

Annual Workforce and Equalities Report

April 2024 – March 2025





Workforce Data

31 March 2025

Key findings: Progress and improvement in some areas



Increase in headcount by 6.2%

- The headcount increased from 3031 in March 2024 to 3218 in March 2025, which is an increase of 6.2%.
- The majority of the increase is mainly in Children's Services, with a rise of 110 headcount since March 2024.
- Our part time headcount has remained similar to March 2024, with a slight decrease of 3.



A fall in the sickness average FTE days to 9.8 (Our target is 9.2 days)

- The average number of days lost to sickness per employee was 9.8 in March 2025, a decrease of 0.4 days from 10.2 in March 2024.
- The three directorates with the highest sickness days, each averaging over 9 days, are Adult Social Care (13.38), Children's Services (12.62) and Housing (10.49).



Decrease by £7m agency spend

- We see a significant decrease in our agency spend from £42m in March 2024 to £35m in March 2025, a £7m reduction.
- The monthly average spend over 12 months was £2.91m.
- Weekly spend was less in 2024/25 by £300k.
- The headcount decreased from 614 in March 2024 to 370 in March 2025, a significant 40% decrease.



Our turnover remained the same 8.6 (Our target is 9%)

- Council-wide turnover has remained the same as last year.
- A high percentage of turnover are in Integrated Health & Care at 16.1%, followed by Adult Social Care at 11.9%.

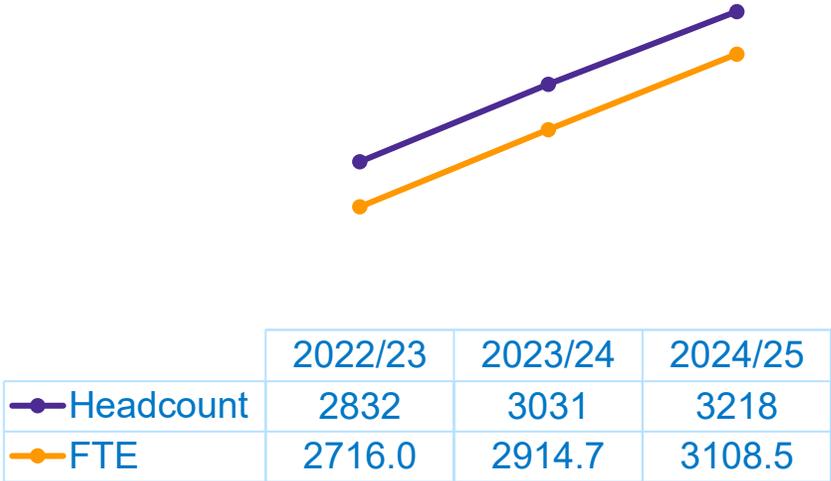
Headcount By directorate:

Directorate	Total Employee & agency	Permanent	Fixed term	Agency Workers	Part time	Acting /Secondment
Adult Social Care	436	354	32	50	46	25
Children's Service	780	521	86	173	43	34
Climate & Inclusive Growth	240	178	53	9	20	14
Communities, Governance & Change	263	174	39	47	9	9
Finance and Governance	253	210	17	26	13	13
Housing Services	620	468	107	45	26	46
Integrated Health & Care	82	51	30	1	13	9
Resident & Enabling Services	914	796	99	19	96	40

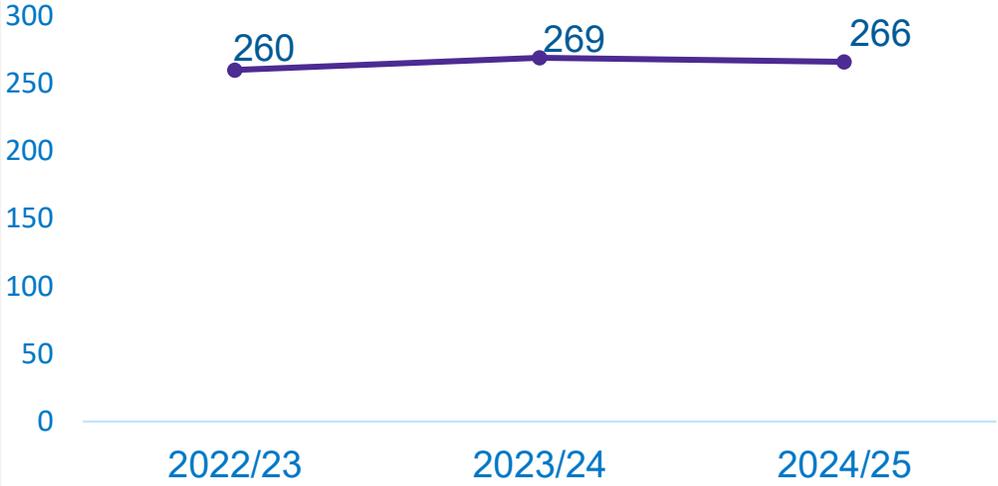
Headcount and FTE: Our headcount continue to grow, with the rise mainly in Children's Services

Part-time Headcount: There is no significant change to our part-time headcount

Employees Headcount and FTE



Part-time Employees Over the Last 3 Years



Agency Workers

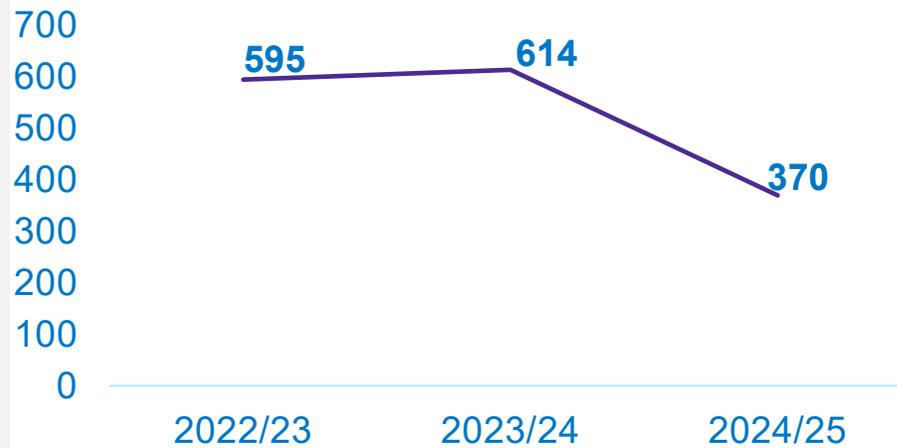
Headcount:

A significant 40% decrease compared to last year

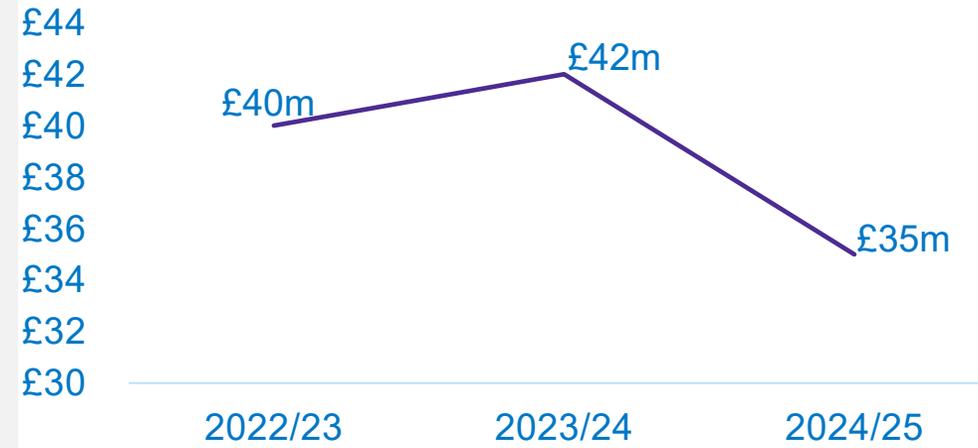
Spend:

A significant reduction of £7m compared to last year

Agency Headcount Over the Last 3 Years

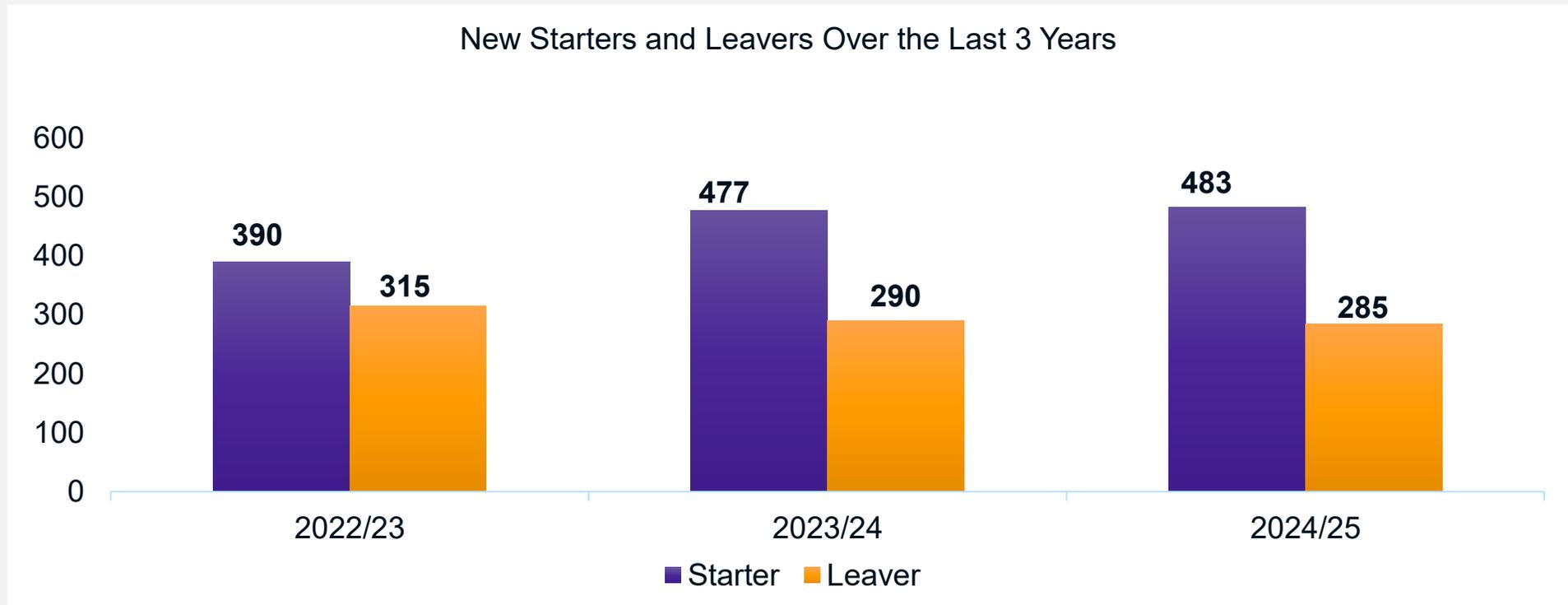


Agency Spend over the Last 3 Years



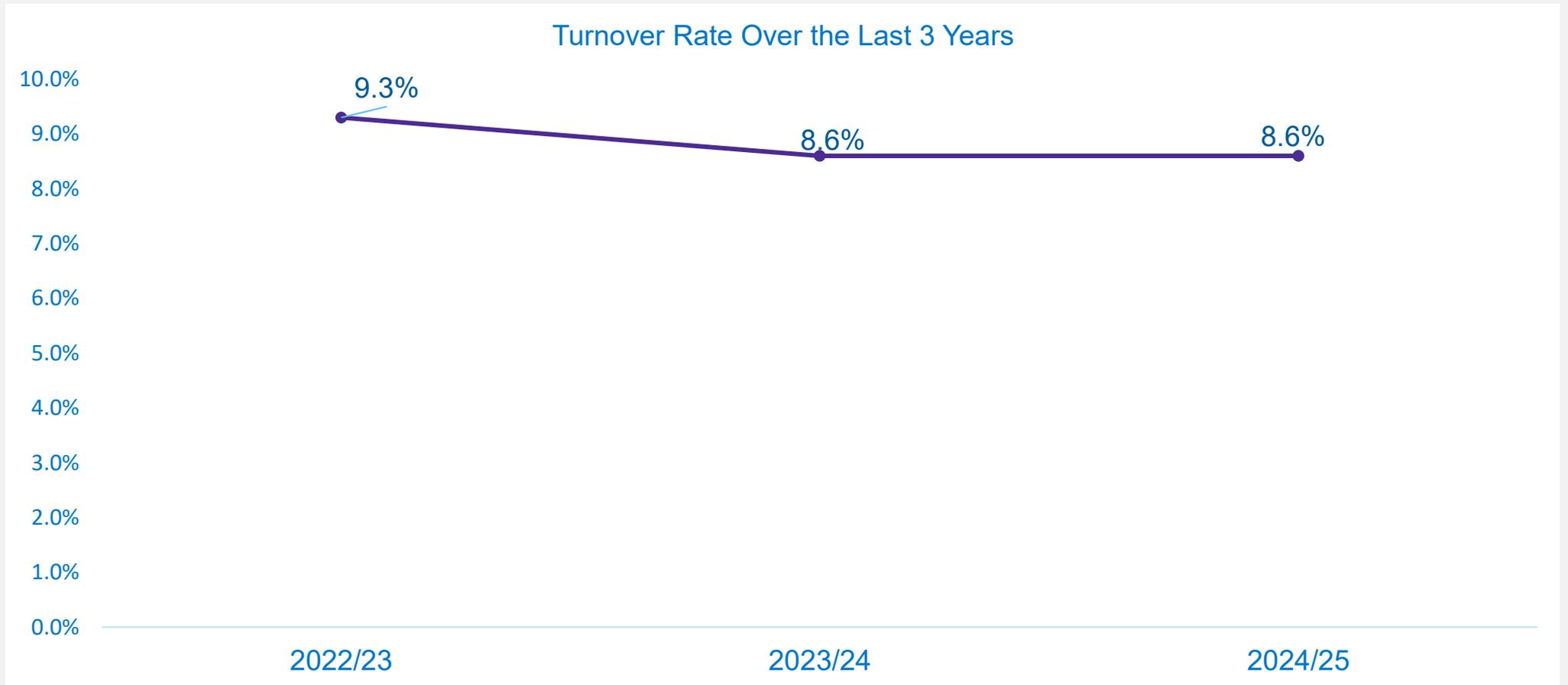
Starters and Leavers:

The number of new starters continued to increase



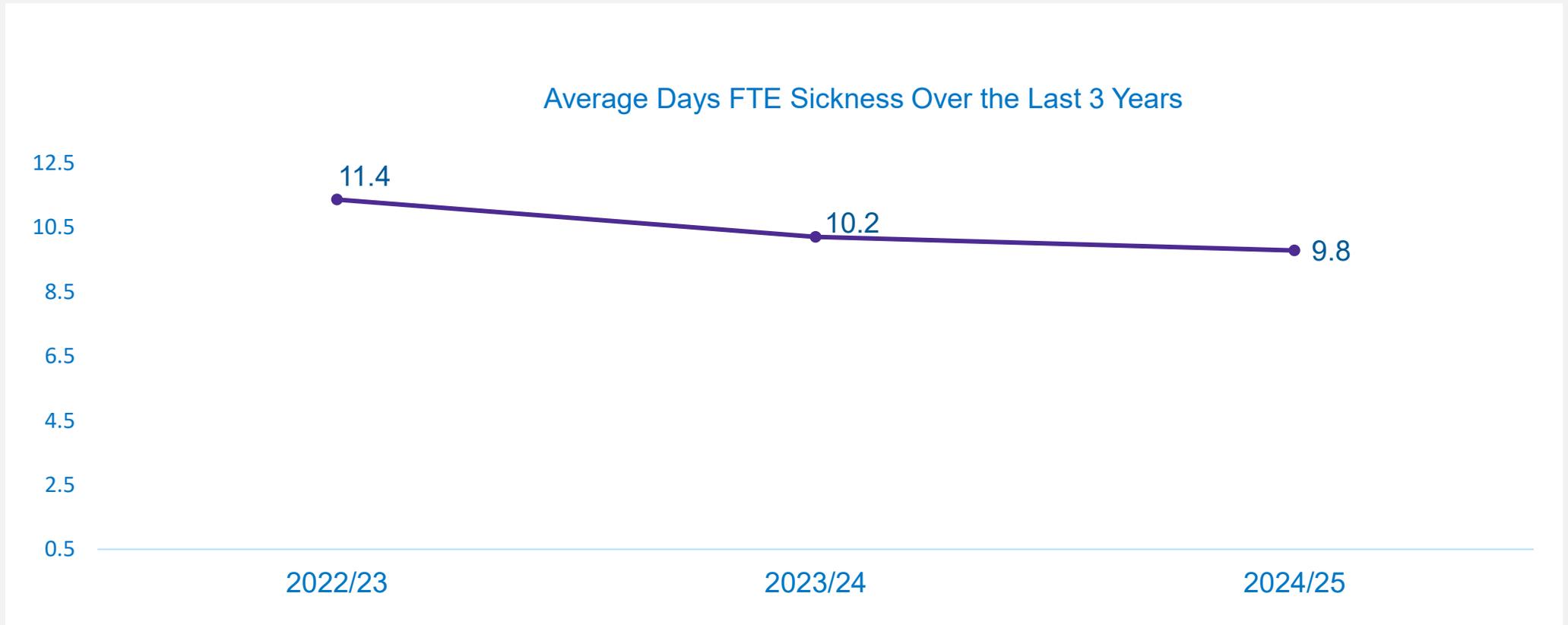
Turnover Rate:

Our turnover has not changed compared to last year



Sickness Average FTE:

Our sickness rate is improving compared to 2022/23





Equalities Data

Age
Disability
Ethnicity/Race
Religion
Sex
Sexual Orientation

31 March 2025

Key findings equalities: Progress and improvement in some areas



Decrease to 36.9% white employees

- The percentage of employees has fallen from 38.4% to 36.9%.
- 46% of the workforce is Black, and 63% are from Black, Asian, and multi-ethnic groups.
- Over 60% of the representation in senior management, from PO8 to Corporate Director grades, is White compared to Black, Asian, and Multi-ethnic groups.



Increase to 45% female top 5% earners

- We see an increase in the female top 5% earners, rising from 39.6% to 45%.
- 59.7% of our workforce is female
- Most of the workforce is in grades PO1-PO5 (45%), and 62.5% of this group are female.
- There is a higher representation of females in grades PO6.



Increase to 6.4% disabled employees in senior management grades

- The top 5% earners have risen from 1.2% to 6.4%.
- The PO8 to Corporate Director grades have increased from 2% to 9%.
- 12.4% of our workforce self-identified as disabled.
- The trend continues upwards.



Decrease to 2.7% gender pay gap

- There is a decrease in the gender pay gap mean from 3.4% to 2.7% and median fallen to 0%.
- There is no change in the mean ethnicity pay gap, which remains at 11.9%, but the median has increased from 14.5% to 15.1%.
- We see an increase in the mean disability pay gap from 2.9% to 4.4% and median has risen from -0.51% to 2.2%.

Workforce demographics

By job grade:

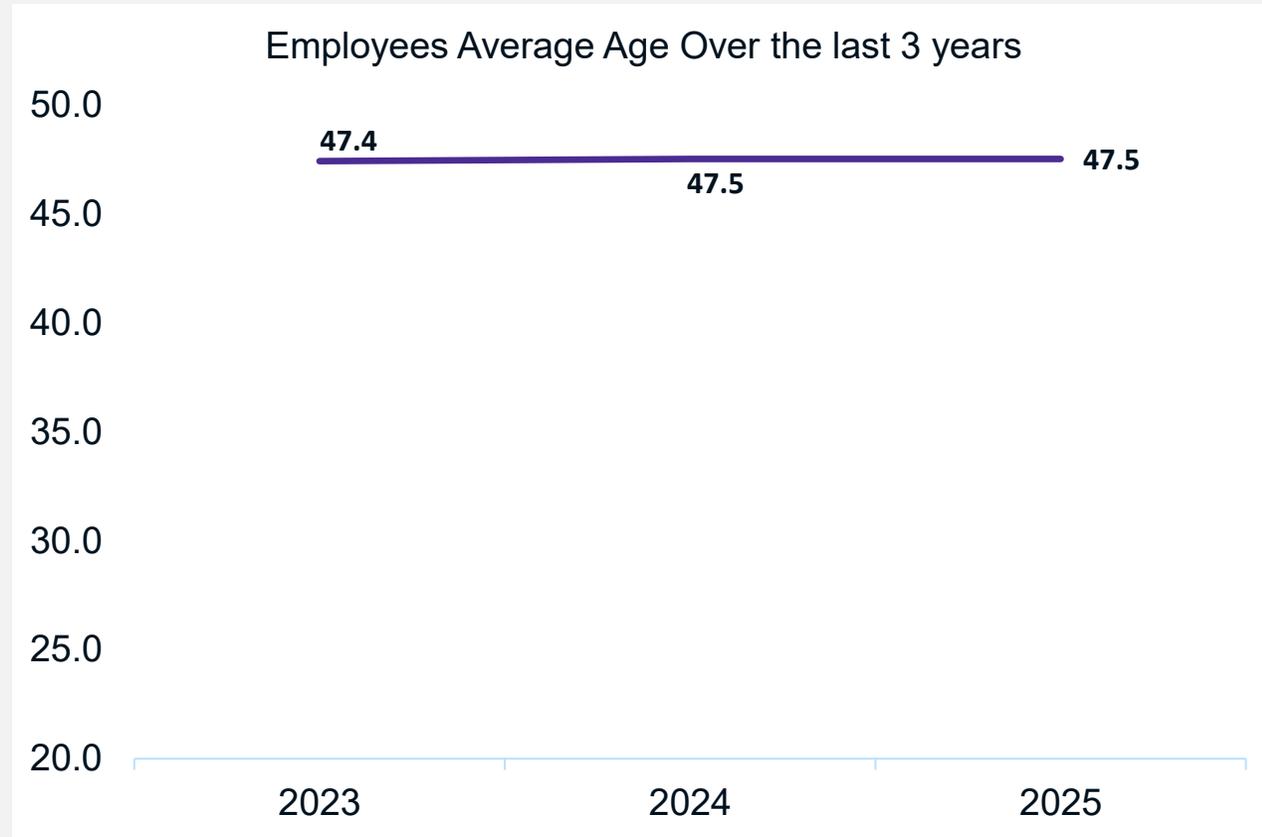
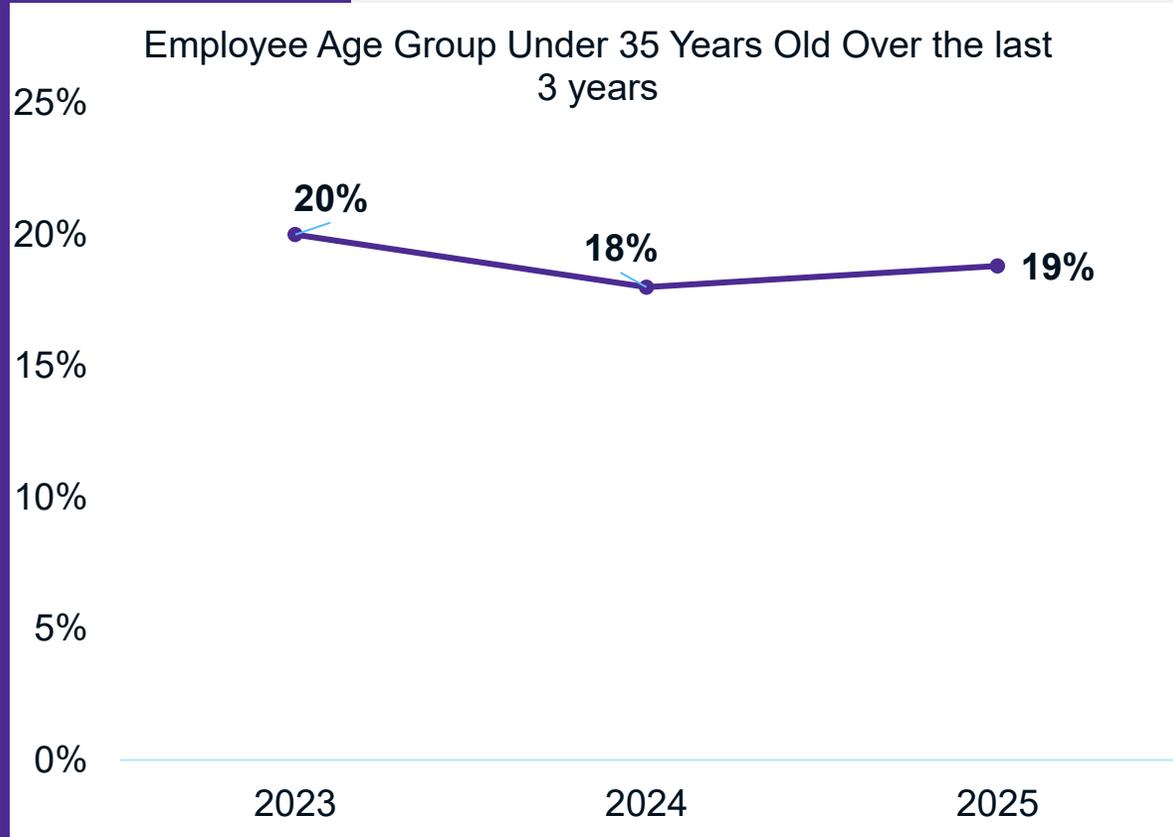
Grade	Employee Headcount	Gender		Ethnicity		Disability		Sexual Orientation	
		Male	Female	White	Black, Asian, & Multi-ethnic	Disabled	Non-disabled	LGB+	Straight
SMG - Executive	124	73	51	73	38	<10	57	<10	70
PO6 - PO9	501	209	292	239	216	28	264	32	216
PO1 - PO5	1449	543	906	426	830	110	721	48	542
SO1 - 2	614	218	396	118	387	42	319	12	195
Scale 1 - 6	412	198	214	121	209	33	187	<10	110
Other	118	56	62	23	29	<10	25	<10	23

Please note that employee's column shows the total number of employees per job grade. The breakdown by ethnicity, disability and sexual orientation excludes anyone who did not declare.

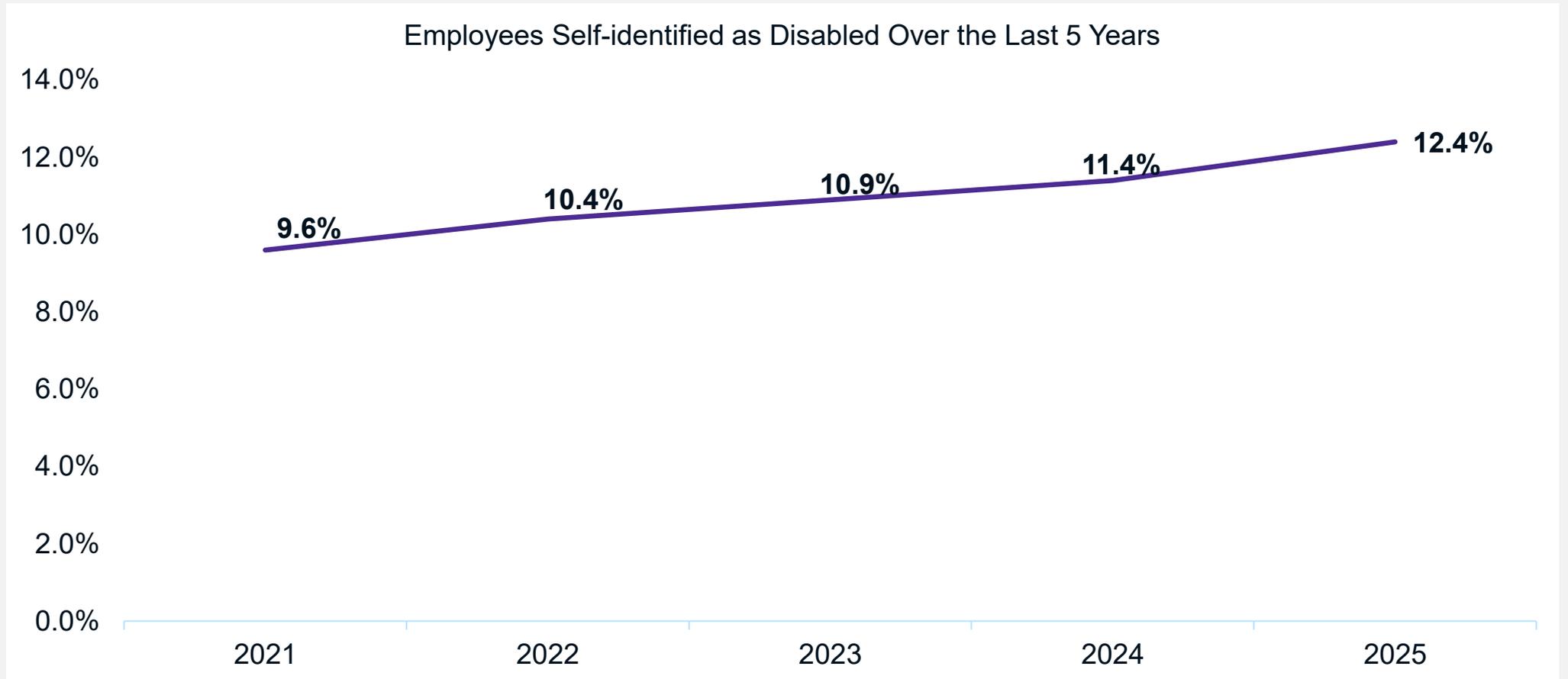
Age

Slow progress, 2024 shows a decrease of 1%

Our average age has remained the same for the past three years



Self-Identified as Disabled: A steady upwards trend over the years

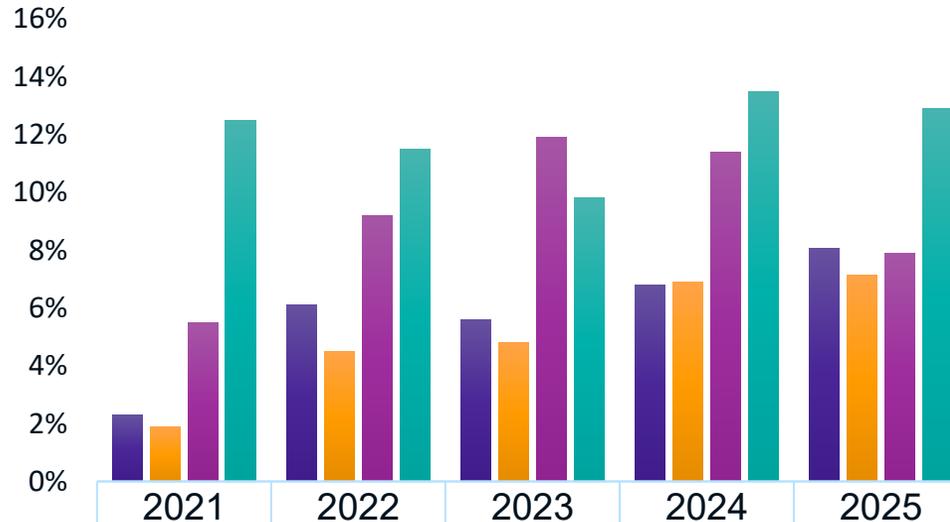


Self-Identified as Disabled

Improvement from 2% in 2021 to 9% in 2025 in PO8 to Executive grade

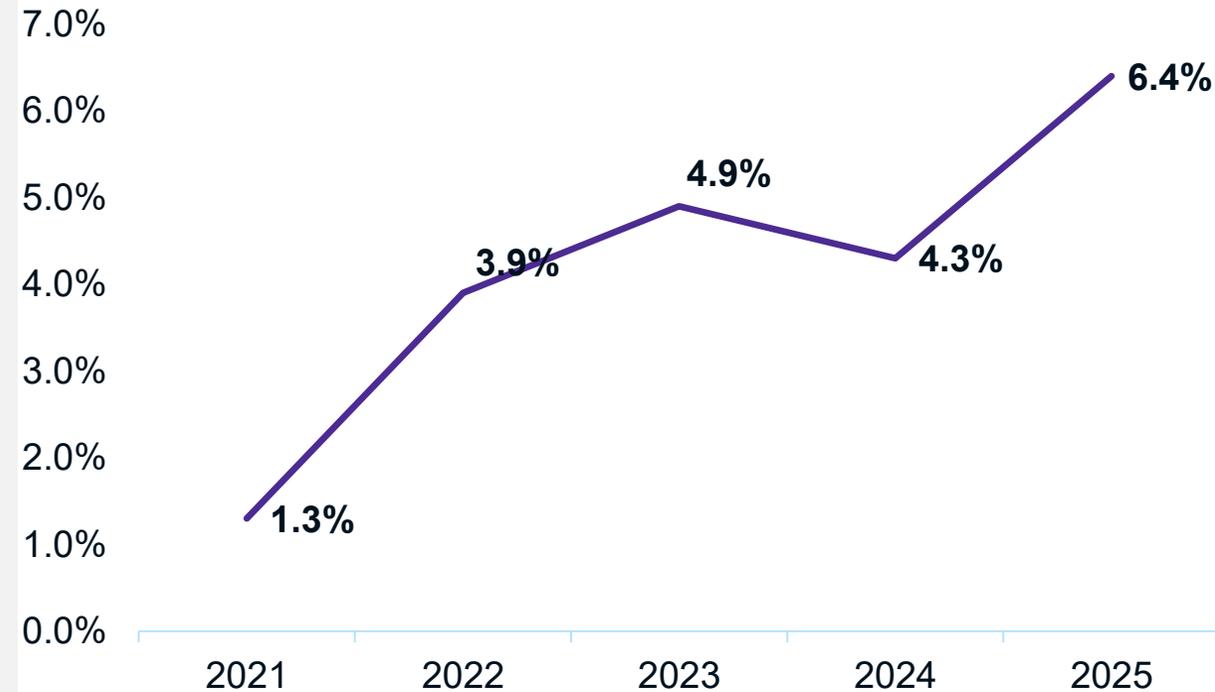
Top 5% Earners: Improvement from 1.2% in 2021 to 6.4% in 2025 among our top 5% earners

Employees Self-Identified as Disabled by Grade



■ SMG-Executive	2%	6%	6%	7%	8%
■ PO8-Executive	2%	5%	5%	7%	7%
■ PO7	6%	9%	12%	11%	8%
■ PO6	13%	12%	10%	14%	13%

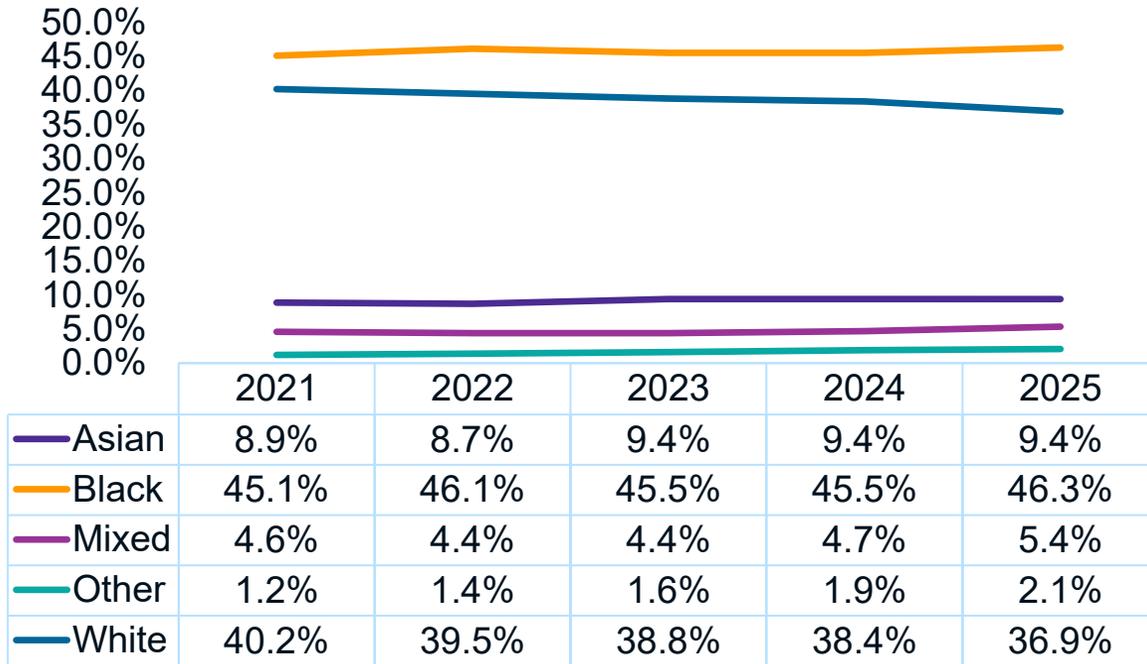
Employee Self-Identified as Disabled Top 5% Earners



Ethnicity/Race

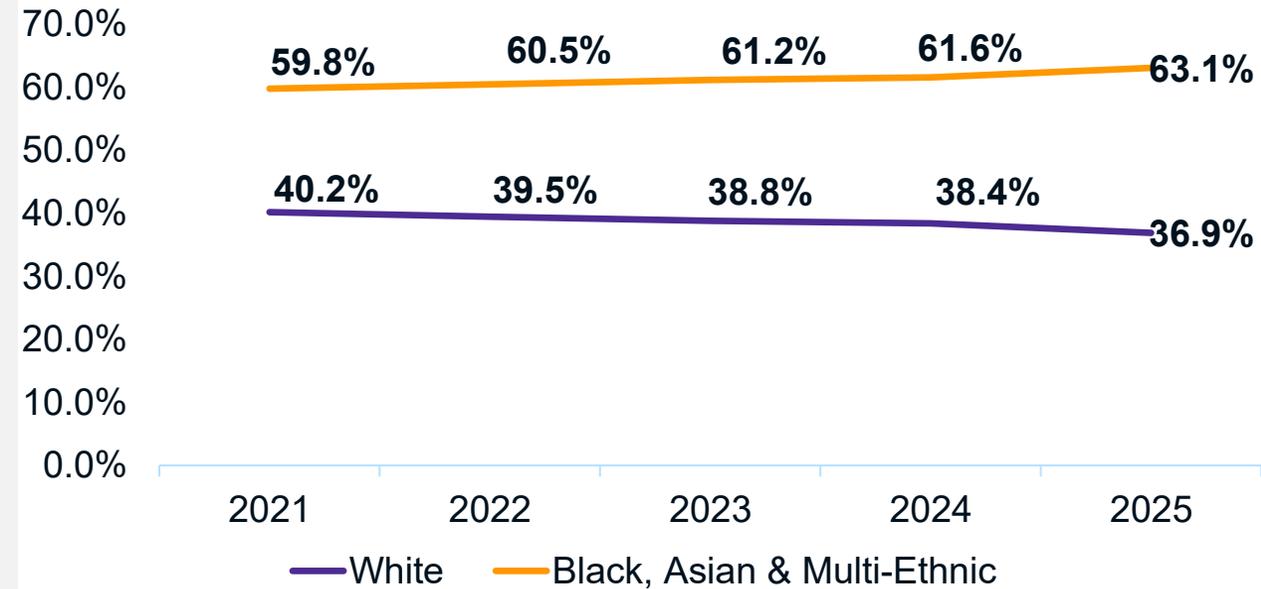
Comparatively, Black employees are highly represented at 46.3%

Employees Share by Ethnicity/Race



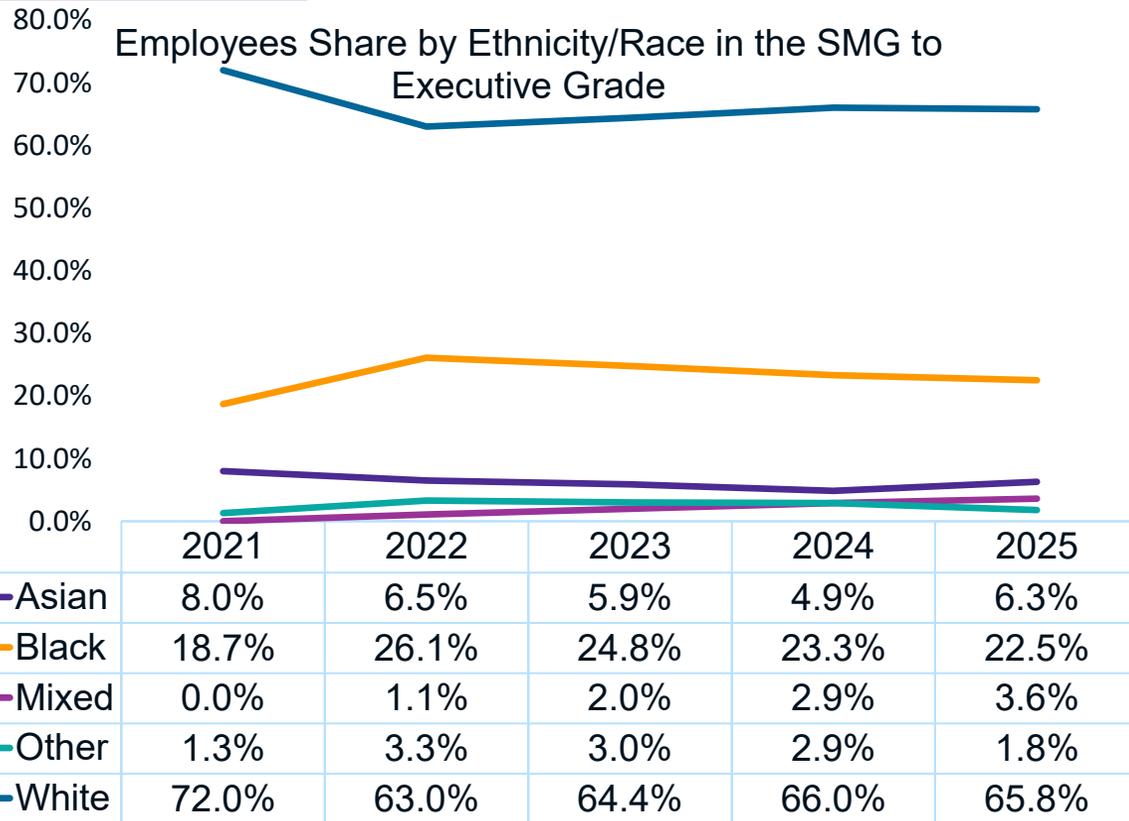
A continued decrease in the percentage of White employees

Employee Share by Black, Asian, & Multi-Ethnic and White

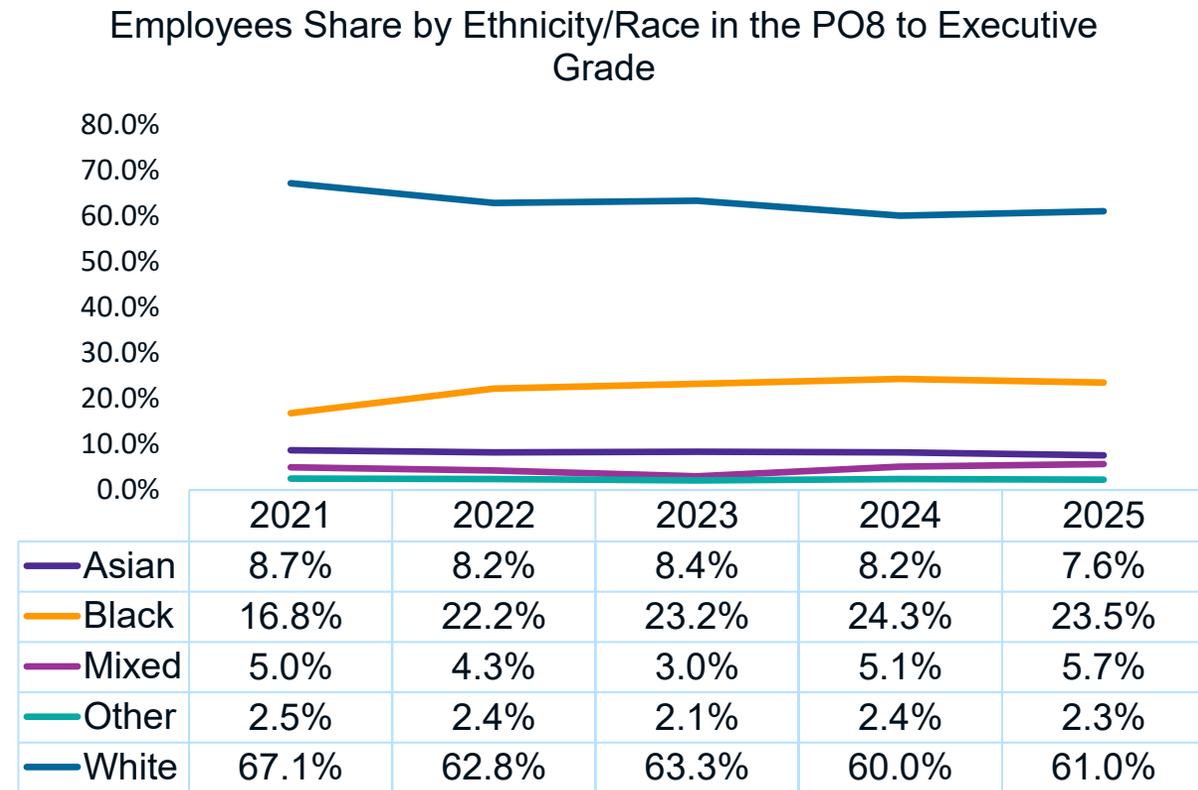


Ethnicity/Race

**SMG to Executive Grade:
Comparatively, White
employees are
overrepresented at 65.8%**



**PO8-Excutive Grade: The number
of Black, Asian & Multi-ethnic
has fallen to 39% compared to
2024**

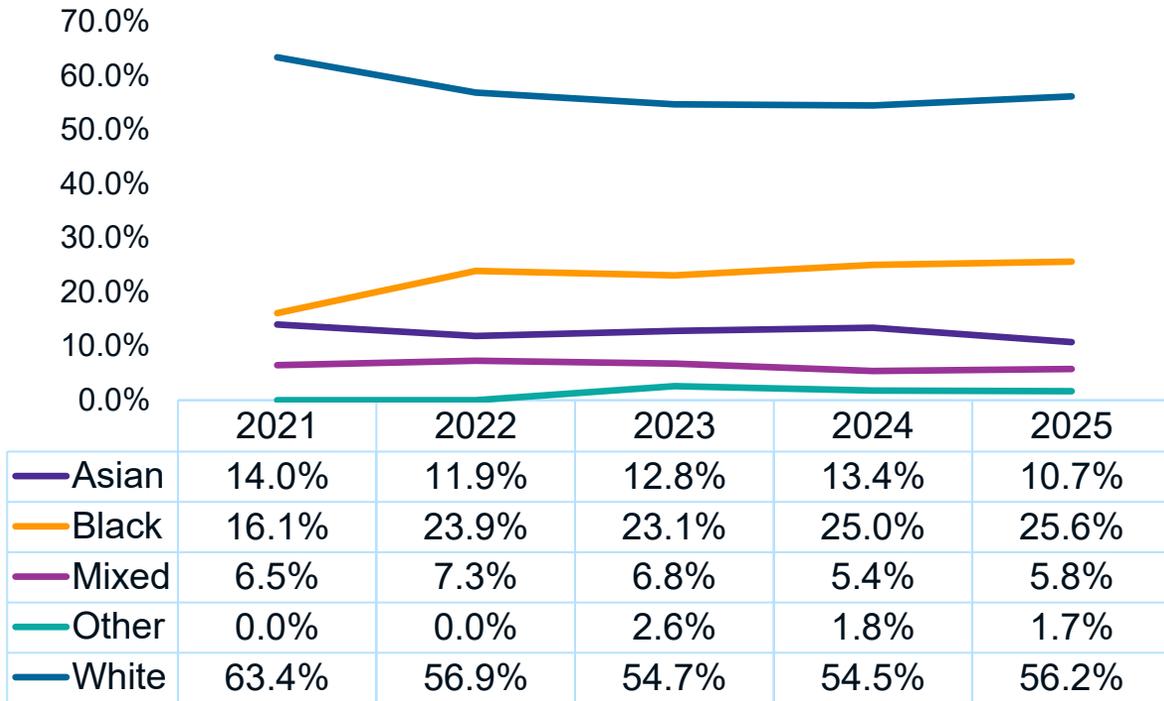


Ethnicity/Race

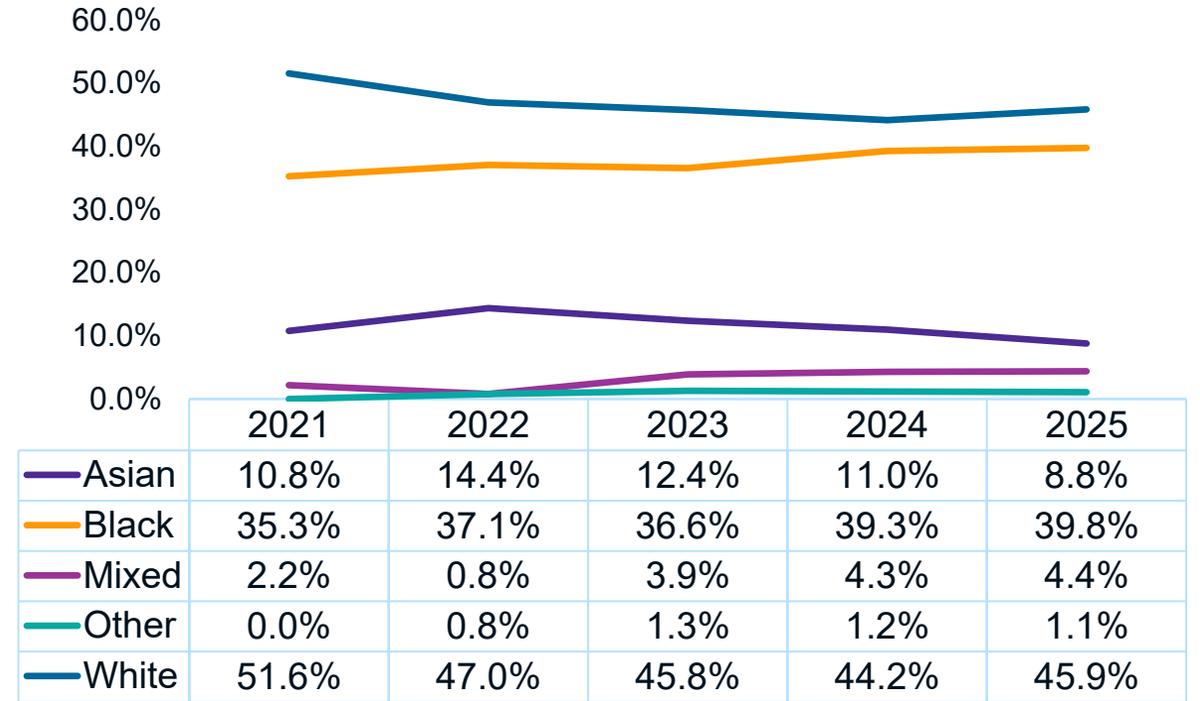
PO7 Grade: Comparatively, 44% are represented by Black, Asian & Multi-ethnic groups

PO6 Grade: Comparatively, over 50% are represented by Black, Asian & Multi-ethnic groups

Employee Share by Ethnicity/Race in the PO7 Grade

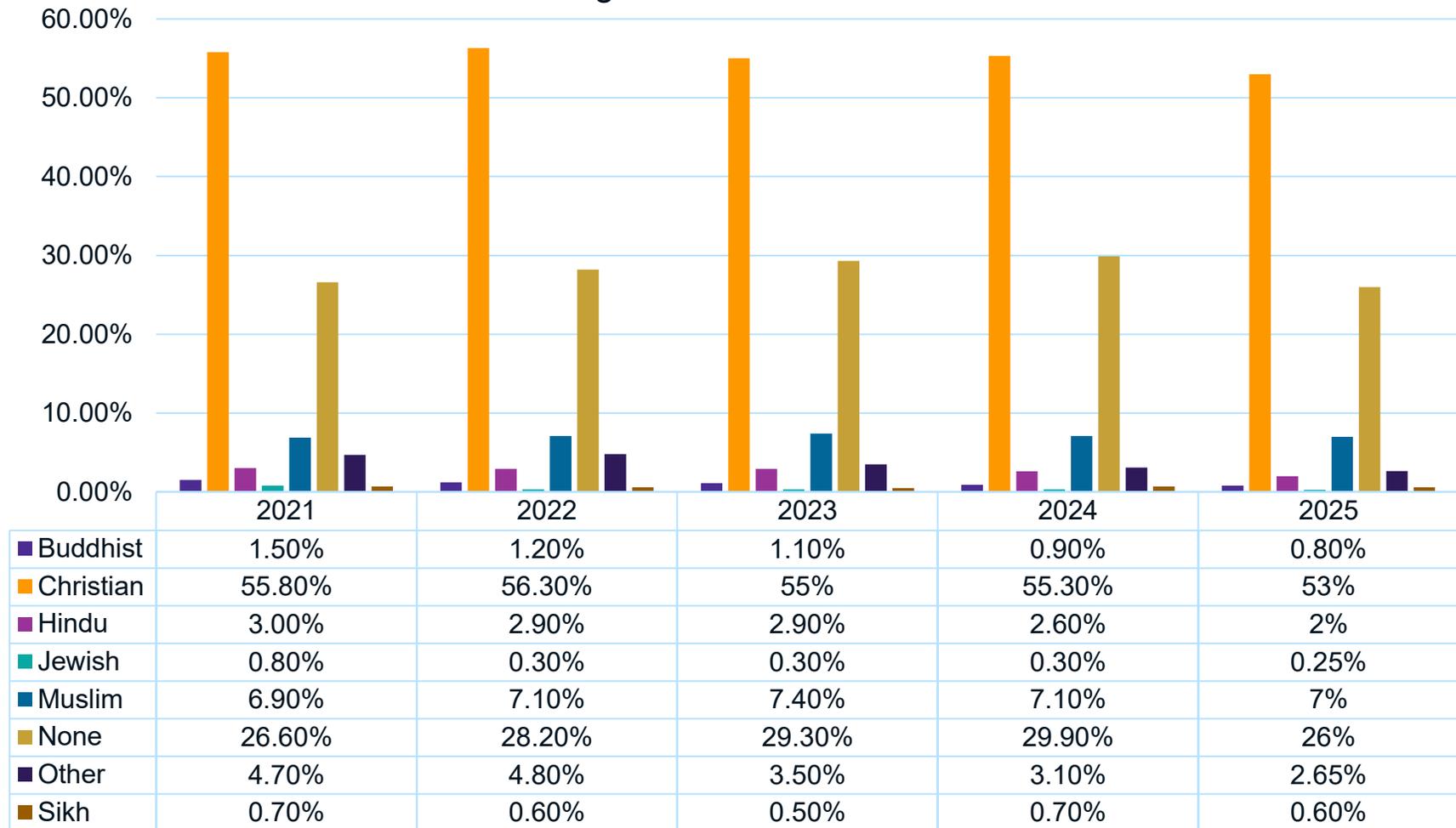


Employees Share by Ethnicity/Race in the PO6 Grade



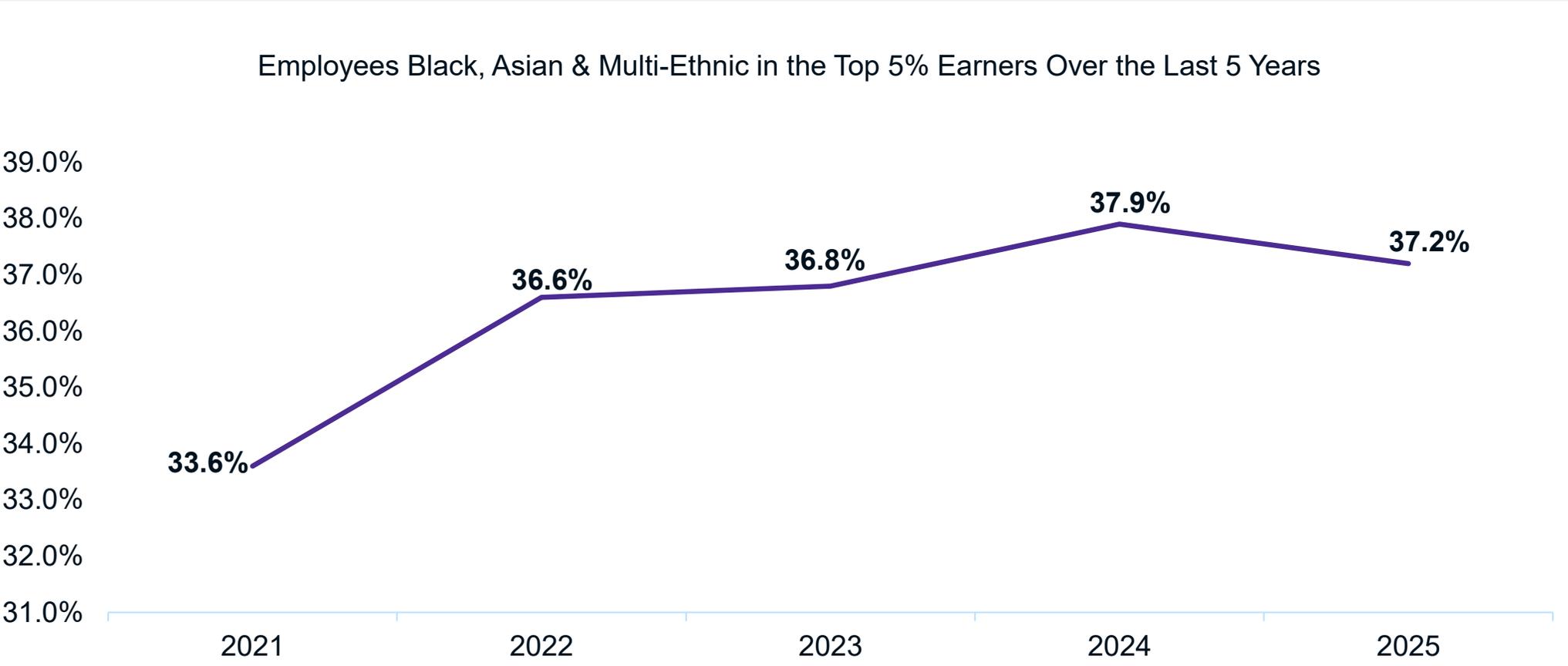
Self- Identified Religion: Christian with the highest percentage, followed by none

Self –Identified Religion over the Last 5 Years



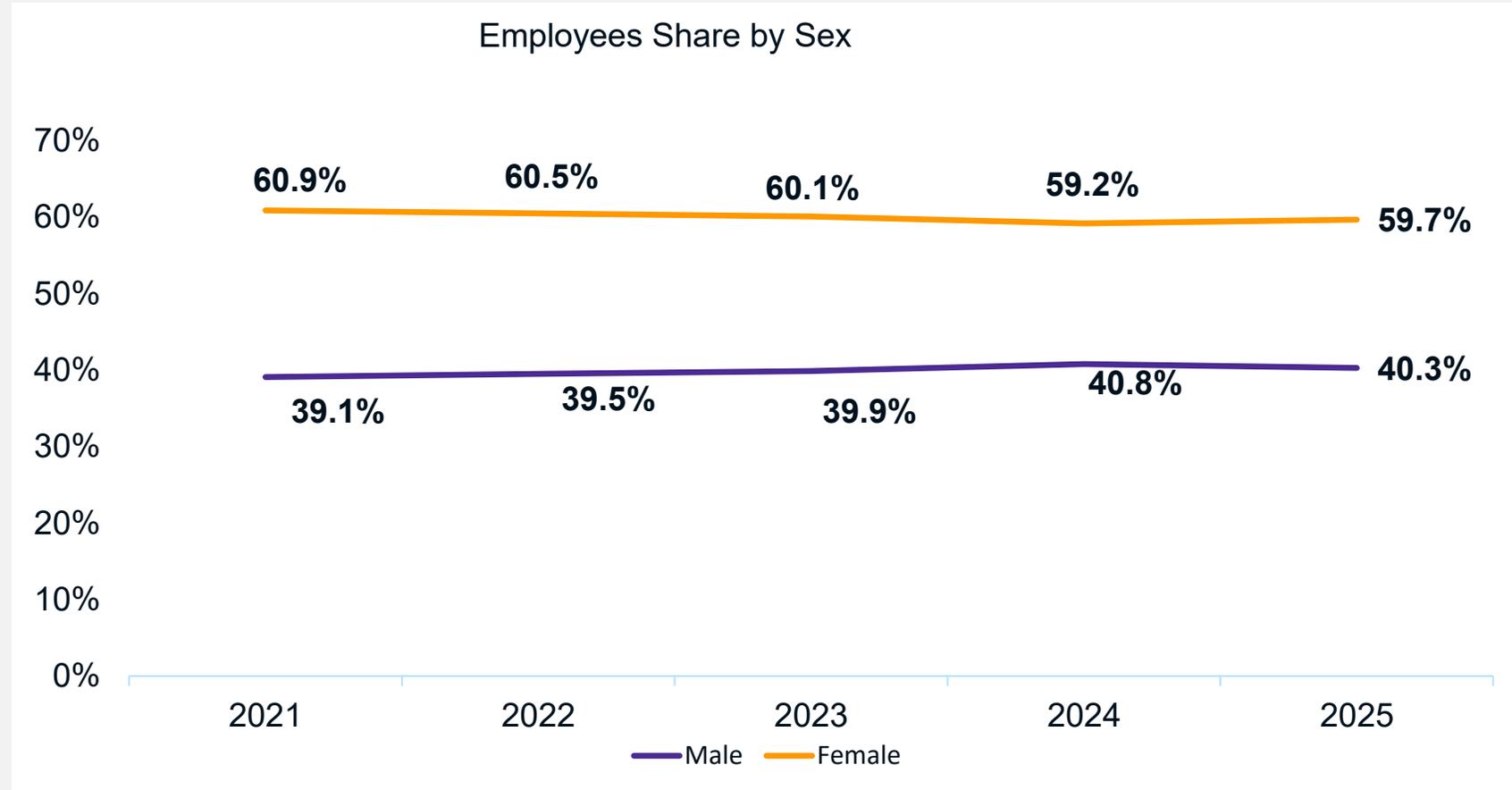
Ethnicity/Race by Top 5% Earners:

Monitoring progress is challenging as 8.5% of employees have not shared their ethnicity



Sex

A slight increase in the female percentage by 0.5% compared to March 2024

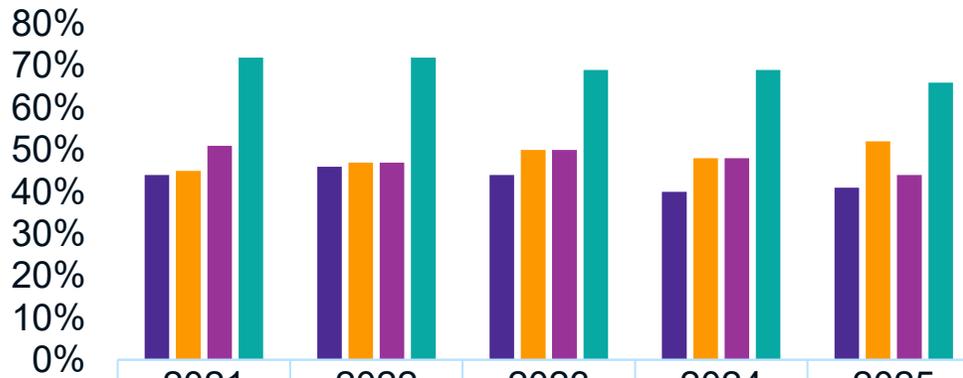


Sex (female)

Sex (female) by Grade:
The graph shows female in PO8 to Executive has improved to 52%

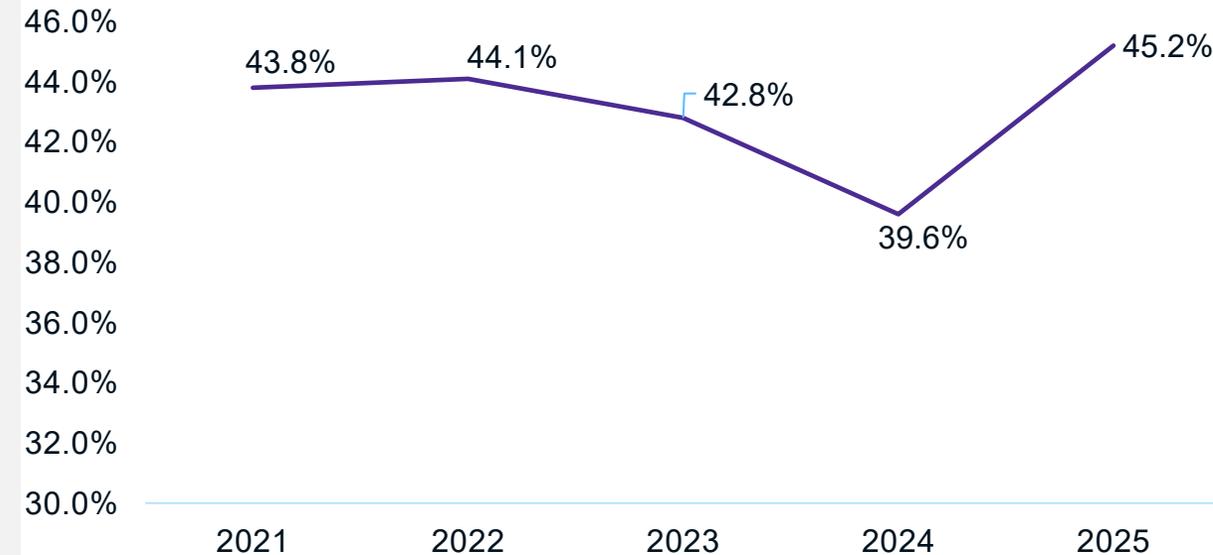
We are making progress in our top 5% earners compared to 2024

Female Share by Grades from PO6 to Executive



■ SMG-Executive	44%	46%	44%	40%	41%
■ PO8-Executive	45%	47%	50%	48%	52%
■ PO7	51%	47%	50%	48%	44%
■ PO6	72%	72%	69%	69%	66%

Female Employees in the Top 5% Earners

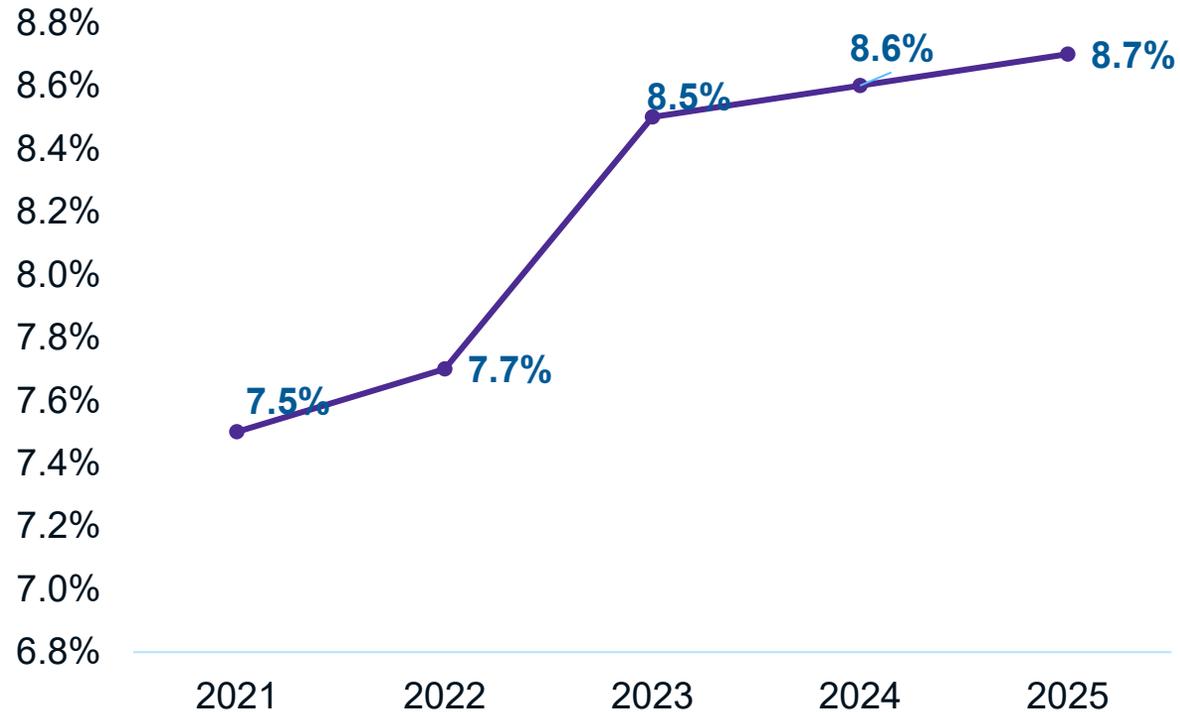


Self-Identified as LGB+

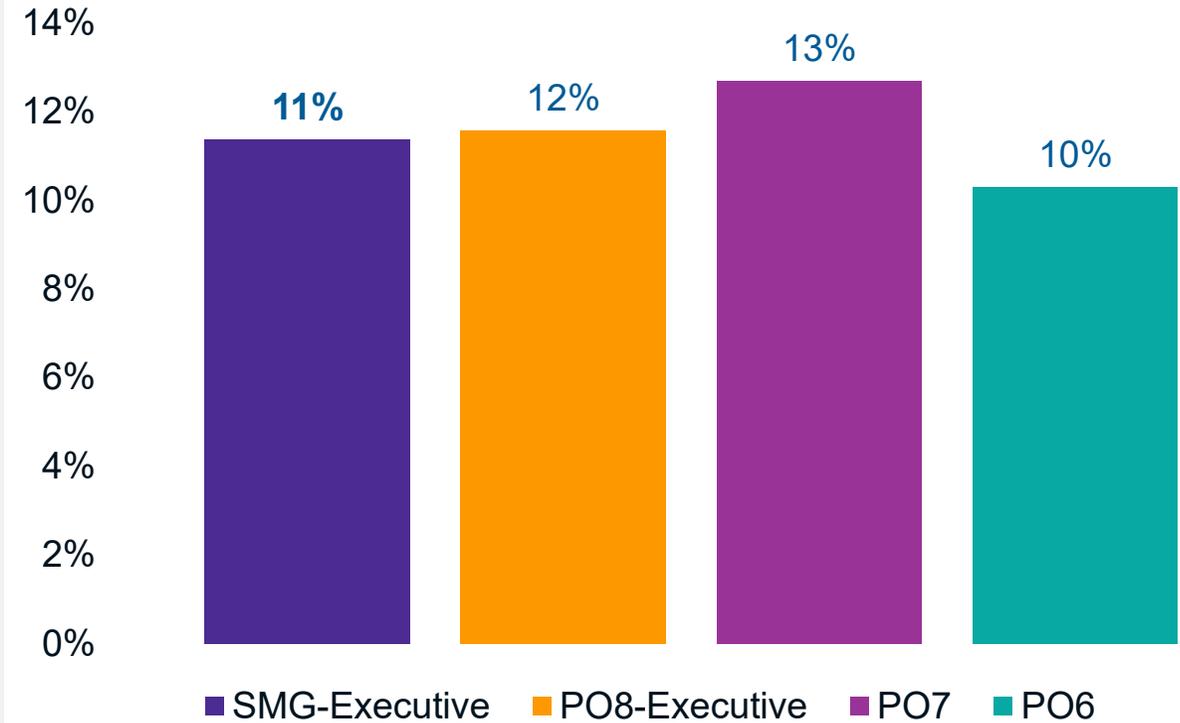
The trend has remained the same over 8%

The majority LGB+ are in PO7 and PO8 to Corporate Director

Employees Self-Identified as LGB+ Over the Last 5 Years



Employees Self-Identified as LGB+ by Grade





Workforce Scorecard Approach for Equality and Justice – Areas of Focus

- Representation
- Career progression
- Inclusive workplace
- Pay gaps

Representation

- We will focus our resources and efforts on increasing the representation of employees with protected characteristics at grade PO9 and above
- We will provide targeted development including coaching and mentoring
- Support for interviews and balanced recruitment panels
- Attract diverse candidates for employment via campaigns, outreach work and positioning Lambeth as an Employer of Choice
- Modernise our policies and practice to support retention
- Support managers to develop individuals and succession plan effectively

Career Progression

Workforce Opinion Survey Results illustrate:

- Increase in confidence from Black, Asian and Multi-ethnic and Muslim staff being able to access development and resources to do their roles effectively contributing to career progression.
- Positive scores across equalities strands on staff feeling supported by their managers to develop in their roles, particularly for staff aged 16-30.
- There was not significant differences between females and males when it came to resources and development opportunities.

Inclusive Workplace: Skills /capability development

- Creating opportunities for all in the workforce , through a core development approach, upskilling all for the future
- Professional skills framework to provide learning opportunities via apprenticeships
- Reverse mentoring opportunities
- Driving good leadership practice through performing well conversations to support development and potential, masterclasses for leaders
- Developing change support /tools currently for a transforming organisation

Inclusive Workplace: Engagement

- Capacity and Capability building with the networks ongoing
- Networks have had the opportunities to shape the scorecard approach, input into learning and development solutions via focus groups
- Networks meet regularly with senior leadership for influence and access
- We will work with our networks on our inclusive recruitment approach going forward.
- Focus Groups with employees to gain deeper insights into psychological safety issues
- Developing managers to lead inclusively

Inclusive Workplace: Inclusive Recruitment

- Ensure that all candidates are evaluated based on their skills, experience, and qualifications, without any unfair advantages or disadvantages based on their background.
- Attract and hire individuals from various backgrounds, including different genders, ethnicities, ages, abilities, and social backgrounds.
- Ensure hiring managers are trained and equipped to shortlist and interview candidates in a fair, non-biased and equitable manner.
- Support the councils need for better representation of black and females in senior and leadership roles.
- Mitigate unconscious biases in recruitment processes, such as language used in job descriptions, application procedures, and interview questions.
- Ensure recruitment process is accessible to everyone, including those with disabilities or other needs, through reasonable adjustments and accommodations.
- Promote social value recruitment that supports underrepresented / disadvantaged groups and young people, hire from the borough.
- Become an 'Employer of Choice' for all in line with our Equity and Justice' ambitions.
- Ensure opportunities are promoted and available for internal movement and development.

Inclusive Workplace Wellbeing

Workforce Opinion Survey Results illustrate:

- Staff feel supported in their wellbeing.
- Positive scores for staff feeling supported with their work life balance. Particularly from Asian, Muslim, LGBT+ and staff aged 16 to 30.
- We will continue to put a focus on wellbeing through providing support and development for the workforce while we transform, by ensuring change readiness, meaningful internal, communication opportunities to engage and influence and upskilling.
- Drive manager behaviours to ensure regular dialogue and connection with individuals/ teams around health and wellbeing

Inclusive Workplace: Sexual Orientation – Best Practice Organisation

- We have achieved the Stonewall silver award
- We are in the Top 100 Stonewall Workplace Equality Index for the first time, a significant achievement for the organisation
- We are ranked 79 out of 246 employers a jump from 166 in 2022
- Representation for LGBT staff is 8.7% above the 2021 census figure of 8.2% for Lambeth, we have one of the highest representation levels in London
- We have no LGBT pay gap

Inclusive Workplace: Pay Gaps

- 2025 Ethnicity pay gap is 11% target for 2030 is 0%
- 2025 Gender pay gap is 3% target for 2030 is 0 %
- 2025 Disability pay gap is 2.88% target for 2030 is 0%
- We have no LGBT pay gap
- We will continue to develop measures as outlined earlier in relation to attraction recruitment ,development and retention
- The 0% targets for 2030 are challenging particularly considering possible workforce redesign, delayering etc and workforce reductions

Gender pay gap mean, median, and quartiles

Hourly Pay GPG %

Mean difference 2.67%

Median difference 0.0%

Male:

Mean: £28.06 Hourly

Median: £25.45 Hourly

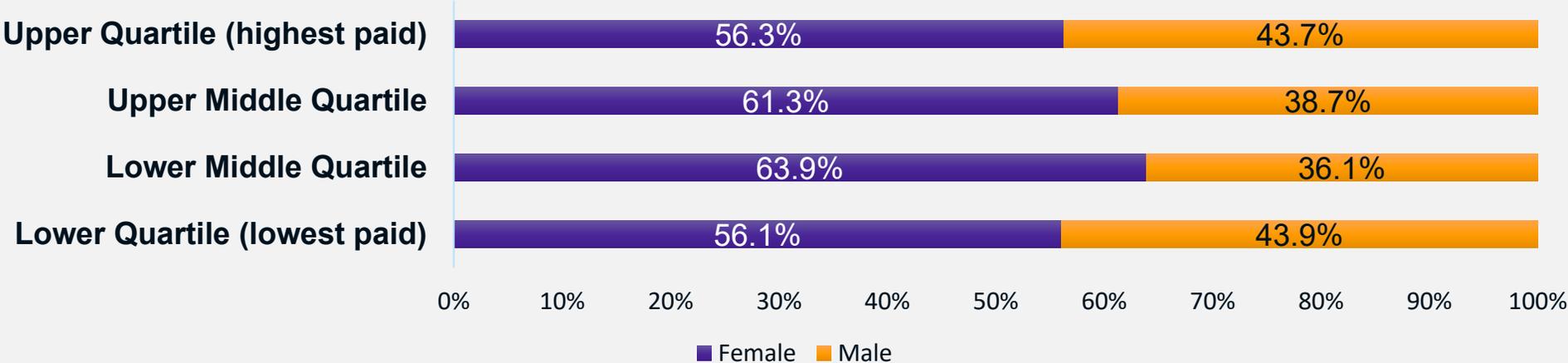


Female:

Mean: £27.31 Hourly

Median: £25.45 Hourly

Quartiles



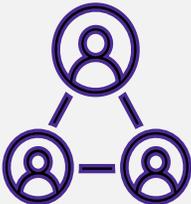
Disability pay gap mean, median, and quartiles

Hourly Pay DPG %
Mean difference 4.39%
Median difference 2.24%

Non-disabled

Mean: £27.82 Hourly

Median: £25.45 Hourly

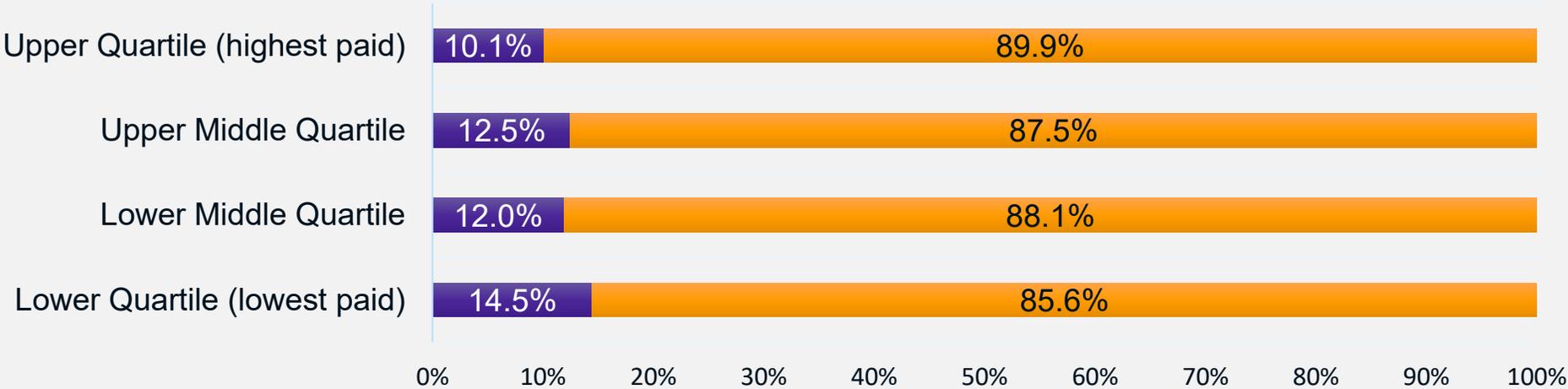


Disabled

Mean: £26.60 Hourly

Median: £24.88 Hourly

Quartiles



Ethnicity pay gap mean, median, and quartiles

Hourly Pay EPG %

Mean difference 11.9%
Median difference 15.14%

White:

Mean: £28.06 Hourly

Median: £28.86 Hourly



Black, Asian & Multi-ethnic:

Mean: £26.7 Hourly

Median: £24.49 Hourly

Quartiles

