



# Employment Profile

2010/11

## Introduction

Welcome to the Lewisham Employment Profile for the year 2010/11. 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. And over 1,700 staff are employed on a casual/claims basis. 48% of these casuals/claims staff are employed in schools. The staff population is characteristically representative of the local community, both in terms of ethnic breakdown and gender. 50% of council employees live in the borough.

The Council continues to have a diverse workforce with black and minority ethnic staff making up nearly 39% of all staff. Representation of black and ethnic minority staff at senior management level has increased slightly at all levels with an increase of 2% at PO1-PO5 and 1% at JNC level although we will continue to further improve this via the management development scheme.

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 forms part of the HR service plan. Progress is monitored through HR key performance indicators in this area. Sickness absence has reduced from 8.8% to 7.8%, work continues to be done as part of the absence action plan for further improvement in partnership with the new Occupational Health Provider.

Efficiency improvements continue to be an important priority for the Council. The Agency Managed Service continues to deliver savings in agency staff recruitment, which generated £1.3m in savings for 2010/11 despite a reduction in the number of agency FTE of over 100 staff from the previous year

Other significant trends emerging in this profile include high levels of women, the council is one of the most successful employers in the borough in terms of employing women at a senior level with an increase of 6% from last year.

If you have any queries on the content or have suggestions on how it might be improved in the future then please email [Pooja.kulkarni@lewisham.gov.uk](mailto:Pooja.kulkarni@lewisham.gov.uk)

Personnel and Development

December 2011

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## **Total Employees**

The Council employs 8136 staff as at 31/03/2011. This figure has reduced by 2.9% since last year mainly as a result of restructures within the Council. It is envisaged that this trend may continue over the next couple of years.

The Council's People Management Strategy reflects the ongoing commitment to flexible working with many staff undertaking different work patterns. 27% of council staff are employed on a part time basis, this is similar to last year.

## TOTAL EMPLOYEES BY DIRECTORATE 2010/11

	Headcount	FTE
Community Services	1207	897
Customer Services	891	855
Children & Young People	929	804
Regeneration	367	322
Resources	396	380
<b>TOTAL Excluding Schools</b>	<b>3,790</b>	<b>3258</b>
Schools **	4346	3,302
<b>TOTAL Including Schools</b>	<b>8,136</b>	<b>6560</b>

Headcount refers to the actual number of employees in post on 31st March 2011, 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.

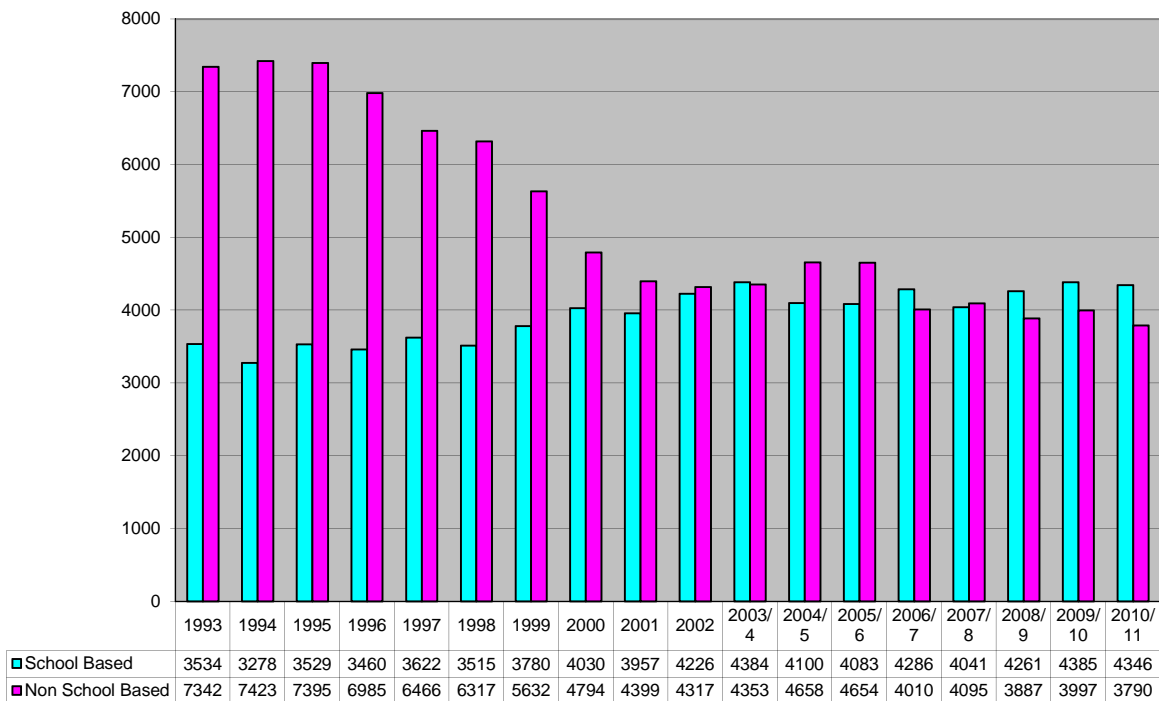
In addition, the Council has approximately 1700 casual and/or claims based staff. A project is currently underway to reduce the number of these workers.

\*\*The Council has 6 schools covering 532 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 1993-2010/11  
(including Schools)**

	Manual	Craft	Officers	Teachers & lecturers	School support	Total
<b>1993</b>	3259	507	3576	2055	1479	<b>10876</b>
<b>1994</b>	3333	426	3664	2048	1230	<b>10701</b>
<b>1995</b>	3038	372	3985	2077	1452	<b>10924</b>
<b>1996</b>	2987	326	3672	1992	1468	<b>10445</b>
<b>1997</b>	2592	289	3585	2053	1569	<b>10088</b>
<b>1998</b>	2479	261	3577	1987	1528	<b>9832</b>
<b>1999</b>	1886	260	3486	2076	1704	<b>9412</b>
<b>2000</b>	1294	238	3262	2122	1908	<b>8824</b>
<b>2001</b>	1032	185	3182	2098	1859	<b>8356</b>
<b>2002</b>	899	173	3245	2218	2008	<b>8543</b>
<b>2003/4</b>	822	166	3365	2224	2160	<b>8737</b>
<b>2004/5</b>	762	152	3437	2215	2192	<b>8758</b>
<b>2005/6</b>	672	143	3524	2191	2207	<b>8737</b>
<b>2006/7</b>	588	137	3277	2106	2188	<b>8296</b>
<b>2007/8</b>	582	102	3123	2123	2206	<b>8136</b>
<b>2008/9</b>	0	19	3619	2136	2374	<b>8148</b>
<b>2009/10</b>	0	19	3756	2142	2465	<b>8382</b>
<b>2010/11</b>	0	17	3547	2110	2462	<b>8136</b>

**TOTAL EMPLOYEES TREND 1993-2010/11  
(including Schools)**



**TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2010/11**

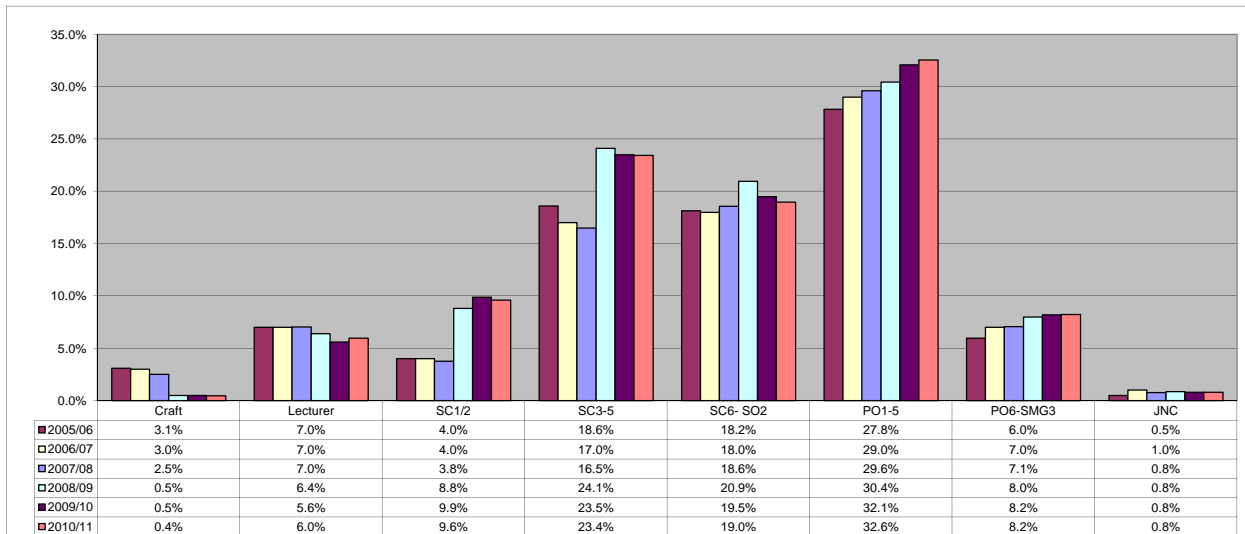
**BY HEADCOUNT**

	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SMG3	JNC	TOTAL
Community Services	0	206	88	335	119	406	48	5	<b>1207</b>
Customer Services	12	0	184	159	309	191	31	5	<b>891</b>
Children & Young People	0	20	54	244	136	338	130	7	<b>929</b>
Regeneration	5	0	25	91	90	123	29	4	<b>367</b>
Resources	0	0	13	59	65	176	74	9	<b>396</b>
<b>TOTAL</b>	<b>17</b>	<b>226</b>	<b>364</b>	<b>888</b>	<b>719</b>	<b>1234</b>	<b>312</b>	<b>30</b>	<b>3790</b>
<b>09/10 Total</b>	<b>19</b>	<b>222</b>	<b>395</b>	<b>940</b>	<b>779</b>	<b>1282</b>	<b>328</b>	<b>32</b>	<b>3997</b>

**BY PERCENTAGE**

	Craft	Lecturer	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-SMG3	JNC	TOTAL
Community Services	0.0%	17.1%	7.3%	27.8%	9.9%	33.6%	4.0%	0.4%	<b>100.0%</b>
Customer Services	1.3%	0.0%	20.7%	17.8%	34.7%	21.4%	3.5%	0.6%	<b>100.0%</b>
Children & Young People	0.0%	2.2%	5.8%	26.3%	14.6%	36.4%	14.0%	0.8%	<b>100.0%</b>
Regeneration	1.4%	0.0%	6.8%	24.8%	24.5%	33.5%	7.9%	1.1%	<b>100.0%</b>
Resources	0.0%	0.0%	3.3%	14.9%	16.4%	44.4%	18.7%	2.3%	<b>100.0%</b>
<b>TOTAL</b>	<b>0.4%</b>	<b>6.0%</b>	<b>9.6%</b>	<b>23.4%</b>	<b>19.0%</b>	<b>32.6%</b>	<b>8.2%</b>	<b>0.8%</b>	<b>100.0%</b>
<b>09/10 Total</b>	<b>0.5%</b>	<b>5.6%</b>	<b>9.9%</b>	<b>23.5%</b>	<b>19.5%</b>	<b>32.1%</b>	<b>8.2%</b>	<b>0.8%</b>	<b>100.0%</b>

**PERCENTAGE OF EMPLOYEES BY GRADE BAND 2005/06-2010/11**



**Commentary**

These figures show that the number of employees in grade band PO1-5 have continued to increase slightly year on year.

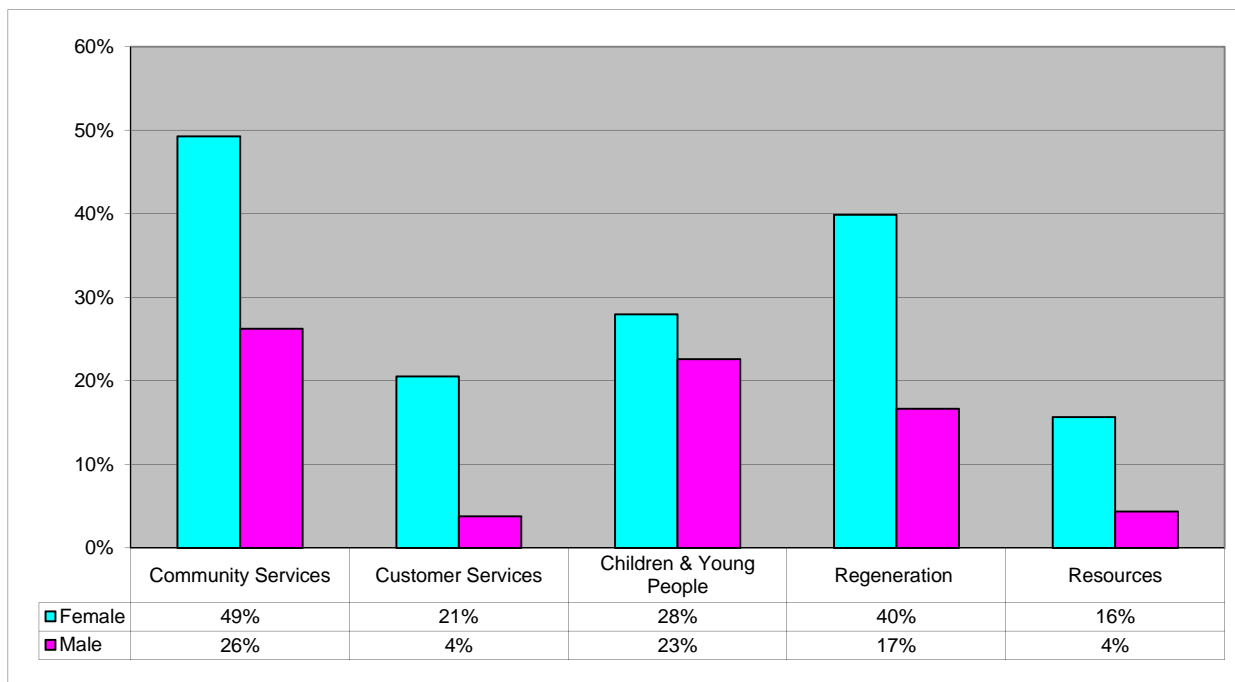
The number of Craft workers has decreased over the past 3 years, however the number of employees in grade band SC1/2 has increased.

Both these changes can be attributed to the Single Status Job Evaluation exercise which was completed in Sept 2010.

**PART-TIME EMPLOYEES BY GENDER 2010/11**

	Community Services		Customer Services		Children & Young People		Regeneration		Resources		Total	
Female	437	<b>49%</b>	75	<b>21%</b>	213	<b>28%</b>	77	<b>40%</b>	37	<b>16%</b>	<b>839</b>	<b>34%</b>
Male	84	<b>26%</b>	20	<b>4%</b>	38	<b>23%</b>	29	<b>17%</b>	7	<b>4%</b>	<b>178</b>	<b>13%</b>
<b>TOTAL</b>	<b>521</b>	<b>43%</b>	<b>95</b>	<b>11%</b>	<b>251</b>	<b>27%</b>	<b>106</b>	<b>29%</b>	<b>44</b>	<b>11%</b>	<b>1017</b>	<b>27%</b>

**PART-TIME EMPLOYEES BY GENDER 2010/11**



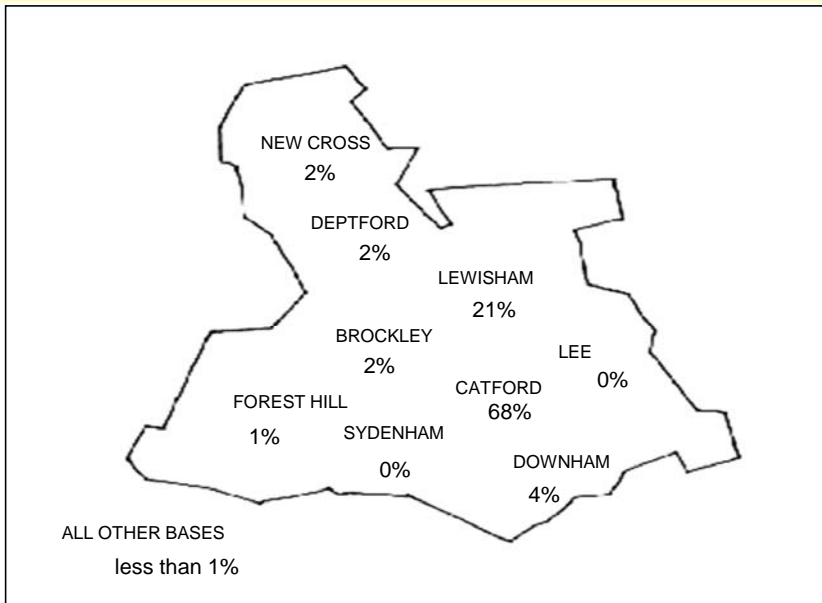
**Commentary**

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 workforce has slightly increased in the last year.

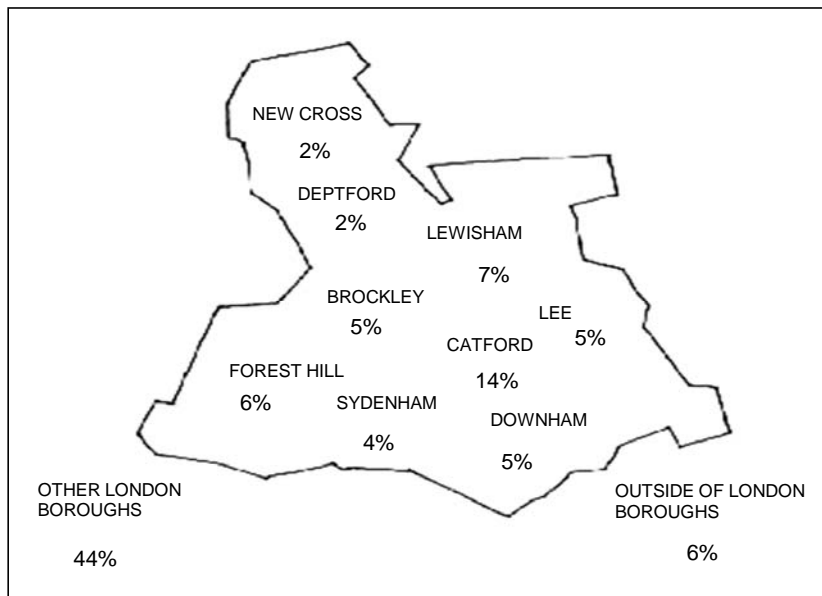
The percentages in the table represent the percentage of all staff within the directorate of each gender that are part time staff. i.e. 49% of all female staff in the Community Services directorate are part time staff.



**EMPLOYEES' WORK LOCATIONS WITHIN THE BOROUGH 2010/11**



**EMPLOYEES WHO LIVE WITHIN THE BOROUGH 2010/11**



**COMMENTARY**

50% of staff live in the borough. This is up 4% from last year's figure. The Catford/Lewisham complex continues to be the main area for staff location. With the overall percentage across the main complexes remaining at 89%.

## Representation

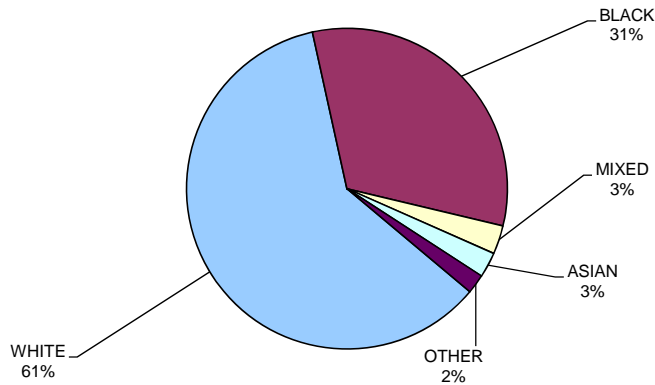
The profile provides useful benchmark data that helps measure the impact of the People Management Strategy. In terms of overall black and minority ethnic representation, the representation of economically active BME people within the borough is currently 38%. Although representation of BME staff has increased slightly in the more senior grades, this still remains a priority within recruitment and management development activities.

Inclusion of schools data in these figures reduces this figure to 19% 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, consistent with previous years. Disabled representation has increased to 6% and is evenly distributed across directorates. An exercise is being undertaken in January 2012 for staff to self classify the 8 protected characteristics outlined in the Equality Act 2010.

The age profile continues to indicate an older workforce with the percentage of employees under 25 reducing by 1% due to the cessation of FJF scheme however the 3 year apprenticeship programme will continue to increase the number of apprenticeships employed within Lewisham and the introduction of the "prior consideration" scheme for apprentices at the end of their apprenticeship scheme means that we are able to offer more young people the chance of permanent employment with the Council.

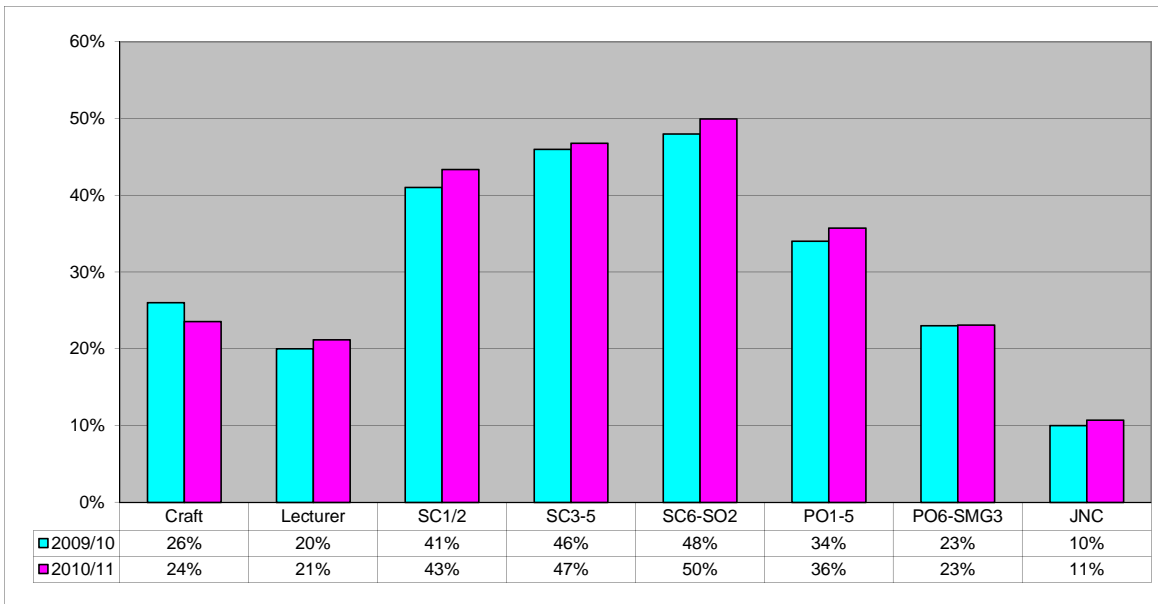
**ETHNIC ORIGIN OF EMPLOYEES 2010/11**



**ALL MINORITY EMPLOYEES 2009/10 - 2010/11**

	Craft	Lecturer	SC1/2	SC3-5	SC6-SO2	PO1-5	PO6-SMG3	JNC	TOTAL
<b>2009/10</b>	5	44	162	423	373	437	75	3	<b>1522</b>
<b>2010/11</b>	4	47	157	408	356	436	72	3	<b>1483</b>

**ALL MINORITY EMPLOYEES AS % OF TOTAL EMPLOYEES 2009/10 - 2010/11**



**COMMENTARY**

Percentages are based on totals where ethnicity has been disclosed.

Black and Ethnic Minority shown as a percentage of all employees representation has increased slightly at all levels with an increase of 2% at PO1-PO5 and 1% at JNC level.

**EMPLOYEES BY WORK AREA AND ALL ETHNIC ORIGINS 2010/11  
(including Schools)**

	Craft		Officers		Teachers & Lecturers		School Support		Total	
Asian Bangladeshi	0	0.0%	9	0.3%	7	0.3%	6	0.2%	22	0.3%
Asian Indian	0	0.0%	50	1.4%	39	1.8%	24	1.0%	113	1.4%
Asian Other	0	0.0%	17	0.5%	6	0.3%	19	0.8%	42	0.5%
Asian Pakistani	0	0.0%	4	0.1%	9	0.4%	11	0.4%	24	0.3%
Asian Tamil	0	0.0%	9	0.3%	4	0.2%	8	0.3%	21	0.3%
Black African	0	0.0%	322	9.1%	68	3.2%	104	4.2%	494	6.1%
Black Caribbean	4	23.5%	735	20.7%	172	8.2%	309	12.6%	1220	15.0%
Black Other	0	0.0%	115	3.2%	29	1.4%	45	1.8%	189	2.3%
Chinese	0	0.0%	10	0.3%	6	0.3%	5	0.2%	21	0.3%
Mxd Other	0	0.0%	20	0.6%	21	1.0%	37	1.5%	78	1.0%
Mxd Wh & Blk African	0	0.0%	17	0.5%	16	0.8%	23	0.9%	56	0.7%
Mxd Wh & Blk Caribbean	0	0.0%	60	1.7%	27	1.3%	63	2.6%	150	1.8%
Mxd White & Asian	0	0.0%	11	0.3%	10	0.5%	11	0.4%	32	0.4%
Other Ethnic Group	0	0.0%	51	1.4%	36	1.7%	27	1.1%	114	1.4%
Vietnamese	0	0.0%	2	0.1%	2	0.1%	3	0.1%	7	0.1%
White British	12	70.6%	1809	51.0%	1346	63.8%	1453	59.0%	4620	56.8%
White Irish	1	5.9%	66	1.9%	73	3.5%	44	1.8%	184	2.3%
White Other	0	0.0%	182	5.1%	142	6.7%	105	4.3%	429	5.3%
White Turkish/ Turkish Cypriot	0	0.0%	19	0.5%	14	0.7%	36	1.5%	69	0.8%
Undisclosed	0	0.0%	39	1.1%	83	3.9%	129	5.2%	251	3.1%
<b>Total all employees</b>	<b>17</b>	<b>100.0%</b>	<b>3547</b>	<b>100.0%</b>	<b>2110</b>	<b>100.0%</b>	<b>2462</b>	<b>100.0%</b>	<b>8136</b>	<b>100.0%</b>
<b>Total all minority employees</b>	<b>4</b>	<b>24%</b>	<b>1432</b>	<b>41%</b>	<b>452</b>	<b>22%</b>	<b>695</b>	<b>30%</b>	<b>2583</b>	<b>33%</b>

Non School based staff include craft, officers and 226 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 2010/11

	Community Services		Customer Services		Children and Young People		Regeneration		Resources		Total	
Asian Bangladeshi	1	0.1%	3	0.3%	2	0.2%		0.0%	3	0.8%	9	0.2%
Asian Indian	19	1.6%	15	1.7%	6	0.6%	4	1.1%	10	2.5%	54	1.4%
Asian Other	4	0.3%	4	0.4%	5	0.5%	2	0.5%	3	0.8%	18	0.5%
Asian Pakistani	1	0.1%		0.0%	2	0.2%	1	0.3%	1	0.3%	5	0.1%
Asian Tamil	2	0.2%		0.0%	3	0.3%	2	0.5%	2	0.5%	9	0.2%
Black African	108	8.9%	77	8.6%	84	9.0%	20	5.4%	42	10.6%	331	8.7%
Black Caribbean	220	18.2%	171	19.2%	238	25.6%	73	19.9%	57	14.4%	759	20.0%
Black Other	44	3.6%	30	3.4%	35	3.8%	4	1.1%	4	1.0%	117	3.1%
Chinese	4	0.3%	3	0.3%	1	0.1%	2	0.5%	1	0.3%	11	0.3%
Mxd Other	7	0.6%	2	0.2%	3	0.3%	7	1.9%	1	0.3%	20	0.5%
Mxd Wh & Blk African	6	0.5%	3	0.3%	6	0.6%	2	0.5%		0.0%	17	0.4%
Mxd Wh & Blk Caribbean	19	1.6%	11	1.2%	20	2.2%	5	1.4%	5	1.3%	60	1.6%
Mxd White & Asian	4	0.3%	3	0.3%	3	0.3%		0.0%	1	0.3%	11	0.3%
Other Ethnic Group	27	2.2%	11	1.2%	14	1.5%	5	1.4%	3	0.8%	60	1.6%
Vietnamese		0.0%	2	0.2%		0.0%		0.0%		0.0%	2	0.1%
White British	619	51.3%	471	52.9%	425	45.7%	217	59.1%	237	59.8%	1969	52.0%
White Irish	22	1.8%	21	2.4%	13	1.4%	8	2.2%	7	1.8%	71	1.9%
White Other	76	6.3%	50	5.6%	52	5.6%	12	3.3%	14	3.5%	204	5.4%
Wh Turkish/ Turkish Cypriot	6	0.5%	4	0.4%	6	0.6%	2	0.5%	2	0.5%	20	0.5%
Undisclosed	18	1.5%	10	1.1%	11	1.2%	1	0.3%	3	0.8%	43	1.1%
<b>Total all employees</b>	<b>1207</b>	<b>100.0%</b>	<b>891</b>	<b>100.0%</b>	<b>929</b>	<b>100.0%</b>	<b>367</b>	<b>100.0%</b>	<b>396</b>	<b>100.0%</b>	<b>3790</b>	<b>100.0%</b>
<b>Total all minority employees</b>	<b>466</b>	<b>39.2%</b>	<b>335</b>	<b>38.0%</b>	<b>422</b>	<b>46.0%</b>	<b>127</b>	<b>34.7%</b>	<b>133</b>	<b>33.8%</b>	<b>1483</b>	<b>39.6%</b>

## WOMEN EMPLOYEES

### BY DIRECTORATE

Community Services		Customer Services		Children & Young People		Regeneration		Resources		TOTAL	
887	73%	365	41%	761	82%	193	53%	236	60%	2442	64%

### BY GRADE

Craft		Lecturer		SC1/2		SC3-5		SC6- SO2		PO1-5		PO6- SMG3		JNC	
0	0%	187	83%	130	36%	604	68%	494	69%	822	67%	191	61%	14	47%

### BY LENGTH OF SERVICE

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +	
700	61%	659	65%	581	69%	502	64%

### BY AGE

16-20		21-24		25-34		35-44		45-54		55+	
15	52%	50	59%	392	63%	583	66%	874	66%	528	63%

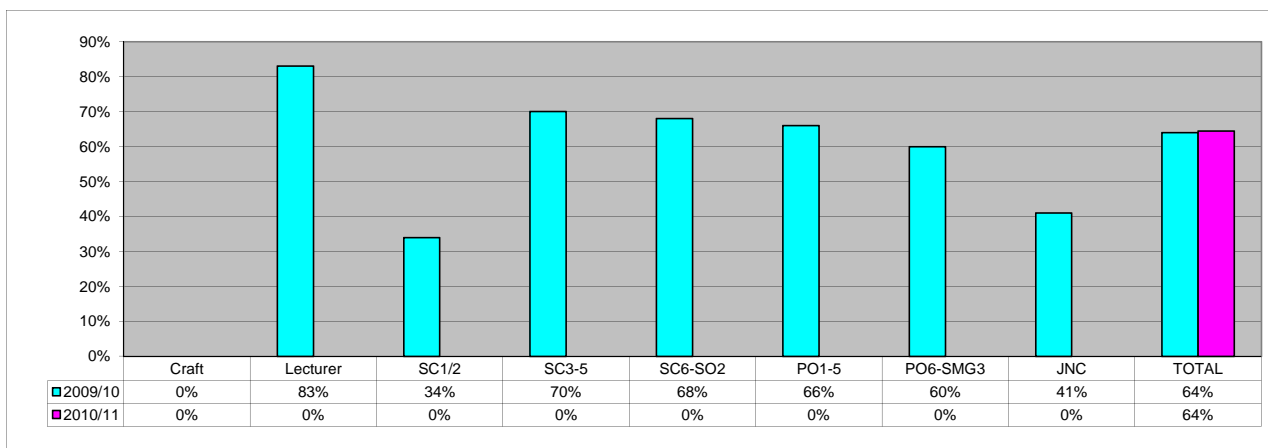
### BY ETHNICITY

Asian		Black		Mixed		Other		White		Undisclosed	
60	63%	851	71%	74	69%	46	63%	1383	61%	28	64%

### BY DISABILITY

Disabled	
136	64%

### WOMEN AS A % OF ALL EMPLOYEES 2009/10 - 2010/11



## COMMENTARY

The representation of women in the Council remains high. The current figure of 64% is on a par with previous years.

**DISABLED EMPLOYEES**

**BY DIRECTORATE**

Community Services		Customer Services		Children & Young People		Regeneration		Resources		TOTAL	
72	6%	54	6%	45	5%	17	5%	23	6%	211	6%

**BY GRADE**

Craft		Lecturer		SC1/2		SC3-5		SC6- SO2		PO1-5		PO6- SMG3		JNC	
0	0%	3	1%	31	9%	47	5%	49	7%	65	5%	16	5%	0	0%

**BY LENGTH OF SERVICE**

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +	
70	6%	24	2%	52	6%	65	8%

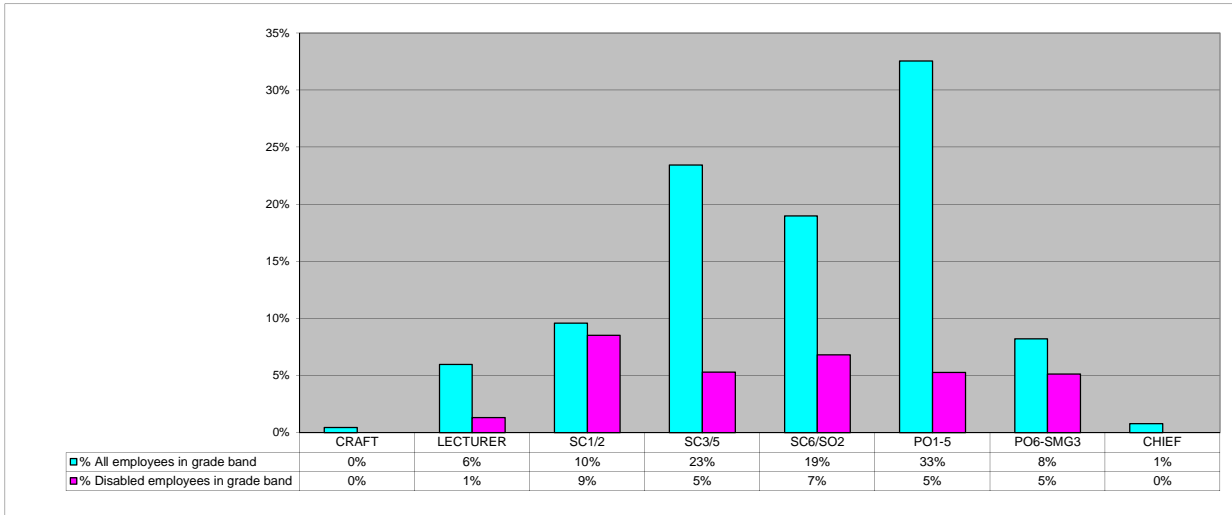
**BY AGE**

16-20		21-24		25-34		35-44		45-54		55+	
5	10%	6	6%	32	4%	32	4%	75	6%	61	7%

**BY ETHNICITY**

Asian		Black		Mixed		Other		White		Undisclosed	
3	5%	63	5%	10	7%	3	3%	132	6%	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 slightly higher figures in the Sc1/2 and Sc6/SO2 grade bands. Percentages relate to the proportion of the particular category of staff who class themselves as disabled - a self classification exercise is taking place in January 2012 against the protected characteristics outlined in the Equality Act 2010.

**AGE PROFILE 2010/11**

**BY DIRECTORATE**

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Community Services	16	1%	21	2%	160	13%	287	24%	437	36%	286	24%	1207
Customer Services	2	0%	13	1%	165	19%	232	26%	288	32%	191	21%	891
Children & Young People	6	1%	33	4%	185	20%	216	23%	308	33%	181	19%	929
Regeneration		0%	3	1%	43	12%	66	18%	145	40%	110	30%	367
Resources	5	1%	15	4%	71	18%	84	21%	147	37%	74	19%	396
<b>TOTAL</b>	<b>29</b>	<b>1%</b>	<b>85</b>	<b>2%</b>	<b>624</b>	<b>16%</b>	<b>885</b>	<b>23%</b>	<b>1325</b>	<b>35%</b>	<b>842</b>	<b>22%</b>	<b>3790</b>

**BY GRADE**

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Craft	0	0%	0	0%	3	18%	5	29%	4	24%	5	29%	17
Lecturer	1	0%	0	0%	19	8%	56	25%	64	28%	86	38%	226
SC1/2	26	7%	31	9%	75	21%	65	18%	90	25%	77	21%	364
SC3/5	1	0%	35	4%	135	15%	192	22%	299	34%	226	25%	888
SC6/SO2	1	0%	11	1%	137	15%	169	19%	278	31%	123	14%	719
PO1-5	0	0%	8	1%	223	25%	322	36%	457	51%	224	25%	1234
PO6-SMG3	0	0%	0	0%	32	4%	72	8%	118	13%	90	10%	312
JNC	0	0%	0	0%	0	0%	4	0%	15	2%	11	1%	30

**BY LENGTH OF SERVICE**

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
0-4.99	29	3%	72	6%	344	30%	329	29%	259	23%	107	9%	1140
5-9.99	0	0%	13	1%	233	23%	293	29%	329	32%	152	15%	1020
10-19.99	0	0%	0	0%	47	6%	205	24%	361	43%	230	27%	843
20+	0	0%	0	0%	0	0%	58	7%	376	48%	353	45%	787

**BY ETHNICITY**

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Asian		0%	3	3%	22	23%	23	24%	26	27%	21	22%	95
Black	15	1%	27	2%	220	18%	327	27%	473	39%	145	12%	1207
Mixed	3	3%	8	7%	29	27%	23	21%	35	32%	10	9%	108
Other	1	1%	1	1%	15	21%	20	27%	22	30%	14	19%	73
White	10	0%	45	2%	328	14%	474	21%	762	34%	645	28%	2264
Undisclosed		0%	1	2%	10	23%	18	42%	7	16%	7	16%	43

**BY DISABILITY**

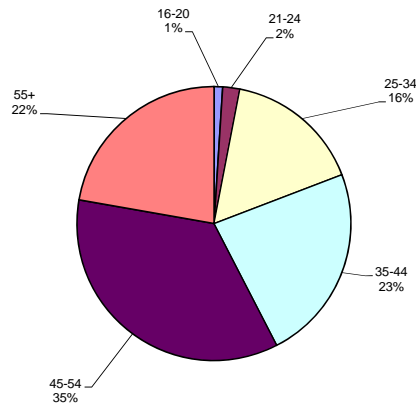
	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
Disabled	5	2%	6	3%	32	15%	32	15%	75	36%	61	29%	211



**AGE PROFILE 2003/04-2010/11**

	<b>16-20</b>	<b>21-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55+</b>
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%
2009/10	1%	3%	18%	24%	34%	21%
2010/11	1%	2%	16%	23%	35%	22%

**AGE PROFILE OF EMPLOYEES 2010/11**



**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 2010/11

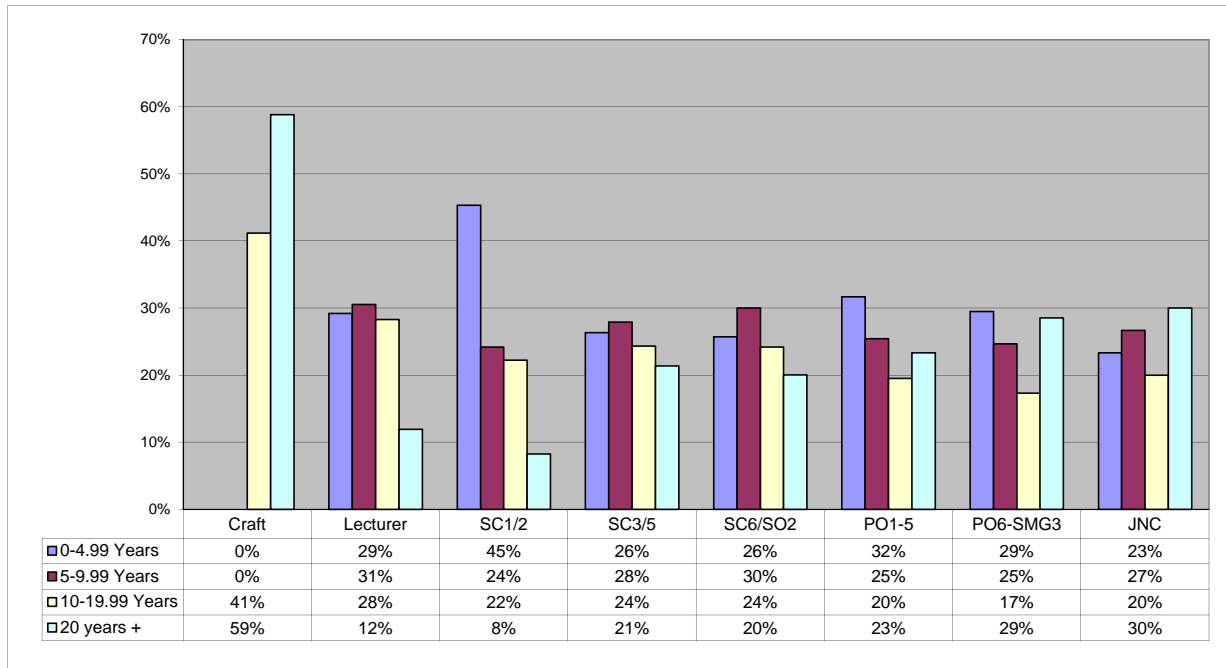
BY DIRECTORATE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Community Services	388	32%	298	25%	280	23%	241	20%	1207
Customer Services	205	23%	270	30%	235	26%	181	20%	891
Children & Young People	342	37%	275	30%	160	17%	152	16%	929
Regeneration	84	23%	82	22%	86	23%	115	31%	367
Resources	121	31%	95	24%	82	21%	98	25%	396
	1140		1020		843		787		3790

BY GRADE

	0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +		TOTAL
Craft	0	0%	0	0%	7	41%	10	59%	17
Lecturer	66	29%	69	31%	64	28%	27	12%	226
SC1/2	165	45%	88	24%	81	22%	30	8%	364
SC3/5	234	26%	248	28%	216	24%	190	21%	888
SC6/SO2	185	26%	216	30%	174	24%	144	20%	719
PO1-5	391	32%	314	25%	241	20%	288	23%	1234
PO6-SMG3	92	29%	77	25%	54	17%	89	29%	312
JNC	7	23%	8	27%	6	20%	9	30%	30

LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2010/11



## **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 HR Key Performance Indicators (KPIs) that are listed at the end of this report. 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.

PAY

ANNUAL PAYBILL FOR 2010/11

All Staff to 31st March 2011

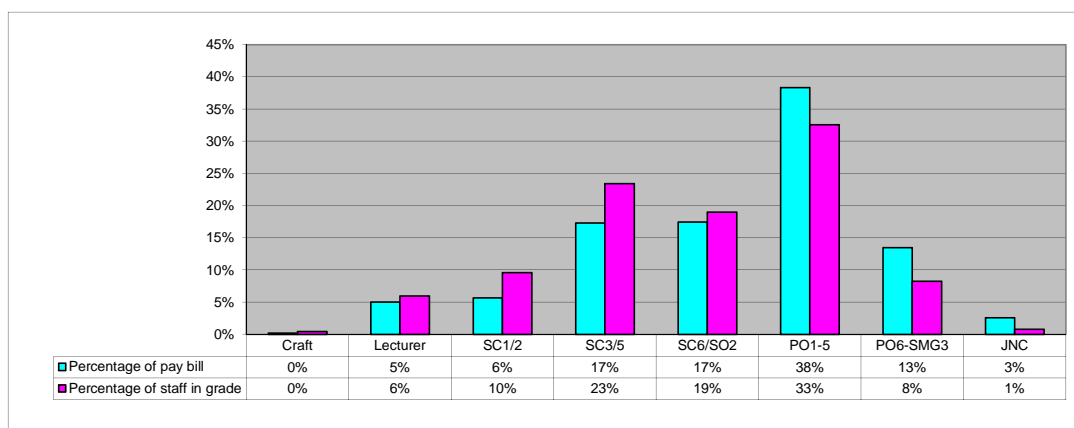
(including Schools)

	Gross Pay 2009/10	Gross Pay 2010/11	Percentage Increase/ Decrease
Community Services	36,711,421	36,140,746	-1.6%
Customer Services	33,164,982	32,827,158	-1.0%
Children and Young People	40,310,335	37,888,225	-6.0%
Regeneration	14,789,451	14,181,235	-4.1%
Resources	19,262,395	19,216,483	-0.2%
<b>Total Excluding Schools</b>	<b>£144,238,584</b>	<b>£140,253,847</b>	<b>-2.8%</b>
Schools	136,212,337	140,114,207	2.9%
<b>Total Including Schools</b>	<b>£280,450,921</b>	<b>£280,368,054</b>	<b>0.0%</b>

Average Remuneration	Excl Schools	excl on costs	inc on costs
		£26,626	£33,826
	Inc Schools	£26,955	£34,250

Average Full time Basic

PERCENTAGE OF PAYBILL BY GRADE 2010/11



STAFF NUMBERS BY SALARY BAND

	Community Services	Customer Services	Children and Young People	Regeneration	Resources	Total
£0-£10k	3	2	1	5	1	12
£10k-£20k	101	198	75	25	13	412
£20k-£30k	633	462	353	181	120	1749
£30k-£40k	371	150	305	90	125	1041
£40k-£50k	78	59	145	49	93	424
£50k-£60k	14	13	29	11	26	93
£60k-£70k	2	2	13	2	9	28
£70k-£80k	3	1	2	1	7	7
£80-£90k	1		2	1	1	5
£90k-£100k		3	2	1	5	11
£100k-£110k			1	1	1	3
£110k+	1	1	1		2	5

## PAY

All Staff to 31st March 2011

(including Schools)

### OVERTIME/ADDITIONAL HOURS

	Overtime 2009/10	Overtime 2010/11	Increase / decrease
Community Services	598,769	534,260	-64,509
Customer Services	869,532	869,336	-196
Children and Young People	162,465	112,690	-49,775
Regeneration	151,958	126,134	-25,824
Resources	85,441	67,390	-18,051
<b>Total Excluding Schools</b>	<b>£1,868,165</b>	<b>£1,709,810</b>	<b>-£158,355</b>
Schools	280,513	242,709	-37,804
<b>Total Including Schools</b>	<b>£2,148,678</b>	<b>£1,952,519</b>	<b>-£196,159</b>

### EXTRA PAYMENTS BY DIRECTORATE

(including Schools)

	Extra Payments
Community Services	54,936
Customer Services	54,289
Children and Young People	36,754
Regeneration	17,635
Resources	102,584
<b>Total Excluding Schools</b>	<b>£266,198</b>
Schools	78,628
<b>Total Including Schools</b>	<b>£344,826</b>

### COMMENTARY

Overtime continues to be monitored within directorates, with Community and Customer Services directorates making up 81% of all overtime payments.

Overtime has reduced across the Council by £158,355 this year

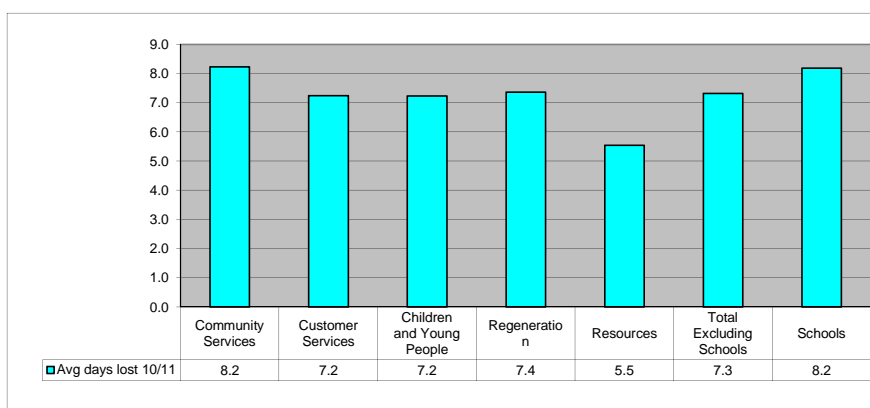
The extra payments relate to the payment of honoraria for additional duties undertaken and market supplements to retain staff in key service areas.

Extra payments in Resources total 38% of the whole extra payments budget

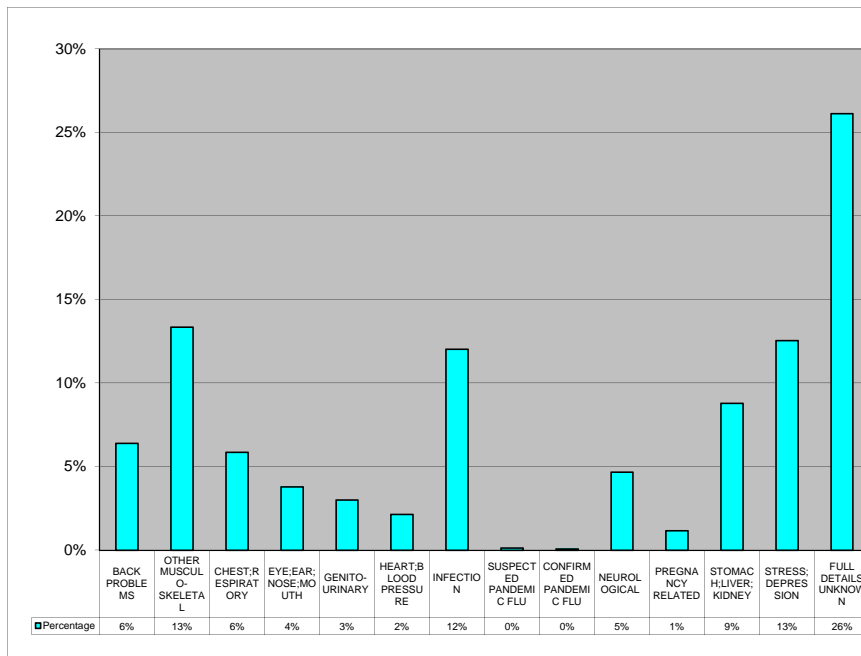
**SICKNESS ABSENCE PER EMPLOYEE 2010/11  
(including Schools)**

	Actual Days	FTE	Avg days lost 10/11	Avg days lost 09/10
Community Services	7,297	887	8.2	9.0
Customer Services	6,248	863	7.2	7.9
Children and Young People	6,011	831	7.2	8.8
Regeneration	2,313	314	7.4	8.9
Resources	2,151	388	5.5	6.4
<b>Total Excluding Schools</b>	<b>24,020</b>	<b>3,283</b>	<b>7.3</b>	<b>8.4</b>
Schools	28,739	3,508	8.2	9.2
<b>Total Including Schools</b>	<b>52,759</b>	<b>6,791</b>	<b>7.8</b>	<b>8.8</b>

**AVERAGE DAYS SICKNESS ABSENCE PER EMPLOYEE 2010/11  
(including Schools)**



**PERCENTAGE OF ABSENCE BY REASON 2010/11  
(including Schools)**



**COMMENTARY**

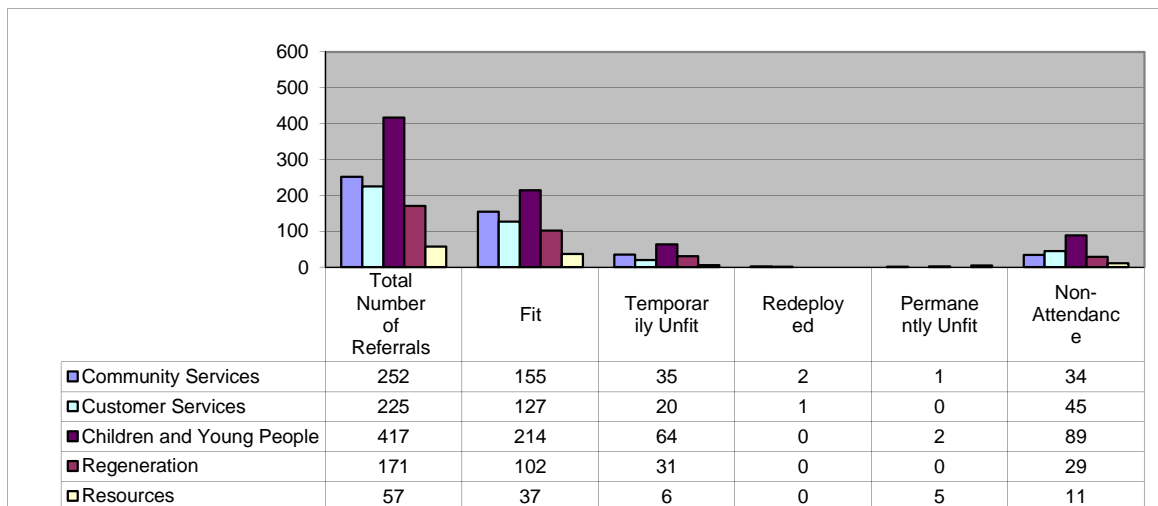
The Council's average absence figure for 2010/11 was 7.2 days against a target of 8.3 days. This is a reduction of 1.6 days against last year's figure of 8.8 days. There will continue to be a focus on managing attendance to reduce this figure further.

## OCCUPATIONAL HEALTH

### Number of Referrals\*

#### OUTCOME OF REFERRALS BY CATEGORIES

April 10 to March 11



#### COMMENTARY

Referrals through 2010/11 have decreased by 1.2% from 2009/10 with the average number of referrals per quarter at approximately 280. The directorate referring the most people is again Children & Young People, accounting for approximately 37% of all referrals, which is a decrease from last year.

The main reasons for referrals last year were musculo-skeletal/back and stress at 20% and 18% respectively. The new OH provider has employed a physiotherapist to help tackle musculo-skeletal/back conditions. The Employee Assistance Programme (EAP), provides free telephone and face-to-face counselling and information services for Lewisham Council staff (not including school based staff), and continues to run as part of a range of stress management initiatives and also support on "coping with change" and "facing up to redundancy"

On average last year 56% of referrals were passed 'Fit'. The percentage of people diagnosed as 'Temporarily Unfit' is reported at approximately 13% of all referrals for last year. The percentage of people diagnosed as 'Permanently Unfit/ Redeployed' has remained fairly static with an average of less than 1% of all referrals. The percentage of non-attendance accounted for approximately 18% of all referrals.

**PROMOTED EMPLOYEES**

**BY DIRECTORATE**

Community Services		Customer Services		Children & Young People		Regeneration		Resources		TOTAL	
145	12%	24	3%	133	14%	23	6%	46	12%	371	10%

**BY GRADE**

Craft		Lecturer		SC1/2		SC3-5		SC6- SO2		PO1-5		PO6- SMG3		JNC	
0	0%	18	8%	1	0%	59	7%	66	9%	168	14%	57	18%	2	7%

**BY LENGTH OF SERVICE**

0-4.99 Years		5-9.99 Years		10-19.99 Years		20 years +			
110	10%			109	11%	78	9%	74	9%

**BY AGE**

16-20		21-24		25-34		35-44		45-54		55+	
0	0%	7	8%	71	11%	90	10%	137	10%	66	8%

**BY ETHNICITY**

Asian		Black		Mixed		Other		White		Undisclosed	
13	14%	106	9%	10	9%	4	5%	234	10%	4	9%

**BY GENDER**

Females		Males	
267	11%	104	8%

**BY DISABILITY**

Disabled	
17	8%

**COMMENTARY**

Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position. Overall the number of regradings this year has reduced by 7% from last year which is largely due to the first phase of the budget reductions taking place, coupled with the Single Status exercise which led to some posts being downgraded. More women than men have been promoted and the percentage of Asian staff promoted is slightly higher than other BME's.



**DISCIPLINARY, CAPABILITY AND GRIEVANCES BY DIVERSITY GROUP**

**BY DIRECTORATE**

	Capability		Disciplinary		Grievance		TOTAL	
Community Services	6	24%	13	25%	34	60%	53	40%
Customer Services	5	20%	22	42%	14	25%	41	31%
Children & Young People	9	36%	15	29%	5	9%	29	22%
Regeneration	1	4%	2	4%	2	4%	5	4%
Resources	4	16%		0%	2	4%	6	4%
<b>TOTAL</b>	<b>25</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>134</b>	<b>100%</b>

**BY GRADE**

	Capability		Disciplinary		Grievance		TOTAL	
Lecturer/Teacher	0	0%		0%	22	39%	22	16%
SC1/2	0	0%	9	17%	7	12%	16	12%
SC3/5	10	40%	19	37%	9	16%	38	28%
SC6/SO2	4	16%	8	15%	9	16%	21	16%
PO1-5	4	16%	9	17%	8	14%	21	16%
PO6-SMG	3	12%	2	4%	1	2%	6	4%
Misc	4	16%	5	10%	1	2%	10	7%
<b>TOTAL</b>	<b>25</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>134</b>	<b>100%</b>

**BY ETHNICITY**

	Capability		Disciplinary		Grievance		TOTAL	
Asian	1	4%	0	0%	2	4%	3	2%
Black	14	56%	20	38%	16	28%	50	37%
Mixed	0	0%	1	2%	0	0%	1	1%
Other	1	4%	2	4%	5	9%	8	6%
White	9	36%	29	56%	34	60%	72	54%
<b>TOTAL</b>	<b>25</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>134</b>	<b>100%</b>

**BY DISABILITY**

	Capability		Disciplinary		Grievance		TOTAL	
Non Disabled	21	84%	49	94%	55	96%	125	93%
Disabled	4	16%	3	6%	2	4%	9	7%
<b>TOTAL</b>	<b>25</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>134</b>	<b>100%</b>

**BY GENDER**

	Capability		Disciplinary		Grievance		TOTAL	
Female	18	72%	21	40%	39	68%	78	58%
Male	7	28%	31	60%	18	32%	56	42%
<b>TOTAL</b>	<b>25</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>57</b>	<b>100%</b>	<b>134</b>	<b>100%</b>

## DISCIPLINARY, CAPABILITY AND GRIEVANCES BY ETHNICITY AND GRADE

### Capability

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	0	0	0	0	0	0
SC1/2	0	0	0	0	0	0
SC3/5	0	8	0	0	3	11
SC6/SO2	0	0	0	0	3	3
PO1-5	0	3	0	0	1	4
PO6-SMG3	1	0	0	0	2	3
Misc	0	3	0	1	0	4
<b>TOTALS</b>	<b>1</b>	<b>14</b>	<b>0</b>	<b>1</b>	<b>9</b>	<b>25</b>

### Disciplinary

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	0	0	0	0	0	0
SC1/2	0	3	0	1	5	9
SC3/5	0	6	1	0	12	19
SC6/SO2	0	5	0	0	3	8
PO1-5	0	4	0	0	5	9
PO6-SMG3	0	1	0	0	1	2
Misc	0	1	0	1	3	5
<b>TOTALS</b>	<b>0</b>	<b>20</b>	<b>1</b>	<b>2</b>	<b>29</b>	<b>52</b>

### Grievance

	Asian	Black	Mixed	Other	White	TOTAL
Lecturer/Teacher	2	4	0	2	13	21
SC1/2	0	0	0	0	7	7
SC3/5	0	6	0	0	4	10
SC6/SO2	0	2	0	3	5	10
PO1-5	0	2	0	0	5	7
PO6-SMG3	0	0	0	0	1	1
Misc	0	1	0	0	0	1
<b>TOTALS</b>	<b>2</b>	<b>15</b>	<b>0</b>	<b>5</b>	<b>35</b>	<b>57</b>

## COMMENTARY

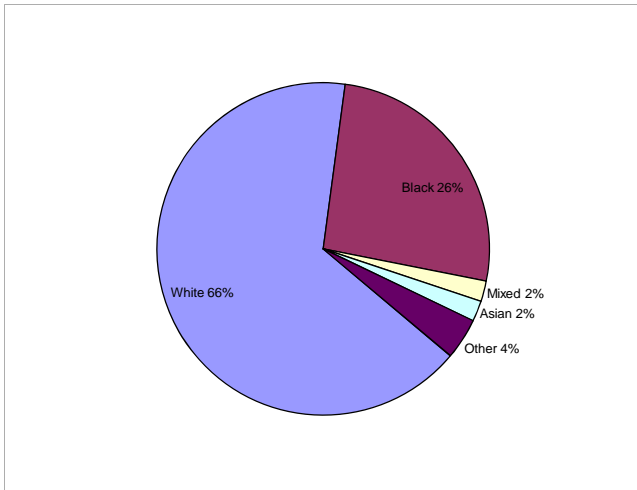
Across the board, the figures show that white staff feature more prominently in disciplinary cases particularly across the Sc3 to 5 grade band. Black staff feature more highly in capability cases with 8 cases in the same grade band. White staff feature more highly in grievance cases, almost double the number of BME staff - 13 of the 35 cases from white staff are in the lecturer/teacher grade.

Key priorities of the People Management Strategy are to lead and engage people through change, improve performance and introduce new ways of working in order to offer leading edge provision and innovative services to meet customer expectations in the field of reducing resources. As such we will have a high performance culture in which managers will support individuals to improve performance, together with an agile and flexible workforce who are innovative in their ways of working.

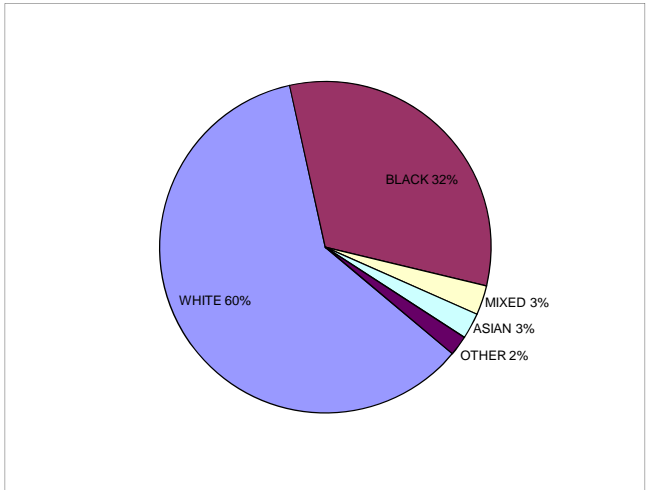
**AGENCY AGE PROFILE 2010/11**

	16-20		21-24		25-34		35-44		45-54		55+		TOTAL
<b>Agency Total</b>	5	1%	99	12%	247	30%	216	26%	180	22%	69	8%	816
<b>Council Total (excl schools)</b>	29	1%	85	2%	624	16%	885	23%	1325	35%	842	22%	3790

**ETHNIC ORIGIN OF AGENCY EMPLOYEES 2010/11**



**ETHNIC ORIGIN OF COUNCIL EMPLOYEES 2010/11**



\*Percentage of employees where ethnic origin has been declared.

**WOMEN AGENCY EMPLOYEES**

Agency Total		Council Total	
354	43%	2442	64%

**COMMENTARY**

Employees under the age of 25 make up 13% of all agency employees compared to 3% of Council employees. However, the Council has implemented various schemes to increase the number of young employees e.g. Apprentice and National Management Trainee Programmes. Where ethnicity has been declared, BME representation of agency employees is slightly lower than Council employees. Female agency employees make up 43% of all agency employees, compared with 64% Council female employees.

**TOP 10 ROLES BY DIRECTORATE**  
**AVERAGE NO OF AGENCY STAFF PER MONTH**

<b>Directorate</b>	<b>Job Title</b>	<b>Total</b>
Community	Support Worker	150
	Social Worker	30
	Bar Steward	28
	Admin & Clerical	19
	Cook	10
	Support Worker (Intensive)(Socialcare Un	5
	Business Support Officer	4
	Activity Co-Ordinator	3
	Catering Assistant	3
	Customer Service	3
Customer	Street Sweeper	252
	Loader	37
	Driver	29
	Lgv Driver	14
	Loaders	13
	Admin & Clerical	10
	Council Tax Officer	4
	Administrator	3
	Housing Procurement Officer	3
	Caretaker	2
CYP	Tutors	28
	Social Worker	18
	Nursery Officer	12
	Admin & Clerical	8
	Cook	6
	Support Worker	6
	Commissioned Lac Tutors (Education)	3
	Tutor	3
	Business Support Officer	2
	Creche Worker	2
Regeneration	Passenger Attendant	22
	Door To Door Pcv Drivers	11
	Admin & Clerical	10
	Passenger Attendant (Door To Door)	7
	Passenger Attendants	6
	Planning Officer	6
	Door2Door Attendant	5
	Cycle Trainer	4
	Door To Door Drivers	3
	Pcv Driver (Door To Door)	3
Resources	Admin & Clerical	9
	Lawyer	7
	Payroll Officer	4
	Customer Service	2
	Legal Assistant	2
	Accounts Assistant	1
	Admin Support	1
	Applications & Systems Support Officer	1
	Audit And Risk Manager (Exec & Interim)	1
	Business Objects Analyst	1

**AGENCY STAFF EXPENDITURE**  
**April 2010 to March 2011**

**ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE**

	£'000	%
Community Services	5836	32%
Customer Services	4995	28%
Children and Young People	3108	17%
Regeneration	2122	12%
Resources	2070	11%
<b>TOTAL</b>	<b>18,131</b>	<b>100%</b>

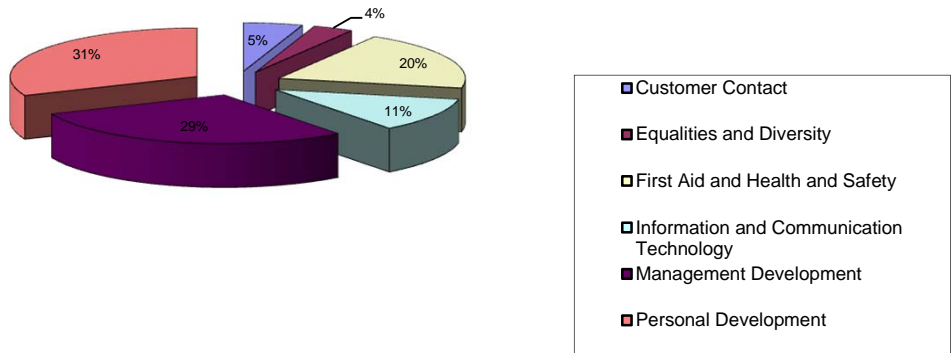
**AVERAGE NUMBER OF AGENCY STAFF BY ENGAGEMENT REASON**

	Additional Staffing / Flexible Resourcing	Increased Workload & One Off Projects	Leave	Organisation Changes	Recruiting To Post	Sickness	Other	Total
Community Services	50	13	5	7	8	5	21	<b>109</b>
Customer Services	167	44	7	7	18	3	35	<b>281</b>
Children and Young People	217	9	1	9	7		12	<b>255</b>
Regeneration	36	36	2	6	5	2	14	<b>101</b>
Resources	12	11	1		6	2	4	<b>36</b>
<b>TOTAL</b>	<b>482</b>	<b>113</b>	<b>16</b>	<b>29</b>	<b>44</b>	<b>12</b>	<b>86</b>	<b>782</b>

**COMMENTARY**

The spend for 2010/11 is £2,577,399 lower than spend in 2009/10 and can be accounted for due to reductions in agency staff across the board. The number of agency staff has dropped from 843 in April 10 to 782 in Mar 11. Throughout this period there have been "peaks" (869 agency staff in June 10 and "troughs" (711 in Jan 11), although the headcount has progressively decreased throughout the year. The primary reasons for using agency staff have been for additional staffing/flexible resourcing and due to increased workload and one-off projects.

**Percentage of Delegates Attending Training  
for each Course Category - April 2010 - March 2011**



<b>Ethnic Group</b>	<b>Total number of participants</b>	<b>Percentage of participants</b>
Asian	11	1%
Black	98	6%
Mixed	7	0%
White	159	9%
Other	7	0%
Unknown	1490	84%
<b>Total</b>	<b>1772</b>	<b>100%</b>

**COMMENTARY**

The number of attendees on L&D courses this year has reduced from 2335 to 1772. This is primarily due to the former L&D contract coming to an end, a reduction in L&D budget of £200K and the training needs analysis project taking place.

## **Leavers**

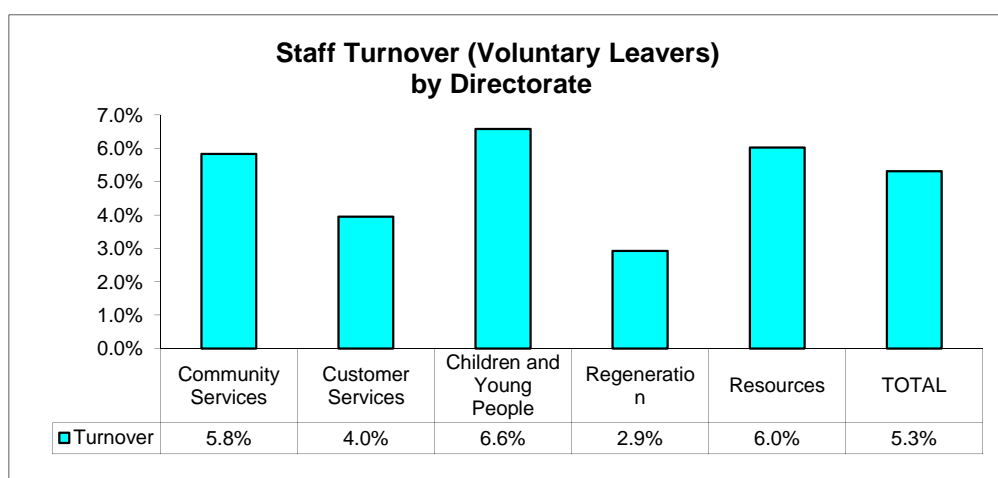
In common with previous years, the Council has a low level of staff voluntary turnover. Current figures are at 5.3% compared to 5% last year. This is broadly similar to other London Boroughs and Councils in general. Turnover figures are higher amongst staff aged 16 to 24 and the "Prior Consideration Scheme" for Apprentices was introduced to address this issue. Outcomes from this policy change will be monitored.

The Council has a stability index outturn of 83.5%. The Stability Index indicates the retention rate of employees with over one year's service.

## STAFF TURNOVER - Voluntary Leavers

April 10 to March 11

<b>By Directorate</b>	<b>Employed April</b>	<b>Employed March</b>	<b>Average</b>	<b>No. of Leavers</b>	<b>Turnover</b>
Community Services	1263	1207	1235	72	<b>5.8%</b>
Customer Services	931	891	911	36	<b>4.0%</b>
Children and Young People	985	929	957	63	<b>6.6%</b>
Regeneration	384	367	376	11	<b>2.9%</b>
Resources	434	396	415	25	<b>6.0%</b>
<b>TOTAL</b>	<b>3997</b>	<b>3790</b>	<b>3894</b>	<b>207</b>	<b>5.3%</b>



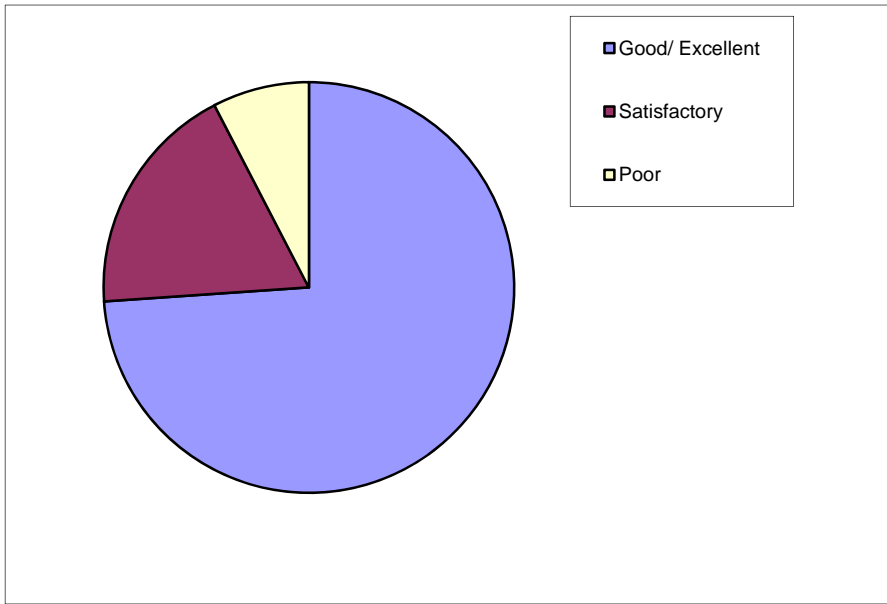
	<b>No. Employed April</b>	<b>No. Employed March</b>	<b>Average</b>	<b>No. of Leavers</b>	<b>Turnover</b>
<b>By Gender</b>					
Female	2570	2442	2506	124	<b>4.9%</b>
Male	1427	1348	1388	83	<b>6.0%</b>
<b>By Disability</b>					
Non Disabled	3780	3579	3680	187	<b>5.1%</b>
Disabled	217	211	214	20	<b>9.3%</b>
<b>By Ethnicity</b>					
Asian	105	95	100	11	<b>6.7%</b>
Black	1227	1207	1217	44	<b>5.3%</b>
Mixed	110	108	109	12	<b>7.9%</b>
Other	80	73	77	6	<b>3.9%</b>
White	2430	2264	2347	131	<b>4.8%</b>



**STAFF TURNOVER - Voluntary Leavers**

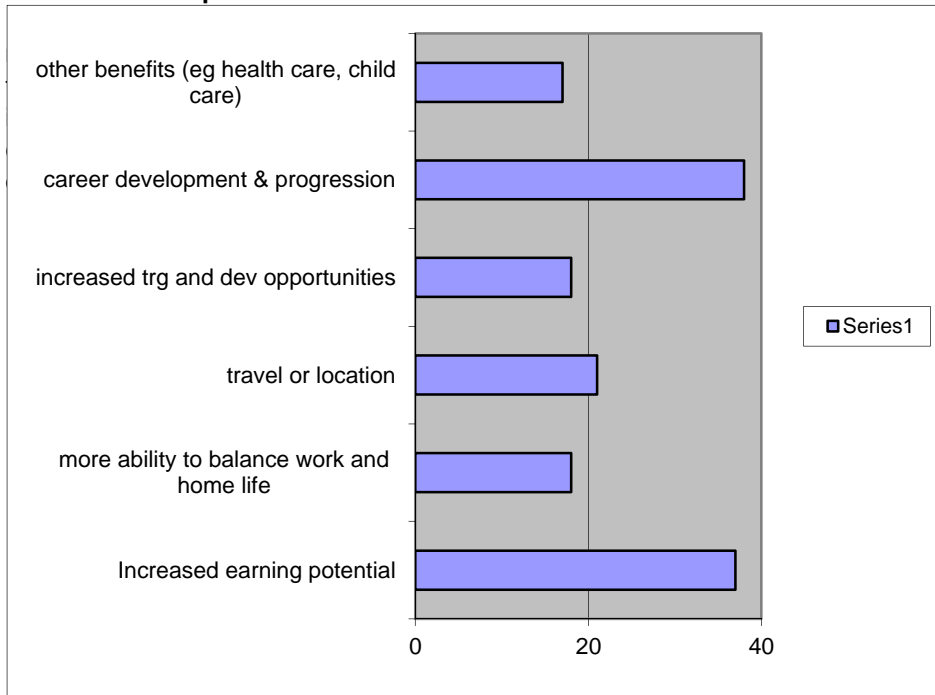
		<b>No. Employed April</b>	<b>No. Employed March</b>	<b>Average</b>	<b>No. of Leavers</b>	<b>Turnover</b>
<b>By Grade</b>	<b>Craft</b>	19	17	18	2	<b>11.1%</b>
	<b>Lecturers</b>	222	226	224	7	<b>3.1%</b>
	<b>SC1/2</b>	395	364	380	31	<b>8.2%</b>
	<b>SC3-5</b>	940	888	914	41	<b>4.5%</b>
	<b>SC6-SO2</b>	779	719	749	30	<b>4.0%</b>
	<b>PO1-5</b>	1282	1234	1258	71	<b>5.6%</b>
	<b>PO6-SMG3</b>	328	312	320	23	<b>7.2%</b>
	<b>JNC</b>	32	30	31	2	<b>6.5%</b>
<b>By Length of Service</b>	<b>0-4.99 years</b>	1387	1140	1264	114	<b>9.0%</b>
	<b>5-9.99 years</b>	1014	1020	1017	51	<b>5.0%</b>
	<b>10-19.99 years</b>	957	843	900	15	<b>1.7%</b>
	<b>20+ years</b>	639	787	713	27	<b>3.8%</b>
<b>By Age</b>	<b>16-20</b>	40	29	35	7	<b>20.3%</b>
	<b>21-24</b>	101	85	93	15	<b>16.1%</b>
	<b>25-34</b>	700	624	662	57	<b>8.6%</b>
	<b>35-44</b>	976	885	931	50	<b>5.4%</b>
	<b>45-54</b>	1360	1325	1343	43	<b>3.2%</b>
	<b>55+</b>	820	842	831	35	<b>4.2%</b>

### What leavers thought of working for Lewisham



66% of leavers would recommend Lewisham as a good employer  
68.5% said they were treated fairly with respect to their individual needs

### Benefits of new positions



## 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 2009/10

	Early Retirement			Redundancy		
	Men	Women	TOTAL	Men	Women	TOTAL
<b>White</b>	18	16	34	4	10	14
<b>Black and Ethnic Minorities</b>	4	1	5	1	9	10
<b>TOTAL</b>	<b>22</b>	<b>17</b>	<b>39</b>	<b>5</b>	<b>19</b>	<b>24</b>

### All Directorates 2010/11

	Early Retirement			Redundancy		
	Men	Women	TOTAL	Men	Women	TOTAL
<b>White</b>	10	13	23	24	47	71
<b>Black and Ethnic Minorities</b>	3	2	5	15	33	48
<b>TOTAL</b>	<b>13</b>	<b>15</b>	<b>28</b>	<b>39</b>	<b>80</b>	<b>119</b>

### EARLY RETIREMENT/ REDUNDANCY 1994-2010/11

	Early Retirement	Redundancy	TOTAL
<b>1994</b>	28	151	179
<b>1995</b>	83	157	240
<b>1996</b>	76	161	237
<b>1997</b>	25	69	94
<b>1998</b>	35	148	183
<b>1999</b>	18	113	131
<b>2000</b>	9	116	125
<b>2001</b>	1	37	38
<b>2002</b>	1	37	38
<b>2003/04</b>	3	16	19
<b>2004/05</b>	3	9	12
<b>2005/06</b>	18	32	50
<b>2006/07</b>	24	36	60
<b>2007/08</b>	23	60	83
<b>2008/09</b>	22	36	58
<b>2009/10</b>	39	24	63
<b>2010/11</b>	28	119	147

### COMMENTARY

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

Early retirements have reduced slightly this year due to continued monitoring by the Corporate Retirement Panel to ensure consistency of decision making and approach across the council.

The Council has embarked upon a 3 year programme of budget savings totalling £60m. The redundancy figures for 2010/11 cover phase 1 and some of phase 2 of these savings

Employees leaving due to redundancy are offered a comprehensive programme of outplacement support which has been taken up by 34% of redundant staff and feedback from these sessions has been positive

## 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	10/11 Target	10/11 Performance	Notes
Statutory	Average days lost to sickness absence per FTE employee	8.3	7.6	
	Working days/shifts lost to sickness absence per FTE employee (excluding schools)	7.9	7.2	
	Working days/shifts lost to sickness absence per FTE employee (Schools only)	8.7	8	
	Early retirements (excluding ill-health retirements) as a percentage of the total workforce.	1.00%	0.90%	
	Ill-health retirements as a percentage of the total workforce.	1.00%	0.08%	
	% of top 5% of earners who are women	50%	58.3%	
	% of top 5% of earners that are from black and ethnic minorities	19%	19.4%	
	% of top 5% earners who are disabled	-	3.9%	
	% of staff declaring they meet the DDA disability definition	-	4.8%	
	Staff from black and ethnic minorities as a % of that within the total workforce	32.0%	32.8%	
Council	Council jobs gained by young people under 25 as a % of junior level appointments	27.0%	24.4%	
	Average time taken to recruit from placement of first advertisement to completion of clearances (days).	70.0	112.0	
	Average time taken to recruit from placement of 1st external advert to conditional offer (days)	40.0	45.0	
	Average time taken to recruit from conditional offer to completion of clearances	30.0	66.0	
	% of ethnic minorities staff recruited at PO6 and above	25.0%	12.1%	
	Percentage of ethnic minority staff recruited in all school support staff appointments	-	38.5%	
	Proportion of internal staff appointed to management positions compared with the overall proportion in the workforce (PO6 and above)	-	16.8%	59 promoted 352 in post
	Proportion of BME staff (standard equality categories) who obtain internal promotion to management positions compared with the overall proportion in the workforce (PO6 grades)	-	17.9%	14 promoted 78 in post
	Proportion of BME staff (standard equality categories) who leave the organisation from management positions compared with overall proportion in the workforce (PO6 & above)	-	2.9%	3 leavers 105 in post
	Proportion of disabled staff (standard equality categories) who obtain internal promotion compared with the overall proportion in the workforce (PO6 and above)			
	Proportion of disabled staff (standard equality categories) who voluntarily leave compared with the overall proportion in the workforce (PO6 grades and above)	-	13.6%	
	Percentage of managers rating agency staff as good or excellent	-	87.0%	
	Percentage reduction in expenditure of agency staff	-	11.6%	£21.5m 08/09 - £23.6m 09/10