

# Annual Workforce and Equality Report

April 2020 – March 2021

# Our workforce reports provide data and information for FY 2020/21

Our Workforce Transformation has guided our key workforce indicators detailed below. We track them over time to give a snapshot of our workforce at Lambeth.

These indicators inform us of where there are gaps and where our workforce strategy implementation needs to focus. They are categorised by our three Workforce Transformation goals:

 Performance and Reward

 Lambeth Offer

 Leadership and culture

**Size and shape**



**Sickness and absence**



**Starters and Leavers**



**Equality and Diversity**



**Staff engagement**



**Cost of workforce**



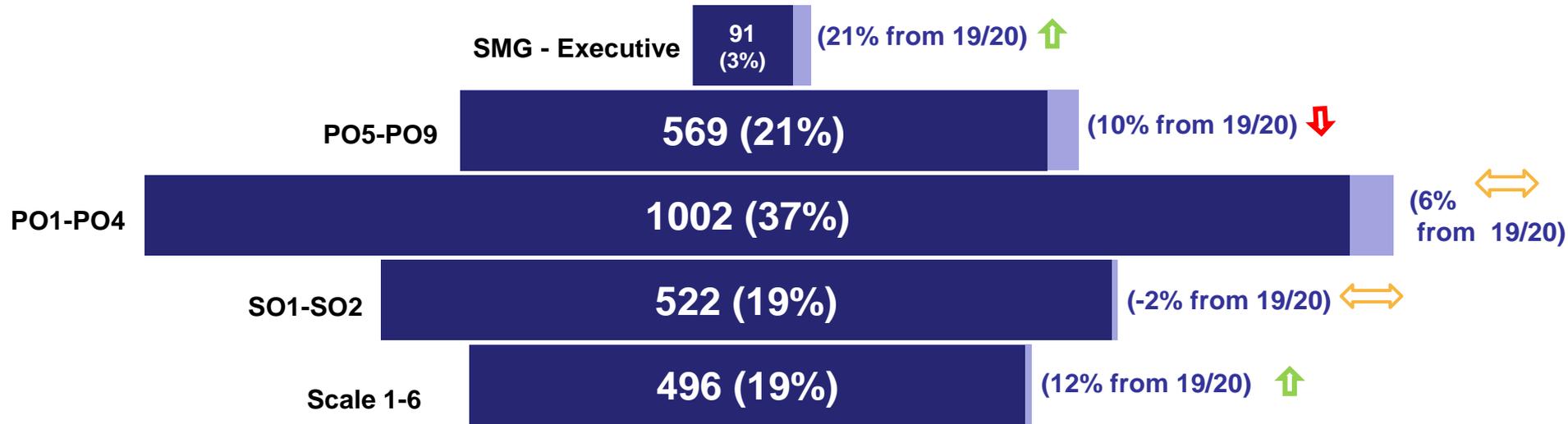
**Talent management**



**Learning and Development**



# Our middle officer grades continue to have the highest headcount (excluding agency)



**(Including new starters apprentices, soulbury, public health consultant, teacher/other)**

A small number of teaching staff sit inside the Children's Services directorate – the relevant pay grades have been mapped to pay groupings shown

- Each pay band grouping has seen an increase in headcount with the exception of SO1-SO2
- The shape of each directorate and division will vary from this according to staffing and skills requirements which is why the organisation is not a typical pyramid formation

# Key findings: our progress so far is encouraging



## 33.6% of our top 5% earners staff are Black, Asian and multi ethnic

**This is a 1.5% decrease from 2020.** The decrease is partly due to new starters and leavers, and partly due to unknown ethnicity.

We are developing our internal talent programmes to increase progression particularly at grades PO6 and above in recognition of the fact that we need to address representation in particular grades and professions. We will know that we are making improvements in this area when our staff can report improved lived experience as well as when the data tells us we have met our targets of 39%.



## Internal/external appointments

**Women are more successful in permanent internal appointments than men.** 34% of PO6 & above positions were women compared with men at 28%. 50:50 split Black, Asian & minority ethnic staff groups and white staff were success in PO6 & above. We will measure intersectionality with other equalities groups. We will maintain our focus on growing our talents and continue build on work to date to increase career progression opportunities.



## Disabled staff increased to 9.6%

**We continue to increase sharing of disability status, following engagement with staff to encourage them to share and this represents a 0.7% increase from 2020.**

Whilst we have increased disclosure overall, there has been no increase amongst our top 5% earners who remain at 1.3% Unlikely to improve on top 5% earners without a plan to ensure diverse longlists and use of Disability Confident scheme. Understanding the barriers to sharing status will be undertaken.



## Our average sickness is 7.2 days lost

**7.2 days is the average over the year and representing a fall of 2.2 days from 19/20.** Stress, depression & mental health were the highest reported reason for absence. We are now reporting sickness on weekly basis for variations and target the most effective interventions at reducing this number in the relevant periods. Staff are receiving support from our employee assistant programme with a 13% use of service.

# Key findings: we are continuously improving



## Achieved liP Silver Status Award

**In our 2020 survey, we achieved liP Silver Status Award:** 78% of our staff stated that “Lambeth is a fantastic place to work”. Our response rate was 44% in 2020 compared with 52% in 2019. We recognise that this is a significant achievement by our workforce, and we know there is still plenty to do. Key areas of focus are to continue our work to create an inclusive workplace reward and recognition, talent and career progression.



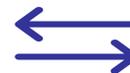
## Our gender pay gap narrowed by 0.9%

**Our mean pay gap is 1.3%, a 1.4% down from 2020. Our median pay gap is 2.6%, a 1.2% down from 2020.** This is partly due to an increase in headcount and partly due to an increase in women represented in senior roles as well as development programmes at lower grades for women. The UK mean gender pay gap was 15.5% in 2020.



## Staff appraisal and development

**85% completion rate achieved for 2019/20; a 30% increase from 2018/19** despite challenges of the pandemic virtual working environment. Plans in place to include EDI through objectives setting, new optional 360-degree feedback and simplified 5-step recording process. We want to see all staff having a quality appraisal with a target of 90% for 2020/21.



## Our turnover is 6% and retention rate is 92%

**Our voluntary turnover is 6%.** 77% of stated reasons for leaving were voluntary and 23% were involuntary. More women left than men and higher percentage of White staff left.

# Key findings: Future Focus



## Our average age remains at 46.7

**20% of our workforce is under 35 years old, and 1.3% is under 25 years old.** We are one of the London Boroughs with the least number of young people. Our EDI plans intend to address the low levels of under 35 years old in directorates. The EDI Board is to set a target that the workforce is more representative of the community we serve.



## Over 100 virtual classroom session held

**With the constraints of the pandemic, 90% of face to face learning successfully shifted to virtual classroom using MS Teams.** This involved considerable re-configuration of session content from the standard half or full-day classroom format into 2-3 hours virtual session. Despite some initial technical challenges, attendance at training events appears to have increased on previous years.



## 52 employment relations cases

**In 2020/21 we had 25 disciplinary cases and 25 grievance cases.** Cases by equalities: 54% were female compared with 46% men, 70% were Black staff compared with 28% White staff and 2% were Asian staff. 9% with unknown ethnicity. Seven staff were dismissed.



## Agency costs remain high at £33.5m

**Our agency spend is £27.6 after accounting for the agency costs of the pandemic of £1.5m, IICSA £2.6m, and Redress £1.8m.** The increase of agency workers and spend is attributable to the pandemic and the need for the council to retain agency workers in line with government guidance to respond to the pandemic.

# We have begun to look at how we work post COVID-19



## More home working

Technology, health and safety and wellbeing are key areas of focus.



## Customer facing staff

Greater emphasis on remote and hybrid working, looking at channel shift.



## New recruitment tools

We are upgrading our e-recruitment system to improve the candidate journey.



## Improving Customer Experience

Developing skills frameworks to meet skills gaps identified in customer experience, in particular digital and customer care skills. Setting customer experience standards and developing training and support to fill skills gaps.



## Changing work patterns

9-5 working does not meet all the requirements of our customers – how can new work patterns help them and staff.



## Digital by default

Developing our digital capability in order to facilitate hybrid working styles in the post-Covid world. Ensuring we are digitally inclusive in how we work; improving skills and competence to work collaboratively, autonomously and protect our wellbeing in digital ways of working.

# Our workforce is growing in response to the pandemic & strategy

	18/19	19/20	20/21	
<b>PERMANENT STAFF</b>	<b>2209</b>	<b>2300</b>	<b>2446</b>	<p>The increase of headcount is mainly in Adults and Health Service and Children's Services.</p> <p>Our headcount has increased in 2020/21 by 168 <b>↑6.7%</b></p>
<b>FIXED TERM CONTRACT STAFF</b>	<b>195</b>	<b>212</b>	<b>234</b>	
<b>TOTAL STAFF</b>	<b>2404</b>	<b>2512</b>	<b>2680</b>	

<b>AGENCY STAFF</b>	<p>20/21 <b>605</b> <b>↑6%</b></p> <p>Representing 18% of total workforce headcount</p>	<p><b>287</b> of our staff are part time staff demonstrating candidates are attracted by our flexible working offer.</p> <p>No changes to part workforce 14 % of our workforce are women who work part time with only 5% of men</p>
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<b>COST OF AGENCY</b>	<b>£33.5m</b>
<b>COST OF STAFF on Payroll</b>	<b>£175.2m</b>



Note: cost of staff includes Educational and Learning DSG and Resident Services HRA;  
Includes employer's NI and employer's pension

# Sharing of sexual orientation and disability information is slightly increased but much remains unreported

	Lambeth Council 19/20	Lambeth Council 20/21		London Councils (Median) 19/20
AGE	46.7	46.7	—	46
DISABILITY	8.9%	9.6%	↑	6%
BLACK, ASIAN & MULTI ETHNIC	59%	59%	—	44%
FEMALE	61%	60%	↓	62%
LGB+	7.8%	8.0%	↑	-

**This tells us..** We have progressed slightly on sharing information on disability and LGB+ but there is still more to be done

**51%** unknown/prefer not to say their sexual orientation are mostly in low grades.

**41%** unknown/prefer not to say their disability are in grades PO5 and above.

Bi-annual communications encouraging staff to share information has been implemented as of March 2020.

# 44% of our top paid 5% staff have not shared their disability information: Difficult to monitor progress when the information is not available

	Lambeth Council 18/19	Lambeth Council 19/20	Lambeth Council 20/21	Target		London Councils 19/20
<b>BLACK, ASIAN &amp; MULTI ETHNIC</b>	31.7%	35.1%	33.6%	39%	 1.5%	18%
<b>DISABILITY</b>	1.3%	1.3%	1.3%	3%		4%
<b>FEMALE</b>	45.8%	45.6%	43.8%	50%	 1.8%	50%

## Our starters in the top 5% earner which is PO8 & above:

- **28%** are from Black, Asian and multi ethnic staff groups compared to **72%** white staff;
- **52%** are women compared to **48%** men;
- Disabled staff have remained the same for the last three years;
- Communication targeting the top paid 5% are been sent every quarter.

We continue to focus on our talent and recruitment processes to see increases in all areas.

## An increase in SMG-Executive grades for Black, Asian and multi ethnic staff groups:

- **7% increase** from **24%** in 2019/20 to **31%** in 2020/21;
- Driven by more staff in senior roles sharing their ethnicity
- Recruitment campaign which has resulted in Black, Asian and multi ethnic staff groups been recruited into senior roles.

# Actions to address our key findings

# Actions are underway to address the key findings

## Key finding

## Actions



**Investors in People  
staff survey –  
awarded a silver**



- Leadership – embed and improve consistency through individual and group development, eg conferences
- EDI – ensure our plans address all key characteristics and including intersectionality and inclusion in its broadest sense
- Recognition – improve at corporate and line manager level
- Progression – develop careers and skills pathways and improve consistency in the application of recruitment and selection processes



**Retention shows  
signs of improvement**



- Work has begun on a values and behaviours based recruitment model
- Focus on diversity talent development programmes
- We have implemented exit interviews in Oracle
- Emphasis has been placed on retaining and recruiting critical and scarce roles (e.g. Social Workers)



**Sickness absence  
decreased from  
previous year – stress,  
depression & mental  
health was highest  
reported reason**



- Regular, accurate and comprehensive sickness reporting
- Increased monitoring and engagement with managers
- Introduction of new sickness categories of headache and cold/flu.
- Analyse impact of Covid-19 on sickness numbers and use of Employee Assistance Programme

# Actions are underway to address the key findings

## Key finding

## Actions



**Women are more successful in internal appointments**



- Analysis of types of roles and internal changes and moves
- Link to performance, development, reward and career paths
- Continued implementation of Patrick Vernon's recommendations
- Report on ethnicity and diversity by internal moves
- Report on starting salary



**Across all protected characteristics there has been an increase in the sharing of information increasing disabled and LGB+ staff representation**



- Work to understand the barriers to sharing status will be undertaken
- We continue with comms and engagement encouraging staff to share equalities data
- Embedding and growth of staff networks continues
- Improving bi inclusion and tackling biphobia was identified as a priority from Stonewall feedback

# Actions are underway to address the key findings

## Key finding

## Actions



**Agency spend and usage has increased – due to pandemic. London Matrix average is 22.4M**



- Non-critical role close down for Christmas and Easter reduced costs and contributed to positive culture change
- Continuation of absorption policy focussing on social care
- Undertaking an options appraisal on alternatives to agency
- Reviewing the business model ahead of procurement of the future contract



**Our recruitment processes are not enabling the hiring of younger candidate profile**



- Review of apprenticeship strategy and an increase in positions will see an increase in younger staff members
- Demand for new skillsets in particular digital may see younger applicants
- A strengthened Lambeth Offer and improved recruitment processes is being worked on which will attract a more age diverse workforce
- Work with the young professionals network to identify the barriers and implement solutions
- EDI Board to set a target that the workforce is more representative of the community we serve

# We are working to fill data gaps to improve workforce capability

## Data gap

## Actions

## Outcomes



**Exit questionnaire completion rate**



- Integrating with Oracle
- Line manager training



- Richer data to inform Lambeth Offer, performance and reward, retain best employees



**Productivity and efficiency are not currently measured**



- Appraisals, objectives and business planning aligned
- Performance rating/consistent grading reporting/survey
- HR and Service Improvement team collaboration



- Targeting of resource and skills
- Better service provision
- More engaged workforce



**Lambeth**

# We are working to fill data gaps to improve workforce capability

## Data gap

## Actions

## Outcomes



**Lack of or late disclosure of characteristics data**



- Regular communications
- Increased manager training
- Understanding barriers
- Engagement with the forums



- Accurate data
- Targeted interventions
- Successful implementation of Patrick Vernon recommendations



**Visibility of our workforce skills is not yet organisation wide**



- Building a skills framework
- Career pathway development
- Learning & development offer
- Implement on Oracle



- Skills gaps visible
- Strategic workforce planning
- Alignment with job roles, learning, development, business planning



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# Information by directorates –

The following slides are key finding & headline figures

# Directorate key findings

## Starters and leavers

- Adults and Health had the highest retention rate at 94% compared with other directorates and Council-wide.
- Children's Services saw a high number of new starters, with the highest turnover rate at 10%, followed by Sustainable Growth & Opportunity at 7% compared with Council-wide turnover at 6%.

## Average sickness

- Average sickness has reduced overall Council-wide this is reflected in all the directorates except Adults & Health, Children's Services, and Resident Services.

## Appraisal 2019-20

- Children's Services had the lowest appraisal completion at 78% when compared with Council-wide at 85% and other directorates.
- Legal and Governance division had the highest appraisal completion at 97%.

## Equality and diversity

- Representation from Black, Asian, and multi ethnic staff groups is higher in all the directorates above 57% except Sustainable Growth & Opportunity at 32%.
- Sex representation is split 50:50 in Resident services, this is a reflection of Lambeth borough.
- A higher representation of women in both Adults & Health at 71% and Children's Service at 78% compared with Council-wide at 60%.
- 14% of staff in Adults and Health have shared their disability information, the representation is above the Council-wide at 9.6%. With the least representation of staff who shared their disability information is Sustainable Growth & Opportunity at 4%.
- LGB+ representation is higher in both Adults & Health and Legal & Governance at 13% compared with Council-wide at 8%. With the least representation of LGB+ is in Resident Services at 4%.

## Headcount and Agency Workers

- Adults and Health agency usage increased by 116%. The increase is due to the set up of test centres between January and March 2021 and other public health.
- We have seen an increase in headcount in both Adults & Health and Children's Services in response to the pandemic.



# Adults and Health Directorate data dashboard 2020/21

## Starters and Leavers

**37** starters 10% ↓

**18** leavers 5% ↓

**3%** turnover rate

**94%** retention rate

## Average sickness

**8 working days  
lost to sickness  
per year** 1.3 ↓

## Appraisal 2019-20

**91%** Completion

## Staff costs

**£21.6m** employees

**£3.3m** agency

## Equality and diversity

**62%** Black, Asian & multi ethnic  
(top paid 5% - 33%)

**71%** Female (top paid 5% - 55%)

**13%** LGB+

**14%** Disabled (top paid 5% - 0%)

## Headcount

**365** perm + FTC 13% ↑

**136** agency 116% ↑

**501** total



Note: Starters and leavers are as a percentage of directorate workforce headcount. Direction of travel is compared to 19/20. Turnover is for voluntary leavers.



# Children's Services Directorate data dashboard 2020/21

## Starters and Leavers

**99** starters 18% ↑  
**54** leavers 10% ↓  
**10%** turnover rate  
**88%** retention rate

## Average sickness

**8 working days  
lost to sickness  
per year** ↔

## Appraisal 2019-20

**78%** Completion

## Staff costs

**£38.6m** employees  
**£9.8m** agency

## Equality and diversity

**61%** Black, Asian & multi ethnic  
(top paid 5% - 46%)  
**78%** Female (top paid 5% - 71%)  
**9%** LGB+  
**11%** Disabled (top paid 5% - 0%)

## Headcount

**542** perm + FTC 25% ↑  
**175** agency 16% ↑  
**717** total

Note: Starters and leavers are as a percentage of directorate workforce headcount.  
Direction of travel is compared to 19/20. Turnover is for voluntary leavers.



# Finance & Investment Directorate data dashboard 2020/21

## Starters and Leavers

**24** starters 8% ↓  
**19** leavers 7% ↓  
**5%** turnover rate  
**89%** retention rate

## Average sickness

**5 working days  
lost to sickness  
per year** 1.3 ↓

## Appraisal 2019-20

**96%** Completion

## Staff costs

**£21m** employees  
**£4.1m** agency

## Equality and diversity

**57%** Black, Asian & multi ethnic  
(top paid 5% - 27%)  
**55%** Female (top paid 5% - 47%)  
**10%** LGB+  
**8%** Disabled (top paid 5% - 9%)

## Headcount

**291** perm + FTC 8% ↑  
**56** agency 18% ↓  
**347** total

Note: Starters and leavers are as a percentage of directorate workforce headcount. Direction of travel is compared to 19/20. Turnover is for voluntary leavers.



# Legal and Governance Division data dashboard 2020/21

## Starters and Leavers

**12** starters 12%  
**10** leavers 10%  
**9%** turnover rate  
**88%** retention rate

## Average sickness

**2.8 working days  
lost to sickness  
per year**

## Appraisal 2019-20

**97%** completion

## Staff costs

**£11.1m** employees  
**£3.7m** agency

## Equality and diversity

**59%** Black, Asian & multi ethnic  
(top paid 5% - 40%)  
**66%** Female (top paid 5% - 40%)  
**13%** LGB+  
**8%** Disabled (top paid 5% - 0%)

## Headcount

**104** perm + FTC  
**80** agency  
**184** total

Note: In 2019/20, the division was combined Strategy and Comms and Legal and Governance. Turnover is for voluntary leavers.



# Resident Services Directorate data dashboard 2020/21

## Starters and Leavers

**158** starters 13% ↑  
**68** leavers 5.7% ↓  
**4%** turnover rate  
**84%** retention rate

## Average sickness

**8 working days  
lost to sickness  
per year** 3.4 ↓

## Appraisal 2019-20

**81%** Completion

## Staff costs

**£60m** employees  
**£10.3** agency

## Equality and diversity

**62%** Black, Asian & multi ethnic  
(top paid 5% - 34%)  
**50%** Female (top paid 5% - 40%)  
**4%** LGB+  
**9%** Disabled (top paid 5% - 2.6%)

## Headcount

**1194** perm + FTC 0.6% ↓  
**125** agency 32% ↓  
**1319** total



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Note: Starters and leavers are as a percentage of directorate workforce headcount. Direction of travel is compared to 19/20. Turnover is for voluntary leavers.



# Strategy and Comms Division data dashboard 2020/21

## Starters and Leavers

**2** starters 7%  
**1** leavers 3%  
**3%** turnover rate  
**90%** retention rate

## Average sickness

**1 working day  
lost to sickness  
per year**

## Appraisal 2019-20

**89%** Completion

## Staff costs

**£1.9m** employees  
**£200k** agency

## Equality and diversity

**39%** Black, Asian & multi ethnic  
**60%** Female  
**11%** LGB+  
**6%** Disabled

## Headcount

**30** perm + FTC  
**5** agency  
**35** total

### Note:

- In 2019/20, the division was combined Strategy and Comms and Legal and Governance
- Turnover is for voluntary leavers
- Because of the size of the division we are unable to provide figures on our top 5% earners



# Sustainable Growth & Opportunity Directorate data dashboard 2020/21

## Starters and Leavers

**15** starters 10% ↓

**15** leavers 10% ↑

**7%** retention rate

**85%** turnover rate

## Average sickness

**6.1 working days  
lost to sickness  
per year** 3.1 ↓

## Appraisal 2019-20

**87%** Completion

## Staff costs

**£11.1m** employees

**£1.9m** agency

## Equality and diversity

**32%** Black, Asian, & multi ethnic  
(top paid 5% - 25%)

**59%** Female (top paid 5% - 38%)

**10%** LGB+

**4%** Disabled (top paid 5% - 0%)

## Headcount

**153** perm + FTC 2% ↓

**28** agency 7% ↓

**181** total



Note: Starters and leavers are as a percentage of directorate workforce headcount.  
Direction of travel is compared to 19/20. Turnover is for voluntary leavers.

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