

Lambeth Equalities Workforce Report 2008-09

Introduction

The Equalities Workforce Report 2008/9 outlines Lambeth's key workforce statistics. The results are used to inform our people management approach. Where possible, comparative data to other London boroughs is provided to set the context in which Lambeth works.

The council has a workforce of 3400 staff, and 708 agency workers at the end of March 2009. 4525 staff are employed in schools. The workforce is representative of our community and 24.18% of staff live in the borough.

For ease of reading, this report is structured around the employee lifecycle: Recruitment, Working and Exiting.

In 2008-09, the council carried out 600 recruitment campaigns, attracting high quality staff into the organisation. The council's reputation in the market place is strong, as evidenced by nearly ten thousand applications to work at the council, and feedback indicates that Lambeth is seen as a credible and desirable employer.

This view of the council is shared by our staff, as evidenced through our staff survey and Investors in People (IiP) assessment. Staff have more confidence in senior management than in any other staff survey carried out.

This is supporting our ability to keep good staff. The council is performing well on staff retention and our turnover reduced significantly from 17% in 2007/08 to 11.45% in 2008/09, greatly over performing against our target of 14%.

Our workforce profile shows that we reflect the diversity that characterises the borough. This places Lambeth significantly ahead of other local authorities across London. 59% of our staff are from Black and Minority Ethnic (BME) groups, which means that we are in a good position to respond to and understand the needs of our residents, 38% of whom are from BME groups. This places Lambeth firmly in the top quartile performance for London and England.

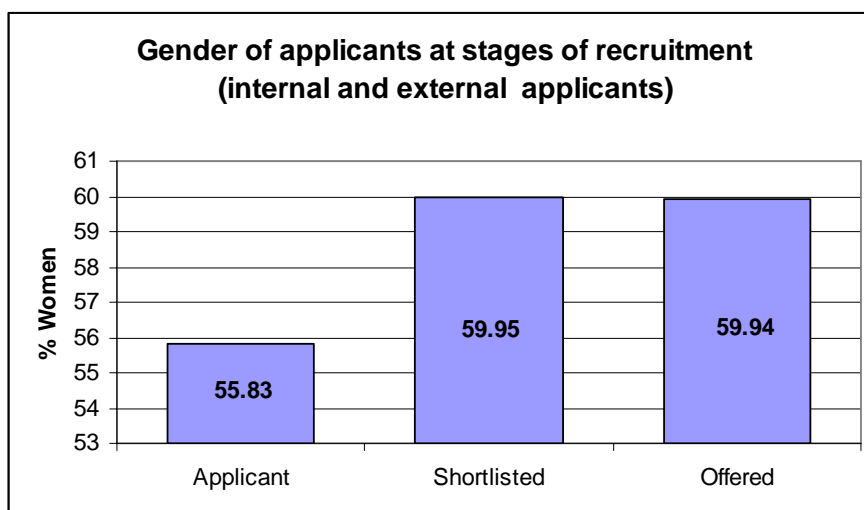
Similarly, we have increased the proportion of our top 5% of earners that are women, over the last year from 39.81% to 41% (65 out of 174 staff), achieving our target of 42%. Nationally this places Lambeth in the mid-quartile in London and England.

A review of the areas for improvement across the council shows themes that were raised through our staff survey. These are broadly: developing our middle managers; creating career progression opportunities; managing absence to reduce the cost to the organisation in lost productivity and the increased pressure that this places on staff delivering services with depleted team. We have plans in place to address these issues during 2009/10.

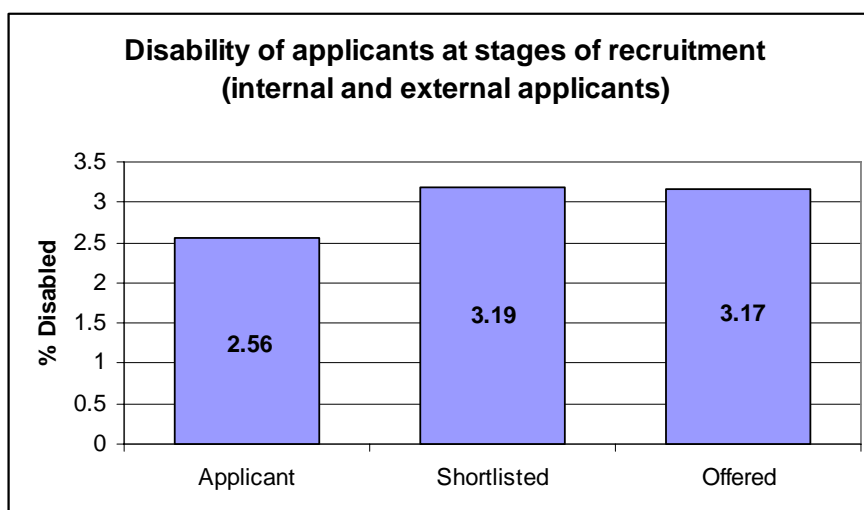
1. Recruitment

This section sets out key data in tables for Lambeth Council as at 31 March 2009, with a short summary at the end of the section to explain the context in which the information is presented.

1.1. Gender of applicants at stages of recruitment (internal and external applicants)



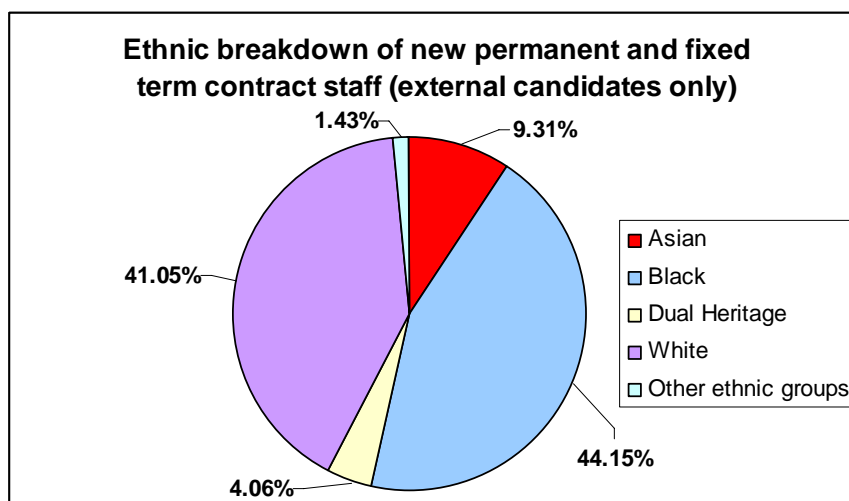
1.2. Disability of applicants at stages of recruitment (internal and external applicants)



1.3. Ethnicity of applicants at stages of recruitment (internal and external applicants)

Equalities Group	Applicant	Short listed	Offered
Asian	709	124	39
Black	3787	721	213
Dual Heritage	342	75	22
White	2455	600	233
Other ethnic groups	170	26	12
Unknown	2263	447	174
% B.M.E. staff	67.10	61.19	55.11

1.4. Ethnic breakdown of new permanent and fixed term contract staff (external candidates only)



1.5. Summary - recruitment

Lambeth's workforce continues to reflect the community that it serves. Women continue to be well represented in Lambeth's workforce, achieving well at interview.

Lambeth's overall percentage of staff with a disability is 6.42% down slightly from 2007/08 (7%). The council has work to do to employ more disabled people but we are aware that staff and potential staff may choose not to declare their disability, and the figures are therefore not complete. The council is working to create an environment in which people feel comfortable making a full declaration.

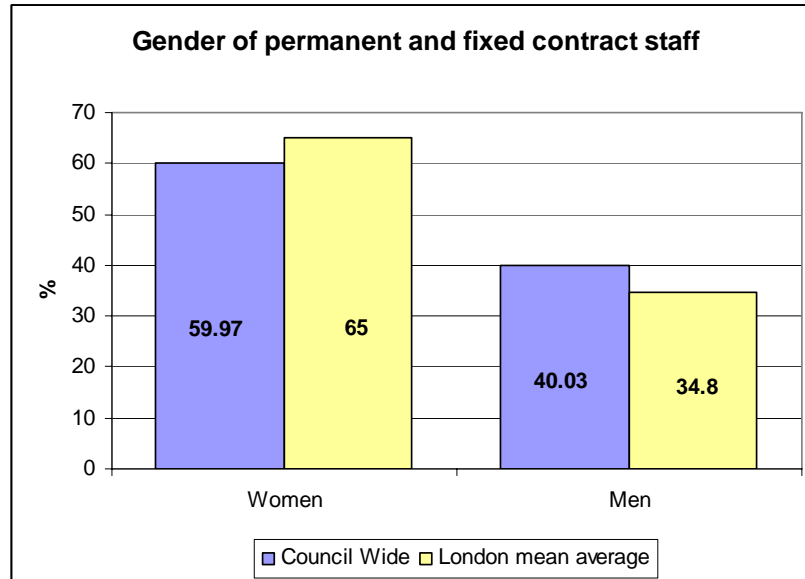
We are proud to reflect the diversity that characterises the borough. This places Lambeth far and away ahead of other local authorities across London 59% of the workforce are from BME groups, which means that we are in a good position to respond to and understand the needs of our 38% of BME residents and places us firmly in the top quartile for London and England.

Monitoring of recruitment will improve further with the introduction of a new recruitment IT system during 2009/10.

2. Working – Workforce Profile

This section sets out key data in tables for Lambeth Council as at 31 March 2009, with a short summary at the end of the section to explain the context in which the information is presented.

2.1. Gender of Permanent and fixed contract staff



2.2. Gender of Permanent and fixed contract staff in the top 5% of earners

The proportion of top 5% earners that are women improved during 2008/9 from 39.81% at the end of 2007/08 to 41% at the end of 2008/09 (65 out of 174 staff). Nationally this places Lambeth in the mid-quartile in London and England, slightly behind the London median of 47.7%.

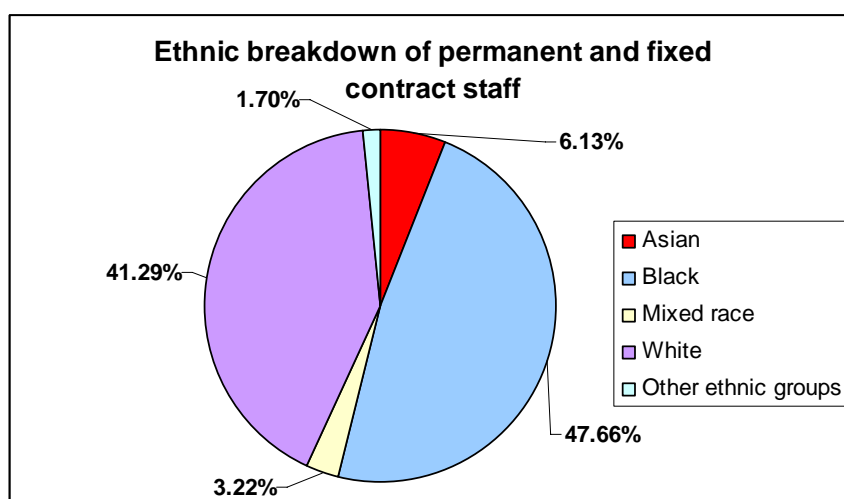
2.3. Disability of Permanent and fixed contract staff

Equalities Group	Council Wide	London median
Disabled	203	
%	6.42	3.8
Not disabled	2960	
%	93.58	96.2
Unknown	226	

2.4. Disability of Permanent and fixed contract staff in the top 5% of earners

The proportion of top earners with a disability decreased from 4.65% at the end of 2007/08 to 1.98% at the end of 2008/09. This is significantly behind the council target of 8.28%, in bottom quartile in London and mid-quartile nationally. The London median is 3.5%

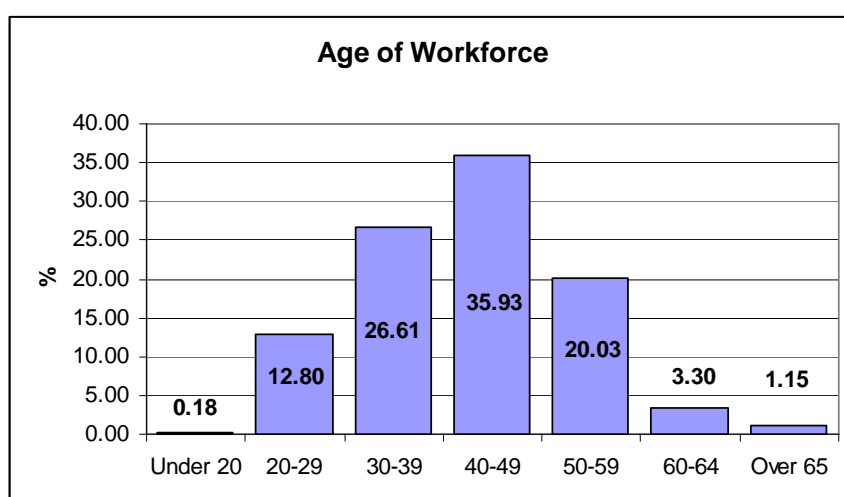
2.5. Ethnicity of Permanent and fixed contract staff



2.6. Ethnicity of Permanent and fixed contract staff in the top 5% of earners

The proportion of top 5% of BME earners, shows that Lambeth's 2008/09 percentage of 22.97% is comparable to the end of 2007/08. It should be noted however that Lambeth is in the top quartile in London and nationally and far ahead of the London median of 13.3%.

2.7 Age of Workforce



2.8 Summary – workforce profile

Analysis of the top 5% of BME earners, shows that Lambeth's 2008/09 percentage of 22.97% is comparable to the end of 2007/08, but below the council target of 28.1%. It should be noted however that Lambeth is in the top quartile in London and nationally.

The gender profile of Lambeth Council is healthy. The staff survey carried out in 2008 showed no discernable difference in responses between males and females across all areas covered in our questionnaire there are no council wide areas of concern regarding gender in the workforce.

The proportion of women in the top 5% of earners at Lambeth shows that Lambeth is in the upper median when compared to all local authorities in England in 2007/8, exceeding the England wide average of 35.42%. When compared to London authorities, Lambeth is in the lower median as the proportion of women in the top 5% of earners is just below the 2007/08 London average of 44.81%. Lambeth's figure of 41.65% represents approximately 68 women as a proportion of the 163 highest paid staff.

The percentage of staff with a disability has decreased slightly in the last year from 7% at the end of 2007/08 to 6.42% at the end of 2008/09. The proportion of top earners with a disability has decreased from 4.65% at the end of 2007/08 to 1.98% at the end of 2008/09. This is behind the council target of 8.28%, and puts us in the bottom quartile in London and mid-quartile nationally.

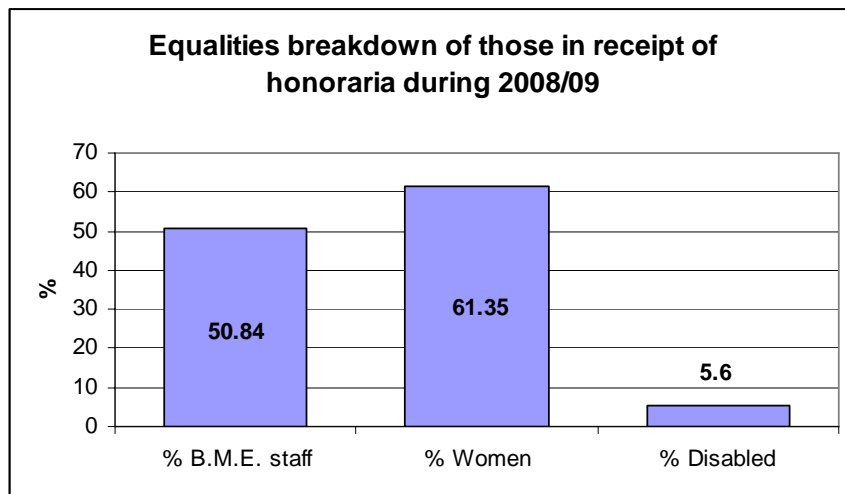
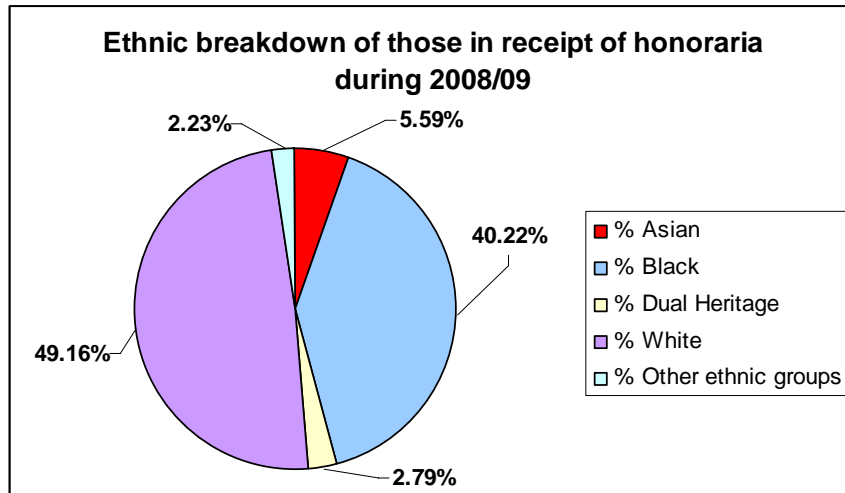
The council is working to be an accessible employer to disabled applicants and staff. It holds '2 ticks' accreditation which means that it provides a guaranteed interview to staff with a disability who meet the minimum recruitment criteria. The Employer of Choice programme, which seeks to create pathways into the council has people with learning disabilities and mental health issues as a target group. As set out in the recruitment section, the option for staff to define themselves as disabled is self selecting, and individuals do not have to declare their status. The council is working to create an environment where people feel comfortable in making this declaration.

The development of a sustainable workforce is being supported by the council's Employer of Choice programme and tailored approached in 'hard to recruit' areas such as the social worker training programme in Adult & Community Services and supporting Children Looked After into employment in Children and Young Peoples Services CYPS). This is necessary, as, in common with other local authorities, Lambeth has an ageing workforce. 4.5% of the council's workforce is due to retire in the next 5 years (153 people). The age profile of the council is older than that of the community, which suggests that the council has a local pool of talent. Increased use of Lambeth Life for recruitment advertising and partnership work with the Job Centre Plus and South Bank Employers Group will support the profile of the council as an employer locally. Currently we employ only 6 staff aged between 16-19 years. CYPS and Housing Regeneration & Environment are in the process of recruiting for administrative and horticultural apprentices and ACS have submitted an expression of interest in a Department of Health apprenticeships pilot for social care.

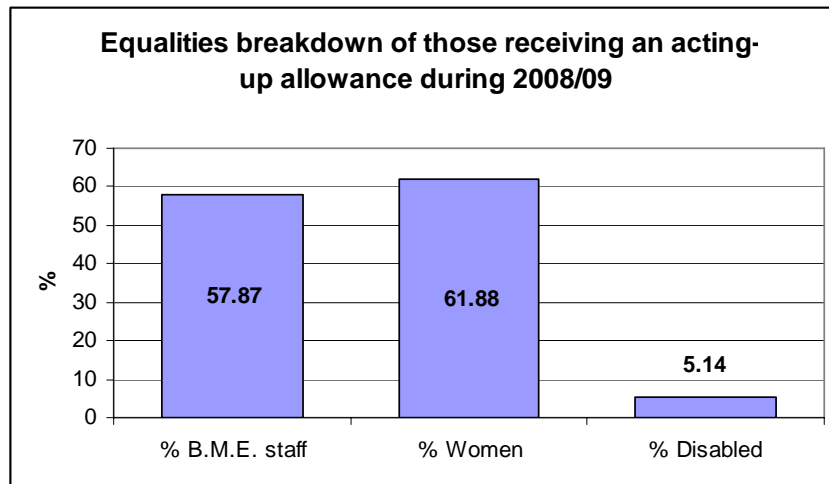
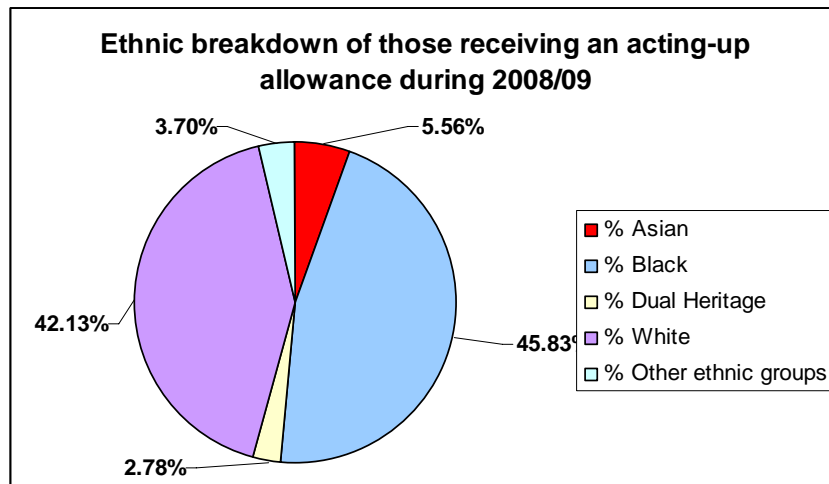
3. Working – remuneration, employee relations and learning and development

This section sets out key data in tables for Lambeth Council as at 31 March 2009, with a short summary at the end of the section to explain the context in which the information is presented.

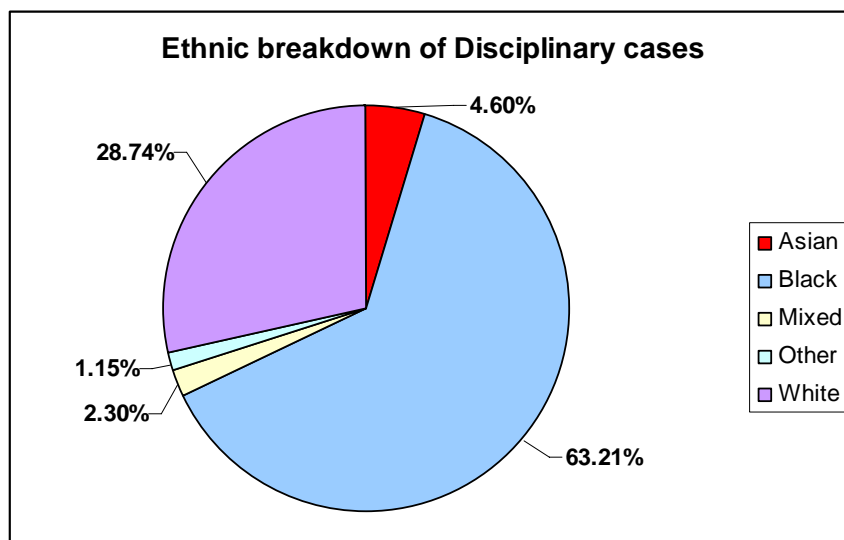
3.1. Equalities breakdown of those in receipt of honoraria during 2008/09

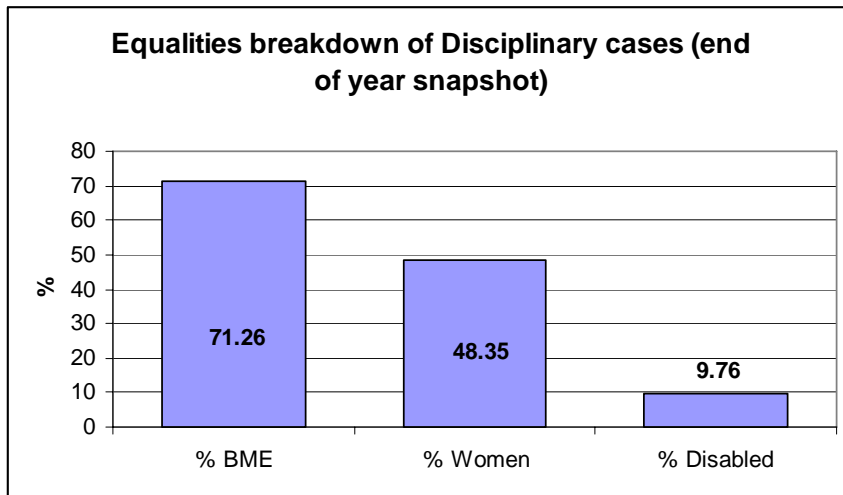


3.2. Equalities breakdown of those receiving acting-up allowance during 2008/09

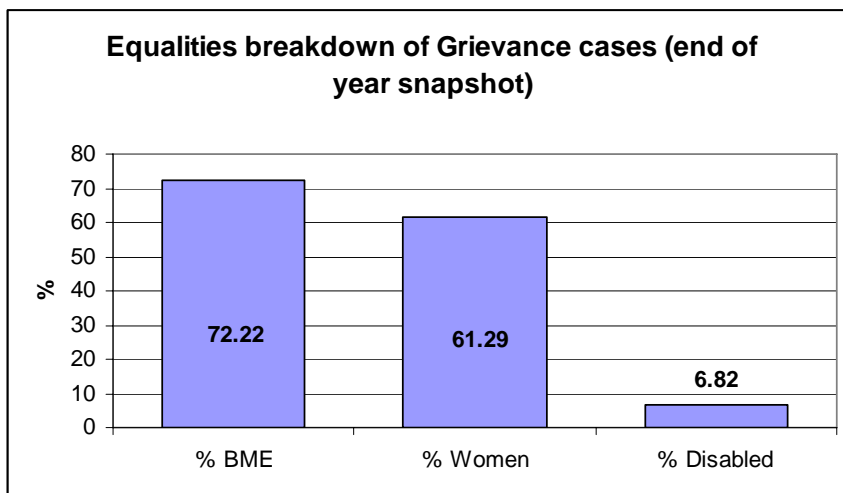
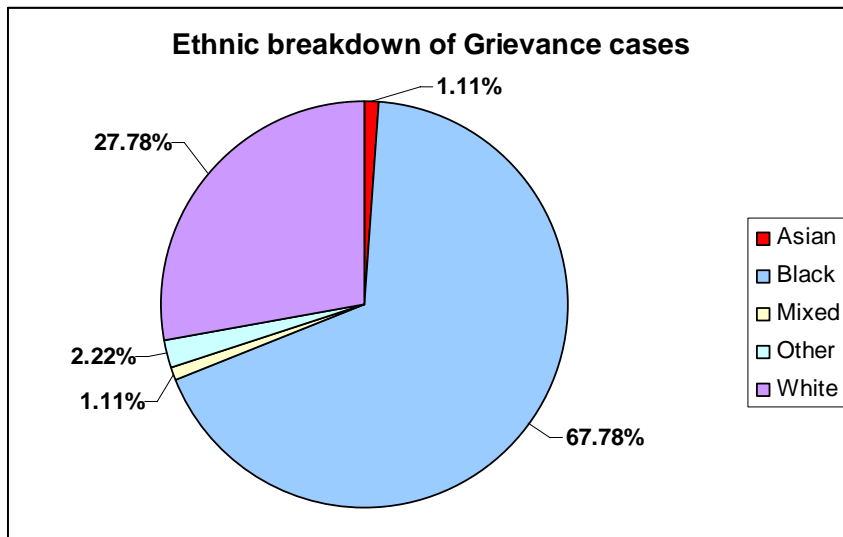


3.3. Equalities breakdown of Disciplinary cases (end of year snapshot)

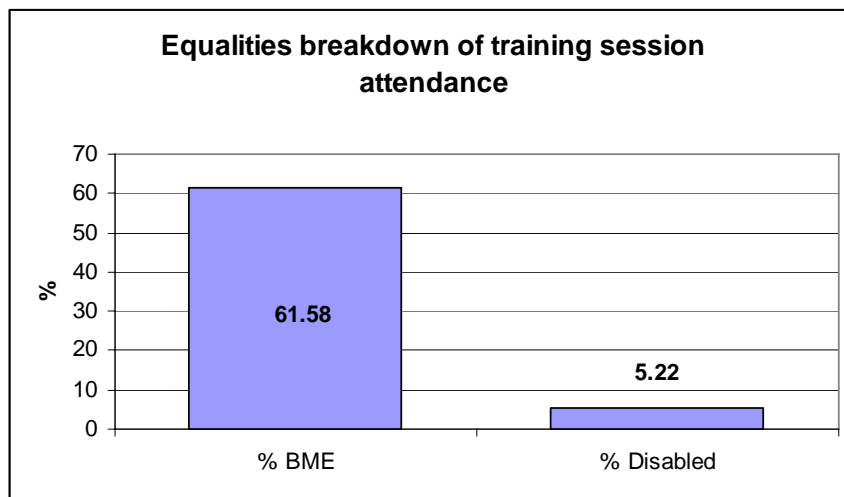
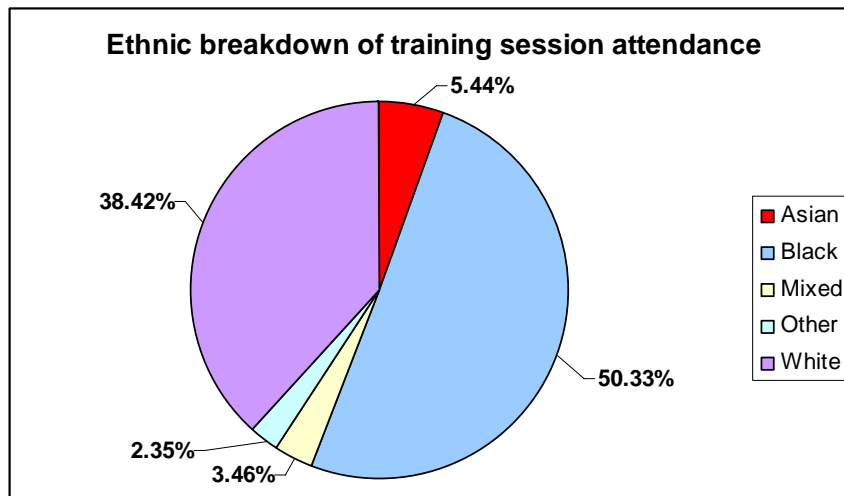




3.4. Equalities breakdown of Grievance cases (end of year snapshot)



3.5. Equalities breakdown of training session attendance



3.6. Summary - remuneration, employee relations and learning and development

Reward and Remuneration is an area that will receive strengthened corporate support in 2009/10. This protects the council against the possibility of equal pay claims, and means that remuneration can be used to support hard to fill areas such as the introduction of a market supplement scheme in June 2008 to support the attraction and retention of Social Workers. This scheme has seen the successful recruitment of 44 Social Care staff in posts ranging from Social Workers to Team Managers. In order to speed the recruitment process for managers and provide consistency across the council, 'job families' for job descriptions have been introduced. The first is for administrative staff. This will also support the placement of composite advertisements, as set out in section 5.3.

As an end of year snapshot, 61 staff were 'acting' into more senior roles in March 2009, a figure comparable to March 2008, and 69 staff were paid an honorarium in March 2009, an increase from 56 at the same point in 2008. 'Acting up' opportunities offer an excellent opportunity to develop staff by offering them a 'stretch' assignment or filling a vacancy with a suitably qualified internal candidate. However the number of such opportunities depends on the number of vacancies.

Performance management is an area of development for the council. Support programmes are under way to provide managers with confidence to take action to manage their staff effectively. There were 40 people management training courses in 2008/09, with 347 (the target is 800 over two years) managers across the council in attendance.

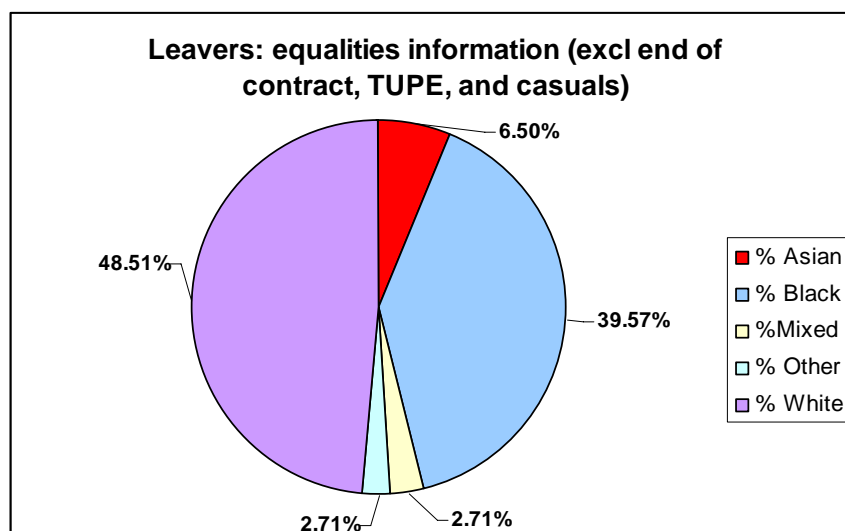
The people management training for middle managers is being strengthened, with additional support around the 'soft skills' which underpin active management but also help managers to work with their staff to deal with issues before they become problems. HR has now established solid policies, procedures and guidance for managers and is able to support managers in taking accountability and responsibility for implementing those policies in a timely, efficient and effective manner. The capability process is a three step process, whereas the majority of local authorities' processes extend to 6 steps.

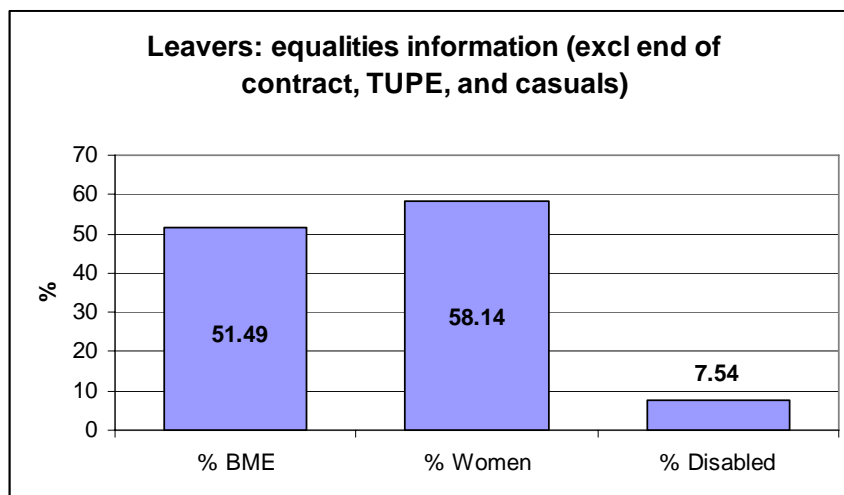
The profile of staff taking up learning and development opportunities reflects the council make-up. A positive mile stone for Lambeth in 2008/09 was the reaccreditation for IIP in November 2008. The 2008 Staff survey shows that people still want development opportunities (a positive increase on 4 years ago), and a mentoring programme, NVQ accredited leadership and management courses are embedded. We also sponsor staff to take a professional qualification and we have an advanced leadership programme for talented middle managers. This is supplemented by career development sessions specifically targeting under-represented groups and the Skills for Life programme in partnership with the unions, to support the development of key literacy and numeracy skills.

4. Exiting

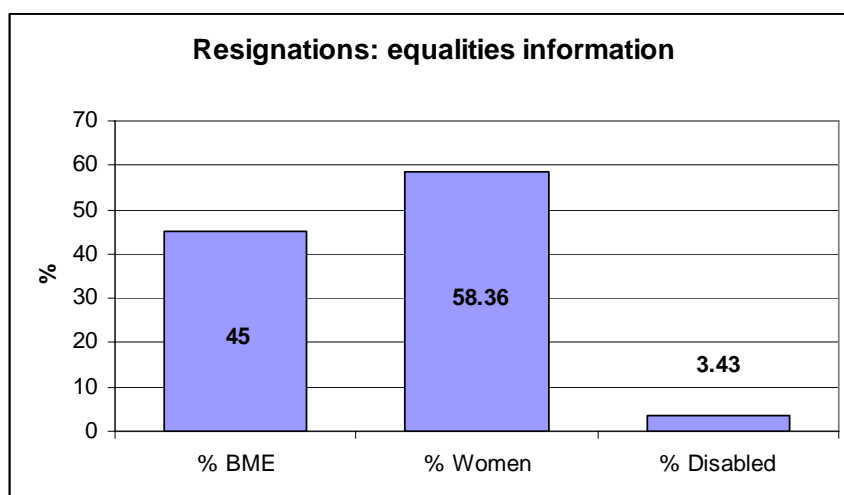
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4.1. Leavers: equalities information (excl end of contract, TUPE, and casual)





4.2. Resignations: equalities information



4.3. Dismissals: equalities information

Equalities Group	Council Wide
Number of dismissals	32
% BME	62.5
% Disabled	9.37
% Women	46.87

4.4. Summary - exiting

Lambeth Council's ability to keep good staff is increasing. The council is performing well on staff retention. This is particularly significant given that the level of reorganisation in 2008/09, which was comparable to 2007/08. Overall, 859 staff of the council's 3390 staff were affected. This degree of change is necessary to support the trajectory of the council's improvement, and is again supporting the sustainability of the council's workforce.

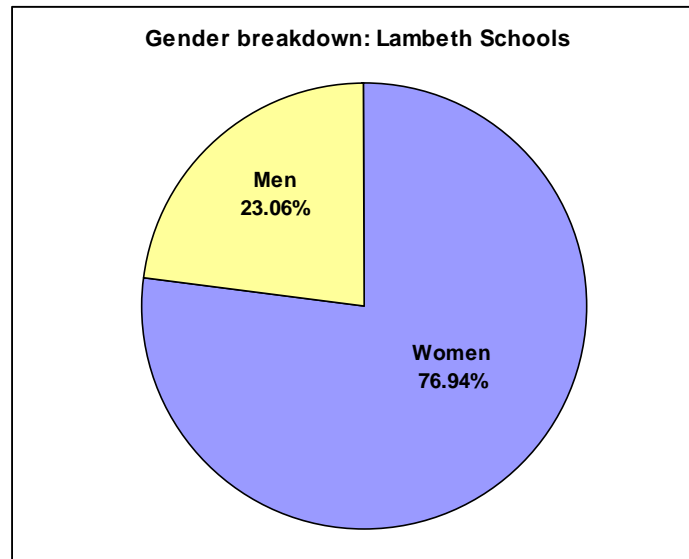
Leavers during 2008/09 roughly equated to the profile of the workforce, with slightly less BME and women staff leaving compared with the workforce profile, but with slightly more disabled staff leaving.

Of the 388 leavers in 2008/09, 61.34% were voluntary resignations where staff had found opportunities elsewhere. Seventy-nine staff took redundancy or early retirement and there were 33 dismissals in 2008/9. Twenty one staff came to the end of their contract and left as a result. These figures show that the council's leavers in 2008/09 broadly reflect its workforce. This will continue to be monitored.

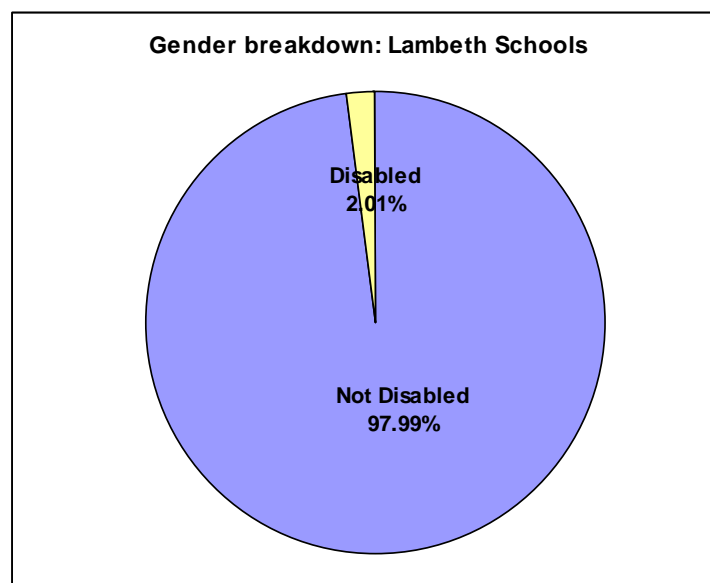
Appendix 1: Lambeth Schools

This section provides the workforce information in respect of Lambeth Schools.

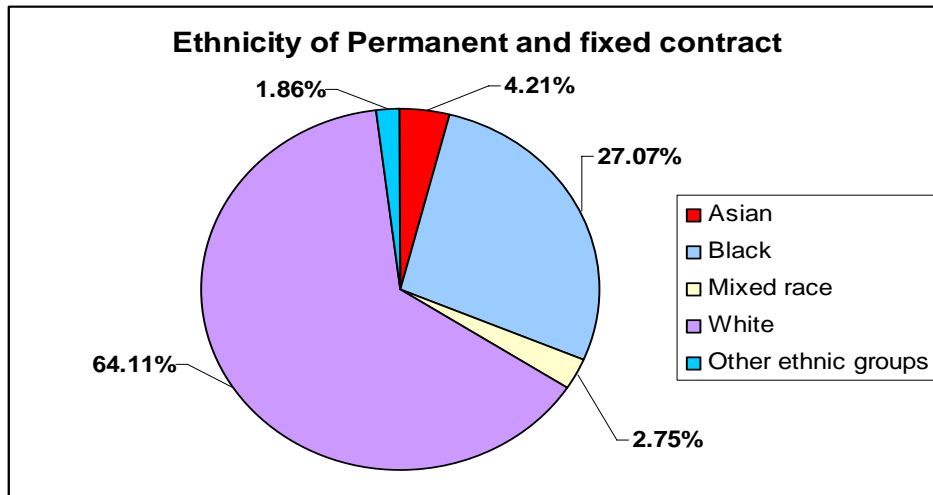
5. Gender of Permanent and fixed contract staff



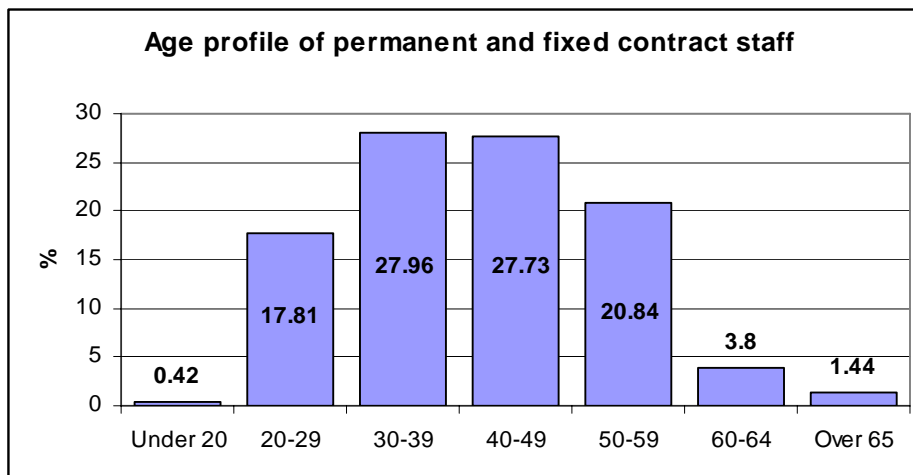
6. Disability of Permanent and fixed contract staff



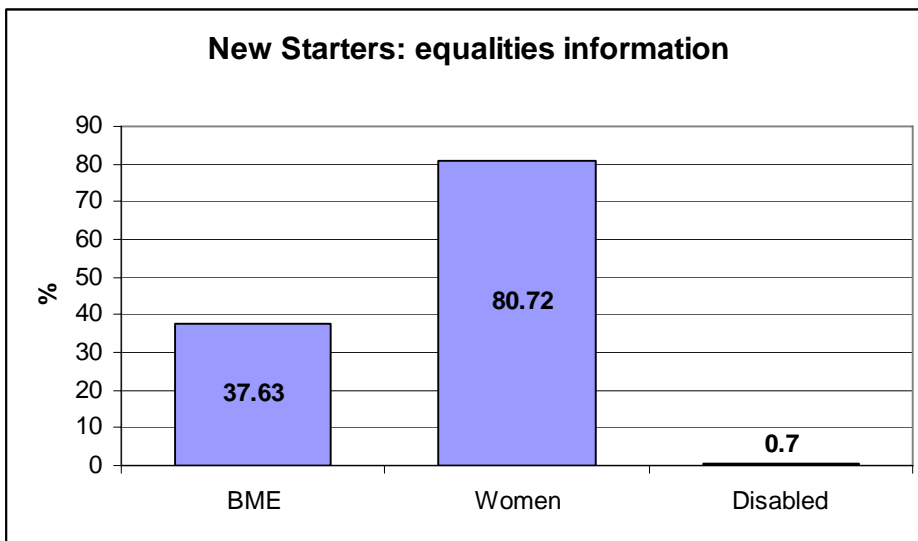
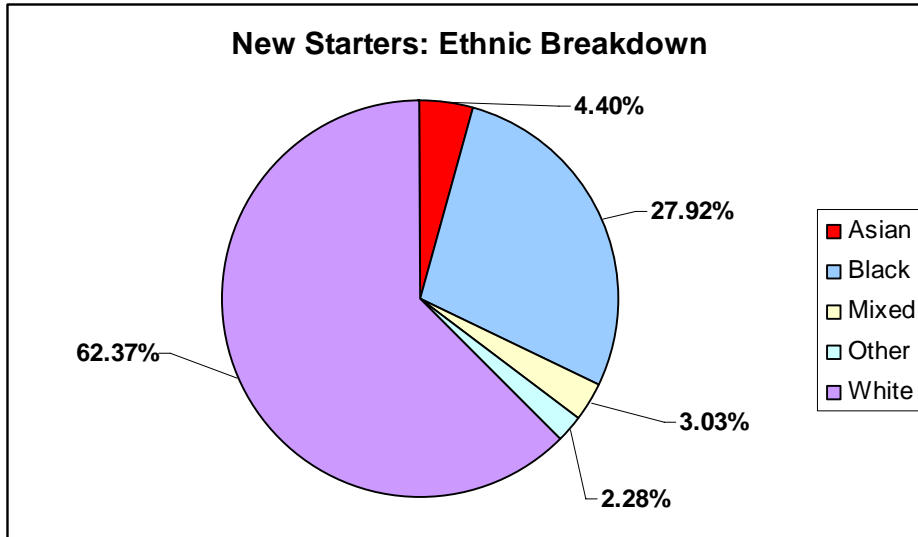
7. Ethnicity of Permanent and fixed contract staff



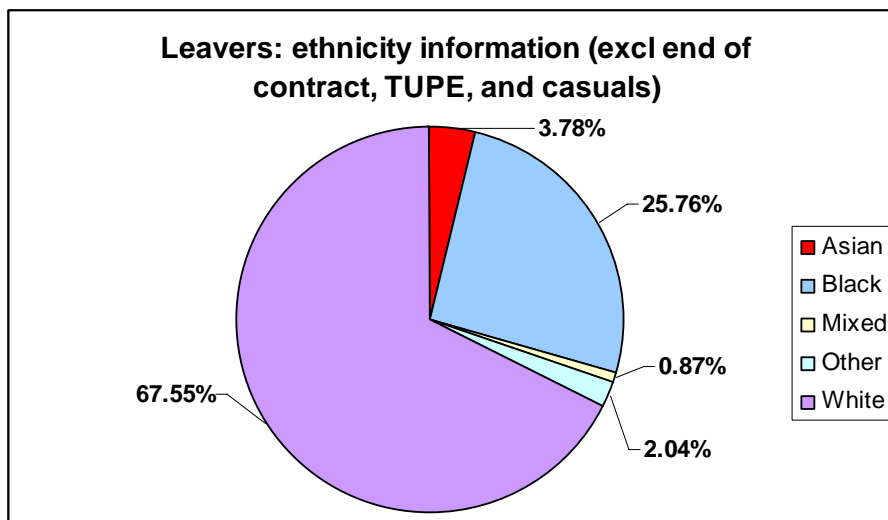
8. Age profile of permanent and fixed contract staff

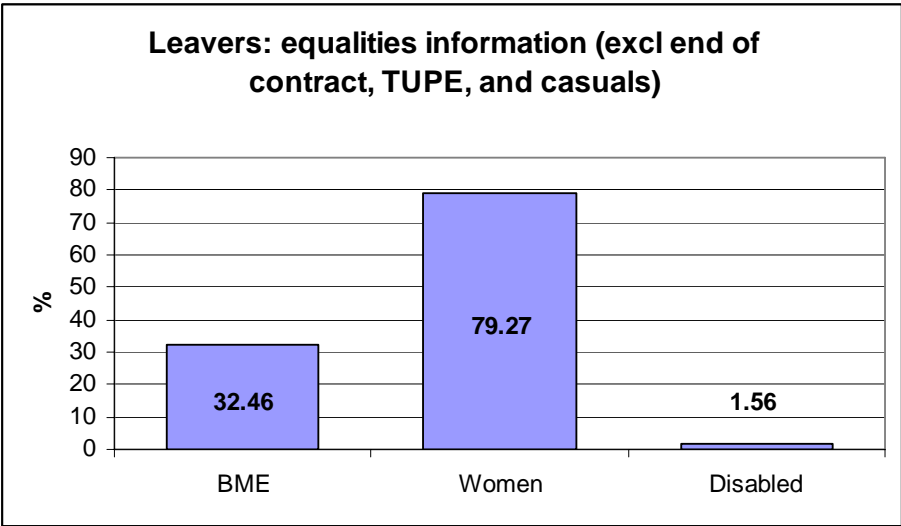


9. New Starters: equalities information

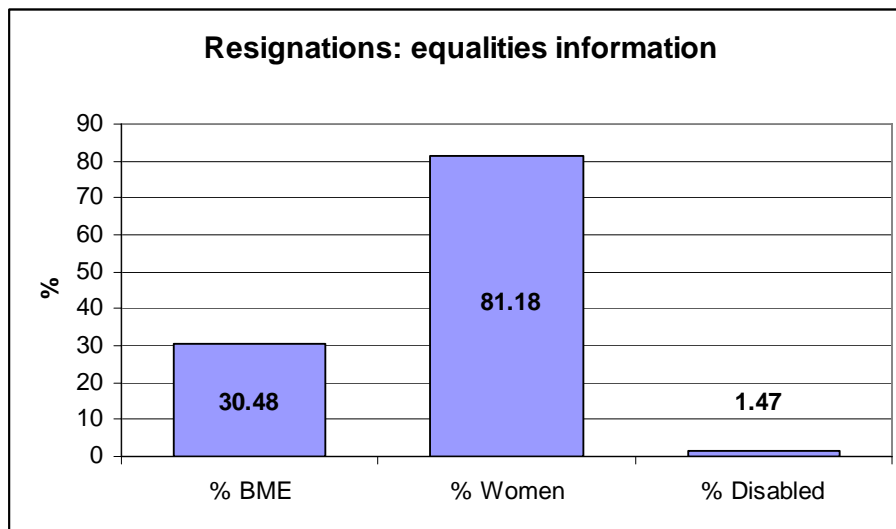


10. Leavers: equalities information (excl end of contract, TUPE, and casuals)





11. Resignations: equalities information



12. Dismissals: equalities information

Equalities Group	Council Wide
Number of dismissals	19
% BME	57.89
% Disabled	5.29
% Women	73.68