



**EMPLOYMENT PROFILE**  
**2015-2016**

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**If you have any queries on the content or any suggestions please email**  
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## Total Employees By Directorate 2015/16

The Council's total workforce includes 7172 people as at 31/03/2016.  
The tables below breaks this down and makes comparisons with the previous financial year.

Total Employees Headcount By Directorate 2015/16					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	694	30	30	159	913
Customer Services Directorate	843	1	4	326	1174
Children & Young People Directorate	411	43	36	109	599
Resources & Regeneration Directorate	352	6	0	86	444
<b>Excluding Schools</b>	<b>2300</b>	<b>80</b>	<b>70</b>	<b>680</b>	<b>3130</b>
Schools	4872			*	4872
<b>Total Including Schools :</b>	<b>7172</b>	<b>80</b>	<b>70</b>	<b>680</b>	<b>8002</b>

Total Employees Headcount By Directorate 2014/15					
Directorate	Lewisham Headcount	Casuals	Claims	Agency Headcount	Total Headcount
Community Services Directorate	804	12	38	183	1037
Customer Services Directorate	842	1	5	290	1138
Children & Young People Directorate	533	79	49	89	750
Resources & Regeneration Directorate	372	61	9	68	510
<b>Excluding Schools</b>	<b>2551</b>	<b>153</b>	<b>101</b>	<b>630</b>	<b>3435</b>
Schools	4719		1296	*	6015
<b>Total Including Schools :</b>	<b>7270</b>	<b>153</b>	<b>1498</b>	<b>630</b>	<b>9450</b>

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

Total Employees FTE By Directorate 2015/16			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	538	86	624
Customer Services Directorate	807	117	924
Children & Young People Directorate	365	273	638
Resources & Regeneration Directorate	328	70	398
<b>Total Excluding Schools</b>	<b>2038</b>	<b>546</b>	<b>2584</b>
Schools	3856		
<b>Total Including Schools :</b>	<b>5894</b>		

Total Employees FTE By Directorate 2014/15			
Directorate	Lewisham FTE	Agency FTE	Total FTE
Community Services Directorate	620	128	748
Customer Services Directorate	809	235	1044
Children & Young People Directorate	474	66	540
Resources & Regeneration Directorate	343	55	398
<b>Total Excluding Schools</b>	<b>2246</b>	<b>484</b>	<b>2730</b>
Schools	3680		
<b>Total Including Schools :</b>	<b>5926</b>		

Lewisham Council does not record FTE for Casuals and Claims based employees as they do not have regular hours.

<b>Total No of employees at April 2015</b>	<b>2551</b>
No. of employees leaving on redundancy terms	-113
Voluntary Severance	-75
Voluntary /Other leavers	-294
<b>Less Total Leavers 15/16</b>	<b>482</b>
<b>Add New Starters 15/16</b>	<b>231</b>
<b>Total No of employees at March 2016</b>	<b>2300</b>

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

## PAY FOR NON-SCHOOLS EMPLOYEES 2015/16

Employers with more than 250 employees are now required by the Government to publish information on the gender pay gap in their organisation. The table below outlines the Council's gender pay gap outlining both the mean and median salaries for both genders. Female employees are, on average, paid more than male employees at Lewisham Council and the percentage pay gap difference is -7.18% (mean) and -15.43% (median). By comparison, in the UK women receive 20% less than men, on average.

Gender Pay Gap		
	Mean Salary	Median Salary
Female	£34,063.63	£32,964.00
Male	£31,619.22	£27,879.00
Pay Gap	-7.18%	-15.43%

Full Time		
	Average Hourly rate	Average Hourly rate
Male	£17.49	£15.80
Female	£19.32	£18.83

Part Time		
	Average Hourly rate	Average Hourly rate
Male	£15.73	£14.03
Female	£16.46	£16.40

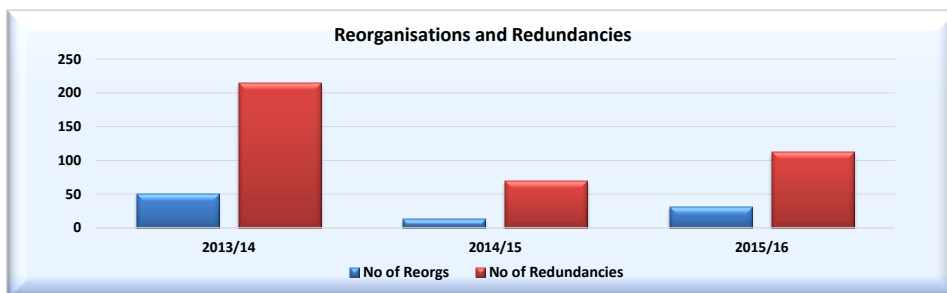
Quartile			
	Salary	No. of Men	No. of Women
1st Quartile	£25,620	321	254
2nd Quartile	£31,323	209	366
3rd Quartile	£37,257	155	420
4th Quartile	£141,123	210	365

The average salary for a non-Schools employee is £29,786.

Gross – based on end of year payroll figures for 2015/16	
Total Payroll Bill for all Lewisham employed staff	£189,157,794
Lewisham Council Payroll for non- Schools	£68,509,479

## Reorganisations 2015/16

The Council continues to assess the impact of redundancies using all the protected characteristics. There were 13 reorganisations in the last financial year which resulted in 113 staff being made redundant. The chart below outlines the number of reorganisations and redundancies over the last 3 years



In 2015/16 the largest proportion of redundancies occurred in the Community Services Directorate where a total of 55 staff were displaced. This can be attributed in part to redundancies in Day services

## Reorganisations Breakdown

The table below outlines the numbers of redundancies by Directorate following the 13 reorganisations during 2015/16.

Directorate	Total redundancies	% Total Staff Redundant	Total number of Reorganisations
Community Services Directorate	55	48.67%	8
Customer Services Directorate	22	19.47%	10
Children & Young People Directorate	18	15.93%	2
Resources & Regeneration Directorate	18	15.93%	11
<b>Total</b>	<b>113</b>	<b>1</b>	<b>31</b>

## Breakdown of Redundancies by Gender

Gender	Total Redundancies	% Total Staff Redundant
Male	43	38.05%
Female	70	61.95%
<b>Total</b>	<b>113</b>	<b>1</b>

The percentage of women made redundant in 2015/16 is relatively proportionate to the work force profile and gives no cause for concern.

## Breakdown of Redundancies by Disability

Disability	Total redundancies	% Total Staff Redundant
Yes	9	7.96%
No	104	92.04%
Not Declared	0	0.00%
<b>Total</b>	<b>113</b>	<b>1</b>

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

## Breakdown of Redundancies by Age

Age	Total Redundancies	% of Total staff redundant
16-20	0	0.00%
21-24	2	1.77%
25-34	6	5.31%
35-44	15	13.27%
45-54	43	38.05%
55+	47	41.59%
<b>Total</b>	<b>113</b>	<b>1</b>

## Breakdown of Redundancies by Ethnicity

Ethnic Origin	Total Redundancies	% Total Staff Redundant
BME	53	46.90%
White	57	50.44%
Not disclosed	3	2.65%
<b>Total</b>	<b>113</b>	<b>100.00%</b>

The table above provides a breakdown of redundancies by ethnicity. It shows a slightly higher percentage of redundancies amongst BME employees, when compared to percentage of BME staff employed in the Council which is 38.2%. The Council continues to monitor the impact of reorganisations on BME staff and will take appropriate action should this pattern continue.

## Reorganisations 2015/16 (continued)

### Breakdown of Redundancies by Ethnicity and Gender

Ethnic Origin	Male	% of staff made redundant	Female	% of staff made redundant
BME	17	32.08%	36	67.92%
White	25	43.86%	32	56.14%
Not disclosed	1	33.33%	2	66.67%
<b>Total</b>	<b>43</b>	<b>38.05%</b>	<b>70</b>	<b>61.95%</b>

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

### Breakdown of Redundancies by Grade

Grade	Total Redundancies	% of Total staff redundant
SC1-2	4	3.54%
SC3-5	32	28.32%
SC6-SO2	20	17.70%
PO1-PO5	44	38.94%
PO6-PO8	10	8.85%
SMG1-SMG3	3	2.65%
Soulbury	0	0.00%
<b>Total</b>	<b>113</b>	<b>1</b>

### Breakdown of Redundancies by Grade and Gender

Grade	Male	% of staff made redundant	Female	% of staff made redundant
SC1-2	0	0.00%	4	5.71%
SC3-5	10	23.26%	22	31.43%
SC6-SO2	8	18.60%	12	17.14%
PO1-PO5	18	41.86%	26	37.14%
PO6-PO8	5	11.63%	5	7.14%
SMG1-SMG3	2	4.65%	1	1.43%
Soulbury	0	0.00%	0	0.00%
<b>Total</b>	<b>43</b>	<b>100.00%</b>	<b>70</b>	<b>100.00%</b>

## Voluntary Severance 2015/16

As the Council continues to face severe financial pressures, during 2015/16 the voluntary severance scheme was again offered to employees in order to mitigate the number of compulsory redundancies and where possible create redeployment opportunities for staff that are displaced.

### Breakdown by Grade

Grade Band	Grand Total Applications	VS Accepted	VS Accepted %
Sc1-2	8	1	12.5%
Sc3-5	40	16	40.0%
Sc6-SO2	75	24	32.0%
PO1-5	67	21	31.3%
PO6-PO8	16	7	43.8%
SMG1-SMG3	8	3	37.5%
Soulbury	1	0	0.0%
JNC	3	3	100.0%
<b>Grand Total</b>	<b>218</b>	<b>75</b>	<b>34.4%</b>

34.4% of total Voluntary Severance Applications were accepted. In the above table of all PO6-PO8 applications, 43.8% of PO6-PO8 employees have accepted to leave on the grounds of Voluntary Severance.

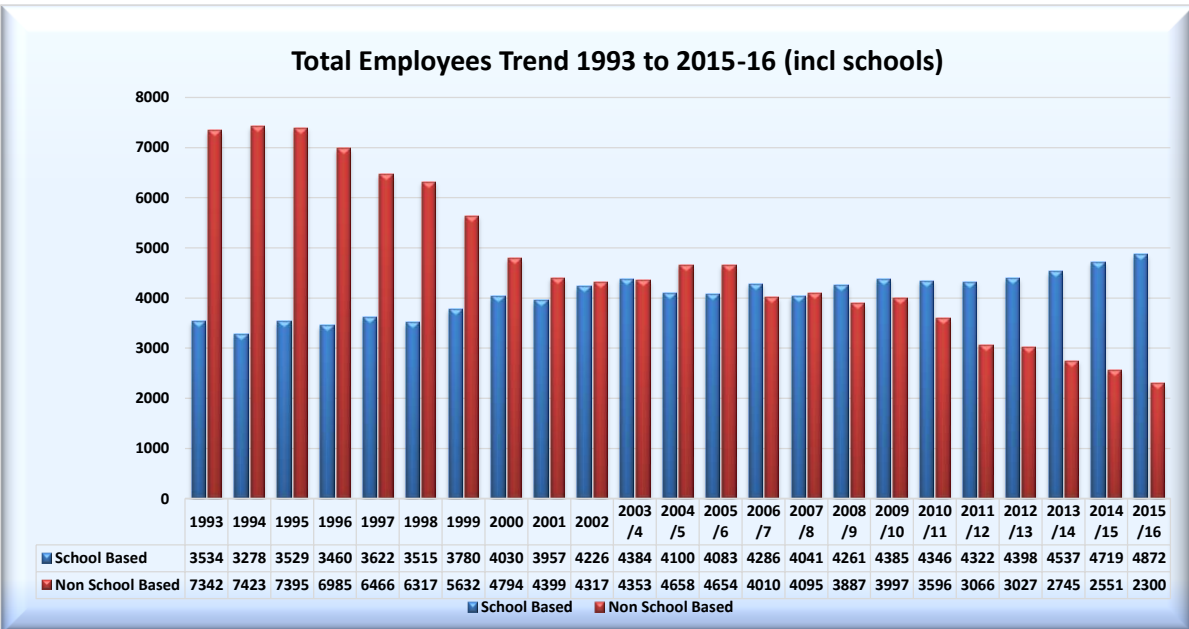
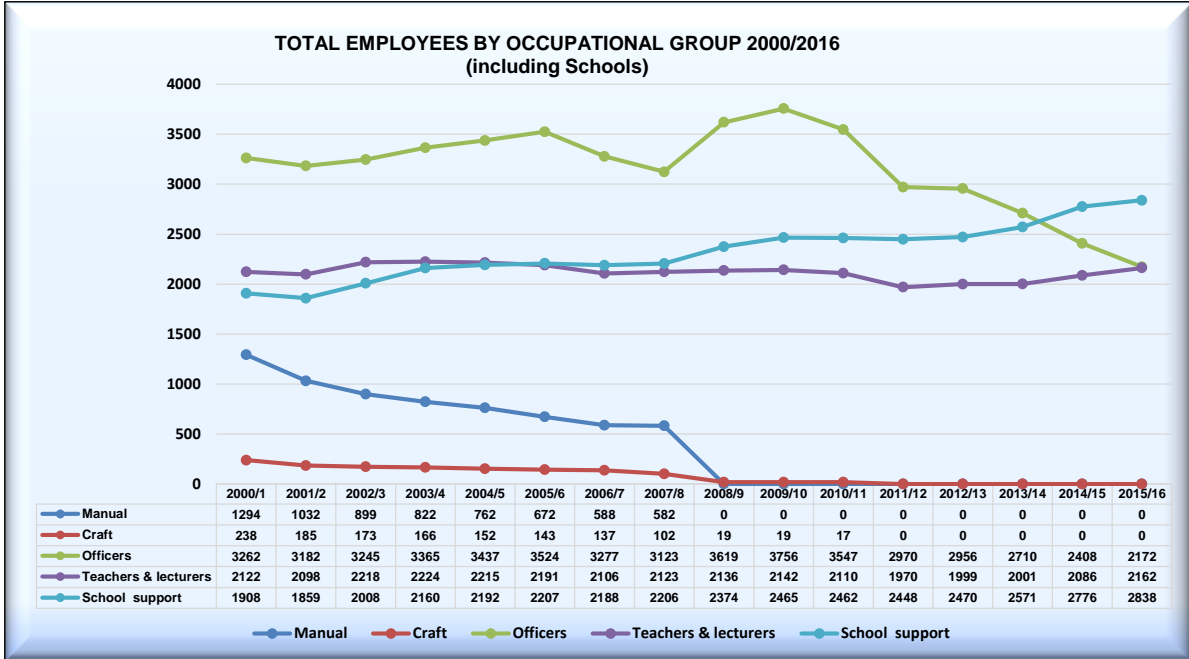
### Breakdown by Age

Age Range	Grand Total Applications	VS Accepted	VS Accepted %
21 - 25	1	0	0.0%
26 - 30	1	0	0.0%
31 - 35	12	1	8.3%
36 - 40	12	0	0.0%
41 - 45	20	5	25.0%
46 - 50	27	10	37.0%
51 - 55	45	18	40.0%
55 +	100	41	41.0%
<b>Grand Total</b>	<b>218</b>	<b>75</b>	<b>34.4%</b>

34.4% of total Voluntary Severance Applications were accepted. In the above table of all applications for employees in age band 46 - 50, 37% of employees have accepted to leave on the grounds of Voluntary Severance.

**TOTAL EMPLOYEES BY OCCUPATIONAL GROUP 2000/2016**  
(including Schools)

The trend chart below demonstrates that since 2009/10 the number of officer staff has decreased, the number of teachers has remained broadly similar and the number of school support staff has increased. The Council has not had "manual" or "craft" employees since 2008/09.

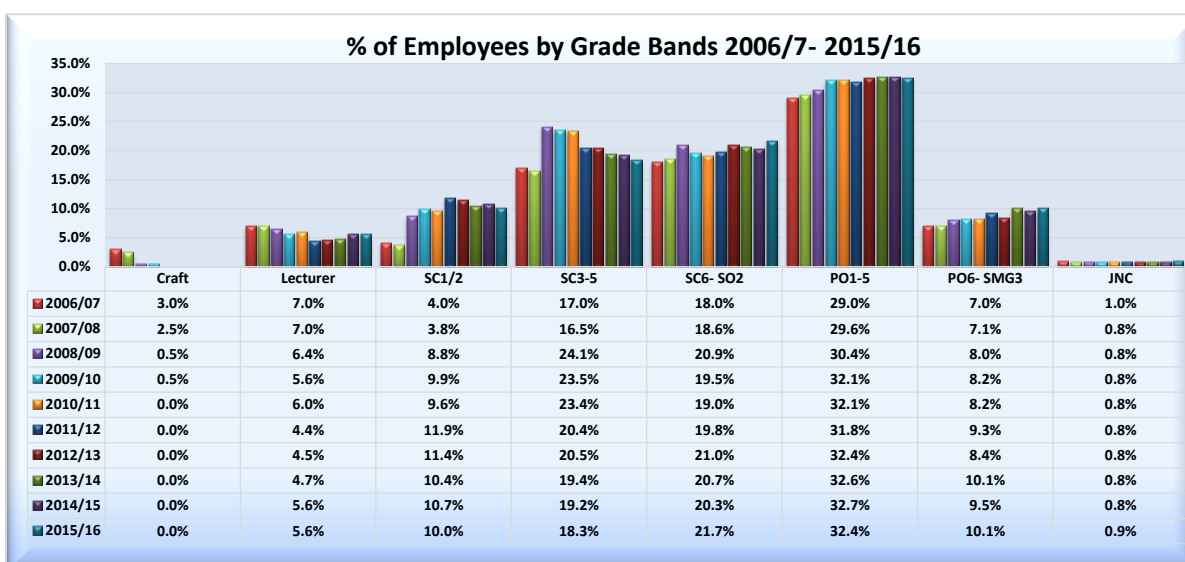


The above graph shows the total employee trend (both non-schools and schools employees) across the Council since 1993. The trend outlines that since 1993, when schools employees were significantly lower compared to non schools employees, the trend has changed in that non-schools employees have dropped significantly whereas schools employees have increased.

## TOTAL EMPLOYEES BY GRADE BAND AND BY DIRECTORATE 2015/16

BY HEADCOUNT	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	13	22	6	46	45	206	55	13	5	411
Community Services	115	0	51	112	90	266	37	18	5	694
Customer Services	0	0	146	228	297	132	20	16	4	843
Resources & Regeneration	0	0	28	35	67	141	43	31	7	352
<b>15/16 Total</b>	<b>128</b>	<b>22</b>	<b>231</b>	<b>421</b>	<b>499</b>	<b>745</b>	<b>155</b>	<b>78</b>	<b>21</b>	<b>2300</b>
<b>14/15 Total</b>	<b>143</b>	<b>24</b>	<b>273</b>	<b>491</b>	<b>519</b>	<b>835</b>	<b>172</b>	<b>71</b>	<b>23</b>	<b>2551</b>

BY PERCENTAGE	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Children & Young People	3.2%	5.4%	1.5%	11.2%	10.9%	50.1%	13.4%	3.2%	1.2%	100%
Community Services	16.6%	0.0%	7.3%	16.1%	13.0%	38.3%	5.3%	2.6%	0.7%	100%
Customer Services	0.0%	0.0%	17.3%	27.0%	35.2%	15.7%	2.4%	1.9%	0.5%	100%
Resources & Regeneration	0.0%	0.0%	8.0%	9.9%	19.0%	40.1%	12.2%	8.8%	2.0%	100%
<b>15/16 Total</b>	<b>5.6%</b>	<b>1.0%</b>	<b>10.0%</b>	<b>18.3%</b>	<b>21.7%</b>	<b>32.4%</b>	<b>6.7%</b>	<b>3.4%</b>	<b>0.9%</b>	<b>100%</b>
<b>14/15 Total</b>	<b>5.6%</b>	<b>0.9%</b>	<b>10.7%</b>	<b>19.2%</b>	<b>20.3%</b>	<b>32.7%</b>	<b>6.7%</b>	<b>2.8%</b>	<b>0.8%</b>	<b>100%</b>

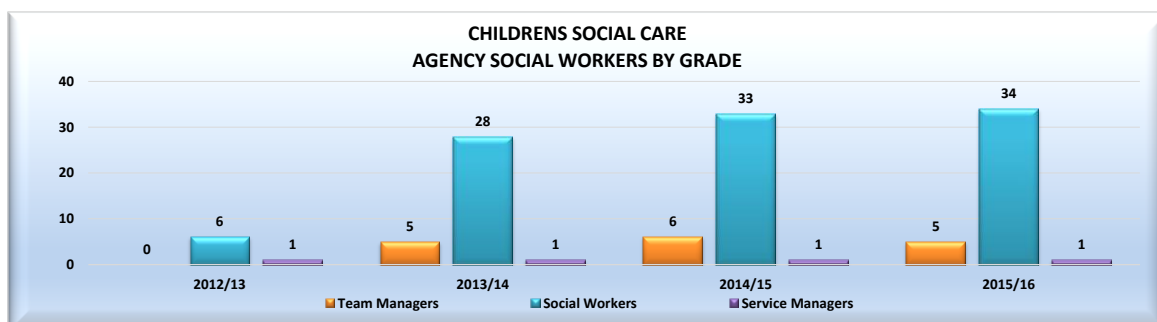
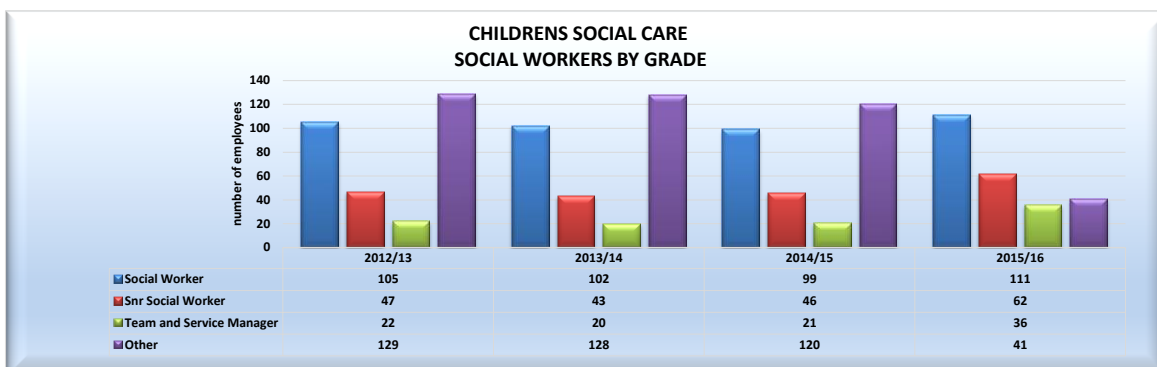


Grades	Employees 15/16	Employees 14/15
Lecturers	128	143
Soulbury	22	24
SC1A	11	14
SC1B	1	1
SC1C	11	14
SC2	208	244
SC3	85	97
SC4	111	89
SC5	225	305
SC6	163	152
SO1	270	309
SO2	67	63
PO1	139	178
PO2	209	223
PO3	168	176
PO4	174	197
PO5	54	56
PO6	62	78
PO7	47	42
PO8	46	52
SMG1	24	25
SMG2	22	20
SMG3	32	27
DIR4	0	0
DIR3	15	15
DIR2	2	3
DIR1	4	4
<b>Total</b>	<b>2300</b>	<b>2551</b>

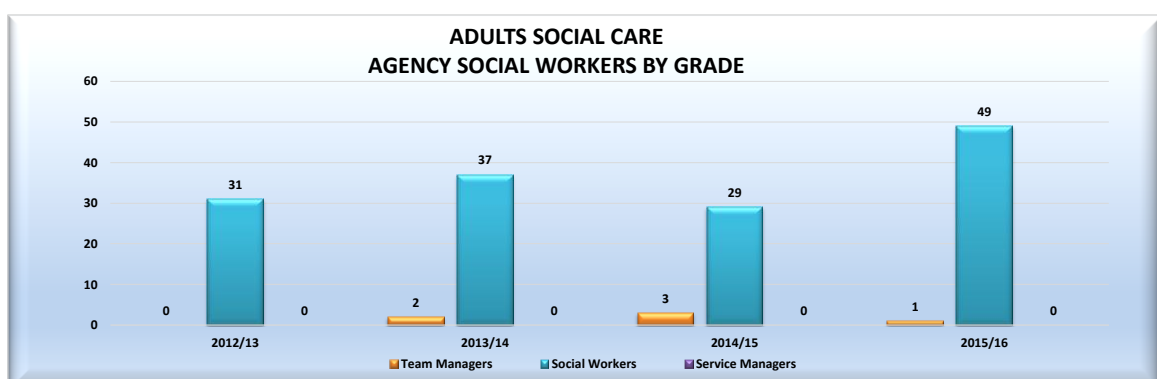
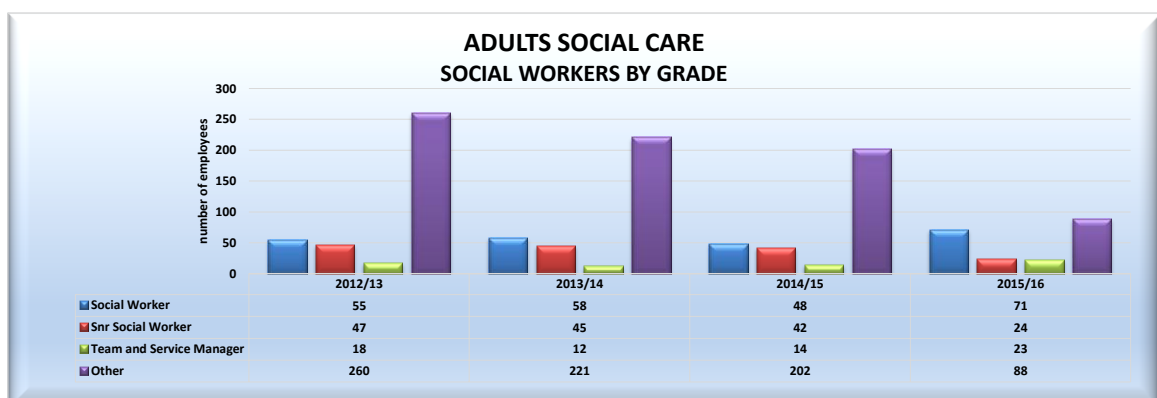
Over the past 10 years, the numbers of staff in grade band Sc1/2 has increased from 4% in 2006/7 to 10% in 2015/15, partly due to the success of the Apprenticeship Scheme. Percentages of staff in other grade bands have increased slightly year on year which could be explained by employees being promoted.



## Numbers of Permanent and Agency Social Workers 2015/16



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



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

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

#### 2015 - 2016

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

#### 2014 - 2015

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

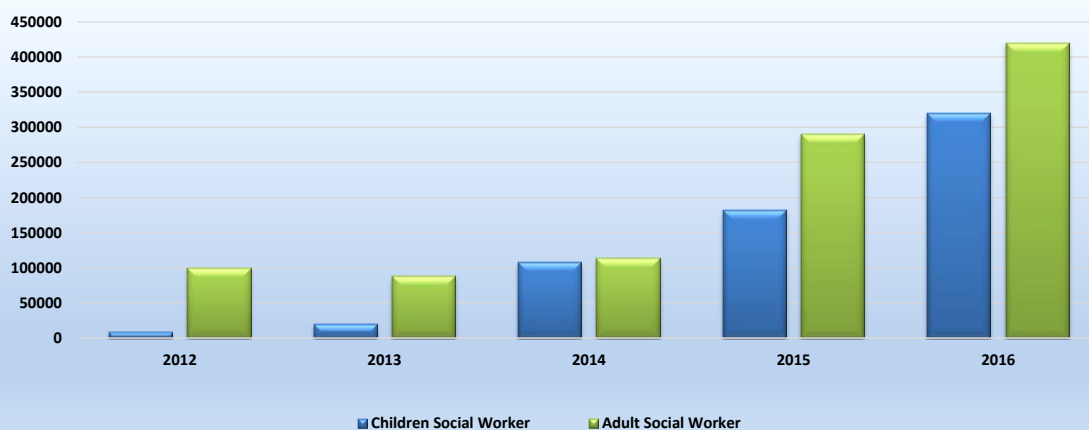
#### 2013 - 2014

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

#### 2012 - 2013

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

#### Agency Spend - Trend over last 5 years



<b>Pay rates Adults Social Care as at 31.3.2016</b>				
<b>Adults Social Care</b>	<b>Grade</b>	<b>Spinal points</b>	<b>Salary</b>	<b>Additional Payments</b>
Social Worker	SW	36 to 38	£34,380 to £36,186	
Senior Social Worker	SSW	40 to 42	£38,151 to £39,981	
Team Manager	TM	50 to 51	£47,283 to £49,128	

<b>Pay rates Childrens Social Care as at 31.3.2016</b>				
<b>Childrens Social Care</b>	<b>Grade</b>	<b>Spinal points</b>	<b>Salary</b>	<b>Additional Payments</b>
Social Worker	SW	36 to 38	34,380 to 36,186	£500 pa parking
Senior Social Worker	SSW	40 to 42	38,151 to 39,981	
Independent Reviewing Officer	IRO	46 to 47	43,620 to 44,544	
Advanced Practitioner	AP	46 to 47	43,620 to 44,544	
Team Manager	TM	53 to 55	50,064 to 52,014	

**Social Work Services and Teams**

<b>Children &amp; Young People, Children's Social Care, Laurence House , Catford SE6 4RU - services outlined below</b>
Director of Children's Social Care
Family Social Work Service
Looked After Children, Leaving Care & Adoption
Business Strategy, Fostering, Placement & Procurement
Referral & Assessment
Early Intervention
Quality Assurance

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

[Structure charts can be found here](#)

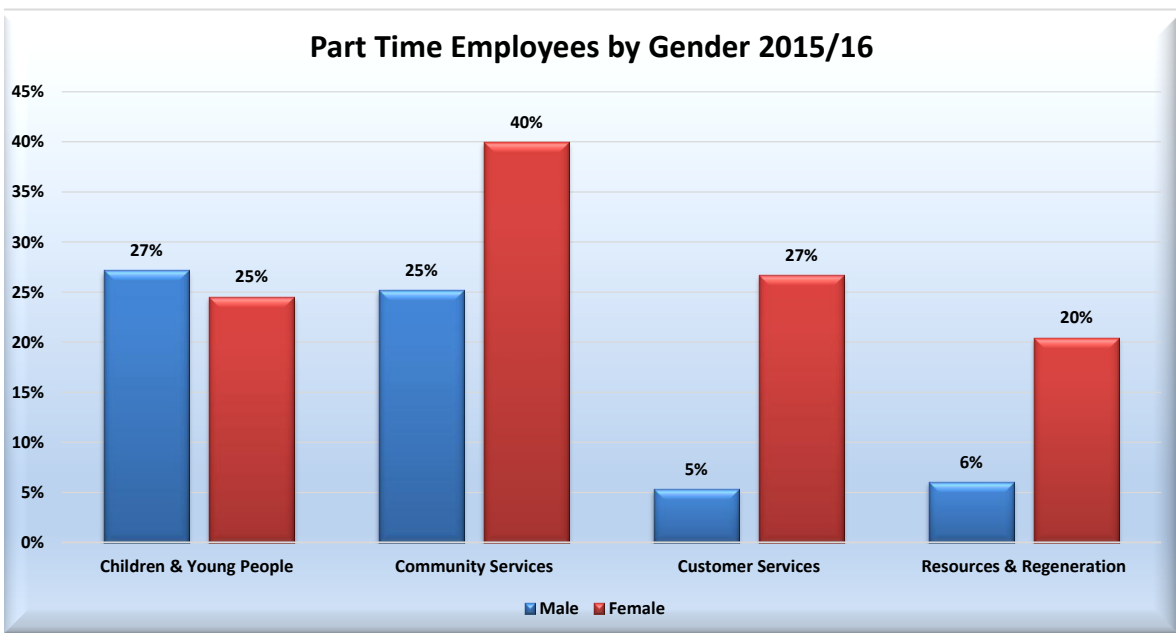
## PART-TIME EMPLOYEES 2015/16

The Council continues to encourage the take up of flexible working. Part time staff represent 23% of the Council's workforce, an increase of 1% from last year. Of the female workforce, 30% are part time, compared to 28% last year. In addition there are significant numbers of staff undertaking other flexible working options such as term time only patterns and flexi time.

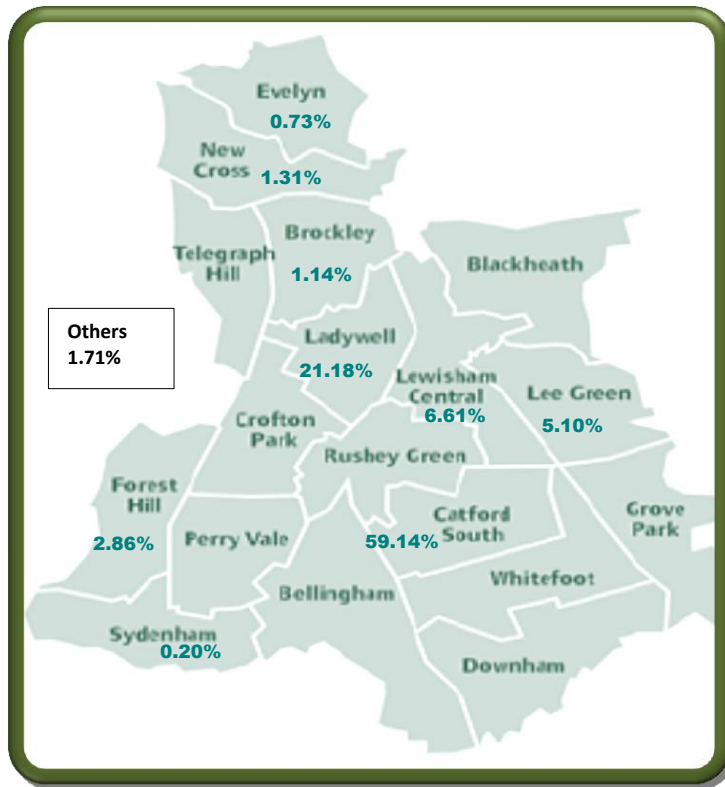
Part - Time Employees		Total Employees	
527	22.91%	2300	100%

Gender	Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	%
Female	81	25%	192	40%	100	27%	45	20%	418	29.75%
Male	22	27%	54	25%	25	5%	8	6%	109	12.18%
All	103	25%	246	35%	125	15%	53	15%	527	22.91%

The table above and the chart below outline the percentage of part time workers as a percentage of all employees in each Gender. For example of all women employees in the Children & Young People Directorate , 25% are part time employees.

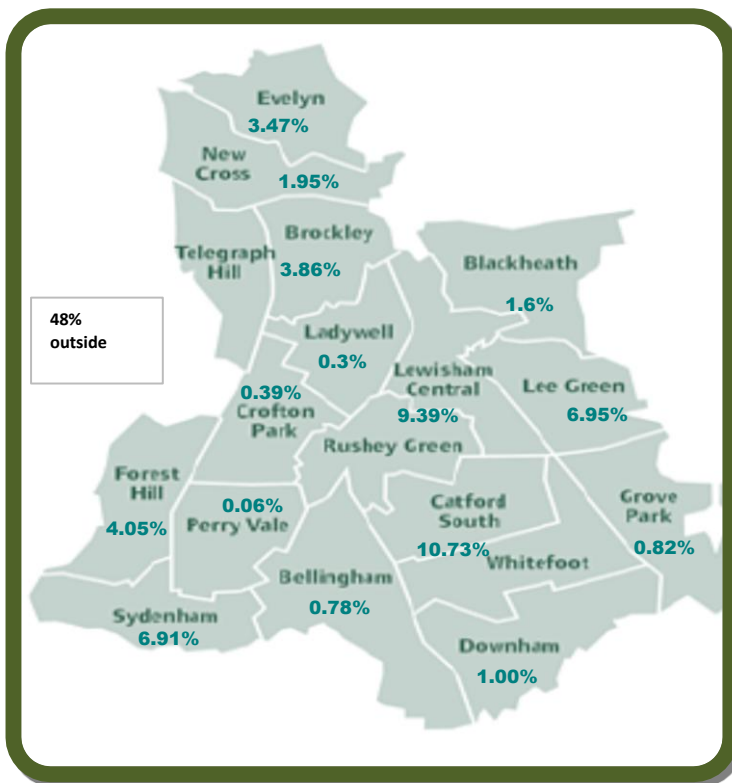


## Employee's work locations within the Borough 2015/16



Work locations are based on post codes so although Eros House is in Rushey Green, the postcode shows work location as Catford South

## Employees who live within the Borough 2015/16



52% of the staff live in the Borough which is 5% higher compared to last years figure. The Catford/Lewisham complex continues to be the main area for staff locations. 48% of the staff live outside London Borough of Lewisham.

## Representation 2015/16

The Council's workforce continues to be broadly representative of the community in terms of both the ethnicity and gender makeup of the local population. 38.2% of the Council's workforce is from a BME background; which compares to a median across London Councils of 34.9% BME employees. 8.5% of employees (196 employees) were promoted during 2015/16. A slightly greater proportion of BME staff were promoted (8.3%), compared to white employees (8.1%). Lewisham Council's BME workforce of 38.2% can be compared to London Council's mean figure of 39% (*source London Councils Human Capita Matrix 2014/15*). Although the number of senior BME staff is below target at 19% - this percentage is broadly similar to previous years and continues to remain a priority within recruitment and management development activities.

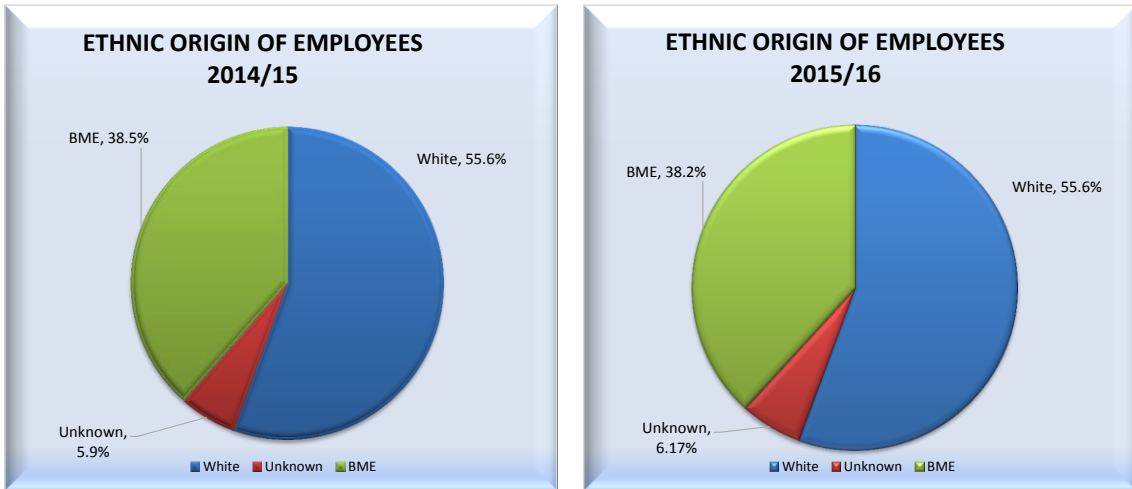
The majority (61.1%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 51% of the top 5% earners, which is lower than last year's figure of 56% and compares to the average figure of 49% for all London Boroughs.

*(source London Councils Human Capita Matrix 2014/15)*

67.9% of employees are aged over 40, with the percentage of the workforce aged under 25 slightly decreasing to 4.7% during 2015/16 compared to 4.9% in 2014/15. The median figure for employees aged under 25 across London Boroughs is 3.2%. (*source London Councils Human Capita Matrix 2014/15*)

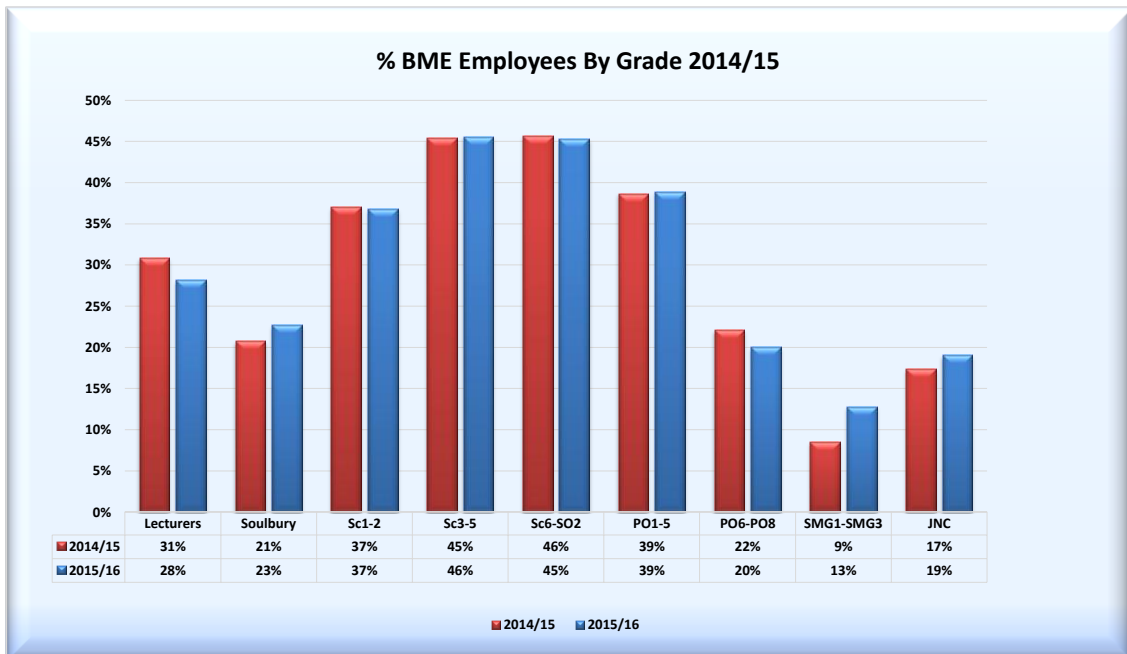
A total of 3.7% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.2 percentage points from 2014/15. This compares to an average across all London Councils of 4.5% (*source London Councils Human Capita Matrix 2014/15*)

## ETHNIC ORIGIN OF EMPLOYEES 2015/16



There has been a slight decrease of 0.3 percentage points in the BME workforce compared to last year.

Grade	Lecturer	Soulbury	SC1/2	SC3-5	SC6- SO2	PO1-5	PO6-PO8	SMG1-SMG3	JNC	TOTAL
Headcount 15/16	36	5	85	192	226	290	31	10	4	879
Headcount 14/15	44	5	101	223	237	323	38	6	4	981



The percentage of BME staff in the grade band SMG1 to SMG3 has increased by 4 percentage points from 9% in 2014/15 to 13% in 2015/16. BME employees make up 38.2% of all employees in addition, 6.2% of employees have not declared their ethnic origin.

**EMPLOYEES ETHNIC ORIGIN BY DIRECTORATES 2015/16**

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
Arab	1	0.1%	1	0.1%	0	0.0%	0	0.0%	2	0.1%
Asian Bangladeshi	0	0.0%	1	0.1%	6	1.5%	0	0.0%	7	0.3%
Asian Chinese	3	0.4%	2	0.2%	0	0.0%	2	0.6%	7	0.3%
Asian Indian	16	2.3%	14	1.7%	6	1.5%	9	2.6%	45	2.0%
Asian Other	3	0.4%	6	0.7%	5	1.2%	5	1.4%	19	0.8%
Asian Pakistani	2	0.3%	0	0.0%	2	0.5%	4	1.1%	8	0.3%
Black African	59	8.5%	56	6.6%	33	8.0%	27	7.7%	175	7.6%
Black Caribbean	125	18.0%	179	21.2%	86	20.9%	44	12.5%	434	18.9%
Black Other	21	3.0%	24	2.8%	12	2.9%	2	0.6%	59	2.6%
Mixed Other	6	0.9%	6	0.7%	7	1.7%	4	1.1%	23	1.0%
Mixed White and Asian	3	0.4%	3	0.4%	5	1.2%	3	0.9%	14	0.6%
Mixed White and Black African	3	0.4%	2	0.2%	3	0.7%	0	0.0%	8	0.3%
Mixed White and Black Caribbean	14	2.0%	18	2.1%	6	1.5%	8	2.3%	46	2.0%
Other Ethnic group	15	2.2%	8	0.9%	4	1.0%	0	0.0%	27	1.2%
Prefer not to say	9	1.3%	26	3.1%	3	0.7%	3	0.9%	41	1.8%
UnKnown	49	7.1%	19	2.3%	27	6.6%	11	3.1%	106	4.6%
White British/Eng/Welsh/Scot/NIrish	319	46.0%	418	49.6%	170	41.4%	204	58.0%	1111	48.3%
White Irish	10	1.4%	15	1.8%	7	1.7%	7	2.0%	39	1.7%
White Other	34	4.9%	43	5.1%	28	6.8%	19	5.4%	124	5.4%
White Turkish / Turkish Cypriot	2	0.3%	2	0.2%	1	0.2%	0	0.0%	5	0.2%
<b>Total all employees</b>	<b>694</b>	<b>100.0%</b>	<b>843</b>	<b>100.0%</b>	<b>411</b>	<b>100.0%</b>	<b>352</b>	<b>100.0%</b>	<b>2300</b>	<b>100.0%</b>

	Community Services Directorate		Customer Services Directorate		Children & Young People Directorate		Resources & Regeneration Directorate		Total	
<b>Total all minority employees</b>	<b>273</b>	<b>39.34%</b>	<b>321</b>	<b>38.08%</b>	<b>176</b>	<b>42.82%</b>	<b>109</b>	<b>30.97%</b>	<b>879</b>	<b>38.22%</b>



## WOMEN EMPLOYEES 2015/16

Women	Men	Total employees
1405	895	2300
61.1%	38.9%	100.0%

BY DIRECTORATE									
Gender	Children & Young People Directorate	Community Services Directorate	Customer Services Directorate	Resources & Regeneration Directorate	Total				
Women	330	480	375	220	1405	61.1%			
Men	81	214	468	132	895	38.9%			
Total	411	694	843	352	2300	100.0%			

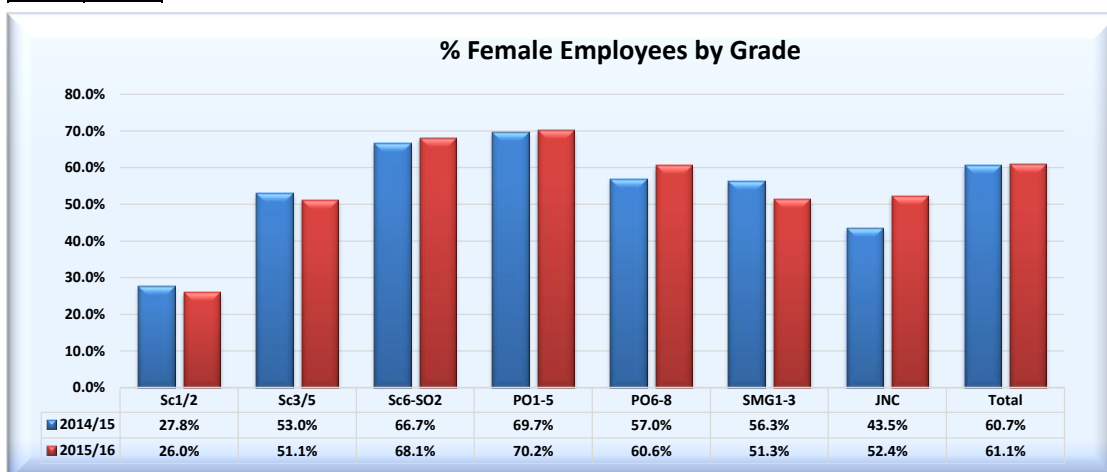
BY GRADE									
Lecturers	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5				
102	20	60	215	340	523	61.1%			
PO6-8	SMG1-3	JNC	Total						
94	40	11	1405	61.1%					

BY LENGTH OF SERVICE					
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total	
442	280	456	227	1405	61.1%

BY AGE					
16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45
9	55	82	139	153	165
56.3%	60.4%	53.9%	58.4%	62.7%	62.5%
46 - 50	51 - 55	55 +	Total		
232	271	299	1405	61.1%	

BY ETHNICITY				
BME	Unknown	White	Total	
579	74	752	1405	61.1%

Disabled
52
61.9%



The majority (61%) of the Council's staff are women who are well represented at all grades including senior levels, with women making up 52% of senior grades, top 5% of earners which is slightly higher compared to the figures in 2014/15.

Gender Pay Gap		
	Average Salary	Median Salary
Female	£34,063.63	£32,964.00
Male	£31,619.22	£27,879.00
Pay Gap	7.18%	15.43%

Full Time	Average Hourly rate	Median Hourly rate
Male	£17.49	£15.80
Female	£19.32	£18.83

Part Time	Average Hourly rate	Median Hourly rate
Male	£15.73	£14.03
Female	£16.46	£16.40

Quartile	Salary	No. of Men	No. of Women
1st Quartile	£25,620	321	254
2nd Quartile	£31,323	209	366
3rd Quartile	£37,257	155	420
4th Quartile	£141,123	210	365

## DISABLED EMPLOYEES 2015/16

Yes	No	Unknown	Prefer Not to say
84	3.7%	1160	50.4%
1026	44.6%	30	1.3%

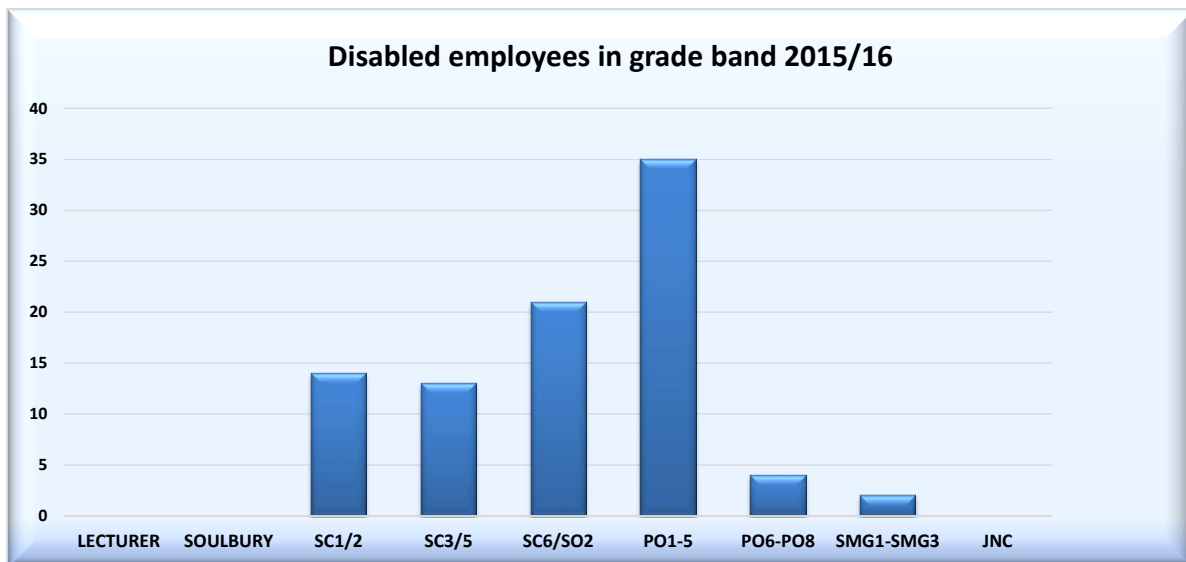
DIRECTORATE							
Children & Young People	Community Services	Customer Services	Resources & Regeneration	Total			
15	2.2%	26	3.1%	27	6.6%	16	4.5%
				84	3.7%		

BY GRADE									
Lecturer	Soulbury	Sc1-2	Sc3-5	Sc6-SO2	PO1-5				
0	0.0%	0	0.0%	14	6.1%	13	3.1%	18	3.6%
									35
									4.7%
PO6-8	SMG1-3	JNC	Total						
3	1.9%	1	1.3%	0	0.0%	84	3.7%		

BY LENGTH OF SERVICE						
0-4.99 years	5-9.99 years	10-19.99 years	20+ years	Total		
22	3.1%	14	2.2%	33	4.4%	20
				84	3.7%	

BY AGE									
16 - 20	21 - 25	26 - 30	31 - 25	36 - 40	41 - 45				
1	5.6%	1	0.9%	4	2.4%	3	1.2%	6	2.3%
									9
									2.8%
46 - 50	51 - 55	55 +	Total						
19	4.6%	20	4.1%	26	4.9%	84	3.7%		

BY ETHNICITY					
BME	Unknown	White	Total		
29	3.0%	6	4.0%	54	3.8%
			84	3.7%	



The chart demonstrates percentages of disabled staff within each of the grade bands. A total of 3.7% of non-schools employees have declared that they consider themselves to have a disability, an increase of 0.2 percentage points from 2014/15. This compares to an average across all London Councils of 4.5% (source London Councils Human Capital Matrix 2015), and 14.4% of the local community (source 2011 Census ONS).

## Protected Characteristics 2015/16

Religion			
Buddhist	0.09%		
Christian (all denominations)	24.43%	None	14.26%
Hindu	0.35%	Prefer not to say	4.43%
Jewish	0.09%	Unknown	54.43%
Muslim	1.04%	Any Other	0.70%
Sikh	0.17%	Total all employees	100.00%

A large proportion of employees have not declared their religion. Of the employees who declared, most stated that they were Christian.

Sexual Orientation	
Bisexual	0.17%
Gay/lesbian	1.52%
Heterosexual	39.35%
Prefer not to say	4.22%
Unknown	54.74%
Total all employees	100.00%

A large proportion of employees did not declare their sexual orientation.

Marital Status	
Married/Civil Partner	20.83%
Not married/Not Civil Partner	14.83%
Prefer not to say	19.78%
Unknown	44.57%
Total all employees	100.00%

High numbers of employees did not respond to the question about their marital status. A large proportion also preferred not to state their

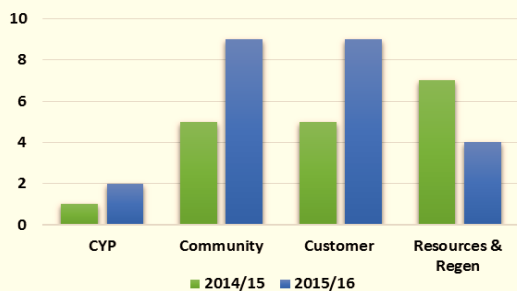
**24 employees took paternity leave during 2015/16**



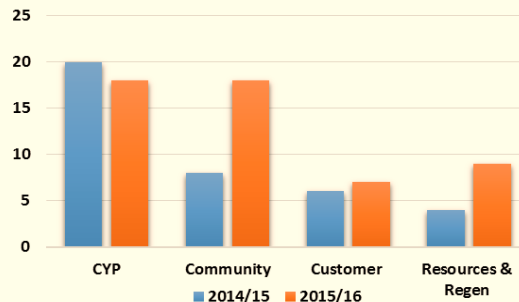
**52 employees took maternity leave during 2015/16**



**Paternity Leave - Trend**



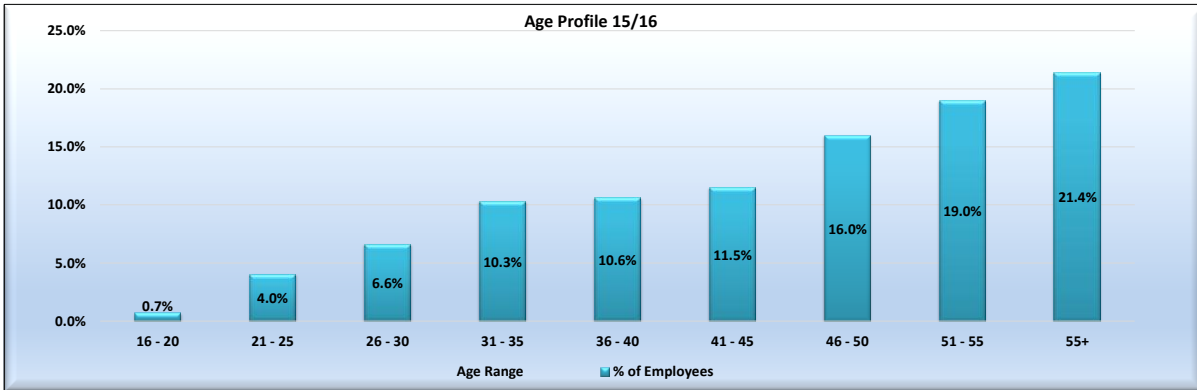
**Maternity Leave - Trend**



## AGE PROFILE 2015/16

### BY DIRECTORATE

	16 - 20	%	21 - 25	%	26 - 30	%	31 - 35	%	36 - 40	%	41 - 45	%	46 - 50	%	51 - 55	%	56-60	%	61-65	%	66+	%	Total	%
Children & Young People Directorate	2	0.5%	21	5.1%	59	14.4%	58	14.1%	55	13.4%	52	12.7%	52	12.7%	59	14.4%	32	7.8%	16	3.9%	5	1.2%	411	17.9%
Community Services Directorate	4	0.6%	22	3.2%	31	4.5%	62	8.9%	71	10.2%	83	12.0%	114	16.4%	137	19.7%	114	16.4%	43	6.2%	13	1.9%	694	30.2%
Customer Service Directorate	6	0.7%	26	3.1%	39	4.6%	81	9.6%	85	10.1%	97	11.5%	136	16.1%	177	21.0%	113	13.4%	73	8.7%	10	1.2%	843	36.7%
Resources & Regeneration Directorate	4	1.1%	22	6.3%	23	6.5%	37	10.5%	33	9.4%	32	9.1%	65	18.5%	63	17.9%	47	13.4%	16	4.5%	10	2.8%	352	15.3%
<b>Total</b>	<b>16</b>	<b>0.7%</b>	<b>91</b>	<b>4.0%</b>	<b>152</b>	<b>6.6%</b>	<b>238</b>	<b>10.3%</b>	<b>244</b>	<b>10.6%</b>	<b>264</b>	<b>11.5%</b>	<b>367</b>	<b>16.0%</b>	<b>436</b>	<b>19.0%</b>	<b>306</b>	<b>13.3%</b>	<b>148</b>	<b>6.4%</b>	<b>38</b>	<b>1.7%</b>	<b>2300</b>	<b>100.0%</b>



68% of employees are over 40, with the percentage of the workforce aged under 25 at 4.7% which is similar to 2014/15. This compares to the average across London Councils of 3% of employees aged under 25. The Council continues to be able to attract young people via various schemes such as the Apprenticeship scheme, the National Graduate Development Programme and other traineeships such as Legal Trainees, Finance Trainees and Social Work Traineeships.

The age profile of the Council is outlined above, demonstrating that 56% of staff are aged over 45. The average age of the workforce in Lewisham is 46. This trend is due to the fact that, historically, people entered local government to build a career and have tended to remain working for the Council. 50% of employees live in the Borough and this together with good transport links, coupled with the attractive terms and conditions of employment, mean staff in the older age bands tend to stay with the Council.

There are programmes in place to address hard to fill roles and in the immediate and mid term, the Council is also seeking to fill entry level posts with Apprentices. HR Business Partners are actively encouraging services who have not yet taken up Apprenticeship opportunities to do so.

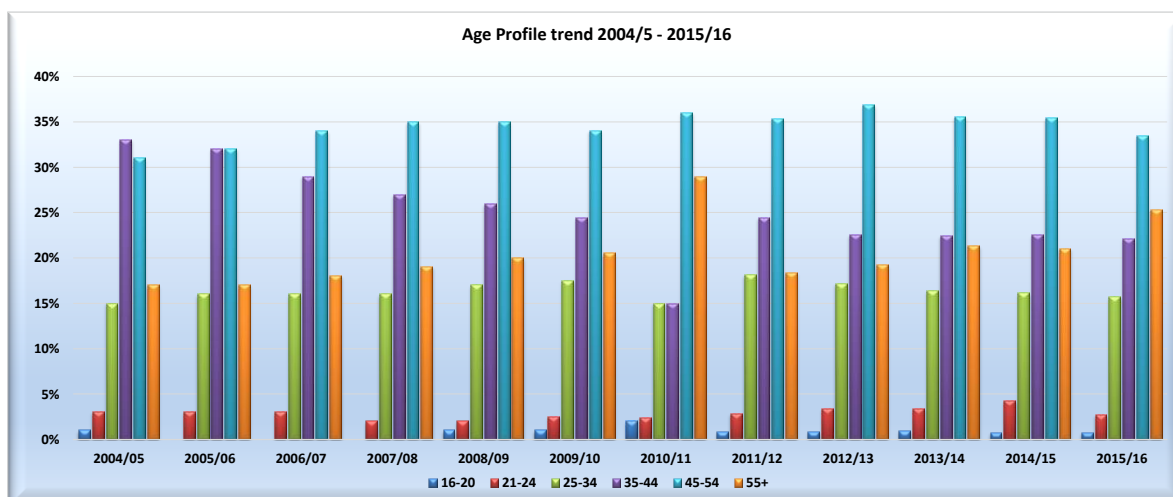
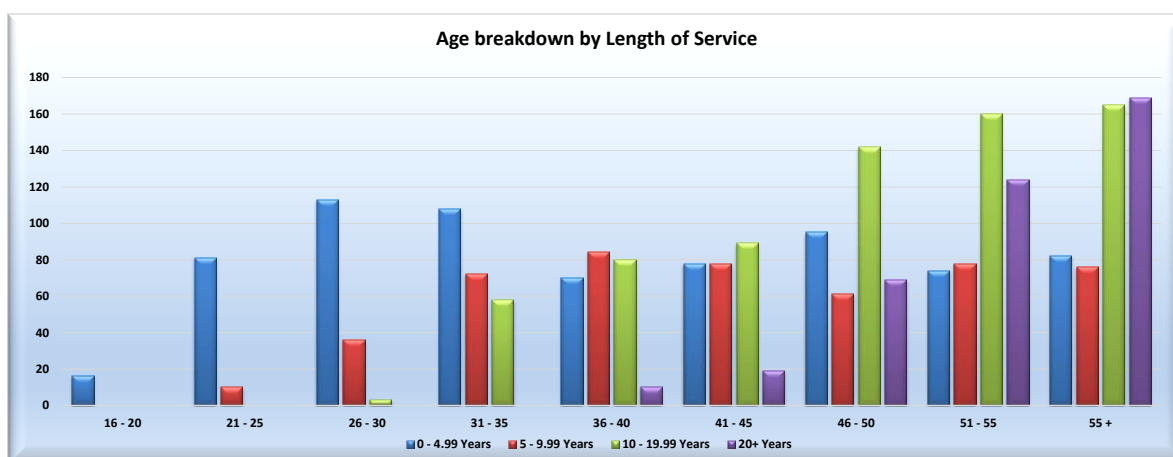
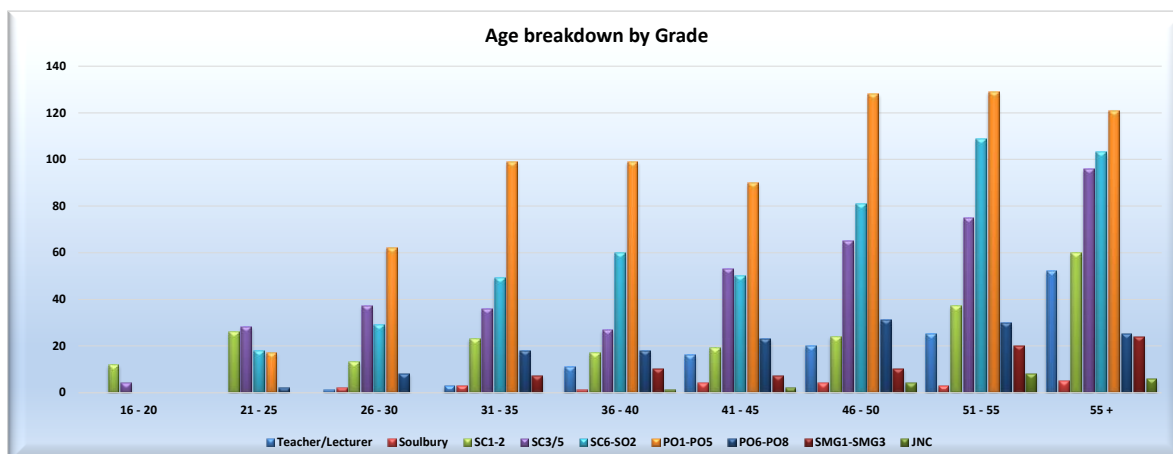
### By Ethnicity

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
BME	10	1.1%	47	5.3%	57	6.5%	105	11.9%	88	10.0%	104	11.8%	147	16.7%	186	21.2%	135	15.4%	879	38.2%
Unknown	4	2.8%	8	5.6%	15	10.6%	10	7.0%	18	12.7%	19	13.4%	29	20.4%	14	9.9%	25	17.6%	142	6.2%
White	2	0.2%	36	2.8%	80	6.3%	123	9.6%	138	10.8%	141	11.0%	191	14.9%	236	18.5%	332	26.0%	1279	55.6%
<b>Total</b>	<b>16</b>	<b>0.7%</b>	<b>91</b>	<b>4.0%</b>	<b>152</b>	<b>6.6%</b>	<b>238</b>	<b>10.3%</b>	<b>244</b>	<b>10.6%</b>	<b>264</b>	<b>11.5%</b>	<b>367</b>	<b>16.0%</b>	<b>436</b>	<b>19.0%</b>	<b>492</b>	<b>21.4%</b>	<b>2300</b>	<b>100.0%</b>

### By Disability

	16 - 20	%	21-25	%	26-30	%	31-35	%	36-40	%	41-45	%	46 - 50	%	51 - 55	%	55+	%	Total	%
Disabled	1	1.2%	2	2.4%	3	3.6%	3	3.6%	7	8.3%	4	4.8%	21	25.0%	19	22.6%	24	28.6%	84	100.0%

## AGE PROFILE - 2015/16



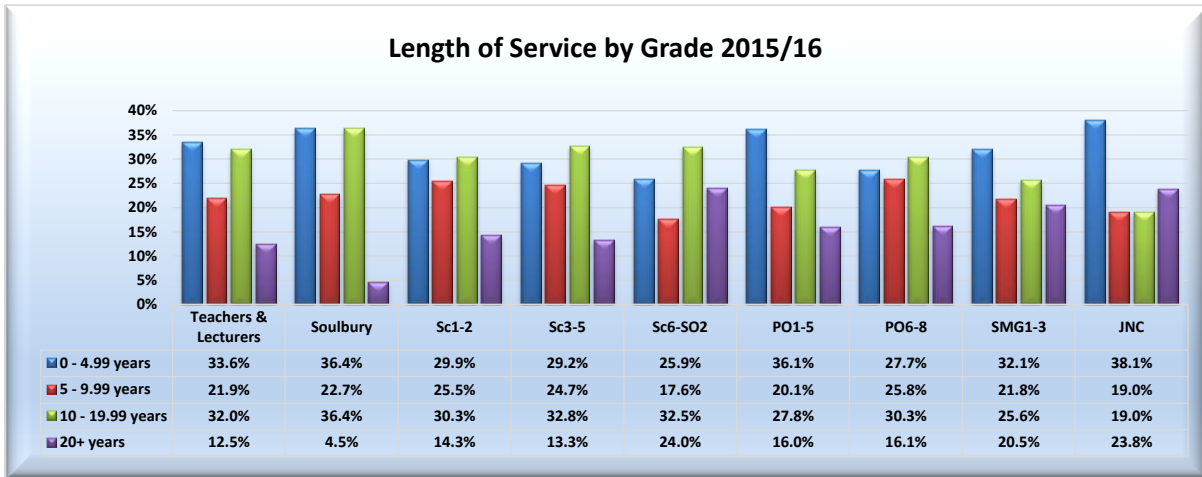
Over the past 12 years the number of staff in the age bands '16 to 20', '21 to 24', '25 to 34', '45 to 54' age groups have remained steady. The age group '35 to 44' has dropped by 10 percentage points over the last 10 years from 32% in 2005/6 to 22% in 2015/16. This can be attributed to the relatively large percent of employees in this age group who were made redundant, or who took voluntary severance during 2015/16. The age group 55+ has increased by 8 percentage points over the last 10 years which can be explained by the numbers of staff in this age group who remain working for the Council for a number of years. The decrease in that age band during 2011/12 can be explained by the large number of redundancies during that year. There is a slight decrease in all age bands as a result of the high number of leavers during the 2015/16 financial year.

**LENGTH OF SERVICE WITH LONDON BOROUGH OF LEWISHAM 2015/16**

BY DIRECTORATE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Children & Young People	199	48.4%	88	21.4%	98	23.8%	26	6.3%	411	17.9%
Community Services	218	31.4%	173	24.9%	218	31.4%	85	12.2%	694	30.2%
Customer Service	177	21.0%	178	21.1%	286	33.9%	202	24.0%	843	36.7%
Resources & Regeneration	123	34.9%	56	15.9%	95	27.0%	78	22.2%	352	15.3%
<b>Total</b>	<b>717</b>	<b>31.2%</b>	<b>495</b>	<b>21.5%</b>	<b>697</b>	<b>30.3%</b>	<b>391</b>	<b>17.0%</b>	<b>2300</b>	<b>100.0%</b>

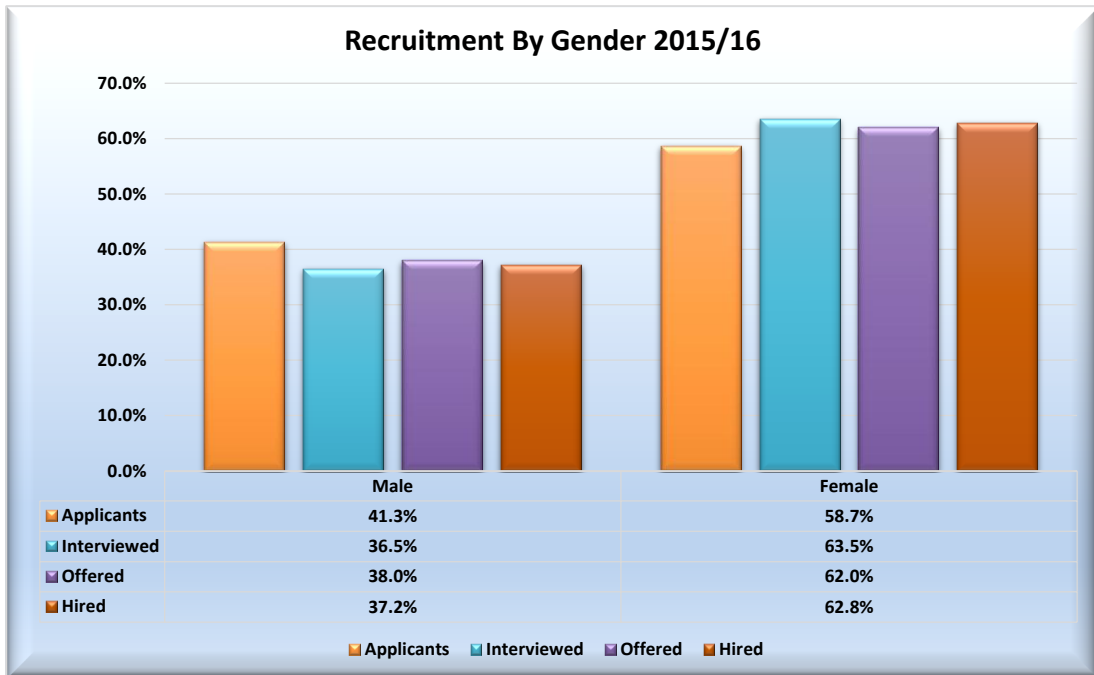
CYP Directorate have the highest proportion of employees with less than 5 years service. This can be explained by increased numbers of Newly Qualified Social Workers joining the Directorate. By comparison, CYP percentage of employees with over 10 years service is lower than the other Directorates, at 23.8%. This could be explained by the nature of social work which has a high level of "burn out" causing social workers to leave after just a few years in post. The Council is taking remedial action to address this issue.

BY GRADE	0 - 4.99 years	%	5 - 9.99 years	%	10 - 19.99 years	%	20+ years	%	Total	Total %
Lect	43	33.6%	28	21.9%	41	32.0%	16	12.5%	128	5.6%
Soulbury	8	36.4%	5	22.7%	8	36.4%	1	4.5%	22	1.0%
Sc1 - 2	69	29.9%	59	25.5%	70	30.3%	33	14.3%	231	10.0%
Sc3 - 5	123	29.2%	104	24.7%	138	32.8%	56	13.3%	421	18.3%
Sc6 - SO2	129	25.9%	88	17.6%	162	32.5%	120	24.0%	499	21.7%
PO1 - 5	269	36.1%	150	20.1%	207	27.8%	119	16.0%	745	32.4%
PO6 - 8	43	27.7%	40	25.8%	47	30.3%	25	16.1%	155	6.7%
SMG1 - 3	25	32.1%	17	21.8%	20	25.6%	16	20.5%	78	3.4%
JNC	8	38.1%	4	19.0%	4	19.0%	5	23.8%	21	0.9%
<b>Total</b>	<b>717</b>	<b>31.2%</b>	<b>495</b>	<b>21.5%</b>	<b>697</b>	<b>30.3%</b>	<b>391</b>	<b>17.0%</b>	<b>2300</b>	<b>100.0%</b>



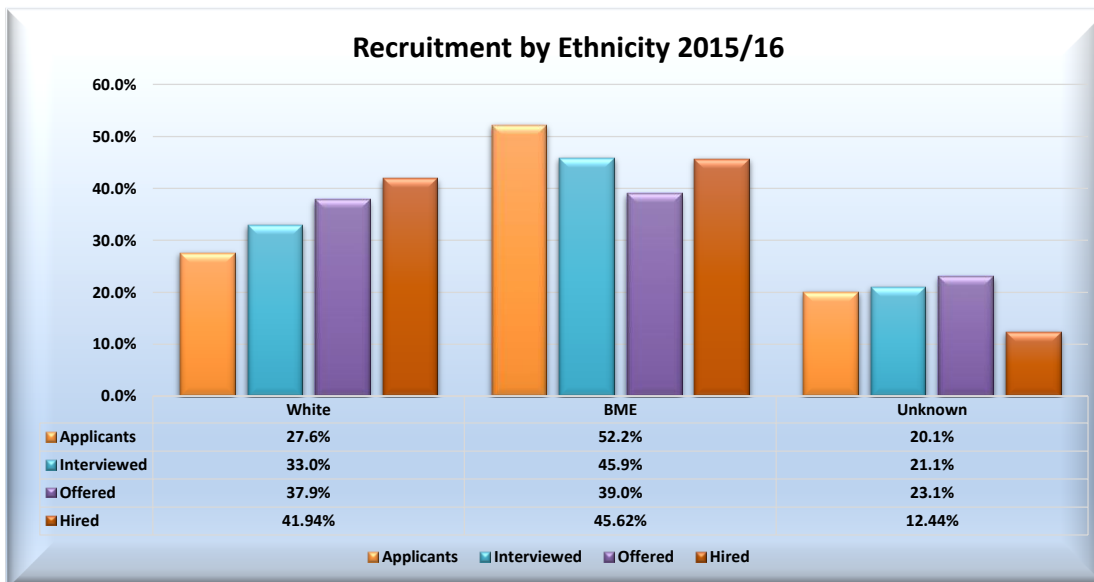
The table above demonstrates that there is a direct correlation between seniority and length of service. The success of the Council's apprenticeship scheme is evident by the high numbers of Sc1/2 employees in the length of service band '0 to 4.99' years and also in the grade band 'Sc3/5' as apprentices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

## Recruitment by Gender 2015/16



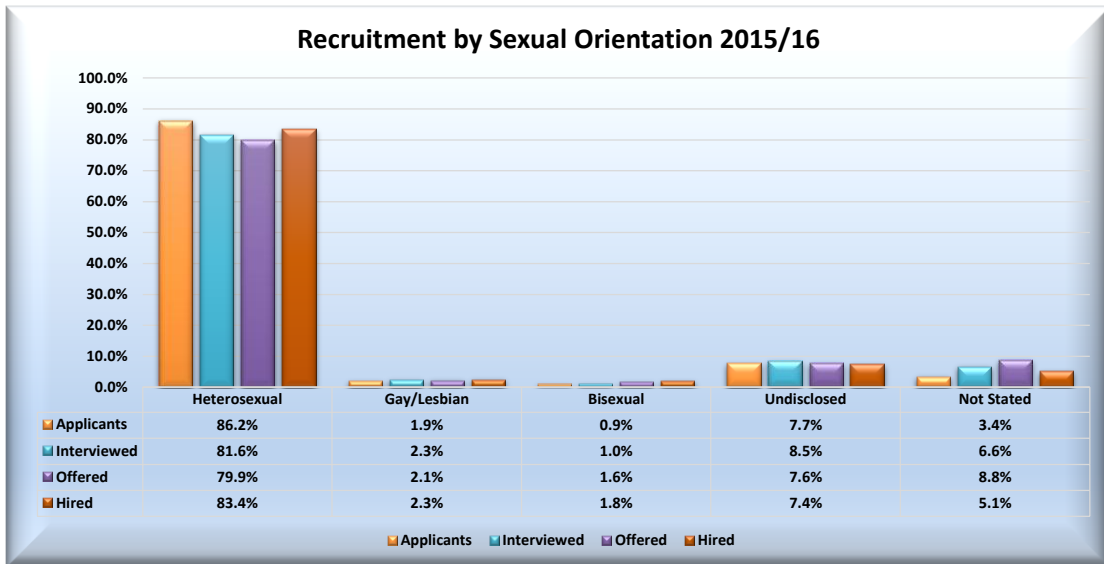
The Council received 4236 applications for 314 roles and appointed to 385 posts of which 231 were external and 154 were internal staff. 58.7% of applications made to the Council during 2015/16 were from female applicants which is an increase from 56.4% during 2013/14. Of the total appointments made during 2015/16, female appointees account for 62.8% of all appointments made.

## Recruitment by Ethnicity 2015/16



During 2015/16, 52.2% of applications were made by applicants who identify as BME, which compares to 57.1% during 2014/15. During 2015/16 BME candidates represent 45.62% of the total appointments made, which is broadly comparable to the BME working age population which stands at 44%.

## Recruitment by Sexual Orientation 2015/16



1.9% of all job applications made during 2015/16 were from applicants who identify as Lesbian Gay Bisexual or Transgender (LGBT) which is lower to last year's figure of 2.8%. 2.3% of total appointments made during 2015/16 were to candidates who identify as LGBT, which is lower than last year's figure of 4.1%.



## Impact of HR Processes

During 2015/16, the HR Division supported the Council in delivering services at a time of large public sector reductions by maintaining employee engagement and relations. The division ensured relatively good employee relations within the Council.

Moving into 2016/17 the HR Division continues to work to deliver the council's people management strategy objectives, having recently consulted managers to re launch these.

They are:

To lead and engage people through change by reshaping the organisational structure for an agile and flexible workforce and to streamline our management costs

To improve performance by improving productivity, reducing costs whilst maintaining high quality outputs; develop manager skills to improve performance

To develop new ways of working by changes to the Council's role; residents expectations of flexible, personalised and responsive services and the need for an agile and flexible workforce

### Top three priorities for 2016 – 17 are:

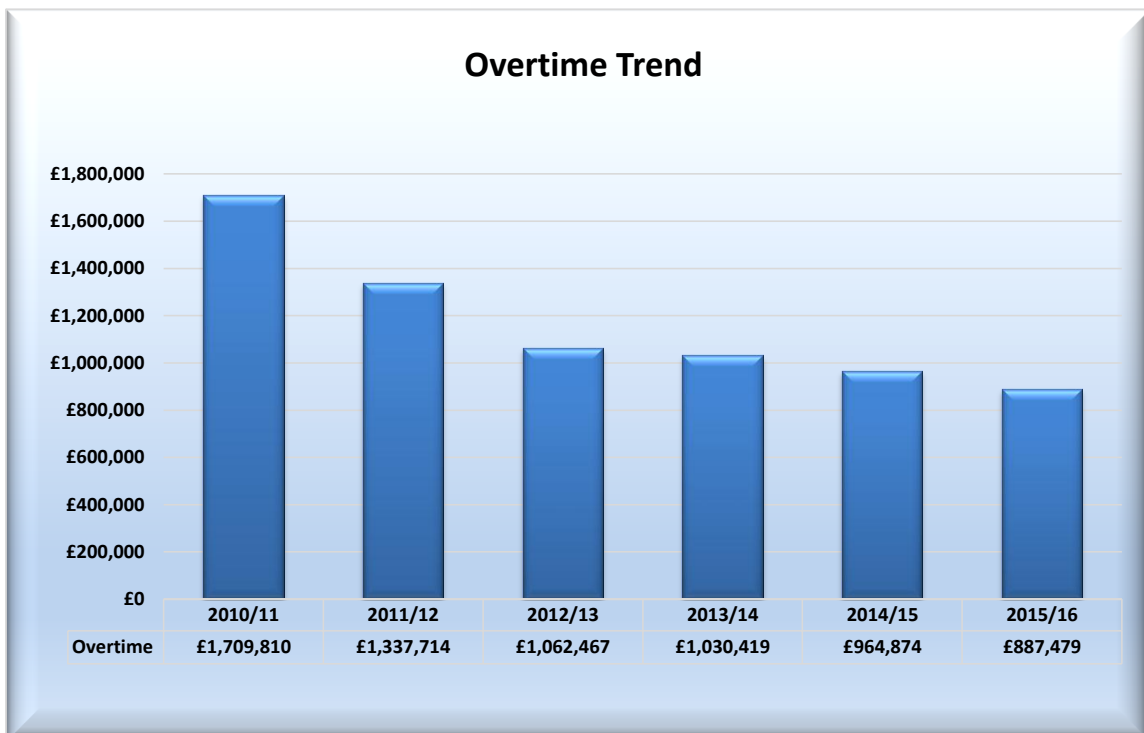
To enhance workforce capability and capacity, including the implementation of a talent management strategy to ensure organisational sustainability

To ensure people management processes are efficient and effective for managers and employees and that they are aware of them

To support service transformations and change, reorganisations and budget savings

## OVERTIME/ADDITIONAL HOURS 2015/16

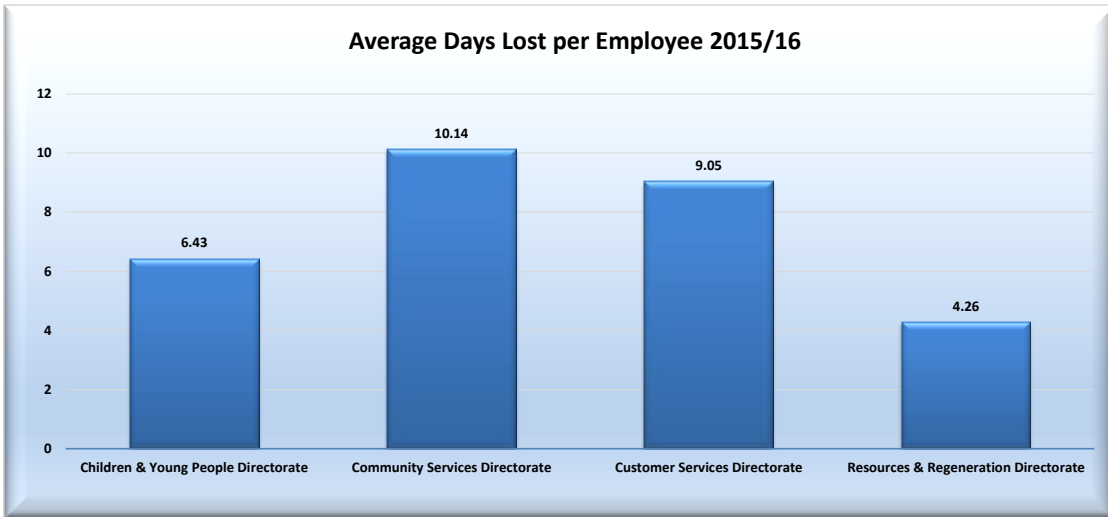
	Overtime 2014/15	Overtime 2015/16	Increase / decrease
Children and Young People	79360.84	74452.72	-4908.12
Community Services	122048.23	128832.45	6784.22
Customer Services	726028.35	669034.61	-56993.74
Resources & Regeneration	37436.83	15159.21	-22277.62
<b>Total</b>	<b>£964,874</b>	<b>£887,479</b>	<b>-£77,395</b>



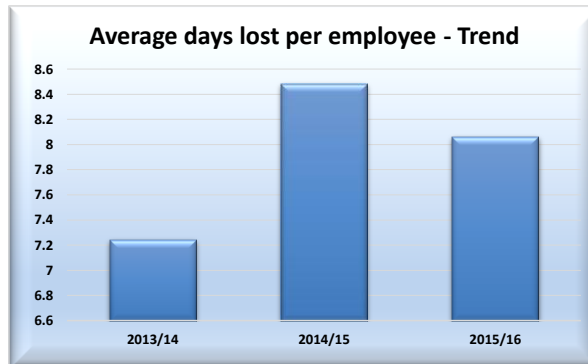
The overtime trend has continued to decrease over the last 6 years and continues to be closely monitored on a monthly basis.

## SICKNESS ABSENCE PER EMPLOYEE (excluding Schools) - 2015/16

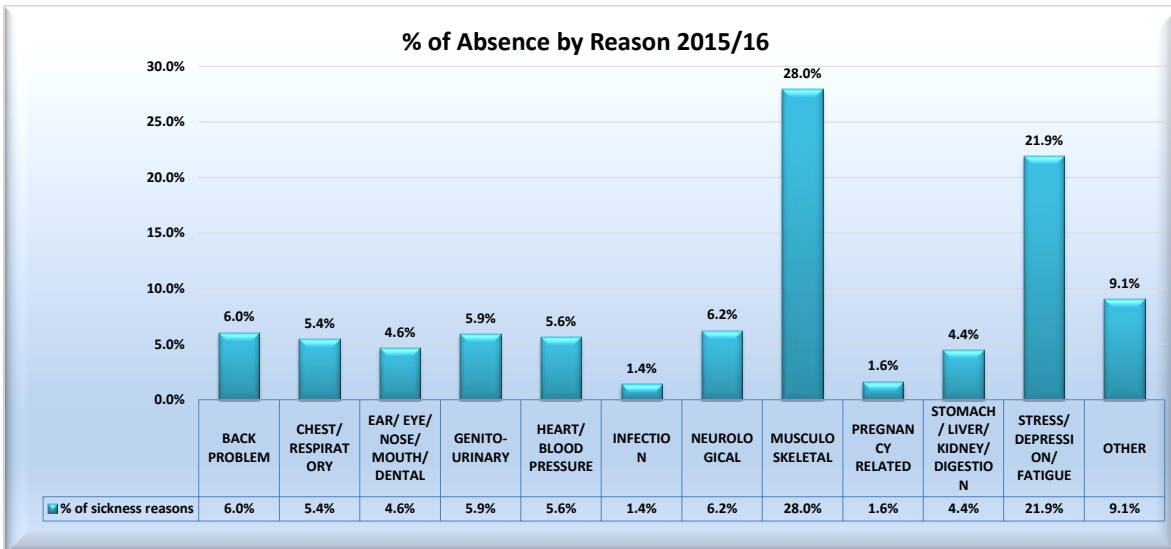
Directorate	Actual Days	Average FTE	Avg Days Lost 15/16	Avg Days Lost 14/15
Children & Young People Directorate	2629.21	409.21	6.43	7.08
Community Services Directorate	5886.63	580.69	10.14	10.27
Customer Services Directorate	7402.19	818.28	9.05	9.86
Resources & Regeneration Directorate	1502.16	352.35	4.26	4.24
<b>Lewisham Council excluding Schools</b>	<b>17420.19</b>	<b>2160.54</b>	<b>8.06</b>	<b>8.48</b>



The average days lost per employee has decreased to 8.06 days from 8.48 days during 2014/15. The median number of days lost per employee across London Councils is 7.9 (*source London Councils Human Capital Matrix 2015*). The average number of days lost has decreased in all Directorates, apart from Resources and Regeneration which is very similar to last year's figure, although overall Resources and Regeneration Directorate has a lower average days lost than the other Directorates.

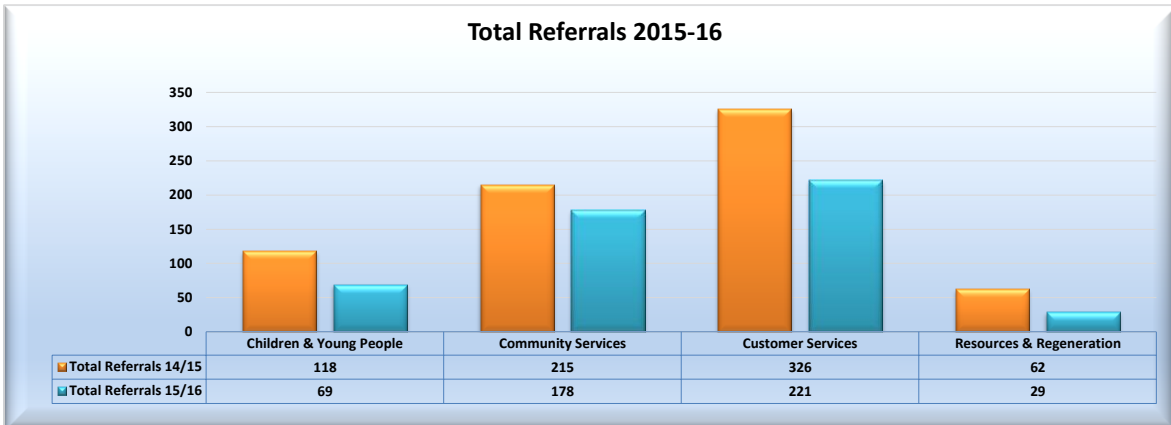


## OCCUPATIONAL HEALTH REFERRALS EXCLUDING SCHOOLS



\*N.B. Sickness reasons are only included for 1st referrals (not re-referrals or follow ups) and so totals will not correspond to total referrals for the year.

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



\*Total referrals include 1st referrals, Non Attendees and Follow ups

## PROMOTED EMPLOYEES - 2015/16

Promoted Employees		Total Employees	
196	8.5%	2300	100%

BY DIRECTORATE									
Children & Young People		Community Services		Customer Services		Resources & Regeneration		Total	
54	13.14%	35	5.04%	69	8.19%	38	10.80%	196	8.52%

BY GENDER					
Male		Female		Total	
59	6.59%	137	9.75%	196	8.52%

BY GRADE											
Lecturer		Soulbury		SC1-2		SC3-5		SC6-SO2		PO1-5	
0	0.00%	2	9.09%	1	0.43%	15	3.56%	49	9.82%	83	11.14%
PO6-8		SMG1-SMG3		JNC		Total					
31	20.00%	15	19.23%	0	0.0%	196	8.5%				

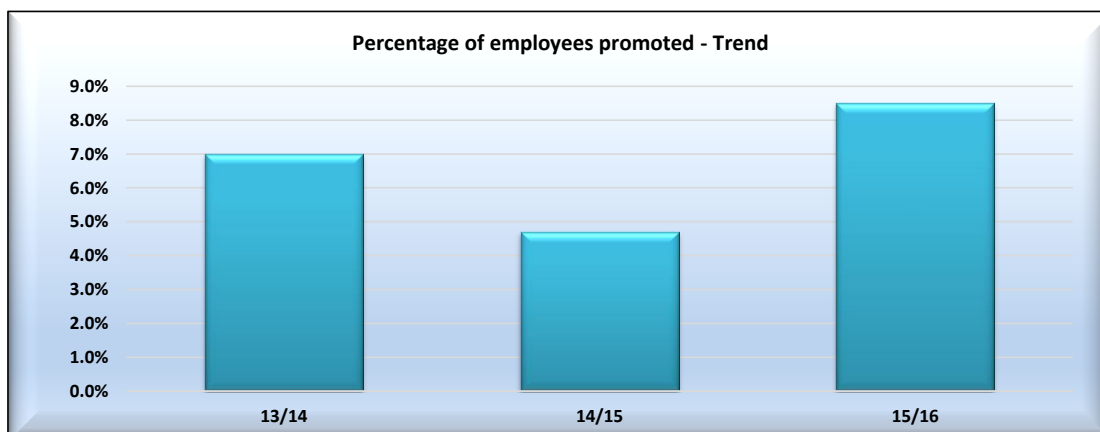
BY LENGTH OF SERVICE									
0-4.99 years		5-9.99 years		10.19.99 years		20+ years		Total	
67	9.3%	56	11.3%	54	7.7%	19	4.9%	196	8.5%

BY AGE											
16 - 20		21 - 25		26 - 30		31 - 35		36 - 40		41 - 45	
1	6.3%	17	18.7%	21	13.8%	30	12.6%	20	8.2%	26	9.8%
46-50		51-55		55+		Total					
30	8.2%	32	7.3%	19	3.9%	196	8.5%				

BY ETHNICITY							
BME		Unknown		White		Total	
73	8.3%	8	5.6%	115	9.0%	196	8.5%

BY DISABILITY	
Disabled	
2	

The percentage of promoted non-schools employees during 2015/16 is 8.5%. Promotion is defined as those staff who have had their post regraded or achieved promotion through appointment to a more senior position and it also includes staff appointed to higher grades as a result of the restructures.



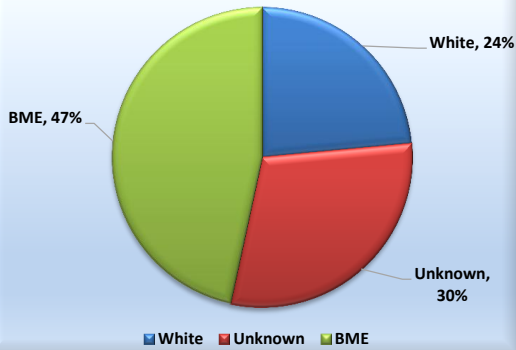
## Agency Profile 2015/16

### Agency Gender Profile 2015/16

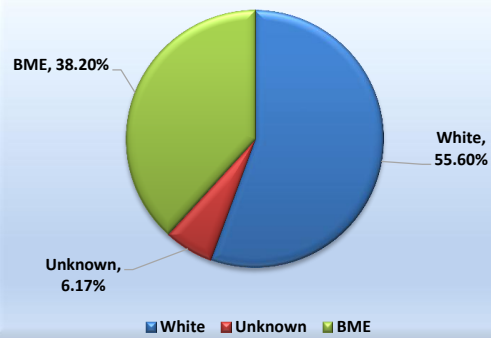
Gender	Community	Customer	Children & Young People	Resources & Regeneration	Total
<b>Women</b>	103	88	86	38	315
<b>Men</b>	56	238	23	48	365
<b>Total</b>	<b>159</b>	<b>326</b>	<b>109</b>	<b>86</b>	<b>680</b>

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

### Agency Ethnicity Profile 2015/16

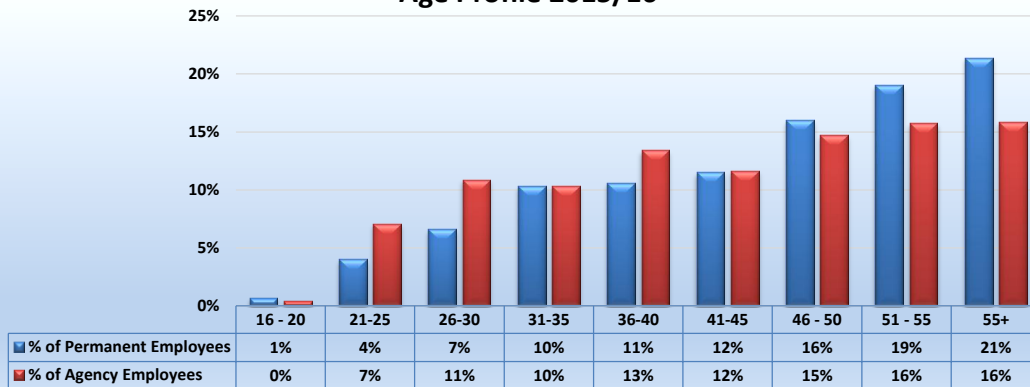


### Agency Ethnicity Profile 2014/15



The high percentage of agency workers having an "unknown" ethnic origin can be explained by the fact that although Reed (who have the contract for the Agency Managed Service (AMS)) require that their agency workers provide this information, third party suppliers to the contract do not require that their workers provide this information.

### Age Profile 2015/16

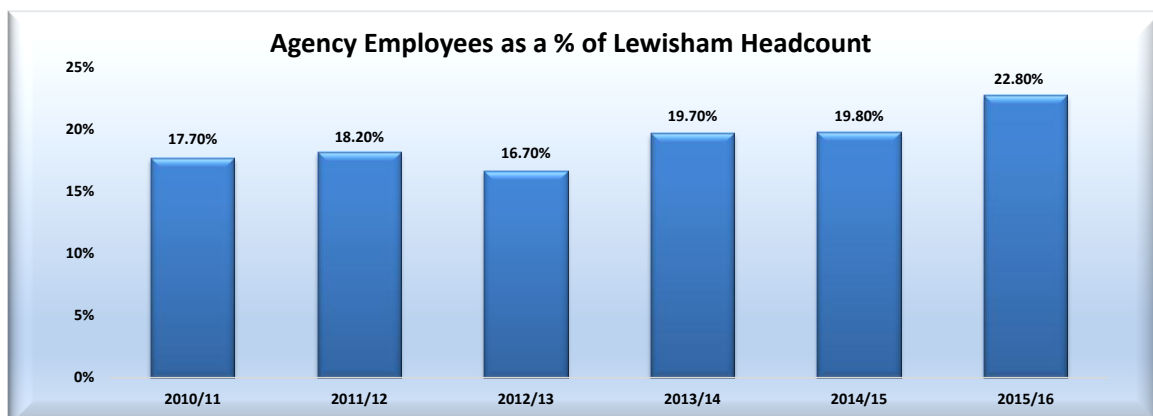


32% of agency workers are aged over 50. This could be due to the fact that these experienced agency workers are covering niche roles in the Council.

## AGENCY STAFF EXPENDITURE

April 2015 to March 2016

ANNUAL SPEND ON AGENCY STAFF BY DIRECTORATE				
Directorate	2015/16		2014/15	
	£'000	%	£'000	%
Community Services	5273	26.4%	5023	28.7%
Customer Services	7596	38.1%	6621	37.8%
Children & Young People	4344	21.8%	3424	19.5%
Resources & Regeneration	2736	13.7%	2439	14.0%
<b>TOTAL</b>	<b>19,949</b>	<b>100.0%</b>	<b>17,507</b>	<b>100.0%</b>



In 2015/16 agency staff made up 22.8% of the total workforce compared to 19.8% in 2014/15. The percentage of average agency employees has increased by 3 percentage points over the last year due to an increase in the number of interims engaged, an increase in the number of re-organisations which has resulted in specialist individuals being engaged to cover posts whilst permanent recruitment is being undertaken, and the implementation of specific projects i.e. the new shared IT service with Brent which has resulted in a large increase of short term skilled agency workers.

This along with the fact that agency worker tenure has increased has resulted in an increase in expenditure of £2,442,000 on the previous year's figure.

AVERAGE NUMBER FOR THE "TOP JOB ROLES" AGENCY STAFF PER MONTH 2015/16		
Directorate	Job Role	No.
Community Services	Social worker	47
	Support Worker	26
	Bar steward	18
	Business support & Admin	6
Customer Services	Loader/Sweeper	139
	Passenger Attendant	31
	Call and Service point Officer	15
	LGV Driver	15
	Benefits Officer	12
Children & Young People	Social worker	38
	Business support	15
	Team Manager	8
	Admin support Office	8
Resources & Regeneration	Planning Officers/Assts	12
	Administration	5

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

## Learning & Development 2015/16

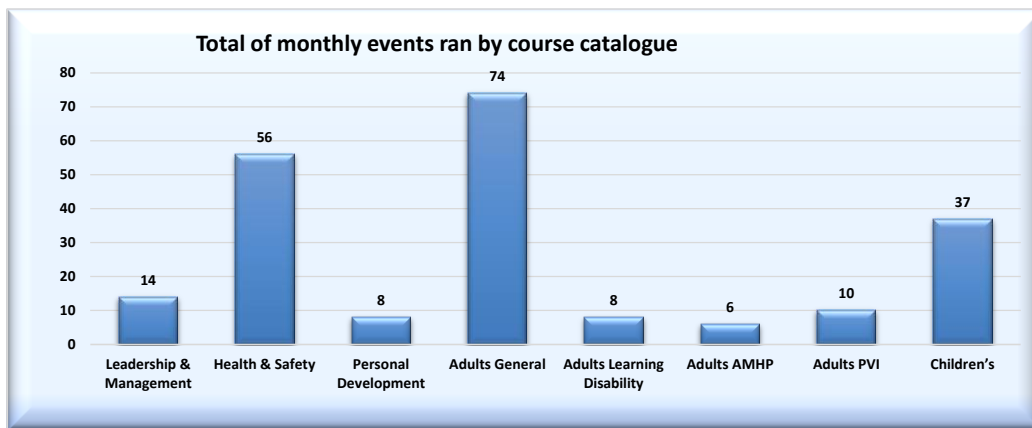
### Staff Attendance on courses April 2015 – March 2016.

From April 2015 the council went into partnership with Reed Learning for delivery of face to face learning. During the period of April 2015 – March 2016, a total **213** courses were successfully delivered via this partnership. In addition a total of **64** internal learning and development events were also run. Of the courses and internal events that were run, **124** courses had an attendance of over 70%. A total of **2203** delegates booked to attend all courses and events. A total of 1673 delegates attended, resulting to a 76% attendance for the training year.

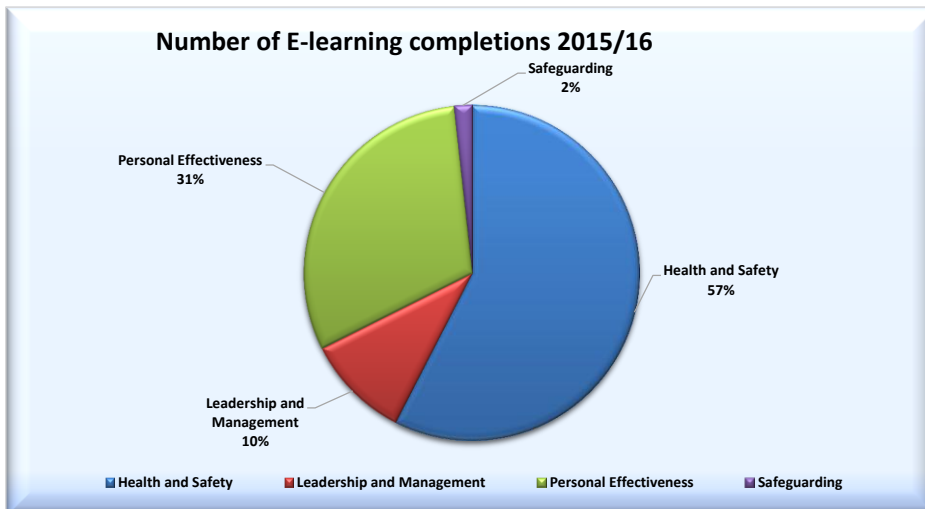
Full delegate details are not available prior to November 2015. From November 2015 to March 2016, 885 delegates attended training events. Of these **885**, **438** were internal council staff and **347** were from the private, voluntary and independent sector.

Of attendees from November 2015 to March 2016, Community Services directorate had the highest attendance with **182** attendees followed by CYP with 158. Resources and Regeneration and Customer Services had **52** and **46** respectively.

Through the whole of the reporting period (April 2015 to March 2016), 144 Children and Adults social care delegates attended the internal events arranged by the L&D team.



Of the learning programmes described above, Adult courses were the most delivered with a total of **98** events.



Of the E-learning programmes listed above by course types, **179** staff completed **35** courses relating to the above subject areas. Health and Safety courses were the most completed.



## LEAVERS 2015/16

In 2015/16 the number of non-schools employees reduced from 2551 at the beginning of the year, to 2300 by the year's end, a net reduction of 251 staff ie. 9.8% in staff numbers.

Total number of employees at April 2015 - 2551  
Less number of employees leaving on redundancy terms - 113  
Less number of employees leaving on Voluntary Severance - 75  
Less number of voluntary leavers/dismissals (includes resignations & retirements) - 294  
Plus number of new starters -231  
Total number of employees at March 2016 - 2300

Analysis of the 294 voluntary leavers, representing a 11.5% turnover, is higher than the 9.4% turnover figure in 2014/15 and continues to be higher than the average trend for the previous years. Further analysis of this increase is being undertaken.

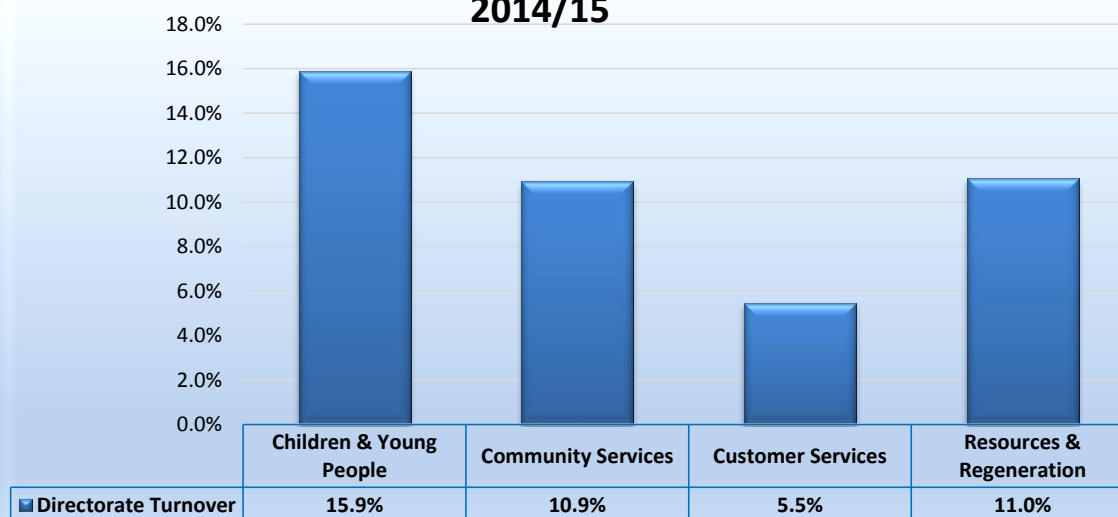
Employees being made redundant continue to be offered HR briefings on the redeployment/redundancy process together with a programme of outplacement support training (OPS) and advice from Jobcentre Plus. The programme includes CV writing and job search skills, interview skills, and business start up workshops. Feedback on the OPS support has been extremely positive as has the feedback for the confidential financial advice sessions offered to staff. Employees are also offered one to one coaching sessions from REED and a comprehensive "employability skills" programme has been set up on the intranet for employees which includes practice psychometric tests.

## Voluntary Leavers between 01/04/2015 - 31/03/2016

Voluntary leavers are those who have chosen to leave the Authority for reasons not initiated by the Council so do not include redundancies, dismissals, TUPE transfer.

Directorate	Employed April 15	Employed March 16	Net Voluntary Leavers	Directorate Turnover
Children & Young People	533	411	75	15.9%
Community Services	804	694	82	10.9%
Customer Services	842	843	46	5.5%
Resources & Regeneration	372	352	40	11.0%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>

### Staff Turnover - Voluntary Leavers by Directorate 2014/15



BY GENDER	Employed April 15	Employed March 16	Leavers Count	Turnover
Female	1548	1405	164	11.1%
Male	1003	895	80	8.4%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>

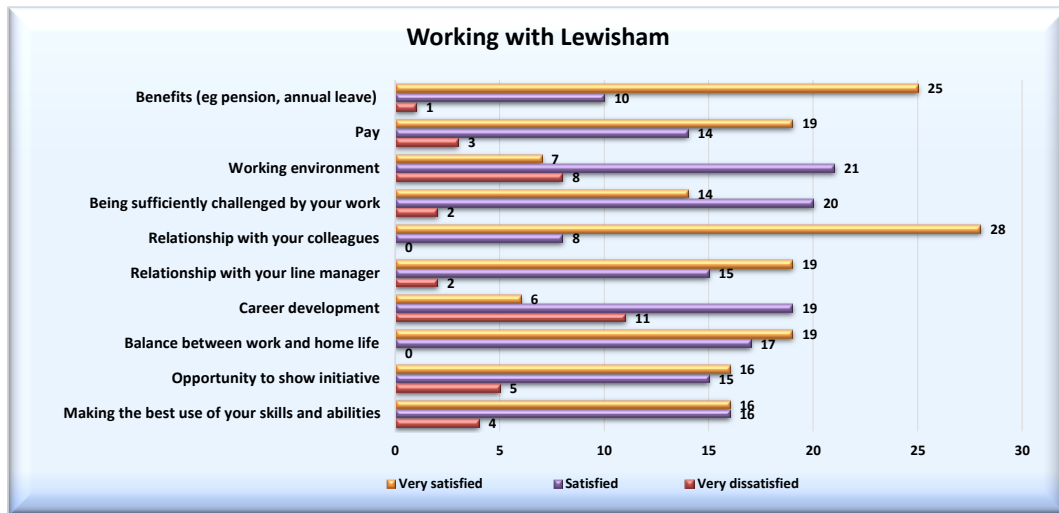
BY ETHNICITY	Employed April 15	Employed March 16	Leavers Count	Turnover
BME	981	879	96	10.3%
Unknown	151	142	18	12.3%
White	1419	1279	130	9.6%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>

BY LENGTH OF SERVICE	Employed April 15	Employed March 16	Leavers Count	Turnover
0 - 4.99 Years	702	717	105	14.8%
5 - 9.99 Years	641	495	57	10.0%
10 - 19.99 Years	756	697	52	7.2%
20+ Years	452	391	30	7.1%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>
Turnover is highest amongst those with less than 5 years service which could be explained by the Apprenticeship Scheme, which lasts for 22 months.				

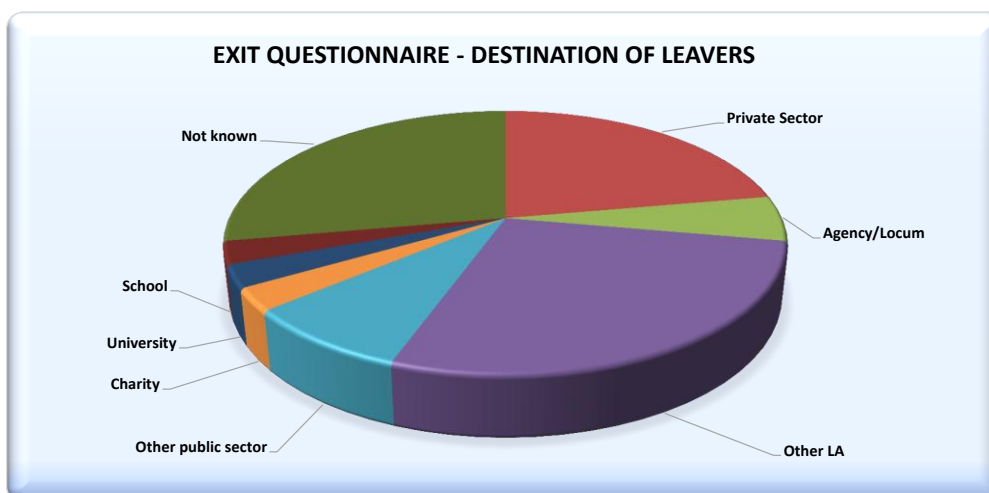
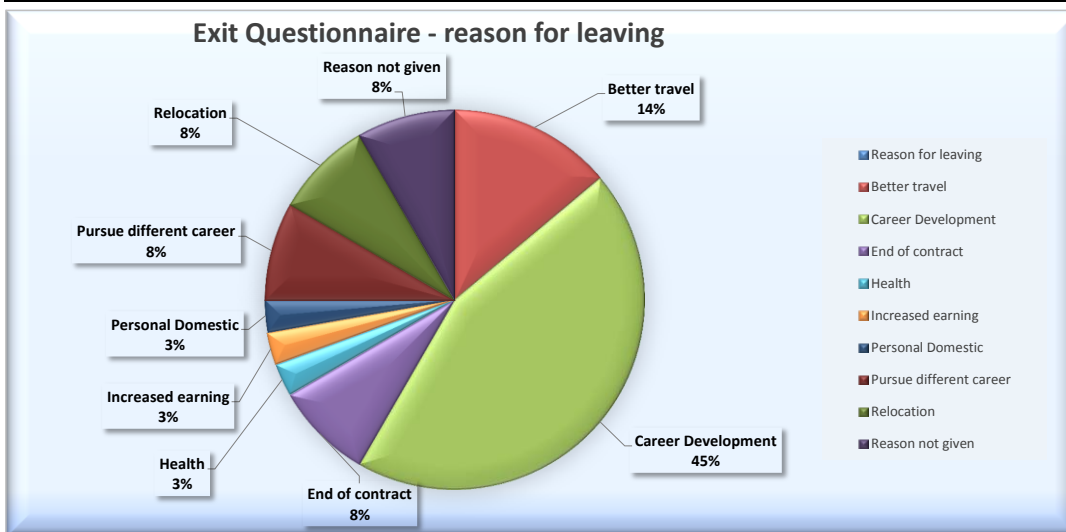
BY AGE	Employed April 15	Employed March 16	Leavers Count	Turnover
16 - 20	18	16	3	17.6%
21 - 25	107	91	27	27.3%
26 - 30	166	152	23	14.5%
31 - 35	245	238	26	10.8%
36 - 40	258	244	23	9.2%
41 - 45	319	264	29	9.9%
46 - 50	416	367	20	5.1%
51 - 55	487	436	21	4.6%
55 +	535	492	72	14.0%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>
Again turnover by age band is the highest amongst those in the 21 to 25 age band which could be explained by the number of young people on the Apprenticeship Scheme, although there is a "prior consideration" scheme in place for those who successfully complete their trainee placement				

BY Grade	Employed April 15	Employed March 16	Leavers Count	Turnover
Lect	143	128	10	7.4%
Soulbury	24	22	6	26.1%
Sc1 - 2	273	231	34	13.5%
Sc3 - 5	491	421	32	7.0%
Sc6 - SO2	519	499	24	4.7%
PO1 - 5	835	745	99	12.5%
PO6 - 8	172	155	27	16.5%
SMG1 - 3	71	78	8	10.7%
JNC	23	21	4	18.2%
<b>Total</b>	<b>2551</b>	<b>2300</b>	<b>244</b>	<b>10.1%</b>

## Exit Survey 2015/16



36 people completed an exit questionnaire during 2015/16 - 97% of leavers were satisfied/very satisfied with the benefits that Lewisham offers to employees and 92% of leavers were satisfied/very satisfied with their pay; 78% of leavers were satisfied/very satisfied with the working environment. The main reason employees gave for leaving was 'career development' and the main destination of leavers was "other local authority"



HR is taking action to encourage leavers to complete the exit questionnaire, in order to give more in-depth analysis of the views of those leaving the Council - this includes a link to the questionnaire in the leavers letter and also follow up emails from HR