

Lambeth Council

Annual Workforce and Equalities Report 2022-2023

Contents

1. Introduction	3
2. Executive Summary: What the data is telling us	4
3. Headcount and FTE (Council-Wide and by Directorate)	7
4. Protected Characteristics	9
4.1 Age.....	9
4.2 Disability	11
4.3 Race.....	15
4.4 Sex.....	23
4.5 Sexual Orientation, Trans and Gender Identity	29
4.6 Religion/Belief	31
4.7 Maternity Leave, Adoption, Paternity and Shared Parental Leave	33
5. Progression due to Acting up, Secondments, Internal Promotion, Restructures, and Job Evaluations.....	33
5.1 Progression in a higher grade.....	33
5.2 Honorarium	33
6. Recruitment.....	34
6.1 Recruitment by Protected Characteristics.....	34
7. Starters, Leavers, and Turnover	37
7.1 Council-Wide Leavers and Starters	37
7.2 Starters, Leavers, Turnover and Retention by Directorate	39
7.3 Council-Wide Starters and Leavers by Protected Characteristics	40
7.4 Council-Wide Reasons for Leaving and Length of Service	40
8. Employment Relations and Employment Tribunals	42
8.1 Employment Relations Cases: Grievance Council-Wide.....	42
8.2 Employment Relations Cases: Disciplinary Council-Wide.....	43
8.3 Employment Relations Cases: Capability Council-Wide	43
8.4 Employment Relations Cases: Sickness Council-Wide.....	44
8.5 Employment Tribunals: Cases Broken Down by Protected Characteristics.....	44
9. Sickness.....	44
9.1 Average FTE Days Lost to Sickness by Directorate.....	44
9.2 Top Ten Sickness Reasons Council-Wide	45
10. Appraisals	46
11. Pay Gap Reporting.....	47
11.1 Gender Pay Gap	47
11.2 Ethnicity Pay Gap	48
11.3 Disability Pay Gap	49

12. Annual Workforce and Equalities Report Action Plan (updated July 2023)	51
13. Actions completed in 2022-23	56
13. Appendix - List of Figures and Tables	61
14. Glossary of terms used in the report.....	63

1. Introduction

The Annual Workforce and Equalities Report demonstrates the council's commitment to openly sharing our data and the actions we will take to address areas of disparity as part of our responsibilities under the Equality Act 2010, and the public-sector equality duty. In this year's report, we have reported data on the following protected characteristics under the Equality Act 2010:

- Age
- Disability
- Race
- Sex
- Sexual orientation
- Pregnancy and maternity
- Religion or belief

We do not collect data for marriage or civil partnership.

The purpose of this report is to:

1. Provide information about our workforce which informs workforce planning so that the council can deliver on its aims and objectives
2. Provide equality and diversity information and meet the requirements of the Equality Act 2010 about our workforce focussing on these areas:
 - Protected characteristics – monitoring our workforce by protected characteristics
 - Workforce strategy – providing a picture of where our workforce is now compared to previous years to inform the strategy
 - Representation – identifying issues of under-representation and informing positive action.

The report provides a diversity profile concerning protected characteristics including directorate and grade.

Where possible, we have referenced Office of National Statistics (ONS) current data or London Council's Human Capital Metrics survey, data for 2021/22 and London Councils Ethnicity of Employees by Pay Band Survey 2023 (Late 2022 snapshot).

Our ongoing commitment to addressing racial disparity in the Workforce and our Communities is relentless. To guide us on this transformative journey, we have a new set of values and behaviours that will shape our actions and decisions. Our "One Lambeth" values are not mere slogans but a call to action. Our new values of equity, accountability, ambition and kindness will help to champion diversity and fairness in all aspects of our work.

We are committed to proactively tackling inequalities, and creating an environment where everyone can feel safe and thrive amidst abundant opportunities. Tackling inequality sits at the heart of our new borough Plan 2023-2030 – and we are determined to take action in order to make real, meaningful and lasting change happen across our organisation and beyond. By publishing our workforce detailed information, we can encourage more transparency and open scrutiny of our data.

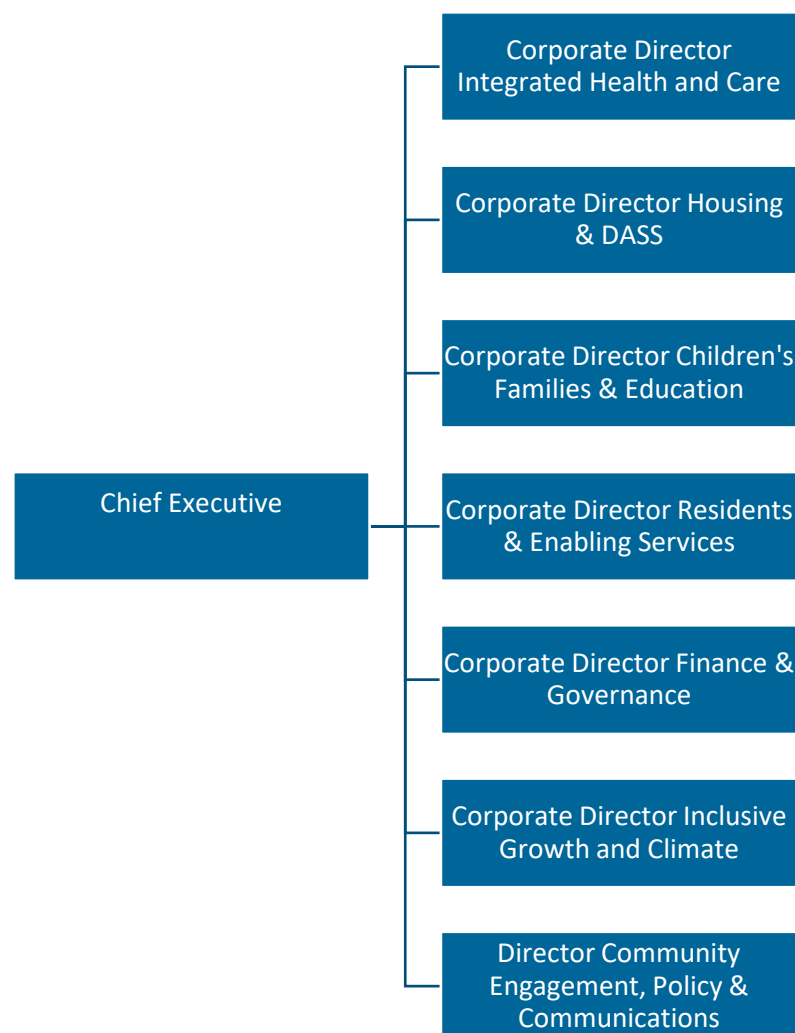
We welcome feedback from our staff, trade unions and our residents and members of the community.

Structure of the Council

Since the last update in January 2023, a new structure has been implemented which consists of the directorates in the figure below. However, as we are reporting on the past financial year the directorates are as listed below:

- Adults and Health
- Children's Services
- Chief Executive
- Finance and Investment
- Housing Services
- Resident's Services
- Sustainable Growth and Opportunity

Figure 1 Lambeth Structure at March 2023



2. Executive Summary: What the data is telling us

Five-year trend shows improvement in representation.

Over the past five years the council has improved its representation for a number of protected characteristics including:

- The number of staff self-identifying as a disability increased from 7.8% to 10.9%

- The number of Black, Asian and multi-ethnic employees increased from 29.3% to 36.7%
- The number of workers who identify as Lesbian, Gay, Bi or another sexual orientation (LGB+) has increased from 8.1% to 8.5%

However, the top five per cent of earners who are female has declined from 45.8% to 42.8% and work to improve representation at senior grades will be important to address this. This will include a focus on inclusive recruitment with diverse shortlists for all vacancies.

Turnover has declined but remains above pre-pandemic levels

Council turnover was 9.3% at March 2023 and the council has commenced a programme called Starting Well which aims to put the employee at the heart of the process ensuring that they have a positive experience. This is important given that over a third of employees leave within two years and onboarding, induction and staff development will be important.

Recruitment improvements

The council has launched a new recruitment platform and addressing the issues arising from this is a priority to ensure that the council uses its technology and improves the experience for both candidates and hiring managers. A project is underway and should be concluded in the second half of 2023.

Median Gender Pay Gap has increased by 1.25%

Lambeth ensures that we annual publish our Gender Pay Gap. In addition, we have voluntarily chosen to publish our ethnicity and disability pay gap since 2018, this goes beyond the statutory requirements. We are determined to highlight any disparity in pay as when you do so we are acknowledging there is an issue, and we can then begin to talk about how to address this. Lambeth is accredited as a Living wage Employer; we are committed to paying a wage based on the cost of living to all our staff.

The percentage of the workforce who are female has remained at 60%. The median gender pay gap has increased to 3.78% up from 1.25% in March 2022. The mean gender pay gap has widened reflecting that more women sit in the lower pay quartiles than men, more women than men take unpaid leave, Since March 2022, there has been a 3% decrease in women sitting in the upper middle quartile, and a 2% increase in women sitting in the Lower quartiles. This affects our overall gap, a future focus will be on developing talent at senior grades creating more opportunities for internal progression, using current figures as the baseline for improvement.

Ethnicity Pay Gap has widened

Ethnicity Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Ethnicity pay gap. Our Ethnicity median pay gap is 12%. Black, Asian, and Multi-Ethnic employees are paid a median of £3.43 every hour worked less than white employees. Our median percentage has increased by 1.4% since March 2022.

61% of Lambeth Council employees have reported that they are from Black, Asian, and Multi-Ethnic backgrounds which is the second highest percentage in London, Brent has the highest number at 67% (March 2022). The median for all London Councils is 46%.

The number of Black, Asian, and Multi-Ethnic employees among the top 5% earners has increased slightly from 36.6% to 36.8%, this is the highest of inner London boroughs. The median for all London Councils is 23%. The increase reflects the work undertaken since 2018 around equalities, diversity, and inclusion. However, we are still 2.2% from reaching

our target of 39% of our top 5% earners represented by Black, Asian, and Multi-Ethnic employees.

The ethnicity pay gap has widened reflecting that these workers remained in the lower quartiles of earnings in the workforce. 70% of Black, Asian, and Multi-Ethnic employees are in the lower middle and lower pay quartiles. In the upper middle quartile, it is 56% and in the upper quartile (the highest paid), it is 45%. Lambeth's percentage of Black employees remains one of the highest of all London Councils and compared to our local population (26%) is well represented in all grades. However, a notable exception continues to be Black workers at senior grades. Similar to gender pay gap, it will be imperative that we develop talent at senior grade and create more opportunities for progression, using current figures as the baseline for improvement.

Average age of the workforce has increased

Average age has continued to increase with the average age being 47.4. a slight increase from 46.9 in 2021/22. The council is managing different generations in the workforce. While the highest group of starters were under the age of 35 years, they were also the highest group of leavers and work to focus on increasing the number of high-quality apprenticeships and succession planning will be important to address an ageing workforce and reliance on agency.

Disabled staff declarations rate has increased

In comparison with other London Councils, Lambeth is ranked 4th highest at 10.9% for self-identified disabled employees. London Councils median disability rate is 6%.

Sexual Orientation, trans and gender identity

The number of staff identifying as LGB+ has increased by 10% over the past five years. In the 2021 Census 8.25% identified as LGBTQ+ compared to the council workforce profile of 8.5% (2023) self-identified as LGB+. The council is also collecting information about whether workers identify as trans or a different gender identity from the one assigned at birth however the numbers remain low. Only 1% of residents identify as having a gender identity different from the sex registered at birth and so numbers are likely to remain low.

Intersectionality

Continuing from the six-month update considered by Corporate Committee in January 2023, we have included data on intersectionality. For the purposes of this report, we are defining intersectionality as looking at the relationship between equalities characteristics and the impact of when multiple categories interact. Highlights in this report include:

- Disability - there are more disabled women compared with the council profile of 60%.
- Race – of the 61% of workers who are Black, Asian & multi-ethnic, 67% are women, 11% have self-identified as disabled, and 4% have self-identified as LGB+.
- Sex – of the 60.1% of workers who are women, 67% are Black, Asian & multi-ethnic groups, 13% are self-identified disabled, and 8% are self-identified LGB+.
- Sexual orientation – of the 8.5% of workers who are LGB+, 26.5% are from Black, Asian and multi-ethnic groups, 12.4% are disabled and 54% are women.

Wellbeing initiatives

The council have a dedicated Wellness Hub for staff in accordance with Lambeth's Wellness Pledges; taking care of ourselves, looking out for each other, your work setting, your working day and talking your annual leave. To formalise our processes and support the council have set up a Healthy Workplace Steering Group, who are developing a Healthy Workplace Strategy to be launched in Autumn 2023. As part of staff engagement, the group developed

and launched a Health and Wellbeing Survey to engage the workforce to share their experiences and gain insights into what support our staff and guidance our staff would benefit from in the Strategy. The Strategy will also include the introduction of Directorate Leads on Health and Wellbeing and a refreshed Health & Wellbeing Champions.

Future equalities reporting - Care leavers and Sanctuary Seekers

The council already asks candidates if they are a care leaver, and we are encouraging care leavers to work for the council. We will be asking the workforce as part of the equalities reporting this coming year to also identify if they consider having experienced being in care and will be able to report on this in future reports. The council's commitment to looked after children also includes support for staff currently going through the process of becoming foster parents.

We will also begin capturing whether workers consider themselves to be a sanctuary seeker, which is a term used to describe refugees or asylum seekers from any background or immigration status.

3. Headcount and FTE (Council-Wide and by Directorate)

Headcount and Full-time equivalent (FTE) increased

We define headcount as the number of employees irrespective of how many hours they are contracted to work. In March 2023, our total headcount increased by 1.98% compared with March 2022. We had more starters (390) than leavers (315). 28% of starters are in Resident Services. This reflects the increase in services the council has required to deliver which has led to an increase in headcount.

In March 2023, our employee's FTE increased by 2.1% compared with March 2022.

Employee headcount and FTE, part-time employees' headcount and agency worker headcount over the past three years is set out below. Definitions of terms are included at the end of the document. We note that part time working has reduced however this may be due to workers realising alternatives to part time working such as compressed hours. In addition, this may also be an impact to the post pandemic cost of living crisis.

Figure 2 Council-wide headcount and FTE over the past three years

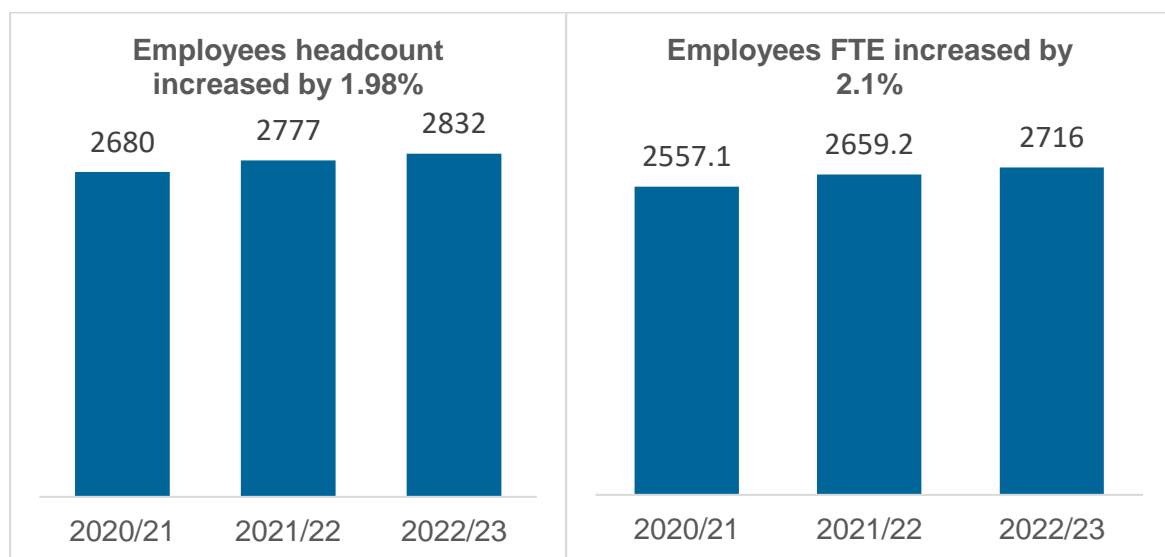
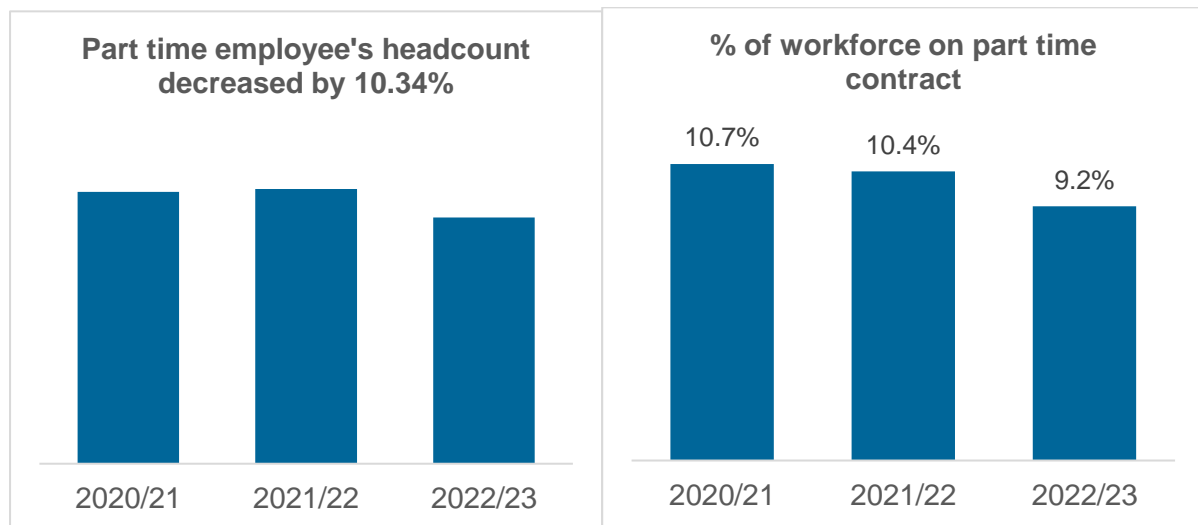


Figure 3 Part time headcount and FTE over the past three years

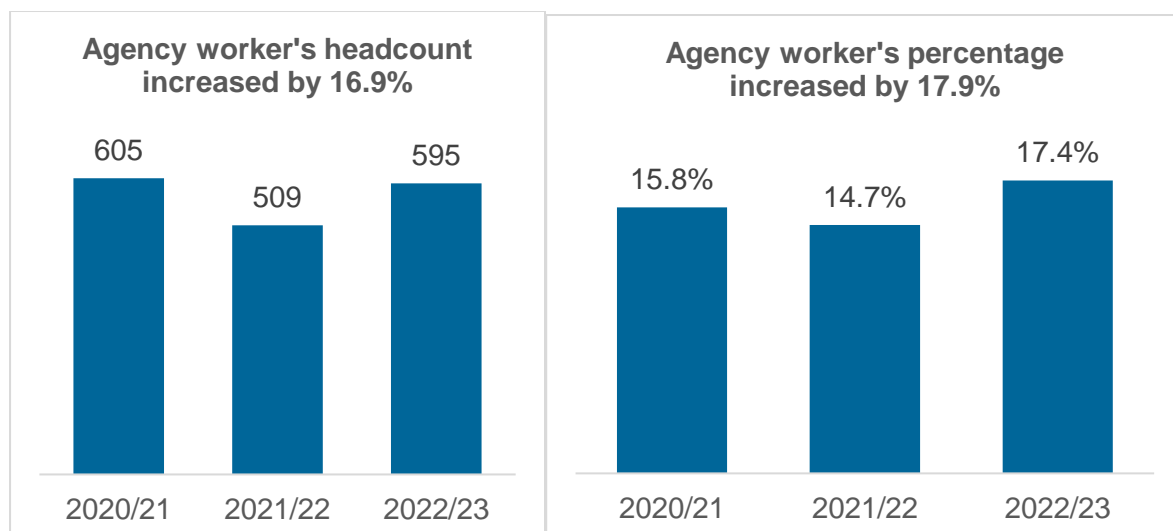


Agency Workers

Our agency worker headcount of 595 as of 31 March 2023 is a 16.9% increase from 509 in March 2022. Agency staff as of 31 March 2023 represented 17.4% of the workforce. This is an increase of 17.9% on the same period last year. Driving this increase was demand for roles in social care, interims and legal. There is a high demand for scarce skills roles such as social workers across London and this is driving the spend and usage figures.

The council has put in place directorate challenge sessions and is developing an agency strategy that will aim to address alternatives to agency workers.

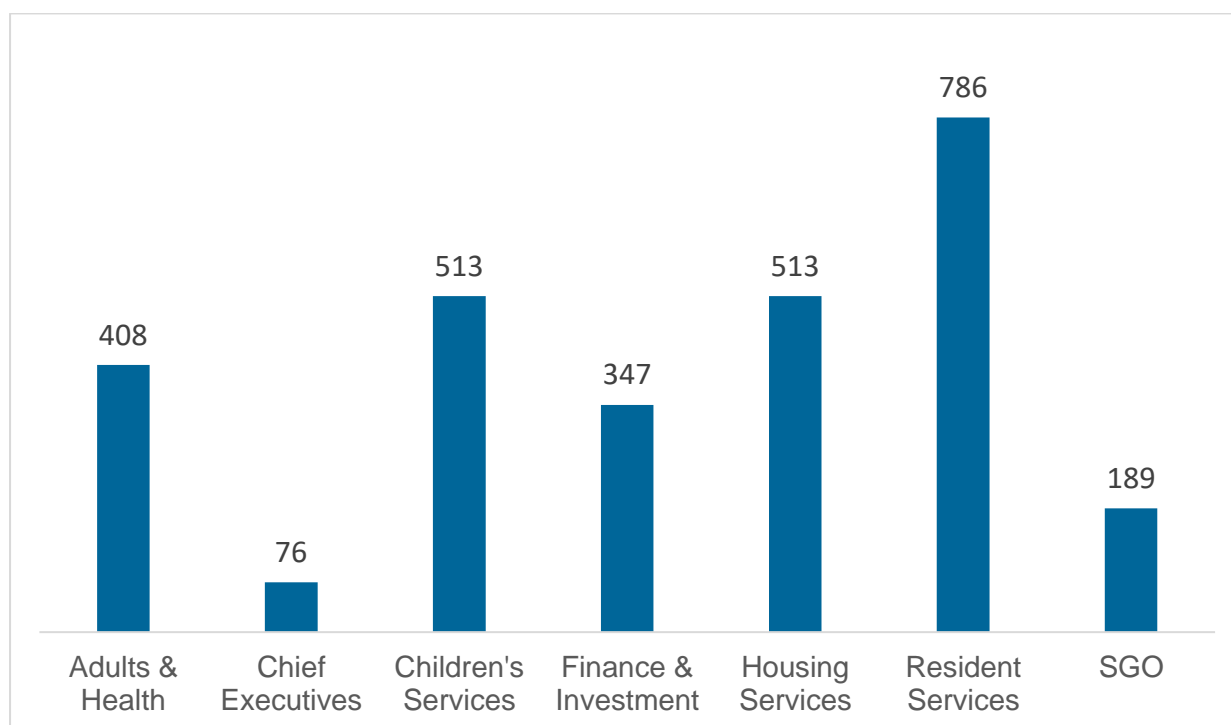
The internal resourcing function will lead an initiative to implement a new and robust process that supports council hiring managers with localised recruitment, connecting with DWP and Job centres to create easy access to jobs within the council for residents. In addition, we will put in place a process for ensuring all temporary assignments are monitored by HR. These will be reviewed to ensure the post is being advertised for a permanent role. This will also include ensuring we have rolling recruitment campaigns in hard to fill areas and where the council have high agency spend. This approach will ensure jobs are posted at all times to build talent pools.



Directorate Headcount

The data is showing that the Chief Executive directorate has the smallest number of employees, and that Resident Services has the highest number of employees. Due to temporary changes to the organisational structure in July 2022 it is not possible to compare the data on previous years. The breakdown of staff headcount by directorate is as follows. Note that this will change with the new structure and be reported in the update to January Corporate Committee.

Figure 4 Employees headcount by directorate: Resident Services with the highest employees at 28%



4. Protected Characteristics

The next section of the report runs through the protected characteristics as described the Equality Act 2010.

4.1 Age

The Council has an ageing workforce, with the average age of employees at 47.4 years of age, a slight increase from 46.9 in 2021/22. This reflects trend data we are seeing across London Councils and the challenge of sourcing suitably qualified workers in roles as workers exit the workforce.

Figure 5 Average age over the past three years including percentage under the age of 35

	2020/21	2021/22	2022/23
Average age	46.7	46.9	47.4
<=35 years	20%	19.8%	19.6%

Our workforce of <=35 years age group are represented as a percentage of the council workforce in the last three years. The representation of this age group has not improved in the last 3 years.

- The median average age for London Council's is 47 (2021/22 data), which is the same with the council's average age of 47.4.
- The average age for Lambeth residents is 33.4 years (Census 2021)

Adults & Health, Housing Services and Resident Services with the highest average age above 48, followed by Finance & Investment. Sustainable Growth Opportunity (SGO) have the lowest average age at 40.9 compared with Council-wide at 47.4 years and all other directorates.

Our workforce numbers are the lowest in the 19-24 years age group at 0.8% compared with Lambeth Residents at 12.2% and London council at 2.9%

The implication for the council is that as employees plan to retire or reduce hours due to other commitments, this could create potential skills gaps for the delivery of services. This is likely to put further pressure on the demand for temporary workers (such as agency) and difficulties in filling roles in a tight labour market. However nationally we may see that Staff work for longer and retire later due to the impacts of the cost of living.

The <=35 age group are represented at the highest numbers in the Sustainable Growth and Opportunity and Chief Executive directorates at 34%. Both directorates have the lowest average age when compared with other directorates and Council-wide. Finance and Investment and Housing Services have the highest number of employees in the age group of 55-64 representing over 33% in that group.

Figure 6 Age group by directorate and council-wide

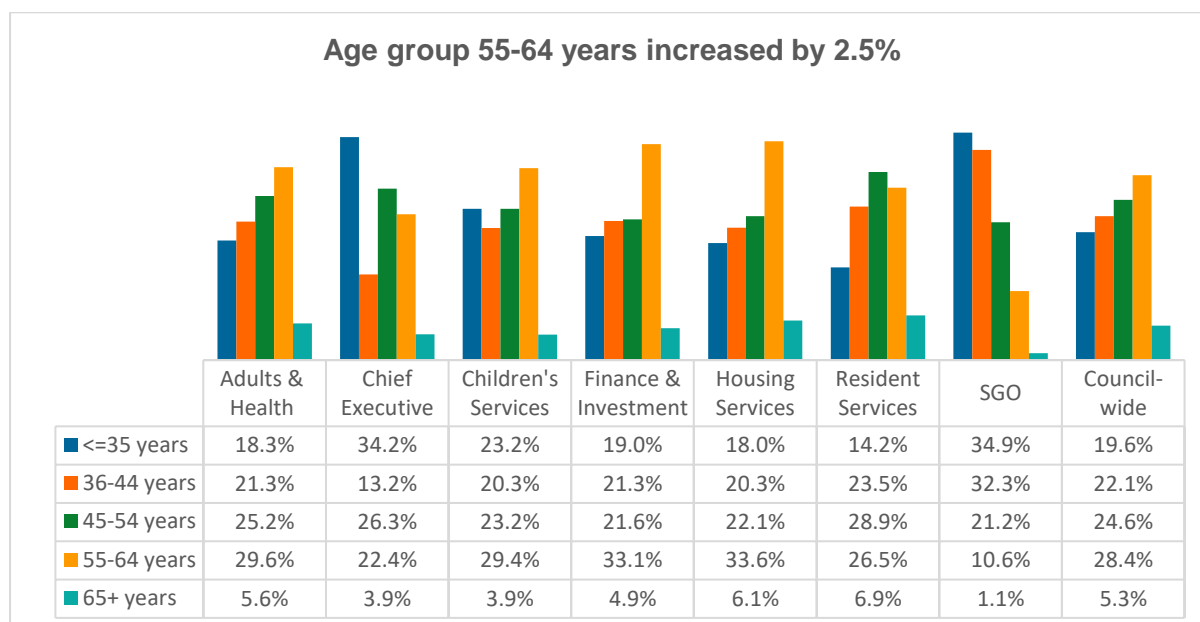
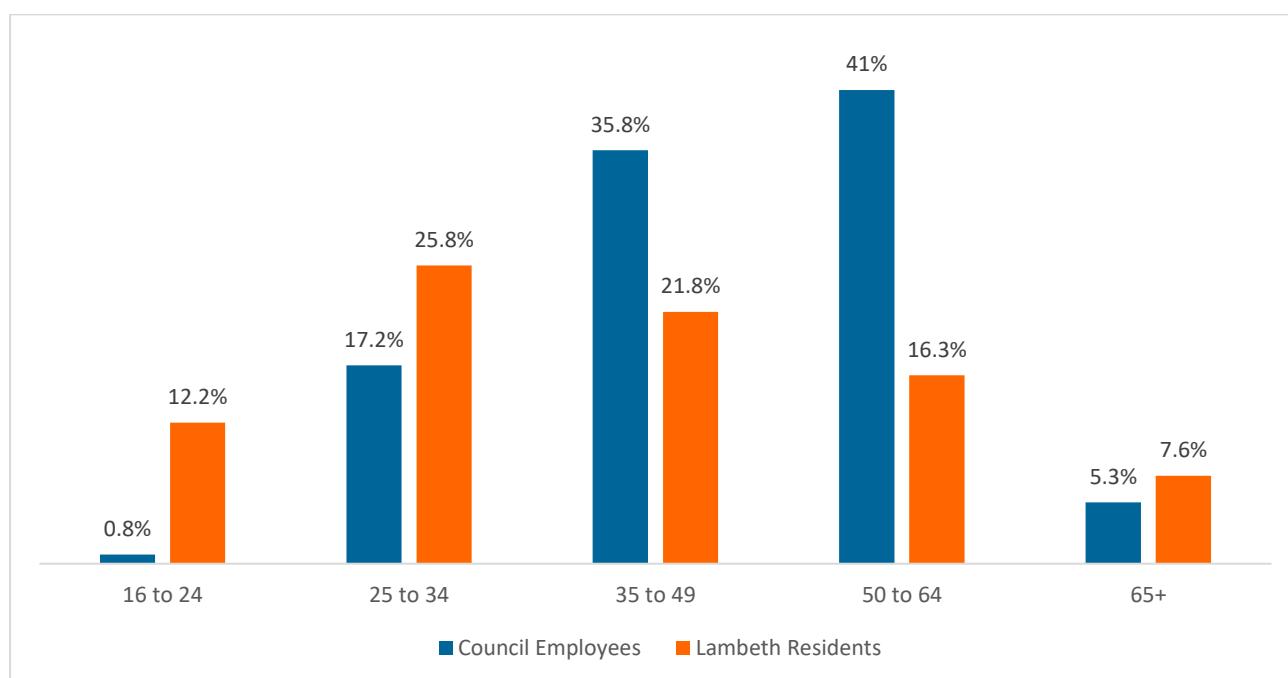


Figure 7 shows Lambeth employees and residents by age group



Lambeth Council workforce is significant below the percentages in the age groups 16 to 34 years when compared with the residents. The council also has fewer staff in the over 65 age group when compared to Lambeth residents. However, Lambeth Council Workforce exceeds the percentages at the 35-49 age group.

4.2 Disability

The council is committed to removing barriers, promoting opportunities, and eliminating discrimination relating to employees, workers, and job seekers with disabilities.

10.9% of the total workforce have shared a disability, which represents an increase of 0.5% compared to 2021-22. The percentages given are based on those who self-identified as disabled or non-disabled. Any unknown data is excluded from the calculation.

The employee experience 2022/23 survey shows that employees are more comfortable sharing their disabilities data in our staff survey. 15% of staff survey respondents said they have a disability compared with 10.9% of employees who shared their data on our electronic staff records in Oracle.

The percentage of Lambeth residents who are identified as being disabled is higher when combined (17.1%) “disabled and limited a lot at 7.8% and disabled and limited a little at 9.3%”.

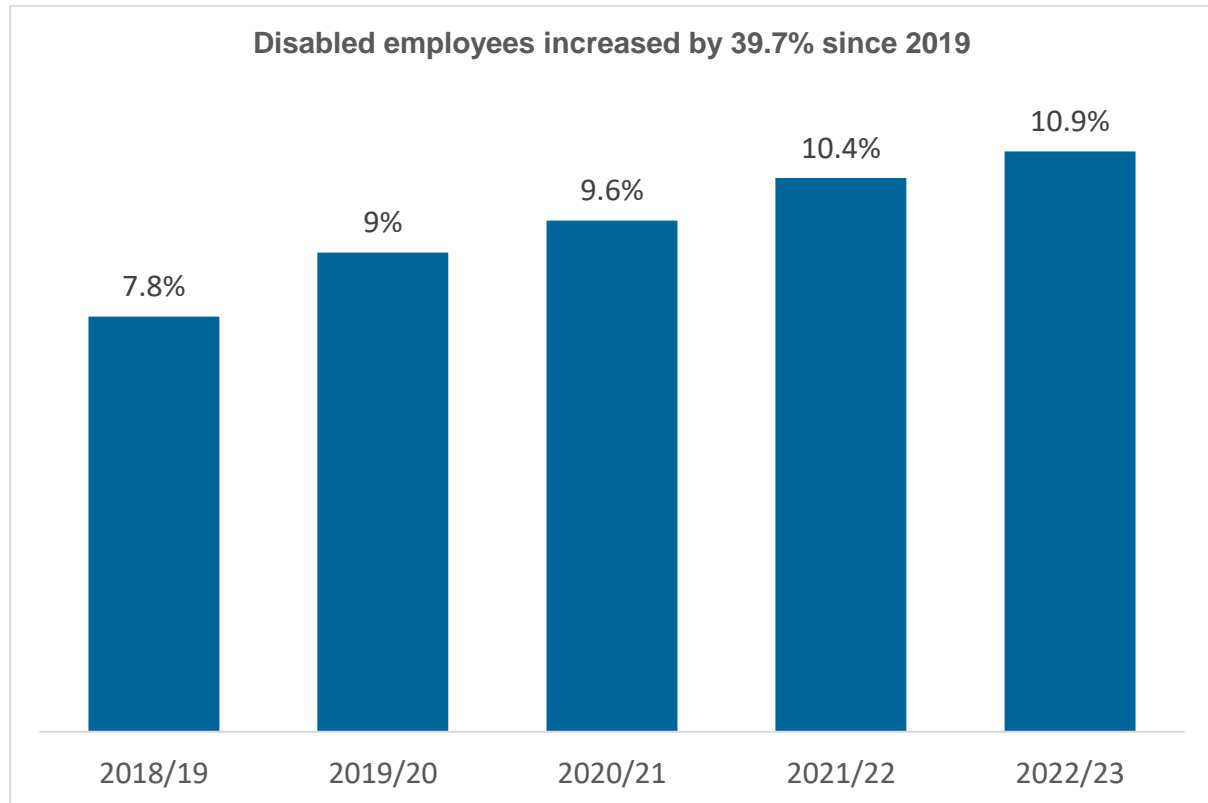
Employees who are disabled are well represented in the council when compared with London Councils at 6%.

The data shows that 46% (1307) of employees did not share their disability status and 1.2% (33) prefer not to say. This highlights that the current figure, 10.9%, is unlikely to be a true reflection of the number of employees with disabilities. Understanding the reasons for employees not disclosing their status and exploring solutions for improvement is important.

Employees are asked to self-report if they consider they have a disability, however it must be noted that this is voluntary and not mandatory. Employees are asked to describe their

disability from a range of categories. Almost half of the workforce who self-report they have a disability have not provided further information about the disability. Understanding the reasons for employees not sharing this information remains a priority. More data will strengthen our support avenues regarding disabled employees across the council, including consideration of reasonable adjustments and development opportunities.

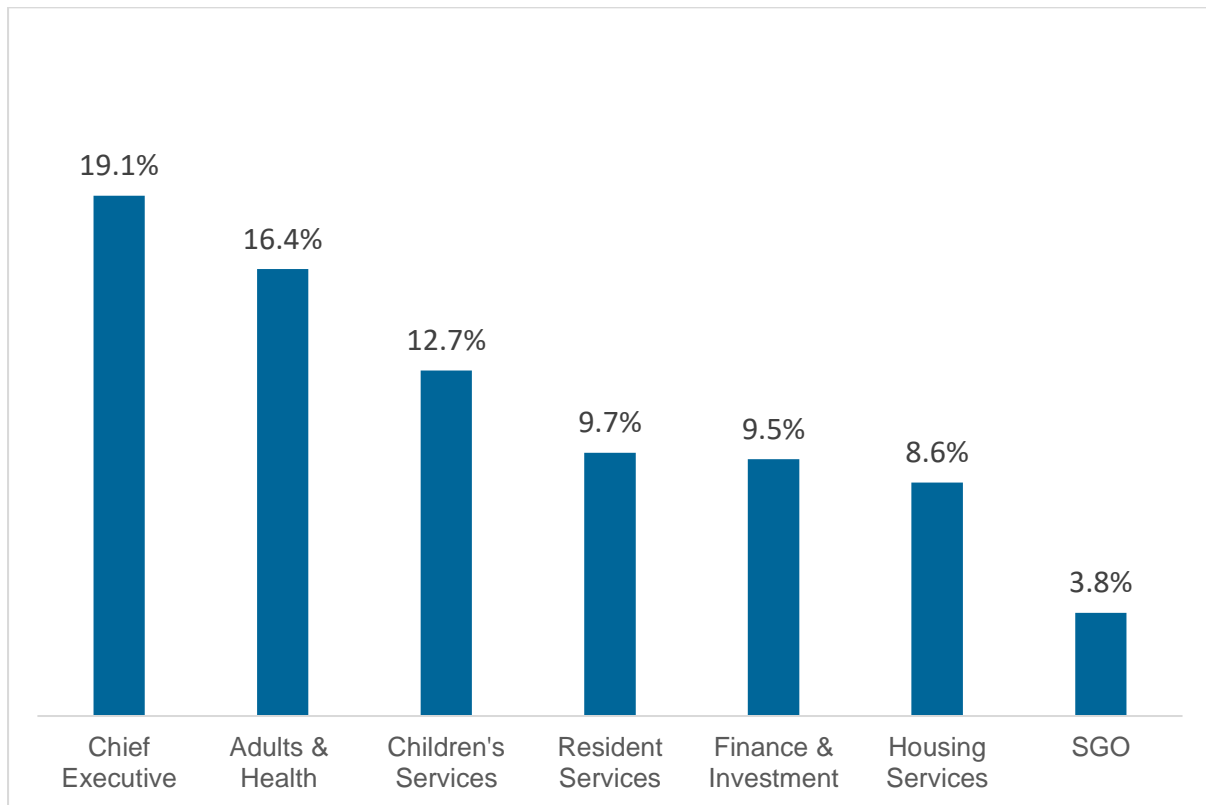
Figure 8 Self-identified disabled employees by council-wide in the last 5 years



How our disability declaration rates for our workforce have increased significantly in the last 5 years, showing an increase of 39.7% from 2018/19 to 2022/23. good progress from 2018/19

Self-identified disabled employees by Directorate as of 31 March 2023

Figure 9 Self-identified employees by directorate

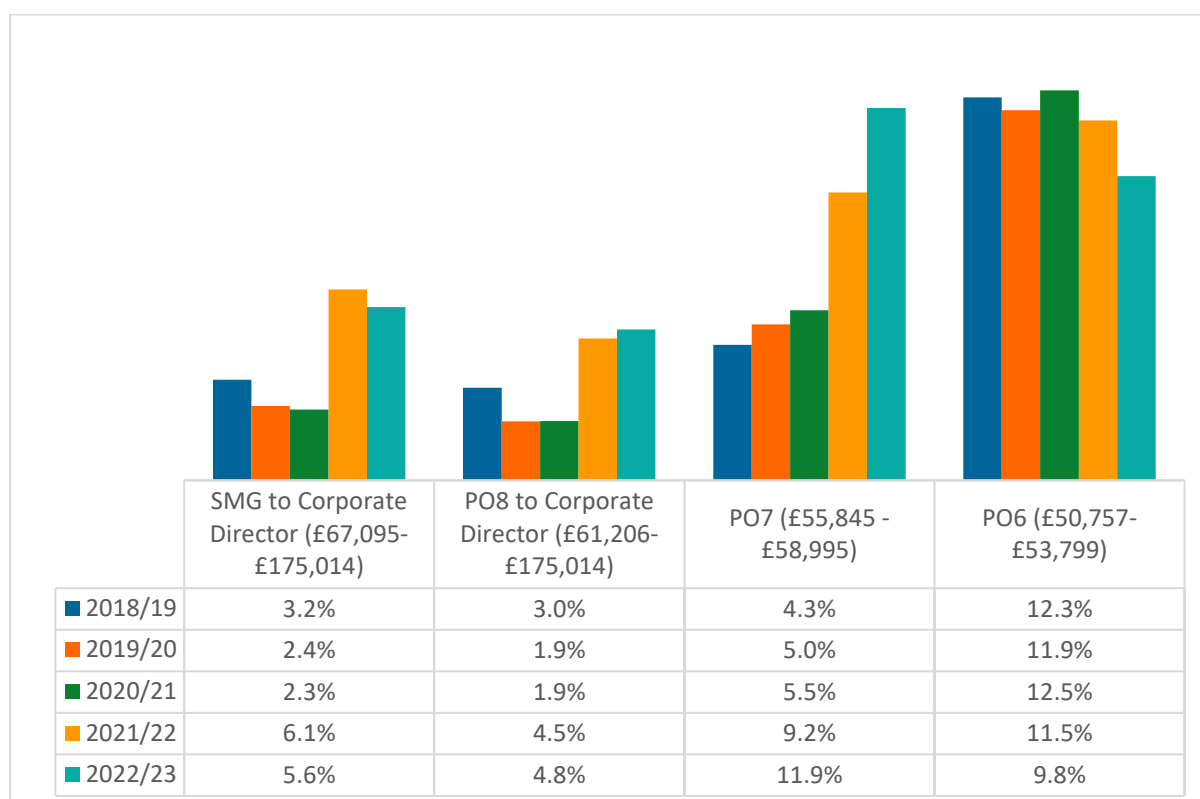


A breakdown of the data by directorate shows a wide range of results, from 3.8% for SGO respectively to 16.4% for Adults & Health and Chief Executives with the highest at 19.1%. Good progress from SGO increased by 60% from 1.5% in 2022.

In comparison with other London Councils, Lambeth is ranked 4th highest at 10.9% for self-identified disabled employees.

Self-identified disabled employees by grades council-wide in the last 5 years

Figure 10 - Self-identified disabled employees by grade in the last 5 years



The breakdown of grades shows the representation of employees who are identified as disabled have improved in 2023 in all the grades except for PO6 grade. From 2019 to 2022, PO6 disabled employees were well represented compared with other grades.

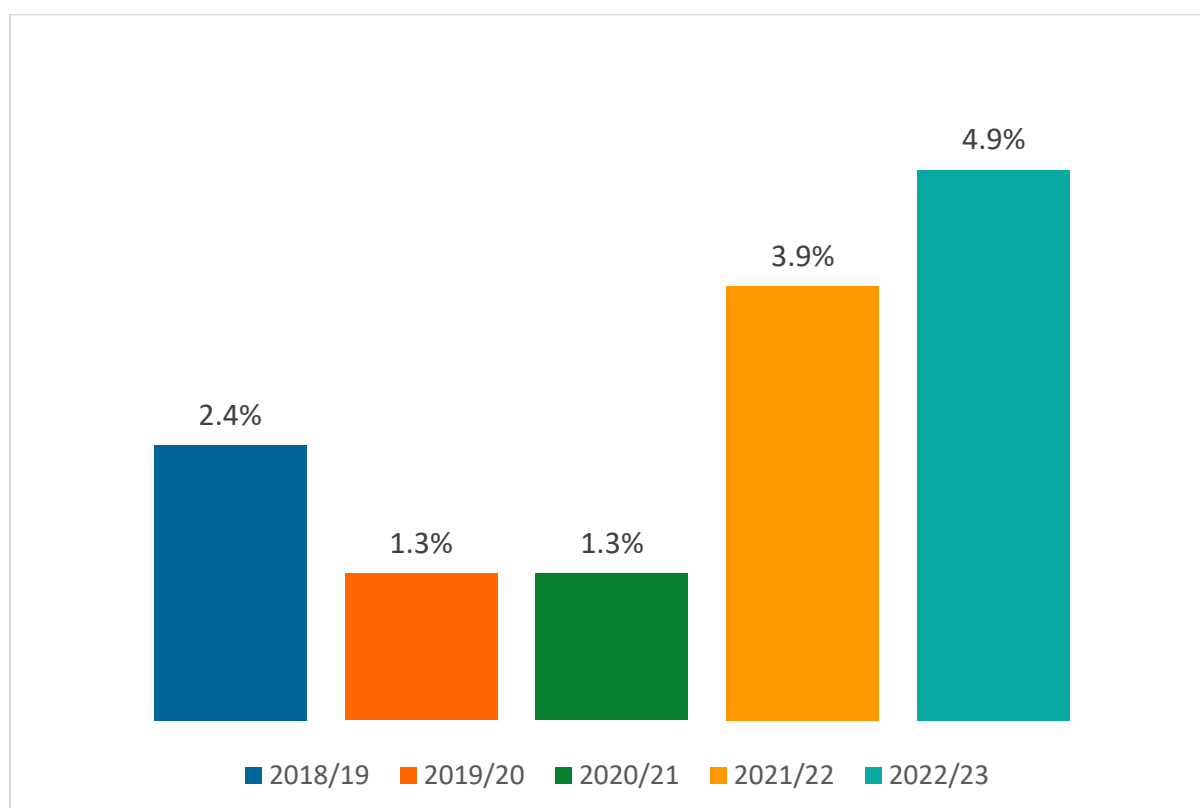
Top 5% earners who self-identified as disabled in the last 5 years.

The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

4.88% of Lambeth's top paid 5% have disclosed on our electronic staff records (Oracle) that they have a disability. This is an increase of 26.8% from 2021-22. 45% without information on their disability status is impacting the progress. When compared with other London councils we are reporting below the median of 5.64%

Lambeth's ranking for this dataset is in the bottom quartile of all London Councils for 2021-22. The median is 5.64%.

Figure 11 Top 5% earners self identified disabled



Intersectionality on employees self-identified disabled

Of **10.9%** disabled employees, **72%** are women, **62%** are Black, Asian & multi-ethnic, and **19%** LGB+.

The data shows there are more disabled women compared with the council profile of 60%. LGB+ are well represented as disabled compared with the council profile of 8.5%.

Next steps

To improve these statistics, our current engagement methods will be reviewed to encourage employees to share their disability status. This will include engaging with employees and our Disability Staff Forum to get a deeper understanding of the reasons for non-disclosure and aiming to minimise or remove any barriers that may prevent this. We are also exploring ways to make it simpler for employees to disclose disability information.

4.3 Race

In 2023, employees identified as “White” decreased by 4.38% from 40.5% in 2019 to 38.8% in 2023. Employees identified as “Black, Asian & multi-ethnic continues to increase from 60.5% to 61.2%.

Lambeth Council Vs Lambeth Residents

Black employees are well represented in Adult & Health and Children’s Services at 53% compared to the Council-wide at 45.5% and Lambeth population data at 24%.

Asian employees are well represented in Finance and Investment at 13.8% compared to council-wide at 9.4% and the Lambeth borough population at 7.3%. White employees are

well represented in SGO at 61.6% compared to Council-wide at 38.8% and the Lambeth population at 55%.

Lambeth's percentage of black employees is the highest of all London Councils. Lambeth is ranked first with Black staff at 45% compared to other London Councils, the median is 24%.

Lambeth compared to its local population is well represented in all grades and pay levels except for black workers at senior pay levels. Overall, there have been improvements reflecting council programmes and activities since 2018 and these are displayed in the following charts. Note that the race categories reflect the ONS categories for ethnic groups – white, mixed/multiple ethnic, Asian, Black and other ethnic groups.

Figure 12 Percentage council wide employees compared to borough profile.

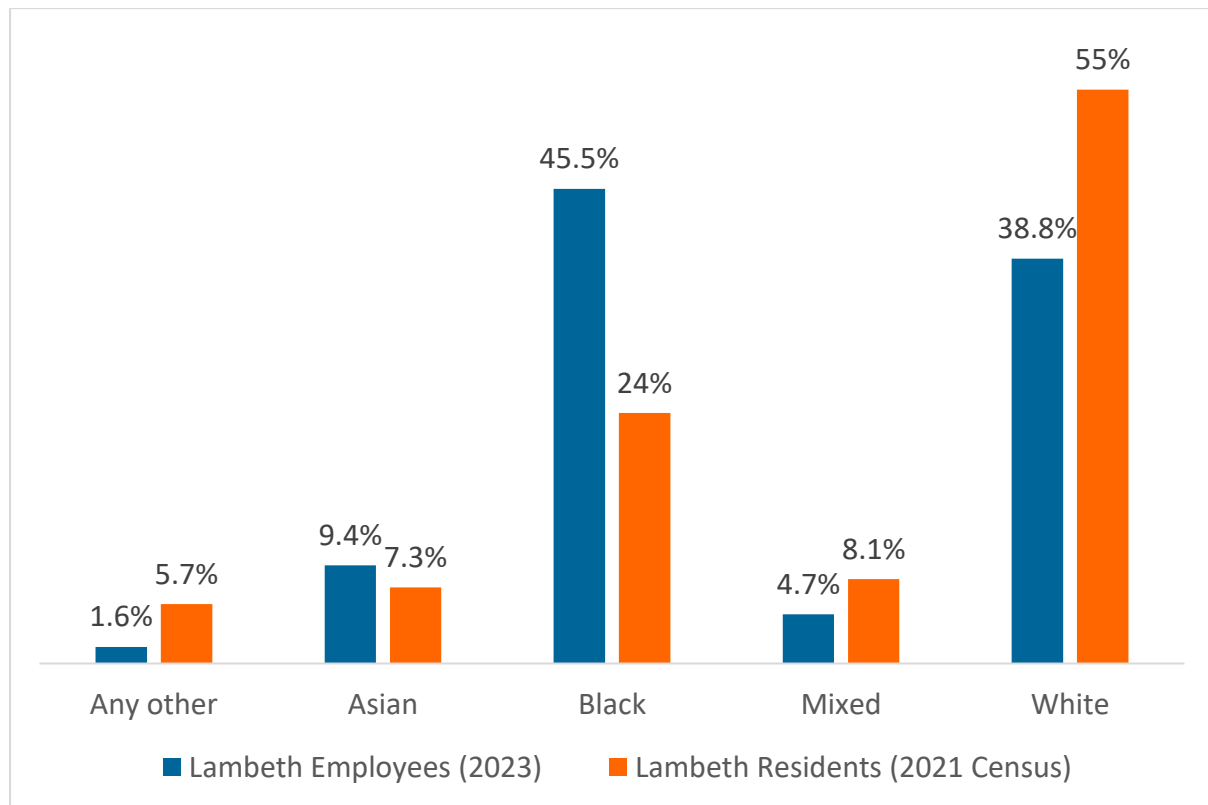


Figure 13 Race by council-wide in the last five years

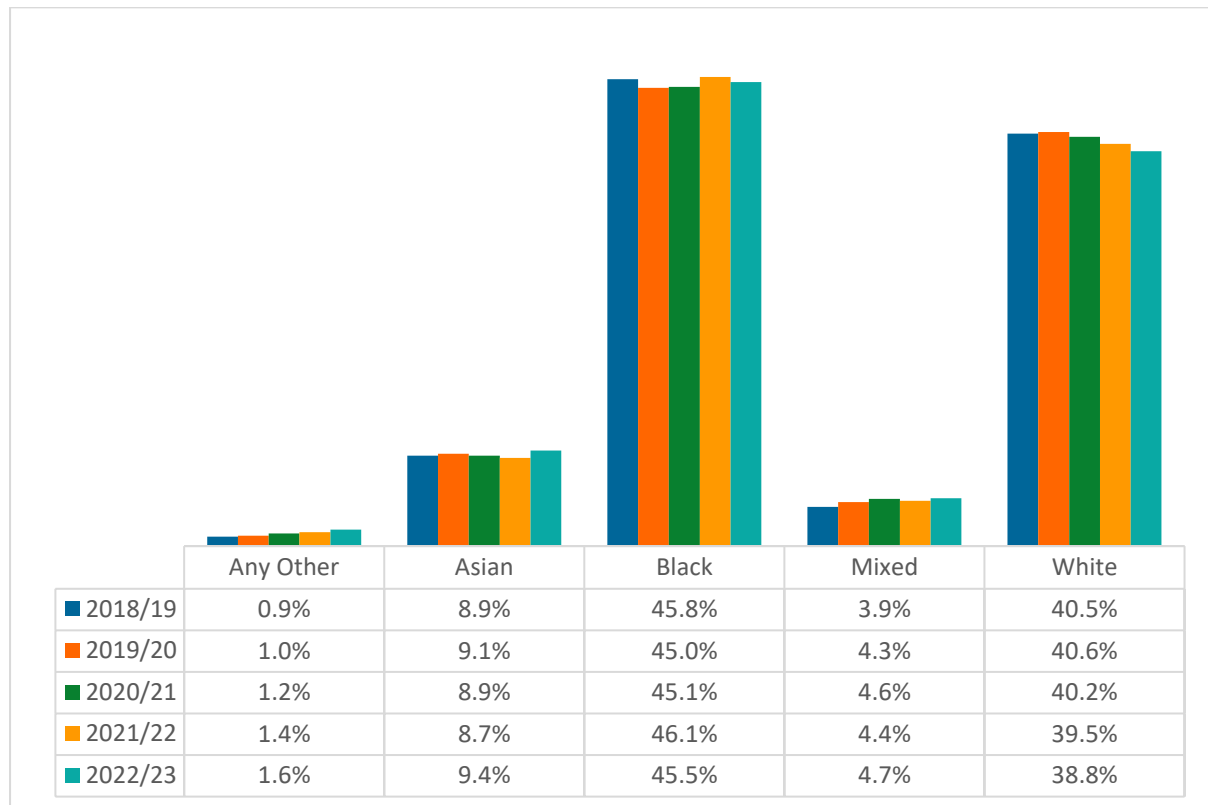


Figure 14 Race council wide combined over the past five years

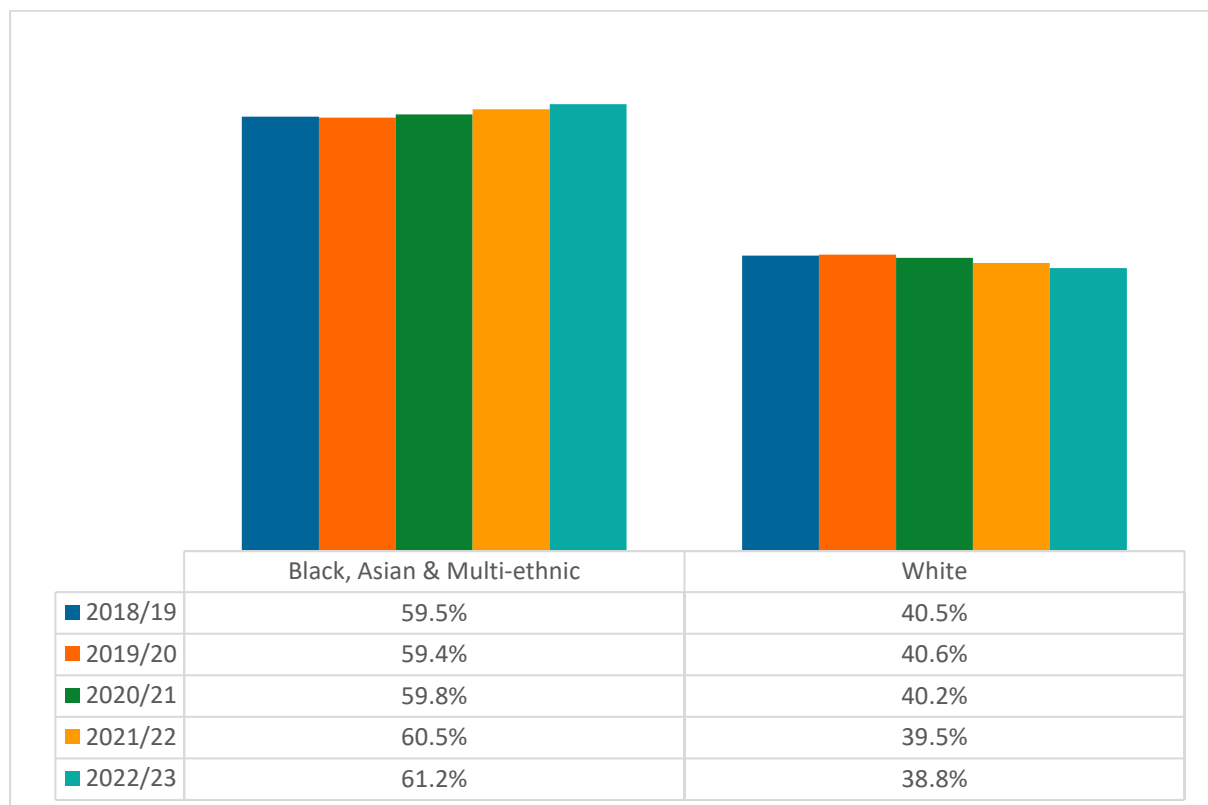


Figure 15 Race by Directorate 2022-23

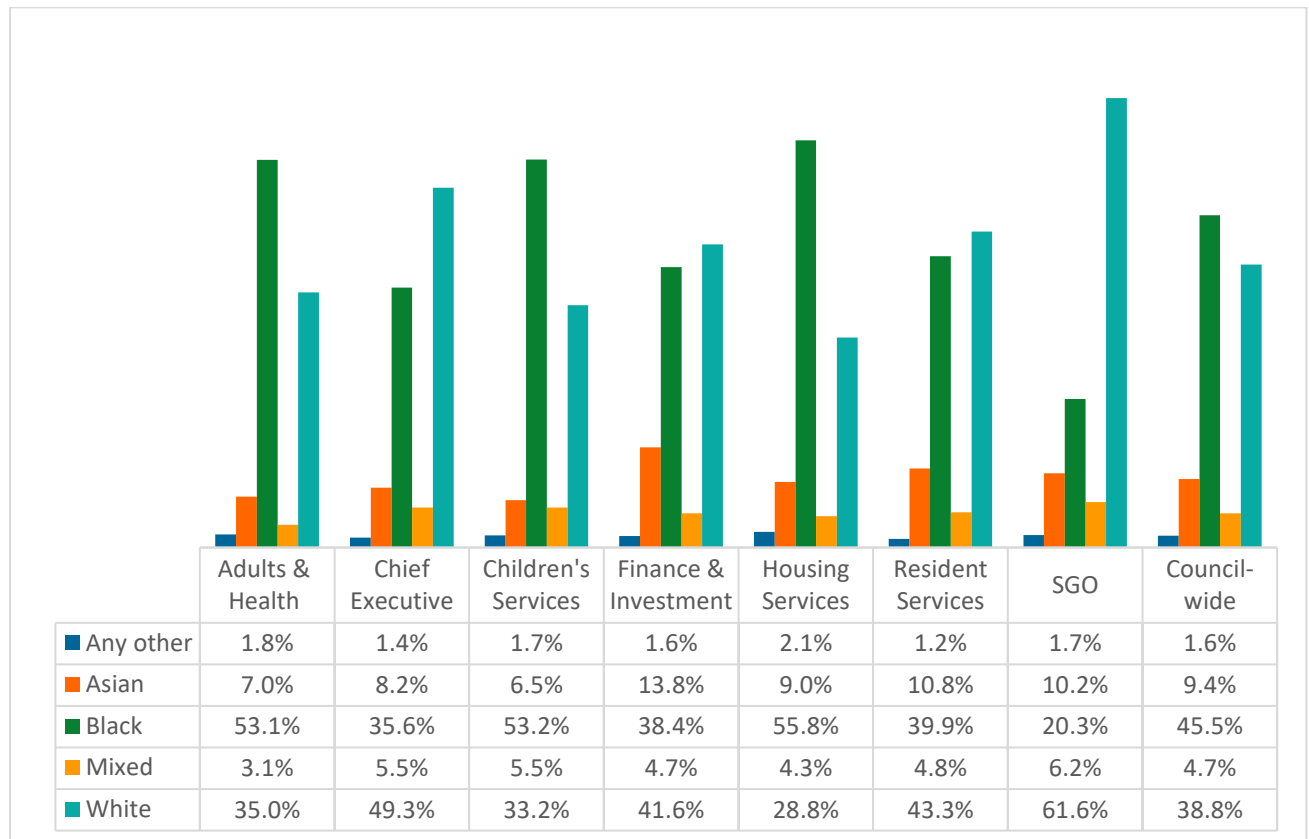
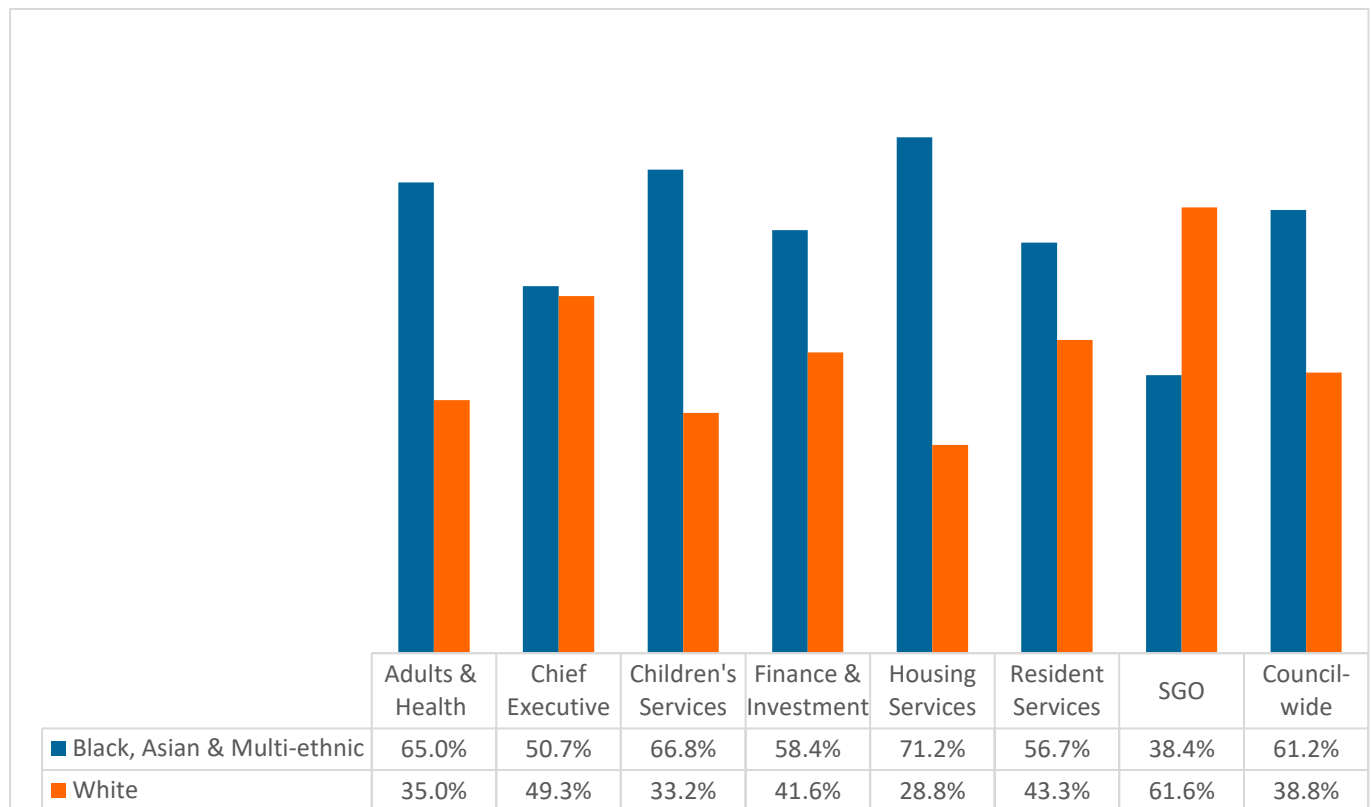


Figure 16 Race (combined) by directorate 2022-23



A breakdown of race by grades Strategic Director to PO6 in the last 5 years

Senior representation of Black, Asian & multi-ethnic employees

Since the Race and Diversity at Lambeth report, senior grades (covering SMG to Strategic Director) have increased by over 100% compared with 2019 at 16.3% and 2023 at 35.6%, PO8 to Strategic Director increased by 25% compared with 2019 at 29.3% and 2023 at 36.7%, and PO7 increased by 22.8% compared with 2019 at 36.9% and 2023 at 45.3%. There are more Black, Asian & multi-ethnic in PO6 in 2023 at 54% compared to White employees at 45.7%.

Figure 17 Race by SMG grade and above (£67,095-£175,014) over the past five years

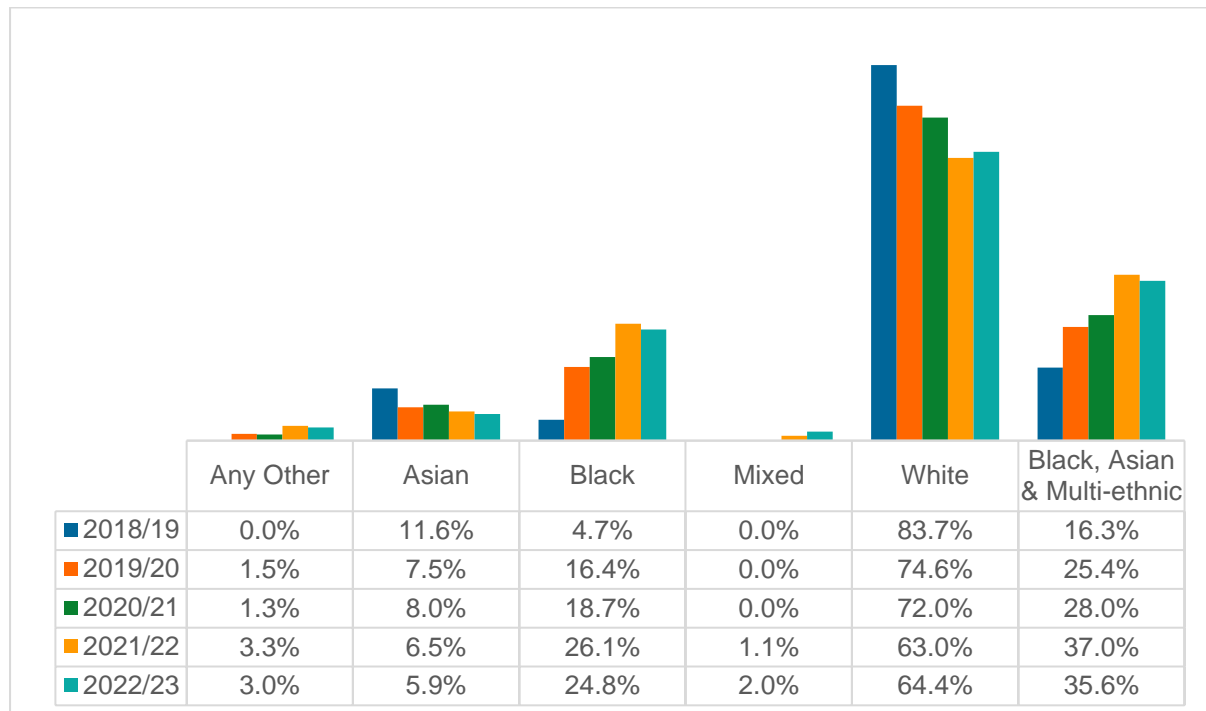


Figure 18 Race PO8 Grade and above (£61,206-£175,014) over the past five years

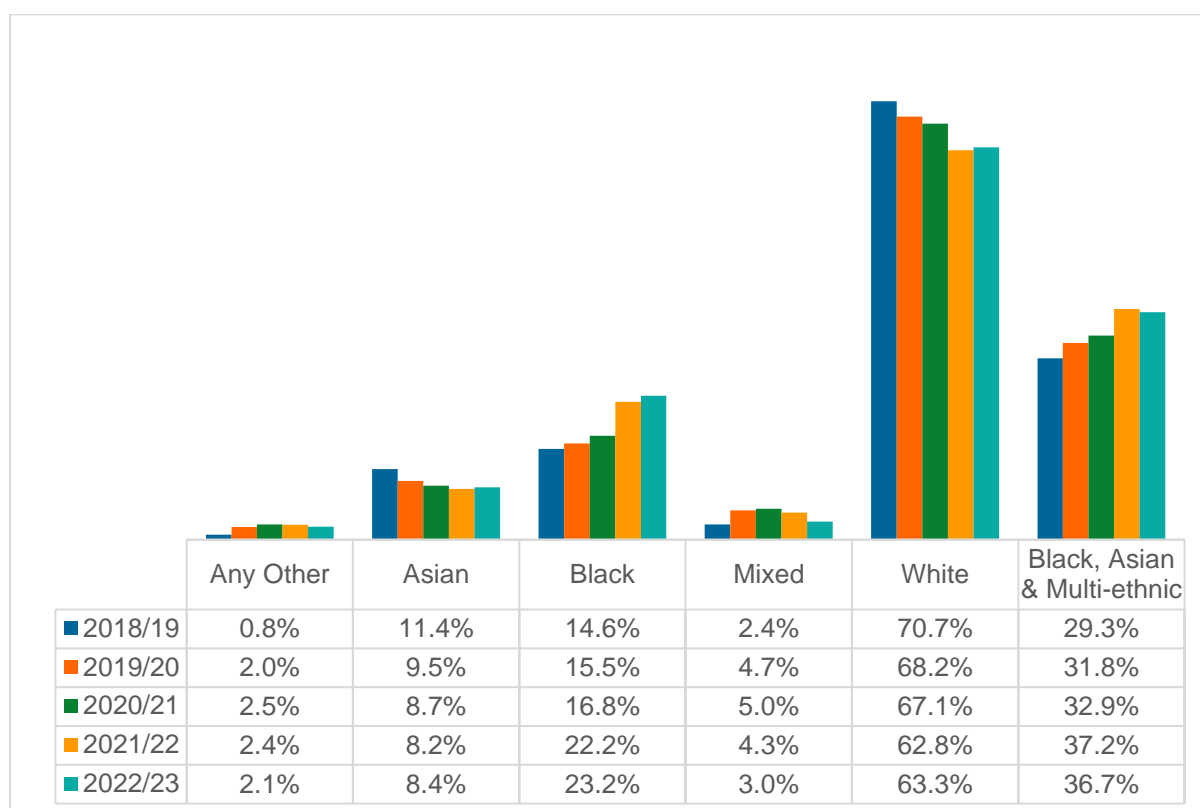


Figure 19 Race by PO7 grade (£55,845-£58,995) over the past five years

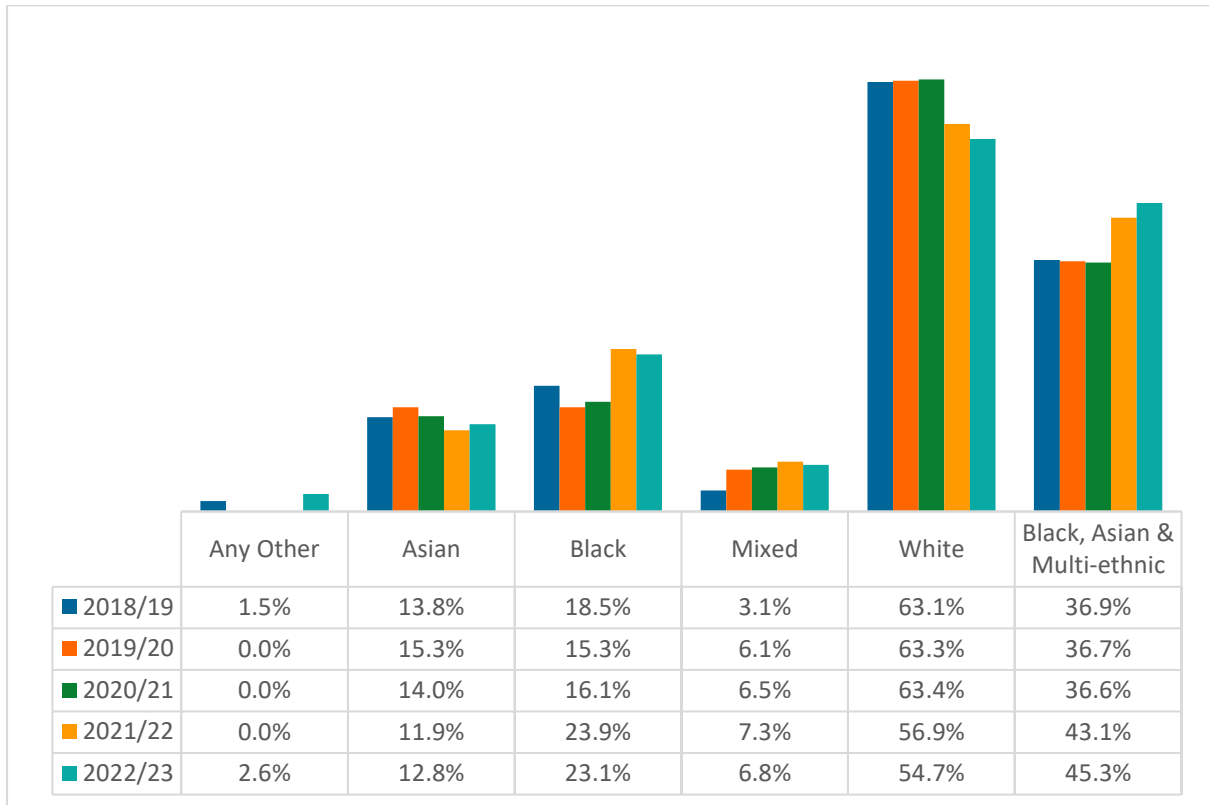
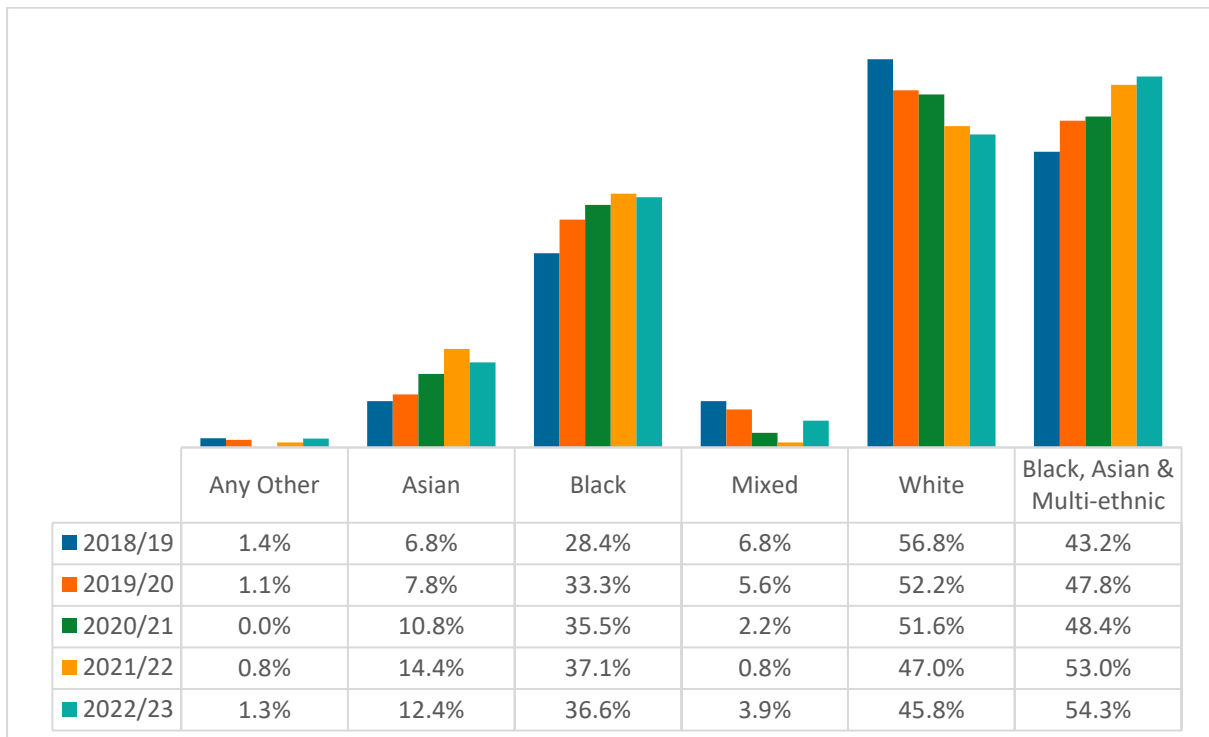


Figure 20 Race by PO6 grade (£50,757-£53,799) over the past five years



Top 5% earners who are Black, Asian & Multi-Ethnic groups

The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

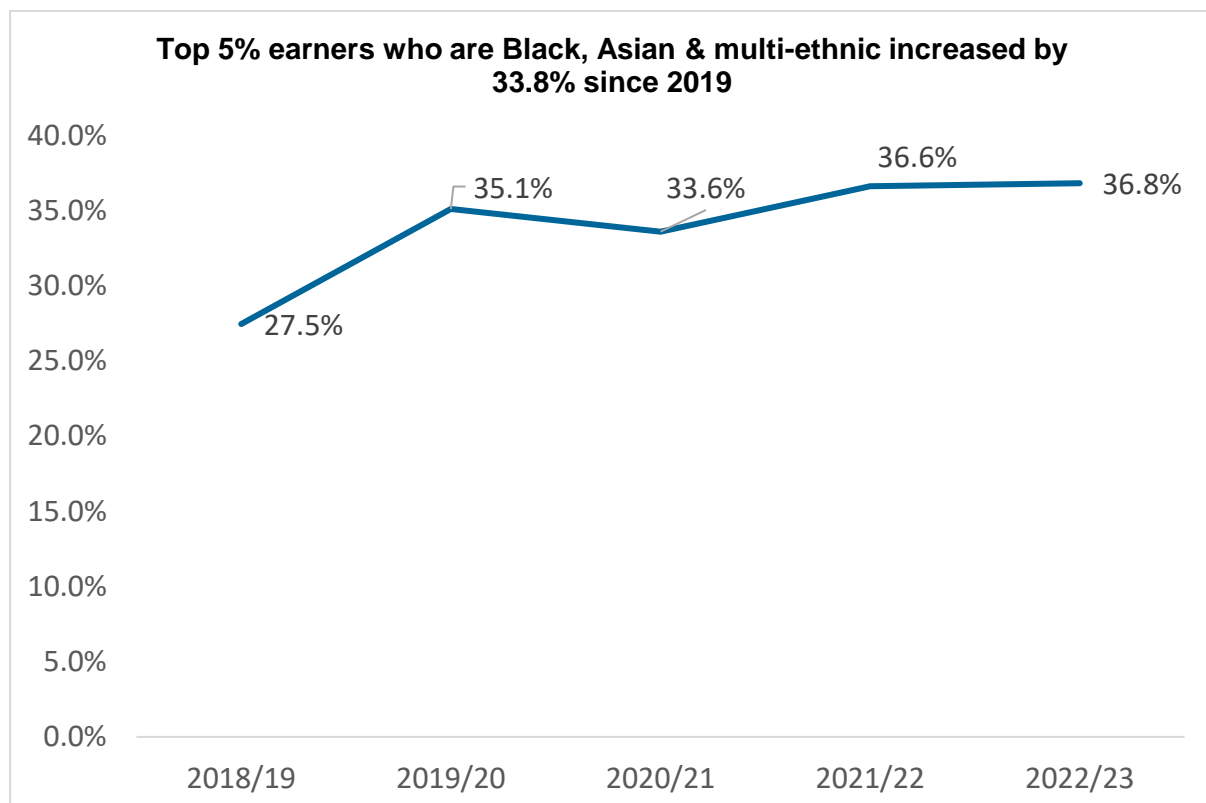
The number of Black, Asian, and Multi-Ethnic groups among the top 5% earners increased by 0.5% from 2021-22. A breakdown of race: Asian at 9.7%, Black at 21.5%, Mixed at 2.8%, Other at 2.8% and White at 63.2%.

Lambeth's percentage of top 5% earners who are from Black, Asian & multi-ethnic groups of 36.8% is ranked the highest of inner London boroughs. The median for all London Councils is 23%. The increase reflects the work undertaken since 2018 around equalities, diversity, and inclusion.

The percentages are based on only known ethnicity/race. Unknown, which are blanks and not stated are not included. There are 5.3% (8) employees with no race indicated. It is difficult to monitor progress with 8 employees not included in the figure.

However, this is still slightly below our corporate target of 39%. The council has identified as part of its commitment to improving representation at senior grades that specific directorates have EDI Action plans to help the council achieve this target. The council has also undertaken a review of its talent development programmes and developed a new approach as referenced elsewhere in the report.

Figure 21 Top 5% earners who are Black, Asian & multi-ethnic by council wide.



Intersectionality for employees who are Black, Asian & Multi-ethnic

Of **61%** Black, Asian & multi-ethnic groups, **67%** are women, **11%** have self-identified as disabled, and **4%** have self-identified as LGB+.

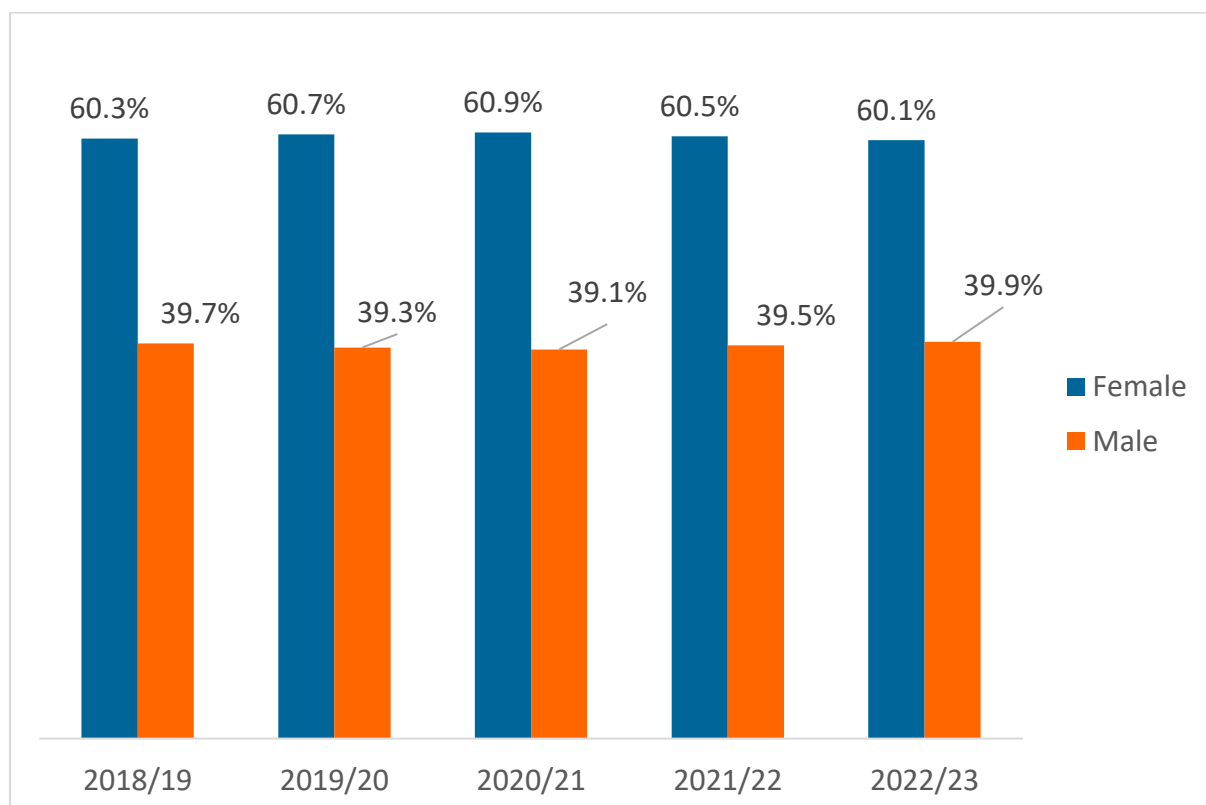
4.4 Sex

Lambeth Council female workforce is 60%, this has remained the same for the last 5 years.

A breakdown by directorates shows Children's services is well represented by women at 77%, followed by Adults and Health at 73.6% compared to the Council-wide at 60%.

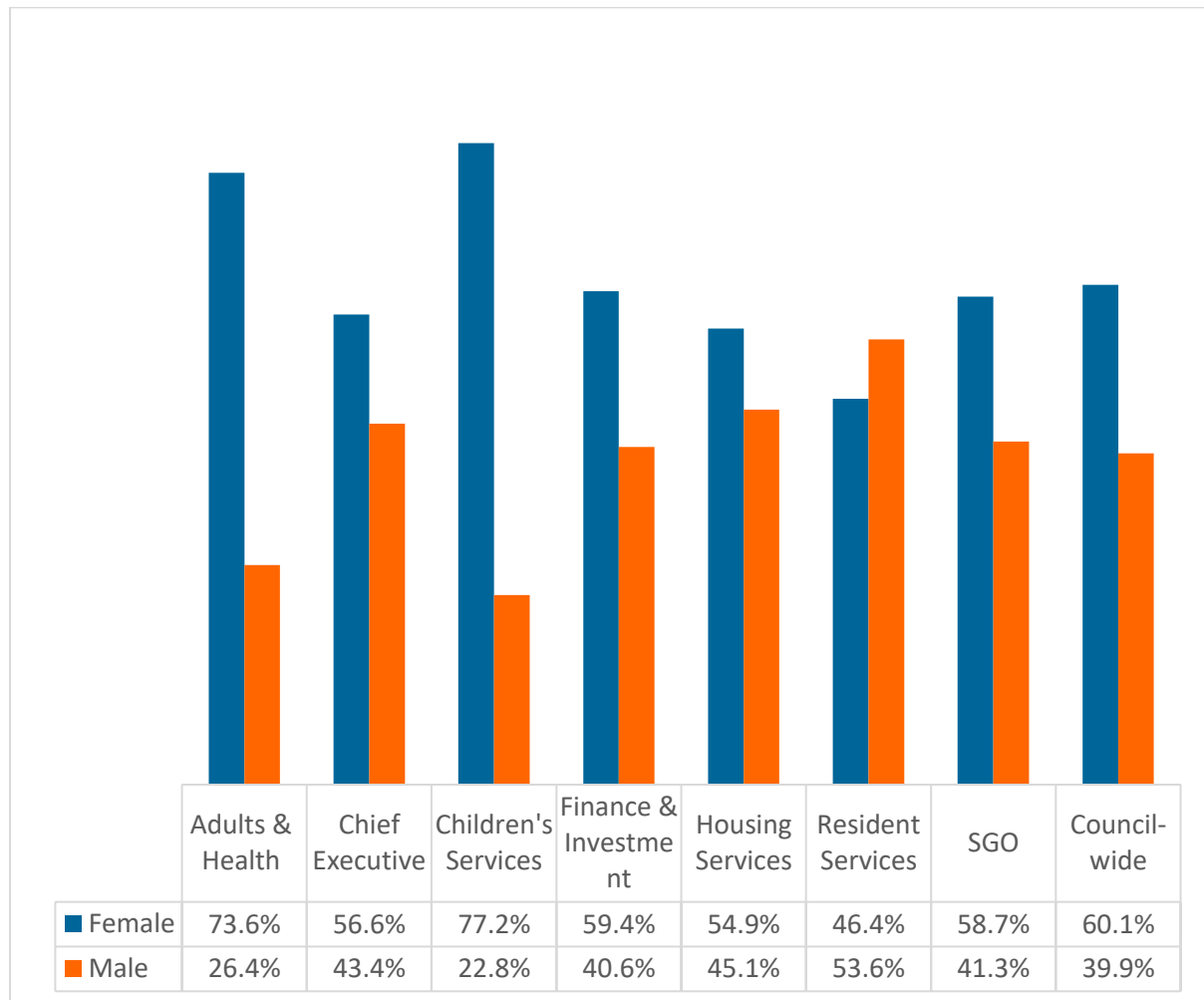
Grade SMG to the strategic director: women are underrepresented' at below 50% which, has remained the same over the years. Grade PO8 to the strategic director: In 2023, it was a split 50% representation. Grade PO7: women represented was over 50% in 2020 and 2021 and 2023 a slight decrease at 49% representation. And Grade PO6: over 60% of women represented in all the years, except 2019. The data suggests the glass ceiling for women starts at PO7 and dips significant at SMG1, SMG3 and Hay 2.

Figure 22 Sex by council-wide in the last 5 years has remained the same



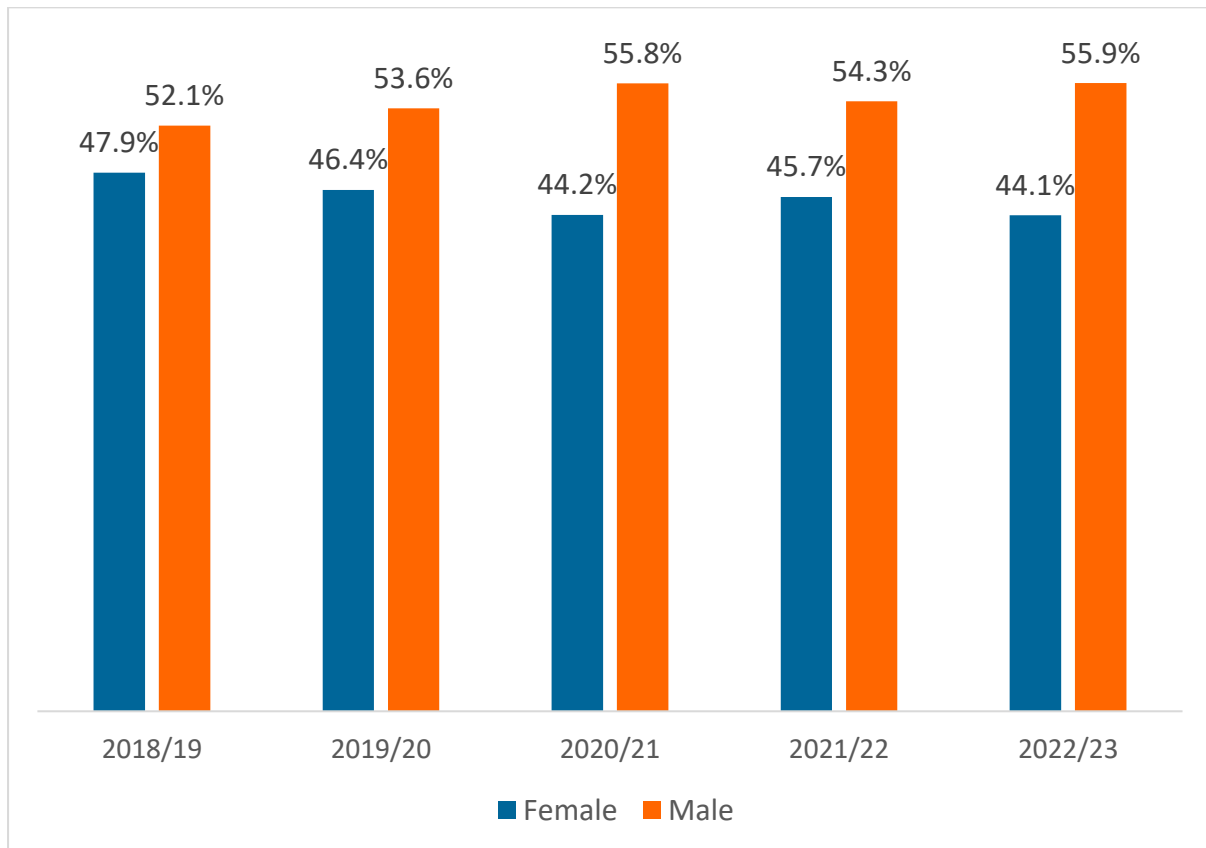
The breakdown of sex by directorate is as follows

Figure 23 Sex by Directorates: Adults and Health and Children's Services with over 70% are women

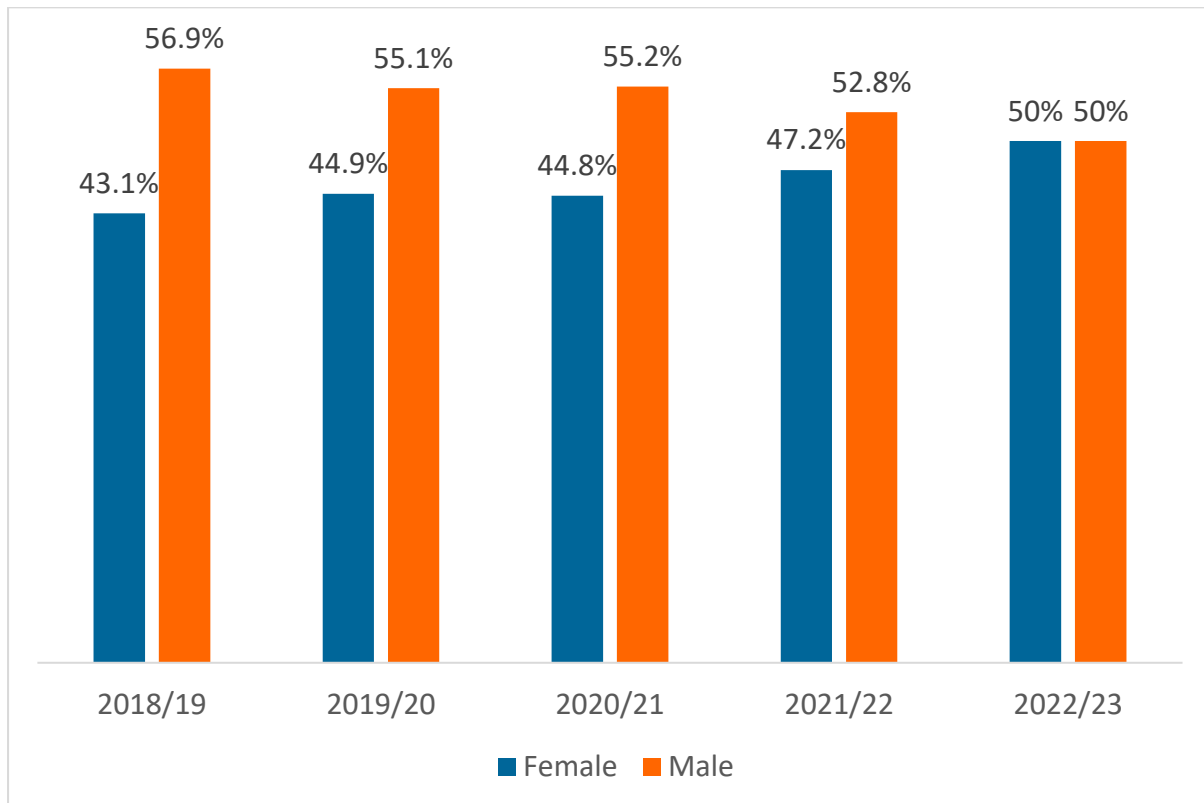


The breakdown of sex at senior grades is listed below. This shows that over the past five years the council has not improved representation. This is a contribution towards the council's gender pay gap.

Figure 24 Sex by SMG and above (£67,095-£175,014) over the past five years



In the figure below, which looks at grades just below head of service level, we can however see the council has improved representation at these grades over the past five years, which may assist addressing the lower representation of females at senior grades.

Figure 25 Sex PO8 and above grade (£61,206-£175,014) over the past five years

In addition to this, we can see at grades just below PO8 closer to 50%, which is why the data suggests that there is a glass ceiling around PO7 grade (£55,845 - £58,995). The subsequent figure highlights that at PO6 grade (£50,757 – £53,799), there are significantly more women than men.

Figure 26 Sex at PO7 grade (£55,845-£58,995) over the past five years

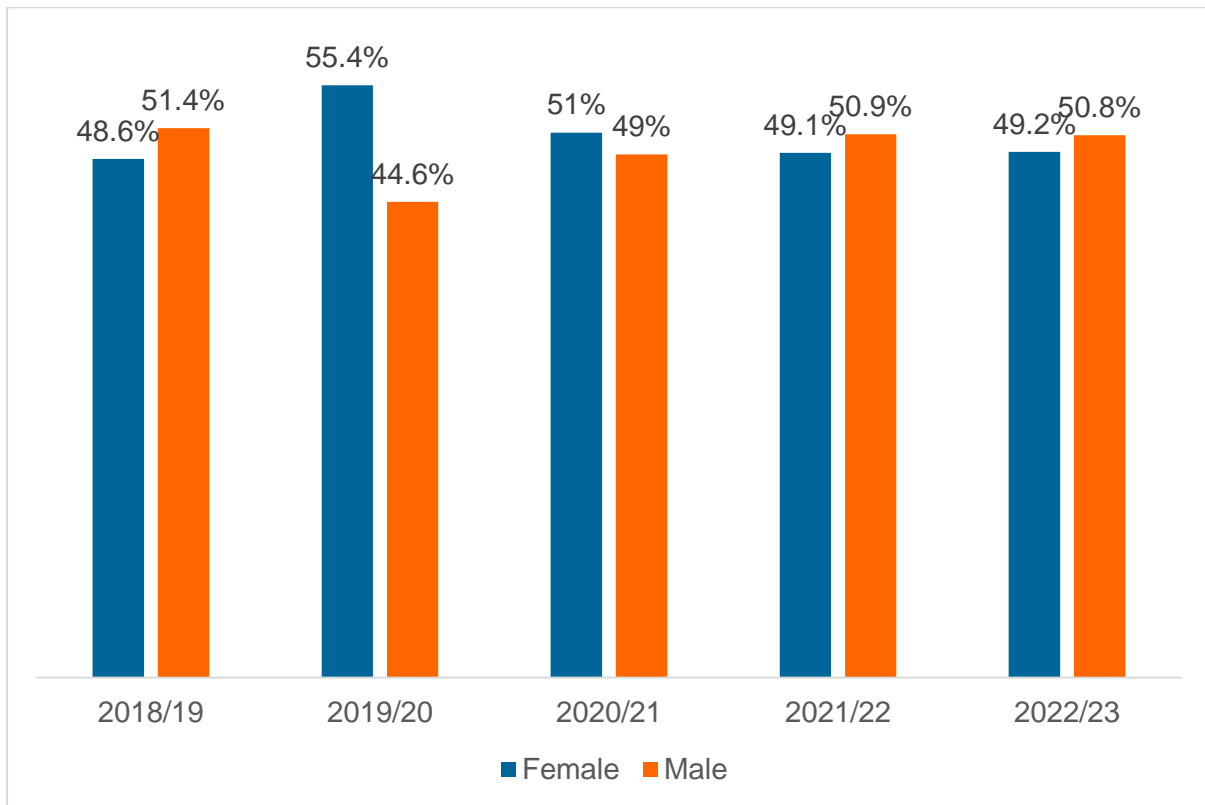
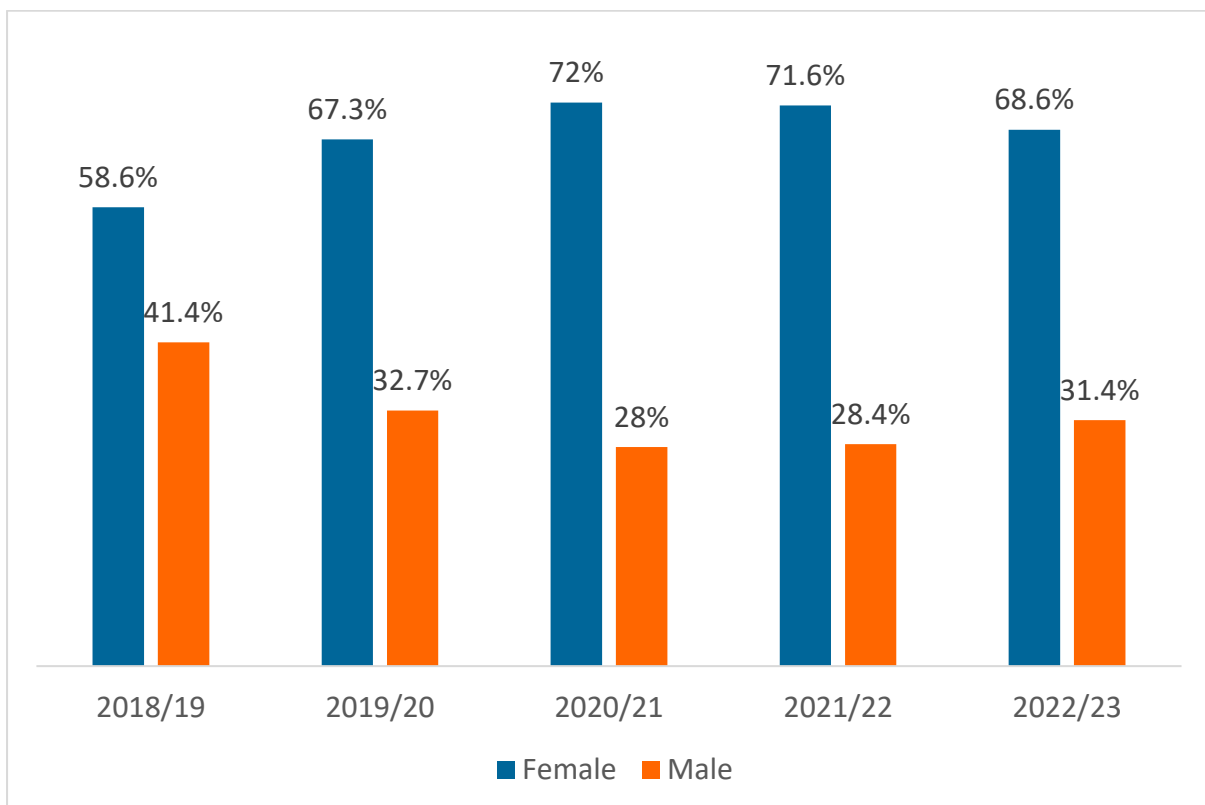


Figure 27 Sex at PO6 grade (£50,757-£53,799) over the past five years



Top 5% earners who are Female

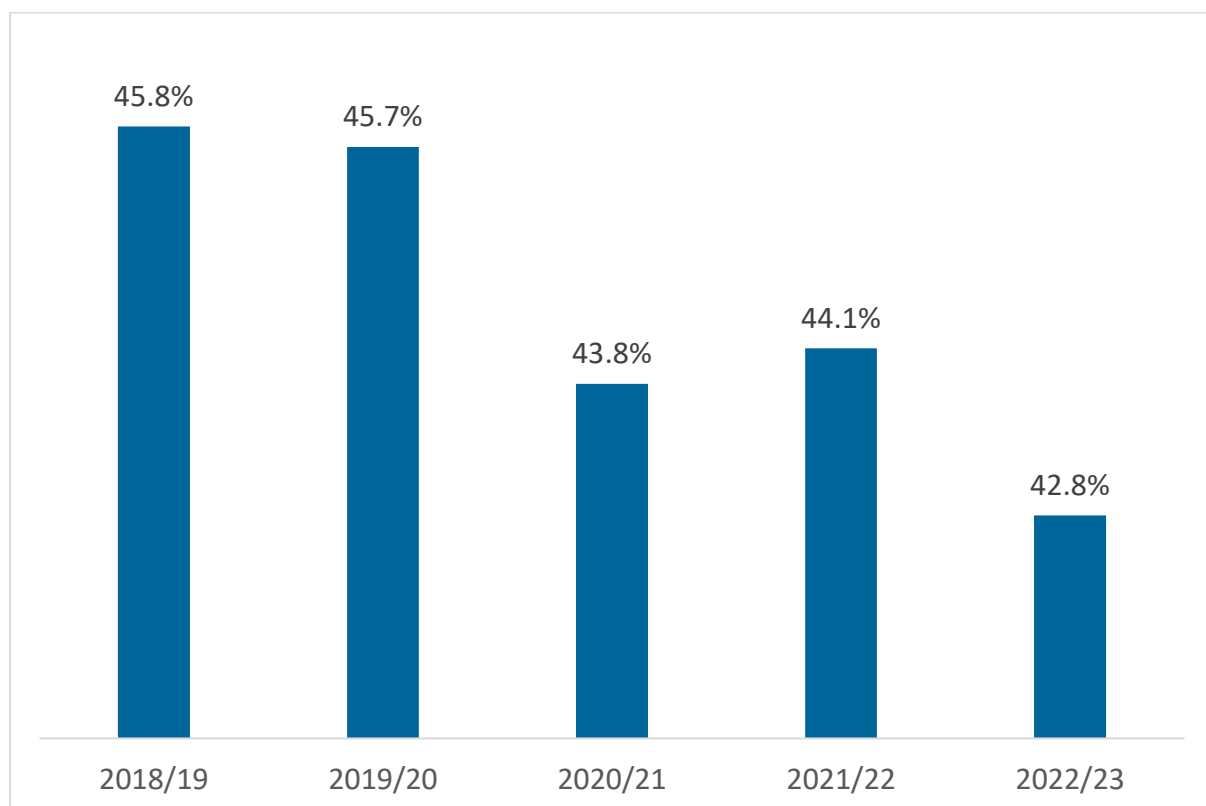
The top 5% earners are made up of employees ranked in order of gross pay (for part-time this is based on full-time rates of pay). This is a standard metric that all London Councils use to compare senior pay.

The percentage of women top 5% of earners decreased by 2.9% from 2021-22. A breakdown of women's ethnicity/race in the top 5% earners: Asian at 7.9%, Black at 22.2%, Mixed at 4.7%, Other at 4.7%, and White at 60.3%.

Lambeth's percentage of the top 5% earners who are women of 42.8% is ranked the 5th lowest of inner London boroughs. The median for all London Councils is 50%.

More work is to be done in recruitment and progressing internal employees to meet our target of 50% and report comparative with other London Councils. The council has identified as part of improving representation at senior grades that specific directorates have actions to help the council achieve this target. The council has also undertaken a review of its talent development programmes and developed a new approach as referenced elsewhere in the report.

Figure 28 Top 5% earners who are female has decreased over the past five years



Intersectionality

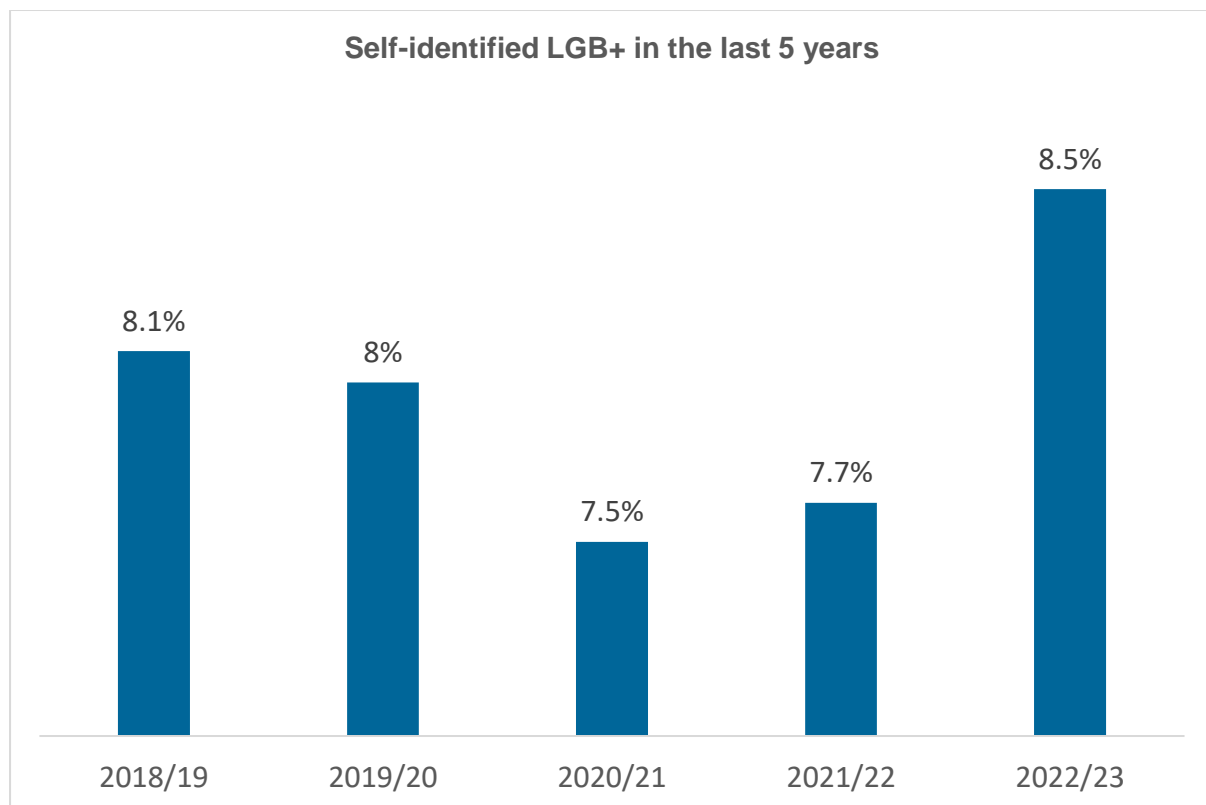
Of 60.1% of women, 67% are Black, Asian & multi-ethnic groups, 13% are self-identified disabled, and 8% are self-identified LGB+.

4.5 Sexual Orientation, Trans and Gender Identity

The number of staff identifying as LGB+ has increased by 10% over the past five years.

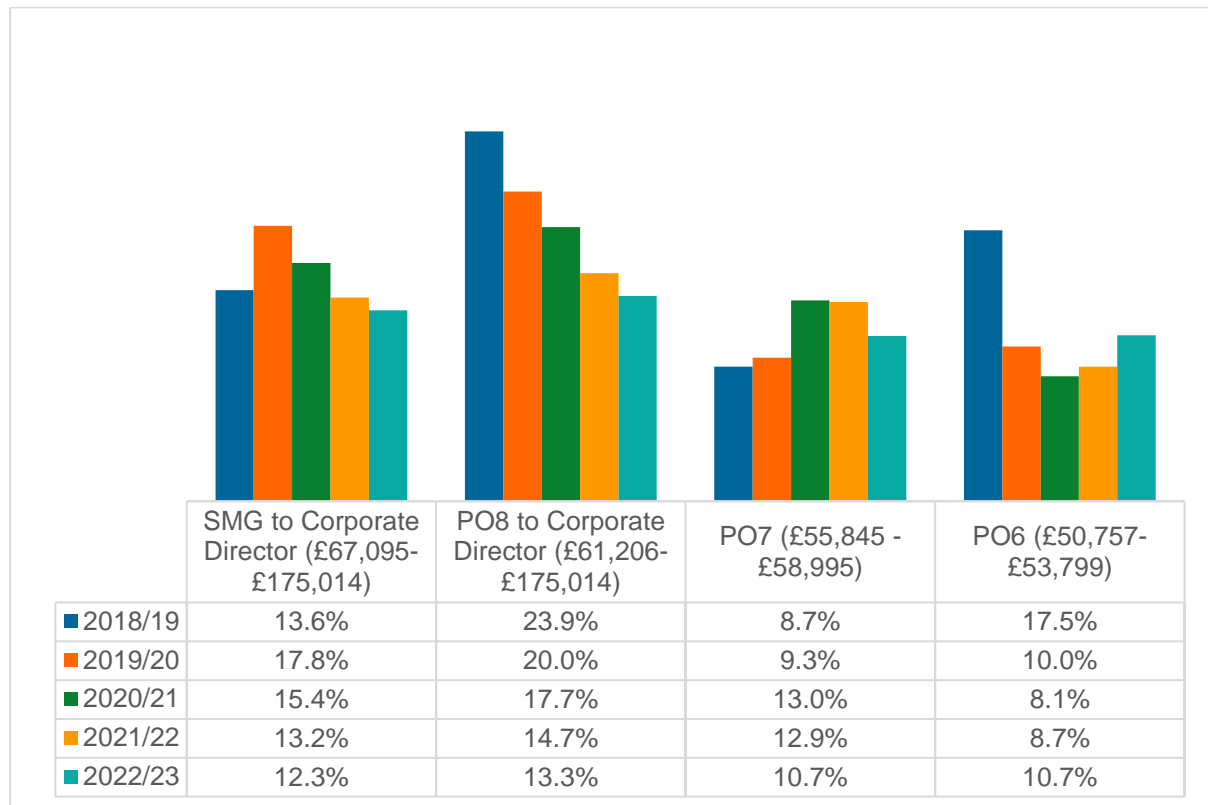
In the 2021 Census 8.25% identified as LGBTQ+ compared to the council in 2023, 8.5% self-identified as LGB+. Lambeth has one of the ten largest populations for LGB+ residents and the second largest in London. This was the first set of official statistics released on sexual orientation. However there remains a majority of employees that have either not stated their sexual orientation 1402 (49.5%) or prefer not to say 107 (3.8%).

Figure 29 Sexual Orientation by directorate (LGB+).

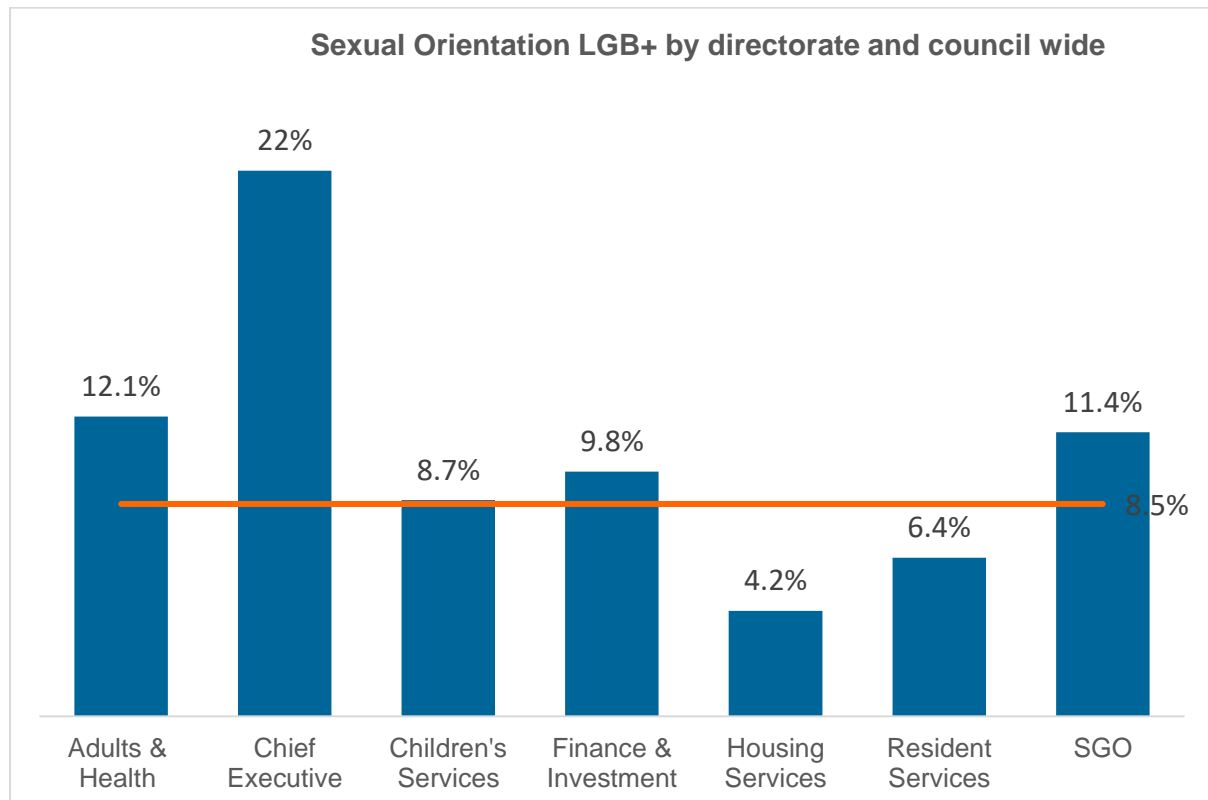


Sexual Orientation (LGB+) by different grades has changed over the years, however the total numbers of employees including this information has increased.

Figure 30 Employees identifying as LGB+ by grade over the past five years by different grades / grade groups



The directorate graph is showing Housing Services at 4.2% and Resident Services at 6.4% with the lowest representation of LGB+ compared with other directorates and council-wide figures at 8.5%.



Intersectionality

Of **8.5%**, **26.5%** are from Black, Asian & multi-ethnic groups, **12.4%** are identified as disabled, and **54%** are women.

Trans and Gender identity.

We also collect data on whether staff consider themselves as trans, however this information remains fewer than 10. We also have begun to collect data on gender identity however this information remains fewer than 10. The 2021 Census collected data for the first time on gender identity and approximately one per cent of the borough population have stated they have a gender identity different from the sex registered at birth. Therefore, it is likely that workforce numbers will remain low. We will continue to collect this data and also encourage staff to consider completing this information as part of rolling communications to staff about checking their personal information on Oracle and ensuring this is up to date.

4.6 Religion/Belief

The council has some data on the religion or belief of its workforce. 70.7% of our workforce have a religion compared to Lambeth residents at 54.9%. The figure below shows Christian with the highest at 55%, followed by 29% none. There are 1122 (39.6%) blank records not stated religion and 108 (3.8%) prefer not to say. The percentages are based on known religion/belief. Unknown records are excluded from the figure. This information can help understand employee's needs and supporting business planning (such as holiday requests around religious festivals).

According to the 2021 Census, Lambeth residents who provided information about their religion/beliefs. 54.9% of Lambeth residents have a religion and 37.5% have no religion. This compares with 70.7% of our workforce who have a religion and 29.3% who have no religion.

Figure 31 Religion council-wide compared with Lambeth residents.

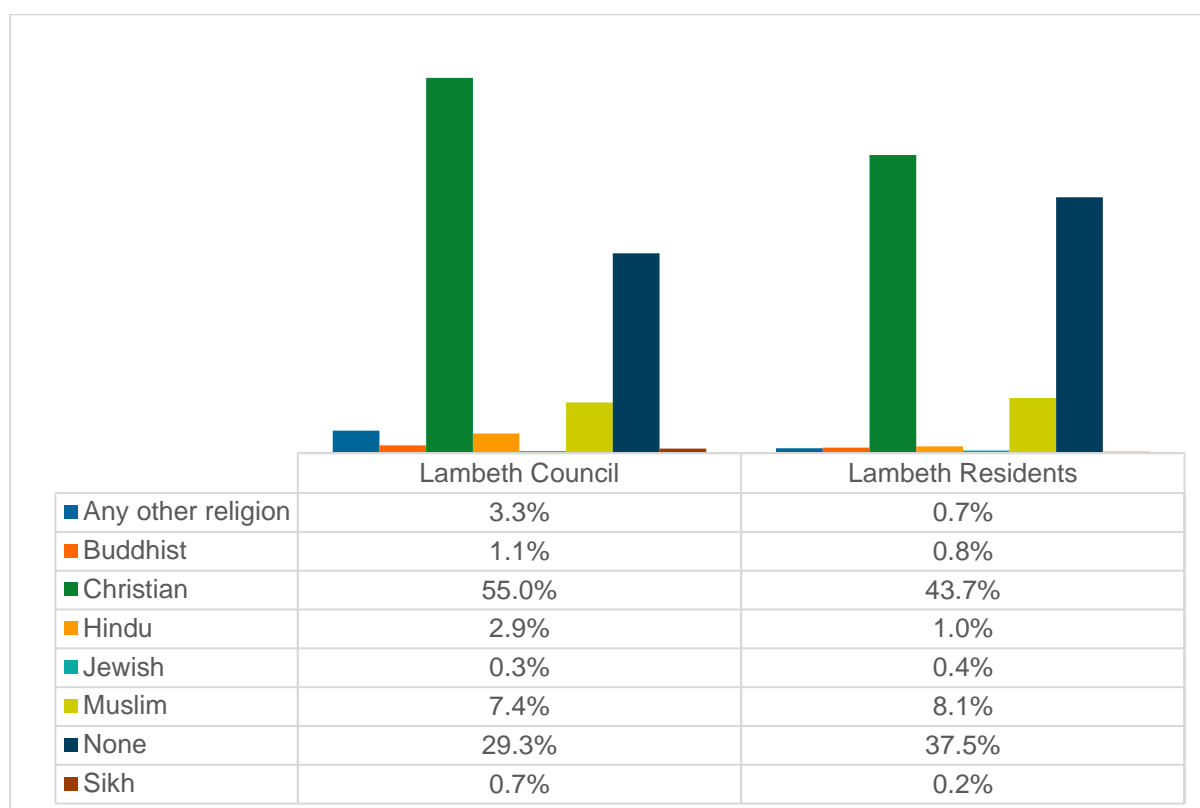
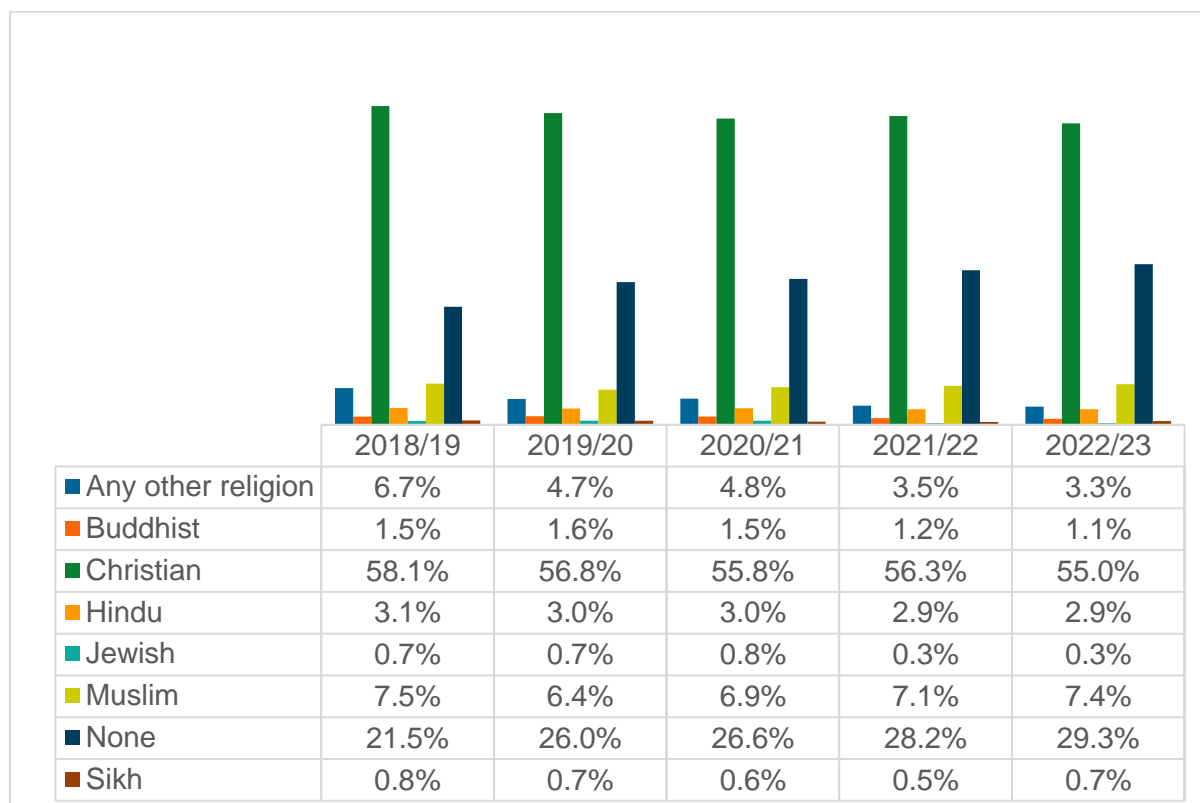


Figure 32 Religion council wide over the past five years has seen no religion increase the most although this is much lower than the figure for Lambeth residents.



4.7 Maternity Leave, Adoption, Paternity and Shared Parental Leave

In 2022-23, 2.8% (81) of employees were on maternity leave, and 0.5% (14) of employees were on paternity leave. 69% of employees who went on maternity leave in 2019-20 are still with the Council.

The council continues to promote family-friendly practices to support working parents in the workplace and to encourage employees to return to work following maternity, adoption, and paternity leave. The council also promotes and encourages Shared Parental Leave, although the take-up is still low, it is in line with take-up across the sector.

5. Progression due to Acting up, Secondments, Internal Promotion, Restructures, and Job Evaluations

5.1 Progression in a higher grade

A total of 387 employees representing 13.7% of the workforce headcount progressed into higher grades during the year. Progression rate for women: 52% in all grades, 50% in PO8 & above, and 55% in PO6 and above.

Progression rate for Black, Asian, & multi-ethnic groups: 53% in all grades, 39% in PO8 & above, and 47% in PO6 and above.

This is not in line with the workforce profile, particularly for Black, Asian, and Multi-Ethnic workers. This has implications for the council's targets for the top five percent earners and for closing the ethnicity pay gap.

The council, therefore, will need to review the progression into these roles to look at the options to develop and support the workforce into protected characteristics through its talent development programmes, recruitment, and acting up opportunities in collaboration with the EDI directorate leads.

Table 1 Progression - comparison to workforce profile, all grades, PO6 and above and PO8 and above

Protected Characteristic	Workforce Profile	Progression overall	Progression in grades PO6 and above	Progression in grades PO8 and above
Black, Asian and Multi-Ethnic	61.2%	53%	47%	38.8%
Women	60.1%	51.9%	55.2%	50%
Self identified Disabled	10.9%	8.2%	2.9%	4.4%
LGB+	8.5%	9.1%	9.8%	11.8%

5.2 Honorarium

Honoraria is an opportunity for development as employees take on additional duties for an additional payment (up to 10% of annual earnings). In the twelve months to March 2023, 121 employees received payment for this, representing 4.1% of the workforce.

Over half of all recipients who received honorarium were Black, Asian, and Multi-Ethnic employees. In March 2022, White employees were over half of all in receipt of honorarium. And in March 2023 Black, Asian & Multi-ethnic employees are over half of all receipts.

As honoraria payments impact overall earnings, it has implications for the council in closing the ethnicity pay gap.

60% of women employees were in receipt of honoraria, and 8% identified disabled received payments.

Like progression, the council will need to look at the options to develop and support the workforce into protected characteristics through its talent development programmes, recruitment, and acting up opportunities in collaboration with the EDI directorate leads.

The developing Lambeth People programme will look to identify act ups, honoraria arrangements and opportunities, secondments, and permanent role placements to level up the career opportunities, ensuring that colleagues who are underrepresented are positively positioned for career growth and development to reduce the equality pay gap and ensure diverse senior leadership teams.

6. Recruitment

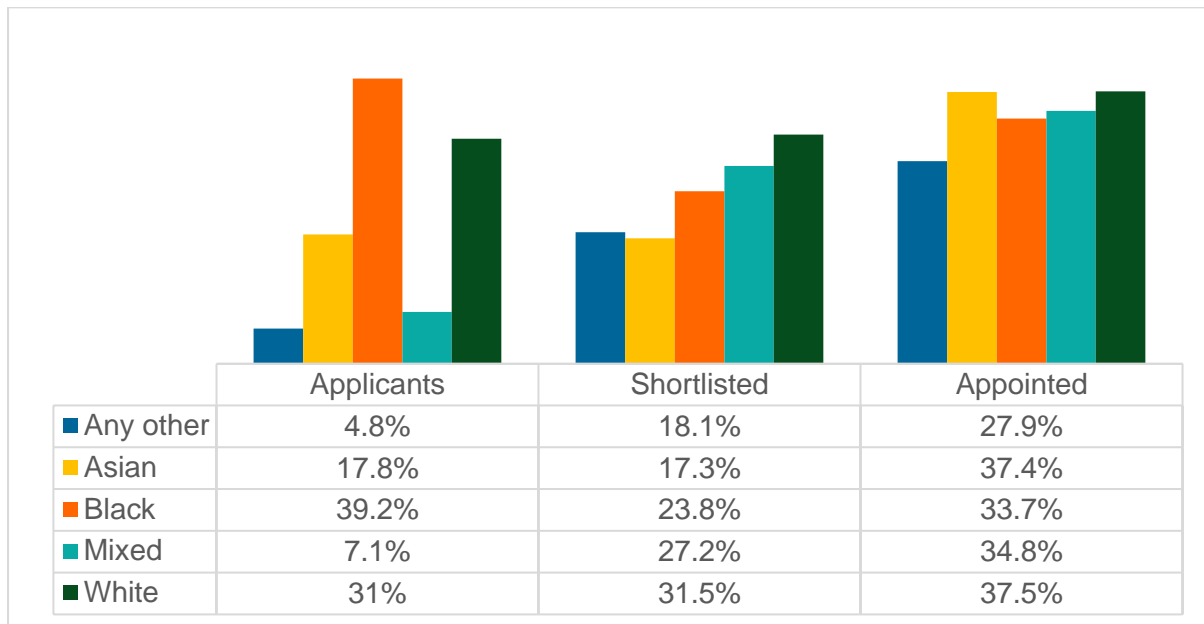
Oracle Recruitment Cloud was implemented in July 2022. We are tracking our recruitment progress combining data on the old recruitment system and new system April 2022 to March 2023. The council had 7473 applicants for 940 positions, which translated into 761 offered/hired.

6.1 Recruitment by Protected Characteristics

The figure below outlines the race breakdown of applicants, and then of those shortlisted for interview and those offered a role. A high percentage of Black applicants at 40.4% but with a low success rate at 21.4% shortlisting stage and 31.7% offer/appointed compared with White applicants at 29.7%, shortlisted at 29.8%, and offer/appointed at 28.7%. The appointment of Asian employees is more than the applicants and shortlisted percentages.

The first graph on applicants add up to 100%, and the remaining tables, shortlisted is based on number of applicants and appointed is based on number of shortlisted.

Figure 33 Recruitment by protected characteristics: race



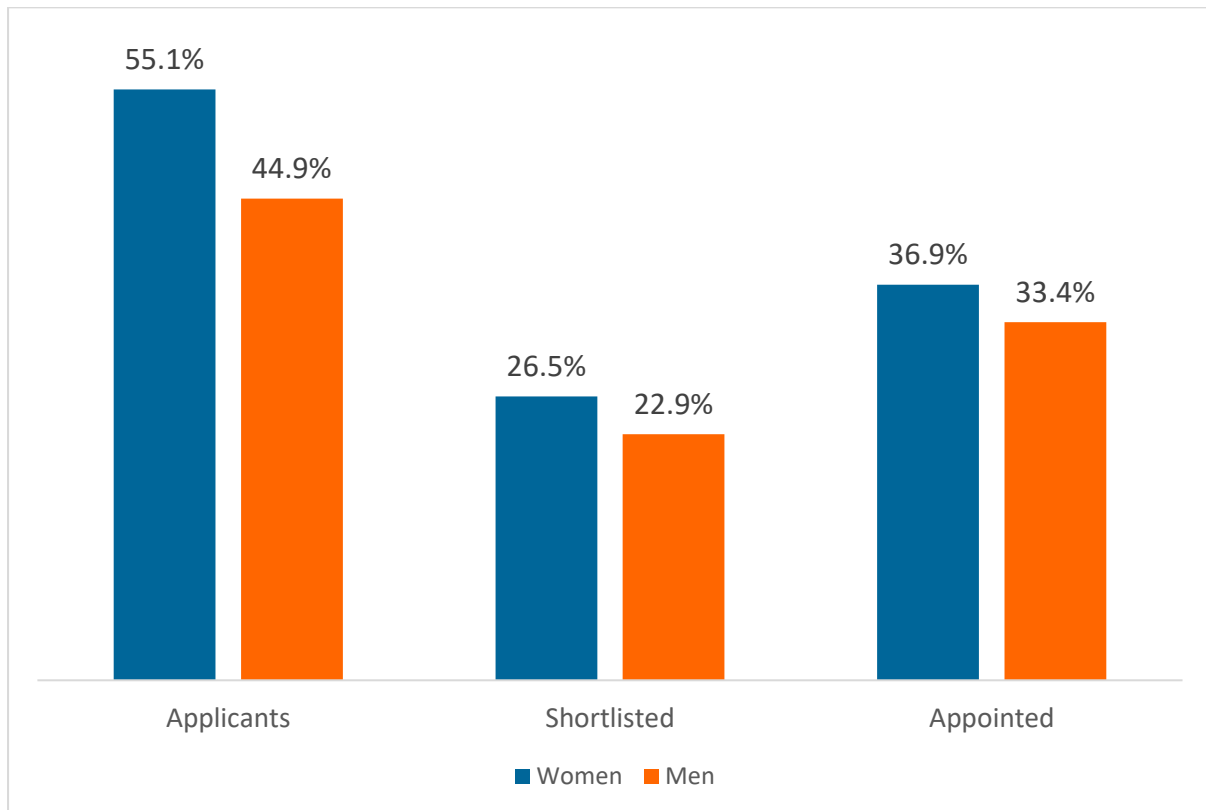
The data is based on known race (6962 applicants). Of these applicants:

- Any other: of 337 applicants, 61 were shortlisted and 17 were appointed.
- Asian: of 1240 applicants, 214 were shortlisted and 80 were appointed.
- Black: of 2732 applicants, 649 were shortlisted and 219 were appointed.
- Mixed: of 496 applicants, 135 were shortlisted and 47 were appointed.
- White: of 2157 applicants, 680 were shortlisted and 255 were appointed.

This suggests that at all grades there is an underrepresentation of Black, Asian, and Multi-Ethnic workers being shortlisted compared to White applicants.

Sex: A breakdown shows positive action against recruitment on previous years. It also shows the successful rate for women continuing at shortlisting stage and offer/appointed stage.

Figure 34 Recruitment by protected characteristics: sex



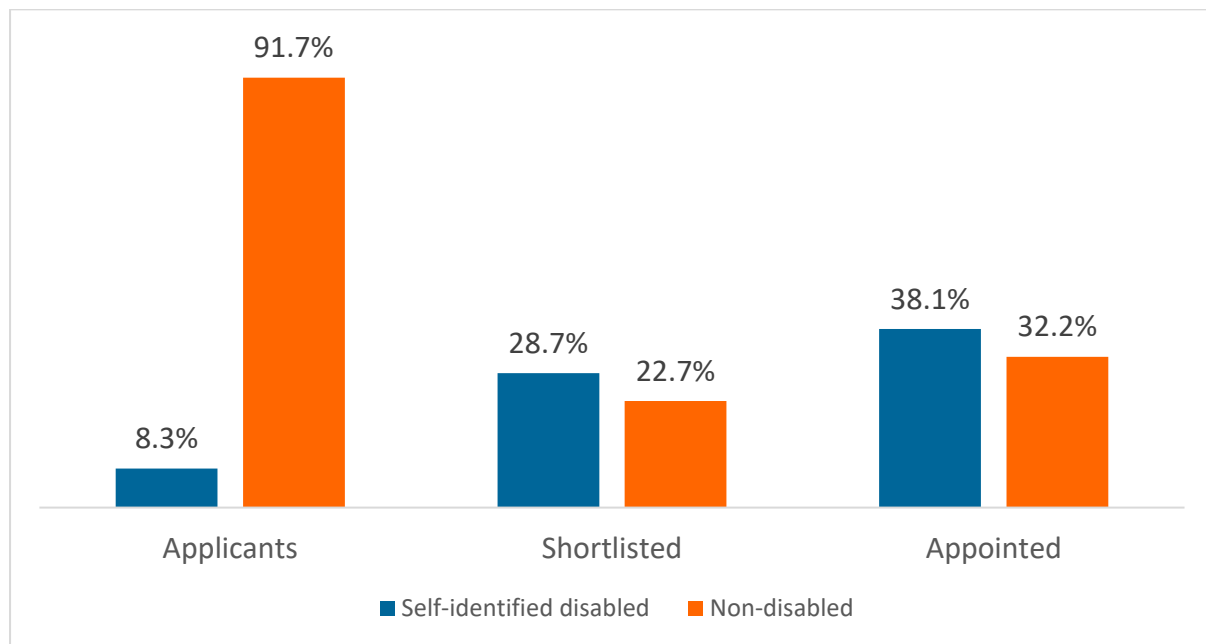
The data is based on known sex (7273 applicants). Of these applicants:

- Women: of 4007 applicants, 1060 were shortlisted and 391 were appointed.
- Men: of 3266 applicants, 749 were shortlisted and 250 were appointed

Disability: The figure below shows a successful story for applicants who self-identified as disabled from 8% applicants to 28.7% shortlisted to 38% offer/appointed compared to 92% non-disabled, 22.7% shortlisted, and 32% appointed.

Figure 35 Recruitment by protected characteristics: disability

Figure 36 Recruitment by protected characteristics: disability



The data is based on known disability (6481 applicants). Of these applicants:

- Self-identified disabled: of 540 applicants, 155 were shortlisted and 59 were appointed.
- Non-disabled: of 5941 applicants, 1349 were shortlisted and 434 were appointed.

Age group: The current report does not include data on age. We are working on capturing this information and it will be included in future reports. 37

7. Starters, Leavers, and Turnover

7.1 Council-Wide Leavers and Starters

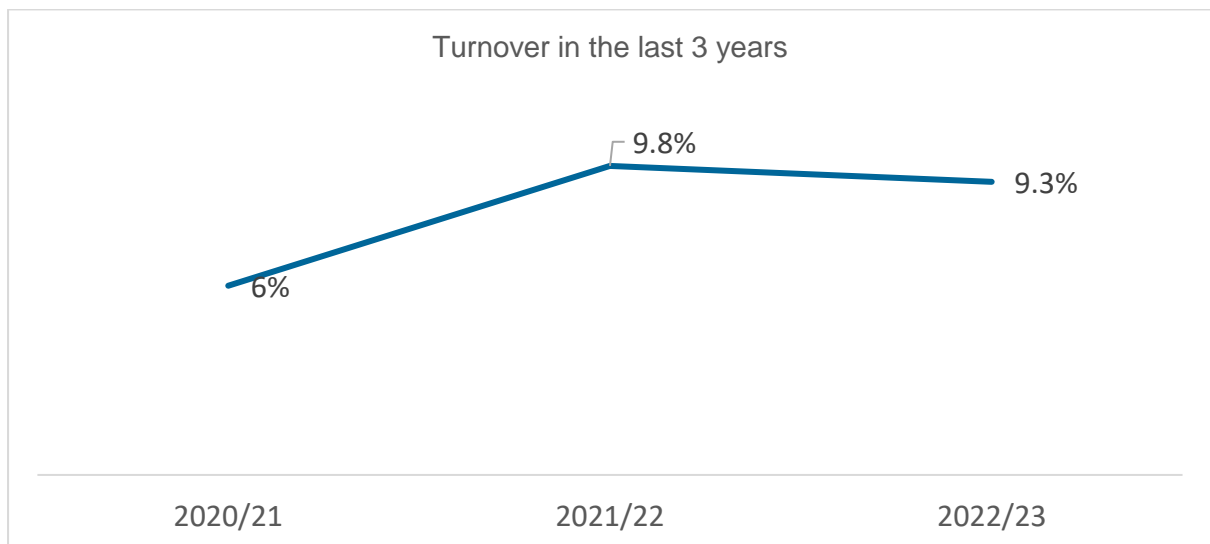
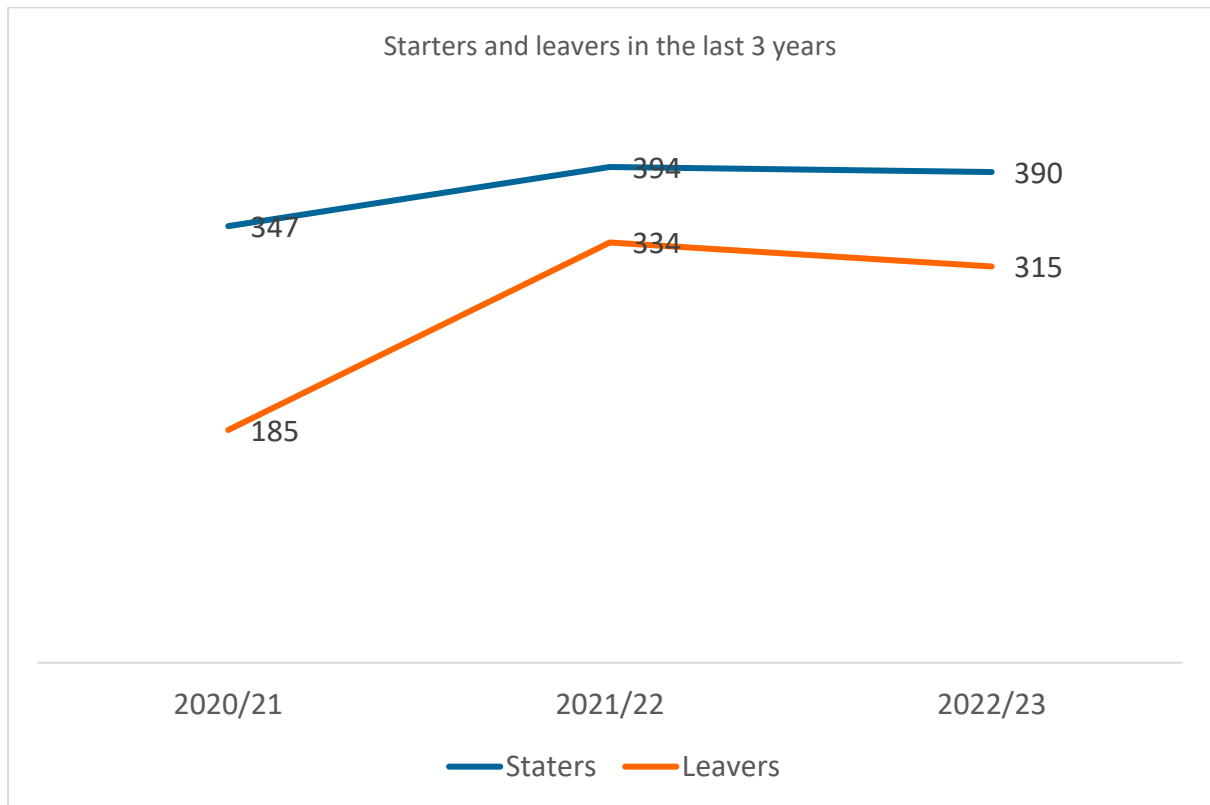
Council wide turnover has slightly decreased this year at 9.3% but remains above the pre-pandemic figure of around 6%. There are a range of factors influencing turnover however among these is a high demand for skilled workers across a range of local government roles across London.

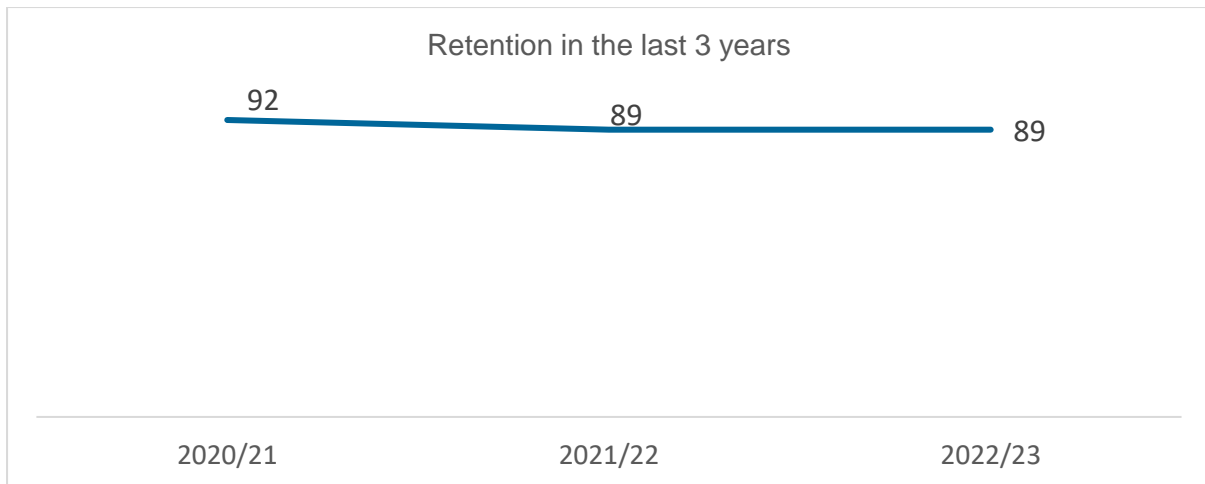
The council has commenced a 'Starting Well' project to ensure that we are putting employee experience at the heart of the process, ensuring new starters are equipped with key information before they join, and they have the tools, equipment and support they need from day one ensuring we are all connected by purpose, people and able to start well.

The number of new starters remained similar to last year and the number of leavers overall decreased by 5.7% compared to last year.

Our retention is the same as last year at 89%.

Figure 38 Council-wide leavers and starters over the past three years





7.2 Starters, Leavers, Turnover and Retention by Directorate

By directorate, this highlights the changes within the council driving overall turnover and retention figures. The council turnover rate is 9.3%. The highest turnover rate in the 12 months to March 2023 was within the Chief Executives directorate which consists of Human Resources and Organisational Development and Strategy and Communications teams. This was followed by the Children's Services directorate, mostly influenced by Children's Social Care division.

Lambeth with London Councils has adopted a pledge to support the retention of social workers in the permanent roles across London which has been implemented this year which is aimed to minimise this in future.

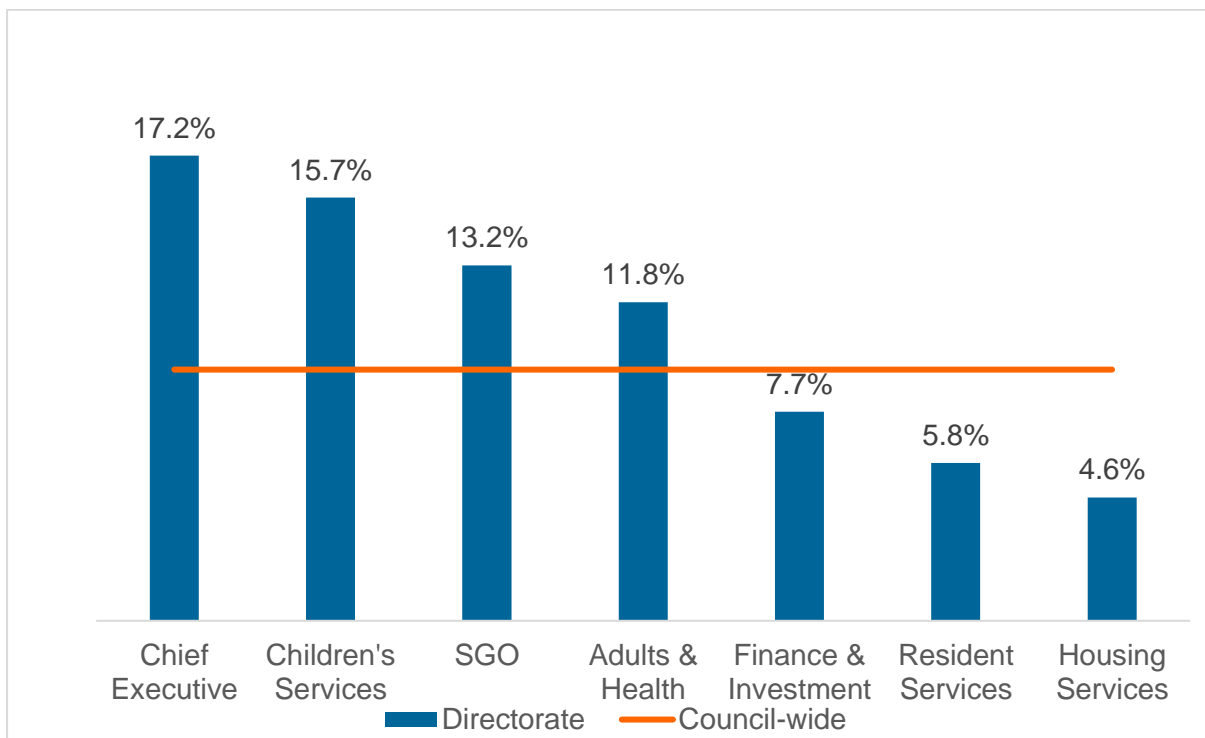
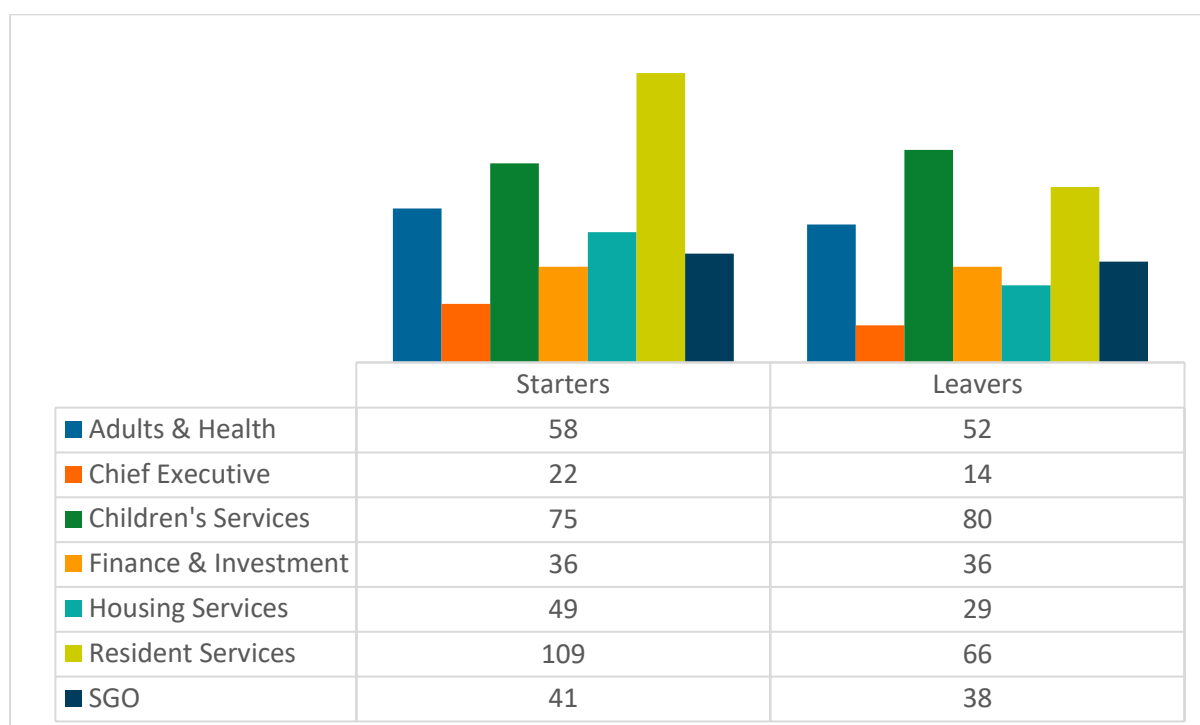


Figure 39 Starters and leavers by directorate – 12 months to 31 March 2023



7.3 Council-Wide Starters and Leavers by Protected Characteristics

For age, the council attracted young people 43.6% of new starters are 35 and under. And 36.2% left the council of the same age group.

For sex, 62% of new starters were women and 64% of leavers were women.

For race, 61% of new starters and 56% of leavers were Black, Asian, and Multi-ethnic groups. 15.6% (61) of new starters didn't share their ethnicity.

For disability, 16.8% identified as disabled. None were identified as disabled for the leavers. 68.5% (267) of new starters didn't share their disability and 2.6% (10) of new starters prefer not to say.

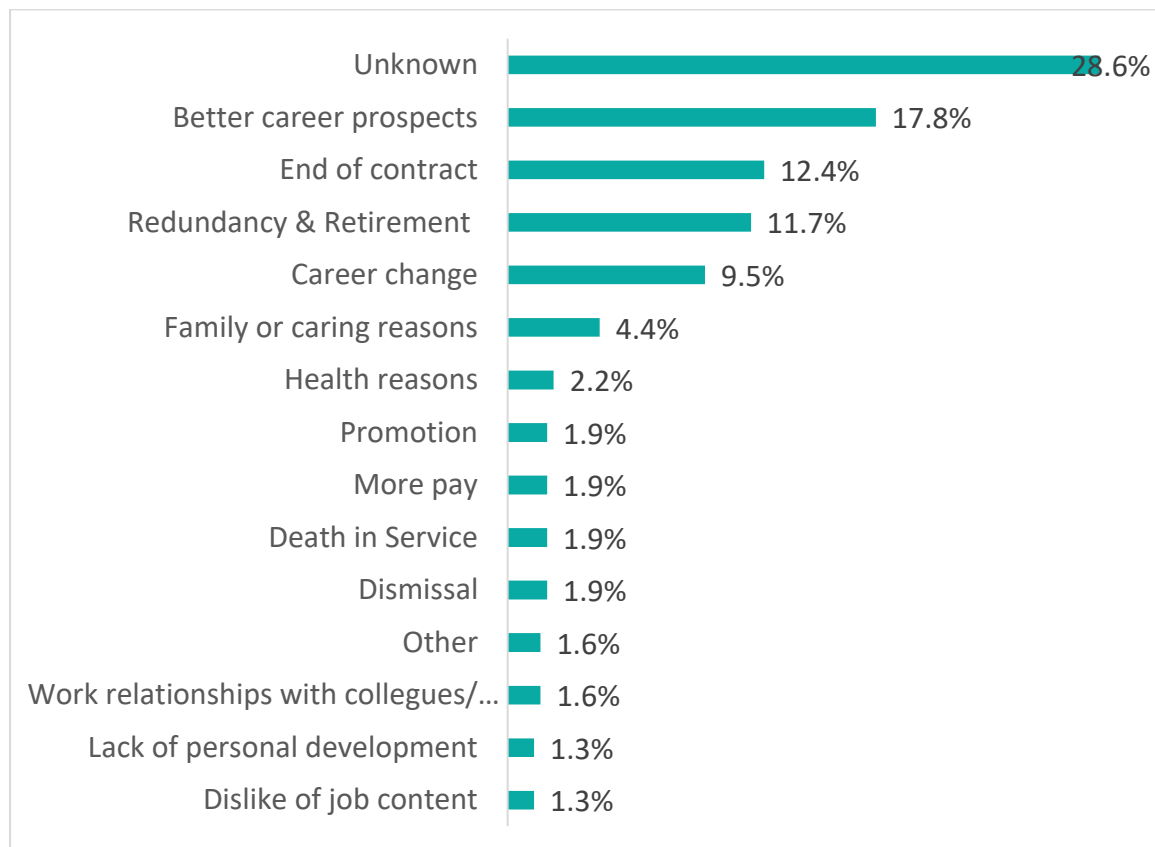
For sexual orientation, 15.2% (15) identified as LGB+ new starters, and 8.8% (15) leavers identified as LGB+. 11.3% (291) of new starters didn't share their sexual orientation.

However overall low numbers can affect this picture.

7.4 Council-Wide Reasons for Leaving and Length of Service

The council collects reasons for leaving when workers resign. The main reason for leaving was better career prospects. There remains a high number of staff records where the information is not available (unknown) at 28.6%, and work has already commenced to encourage people to resign via the Oracle self-service platform to ensure this information is recorded.

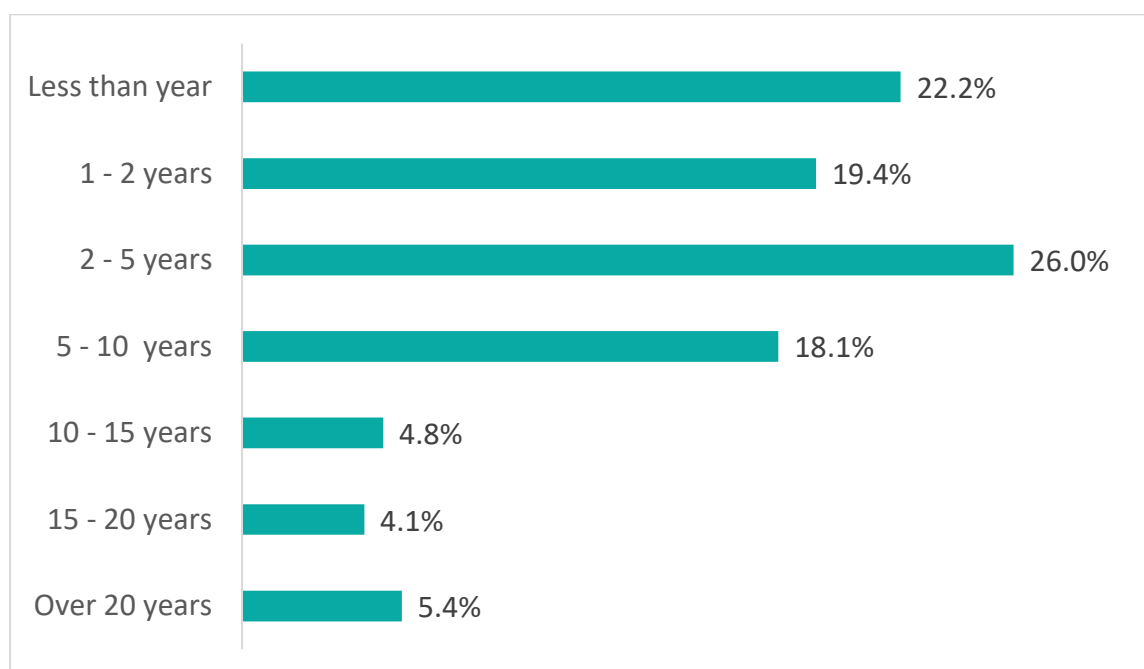
Figure 40 Council-wide reasons for leaving



Leavers by length of service highlights that over a third leave within two years. For length of service, 41.6% of leavers are leaving the council in less than 2 years. The percentage of leavers within 2 years has increased by 15.6% from last year.

This may suggest that more focus should be on onboarding, induction, and development of staff. A strategy has been produced around leaving well that aims to address this.

Figure 41 Leavers by length of service



The council also has an exit survey within Oracle however take-up of the exit survey was low among leavers with only 90 out of a potential 315 leavers responding in 12 months to March 2023. However, respondents were generally positive about their time at Lambeth (66%) and that they felt valued by their manager (75%). However, 65% were either unsure or disagreed that they felt valued by the council. This data will serve as a benchmark for future surveys and work is underway to simplify and make the survey more accessible. The council has commenced a 'Leaving Well' project which is currently being piloted in Children's Services. The aim of the project is to ensure that we ensure that throughout the leavers process we are encouraging staff to complete a 'Leaver Survey' as a minimum and encourage staff to complete a 'Leavers Conversation' with their line manager or HR Business Partner. As a result, we can build a more data informed approach to establish what we can do as an organisation to increase retention.

8. Employment Relations and Employment Tribunals

This section relates to grievance, disciplinary, sickness absence and performance capability cases that required a formal process. Employees, including managers, are encouraged to resolve matters informally as a first step where appropriate and these are not recorded in this section.

All the cases that fall in the period of 1 Apr 2022 to 31 Mar 2023 are counted. If the case started before 1 Apr 2022 but ended after 1 Apr 2022 or started within the dates but still open on 31 Mar 2023 or started and ended within the period.

8.1 Employment Relations Cases: Grievance council-wide

In March 2023 there were 36 grievance cases, two of these were collective grievances. This is an increase of three from the previous year. The protected characteristics are based on employees per case and individual employees who raised a collective grievance. This equated to 39 people. A summary of the findings is below.

It is important that we monitor and review the grievances received and that key action is taken to address any areas of concern. The summary above shows a number of areas that

require further scrutiny. For example, a significantly higher number of grievances were raised by black employees in comparison to other races, which accounted for 56%, this is a decrease by 14% same period last year (Figure 25 below). Most grievances were raised by women at 76% and over 60% were raised by those aged 50 and above years old. 76% of grievance were raised by those in grades PO5 and below. They were no grievance recorded by employees who are identified as LGB+.

Table 2 Employment relations grievance cases by race, sex and age group.

Race	%	Sex	%	Age group	%	Disability	%
Asian	22.2%	Female	76.3%	20-29	5.3%	Yes	47.6%
Black	55.6%	Male	23.7%	30-39	18.4%	No	52.4%
Mixed	5.6%			40-49	10.5%		
White	16.7%			50-59	47.4%		
				60+	18.4%		

8.2 Employment Relations Cases: Disciplinary council-wide

During this reporting period Lambeth had 24 disciplinary cases, which is a decrease of five from the previous year. The rationale for monitoring and reviewing disciplinary action by protected characteristic is to ensure no employees are adversely affected during the process.

Of the cases, 63% of men were subject to disciplinary investigation. This a contrast from last year where 52% of disciplinary were women. Overall, 85.7% of all disciplinary cases involved are Black, Asian and Multi-ethnic employees, with black employees making the largest majority at 71%. This requires further scrutiny.

Table 3 Employment relations disciplinary cases by race, sex and age group.

Race	%	Sex	%	Age group	%	Disability	%
Asian	4.8%	Female	37.5%	20-29	8.3%	Yes	9.1%
Black	71.4%	Male	62.5%	30-39	8.3%	No	90.9%
Mixed	9.5%			40-49	20.8%		
White	14.3%			50-59	58.3%		
				60+	4.2%		

8.3 Employment Relations Cases: Capability council-wide

Managing performance well is essential and where the capability process is required, it should not be seen as solely punitive, but to encourage improvement.

The council continues to have low numbers of performance capability with 7 cases overall, therefore it is not possible to provide further details on the breakdown of these. Most capability cases are 71% Black employees, 57% in the age group of 50-59, and 86% in grades PO2 and below.

The low number of cases indicate that the performance capability process is not being utilised to its best advantage. The benefits of which would result in individual improvement and development, plus overall raising of standards.

8.4 Employment Relations Cases: Sickness council-wide

There were 261 cases of sickness management in the past year. This is where sickness is dealt with at a formal stage as part of the council's sickness policy and procedure. The table below shows data broken down by equalities characteristics this includes the following:

Table 4 Employment relations cases sickness by race, sex, age and disability

Race	%	Sex	%	Age group	%	Disability	%
Asian	6.9%	Female	68.5%	20-29	3.8%	Yes	22.2%
Black	62.2%	Male	31.5%	30-39	19.9%	No	77.8%
Mixed	4.6%			40-49	22.3%		
Other	1.1%			50-59	30.6%		
White	25.2%			60+	23.4%		

Cases broken down by grade: 81% of the cases are PO5 and below, 7% are in PO6-PO9, 8% no grade-salaried and 2% are in other grades (such as Teacher/Soulbury).

A thorough review of sickness cases is required to provide trend analysis and interventions to support employees, including managers managing sickness absence. A council-wide sickness and wellbeing strategy will be developed to provide a consistent approach to managing sickness.

8.5 Employment Tribunals: Cases Broken Down by Protected Characteristics

The council had 23 Employment Tribunal (ET) cases in the past year.

Next steps

Monitor and review ER cases received and undertake a trend analysis and “deep dive” into the reasons, outcomes, and impact on employees. Use this to identify any trends and areas of concern, identify potential solutions and key actions.

The development of council-wide People Management reports is underway, which will support managers' ability to assess ER casework impact, progression, and solutions.

We aim to strengthen managers' capability with handling people management issues to improve both preventative measures and robust case management.

9. Sickness

9.1 Average FTE Days Lost to Sickness by Directorate

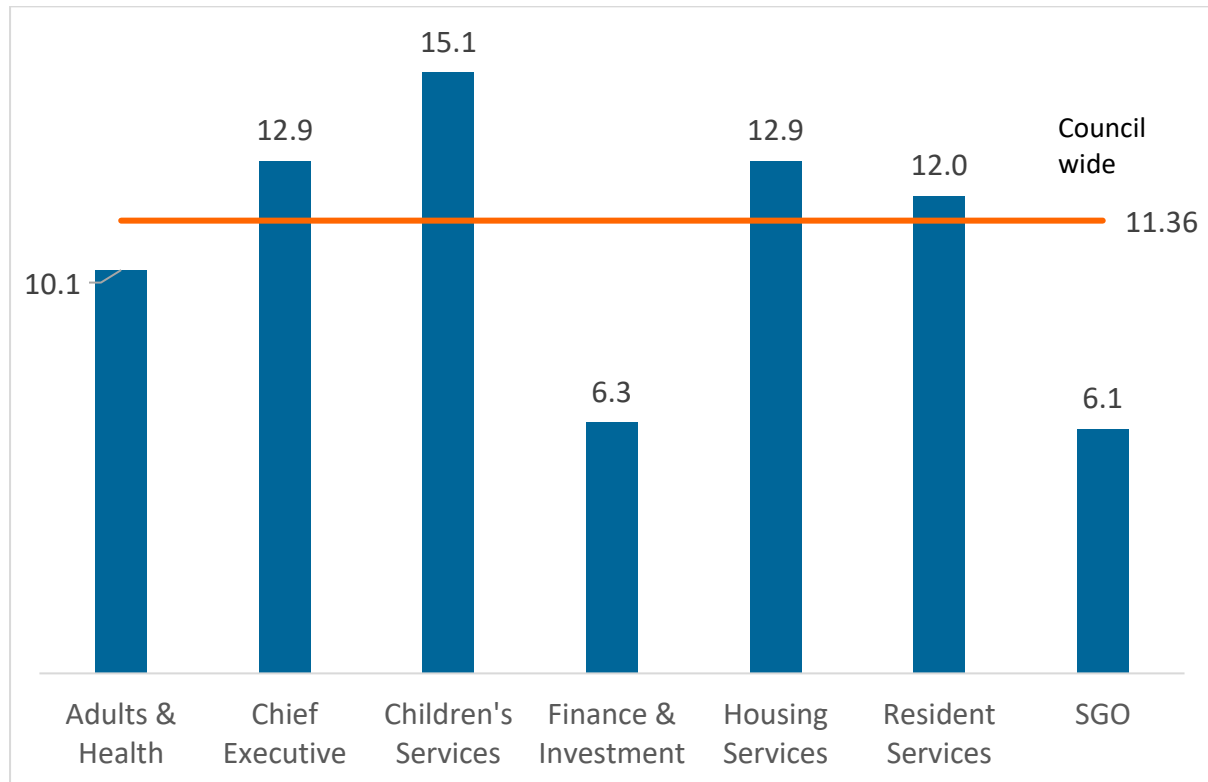
Sickness reporting is usually expressed as the average FTE days lost to sickness. This represents the percentage of working full time equivalent lost due to sickness.

Average days lost to sickness continued to increase from 10.6 March 2022 to 11.36 in March 2023. Across London Councils there has been a rise in sickness, Lambeth is reporting higher than median London Councils at 9.37.

Lambeth is above the London Council's average of 9.37 days lost per employee. It is important to note that the cost is not just monetary. Sickness absence can lead to increased workloads, affecting productivity and morale, as well as increased agency spend. We therefore continue to manage sickness to support our employees and reduce the impact on service delivery to our residents.

The council has rolled out a new managing attendance policy which is starting to show improvements to attendance, managing sickness and employee wellbeing. Combined with the introduction of; new Occupational Health provider we are seeing tailored support and interventions according to each directorate's particular needs. Since March the days lost to sickness have reduced.

Figure 42 Average FTE days lost to sickness by directorate as of 31 March 2023

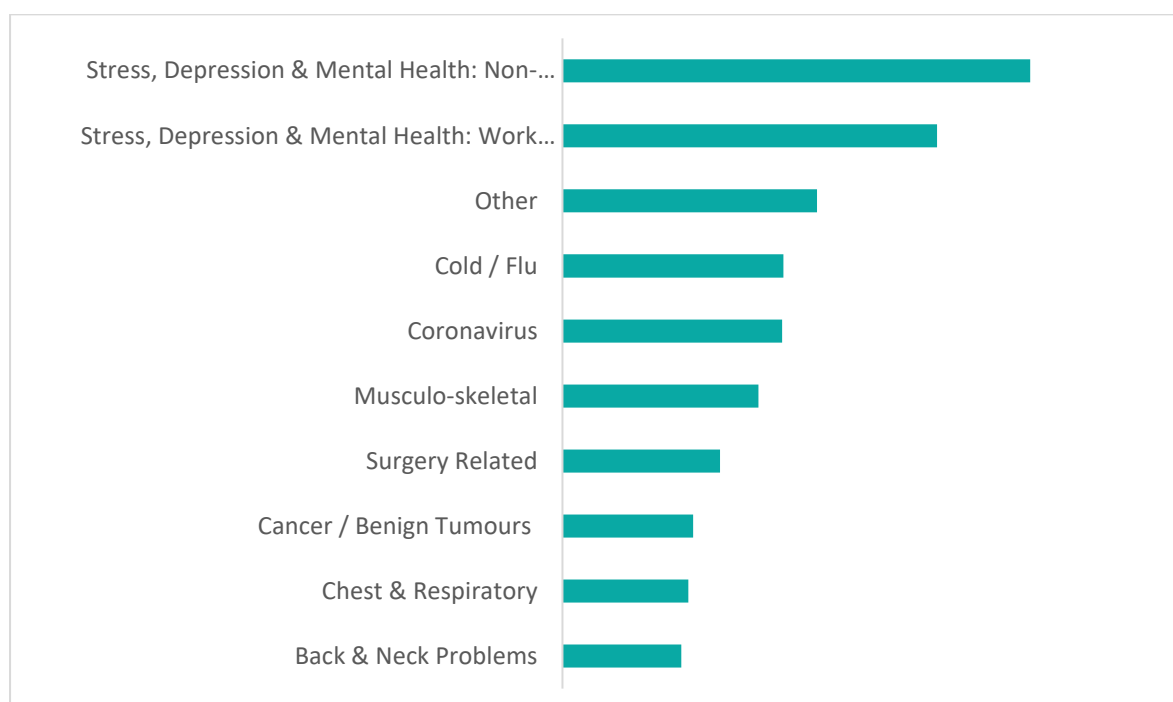


9.2 Top Ten Sickness Reasons Council-Wide

The top ten sickness reasons are outlined below. Stress, Depression and Mental Health have continued to dominate sickness during the year. Lambeth has separated work and non-work-related sickness which is different from other London Councils (who do not separate this data).

We are reviewing the sickness categories to ensure they remain up to date and relevant. In the past year we added menopause and long covid as sickness reasons.

Figure 43 Top 10 Sickness Reasons Council Wide



Next steps

A refreshed Health and Wellbeing strategy which includes support for all employees and guidance for managers will be rolled out.

10. Appraisals

The council conducts appraisals on the previous year every April and May. Appraisals are a way for employees to reflect on what they achieved for Lambeth last year, what they have learnt and to plan for the following year, including identifying areas for development and new ways of working.

Compliance by appraising managers remains low despite considerable support in the form of online guidance via our Learn at Lambeth Hub, just under 50 virtual classroom show-and-tell-sessions, and one to one support.

The council carried out a full employee experience survey in December 2022. Over 1,300 employees participated (over 50% of the workforce). The survey explored a number of areas that provide a statistical indicator of overall satisfaction with the council as a place to work. Of those surveyed 75% concurred that they have performance targets that they have agreed with their line managers.

In 2023/24, as part of the One Lambeth approach and 'Performing Well' proposal we plan to roll out a much simpler system of for employee performance management late Autumn with a view that employees and managers will use a new approach early 2024. This will include greater emphasis on the conversation, employee wellbeing and the new values and behaviours.

11. Pay Gap Reporting

11.1 Gender Pay Gap

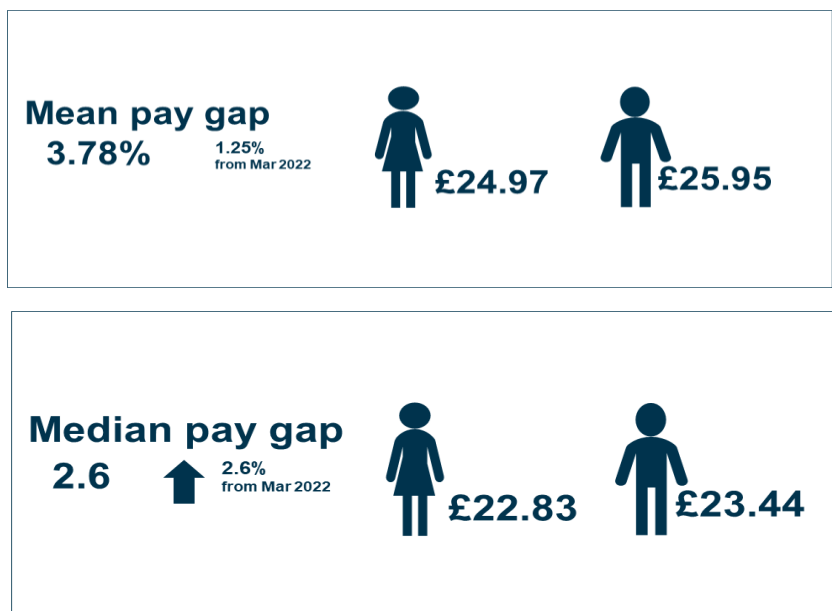
Our gender pay is a measure of the difference in the average pay of men and women across the Council's workforce. It highlights the different numbers of men and women across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people carrying out the same work or work of equal value. The gender pay gap information is also published separately.

The average pay gap is 3.78%. Women are paid £0.98 less than men for every hour worked. The pay gap has increased by 1.25% from March 2022. This is due to the distribution of employees paid at different levels.

The pay gap is being driven by several factors:

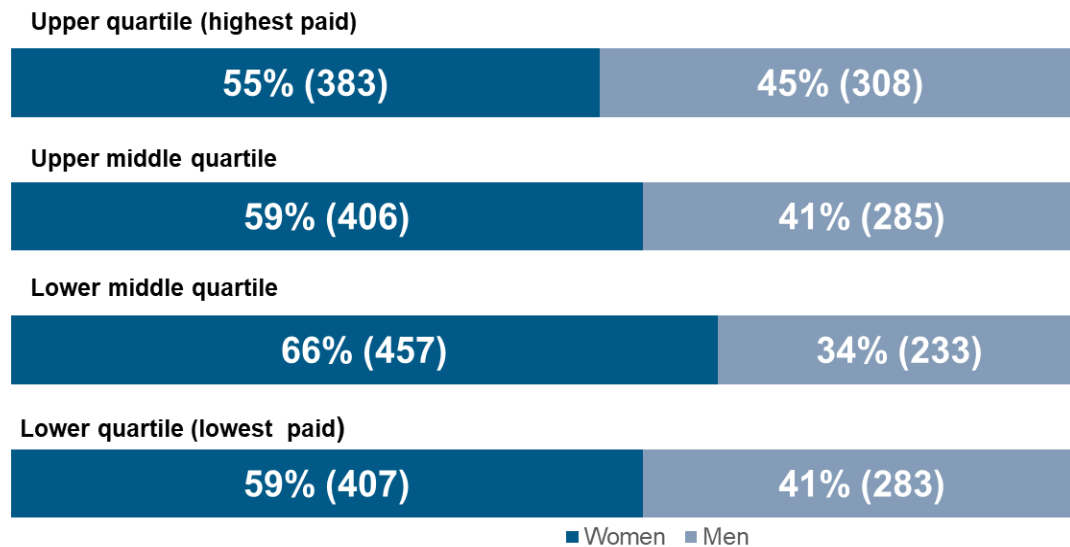
- More women sit in the lower quartiles than men overall in the council.
- More women than men take leave resulting to not getting a full pay on a snapshot date of 31 March 2023. Any employee not on full pay is excluded from calculation.
- Our pay points are incremental and dependent on the employee's length of service. While this applies to men and women, the impact on the pay gap will take some years to narrow as new employees are appointed at the bottom of pay points.
- More men than women are receiving additional contractual allowances, such as market supplements.

Figure 44 Average and Median Gender Pay Gap



Quartiles: Since March 2022, there has been a 3% decrease in women sitting in the upper middle quartile, and a 2% increase in women sitting in the Lower quartiles.

Figure 45 Gender pay gap quartiles

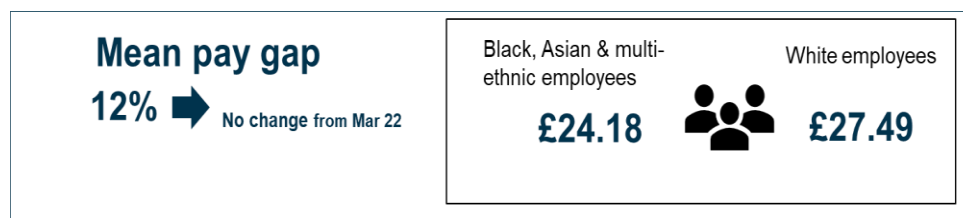


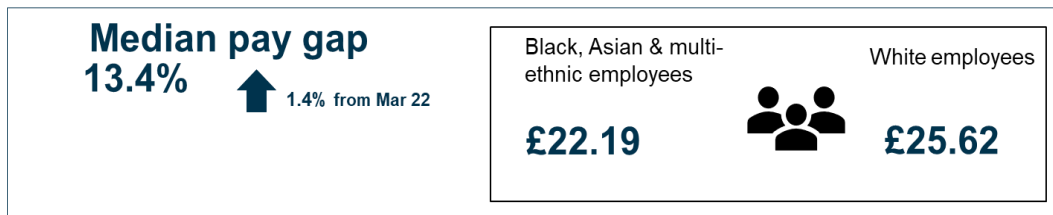
11.2 Ethnicity Pay Gap

Ethnicity Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Ethnicity pay gap. The average ethnicity pay gap is 12%. Black, Asian, and Multi-ethnic employees are paid on average £3.31 less for every hour worked than white employees. Our median pay gap is 13.4% which means Black, Asian and Multi-ethnic employees are paid on median £3.43 less for every hour worked than white staff. The median percentage has increased from March 22.

The ethnicity pay gap has widened reflecting that these workers remained in the lower quartiles of earnings in the workforce. Black, Asian and Multi-Ethnic employees are in the lower middle (72%) and lower pay quartiles (70%). In the upper middle quartile, it is 56% and in the upper quartile (the highest paid), it is 45%. This is the same percentage as March 2022. Although the middle quarter has increased by 2%, this is reflected in median pay gap increase.

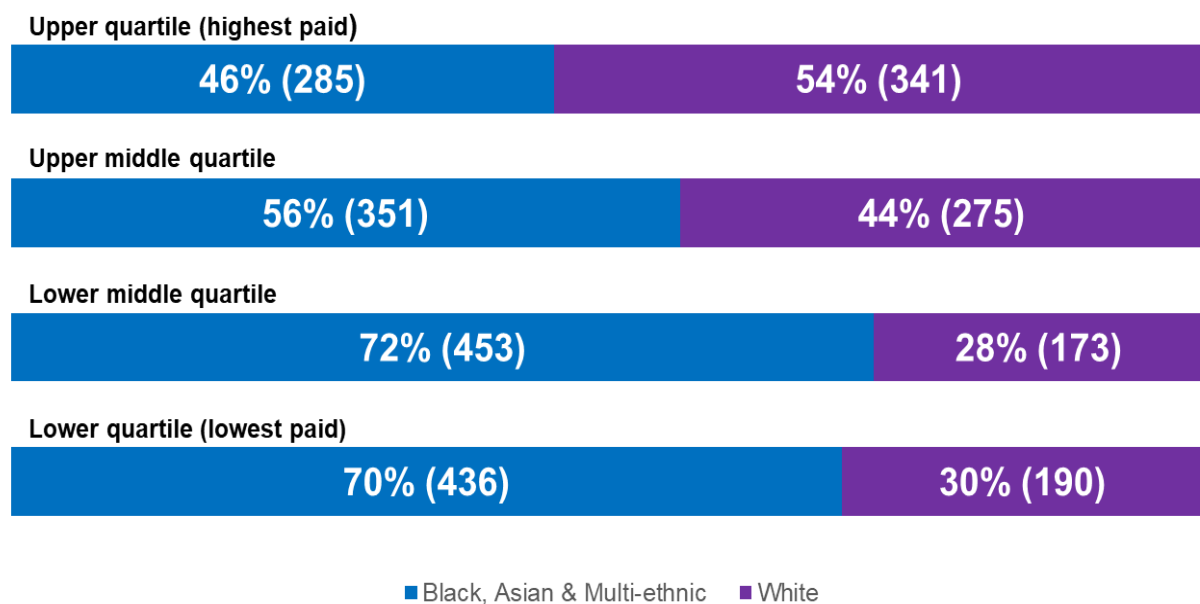
Figure 46 Mean and Median Race Pay Gap





70% of Black, Asian & multi-ethnic employees are in the lower pay quartiles. 13.4% gap is caused by where employees sitting in pay.

Figure 47 Ethnicity pay gap quartiles



Our median pay gap is 12%. Black, Asian, and Multi-Ethnic employees are paid a median of £3.43 every hour worked less than white employees. Our median percentage has increased by 1.4% since March 2022.

11.3 Disability Pay Gap

Disability Pay Gap reporting is not mandatory. Lambeth has chosen to go beyond our statutory requirements, and we voluntarily publish and monitor our Disability pay gap.

The average Disability Pay gap is 2.3%. Employees who self-identified disabled are paid £0.59 less than employees self-identified non-disabled every hour worked. The pay gap has decreased by 5.4% from March 2022. Our median pay gap is 2.4%. The median pay gap decreased by 2.6 from March 2022.

The quartile shows how evening disabled employees are spread out, the upper-mid and lower quartile have the same number of employees who identified as disabled.

Figure 48 Mean and Median Disability Pay Gap

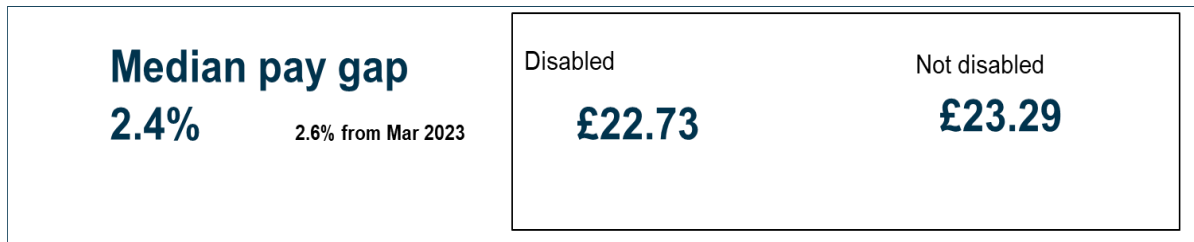
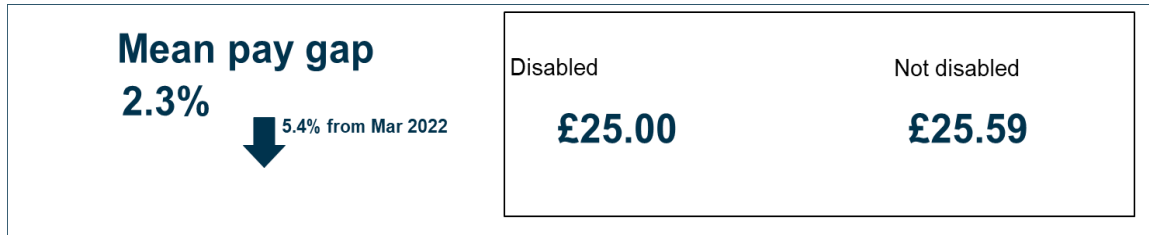
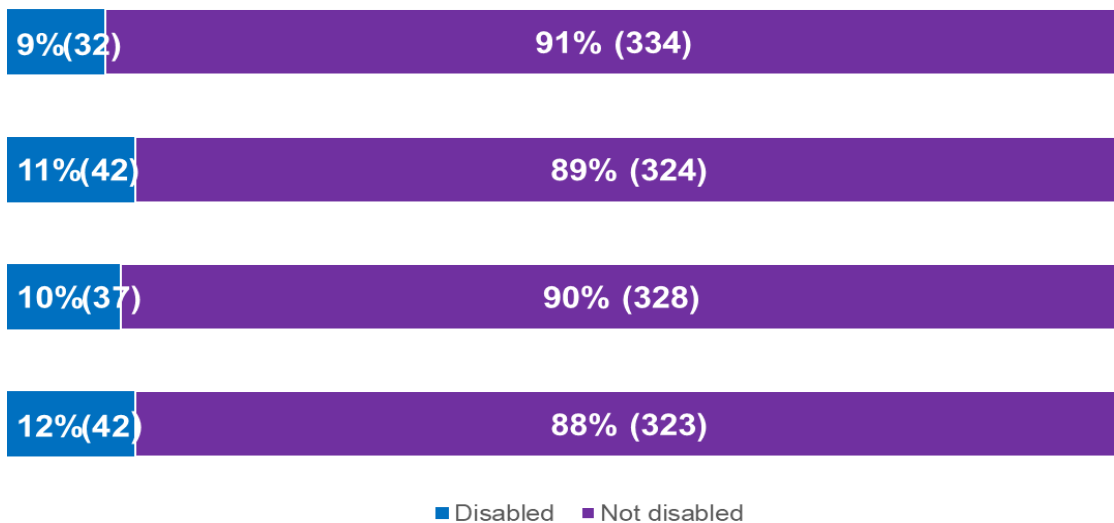


Figure 49 Disability Pay Gap Quartiles



12. Annual Workforce and Equalities Report Action Plan (updated July 2023)

The council will monitor progress against these actions through its management board or delegated bodies.

Area for focus	Actions for 2022/23 Report	Lead	Dates	Improvements to date	Next Steps
Agency workers	New agency strategy with directorate targets to reduce reliance on agency workers	HR & OD	From September 2023 Quarter 3 reporting onwards	Directorate challenge sessions underway aimed to reduce agency tenure and spend. X directorates within target New procurement business plan is under development	Draft strategy in progress and targets to be agreed in consultation with Directorates.
Age	Each directorate to develop a workforce plan to identify hard to recruit areas suitable for apprenticeship opportunities to address skills shortages, succession planning	Organisational Development and all Council	Ongoing	Regular monitoring of apprenticeships part of workforce reports.	New reorganisations required to include apprenticeships. Further work to embed into directorate workforce planning
Age	Supporting generations in the workplace through training for people managers and other interventions.	Learning and Development Team.	December 2023	Working Families membership in place Menopause training for management delivered	To form part of the suite of training for leaders and managers rolled out in Autumn 2023.
Disability	Work with the Disability Staff Forum to ensure a programme of	OD and Equality,	March 2023 and ongoing	Programme of activity in place.	Further training on disability awareness

Area for focus	Actions for 2022/23 Report	Lead	Dates	Improvements to date	Next Steps
	communication and activity that raises awareness across the Council focussing on specific topics as required I.e., neuro diversity	Diversity & Inclusion (EDI) Leads		Review carried out in March 2023.	for managers planned. Explore how we support neurodiversity in recruitment practice.
Race	Regular monitoring and review of Directorate EDI plans through EDI leads and corporate governance	OD and Workforce EDI Teams	September 2022 onwards	EDI leads and EDI board in place chaired by the Chief Executive with regular updates on directorate EDI plan	
Sex	Work with the Women's Staff Forum to ensure that there is a programme of awareness raising and communication on Women's issues	OD / Workforce EDI Teams	October 2022 onwards	Menopause and flexible working sessions delivered	Communications scheduled quarterly to all staff
Sexual Orientation	Complete the 2024 Stonewall Workforce Equalities Index	EDI Teams	November 2023		Submissions open from summer 2023.
Maternity, adoption, paternity, and shared parental leave	Become a member of the Working Families organisation to ensure we continue to promote family friendly practices across the council	Workforce EDI and Staff Network Leads	March 2024	Membership in place June 2023.	Working group to be established Maternity, Paternity, KIT working group
Progression, Acting up, Secondments and Honorarium	Review current agency positions to identify opportunities which can be leveraged to create career opportunities as part of the Lambeth People approach.	HR / OD Teams / EDI Leads	Ongoing	Recruitment challenge board in place to look at opportunities to convert agency	New internal recruitment process to encourage career progression in the council, particularly

Area for focus	Actions for 2022/23 Report	Lead	Dates	Improvements to date	Next Steps
				workers or internal recruitment	around underrepresented groups. Professional Qualifications Scheme has a focus on equity and justice.
Progression, Acting up, Secondments and Honorary	As part of the Lambeth People approach, the recruitment team will gate keep all PO4 and above roles to identify possible skills matches with the Lambeth People talent pool, ensuring that unrepresented groups are positively positioned for career development.	HR / OD Teams / EDI Leads	October 2022	Talent programmes underway	Work in progress with a proposed pilot to take place late Autumn 2023
Recruitment	Review the recruitment process following the launch of the new recruitment platform	HR	Review underway for completion by December 2022	New recruitment policy agreed with Trade Unions	Embedding the new council values and values-based recruitment.
Recruitment	Review current training and guidance provided to Hiring Managers	HR&OD	March 2024	Initial review complete	Future to be process review work underway including clarification of roles and responsibilities. .

Area for focus	Actions for 2022/23 Report	Lead	Dates	Improvements to date	Next Steps
Recruitment	Review recruitment opportunities which can be leveraged as part of the Lambeth People approach to address issues identified with protected groups	HR / OD Teams / EDI Leads	December 2023	Work scoped.	Delivery scheduled for 2023 and proposal for improving internal recruitment.
Starters & Leavers	New process for new joiners to the organisation to ensure we are employee experienced focused.	OD Team	February 2023 and ongoing	<p>The new induction and onboarding process is called the One Lambeth Starting Well.</p> <p>Leaving Well process is a new exit approach piloted in Children's before implemented across the council.</p>	Implementing the One Lambeth Starting Well programme
Sickness	Develop refreshed strategy for Health and Wellbeing in the Workplace, ensuring that managers have the training and confidence to manage and positively promote health and wellbeing of the workforce.	HR / OD and Public Health Teams	Summer 2023 and ongoing	Wellbeing survey complete.	As part of the wellbeing approach, we are exploring recognition and cost of living impact, putting a new offer for employees to ensure they have support and guidance.
Appraisals	Develop a refreshed performance management / appraisal process that focusses on developing clear performance objectives, learning and wellbeing. Monitor quality of	HR / OD Team	March 2024	Employee Experience completed in Dec 2022. This indicates that 75% of	As part of the One Lambeth approach and 'Performing Well' proposal it intended to roll out

Area for focus	Actions for 2022/23 Report	Lead	Dates	Improvements to date	Next Steps
	conversations and performance objectives via the employee survey.			respondents (note 50% return rate) have agreed performance targets with their line managers. This will include greater emphasis on the conversation, employee wellbeing and the new values and behaviours.	a much simpler system of for employee performance management late Autumn with a view that employees and managers will use a new approach early 2024.
Pay gap	Produce an action plan for the issues arising from the pay gap analysis	HR / EDI team	March 2023	Action plan drafted	Action plan published. Task and finish group in place to improve underrepresentation of gender and ethnicity.

13. Actions completed in 2022-23

Area for focus	Actions for 2022/23 Report	Lead	Dates	Update July 2023
Disability	Ongoing communication to remind the workforce to share protected information	HR / Communications	Throughout	Communications scheduled quarterly to all staff and 1.X% increase in disclosure rates noted in body of report.
Race	A new talent development programme in development called Lambeth People which provides the opportunity first with the development attached to the role.	EDI Team	December 2022 onwards	Four talent programmes launched and monitored by EDI Board.
Race	Recruit EDI champions to provide support across the organisation and raise awareness of race and cultural diversity.	OD Team and EDI Leads	October 2022 onwards	36 Champions now recruited and trained.
Race	Introduce refreshed governance arrangements across the council for leading and steering the wider EDI agenda, ensuring accountability at all levels.	HR/OD Team	December 2022	New EDI Governance structure signed off at Management Board May 2023
Race	Continue to work with the Black and Multi Ethnic Staff Forum to develop a programme of communication and training to raise awareness of agenda.	OD, Workforce EDI Team and EDI Leads	October 2022 onwards	Input on career progression, Windrush 75 and Black History Month.
Race	Develop and implement a corporate EDI Workforce statement, setting out the Councils expectations about how we work together, make decisions and act in an inclusive way.	OD Team and EDI leads	October 2022	EDI workforce statement available on the intranet.
Race	Ongoing communication to remind the workforce to disclose protected information	HR / Communications	Throughout	Communications scheduled quarterly to all staff. Information captured at application stage.

Area for focus	Actions for 2022/23 Report	Lead	Dates	Update July 2023
Sex	A new talent development programme in place to support women into leadership focused on underrepresented groups	OD	August 2022 onwards	Two new programmes are in place to support women in leadership. These programmes commenced in June 2023 and will continue until the end of the year. Task and finish group identifying actions to improve representation at senior grades.
Sexual Orientation	Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year	Communications scheduled quarterly to all staff
Sexual Orientation	Work with the LGBTQ+ Staff Forum to ensure that there is a programme of awareness raising and communication on LGBTQ+ issues Ongoing communication to remind the workforce to disclose protected information including gender identity category.	OD / Workforce EDI Teams	October 2022 onwards	Communications scheduled quarterly to all staff. Also commenced work on LGBT Workplace Benchmarking Stonewall WEI submission planned for November 2023.
Religion/Belief	Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year	Communications scheduled quarterly to all staff
Progression, Acting up, Secondments	Review current agency positions to identify opportunities which can be leveraged to create career opportunities.	HR / OD Teams / EDI Leads	October 2022	Releasing vacancies to employees to provide opportunities

Area for focus	Actions for 2022/23 Report	Lead	Dates	Update July 2023
and Honorary				to progress as part of the agency challenge process.
Progression, Acting up, Secondments and Honorary	Continue to monitor via the Workforce EDI governance and leads, ensuring that positive action is being taken locally and corporately to ensure development and career growth opportunities are fair and equitable.	HR / OD Teams / EDI Leads	October 2022	Professional Qualifications scheme has been reviewed with a view for equity and justice to be monitored by the EDI board and steering group.
Starters & Leavers	New process to understand reasons why people leave, ensuring meaningful exit conversations that are both informative and supportive.	OD Team	December 2022	A new 'Leaving Well' approach to exit has been developed and is currently being piloted over a 3-month period in Children's Social Care where turnover is significantly higher than other parts of the Council. Once evaluated the approach will be adjusted (if required) and rolled out.
Starters & Leavers	As part of Directorate workforce planning, we will set new targets for the increased monitoring and use of Apprentices	OD Team	October 2022	Now part of regular reporting to directorates. The council exceeded its apprenticeship target for 2022/23 and is projected to continue to do so. The team

Area for focus	Actions for 2022/23 Report	Lead	Dates	Update July 2023
				are working with Directorates to set targets for new apprentices as part of restructures but also maximise the levy funds to upskills exiting employees, supporting the talent diversity agenda.
Employment relations and tribunals	We will roll out training, coaching and mentoring on a range of people management issues to support managers in managing areas such as capability and performance.	HR	Initial offer to commence in Finance and Investment from September 2022	A full coaching and mentoring programme for HR and managers will commence in June 2023. The programme will enable HR / OD to coach people managers on issues around capability and performance.
Employment relations and tribunals	Employment Law Training for HR Professionals and people managers to increase knowledge and expertise	HR & OD	October 2022	Fundamentals of Employment Law training delivered to all managers and training to be ongoing.
Employment relations and tribunals	Undertake a trend analysis of ER cases to identify any areas of concern or trends, with targeted solutions tailored to address each directorate's specific needs.	HR	March 2023	Directorate challenge sessions underway and sickness and casework reduced. Casework tracker introduced and exploring dedicated

Area for focus	Actions for 2022/23 Report	Lead	Dates	Update July 2023
				systems to track and monitor.
Recruitment	Recruitment Strategy looking at alternatives to agency usage – increased use of Fixed Term Contracts, Acting Up and Honorariums	HR	December 2022	Strategy in place
Sickness	We will roll out coaching and mentoring on a range of people management issues to support managers in managing areas such as sickness.	HR	Initial offer to commence in Finance and Investment from September 2022	People Management surgeries set up for managing cases moving forward.
Sickness	Review Sickness Absence Policy and rename to Managing Attendance to support employees back into work following a period of sickness.	HR	January 2023	New managing attendance strategy and supporting policy agreed and training underway.
Sickness	Develop a council-wide sickness strategy to provide support to directorates to manage sickness absence across services	HR	January 2023	Managing attendance strategy agreed and part of the Directorate People Management challenge sessions.

13. Appendix - List of Figures and Tables

FIGURE 1 LAMBETH STRUCTURE AT MARCH 2023	4
FIGURE 2 COUNCIL-WIDE HEADCOUNT AND FTE OVER THE PAST THREE YEARS	7
FIGURE 3 PART TIME HEADCOUNT AND FTE OVER THE PAST THREE YEARS	8
FIGURE 4 EMPLOYEES HEADCOUNT BY DIRECTORATE: RESIDENT SERVICES WITH THE HIGHEST EMPLOYEES AT 28%	9
FIGURE 5 AVERAGE AGE OVER THE PAST THREE YEARS INCLUDING PERCENTAGE UNDER THE AGE OF 35	9
FIGURE 6 AGE GROUP BY DIRECTORATE AND COUNCIL-WIDE	10
FIGURE 7 SHOWS LAMBETH EMPLOYEES AND RESIDENTS BY AGE GROUP	11
FIGURE 8 SELF-IDENTIFIED DISABLED EMPLOYEES BY COUNCIL-WIDE IN THE LAST 5 YEARS	12
FIGURE 9 SELF-IDENTIFIED EMPLOYEES BY DIRECTORATE	13
FIGURE 10 - SELF-IDENTIFIED DISABLED EMPLOYEES BY GRADE IN THE LAST 5 YEARS	14
FIGURE 11 TOP 5% EARNERS SELF IDENTIFIED DISABLED	15
FIGURE 12 PERCENTAGE COUNCIL WIDE EMPLOYEES COMPARED TO BOROUGH PROFILE.	16
FIGURE 13 RACE BY COUNCIL-WIDE IN THE LAST FIVE YEARS	17
FIGURE 14 RACE COUNCIL WIDE COMBINED OVER THE PAST FIVE YEARS	17
FIGURE 15 RACE BY DIRECTORATE 2022-23	18
FIGURE 16 RACE (COMBINED) BY DIRECTORATE 2022-23	18
FIGURE 17 RACE BY SMG GRADE AND ABOVE (£67,095-£175,014) OVER THE PAST FIVE YEARS	19
FIGURE 18 RACE PO8 GRADE AND ABOVE (£61,206-£175,014) OVER THE PAST FIVE YEARS	20
FIGURE 19 RACE BY PO7 GRADE (£55,845-£58,995) OVER THE PAST FIVE YEARS	21
FIGURE 20 RACE BY PO6 GRADE (£50,757-£53,799) OVER THE PAST FIVE YEARS	21
FIGURE 21 TOP 5% EARNERS WHO ARE BLACK, ASIAN & MULTI-ETHNIC BY COUNCIL-WIDE.	22
FIGURE 22 SEX BY COUNCIL-WIDE IN THE LAST 5 YEARS HAS REMAINED THE SAME	23
FIGURE 23 SEX BY DIRECTORATES: ADULTS AND HEALTH AND CHILDREN'S SERVICES WITH OVER 70% ARE WOMEN	24
FIGURE 24 SEX BY SMG AND ABOVE (£67,095-£175,014) OVER THE PAST FIVE YEARS	25
FIGURE 25 SEX PO8 AND ABOVE GRADE (£61,206-£175,014) OVER THE PAST FIVE YEARS	26
FIGURE 26 SEX AT PO7 GRADE (£55,845-£58,995) OVER THE PAST FIVE YEARS	27
FIGURE 27 SEX AT PO6 GRADE (£50,757-£53,799) OVER THE PAST FIVE YEARS	27
FIGURE 28 TOP 5% EARNERS WHO ARE FEMALE HAS DECREASED OVER THE PAST FIVE YEARS	28
FIGURE 29 SEXUAL ORIENTATION BY DIRECTORATE (LGB+).	29
FIGURE 30 EMPLOYEES IDENTIFYING AS LGB+ BY GRADE OVER THE PAST FIVE YEARS BY DIFFERENT GRADES / GRADE GROUPS	30
FIGURE 31 RELIGION COUNCIL-WIDE COMPARED WITH LAMBETH RESIDENTS.	32
FIGURE 32 RELIGION COUNCIL WIDE OVER THE PAST FIVE YEARS HAS SEEN NO RELIGION INCREASE THE MOST ALTHOUGH THIS IS MUCH LOWER THAN THE FIGURE FOR LAMBETH RESIDENTS.	32
TABLE 1 PROGRESSION - COMPARISON TO WORKFORCE PROFILE, ALL GRADES, PO6 AND ABOVE AND PO8 AND ABOVE	33
FIGURE 33 RECRUITMENT BY PROTECTED CHARACTERISTICS: RACE	35
FIGURE 34 RECRUITMENT BY PROTECTED CHARACTERISTICS: SEX	36
FIGURE 35 RECRUITMENT BY PROTECTED CHARACTERISTICS: DISABILITY	36
FIGURE 36 RECRUITMENT BY PROTECTED CHARACTERISTICS: DISABILITY	37
FIGURE 38 COUNCIL-WIDE LEAVERS AND STARTERS OVER THE PAST THREE YEARS	38
FIGURE 39 STARTERS AND LEAVERS BY DIRECTORATE – 12 MONTHS TO 31 MARCH 2023	40

FIGURE 40 COUNCIL-WIDE REASONS FOR LEAVING	41
FIGURE 41 LEAVERS BY LENGTH OF SERVICE	42
TABLE 2 EMPLOYMENT RELATIONS GRIEVANCE CASES BY RACE, SEX AND AGE GROUP.	43
TABLE 3 EMPLOYMENT RELATIONS DISCIPLINARY CASES BY RACE, SEX AND AGE GROUP.	43
TABLE 4 EMPLOYMENT RELATIONS CASES SICKNESS BY RACE, SEX, AGE AND DISABILITY	44
FIGURE 42 AVERAGE FTE DAYS LOST TO SICKNESS BY DIRECTORATE AS OF 31 MARCH 2023	45
FIGURE 43 TOP 10 SICKNESS REASONS COUNCIL WIDE	46
FIGURE 44 AVERAGE AND MEDIAN GENDER PAY GAP	47
FIGURE 45 GENDER PAY GAP QUARTILES	48
FIGURE 46 MEAN AND MEDIAN RACE PAY GAP	48
FIGURE 47 ETHNICITY PAY GAP QUARTILES	49
FIGURE 48 MEAN AND MEDIAN DISABILITY PAY GAP	50
FIGURE 49 DISABILITY PAY GAP QUARTILES	50

14. Glossary of terms used in the report

Disability

For this report, disability is where an employee has self-reported that they have a long-standing illness, condition, or impairment, which causes difficulty with day-to-day activities.

Full Time Equivalent (FTE)

Full Time Equivalent allows us to compare workers with different working patterns. Where a person is working 35 hours per week, they are counted as one FTE. A part-time worker employed for 17.5 hours a week would be counted as 0.5 FTE.

Intersectionality

For this report intersectionality is looking at the relationship between equalities characteristics and the impact of when multiple categories interact.

Pay gap reporting

Our gender, disability and ethnicity pay gap reporting is a measure of the difference in the average pay between different groups of the Council's workforce. It highlights the different numbers across all roles. It is different from an equal pay comparison, which involves a direct comparison of two people or groups of people undertaking the same work or work of equal value.

LGB+ and LGBT+

Lambeth's HR system allows staff to confidentially state their sexual orientation, trans status and gender identity. When we are referring to sexual orientation data, we group these as LGB+ referring to lesbian, gay, bi and other terms people prefer to use to describe their orientation. When we are referring to data that includes gender identity and trans status, we refer to this as LGBT+.

London Councils

London Councils is the local government association for Greater London, England. It is a cross-party organisation that represents London's 32 borough councils and the City of London.

The Office for National Statistics (ONS)

The Office for National Statistics is the executive office of the UK Statistics Authority, a non-ministerial department which reports directly to the UK Parliament.

Grade and Salary Range from Minimum to Maximum

From the Corporate Director to SMG3 grades is Chief Officer pay scale 2022-2023, and from PO9 to PO6 grade is NJC pay scale 2022-2023.

Grade	Salary Range (Min – Max)
Corporate Director	£140,523 - £175,014
HAY 1	£115,103 - £129,521
HAY 2	£99,256 - £113,968
HAY 3	£82,279 - £96,992
SMG1	£88,512 - £104,579
SMG2	£77,798 - £93,105
SMG3	£67,095 – £82,405
PO9	£66,669 - £71,058
PO8	£61,206 - £65,589
PO7	£55,845 - £58,995
PO6	£50,757 - £53,799

