

ANNUAL WORKFORCE DIVERSITY PROFILE REPORT

2017-18

CONTENTS

Introduction.....	2
Diversity Monitoring Data Explanatory Note.....	2
Key terms and definitions	2
Overall diversity profile	3
Executive Summary	4
Key Findings.....	4
Key areas for development.....	4
Understanding Our Workforce	4
Organisation Structure and staff numbers	5
Profile of Occupational Groups and Grades	5
Part one: Workforce diversity profiles	6
Age Diversity	6
Disabled Staff.....	9
Ethnicity and Race	12
Gender	17
LGBT.....	19
Religion / Belief.....	21
Part 2: Starters and Leavers.....	24
RECRUITMENT	26
Recruitment by Age	26
Recruitment and Disability	26
Recruitment by SEX	27
Recruitment by Ethnicity	27
Recruitment by LGBT	28
Recruitment by Religion or Faith	28
Leavers.....	29
Leavers by Age	30
Leavers by Race AND Ethnicity	31
Leavers by Disability	32
Leavers by Gender	33
Maternity.....	33

INTRODUCTION

This is the council's annual workforce diversity report for the period April 2017 to March 2018.

The Future Lambeth Borough Plan and the Equality Commission have identified key priorities in relation to Reducing Inequality and promoting inclusion and equality outcomes. Tackling economic exclusion and promoting participation in public life for all Lambeth citizens are important objectives. As a major local employer, the council has an influential role in modelling equality and good practice within the borough.

The annual report forms part of the council's commitment promoting equality, diversity and inclusion (EDI) in the workplace. The council values and celebrates our highly diverse workforce and community and that equality and inclusion are key success factors of our organisation.

The report provides an overview of the council's workforce profile, starters and leavers in terms of diversity categories: age, disability, faith and religion, race, sex, sexual orientation and transgender.¹

This report includes information which will assist the council to develop and monitor progress of equality and diversity priorities and action plans including:

- Age diversity
- Disability Confident
- Gender pay gap
- Leadership diversity
- Race pay gap and equality
- Staff engagement & culture change

The workforce diversity profile will be monitored and reviewed regularly throughout the year.

DIVERSITY MONITORING DATA EXPLANATORY NOTE

The diversity data used for this report is based on staff and applicant self-disclosure. The diversity data is therefore not complete where status is unknown, has not been recorded or where staff choose not to record or 'prefer not to say'.

The data used to produce this report was taken from HR Systems. Where data included in the diversity charts is not complete the profile of known data is explained.

Data excludes agency workers, casual workers and school staff.

The benchmarking data is drawn from London Councils' Survey 2016-2017 and the UK 2011 census.

KEY TERMS AND DEFINITIONS

- BAME refers to Black, Asian and Minority Ethnic
- GENDER refers to male or female
- LGBT refers to Lesbian, Gay, Bisexual and Transgender
- DISABLED refers to the social model of disability

¹ Lambeth Council and the Equality Commission also recognises other specific disadvantaged groups that go beyond the Equality Act 2010 'protected characteristics' diversity categories covered in this report.

OVERALL DIVERSITY PROFILE

Including; direction of travel and external benchmarking

	COUNCIL 2016/17	COUNCIL 2017/18	DIRECTION OF TRAVEL ²	LAMBETH BOROUGH RAG ³	LONDON COUNCILS' RAG
AVERAGE AGE	45	45	↔	34	46
BAME	58.5%	59.1%	↔	38.0%	40.5%
FEMALE	59.7%	60.0%	↔	50.0%	41.0%
DISABILITY	6.6%	6.6%	↔	12.7%	5.4%
Top 5% Earners: BAME	23.0%	23.4%	↔	N/A	16.7%
Top 5% Earners: FEMALE	45.3%	48.4%	↑	N/A	48.0%
Top 5% Earners: DISABILITY	1.0%	3.1%	↑	N/A	4.6%
LGBT	5.9%	5.7%		N/A	N/A

• Table 1

² Direction travel compares 2016/17 to 2017/18.

³ Rag status compares Lambeth 2017/18 to Lambeth Borough and to London Councils. Red = Negative, Amber = Neutral and Green = Positive.

EXECUTIVE SUMMARY

KEY FINDINGS

- There has been little change in the workforce diversity composition from 2016-17
- The average age of staff is 45, which is higher than the borough's residents but consistent with London Councils'⁴ average
- Lambeth has the 3rd highest BAME staff profile in London councils. However, BAME staff remain underrepresented at senior levels
- The majority female workforce is 10% higher than our borough's⁵ and above London Councils'. However, women are underrepresented at SMG⁶ grades and make up 80% of part-time staff
- The race and gender profile varies across the pay grades, directorates and occupations
- Disabled staff are underrepresented in the workforce generally compared to Lambeth residents and at senior levels compared to London Councils'
- More white staff left the council, the main resignations were from women and 30-40s
- Currently many staff do not disclose their LGBT, religion, faith or disabled status resulting in incomplete monitoring information
- Lambeth has lower self-disclosure rates than other London boroughs.

KEY AREAS FOR DEVELOPMENT

The report identifies the following priorities for action:

- Improve diversity monitoring with regular reports as part of key management information
- Raise awareness, promote and increase levels of self-disclosure for applicants and staff, particularly for disabled, LGBT, religion or faith status
- Include race and disability pay gap monitoring alongside gender pay gap reporting to reflect the importance of race equality and disability diversity in the workforce
- Develop diverse talent pools including:
 - >30s, and other under-represented groups in the workforce e.g. apprenticeships
 - BAME staff and women for more senior leadership roles, particularly at SMG grades
- Review recruitment practices to improve diversity and inclusion and to identify and address potential barriers. To do this we will work with diversity standards and champions including Disability Confident, Stonewall, BIC, ENEI
- Combat unconscious bias and potential inequality in recruitment including:
 - explore and pilot introducing 'anonymised' applications by removing names
 - mandatory unconscious bias and recruitment training for hiring managers/panels
- Exit interview information to be sought from leavers to review diversity impact.

UNDERSTANDING OUR WORKFORCE

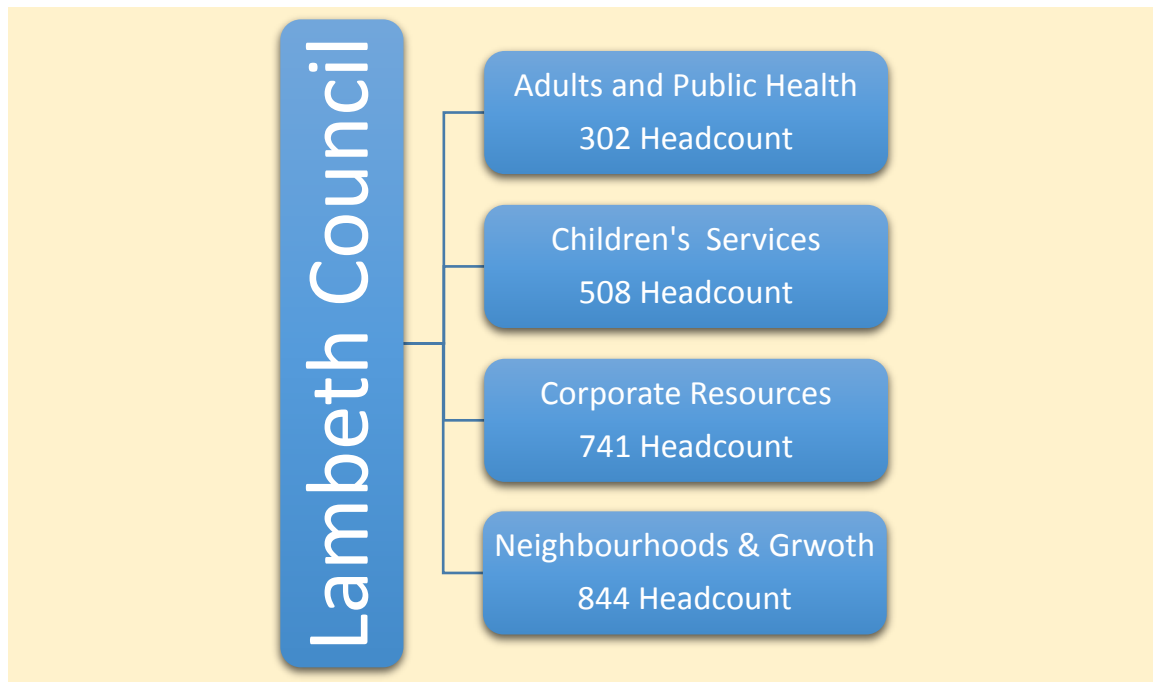
⁴ London Councils' refers to the benchmarking average

⁵ Borough refers to the benchmarking for data 2011 census of other who economic activity by sex

⁶ Refers to senior management grade

ORGANISATION STRUCTURE AND STAFF NUMBERS

The council is organised in four main directorates with a total headcount of 2395 staff.



PROFILE OF OCCUPATIONAL GROUPS AND GRADES

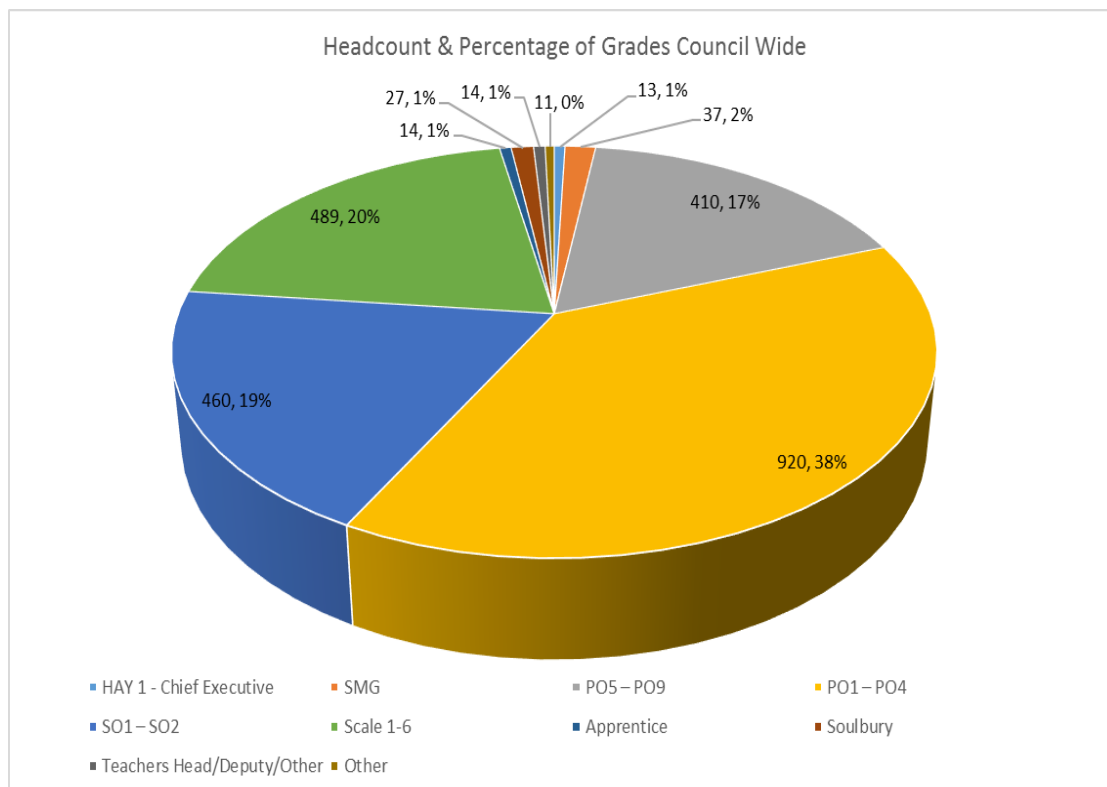


Chart 1

PART ONE: WORKFORCE DIVERSITY PROFILES

This section covers the following diversity characteristics:

Age, Disability, LGBT, Sex, Race and ethnicity, Religion or Belief

The data provides a breakdown of each diversity category by:

- Grade
- Directorate
- Length of service
- Working patterns

Key statistics are highlighted in the introduction to each diversity group.

AGE DIVERSITY

The average age of staff is 45 and median age is 47 which is above the average age 34 and median age 31 in the borough⁷:

- The vast majority of staff (90%) are over 30 with 58% of staff between 40-60 years old
- Just under 10% of staff are under 30, with less than 2% under 25
- 60-70 year olds make up 8.9% of staff and less than 1% are over 70 years
- The majority of senior managers are 50-60 or above with the majority of apprentices > 30s

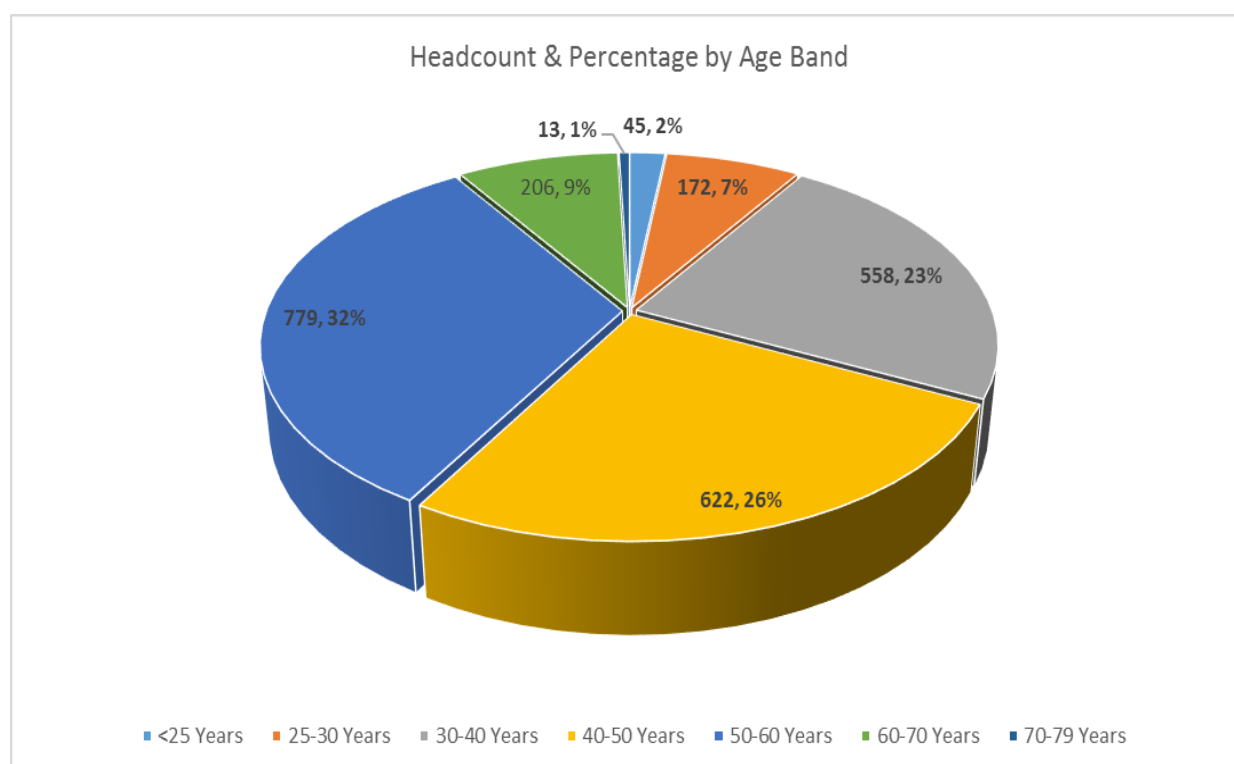


Chart 2

⁷ Borough average and median age includes all residents of 303,086, age from 0 to 90 and over.

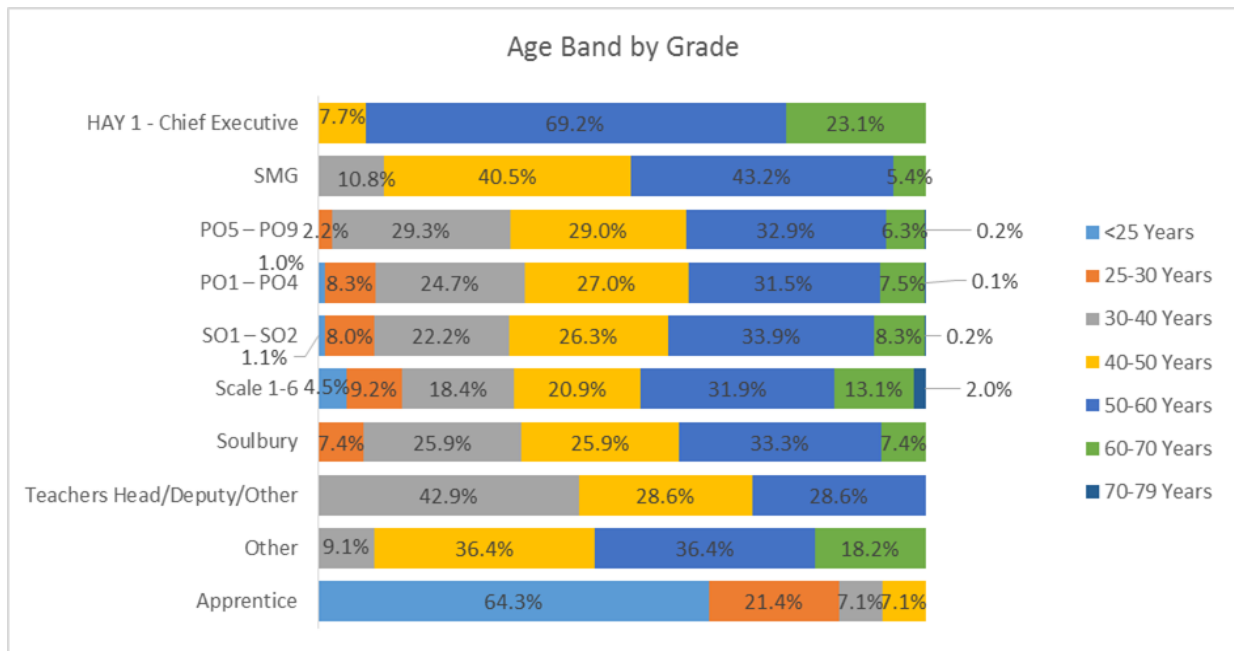


Chart 3

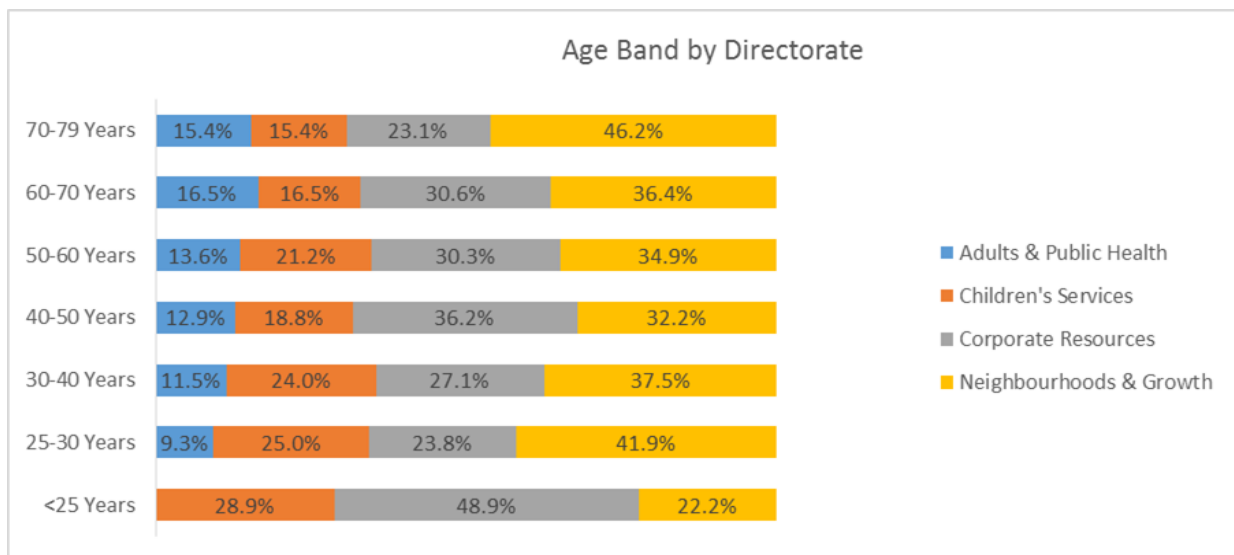


Chart 4

The age profile of staff varies by directorate but is generally reflective with the overall council

- N&G directorate has the highest % of staff in all age bands except 40-50s and <25s
- A&PH has no >25s and has the oldest staff profile
- CR has the highest % of under 30s staff and CS has the youngest overall staff profile

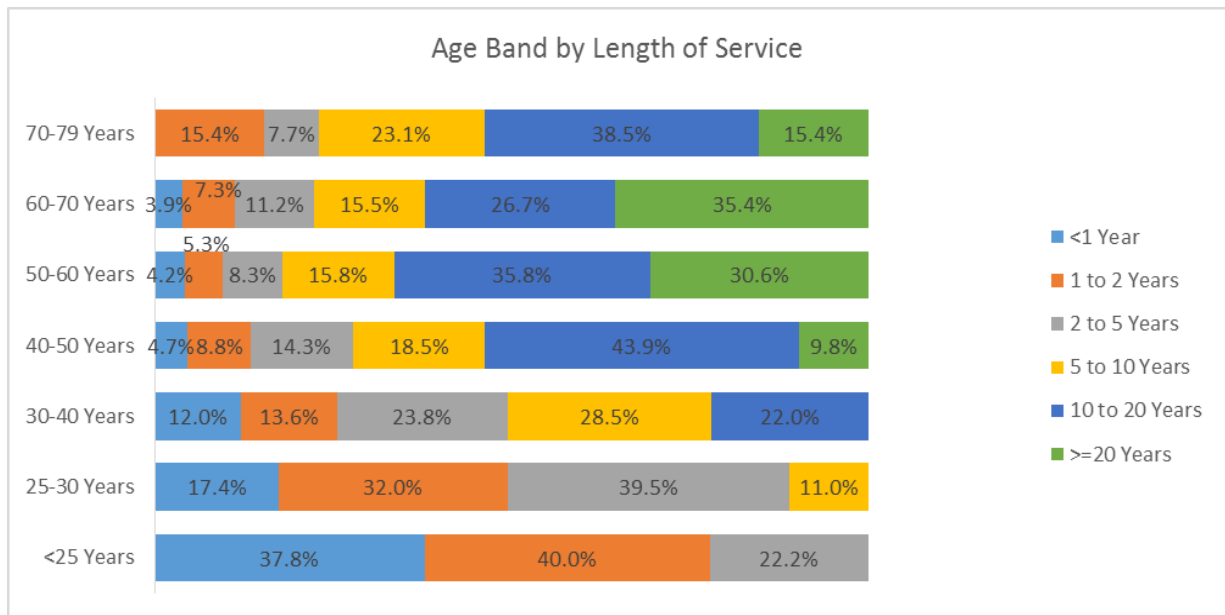


Chart 5

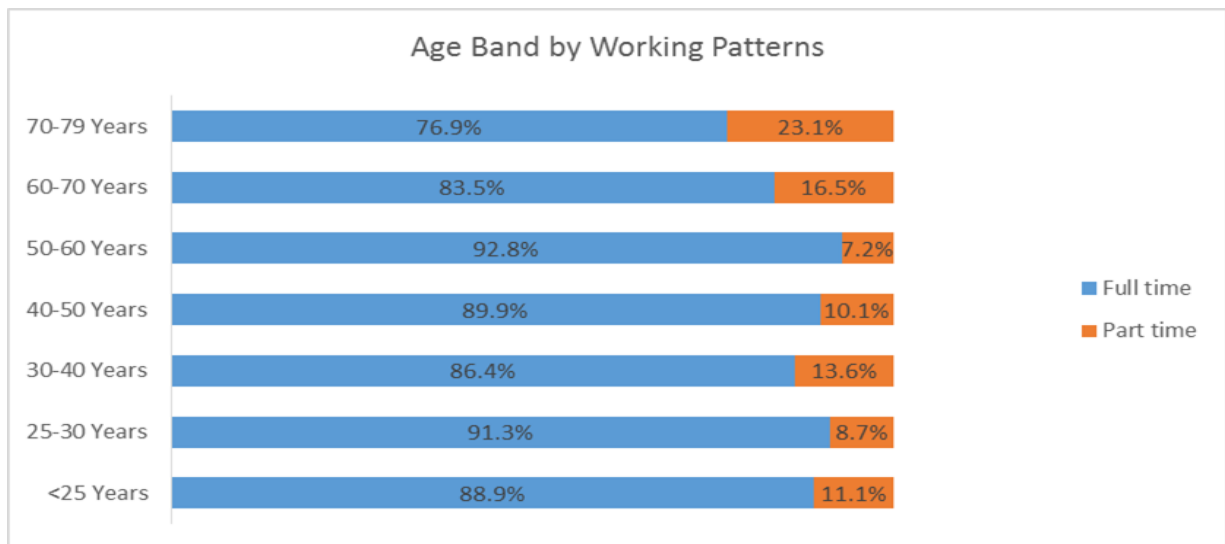


Chart 6

DISABLED STAFF

Disabled staff are underrepresented compared to Borough residents⁸ and London Councils' average.

- The majority of staff do not record their disability status and the data below is based on 132(6.6%).
- The distribution of data are 1826 (76%) staff have stated no disability, 28 (1%) prefer not to say and 409 (17%) unknown
- Disabled staff are underrepresented at senior levels
- Disabled staff are more likely to be longer serving employees
- The data excludes where there are less than 10 staff

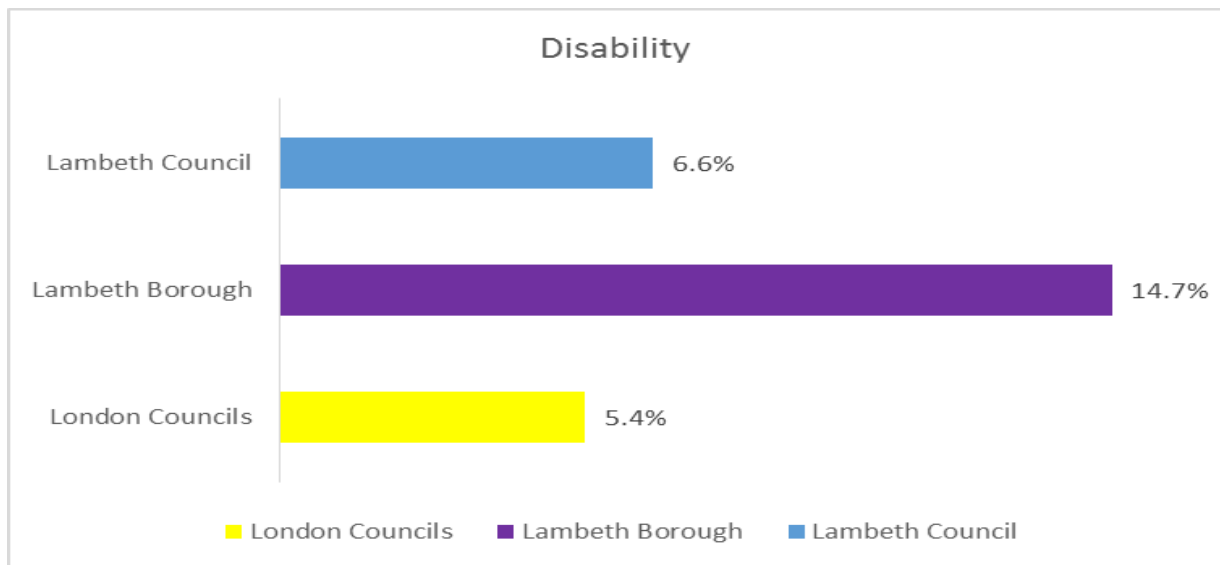


Chart 7

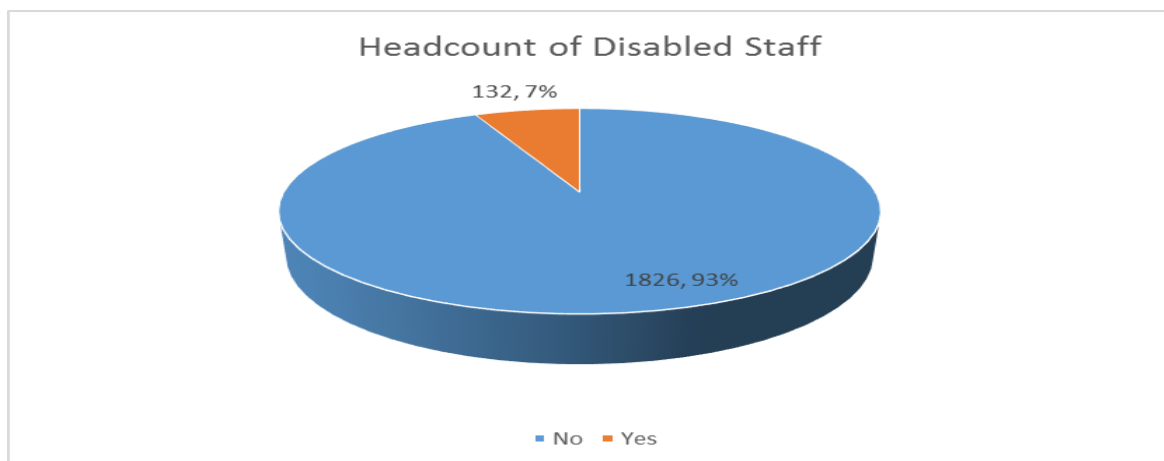


Chart 8

⁸ The borough definition for disability are day-to- activities limited a lot and day-to-day activities limited a little. The borough % is based on economically active population.

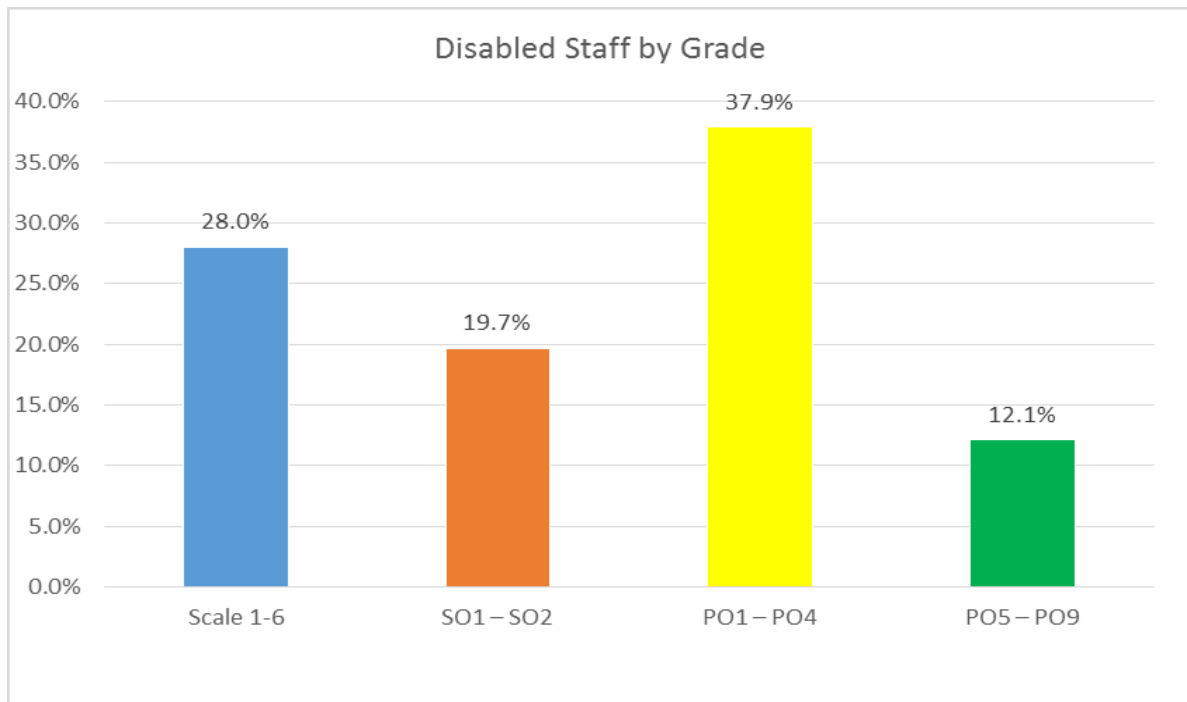


Chart 9

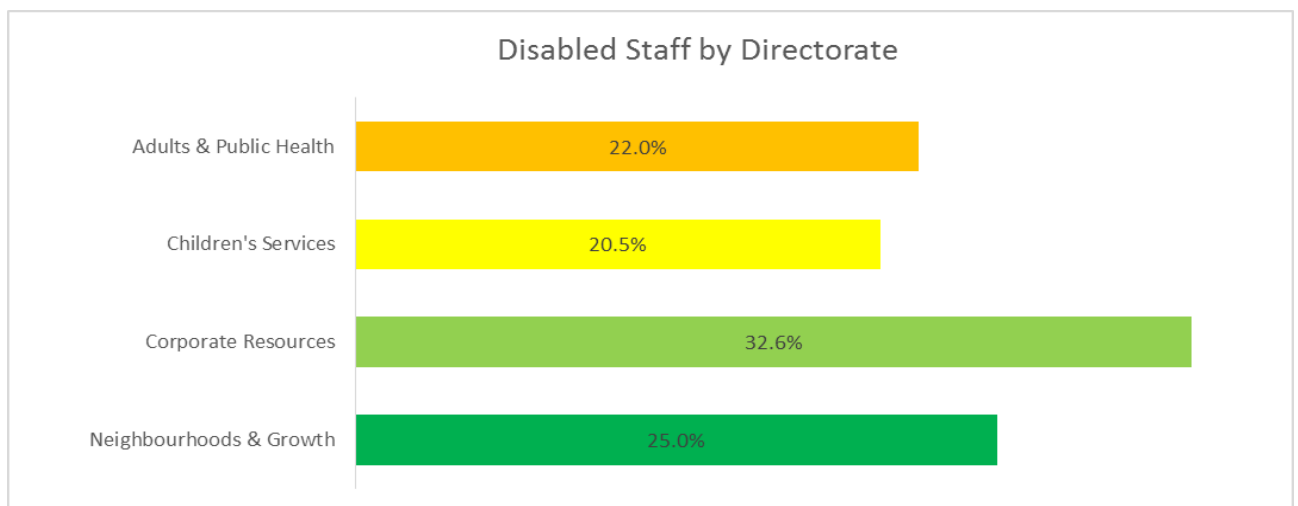


Chart 10

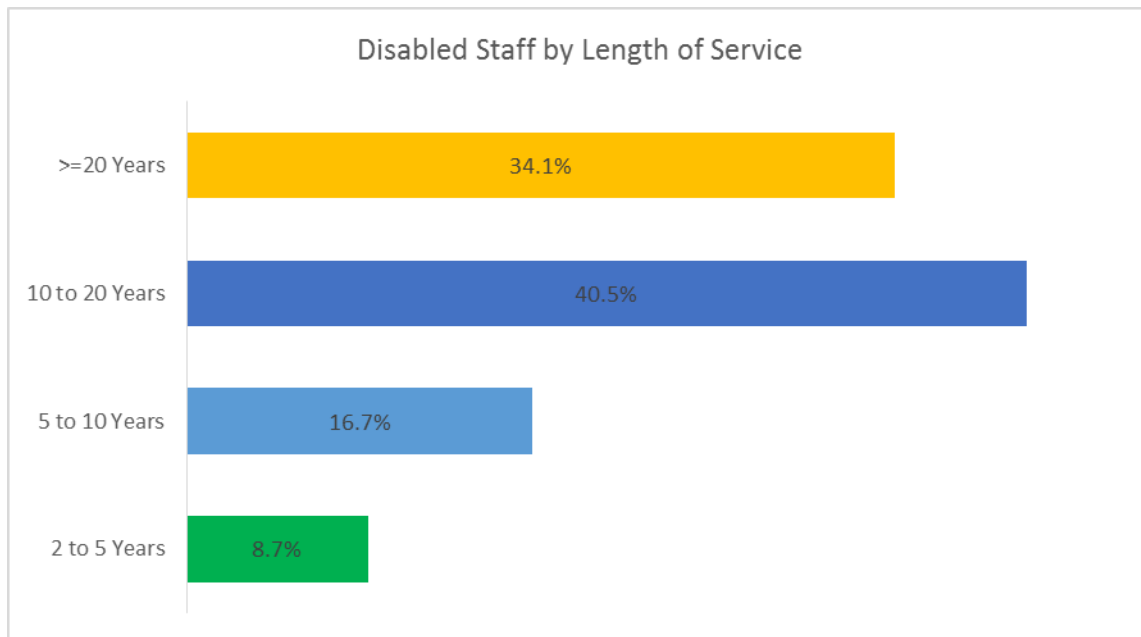


Chart 11

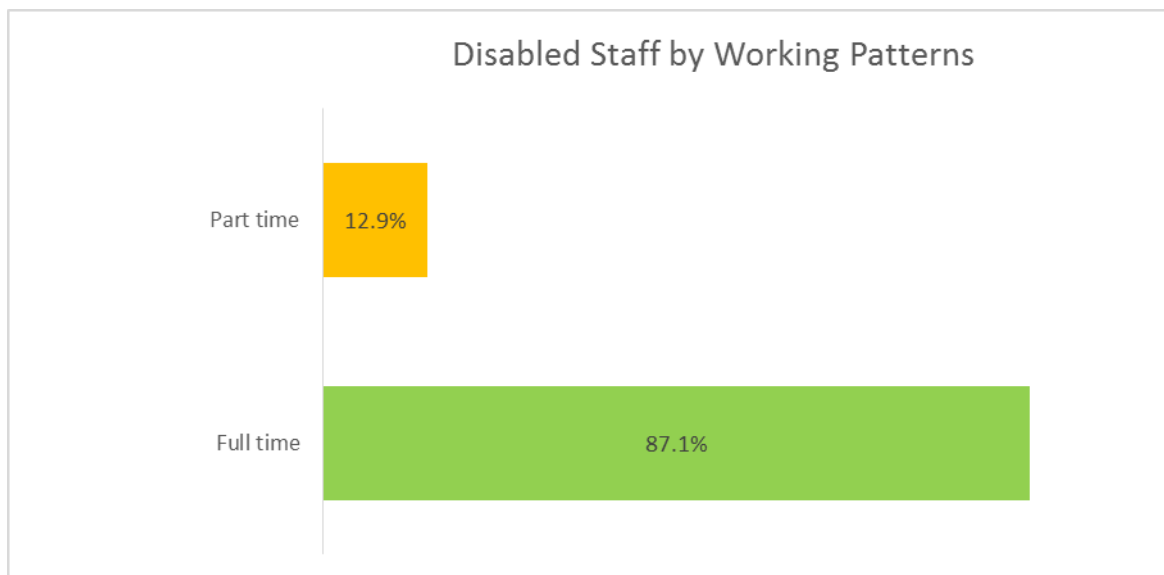


Chart 12

ETHNICITY AND RACE

The majority (59%) of Lambeth staff are BAME compared to 38% of the borough's⁹ residents.

- BAME staff are mainly Black, followed by Asian, Mixed (dual/multi-heritage) and Other
- BAME staff are under-represented in leadership and grades above PO5 and over-represented in lower grades and middle management grades (scale 1 to PO4)
- There are no Black staff in the top management tiers and under 6% in SMG grades
- Black staff tend to have the longest service, with 55% at 10-20 years while White and Mixed staff make up the highest % of staff with under 5 years of service
- All directorates have a similar BAME / White staff profile with the highest % of BAME staff in Corporate Services
- 252(10.5%) staff did not disclose their ethnicity and are excluded from the data.

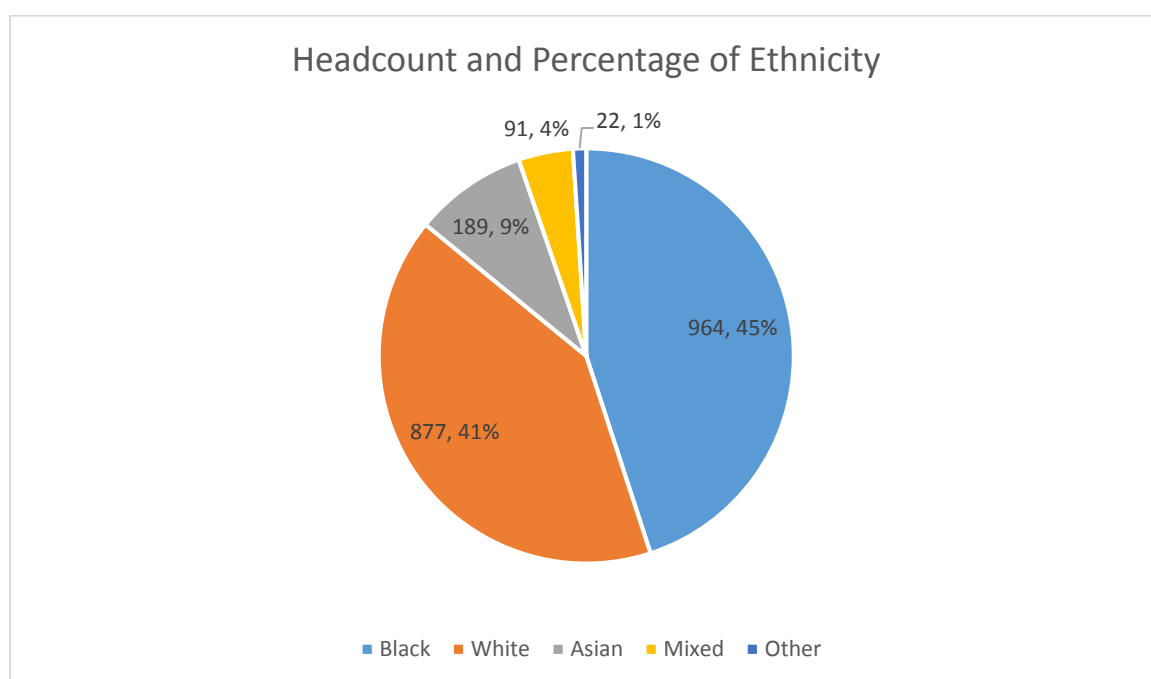


Chart 13

⁹ The 38 refers to all resident economically active of the age 16 and over

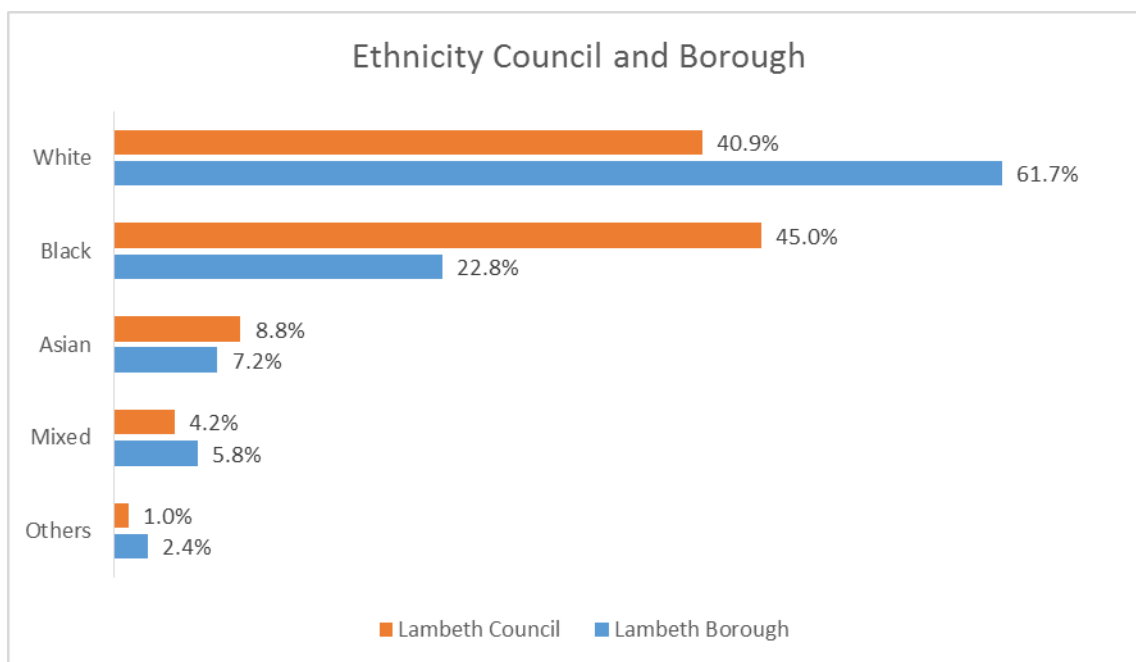


Chart 14

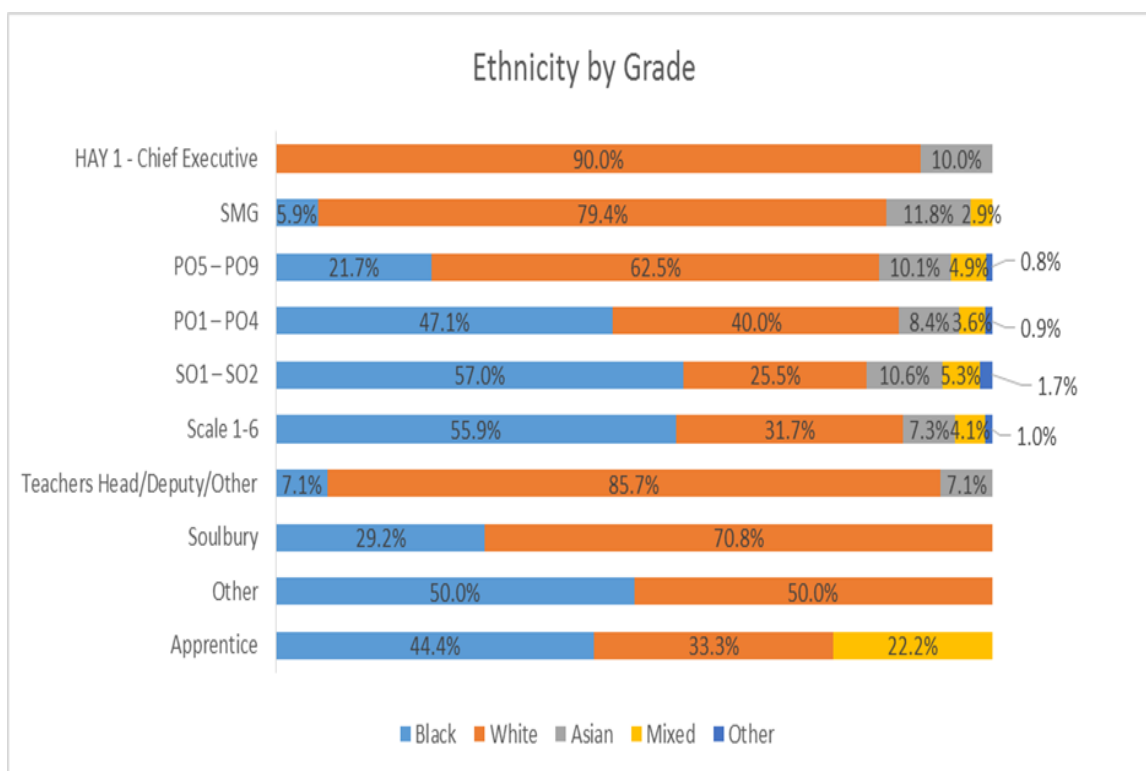


Chart 15

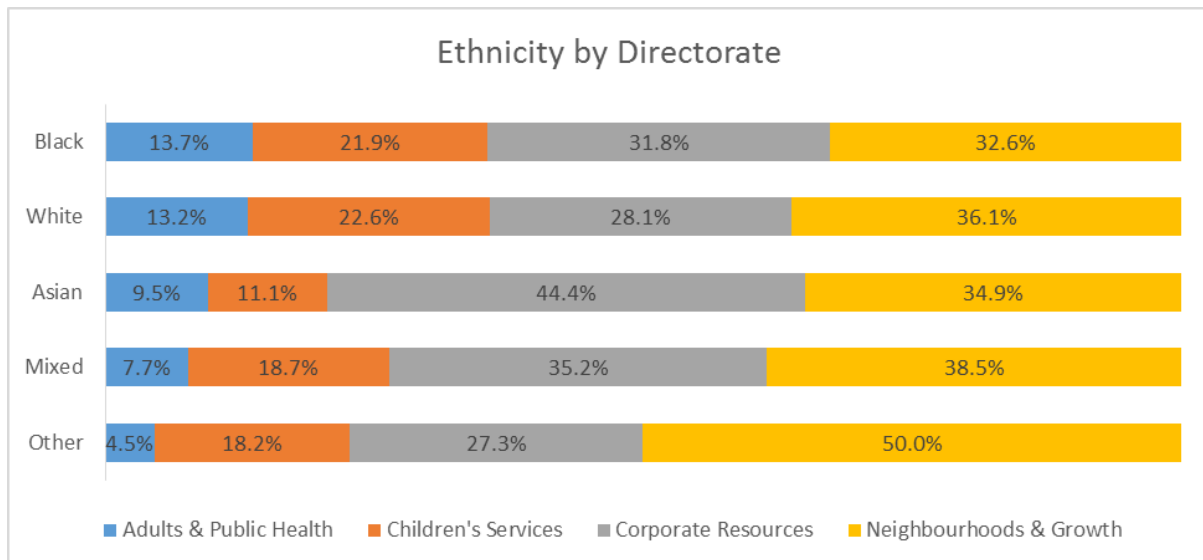
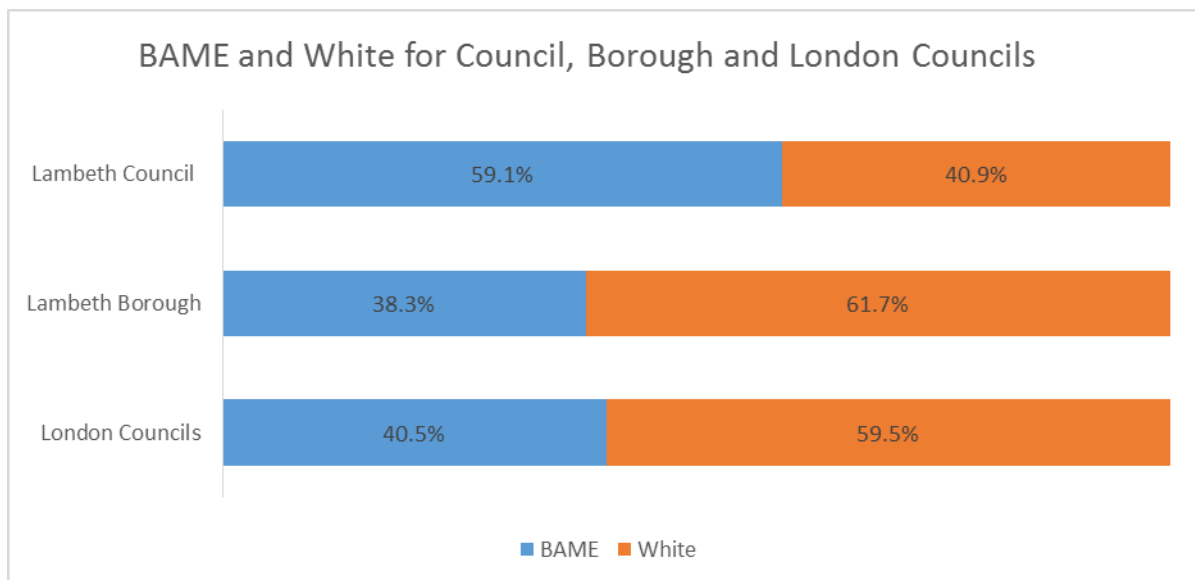


Chart 16



¹⁰Chart 17

¹⁰ London councils figures are based on average

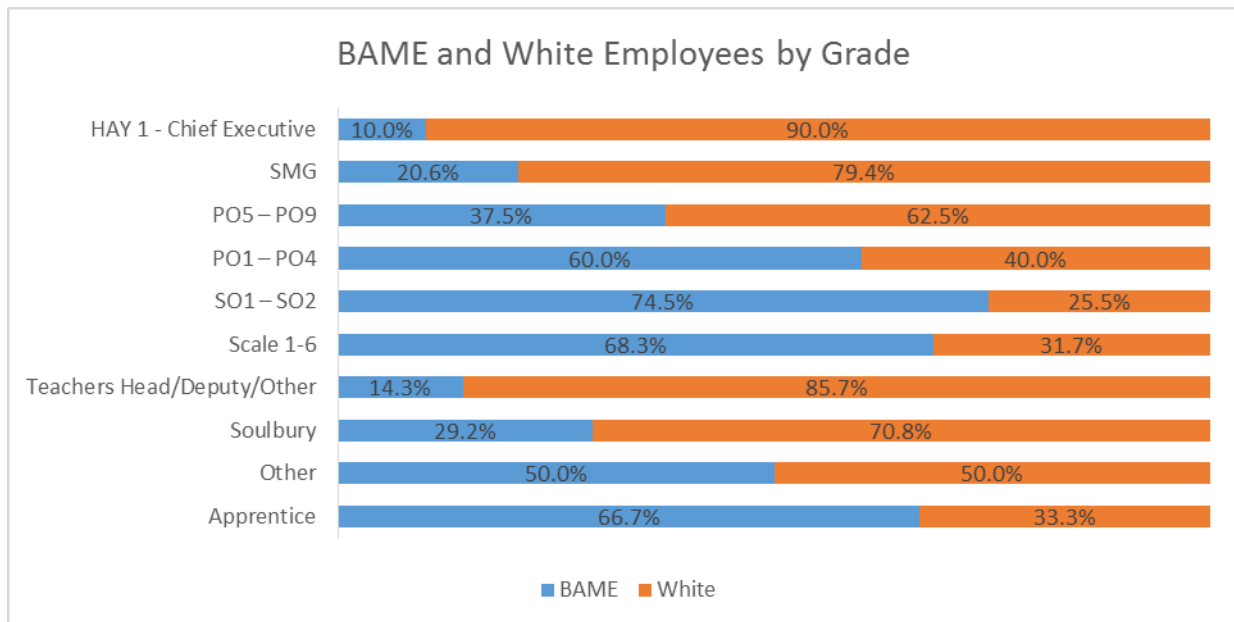


Chart 18

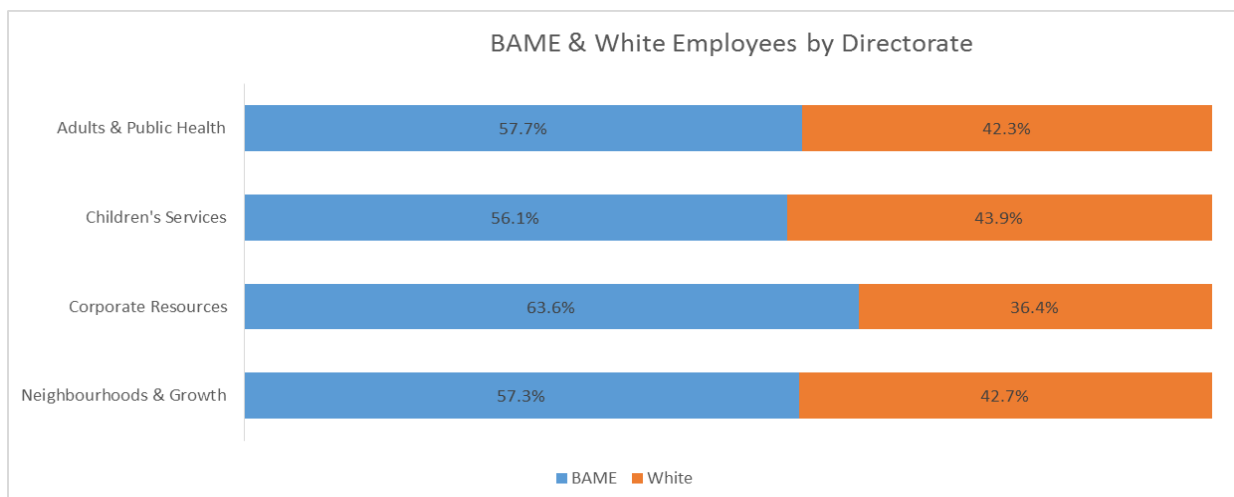


Chart 19

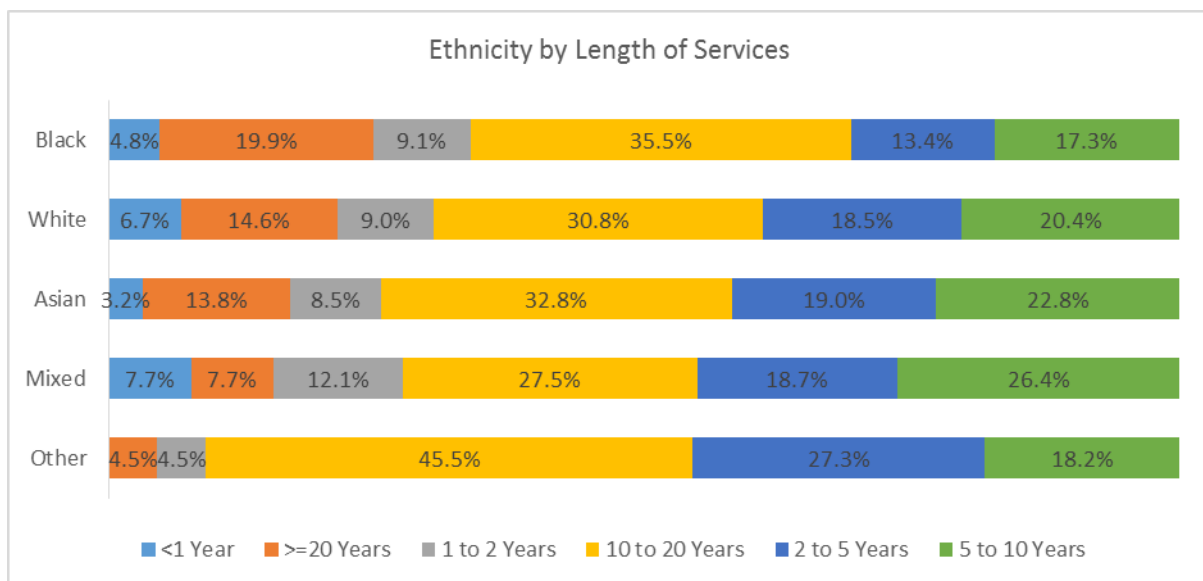


Chart 20

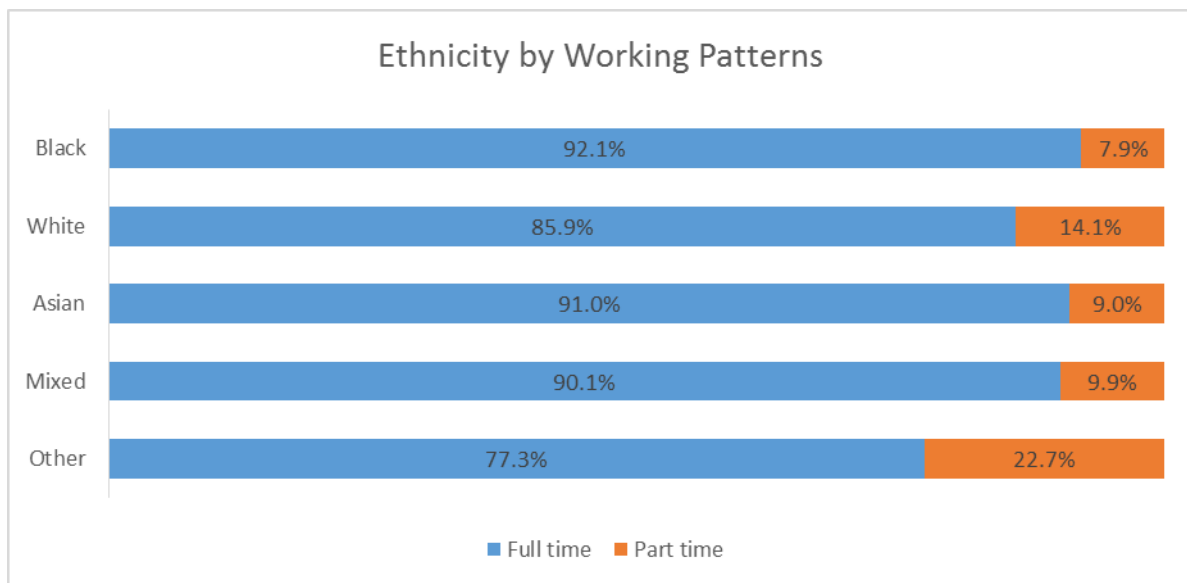


Chart 21

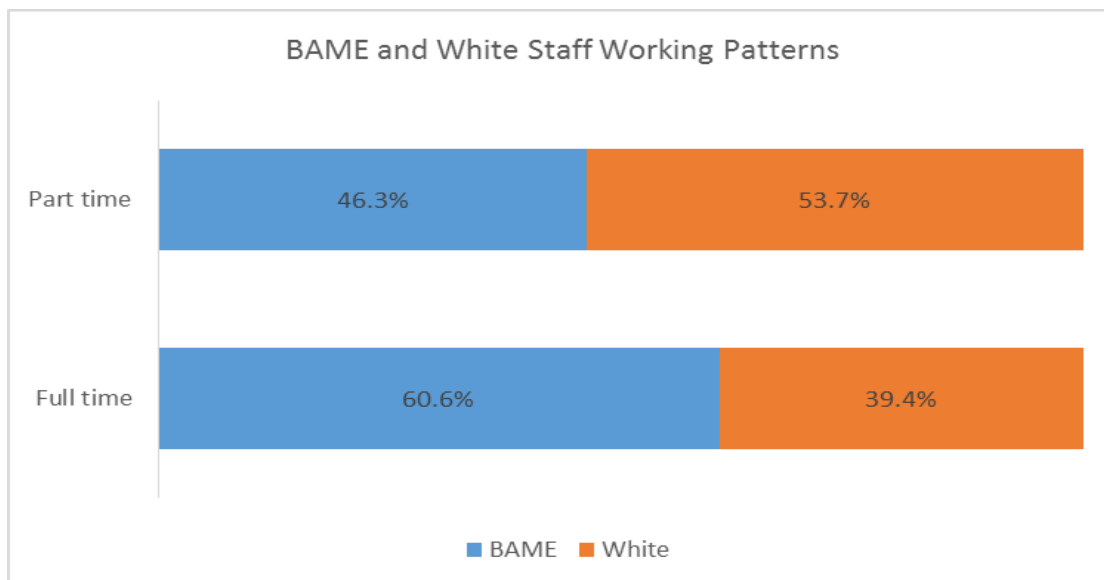


Chart 22

GENDER

60% of the workforce are women, which is higher than the Borough's female population and the London Councils' average.

- 80% of our top managers are female but women are underrepresented in SMG & PO5-9
- 80% of part-time staff are female and 57.6% are full-time
- 64% of apprentices are male
- Length of service is generally consistent with the general gender profile

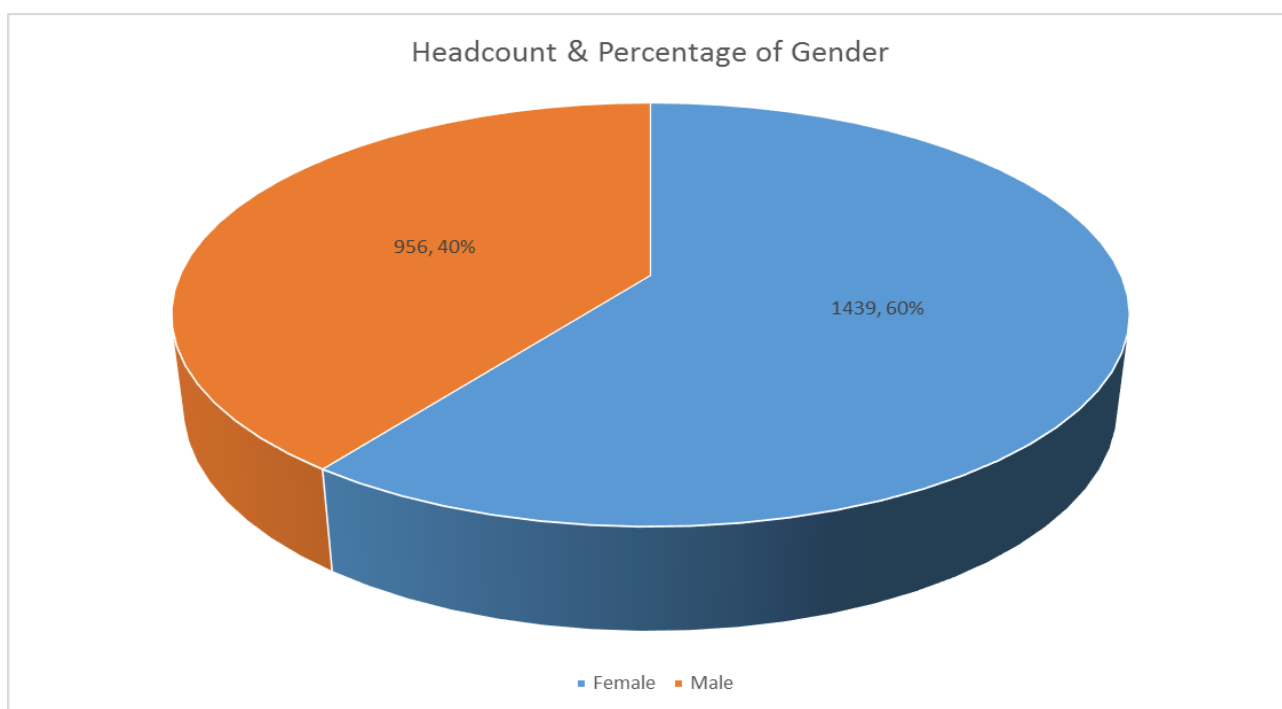


Chart 23

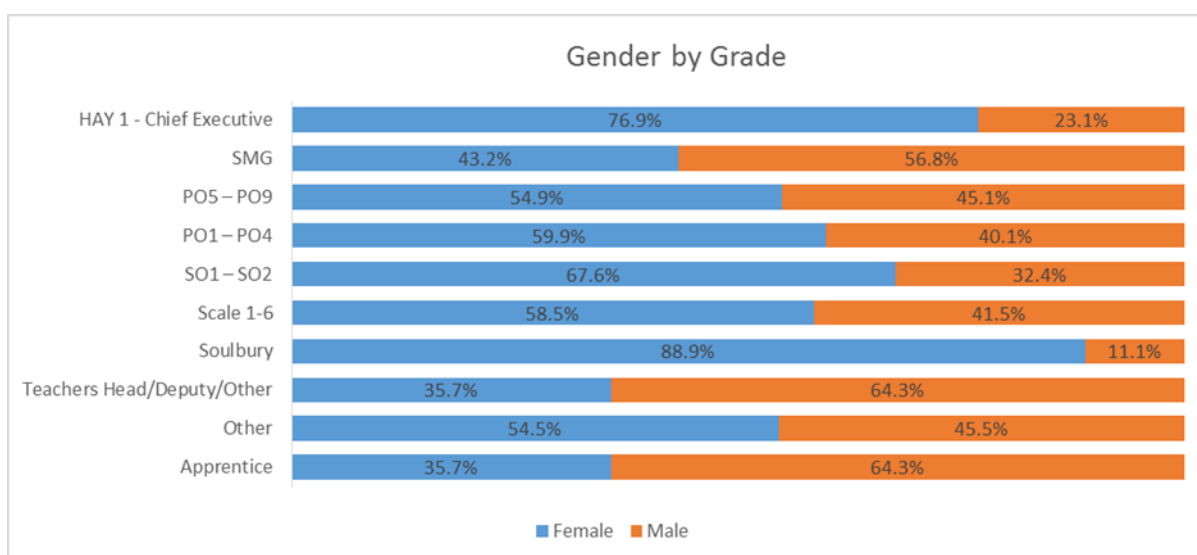


Chart 24

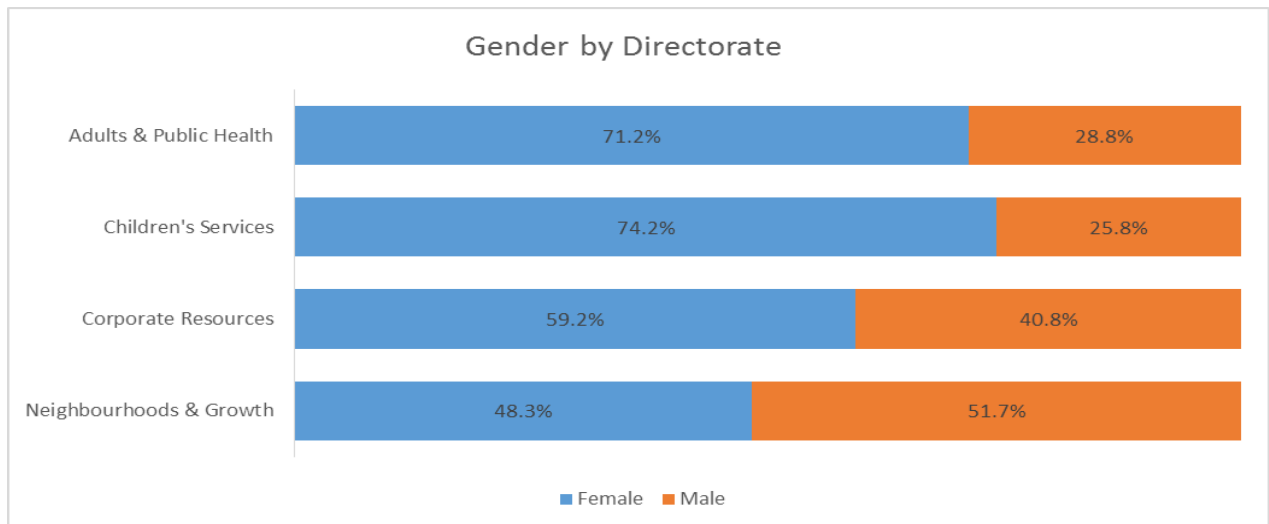


Chart 25

The gender profile varies significantly between the council's four directorates:

- N&G are the only directorate with a male majority workforce;
- Corporate services reflects the general profile with just under 60% female staff;
- Children's Services and Adults and Public Health directorates have over 70% female staff.

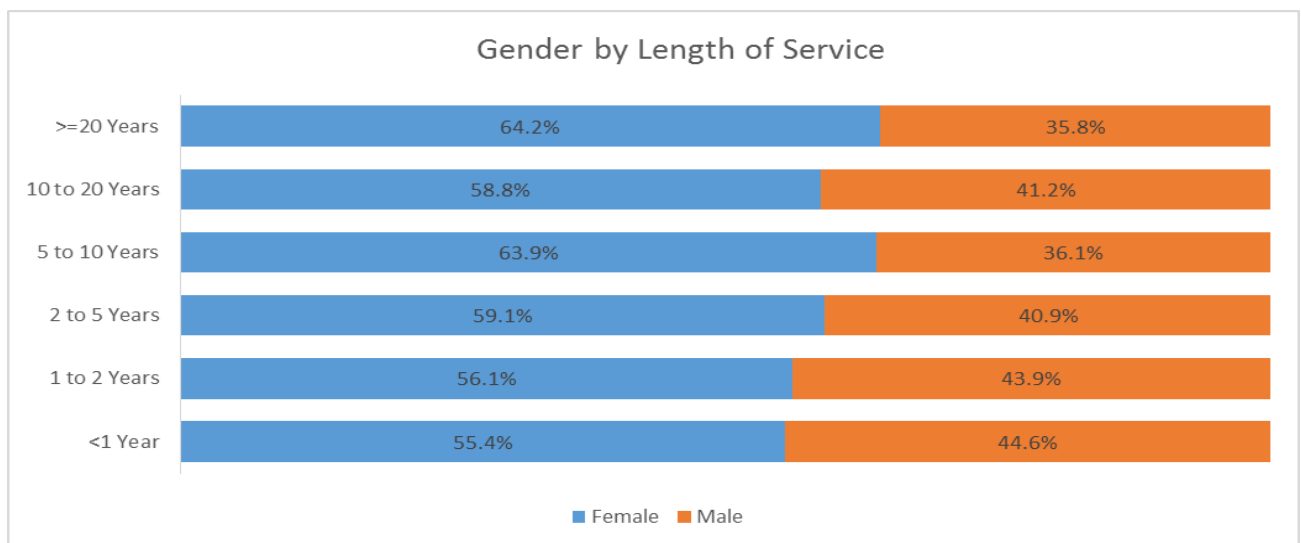


Chart 26

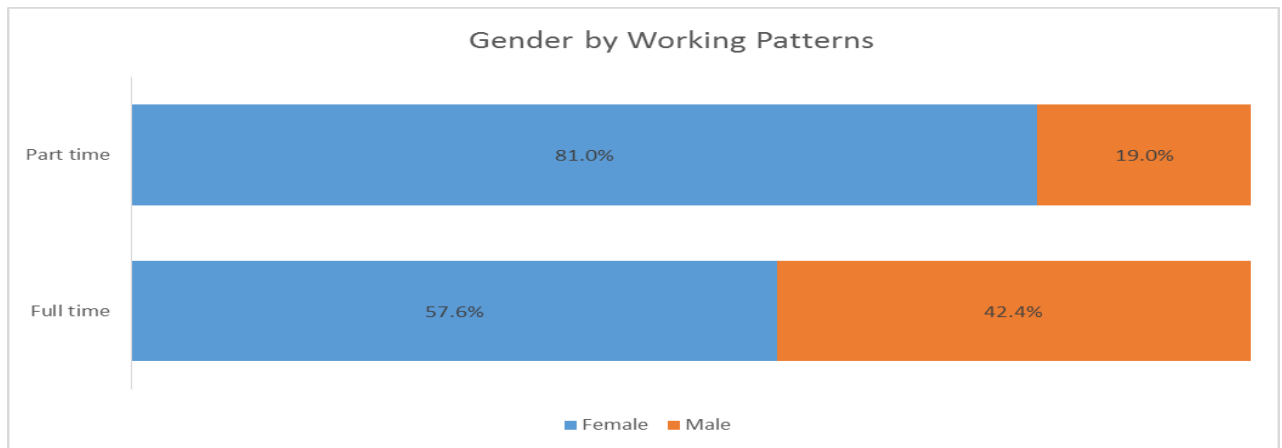


Chart 27

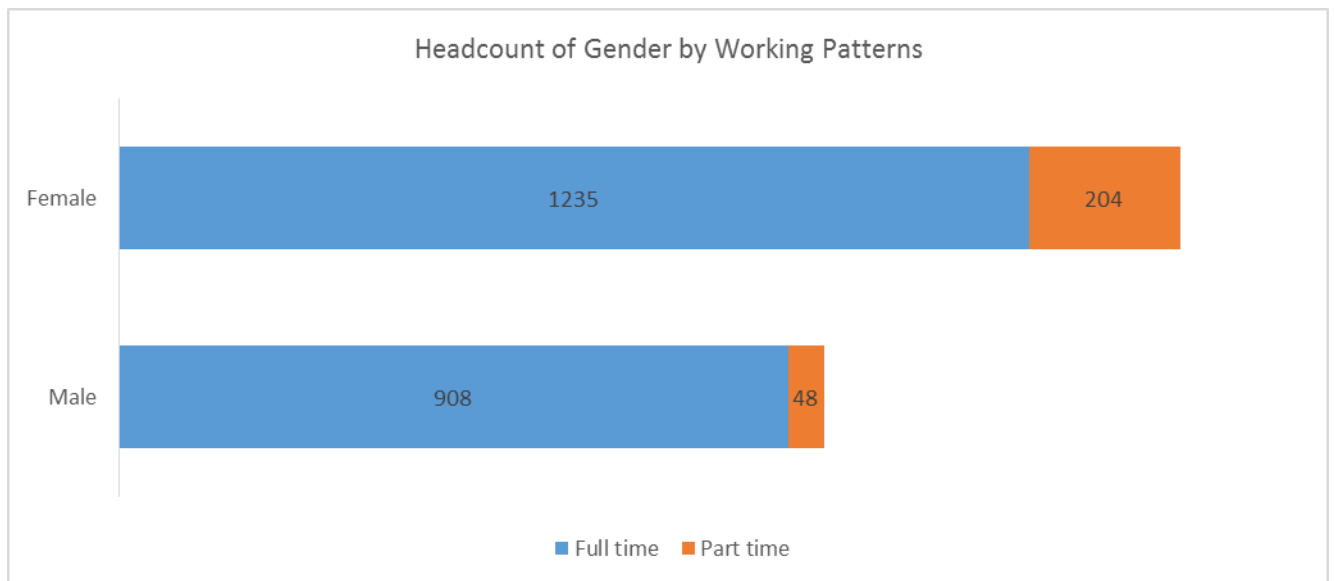


Chart 28

LGBT

Only 51 employees disclosed LGBT status and there is 62.8 % of the workforce is unknown. LGBT data is not available for the Borough or London Councils.

Of the known LGBT staff:

- Over 80% are in PO grades
- 45% are employed in the largest directorate N&G
- over 50% have been with the council for over 10 years including 15% over 20 years
- 6% have under 2 years of service

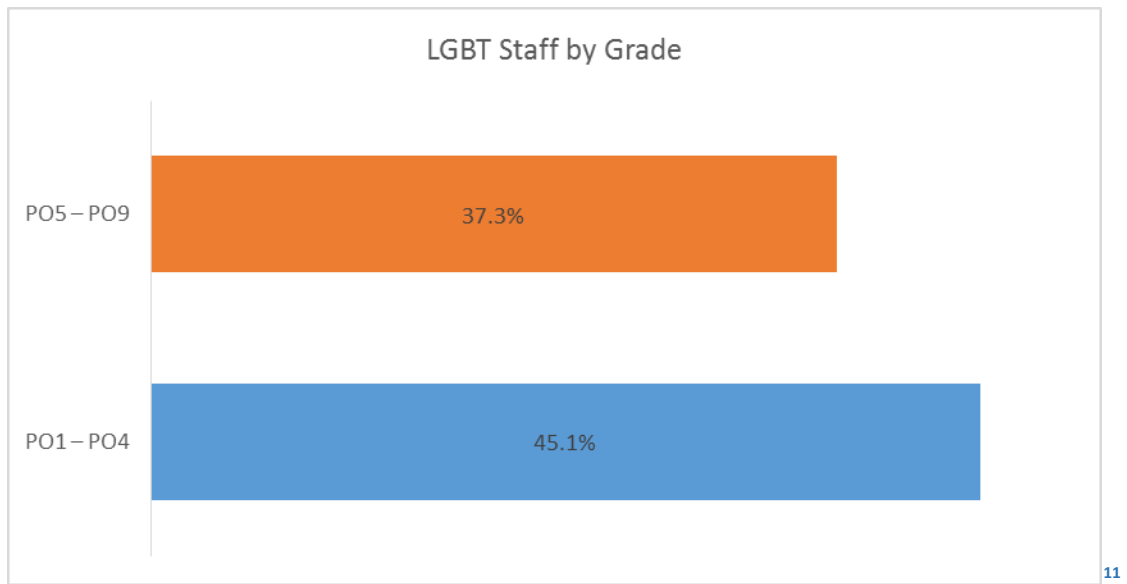


Chart 29

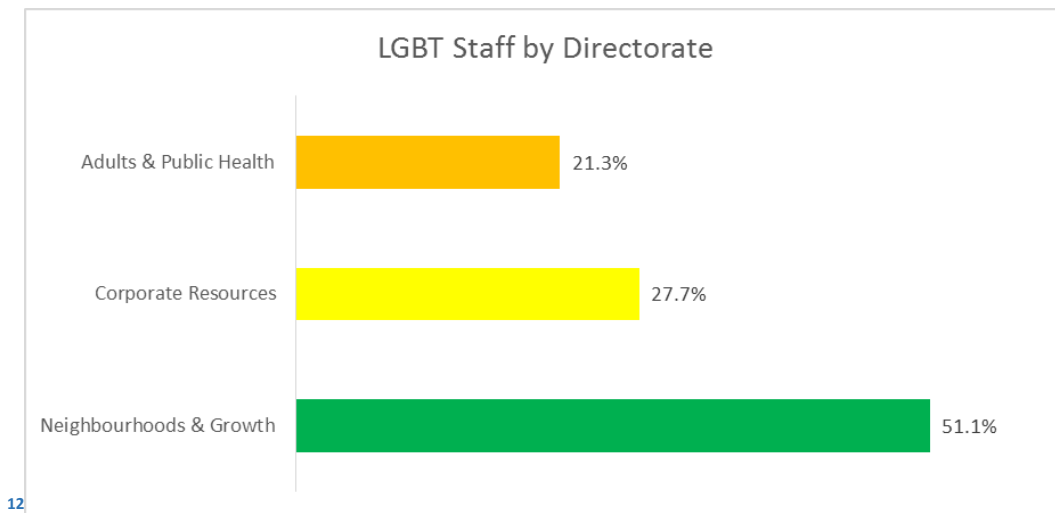


Chart 30

¹¹ Note: the graph excludes any grade with less than 10 staff

¹² Note: the graph excludes less than 10 staff in Directorate

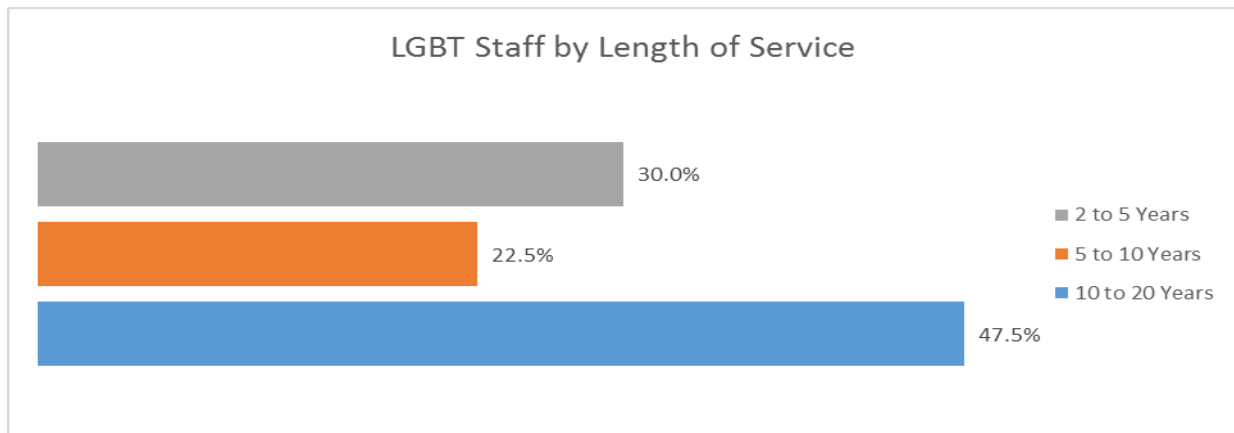


Chart 31

RELIGION / BELIEF

The majority of staff (1900 employees over 79%) did not disclose their religion / belief.

The profile data is based on 20.7% of 495 employees who have self-disclosed

The (known) religion / belief status:

- is generally reflective of the borough's profile however, there is a far lower proportion of staff with 'no religion / belief' than residents
- Christian (61.8%), No religion / belief (16%) and Muslim (7.3%) are the top 3 categories
- Other (3.8%), Hindu (3.6%) and Prefer not to say (3.6%)

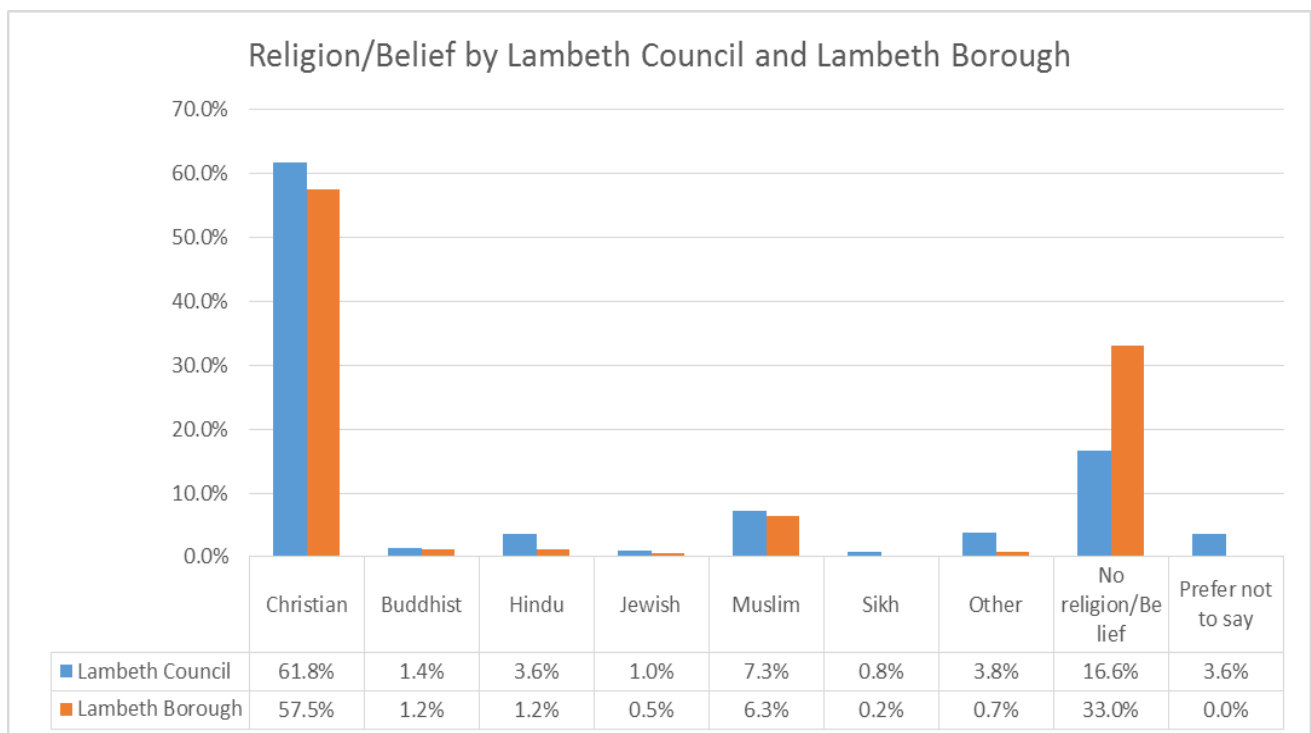


Chart 32

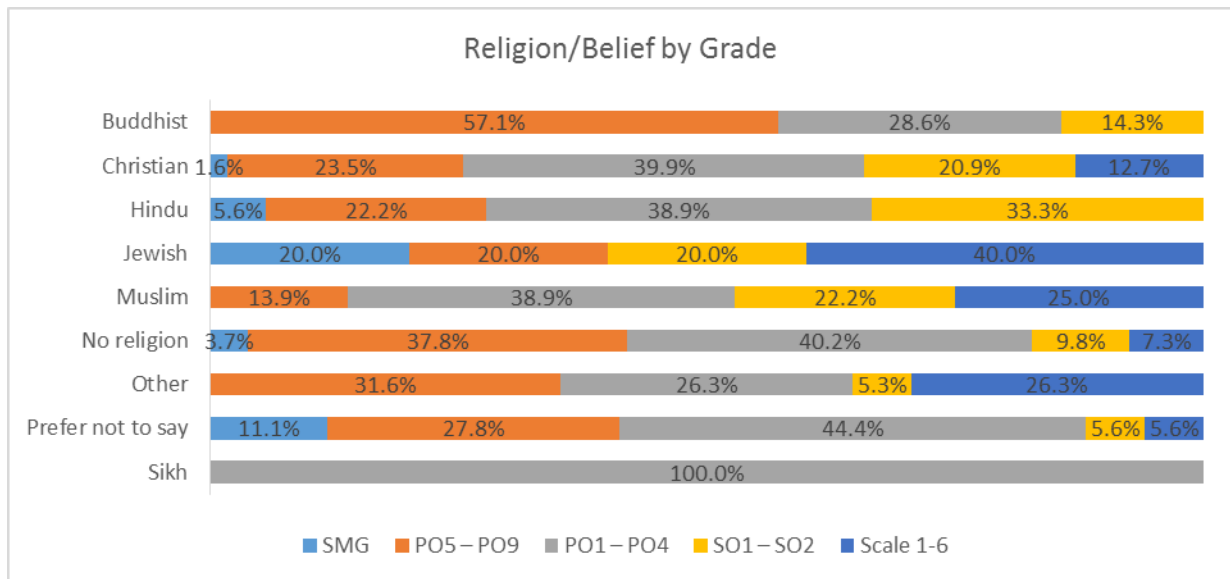


Chart 33

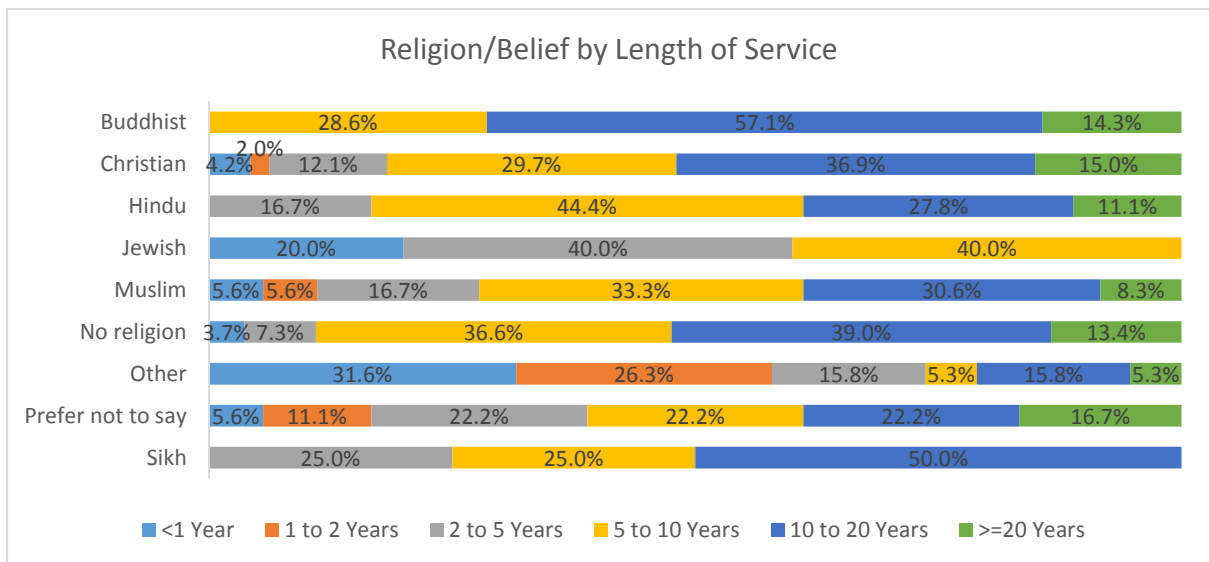


Chart 34

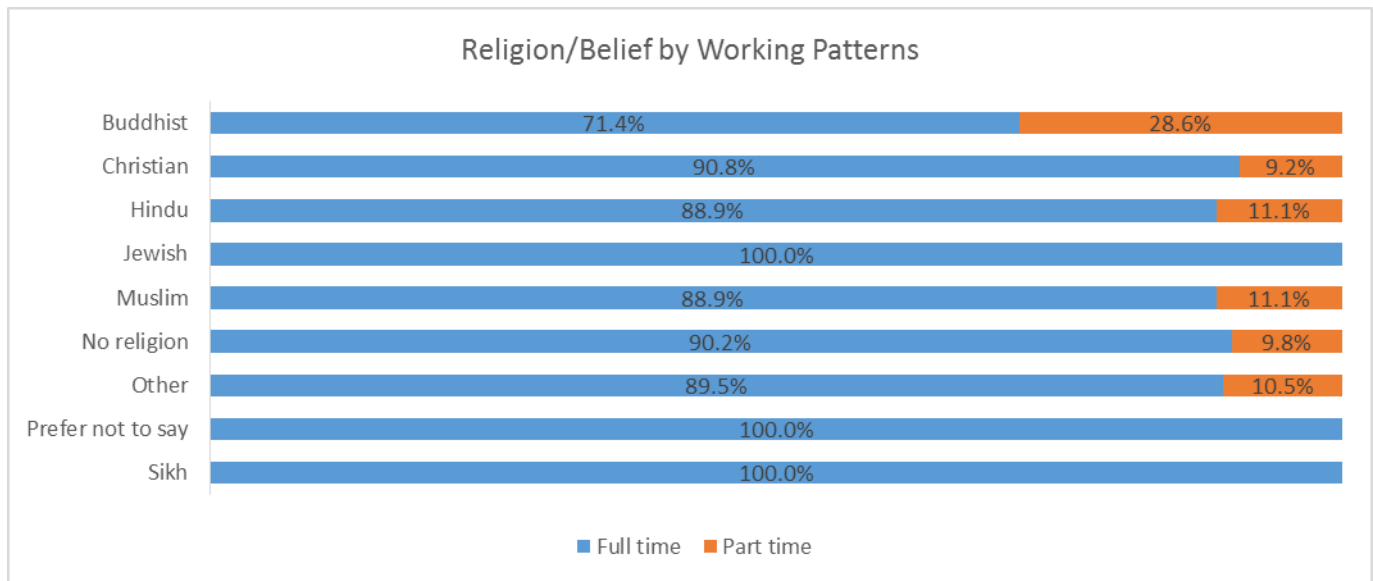
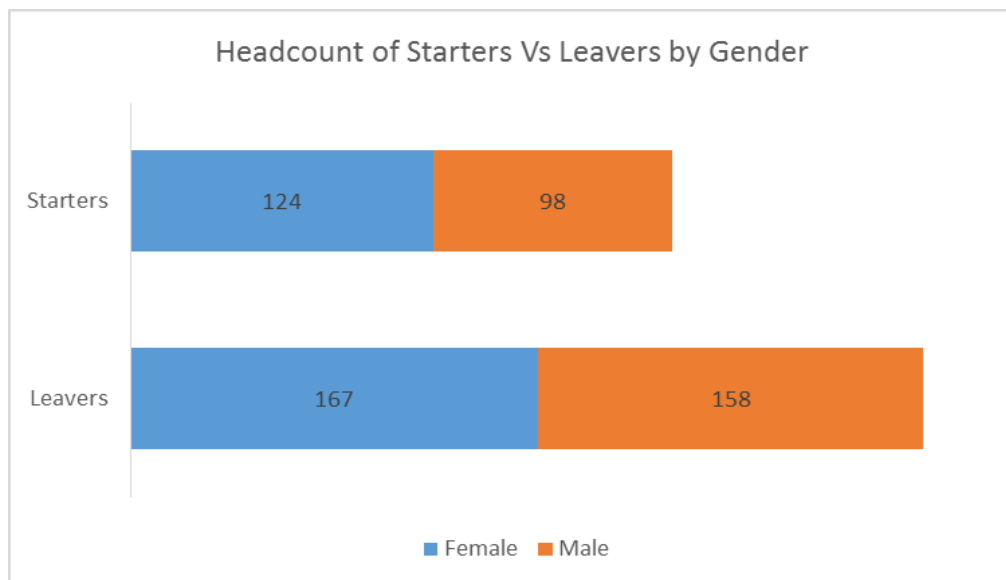


Chart 35

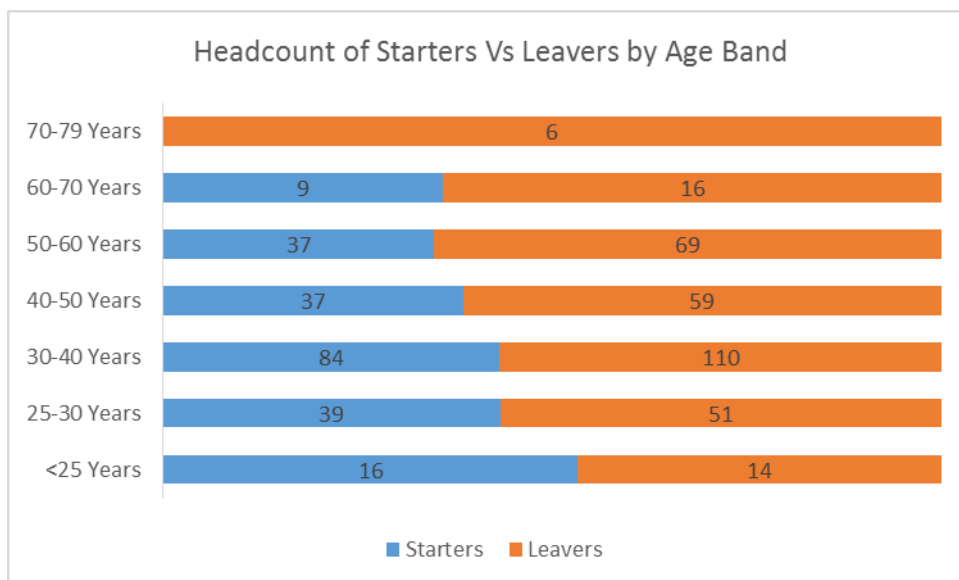
PART 2: STARTERS AND LEAVERS

Part 2 of the report provides the diversity profile of staff recruited and leavers during 2017-18.

Directorate	¹³ New starters	Leavers
Adults & Public Health	23	50
Children's Services	85	76
Corporate Resources	53	72
Neighbourhoods & Growth	61	127
Grand Total	222	325



¹³ New starters' data is from Oracle. Hired staff data is from IGrasp



RECRUITMENT

The Recruitment section below provides profile of appointments.

RECRUITMENT BY AGE

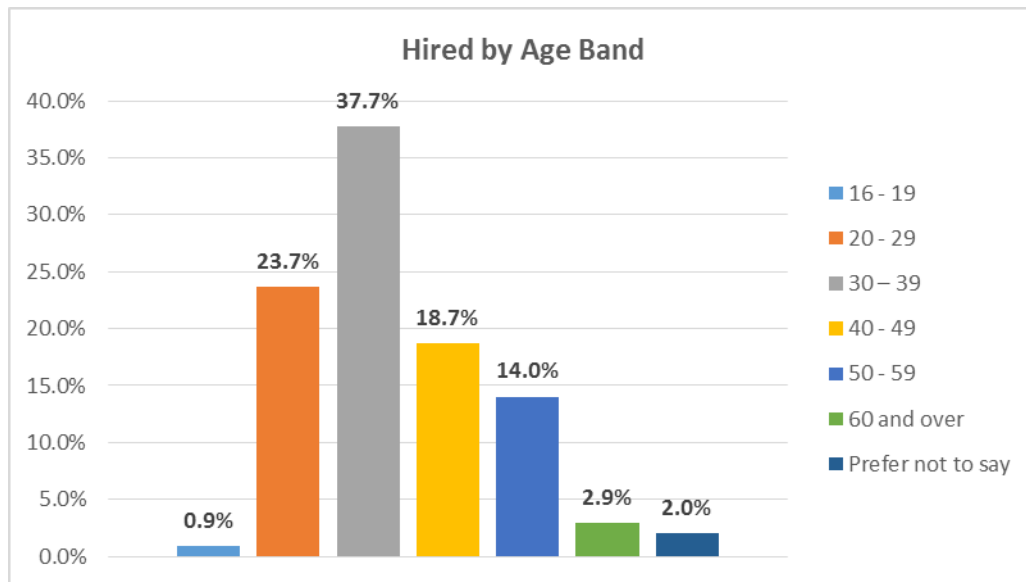


Chart 36

RECRUITMENT AND DISABILITY

A percentage of disabled staff hired is 4.1%

283 (7%) of applicants did not disclose if they identify as a disabled person.

RECRUITMENT BY SEX

10 (0.1%) out of 3796 Applicants did not disclose their sex

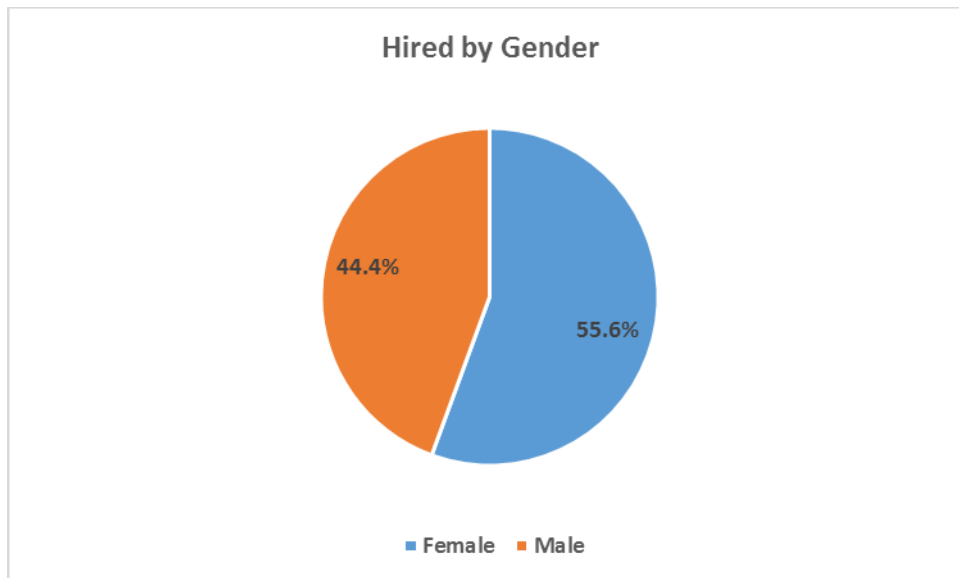


Chart 42

RECRUITMENT BY ETHNICITY

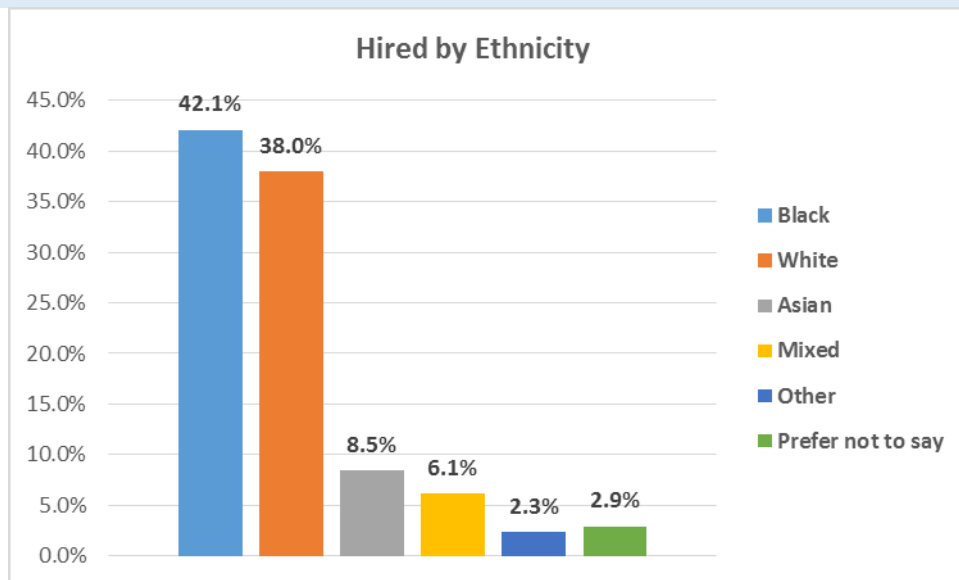


Chart 43

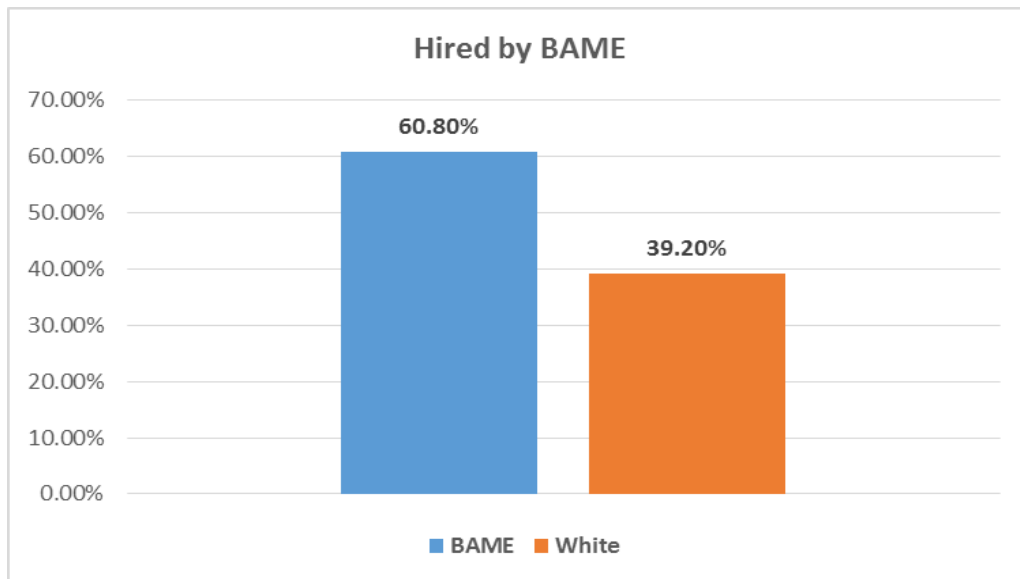


Chart 44

RECRUITMENT BY LGBT

- **5.8% of applicants who were hired identified as LGBT**

RECRUITMENT BY RELIGION OR FAITH

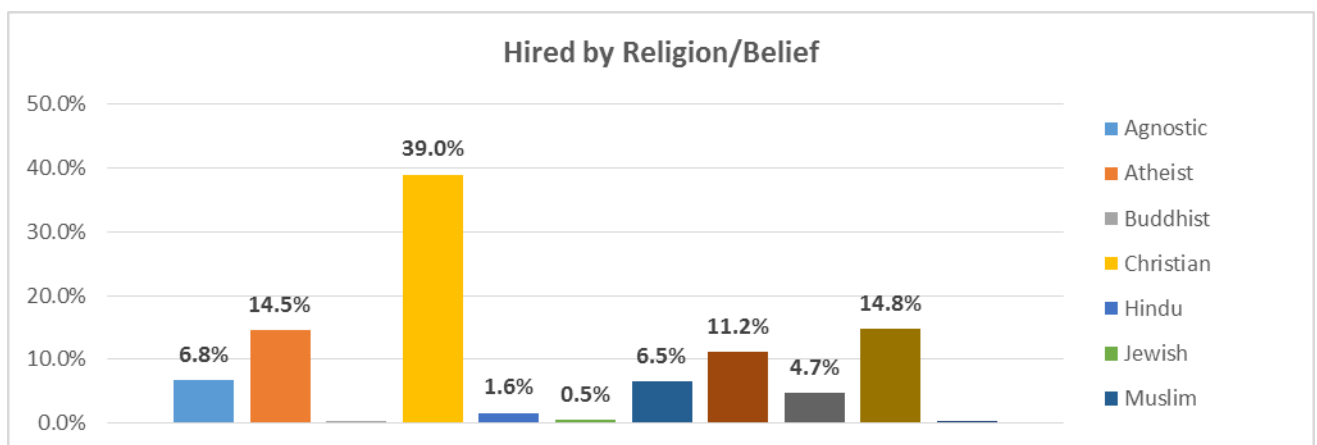


Chart 46

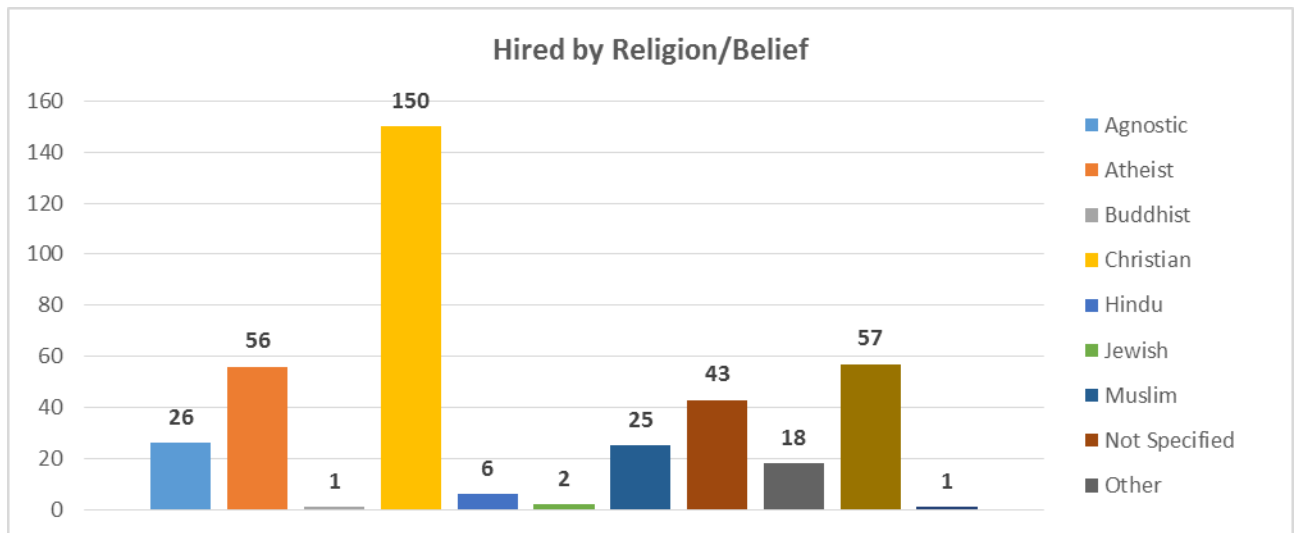


Chart 47

LEAVERS

This section provides diversity analysis of staff leaving by reason of:

- Compulsory redundancy
- Dismissal
- Other leavers
- Resignation
- Retirement
- Voluntary redundancy

There were a total of 325 leavers, 45 did not declare their ethnicity.

- The majority of leavers were resignations and voluntary redundancies
- Dismissals and compulsory redundancies make up under 10% of leavers
- Redundancies are reflective of the workforce composition in terms of gender and ethnicity
- Only 1% of leavers were due to retirement
- Other leavers category includes deceased, end of fixed term and TUPE transfer

Due to the low numbers of leavers recording LGBT, Religion or Faith these categories are not included.

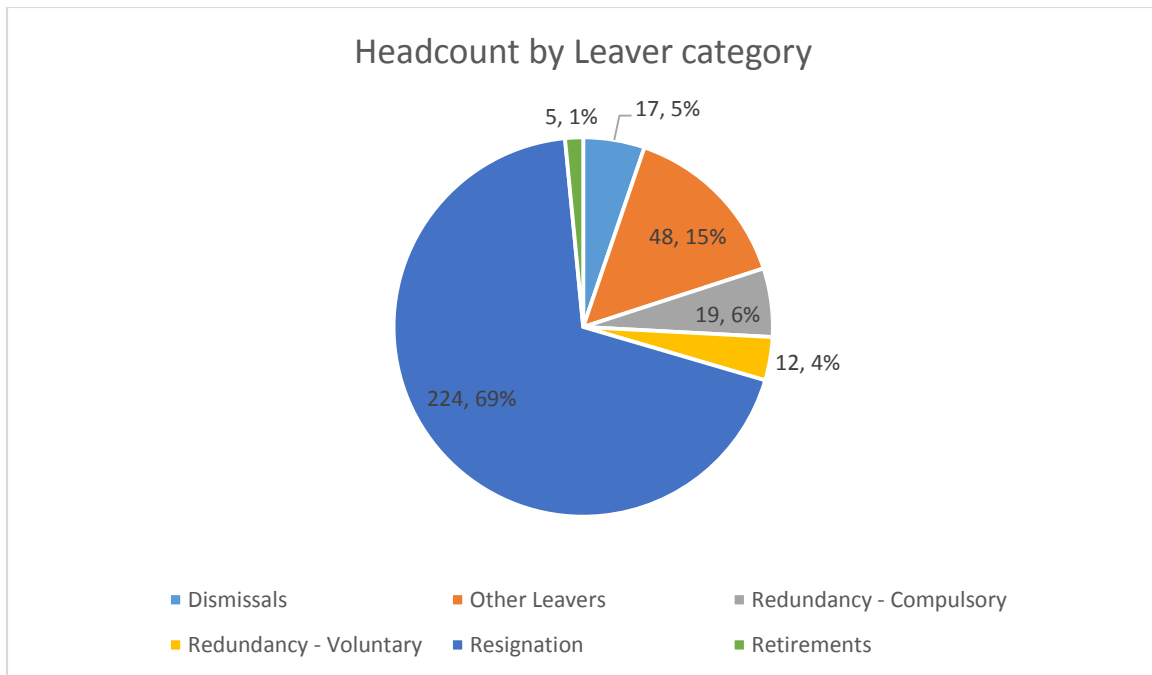


Chart 48

LEAVERS BY AGE

- 30-40s were the highest category of leavers (34%) of all leavers and 86 (38%) of resignations
- 50-60s were the second highest group of leavers with 21% (69) with almost half of these being resignations
- 40-50s were 18% (59) of all leavers; the second highest category of resignations (46) and under-represented in redundancy and other leaver categories
- Under 30s leavers were mainly resignations (42) with some 'other leavers'

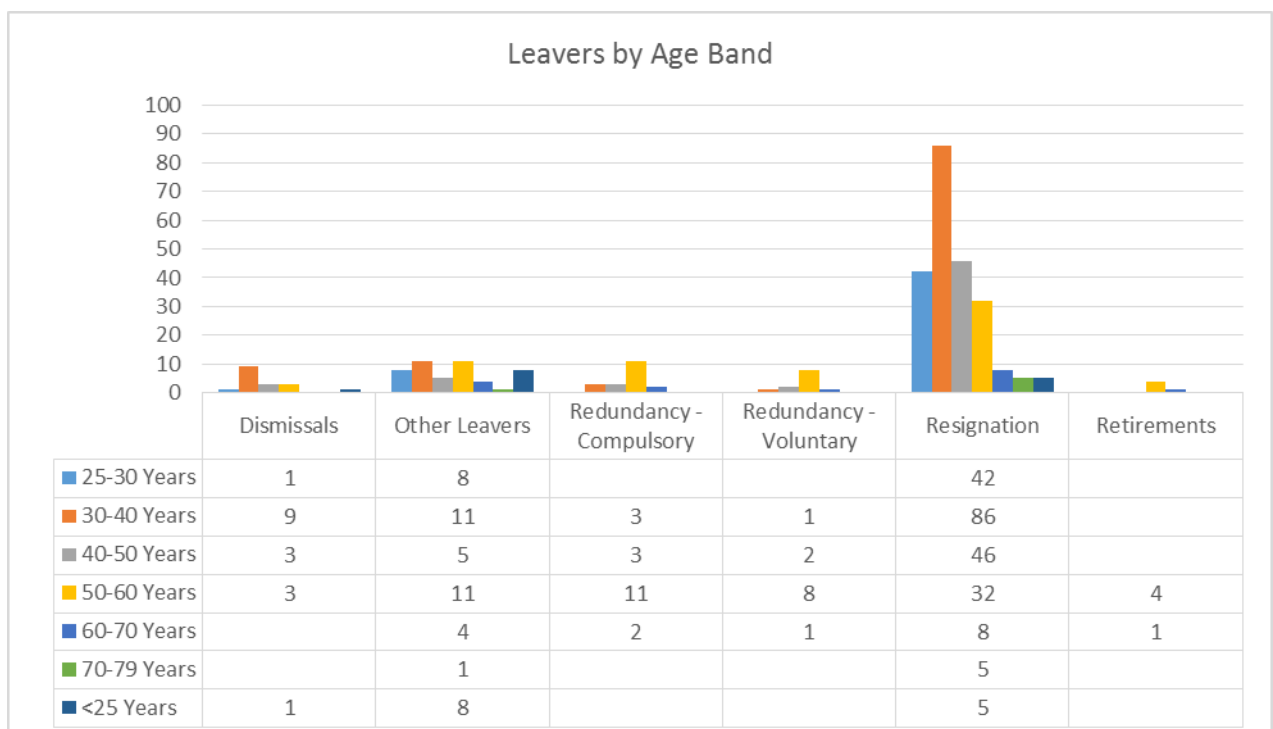


Chart 49

LEAVERS BY RACE AND ETHNICITY

- White staff were the highest category of leavers with 46% of resignations (102) and 42% of 'other leavers' (20).
- Black staff were the second highest category of resignations, other, redundancy and dismissals.
- There were 20 Asian leavers including 16 (7%) of staff resignations
- There were 18 'Mixed' leavers

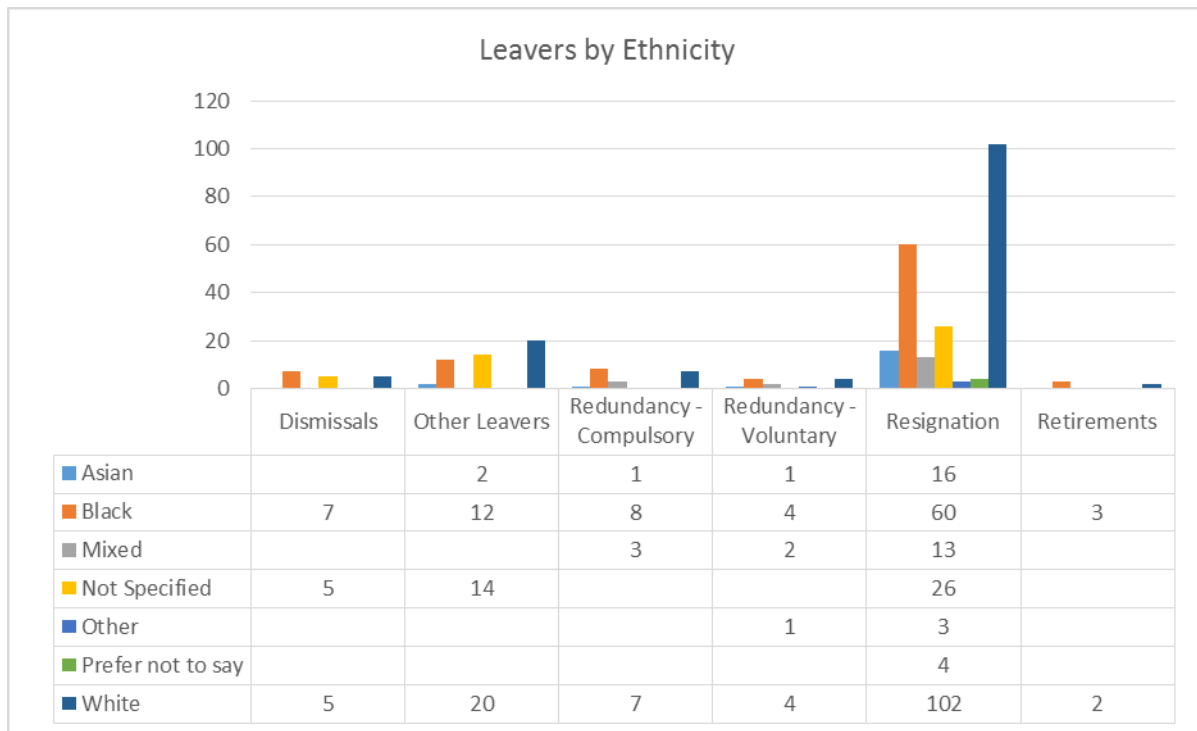


Chart 50

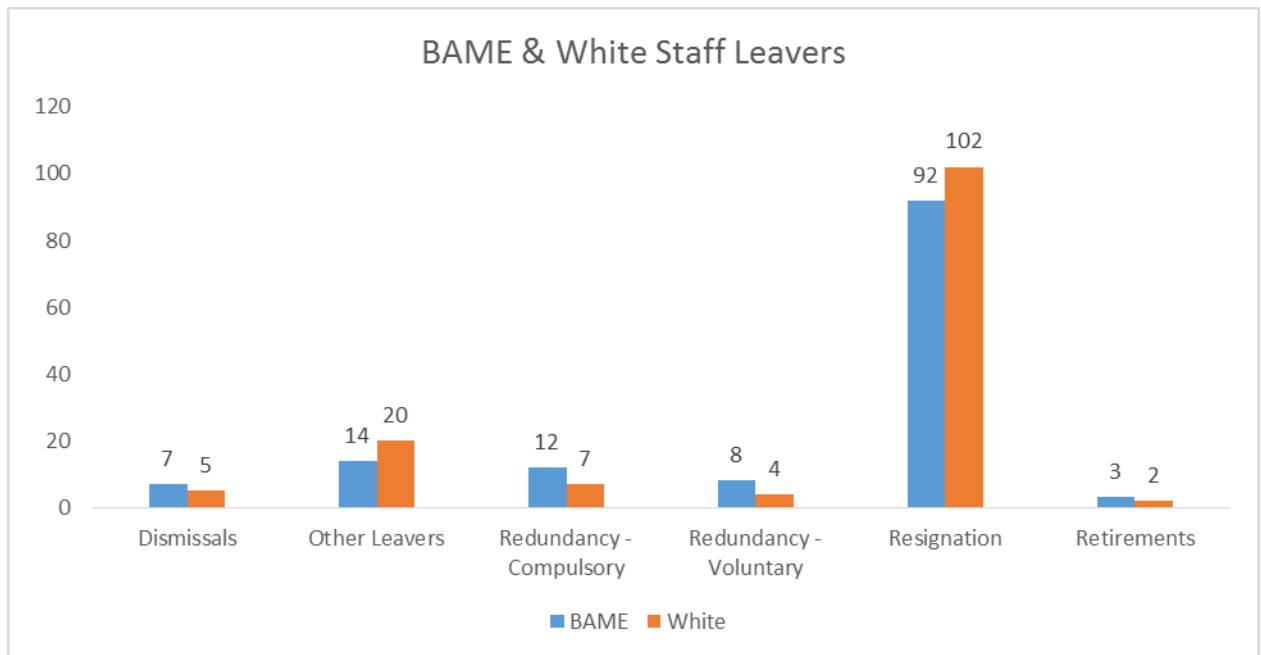


Chart 51

LEAVERS BY DISABILITY

- 77 of 224 employees didn't disclose their disability
- Resignations were the main reason for disabled staff leaving

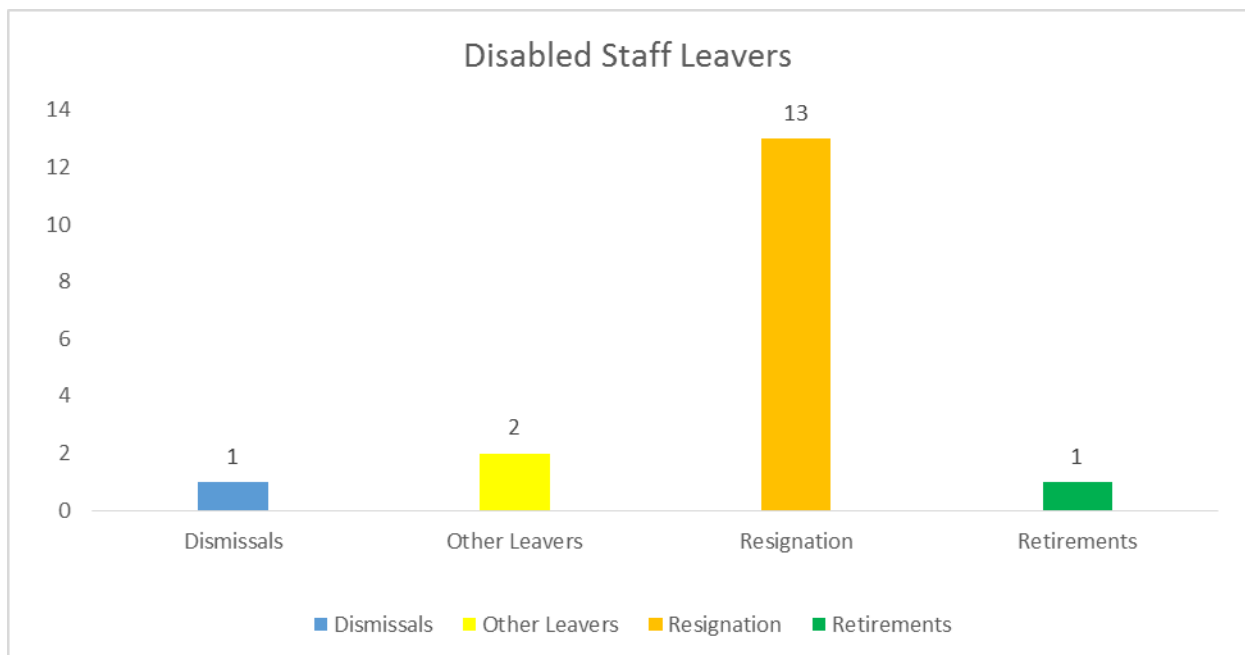


Chart 52

LEAVERS BY GENDER

- Women make up 51% of leavers and the majority of all categories apart from 'other' leavers.
- More women resigned and more men left for other reasons.

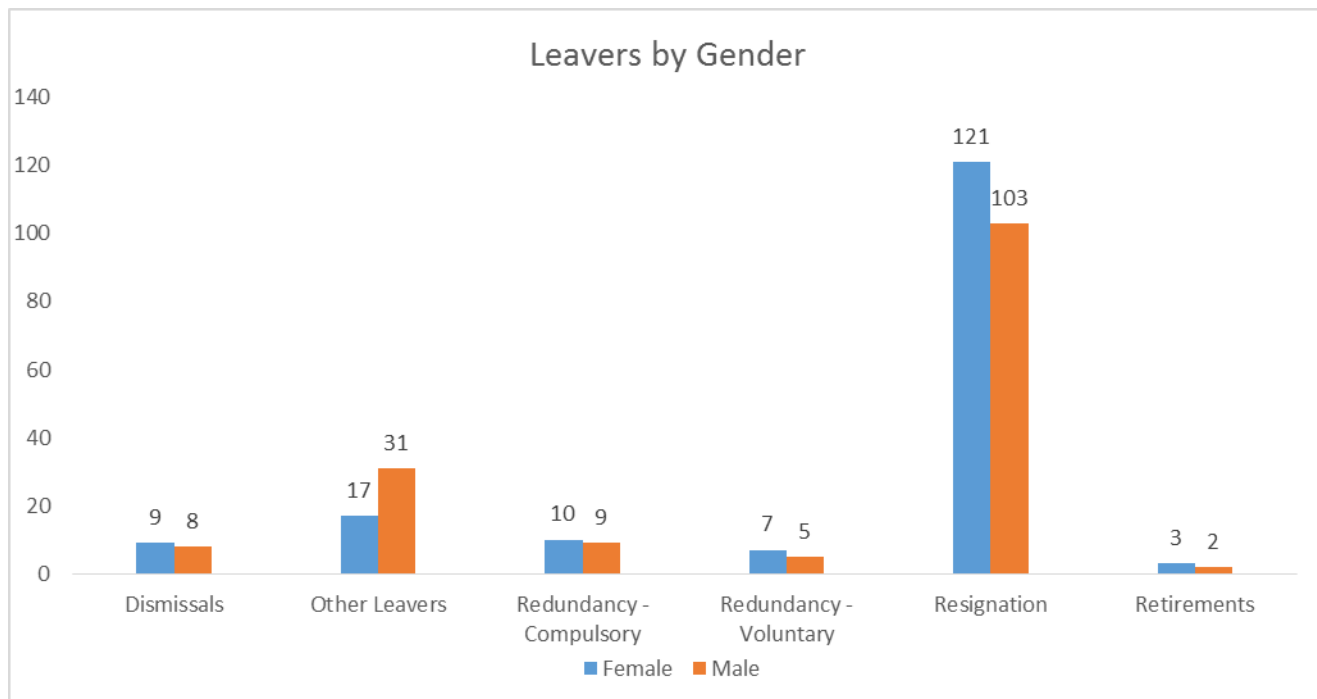


Chart 53

MATERNITY

Periods:	1 April 2016 to 31 March 2017	1 April 2017 to 31 March 2018
No. of staff commenced maternity leave	54	43
No. of staff completed within this period	9	6
No. of maternity with future end date		29

