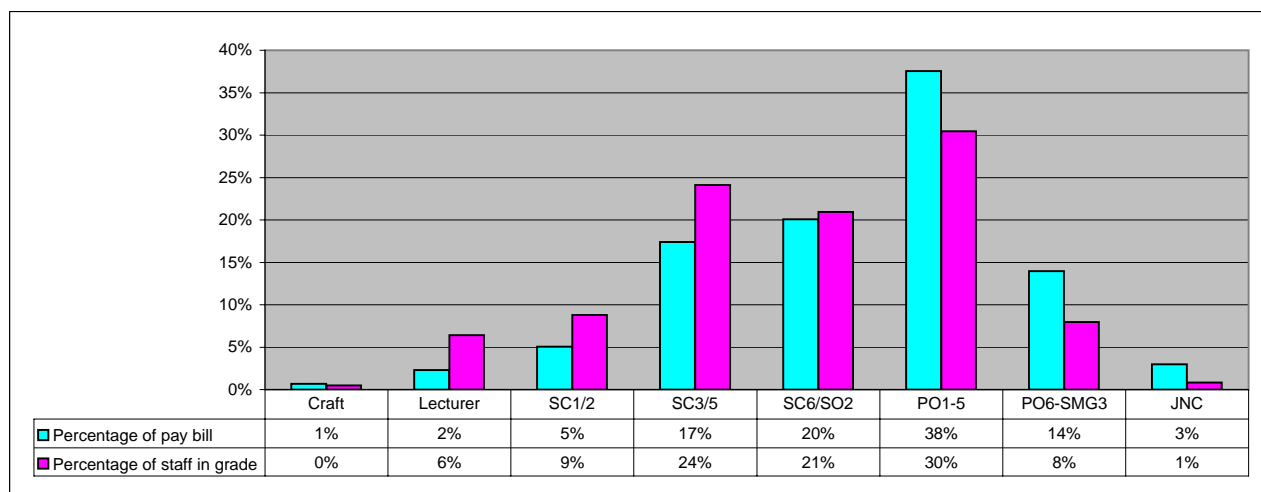
(including Schools)

	Gross Pay 2007/08	Gross Pay 2008/09	Percentage Increase/ Decrease
Children and Young People	42,098,248	37,570,198	-10.8%
Community Services	34,729,858	33,931,027	-2.3%
Customer Services	49,362,887	34,466,410	-30.2%
Regeneration	14,310,250	15,187,477	6.1%
Resources	26,177,998	17,685,448	-32.4%
Total Excluding Schools	£166,679,241	£138,840,560	-16.7%
Schools	121,738,917	151,791,725	24.7%
Total Including Schools	£288,418,158	£290,632,285	0.8%

Average Remuneration

	excl on costs	inc on costs
Excl Schools	£26,450	£35,719
Inc Schools	£26,413	£35,669

PERCENTAGE OF PAYBILL BY GRADE 2008/09



PAY

All Staff to 31st March 2009

(including Schools)

OVERTIME

	Overtime 2007/08	Overtime 2008/09	Increase / decrease
Children and Young People	91,365	10,255	-81,110
Community Services	202,508	13,976	-188,532
Customer Services	688,975	93,761	-595,214
Regeneration	273,554	23,163	-250,391
Resources	37,332	4,777	-32,555
Total Excluding Schools	£1,293,734	£145,932	-£1,147,802
Schools	93,776	9,783	-83,993
Total Including Schools	£1,387,510	£155,715	-£1,231,795

EXTRA PAYMENTS BY DIRECTORATE

(including Schools)

	Extra Payments
Children and Young People	60,685
Community Services	51,211
Customer Services	96,943
Regeneration	36,215
Resources	121,986
Total Excluding Schools	£367,040
Schools	79,919
Total Including Schools	£446,959

COMMENTARY

The overall cost for overtime this year has significantly decreased, with a near 90% reduction, and this continues to be monitored within directorates.

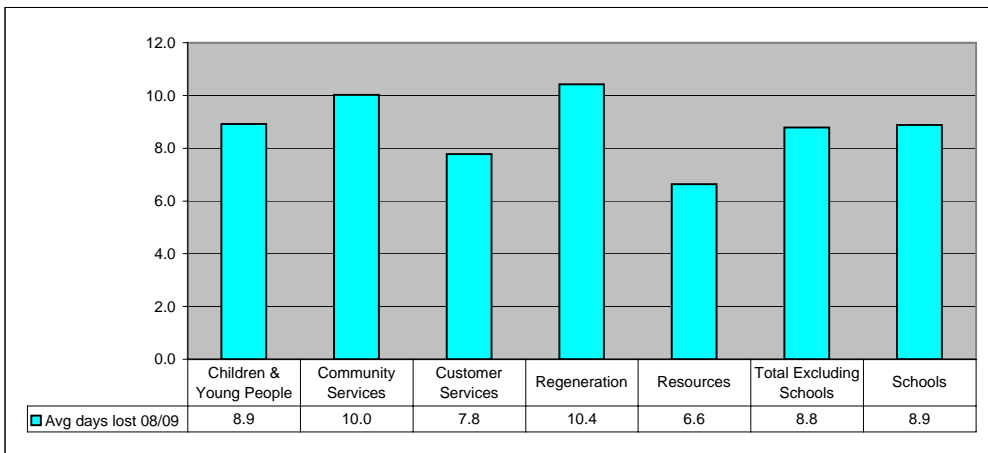
The extra payments relate to the payment of honoraria for additional duties undertaken and market supplements to retain staff in key service areas.

The reduction in overtime and extra payments is largely due to the rationalisation of pay as a result of the single status exercise.

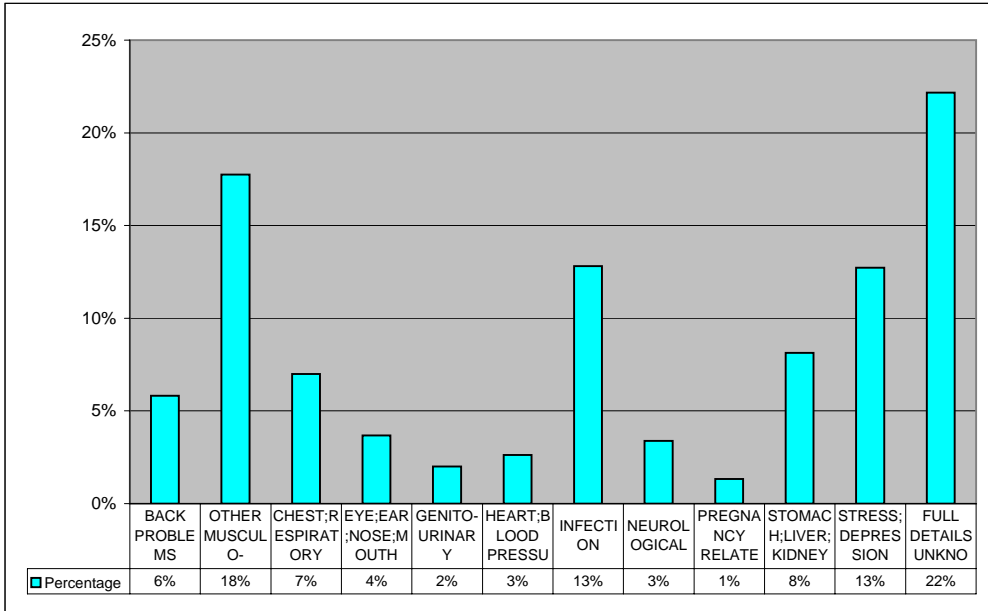
**SICKNESS ABSENCE PER EMPLOYEE 2008/09
(including Schools)**

	Actual Days	FTE	Avg days lost 08/09	Avg days lost 07/08
Children & Young People	7,576	849	8.9	11
Community Services	9,080	906	10.0	10.4
Customer Services	7,329	943	7.8	11.6
Regeneration	3,753	360	10.4	9.8
Resources	2,645	399	6.6	7.2
Total Excluding Schools	30,383	3,457	8.8	
Schools	32,515	3,659	8.9	9.2
Total Including Schools	62,898	7,116	8.8	9.8

**AVERAGE DAYS SICKNESS ABSENCE PER EMPLOYEE 2008/09
(including Schools)**



**PERCENTAGE OF ABSENCE BY REASON 2008/09
(including Schools)**



COMMENTARY

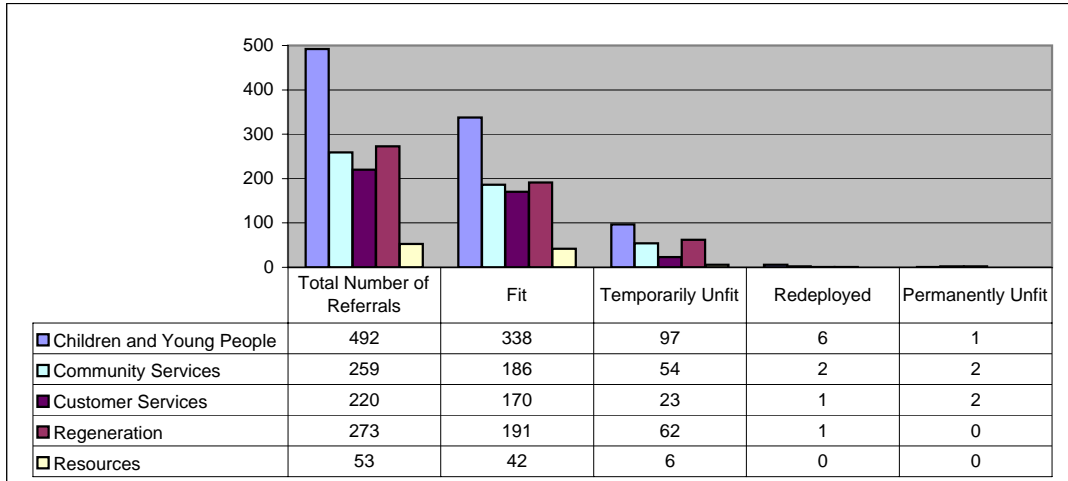
The Council reached an absence figure of 8.8 against the target of 9.0 days. This was a decrease from the figure of 9.8 last year. There has been a focus on action to introduce well being initiatives to address the conditions which cause the greatest absence from work as well as consistent management action to get the the current level.

OCCUPATIONAL HEALTH

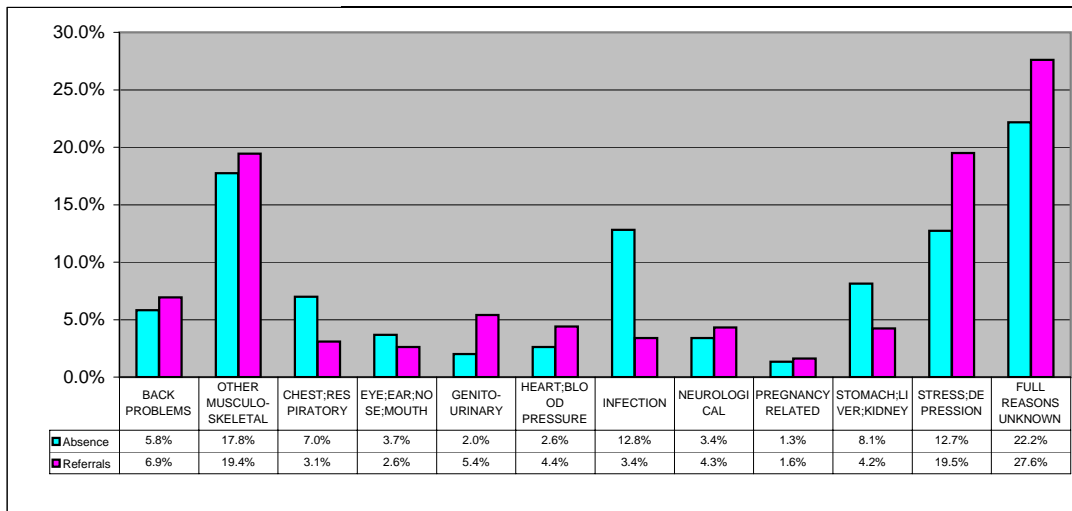
Number of Referrals*

OUTCOME OF REFERRALS BY CATEGORIES

April 08 to March 09



REASONS FOR ABSENCE COMPARED TO OCCUPATIONAL HEALTH REFERRALS



COMMENTARY

Referrals through 2008/09 are have reached increased by 5% from 2007/08 with the average number of referrals per quarter at approximately 325. The directorate referring the most people is as it was last year, Children & Young People, accounting for approximately 38% of all referrals an increase from last year.

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. The Employee Assistance Programme (EAP) providing free telephone and face-to-face counselling and information services for Lewisham Council staff (not including school based staff) continues to run as part of a range of stress management initiatives.

PROMOTED EMPLOYEES

BY DIRECTORATE

Children & Young

People		Community Services		Customer Services		Regeneration		Resources		TOTAL	
139	15%	241	20%	251	27%	176	43%	74	18%	881	23%

BY GRADE

Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6- SMG3	JNC
1	26	179	354	118	121	80	2
5%	10%	52%	38%	14%	10%	26%	6%

BY LENGTH OF SERVICE

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +	
297	21%	220	23%	232	24%	132	23%

BY AGE

16-20		21-24		25-34		35-44		45-54		55+	
7	33%	20	23%	133	20%	191	19%	308	23%	222	29%

BY ETHNICITY

Asian		Black		Mixed		Other		White		Undisclosed	
17	17%	264	23%	21	23%	24	32%	545	23%	10	22%

BY GENDER

Females		Males	
476	19%	405	29%

BY DISABILITY

Disabled	
59	21%

COMMENTARY

Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position. Promotion is at similar levels in all categories, although more women get promoted than men the figure was lower when considered as a percentage of the total female workforce.

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

BY DIRECTORATE

	Capability		Disciplinary		Grievance		TOTAL	
Children & Young People	2	4%	9	13%	7	27%	18	13%
Community Services	10	21%	8	12%	5	19%	23	16%
Customer Services	12	25%	4	6%	3	12%	19	13%
Regeneration	2	4%	6	9%	5	19%	13	9%
Resources	0	0%	4	6%	2	8%	6	4%
Schools	22	46%	38	55%	4	15%	64	45%
TOTAL	48	100%	69	100%	26	100%	143	100%

BY GRADE

	Capability		Disciplinary		Grievance		TOTAL	
Lecturer/Teacher	10	21%	18	26%	1	4%	29	20%
SC1/2	10	21%	13	19%	1	4%	24	17%
SC3/5	17	35%	21	30%	5	19%	43	30%
SC6/SO2	6	13%	10	14%	5	19%	21	15%
PO1-5	4	8%	6	9%	13	50%	23	16%
PO6-SMG	1	2%	1	1%	1	4%	3	2%
TOTAL	48	100%	69	100%	26	100%	143	100%

BY ETHNICITY

	Capability		Disciplinary		Grievance		TOTAL	
Asian	2	4%	4	6%	0	0%	6	4%
Black	18	38%	31	47%	13	50%	62	45%
Mixed	0	0%	2	3%	0	0%	2	1%
Other	1	2%	2	3%	1	4%	4	3%
White	26	55%	27	41%	12	46%	65	47%
TOTAL	47	100%	66	100%	26	100%	139	100%

BY DISABILITY

	Capability		Disciplinary		Grievance		TOTAL	
Non Disabled	46	96%	66	96%	26	100%	138	97%
Disabled	2	4%	3	4%	0	0%	5	3%
TOTAL	48	100%	69	100%	26	100%	143	100%

BY GENDER

	Capability		Disciplinary		Grievance		TOTAL	
Female	29	60%	31	45%	19	73%	79	55%
Male	19	40%	38	55%	7	27%	64	45%
TOTAL	48	100%	69	100%	26	100%	143	100%

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

Capability

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	1	4	0	0	4	9
SC1/2	1	2	0	0	7	10
SC3/5	0	7	0	1	9	17
SC6/SO2	0	3	0	0	3	6
PO1-5	0	2	0	0	2	4
PO6-SMG3	0	0	0	0	1	1
TOTALS	2	18	0	1	26	47

Disciplinary

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	2	6	1	1	7	17
SC1/2	0	7	0	0	5	12
SC3/5	0	11	1	1	7	20
SC6/SO2	0	5	0	0	5	10
PO1-5	2	2	0	0	2	6
PO6-SMG3	0	0	0	0	1	1
TOTALS	4	31	2	2	27	66

Grievance

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	0	1	0	0	0	1
SC1/2	0	1	0	0	0	1
SC3/5	0	3	0	0	2	5
SC6/SO2	0	4	0	0	1	5
PO1-5	0	3	0	1	9	13
PO6-SMG3	0	1	0	0	0	1
TOTALS	0	13	0	1	12	26

COMMENTARY

The employee relations casework above represents only 1.8% of the Council's 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 a similar number of white and black staff feature in all casework. Disciplinary cases mainly take place at lower grades (SC5 and below). Analysis of the high numbers of grievances at PO1-5 has not established a significant trend relating to the grade. 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.

RECRUITMENT

APPOINTMENTS BY MEDIA SOURCE April 08 to March 09

	Applicants	%	Appointees	%
Vacancy Bulletin/Intranet	2,430	24%	143	28%
Internet (Lewisham)	3,315	33%	124	25%
Internet (non Lewisham)	1,885	19%	54	11%
Referral/Other	598	6%	18	4%
Guardian	250	2%	7	1%
Local Press	94	1%	6	1%
National Press	38	0%	4	1%
TES	78	1%	4	1%
Specialist/Trade Press	248	2%	16	3%
Not Known	1,087	11%	129	26%
Totals	10,023	100%	505	100%

SPEND BY MEDIA SOURCE April 08 to March 09

	Total Spend	%	Total Adverts	%	Cost per Advert	%
Internet (Lewisham)	38,800	15%	405	65%	96	2%
Job Websites	82,719	31%	83	13%	997	18%
Local/Regional Press	17,927	7%	24	4%	747	14%
Guardian	36,406	14%	30	5%	1,214	22%
TES	43,670	16%	52	8%	840	15%
Specialist/Trade Press	45,661	17%	28	5%	1,631	30%
TOTALS (£)	265,183	100%	622	100%	5,523	100%

COST PER HIRE April 08 to March 09

	£
Internet (Lewisham)	313
Internet (non Lewisham)	1,532
Local Press	2,988
Guardian	5,201
TES	10,917
Trade Press	2,854
Average	525

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 28% of appointments originating from the vacancy bulletin and intranet.

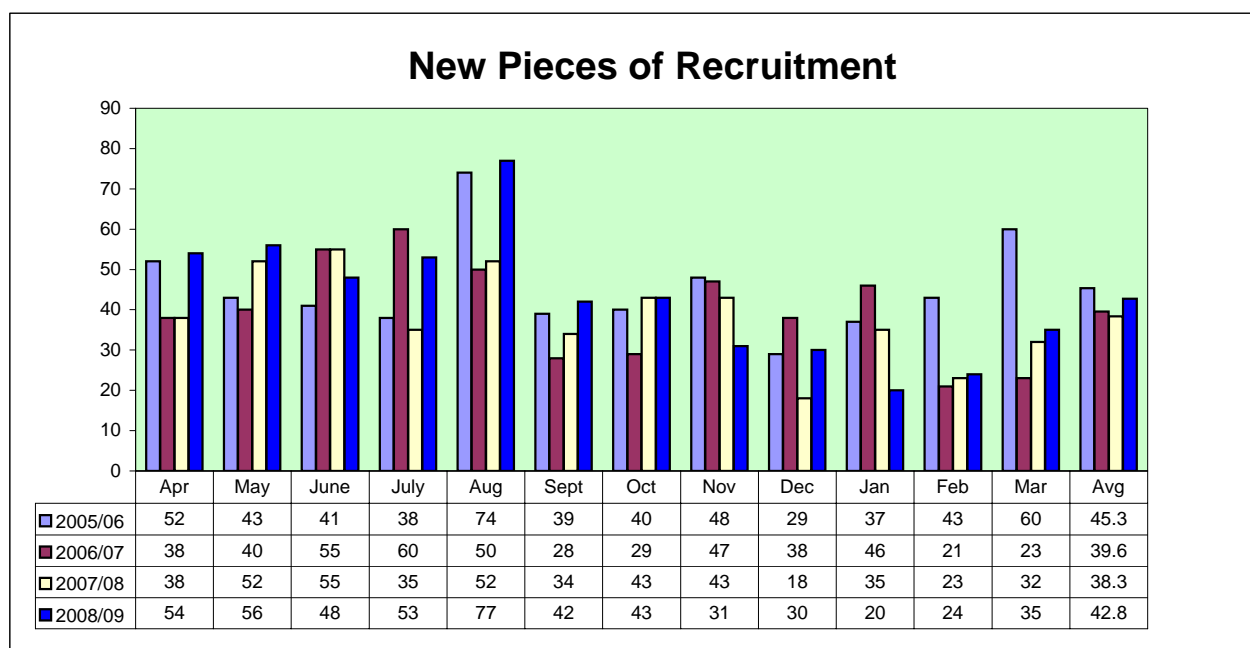
Overall recruitment advertising spend has fallen from £289k in 2007/08 to £265k in 2008/09 with average cost per hire rising from £473 to £525* over the same period. The internet continues to be the cheapest option to recruit staff and is significantly more cost effective than traditional media. The Council will continue to further exploit on-line solutions within 2009/10 as part of the ongoing programme to modernise recruitment processes and meet efficiency targets.

*Including staff time, the average cost per hire is £913.

RECRUITMENT ACTIVITY

New pieces of recruitment 2008/09

	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Avg	Total
2005/06	52	43	41	38	74	39	40	48	29	37	43	60	45.3	544
2006/07	38	40	55	60	50	28	29	47	38	46	21	23	39.6	475
2007/08	38	52	55	35	52	34	43	43	18	35	23	32	38.3	460
2008/09	54	56	48	53	77	42	43	31	30	20	24	35	42.8	513



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
65.2	72.9	67.1	67.5	73.5	72.6	58.4	64.6	58.1	70.1	70.5	72.4	80

COMMENTARY

The overall number of new recruitment campaigns (not appointees) has risen by 12% in the last 12 months. However there remains 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 2008/09 and will continue to remain a priority within 2009/10 along with the continued use of consultancy style support to line managers on recruitment.

AGENCY STAFF EXPENDITURE
April 2008 to March 2009

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE

	£'000	%
Children and Young People	3,557	17%
Community Services	7,499	35%
Customer Services	5,837	27%
Regeneration	2,062	10%
Resources	2,532	12%
TOTAL	21,487	100%

	Sickness £'000	Leave £'000	Vacancy £'000	Increased Workload £'000
Children and Young People	110	31	3,212	203
Community Services	277	127	6,203	892
Customer Services	43	71	5,166	558
Regeneration	1	13	1,457	592
Resources	0	12	1,994	525
TOTAL	431	254	18,032	2,770

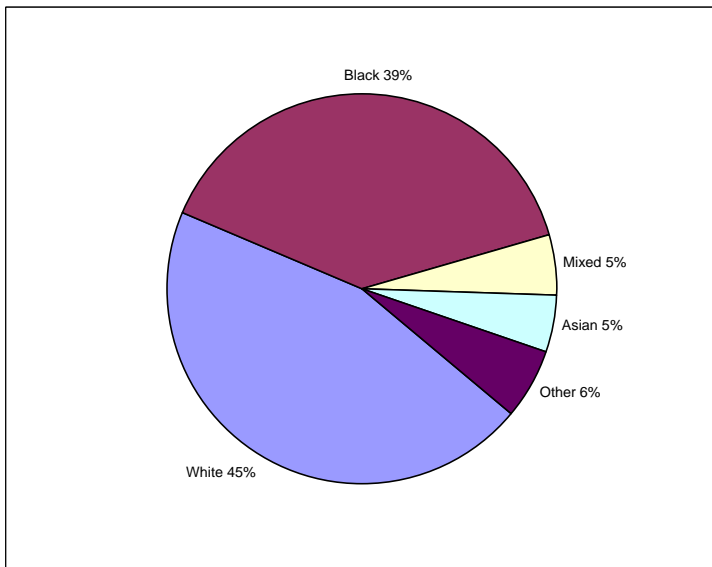
COMMENTARY

The information given for 2008/09 shows a headcount of around 840 in April rising to just over 900 by Mar, with an average headcount of around 825 throughout the year. Reason for agency expenditure in 2008/09 is similar to that of 2007/08 in all areas except for Vacancy where there has been a 24% increase

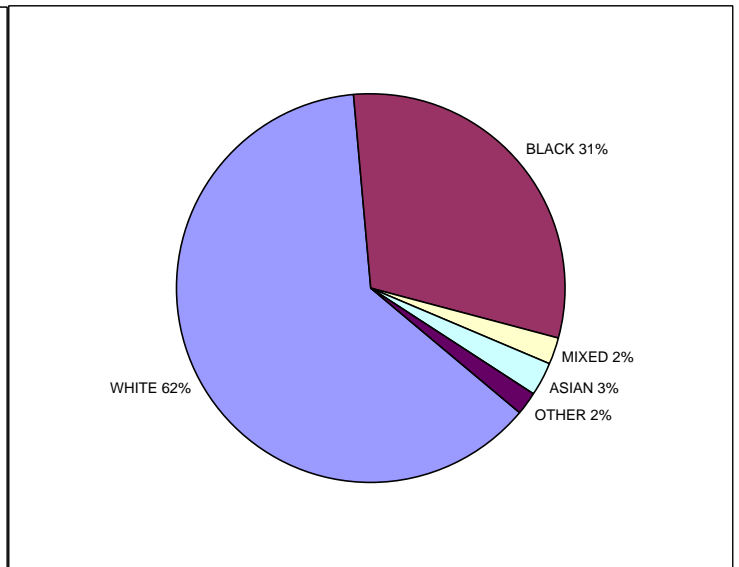
AGENCY AGE PROFILE 2008/09

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Agency Total	38	4%	100	11%	288	31%	262	29%	170	18%	61	7%	919
Council Total (excl schools)	21	1%	86	2%	660	17%	996	26%	1347	35%	777	20%	3887

ETHNIC ORIGIN OF AGENCY EMPLOYEES 2008/09



ETHNIC ORIGIN OF EMPLOYEES 2008/09



*Percentage of employees where ethnic origin has been declared.

WOMEN AGENCY EMPLOYEES

Agency Total		Council Total	
428	47%	2499	64%

COMMENTARY

Employees under the age of 25 make up 15% of all employees compared to 3% of Council employees, agency employees over 35 make up 54% compared with 80% of council employees. Where ethnicity has been declared there is a more even distribution of employees with White agency employees making up 45% as compared with 62% in the Council and Black agency employees making up 39% compared with 31% in the Council. Asian, Mixed and Other ethnicities account for higher percentages than is represented across the Council. Female agency employees make up 47% of all agency employees, a much smaller percentage compared with the Council as a whole (64%).

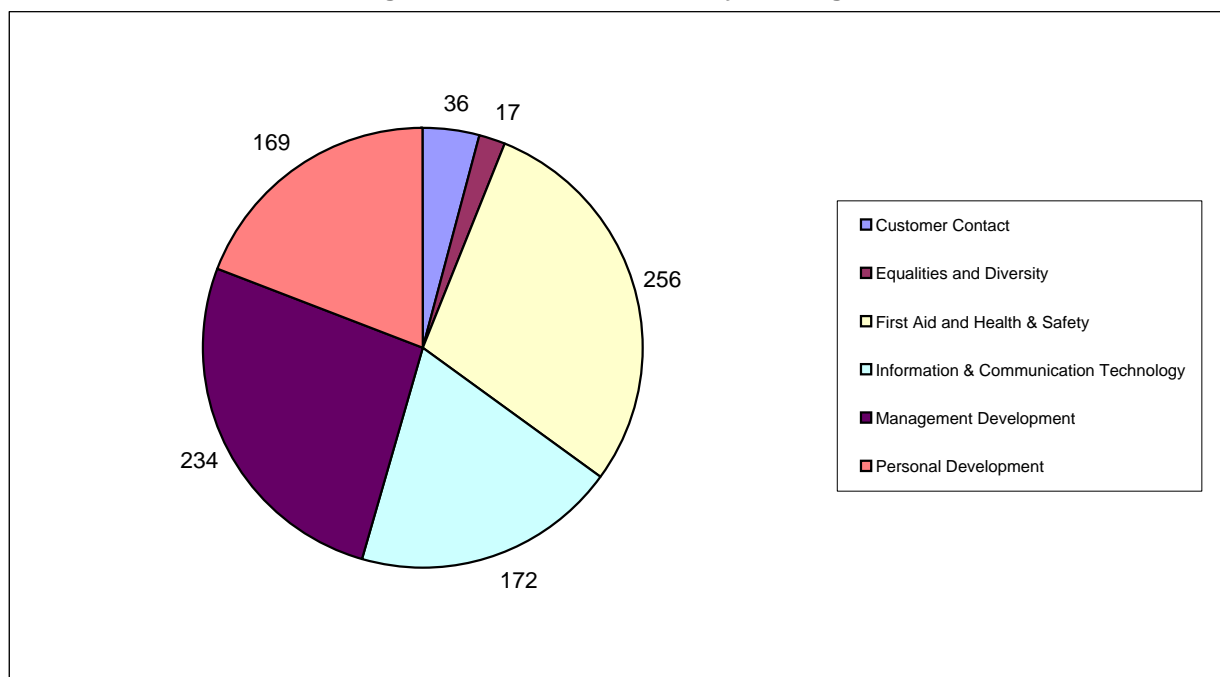
TOP 10 ROLES BY DIRECTORATE

AVERAGE NO OF AGENCY STAFF PER MONTH

Directorate	Job Title	Total
Community	Support Worker (Intensive)(Socialcare Un	77
	Ad-Hoc (Social Care Unqualified)	18
	Ad-Hoc (Social Care Qualified)	17
	Social Worker (Adult)(Socialcare Qualifi	12
	Administrator (Grade 3-4)(Admin & Cleric	12
	Ad-Hoc (Catering Unskilled)	9
	Admin Assistant (Scale 1-2)(Admin & Cler	8
	Support Worker (Special Needs)(Socialcar	8
	Community Warden	8
	Ad-Hoc (Technical)	7
Customer	Street Sweeper (Street Cleansing And Ref	94
	Ad-Hoc (Street Cleansing And Refuse Non-	21
	Ad-Hoc (Housing)	19
	Lgv (Street Cleansing And Refuse Lgv)	15
	Operative (Refuse & Cleaning Non Driving)	12
	Mobile Lumber/ Flytip Removal Operative(10
	Ad-Hoc (Admin & Clerical)	9
	Ad-Hoc (Accountancy Unqualified)	7
	Admin Assistant (Scale 1-2)(Admin & Cler	7
	Grounds Maintenance / Gardener (Industri	5
CYP	NURSERY OFFICER(SOCIALCARE UNQUAL)	19
	Commissioned Lac Tutors (Education)	12
	Social Worker(Socialcare Qualified)	12
	Senior Admin(Business Support) (Admin &	11
	Administrator (Grade 3-4)(Admin & Cleric	6
	Ad-Hoc (Admin & Clerical)	5
	Admin Assistant (Scale 1-2)(Admin & Cler	4
	Personal Assistant (Admin & Clerical)	4
	Ad-Hoc (Education)	4
	Receptionist (Admin & Clerical)	3
Cook (Catering Skilled)	3	
Regeneration	Door2Door Attendant	15
	Passenger Attendant (Door To Door)	7
	Planning Officer (Technical)	6
	Ad-Hoc (Technical)	4
	Administrator (Grade 3-4)(Admin & Cleric	3
	Receptionist (Admin & Clerical)	3
	Pcv Driver (Door To Door)	3
	Administrator	3
	Ad-Hoc (Construction & Property)	2
	Ad-Hoc (Door To Door Driving)	2
Resources	Administrator (Grade 3-4)(Admin & Cleric	8
	Admin Assistant (Scale 1-2)(Admin & Cler	7
	Ad-Hoc (Human Resources)	5
	Ad-Hoc (Admin & Clerical)	5
	Ad-Hoc (Accountancy Unqualified)	5
	Ad-Hoc (Legal)	4
	Customer Service(Face To Face & Phone)(A	3
	Admin Assistant (Scale 1-2)	2
	Accounts Assistant (Admin & Clerical)	2
	Contract Lawyer (Legal)	1

LEARNING AND DEVELOPMENT COURSE ATTENDANCE

Learning Unit Courses - Attendees by Training Area 2008/09



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	26	25.2%	16	15.5%
Black	438	37.3%	274	23.4%
Mixed	52	55.9%	14	15.1%
Other	38	50.7%	31	41.3%
White	670	27.9%	447	18.6%
Total	1224	31.86%	782	20.35%

COMMENTARY

The total number of 'participant days' spent on training during 2008/09 has fallen. However other methods of learning have been introduced e.g. e-learning which accounts in some part for the reduction in participant days.

Leavers

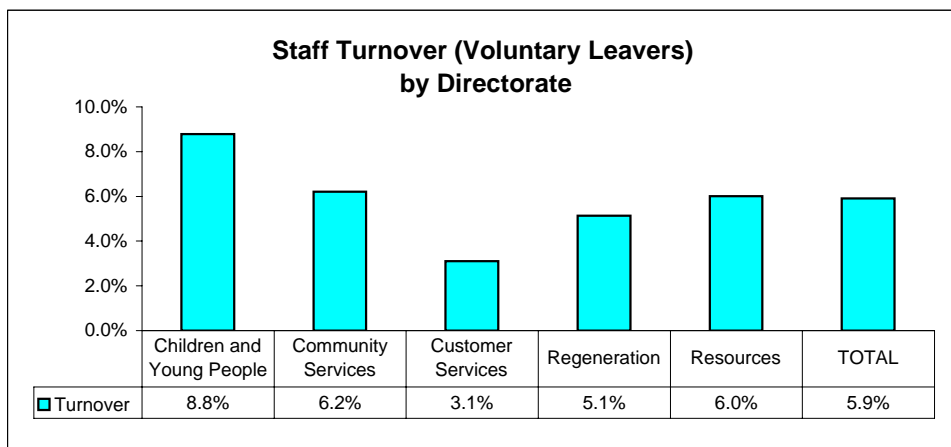
In common with previous years the Council has a low level of staff voluntary turnover. Current figures are at 5.9% compared to 5.7% last year. This is broadly similar to other London Boroughs and Councils in general. Turnover figures are higher amongst staff under 34 and continues to be high for staff 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 08 to March 09

By Directorate	Employed April	Employed March	Average	No. of Leavers	Turnover
Children and Young People	967	947	957	84	8.8%
Community Services	1188	1195	1192	74	6.2%
Customer Services	1080	920	1000	31	3.1%
Regeneration	411	407	409	21	5.1%
Resources	415	418	417	25	6.0%
TOTAL	4061	3887	3974	235	5.9%



	No. Employed April	No. Employed March	Average	No. of Leavers	Turnover
By Gender					
Female	2551	2499	2525	152	6.0%
Male	1510	1388	1449	83	5.7%
By Disability					
Non Disabled	3745	3608	3677	224	6.1%
Disabled	316	279	298	11	3.7%
By Ethnicity					
Asian	111	103	107	7	6.5%
Black	1212	1173	1193	70	5.9%
Mixed	94	93	94	7	7.5%
Other	76	75	76	7	9.3%
White	2524	2398	2461	140	5.7%

STAFF TURNOVER - Voluntary Leavers

		No. Employed April	No. Employed March	Average	No. of Leavers	Turnover
By Grade						
	Craft	106	19	63	3	4.8%
	Lecturers	283	249	266	10	3.8%
	SC1/2	350	342	346	9	2.6%
	SC3-5	980	937	959	55	5.7%
	SC6-SO2	805	814	810	44	5.4%
	PO1-5	1211	1183	1197	91	7.6%
	PO6-SMG3	295	310	303	22	7.3%
	JNC	31	33	32	1	3.1%
By Length of Service						
	0-4.99 years	1492	1386	1439	136	9.5%
	5-9.99 years	922	938	930	47	5.1%
	10-19.99 years	1037	980	1009	38	3.8%
	20+ years	610	583	597	14	2.3%
By Age						
	16-20	19	21	20	2	10.0%
	21-24	97	86	92	11	12.0%
	25-34	667	660	664	70	10.6%
	35-44	1109	996	1053	64	6.1%
	45-54	1409	1347	1378	57	4.1%
	55+	758	777	768	31	4.0%

EARLY RETIREMENT/REDUNDANCY

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 2007/08

	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

All Directorates 2008/09

	Early Retirement			Redundancy		
	Men	Women	TOTAL	Men	Women	TOTAL
White	9	10	19	4	17	21
Black and Ethnic Minorities	0	3	3	9	6	15
TOTAL	9	13	22	13	23	36

EARLY RETIREMENT/ REDUNDANCY 1994-2008/09

	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
2003/04	3	16	19
2004/05	3	9	12
2005/06	18	32	50
2006/07	24	36	60
2007/08	23	60	83
2008/09	22	36	58
TOTAL	347	1142	1547

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.

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	08/09 Target	08/09 Performance	09/10 Target
Statutory				
	Average days lost to sickness absence per FTE employee	9.36	8.79	8.65
	Early retirements as a % of members in the pension scheme	1.00%	0.60%	1.00%
	Ill health retirements as a % of members in the pension scheme	0.20%	0.12%	0.20%
	% of top 5% of earners who are women	50%	57.5%	50.0%
	% of top 5% of earners that are from black and ethnic minorities	20%	16.3%	19%
	% of top 5% earners who are disabled	7.5%	7.0%	-
	% of staff declaring they meet the DDA disability definition	7.5%	7.0%	-
	Staff from black and ethnic minorities as a % of that within the total workforce	32.0%	32.8%	32.0%
Council				
	Council jobs gained by young people under 25 as a % of junior level appointments	31.0%	22.1%	27.0%
	Average time taken to recruit from placement of first advertisement to completion of clearances (days).	80.0	72.4	70.0
	% of ethnic minorities staff recruited at PO6 and above	29.0%	10.9%	29.0%
	% of staff who evaluate each personnel service as good or excellent	95%	92%	95%
	Proportion of disabled staff (standard equality categories) who obtain internal promotion compared with the overall proportion in the workforce (PO6 grades and above)	7.5%	18.8%	
	Proportion of disabled staff (standard equality categories) who voluntarily leave compared with the overall proportion in the workforce (PO6 grades and above)	7.0%	0.0%	