

Lambeth Council

Annual Workforce and Equalities Report 2021-2022

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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 & Ethnicity
- 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 to inform 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 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 regarding 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, preliminary data for 2021/22 and London Councils Ethnicity of Employees by Pay Band Survey 2022 (December 2021 snapshot).

Our ongoing Commitment to reduce racial disparity amongst the Workforce and Communities

The council takes a robust and positive view that EDI is integral to every decision, action and plan we develop. The Council has and continues to take proactive and steps to address inequality and inclusion.

For the Workforce, the OD team have:

- ✓ Established Directorate EDI Leads with Action Plans in each Directorate with governance and oversight of progress through the Councils Management Board, Corporate EDI Steering Group and the through the partnership governance with the Trade Unions (Equalities Corporate Consultative Forum). Each Director now has a dedicated EDI lead person, whose purpose is to drive local action.
- ✓ Developed a refreshed Workforce EDI Strategy that moves the organisation forward from the Race Disparity Report 2019. It focusses on levelling up the opportunities for development, career growth and better pay equality for underrepresented groups, ensuring accountability and leadership grip of the EDI priorities, continuing to develop

knowledge and awareness of all staff on EDI, setting out clearly our expectations and commitments across the council through our new Workforce EDI Statement.

- ✓ Designed an approach to recruiting, training and support EDI Champions at all levels due to be launched in October 2022
- ✓ Developed an approach to ensure colleagues who have been affected by any form of race disparity or discrimination the opportunity to engage in healing and reconciliation therapy.
- ✓ Created and continue to provide ongoing support the EDI Staff Forums creating communication and awareness campaigns that emphasise the unique contributions of diverse groups amongst our workforce including LGBTQ, Disability, Young Professionals and Black and Multi-ethnic.
- ✓ Evaluated our current Talent Diversity offer and designed a new approach called 'Lambeth People' to ensure that we close the equality pay gap, ensuring that everyone has fair and equitable access to progression opportunities.

Structure of the Council

On 31 March 2022, the organisation had five main directorates. They represent the five key functional areas of the council. Some other functions – Legal & Governance and Strategy & Communications – report directly to the Chief Executive. The five directorates are as follows:

1. Adults and Health (Adults, A&H)
2. Children's Services (Children's)
3. Resident Services (RS)
4. Sustainable Growth and Opportunity (SGO)
5. Finance and Investment (F&I)

Since 31 March 2022, there has been temporary changes to the council structure.

The temporary changes are effective from July 2022 are as follows:

- Housing services has temporarily moved out of Resident Services reporting to the Chief Executive. The aim is to help provide that concentration of effort to drive better customer services and housing management, including repairs.
- Human Resources and Organisational Development moved out of Finance and Investment to report to the Chief Executive. The aim is to ensure that there is a clear focus on develop the workforce to support the culture change journey under the direction of the Chief Executive.
- A dedicated programme team to address the cost-of-living response reporting directly to the Chief Executive.

The temporary structure is outlined in the figure below.

Figure 1 Current Lambeth Structure at July 2022 incorporating temporary changes



2. Executive Summary: What the data is telling us

Median Gender Pay Gap has reduced to zero

The percentage of the workforce who are female has remained at 60.5%. The median gender pay gap has reduced to zero from 2.6% last year. This suggests that there is no median pay gap between men and women at the middle grades (PO1-PO5), which is where most of our staff are. 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, and at a range of grades more men than women are at the top of the grade, particularly at PO9 to SMG2. 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

The percentage of the workforce who are Black, Asian, and Multi-Ethnic has remained 60.5% and 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 staff 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, developing talent at senior grade and creating 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 46.9. 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.

It is important to note that within the aging work demographic comes a number of other factors to consider, which include the number of employees due to retire each year, ensuring that knowledge is retained and transferred, caring responsibilities particularly in relation to aging parents and family members as well as putting in place plans to support to help employees with health factors such as the menopause and andropause alongside adverse health conditions that are resultant from age. We will support and train managers to use workforce data and intelligence to plan the capability and capacity they need to deliver their service objectives.

Agency numbers have remained above target

A candidate-led market has put pressure on market rates for agency workers even though the overall numbers of agency workers have remained stable. Agency workers as a proportion of overall headcount is 14.72%, which is above the council's corporate target of 13%. Demand for agency workers is highest in Children's Social Care where demand for experienced qualified social workers remains high. Reliance on agency is a potential risk for longer term workforce stability. We will be producing an agency strategy which will include targets for directorates to reduce reliance on agency. We will also be reviewing current recruitment practices following the introduction of a new applicant tracking platform to ensure that the process of recruitment is efficient and streamlined for recruiting managers and officers.

Staff Turnover has increased.

Council-wide turnover has increased from 6% last year to 9.8%. The main reason for leaving was better career prospects. This has led to significant recruitment activity both for permanent roles but also agency workers. The labour market is currently volatile with fewer lower quality candidate applications per role compared with previous years. We will roll out a new employee engagement survey to measure a range of metrics on employee engagement and satisfaction. The findings from the first survey will be produced for the six-monthly update.

Sickness rates

Average days lost to sickness has increased to 10.6 days, which is above the council's corporate target of 8.5 days and the median for London Councils at 8.5. The main reasons for sickness absence have been reported as stress depression and mental health which accounted for 29% of all sickness. A new sickness policy and approach to sickness management will be rolled out in the coming year to address this and support managers and employees. We will also be rolling out coaching and HR surgeries on a range of people management issues to support managers in managing areas such as sickness, capability and performance.

Improved data on protected characteristics

There continues to be improvements in the number of staff sharing their protected characteristics which allows us to further analyse potential trends and issues. The Council has Equalities, Diversity and Inclusion leads for all directorates and they will be tasked to monitor progression opportunities and other matters identifying areas for intervention moving forward. Alongside this, the HR and OD team have been working with the EDI leads to develop a network of EDI champions from across the workforce to support employees at all levels where they have low level concerns, want to talk through issues or need signposting to further information and support on EDI matters. The team continue to work through the recommendations from the Race Relations Report 2019, ensuring that the council has the infrastructure and skills to ensure an inclusive workplace for everyone.

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

Headcount and Full-time equivalent (FTE)

We define headcount as the number of employees irrespective of how many hours they are contracted to work. Our total headcount is 2777 staff of which 60.5% are women, 21.1% are Lambeth Residents and 10.4% work part-time. Our workforce headcount increased by 3.6% from 2020-21. The increase is in large part due to the growth of the organisation. We had more starters (398) than leavers (334) in 2021/22.

Lambeth's FTE is 2656.17 which is above the London Councils median of 2351. However, London Councils vary in size and shape due to their different modes of delivering services to residents.

Headcount and agency worker data over the past three years is set out below.

Table 1 Council-wide headcount including agency

Item	19/20	20/21	21/22
Permanent & fixed staff total	2512	2680	2777
FTE of staff	2394.2	2557.1	2659.2
Staff working part time total	269	287	290
Agency workers headcount total	571	605	509
Agency as a % of workforce	16.3	15.77	14.72

The full-time equivalent or FTE is where a full-time person (e.g., 35 hours per week) is therefore counted as one FTE, while a part-time worker employed for 17.5 hours a week is counted as 0.5 FTE.

Resident Services has the highest number of Council staff followed by Children's Services. The breakdown of staff headcount by directorate is as follows:

Table 2 Breakdown of Council Directorates at 31 March 2022

Directorate	Headcount	% of Organisation
Adults and Health	383	14
Children's Services	546	20
Finance & Investment	288	10
Resident Services	1231	45
Sustainable Growth and Opportunity	194	7
Legal & Governance	97	3
Strategy & Communications	38	1

Part-Time Staff

13.4 % of our female workforce and 5.9% of our male workforce are part time. There has been no significant change to the part-time workforce.

Agency Workers

Our agency worker headcount of 509 at 31 March 2022 is a 15.7% decrease from 605 in March 2021. Agency staff at 31 March 2022 represented 14.72% of the workforce. The decline is mostly due to Resident Services directorate reducing reliance on agency.

Long term agency workers no longer make up a significant proportion of the workforce. Half of all agency workers have been at Lambeth for under six months. The council also uses good practice adopted by many other councils to ensure that agency workers take breaks throughout the duration of the contract. The council's establishment management process also ensures that agency workers must occupy valid vacant positions in the organisation, avoiding off contract spend, and all agency workers spend is through the council's managed service provider. The majority of agency worker spend is within the councils existing budget.

Moving forward directorates will be set targets for reduction of agency workers and spend and an agency strategy will be put in place to improve the way the council uses agency workers and ensure that vacancies are offered to employees in the first instance to provide development opportunities for internal staff instead of engaging agency workers.

Action	Lead	Dates
New agency strategy with directorate targets to reduce reliance on agency workers	HR & OD	From January 2023 Quarter 3 reporting onwards

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 46.9 years of age, this has remained the same for three consecutive years. The proportion of those under 35 years old is 20%.

- The average age for London Council's is 47 (20/21 data), which is slightly above the London Council's median average of 46.
- The average age for Lambeth residents is 34.2 years (population projections data 2016, 16 to 64)

Figure 2 (below) shows Adults & Health and Resident Services with the highest average age at 48.5, followed by Finance & Investment at 47.7. Sustainable Growth Opportunity (SGO) have the lowest average at 38.4% compared with Council-wide and all other directorates.

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.

Figure 2 Average age by directorate and council-wide

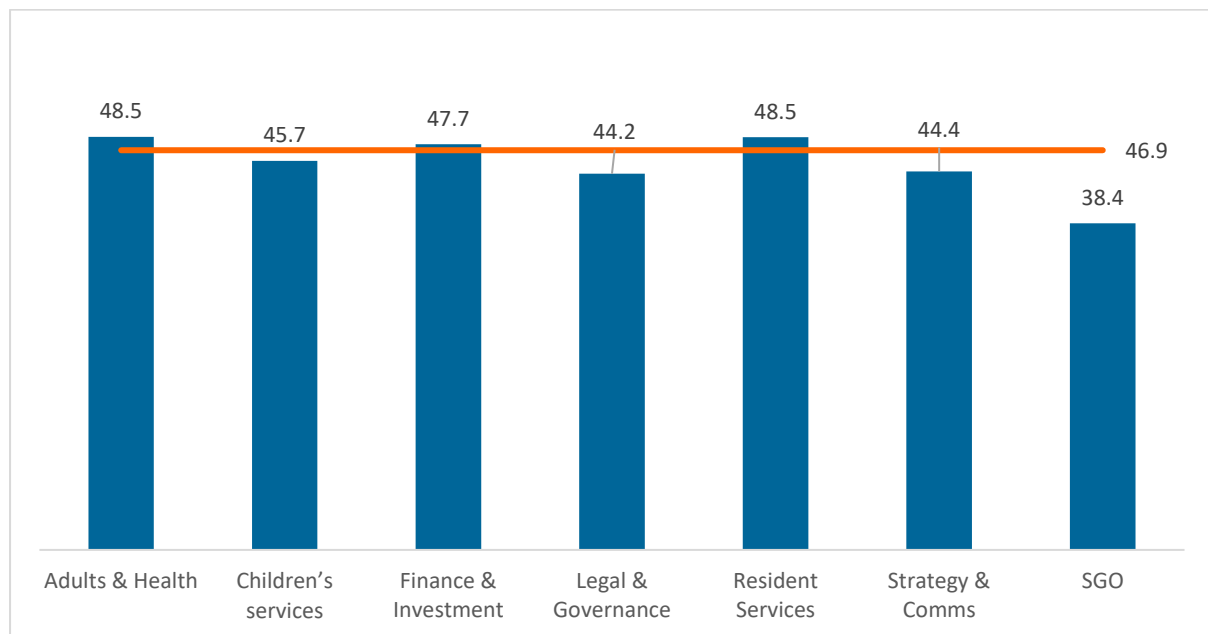


Figure 3 (below) shows that the under-35 age group are highest in the Sustainable Growth and Opportunity directorate at 42.3%, it is also the directorate with the lowest average age at 38.4%. Adults & Health and Resident Services both have over 30% of staff in the 55-64 Years, which also reflects the fact that both directorates have an average age of 48.5.

Figure 3 Age group by directorate and council-wide

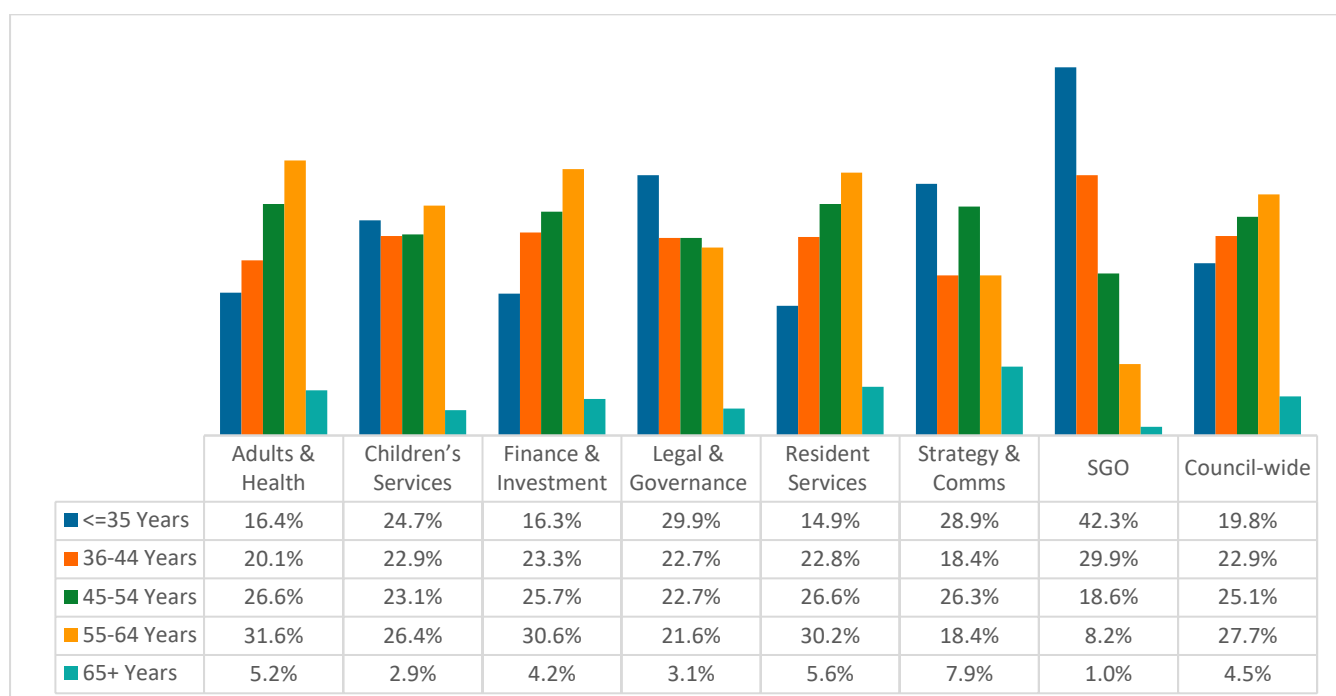
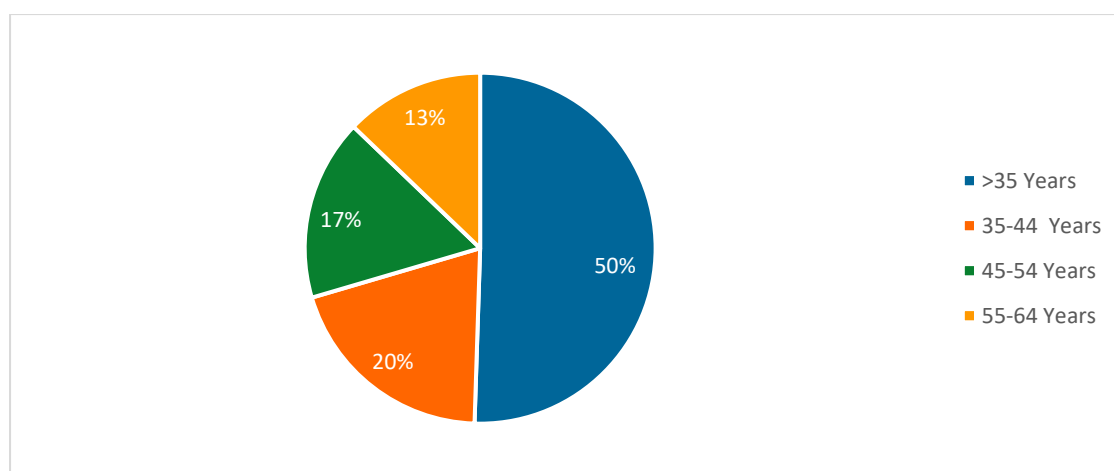


Figure 4 shows Lambeth Resident's by age group, 50% of Lambeth population are in the age group <=35 years compared with the Council.

Figure 4 Lambeth Residents by age group



Action	Lead	Dates
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	March 2023
Training for people managers will include managing generational differences in the workplace.	Learning and Development Team.	March 2023

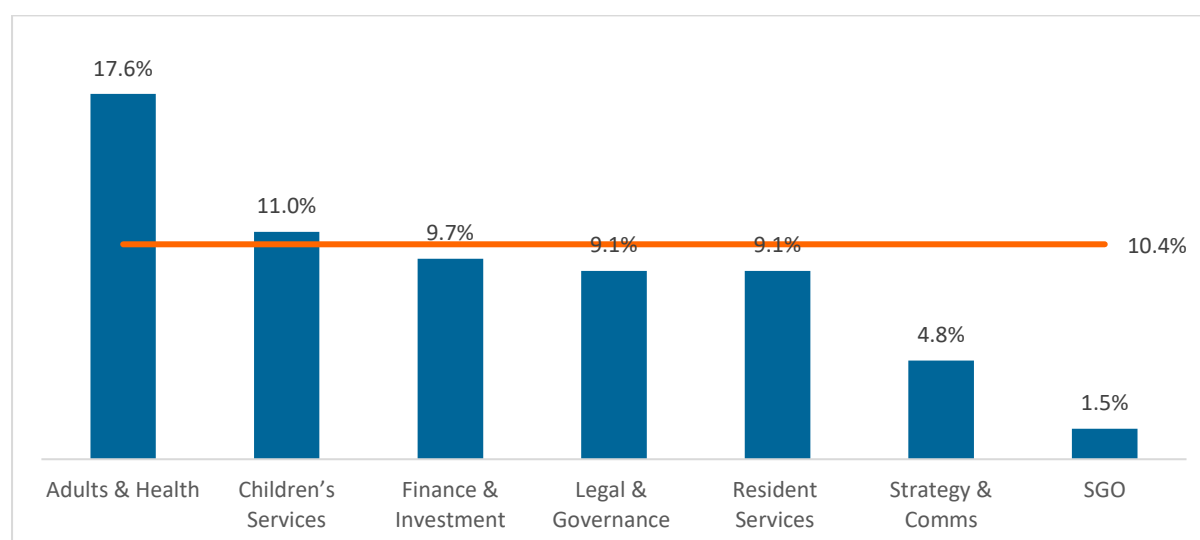
4.2 Disability

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

year, we have been encouraging staff to disclose their disability status to aid with providing support and monitoring outcomes. 10.4% of the total workforce have disclosed a disability, which represents an increase of 0.8% compared to 2020-21 (Figure 5 below). The percentages given are based on those who self-identify as disabled or non-disabled. Any unknown data is excluded.

The data shows that 46.5% of employees did not disclose their disability status. This highlights that the current figure, 10.4%, 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. This rich data will strengthen our support avenues regarding disabled employees across the council, including consideration of reasonable adjustments and accessibility relating to technology, facilities and premises.

Figure 5 Self-identified disabled staff by directorate and council-wide



A breakdown of the data by directorate shows a wide range of results, from 1.5% and 4.8% for Strategy and Comms and SGO respectively, to 11% for Children's Services and Adults and Health with the highest at 17.6%. In comparison with other London Councils, Lambeth is ranked 3rd highest at 10.4% for self-identified disabled employees. The median for London Councils is 5.67%, while the figure for Lambeth residents is 12.7%. This highlights that the data for Lambeth Council employees shows a closer representation with the Lambeth population than with most of the other London Councils.

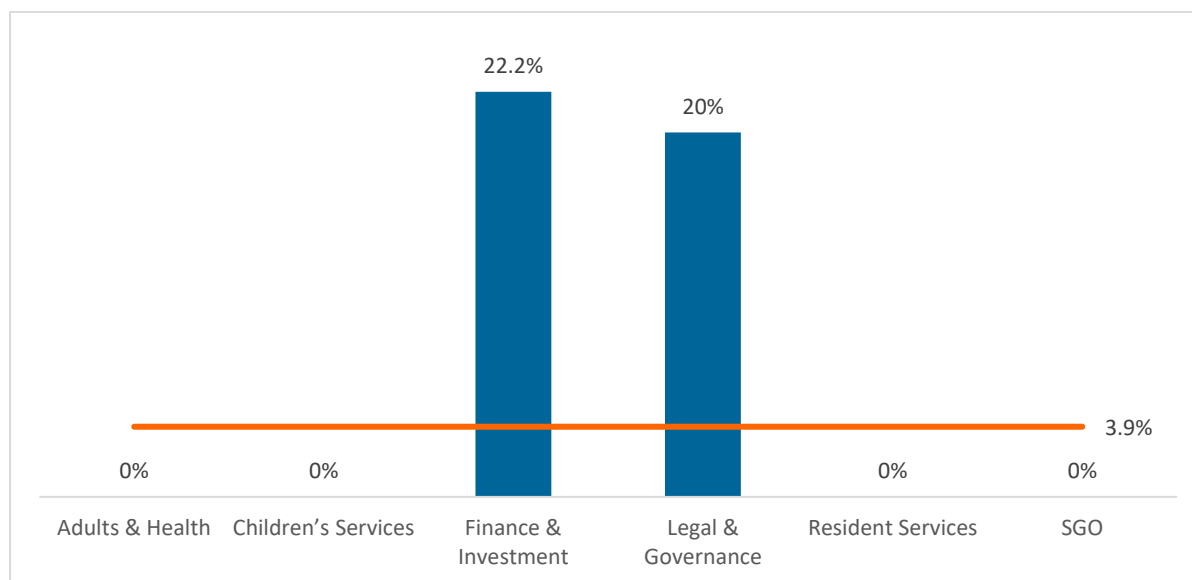
Top 5% earners who self-identified as disabled

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. Currently, 3.85% of the top paid 5% have disclosed a disability and all are women. This is a 2.6% increase from 2020-21. Lambeth's ranking for this dataset is in the bottom quartile of all London Councils for 2021-22. The median is 6%.

Figure 6 (below) shows that 22% are in Finance and Investment and 20% are in Legal and Governance. It is noted that the group of non-disabled and self-identified disabled is very small which is driving the percentage high.

In line with data for the total workforce, this category of employees also shows a high percentage of those not sharing their disability status (49%). This is an increase of 5% from 2020-21.

Figure 6 Top 5% earners who self-identified as disabled by directorate and council-wide



Next steps

To improve these statistics, the current engagement methods will be reviewed in order to encourage employees to share their disability status. This will include engaging with employees to get a deeper understanding of the reasons for not disclosing 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.

Action	Lead	Dates
Ongoing communication to remind the workforce to disclose protected information	HR / Communications	Throughout
Work with the Disability Staff Forum to ensure a programme of communication and activity that raises awareness across the Council focussing on specific topics as required i.e., neuro diversity	OD and Equality, Diversity & Inclusion (EDI) Leads	March 2023

4.3 Race

The number of Black, Asian, and Multi-Ethnic staff has shown a small 1.2% increase from 59.3% in 2020-21 to 60.5% in 2021-22. Lambeth's percentage is the second highest for inner London councils. The median for all London Councils is 43%.

Figure 7 Race by directorate and council-wide

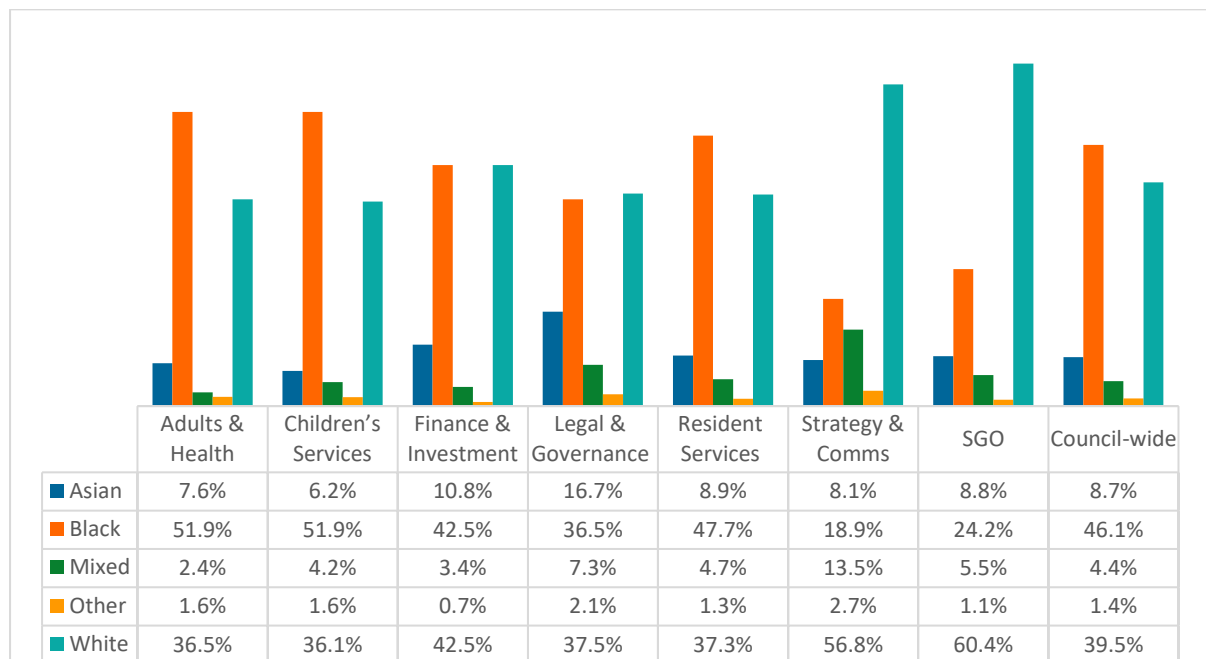


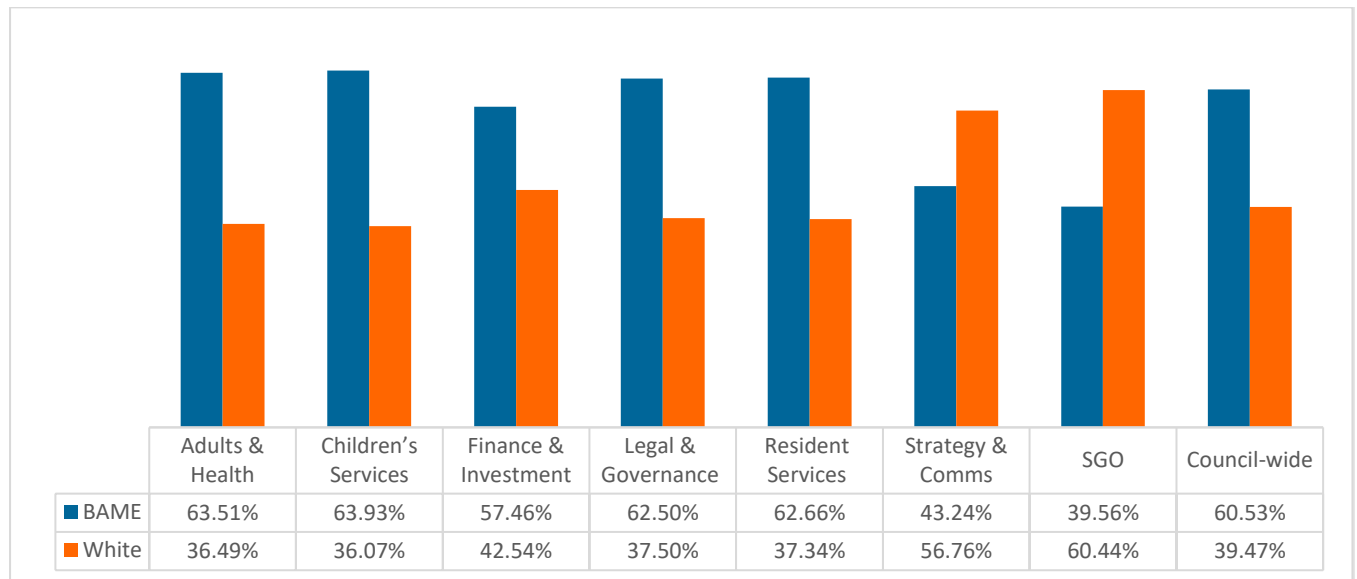
Figure 7 shows Black staff are well represented in Adult & Health and Children's Services at 51.9% compared to the Council-wide at 46% and Lambeth population data at 26%. Asian staff are well represented in Legal & Governance at 16.7% compared to Council-wide at 8.7% and the Lambeth borough population at 7%. White staff are well represented in SGO at 60.4% compared to Council-wide at 39.5% and the Lambeth population at 57%.

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

Lambeth Resident population by race is Asian 7%, Black 26%, Multi-Ethnic 8%, Other 2% and 57% white (source population estimate June 2020).

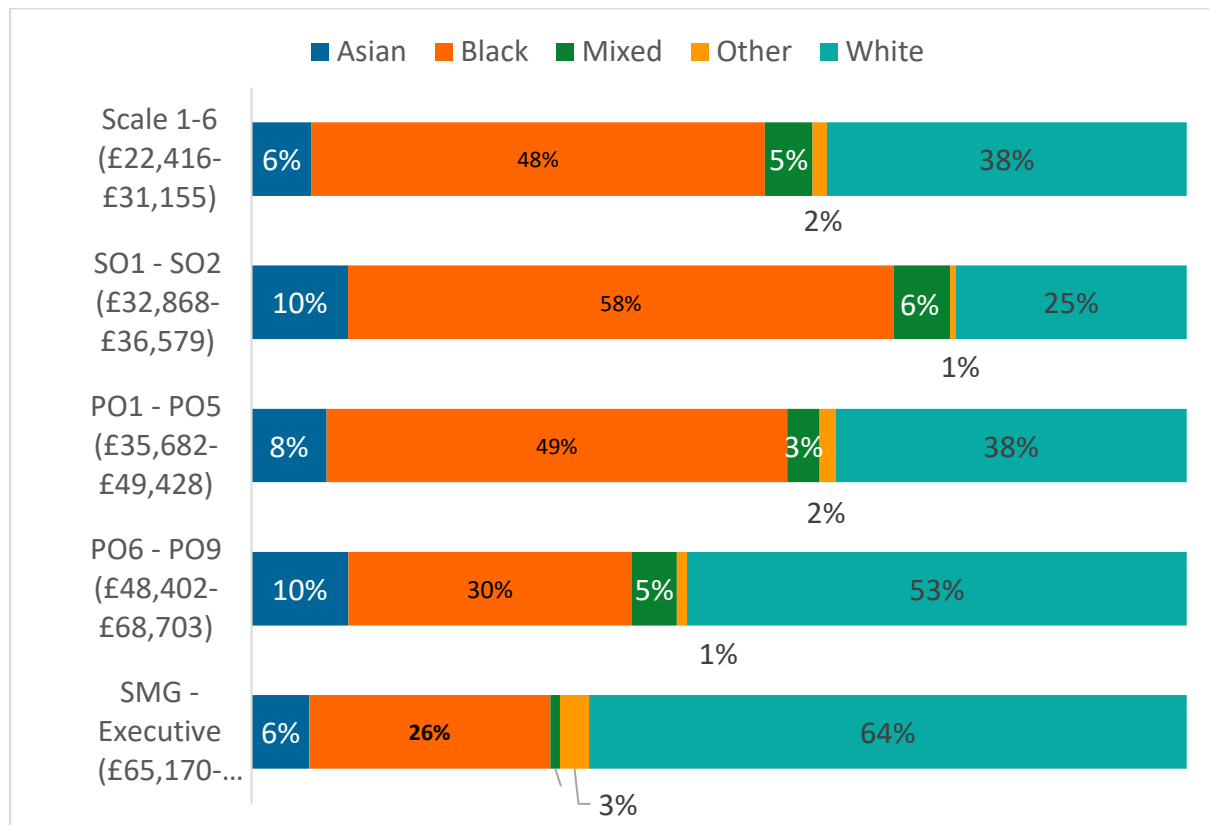
Lambeth compared to its local population is well represented by in all grades and pay levels except for black workers at senior pay levels. Overall, there have been improvements reflecting council programmes and activities since 2018.

Figure 8 Black, Asian & multi-ethnic, and white by directorate and council-wide



The broader Council-wide race profile has remained largely the same at approximately 60% Black, Asian and Multi-Ethnic and 40% white.

Figure 9 Race by grade



This profile is also reflected at Scale 1-6 grades. At grades SO1-SO2, approximately 75% of staff are Black, Asian, and Multi-Ethnic staff and 25% white. At P01-PO5 grades (38% of the workforce) the profile returns to a roughly 60-40 split. At the higher grades, there is a

decrease in the number of Black, Asian and Multi-Ethnic staff from 46.6% at PO6-PO9 and 36.1% at SMG to Executive level.

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

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.

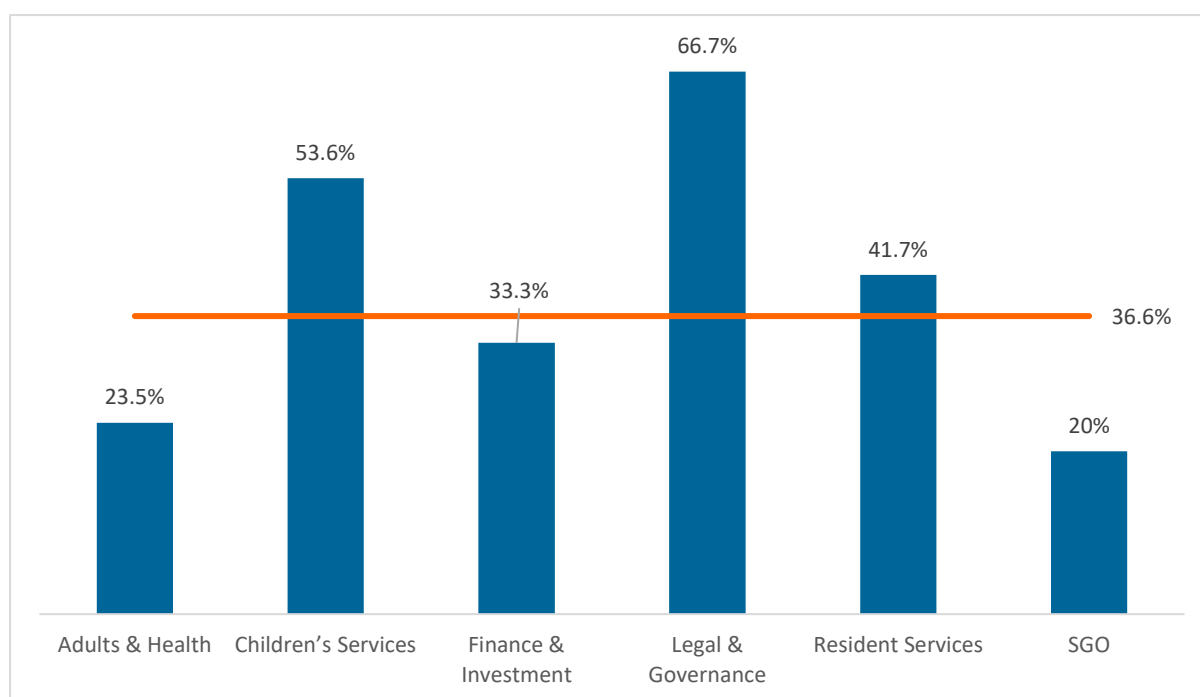
The number of Black, Asian, and Multi-Ethnic staff among the top 5% earners increased by 3% from 2020-21.

Of the 36.6% (52), 46.15% are women, and 53.85% are men. Of the 36.6% of Black, Asian, and Multi-Ethnic top 5% earners, a high proportion of those staff are in the Legal and Governance (67%) and Children's Services (54%) directorates.

Lambeth's percentage of top 5% earners who are from Black, Asian & multi-ethnic groups of 36.6% is the highest of inner London boroughs. The median for all London Councils is 22%. The increase reflects the work undertaken since 2018 around equalities, diversity, and inclusion.

However, this is still below our corporate target of 39%. The council has undertaken a review of its talent development programmes and developed a new approach as referenced elsewhere in the report.

Figure 10 Top 5% earners who are Black, Asian & multi-ethnic



There are at least 10 workers in grades PO8 and above who have not stated their race. This has the potential to impact the top 5% earners profile if disclosed. Adults and Health with the highest not stated percentage at 15% (see table below). Future communications campaigns will target workers in these grades to ensure their personal details within Oracle are up to date.

Table 3 Top 5% earners not stating or not answering their race status by directorate and council-wide

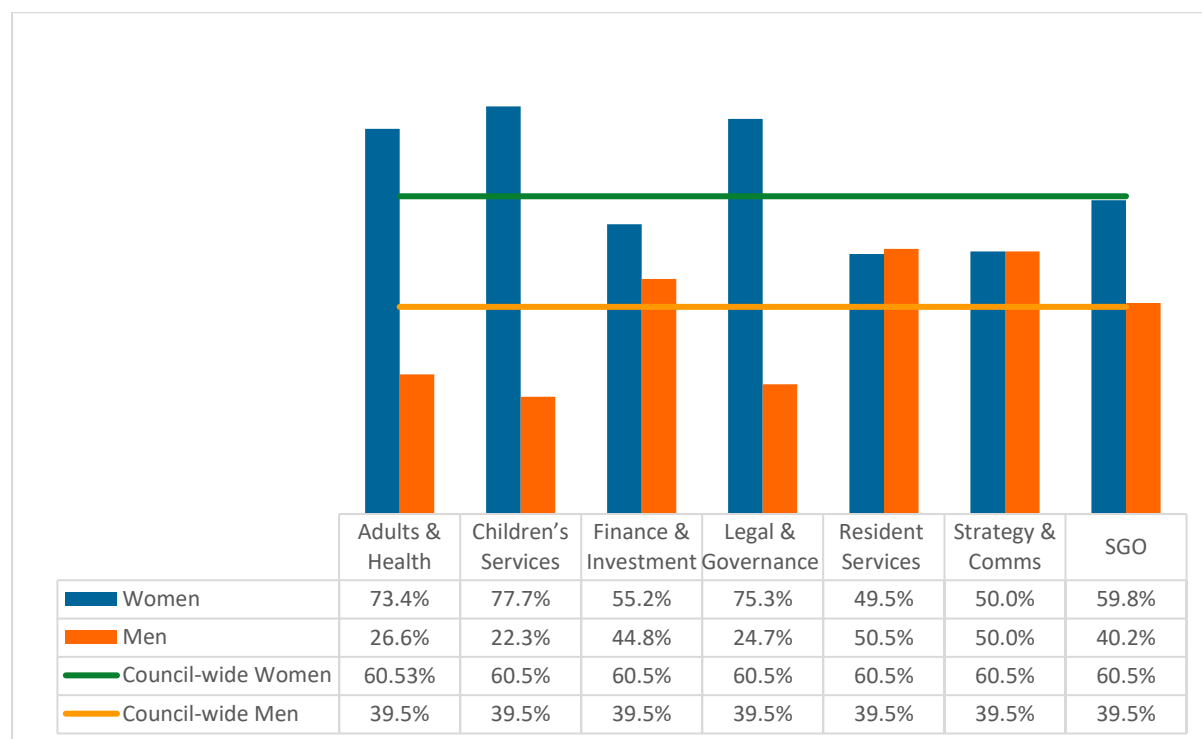
Race (top 5% earners)	Adults & Health	Children's Services	Finance & Investment	Legal & Governance	Resident Services	SGO	Council-wide
Prefer not to answer	0%	0%	0%	0%	1.6%	0%%	0.7%
Not stated	15.0%	6.7%	0%	0%	3.17%	9.1%	5.9%

Action	Lead	Dates
A new talent development programme in development called Lambeth People which provides the opportunity first with the development attached to the role.	OD Team	Dec 2022 onwards
Recruit local EDI champions to provide low level support across the organisation and raise awareness of race and cultural diversity.	OD Team and EDI Leads	Oct 2022 onwards
Introduce refreshed governance arrangements across the Council for leading and steering the wider EDI agenda, ensuring accountability at all levels.	HR/OD Team	Dec 2023
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	Oct 2022 onwards
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	Oct 2022
Ongoing communication to remind the workforce to disclose protected information	HR / Communications	Throughout
Regular monitoring and review of Directorate EDI plans through EDI leads and corporate governance	OD and Workforce EDI Teams	Sept 2022 onwards

4.3 Sex

The number of female staff has shown a small 0.3% increase from 60.2% in 2020-21 to 60.5% in 2021-22.

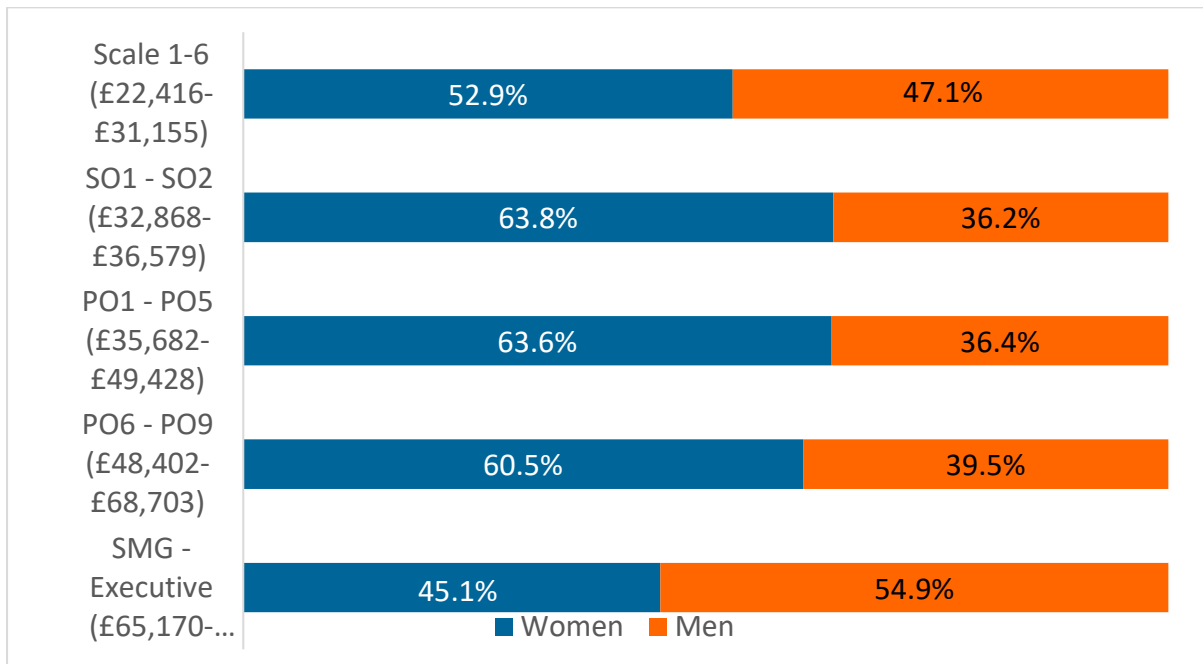
Figure 11 Sex by directorate and council-wide



In Figure 11, Adults and Health, Children's Services, and Legal and Governance have the highest percentages of women compared to Council-wide and Lambeth populations.

In the 2021 census, the Lambeth borough population is represented by 52% women (15-64 years only), compared with the Lambeth Council workforce of 60.5 % women. The median for London Councils is 61% women.

Figure 12 Sex by grade



The council's female to male ratio has remained even at close to 60% female with 40% male since 2019. Figure 12 shows the percentage of females to males by grade. From SO2-PO9 the 60-40% split is maintained but at SMG to Executive level there are now more men at 55% than women who represent 45% of the workforce at this tier.

Figure 13 Sex breakdown by race

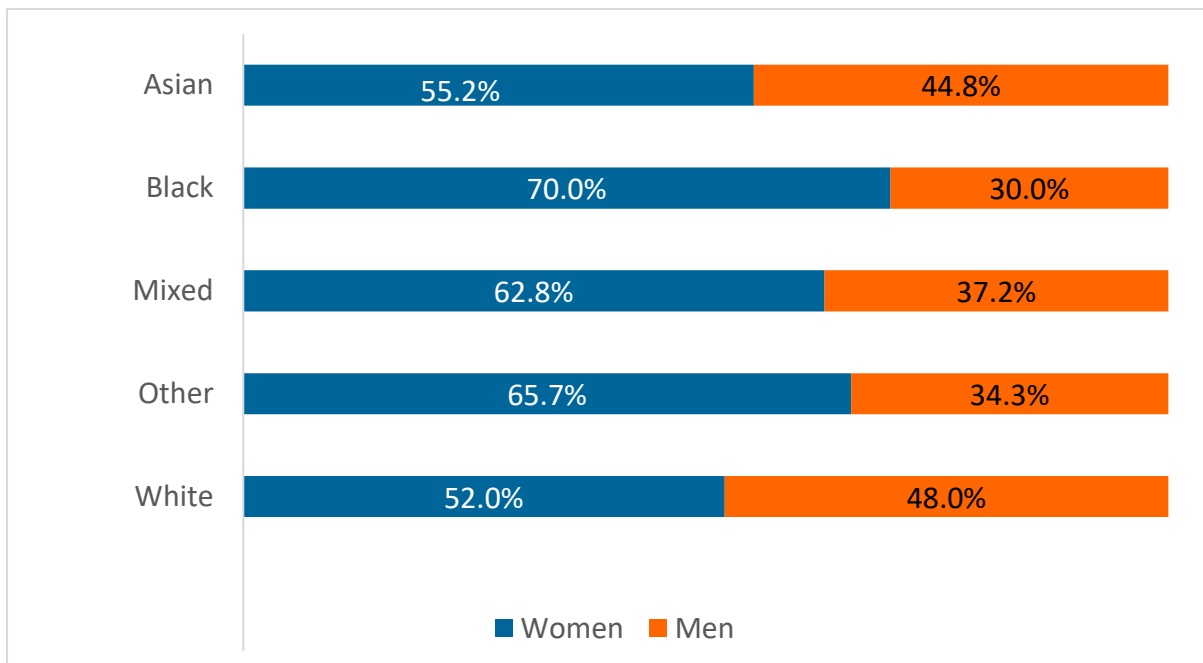


Figure 13 shows that the largest group of employees in the council are black women when compared to other races. . By directorate, representation of black women is highest in Resident's Services at 38%, followed by Children's Services at 26% and Adults & Health at 19%.

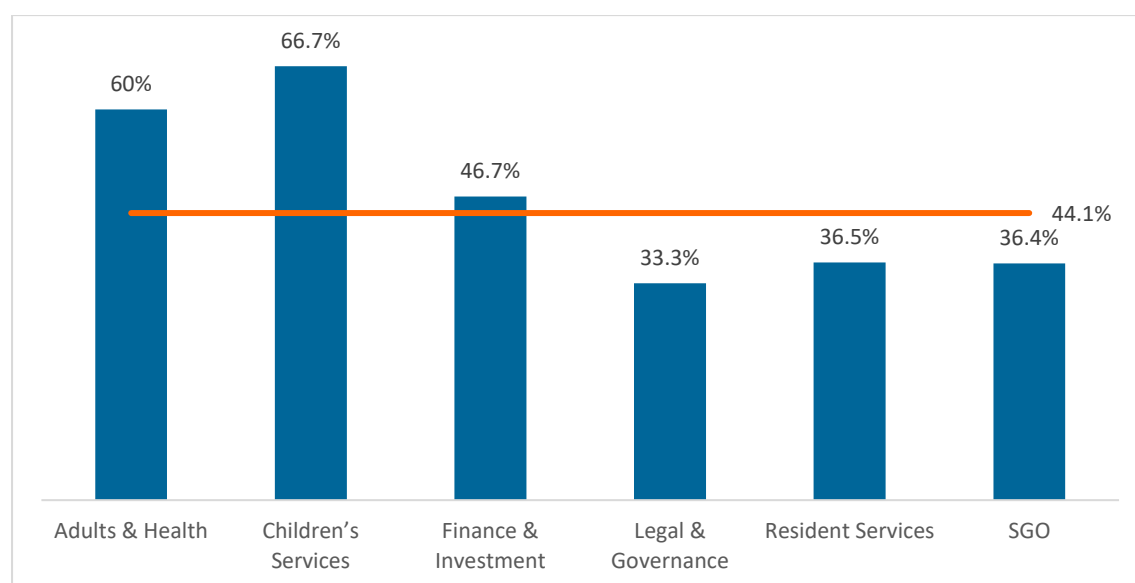
Top 5% earners who are Female

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 number of female top earners has remained roughly the same. Of the 44.1%, 38.10% are from Black, Asian & multi-ethnic staff group, and 61.90% are white staff.

There is a higher proportion of women who are top earners in Children's Services (67%) and Adults & Health (60%) than in other directorates. Legal & Governance with lowest at 33.3%, although well represented by women at 75%.

Figure 14 Top 5% earners who are female



Action	Lead	Dates
A new talent development programme in place to support women into leadership focused on underrepresented groups	OD	August 2022 onwards
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	Oct 22 onwards

4.5 Sexual Orientation and Gender Identity

The number of staff identifying as LGB+ decreased by 0.3%. Transgender is <5%. The council has just started to collect data on sexual self-identity, and we will be able to report on this information when there is information available.

According to experimental statistics, approximately 10% of Lambeth's population is LGBTQ+ - this is equivalent to 32,181 people. Note: The 2021 Census data will provide the first set of official statistics on sexual orientation and gender identity. (Population estimated data June 2020)

Figure 15 Sexual Orientation by directorate (LGB+).

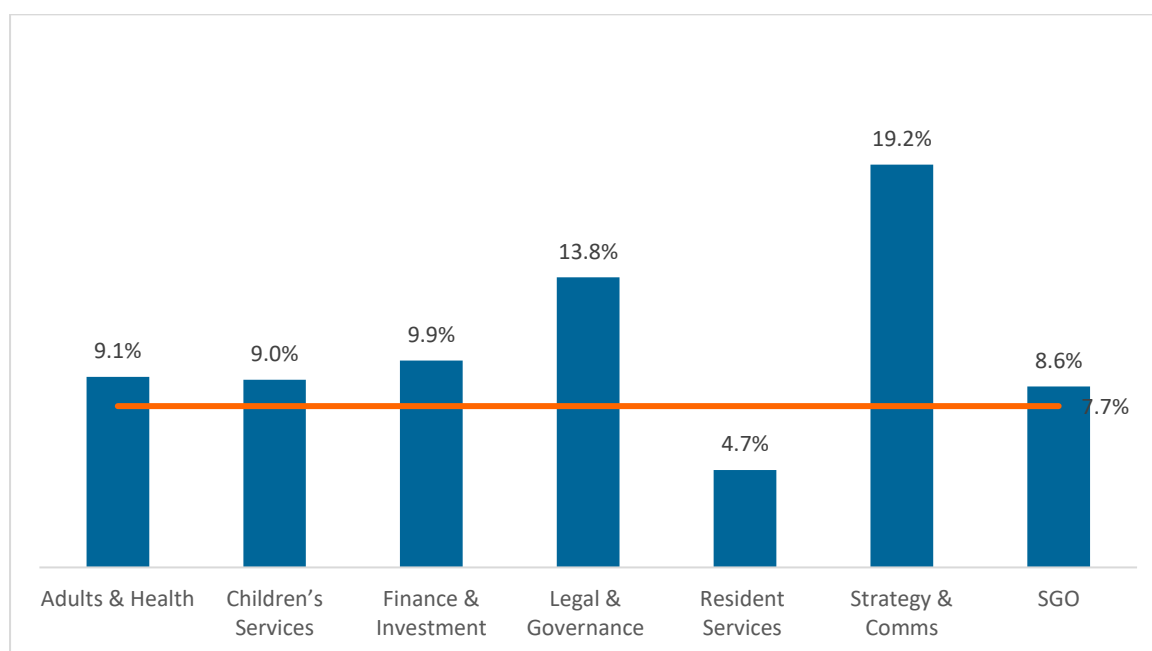
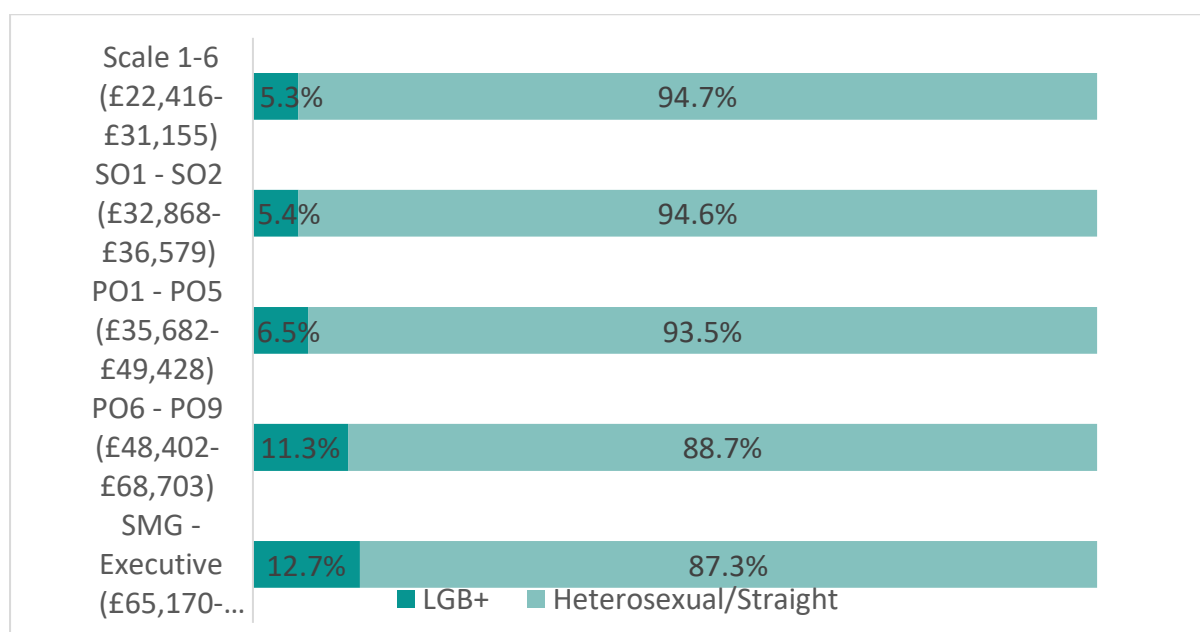


Table 4 Staff not stating or not answering their sexual orientation status by directorate and council-wide

Sexual Orientation	Adults & Health	Children's Services	Finance & Investment	Legal & Governance	Resident Services	Strategy & Comms	SGO	Council-wide
Prefer not to answer	5.2%	4.4%	2.8%	2.1%	3.7%	2.6%	4.6%	4.0%
Not stated	44.1%	51.5%	44.1%	41.2%	48.9%	36.8%	39.7%	47.2%

Figure 16 Sexual Orientation by Grade



The above figure shows that there are more staff at the higher grades who are more confident sharing this information. This is evident by the increase from 5% at Scales 1-6 to 13% at SMG – Executive level.

Top 5% who are LGB+

The Council only started recording this information in 2020-2021 with 13.4% of top 5% earners self-identifying as LGB+. 26.3% did not disclose this information.

Of the 13.4% by sex, 40% are women and 60% men. By race, 80% white staff and 20% Black, Asian & multi-ethnic staff.

There is a relatively low proportion of LGB+ staff in Resident Services (4%) given the size of the directorate.

Figure 17 Top 5% earners self-identified LGB+

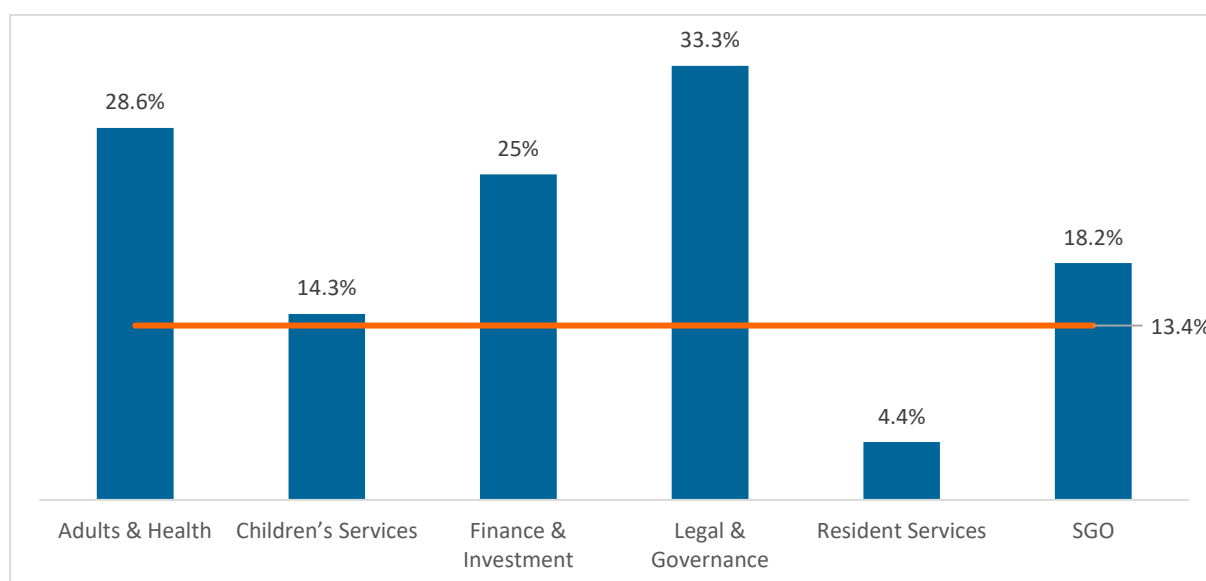


Table 5 Top 5% earners not stating or not answering their sexual orientation status by directorate and council-wide

Sexual Orientation (top 5% earners)	Adults & Health	Children's Services	Finance & Investment	Legal & Governance	Resident Services	SGO	Council-wide
Prefer not to answer	20.0%	10%	6.7%	50%	4.8%	0%	7.9%
Not stated	10.0%	30%	20%	50%	23.8%	18.2%	18.4%

Trans and Gender identity.

The council has started collecting trans and gender identity, however there are insufficient numbers to report on these. For example, there are less than five who have disclosed their trans status. We will be able to update in subsequent reports on progress in collecting this information and encouraging the reporting of this information as part of rolling communications planning.

Action	Lead	Dates
Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year
Work with the LGBTQ+ Staff Forum to ensure that there is a programme of awareness raising and communication on LGBTQ+ issues	OD / Workforce EDI Teams	Oct 22 onwards

4.7 Religion/Belief

The council has some data on the religion or belief of its workforce. 71.8% of our workforce have a religion compared to Lambeth residents at 69%. The figure below shows Christian with the highest at 56%, followed by 28% none. This information can help understand employee's needs and supporting business planning (such as holiday requests around religious festivals).

According to the 2011 Census, there were 276,585 Lambeth residents who provided information about their religion/beliefs. 69% of Lambeth residents have a religion and 31% have no religion. This data is supported by the latest religion data collected through the Residents' Survey 2020.

Figure 18 Religion council-wide

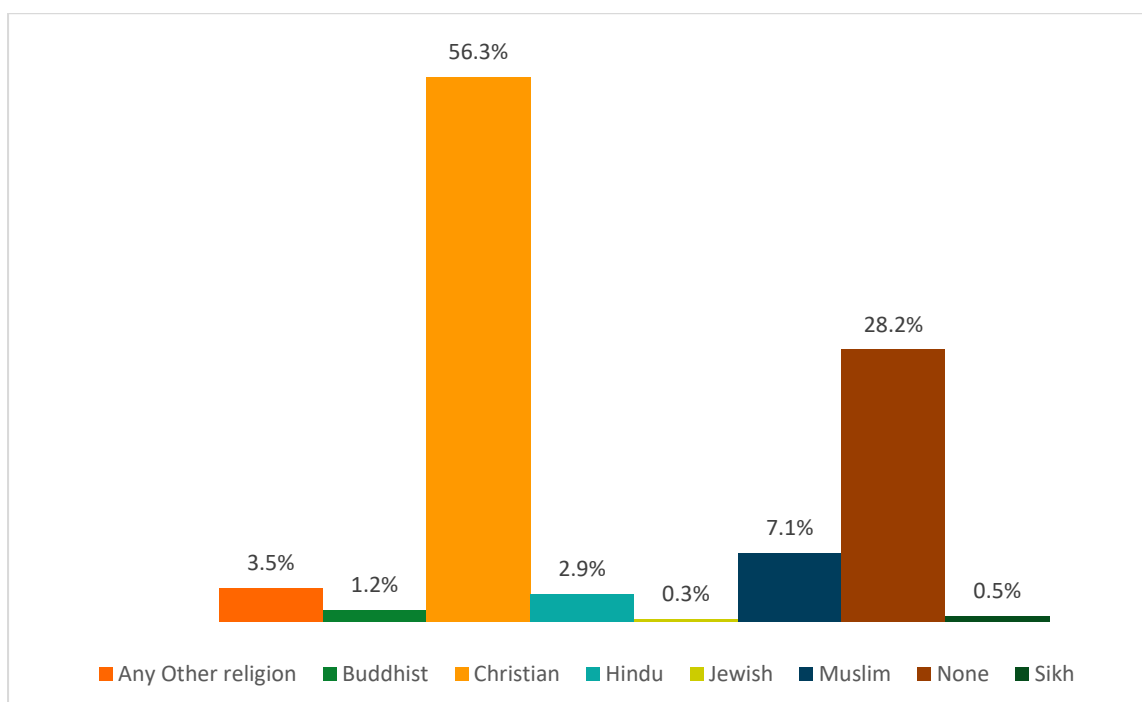


Table 6 Staff not stating or not answering their religion

Religion	Council-wide
Prefer not to answer	4.6% (118)
Not stated	43% (1193)

Action	Lead	Dates
Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year

4.8 Maternity Leave, Adoption, Paternity and Shared Parental Leave

In 2020-21, 5.1% (85) of staff they were on maternity leave and 1.8% (20) of staff they were on paternity leave. Staff on maternity leave is higher compared to Lambeth resident data at 3%.

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.

Action	Lead	Dates
Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year
Become a member of the Working Families organisation to ensure we continue to promote family friendly practices across the council	HR	March 2023

5. Progression, Acting up, Secondments and Honoraria

5.1 Acting up and Secondments

This section outlines progression which can be acting up or secondment opportunities for internal staff. A total of 338 staff representing 12% of workforce headcount progressed to higher grades during the course of the year.

Overall progression into higher grades by protected characteristics has improved on previous years and more closely matches the organisation's profile. However progression at grades PO6 (£48,402) and above 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 top five per cent 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 7 Progression - comparison to workforce profile all grades and PO6 and above

Protected Characteristic	Workforce Profile	Progression overall	Progression in grades PO6 and above (£48,402 and above)
Black, Asian and Multi-Ethnic	60.5%	59%	43%

Protected Characteristic	Workforce Profile	Progression overall	Progression in grades PO6 and above (£48,402 and above)
Women	60.5%	59%	59%
Self identified Disabled	10.4%	9%	6%
LGB+	7.7%	9%	12%

5.2 Honorarium

Honoraria is an opportunity for development as staff take on additional duties for an additional payment (up to 10% of annual earnings). In the twelve months to March 2022, 121 employees received payment for this, representing 4% of the workforce.

Over half of all recipients who received honoraria were white with Black, Asian and Multi-Ethnic workers making up 46% of recipients. This contrasts with the workforce profile of 60.5% Black Asian and Multi-Ethnic and 39.5% White.

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

Honoraria by sex, disability and sexual orientation broadly represents the workforce profile.

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.

Action	Lead	Dates
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	Oct 22
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	Oct 22
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	Oct 22

6. Recruitment

In 2021-2022 the council had 5804 applicants for 646 positions, which translated into 1790 shortlisted and 729 offers/hires. Recruiting increased on previous years, particularly in the third quarter of 2021-2022 reflecting the demand for skilled roles across the council and wider skills shortages we are seeing nationally.

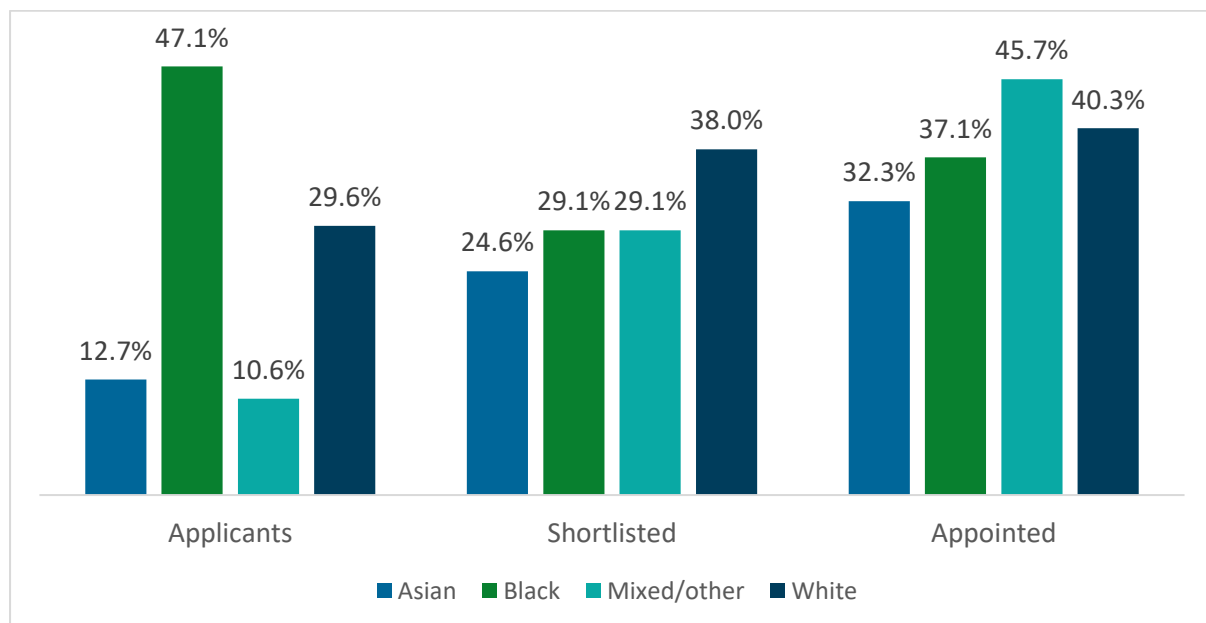
In July 2022, the council implemented a new applicant tracking system which for future years will allow greater analysis of recruitment. However, we can still note some findings from the existing system as outlined below. With the new applicant tracking system in place a priority for the council is to review the recruitment and onboarding process to ensure the process supports managers and applicants, particularly from priority groups.

6.1 Recruitment by Protected Characteristics (All 5804 Applicants)

The figure below outlines the race breakdown of applicants, and then of those shortlisted for interview and those offered a role. There are a high number of Black applicants at 47.1%, but with a low successful rate at 29.1% shortlisting stage and at 37.1% offer/appointed compared with White applicants 29.6%, shortlisted 38.0% and offer/appointed 40.3%.

The first table, applicants add up to 100%, and the remaining tables, shortlisted and appointed are based on a percentage of the number of applicants.

Figure 19 Recruitment by protected characteristics: race



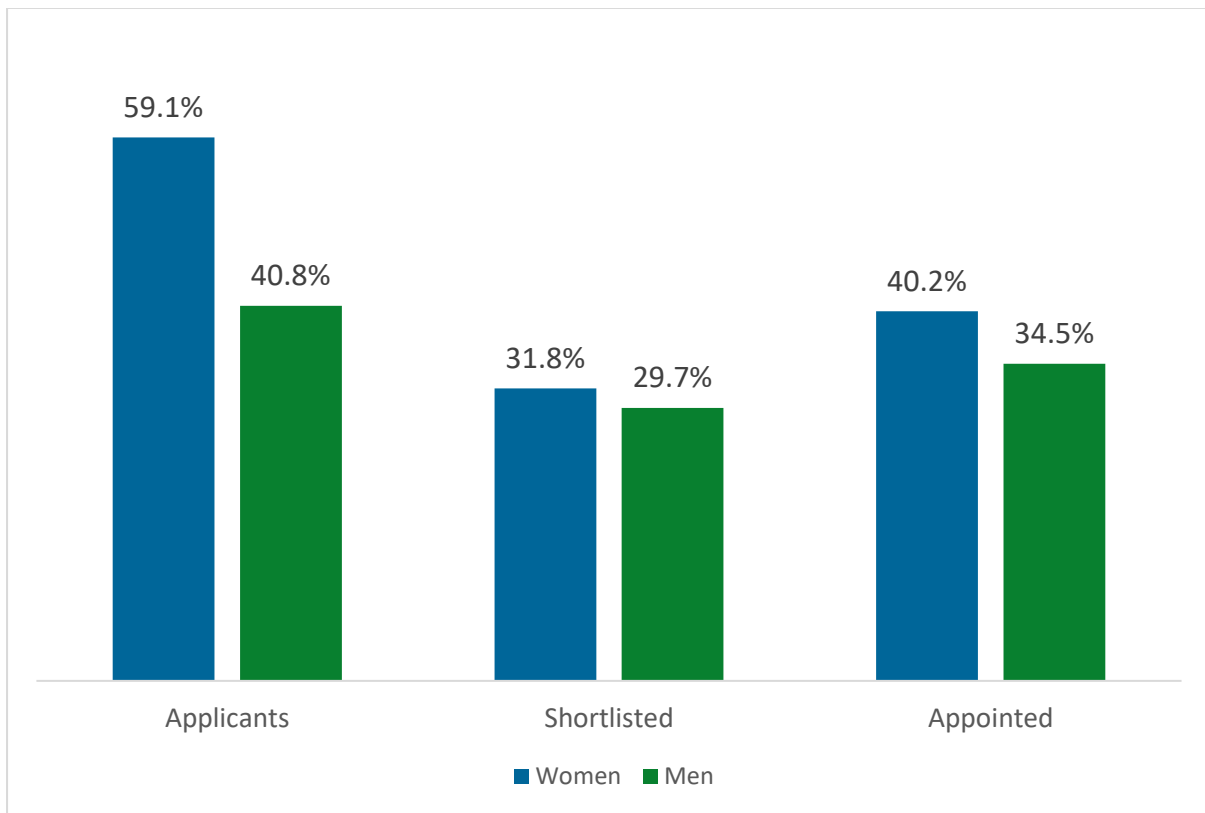
The data is based on known race (5233 applicants). Of these applicants:

- Asian: of 666 applicants, 164 were shortlisted and 53 were appointed
- Black: of 2464 applicants, 717 were shortlisted and 266 were appointed
- Mixed/other: of 556 applicants, 162 were shortlisted and 74 were appointed
- White: of 1547 applicants, 588 were shortlisted and 237 were appointed
- There were 571 (9.8%) unknown ethnicities

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

A breakdown by sex 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 20 Recruitment by protected characteristics: sex

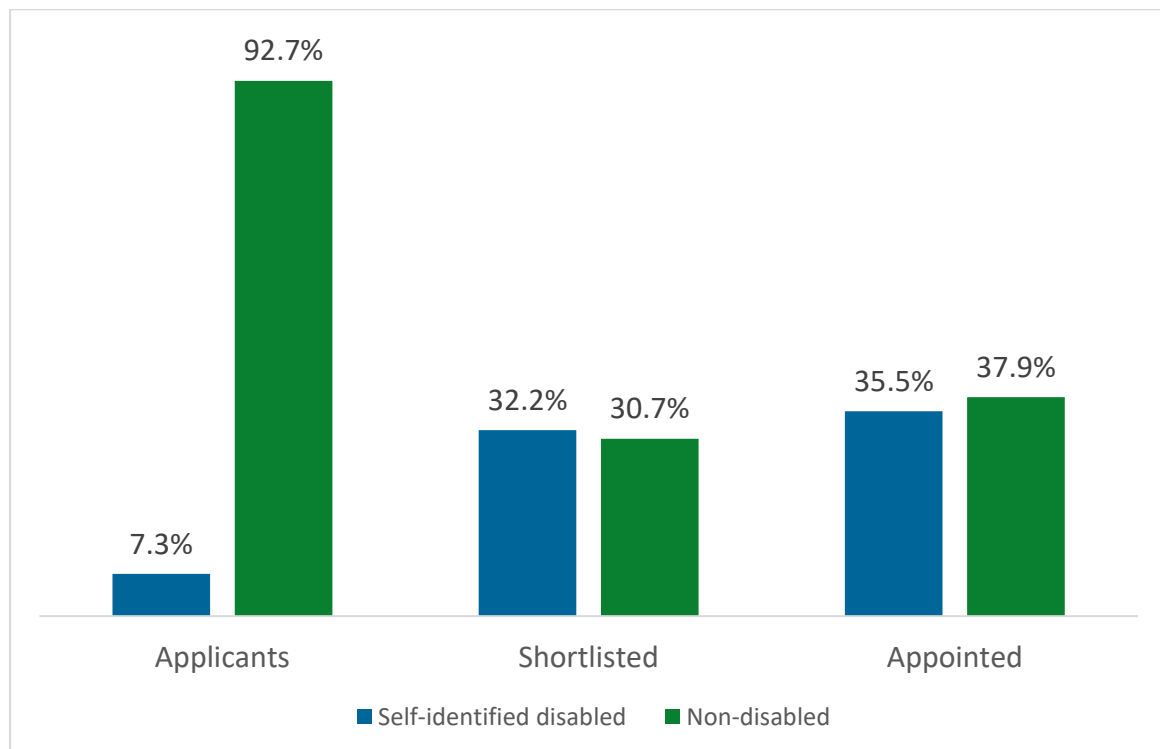


The data is based on known sex (5428 applicants). Of these applicants:

- Women: of 3214 applicants, 1021 were shortlisted and 410 were appointed
- Men: of 2214 applicants, 658 were shortlisted and 227 were appointed
- 376 (6.5%) unknown sex

For disability there is a positive improvement on previous years. The figure below shows a successful story for applicants who self-identified disabled from 7% applicants to 32% shortlisted to 35.5% offer/appointed compared to 93% non-disabled, 31% shortlisted and 38% appointed.

Figure 21 Recruitment by protected characteristics: disability

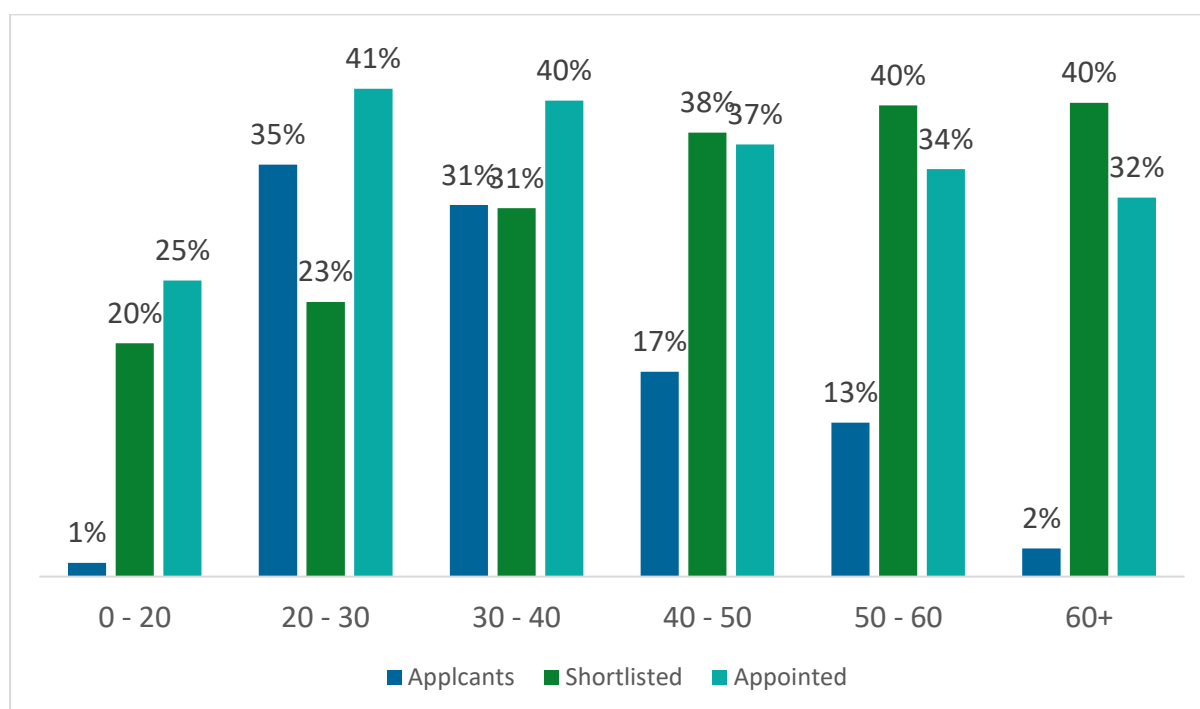


The data is based on known disability (5250 applicants). Of these applicants:

- Self-identified disabled: of 385 applicants, 124 were shortlisted and 44 were appointed
- Non-disabled: of 4865 applicants, 1494 were shortlisted and 566 were appointed
- Unknown / did not disclose their disability status: 554 (9.5%)

The figure below shows 20-30 and 30-40 years were the highest appointed compared to other age groups and an improvement in offering roles to younger people.

Figure 22 Recruitment by protected characteristics: Age group



The data is based on known Age group (5272 applicants)

- 0-20: of 61 applicants, 12 were shortlisted and 3 were appointed
- 20-30: of 1834 applicants, 425 were shortlisted and 175 were appointed
- 30-40: of 1654 applicants, 515 were shortlisted and 208 were appointed
- 40-50: of 912 applicants, 342 were shortlisted and 125 were appointed
- 50-60: of 686 applicants, 273 were shortlisted and 94 were appointed
- 60+: of 125 applicants, 50 shortlisted and 16 were appointed
- Unknown age group 532 (9.2%)

Action	Lead	Dates
Review the recruitment process following the launch of the new recruitment platform	HR	Review underway for completion by December 2022
Review current training and guidance provided to Hiring Managers	HR&OD	March 2023
Recruitment Strategy looking at alternatives to agency usage – increased use of Fixed Term Contracts, Acting Up and Honorariums	HR	December 2022
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 2022

7. Starters, Leavers, and Turnover

7.1 Council-Wide Leavers and Starters

Turnover has increased this year, predominantly driven by the children's directorate and legal and governance team. This is partly a reflection of the candidat- led market for

experienced social workers and experienced local government lawyers (particularly in areas such as social care legal). Noting the trend from previous years, this is a significant increase.

Table 8 Council-wide leavers and starters over the past three years

Item	19/20	20/21	21/22
Starters	355	347	394
Leavers	263	185	334
Turnover (%)	7.6	6	9.8
Retention (%)	87	92	89

7.2 Starters, Leavers, Turnover and Retention by Directorate

By directorate, this highlights the changes driving the overall turnover and retention rates. Children's Services and Legal and Governance had the highest turnover. As noted earlier in the report this reflects a challenging market for social workers where social workers are leaving employment to take temporary roles. In addition, demand for legal personnel in local government is high.

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.

Table 9 Starters and leavers by directorate

Directorate	Starters	Leavers	Turnover	Retention
Adults & Health	57	45	11%	89%
Children's Services	95	101	18%	85%
Finance & Investment	33	25	8%	90%
Legal & Governance	20	16	16%	75%
Resident Services	142	118	6%	92%
Strategy & Comms	9	4	9%	97%
SGO	38	25	11%	86%

7.3 Council-Wide Starters and Leavers by Protected Characteristics

By age, the council showing improvements in attracting workers under the age of 35.

For race, we had 60% of starters and 50.5% of leavers were Black, Asian and Multi-ethnic

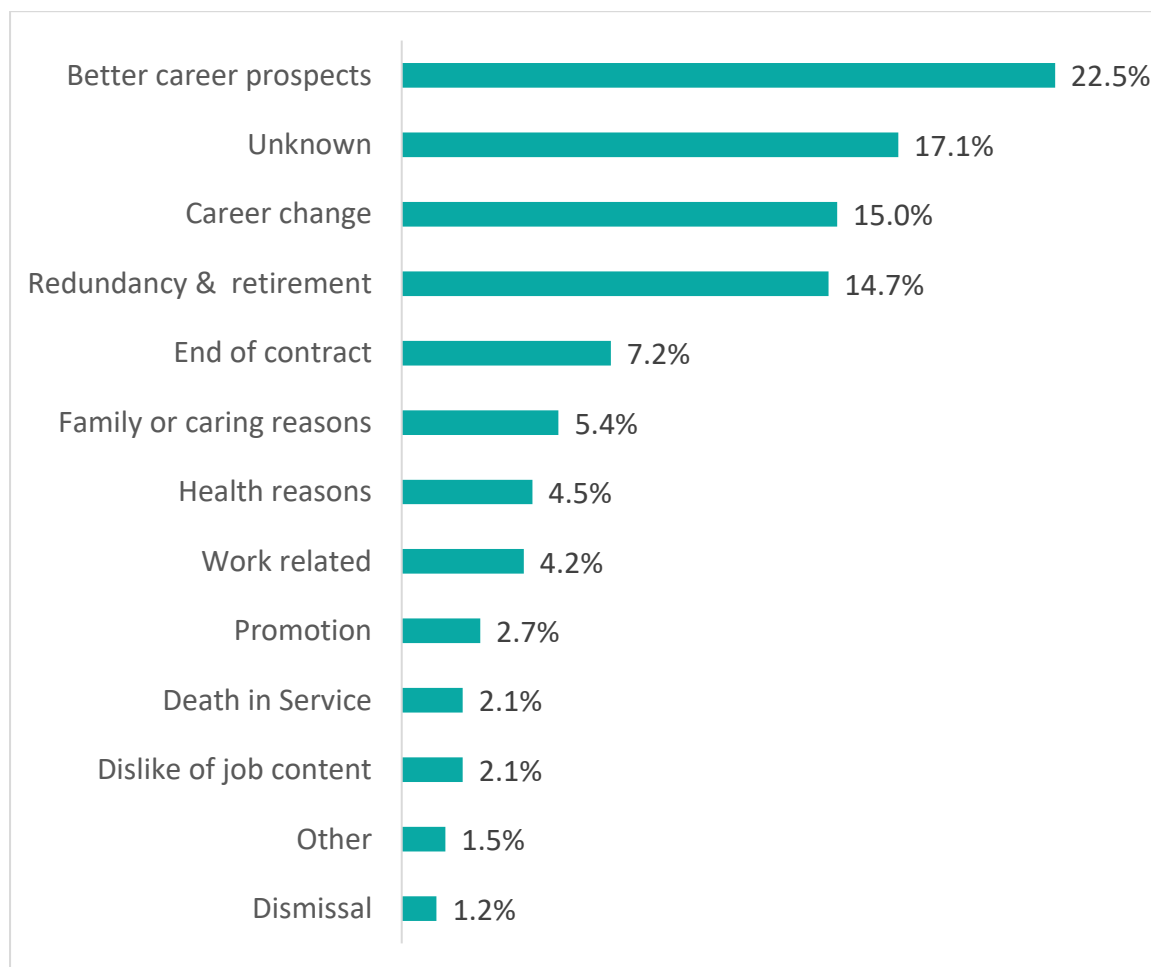
For disability, only 27 out of 394 starters identified as disabled or non-disabled. Of these 48% of these were disabled. There was no information on disability for leavers.

For sexual orientation, we had 10.5% of starters and 13.6% of leavers were LGB+, however overall low numbers can affect this picture.

7.4 Council-Wide Reasons for Leaving and Length of Service

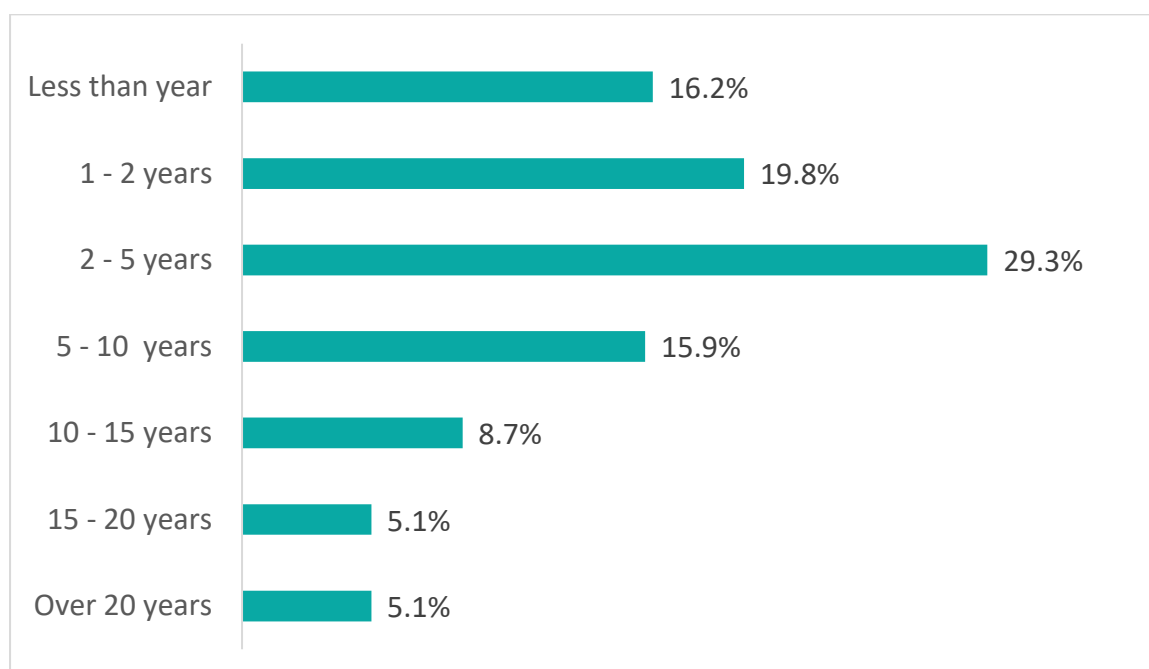
The council has started collecting reasons for leaving and exit survey responses. The main reason for leaving was better career prospects. There remains a high number where the information is not available (unknown), and work has already commenced to encourage people to resign via the Oracle self-service platform to ensure this information is recorded.

Figure 23 Council-wide reasons for leaving and length of service



Leavers by length of service highlights that over a third leave within two years. This may suggest that more focus should be on onboarding, induction, and development off staff.

Figure 24 Leavers by length of service



Action	Lead	Dates
Training for people managers will include managing generational differences in the workplace.	Learning and Development Team.	March 2023
New process for capturing reasons why people leave in place, ensuring meaningful exit conversations that are both informative and supportive.	OD Team	Dec 2022
As part of Directorate workforce planning, we will set new targets for the increased monitoring and use of Apprentices	OD Team	October 2022

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 2021 to 31 Mar 2022 are counted. If the case started before 1 Apr 2021 but ended after 1 Apr 2021 or started within the dates but still open on 31 Mar 2022 or started and ended within the period.

8.1 Employment Relations Cases: Grievance Council-Wide

There were 33 grievance cases and two of these were collective grievances. This is an increase of eight 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.

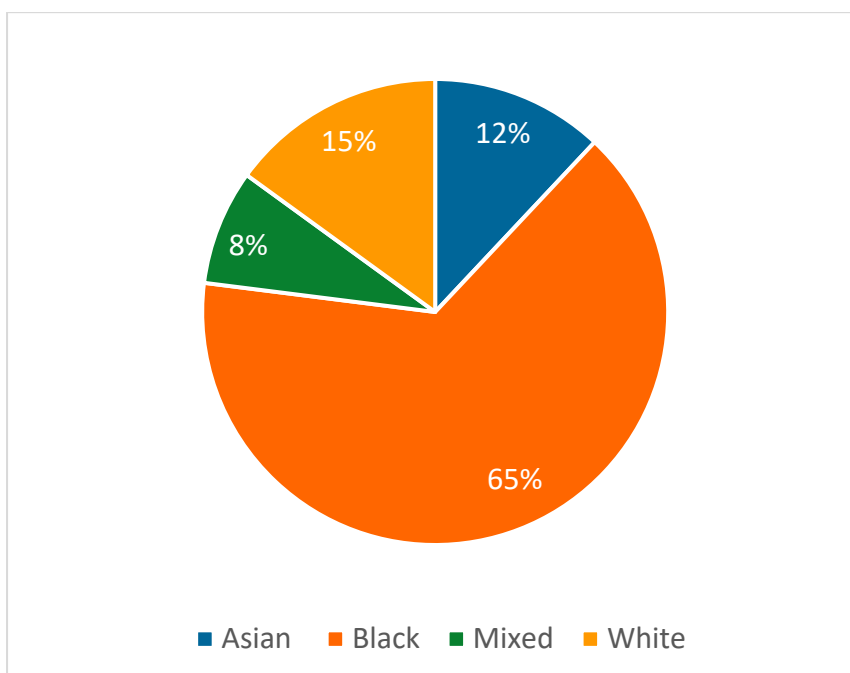
A summary of the findings is below:

- 72% of grievances were raised by women

- 65% were from black employees
- 20% of grievances were raised by LGB+ members of staff.
- 15% of grievances were raised by staff who self-identified as disabled.
- The age group with most grievances was 50-60 at 49%
- The grade with most grievances was PO5 and below at 90% and 10% PO6 to PO8.

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 65% (Figure 25 below). Most grievances were raised by women and nearly half were raised by those aged 50-60 years old.

Figure 25 Employment relations grievance cases broken down by race

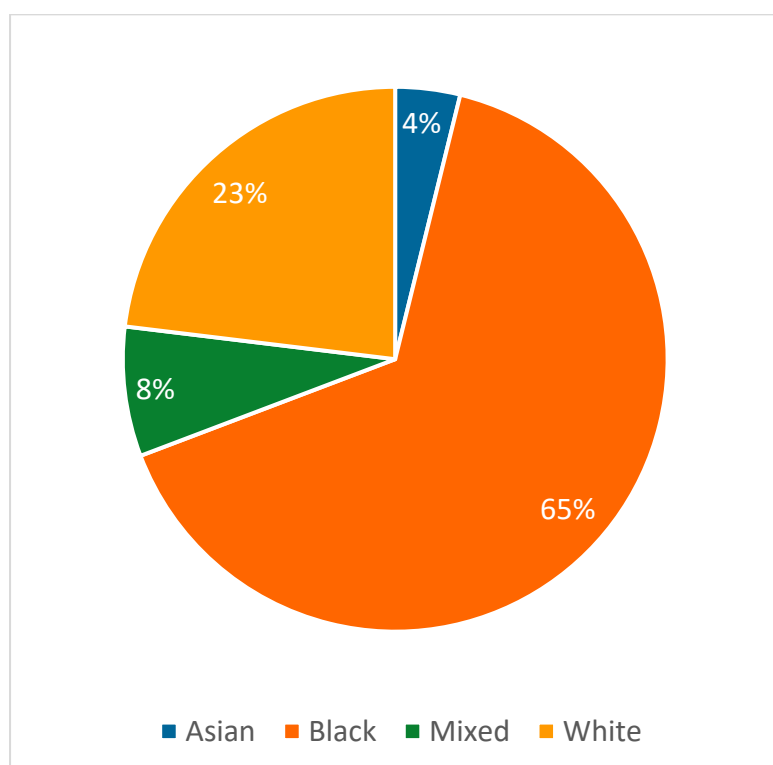


8.2 Employment Relations Cases: Disciplinary Council-Wide

During this reporting period Lambeth had 29 disciplinary cases, which is an increase of four 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, 52% of women were subject to disciplinary investigation. Overall, 78% of all disciplinary cases involved Black, Asian and Multi-ethnic employees (figure 26 below), with black employees making the largest majority at 65%. This requires further scrutiny.

Figure 26 Disciplinary: 29 cases broken down by race



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 however fell within the SO1-SO2 (57%), and PO1-PO5 (43%) grade groups.

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. Broken down by equalities characteristics this includes the following:

- Sex 70% (183) women and 30% (78) men
- Race: 8% (18) Asian, (60%) 139 black, (25%) 57 white, 30 not stated and (7%)17 mixed/others
- Disability: 115 not stated disability, 122 non-disabled and 24 self-identified disabled.
- Cases broken down by grade: 89% of the cases are PO5 and below, 8% are in PO6-PO9 and 3% 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 18 Employment Tribunal (ET) cases in the past year. This is a new data set. The breakdown of ET cases by protected characteristics is as follows:

- Sex: evenly split 50% between women and men.
- Race: 61% (11 cases) from Black and Asian people.
- Disability: 27% (4) self-identified disabled, 73% (11) non- disabled and 3 were not stated.

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.

Strengthen managers’ capability with handling people management issues to improve both preventative measures and robust case management.

Action	Lead	Dates
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
Employment Law Training for HR Professionals and people managers to increase knowledge and expertise	HR & OD	October 2022
Undertake a trend analysis of ER cases in order to identify any areas of concern or trends, with targeted solutions tailored to address each directorate's specific needs.	HR	March 2023

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.

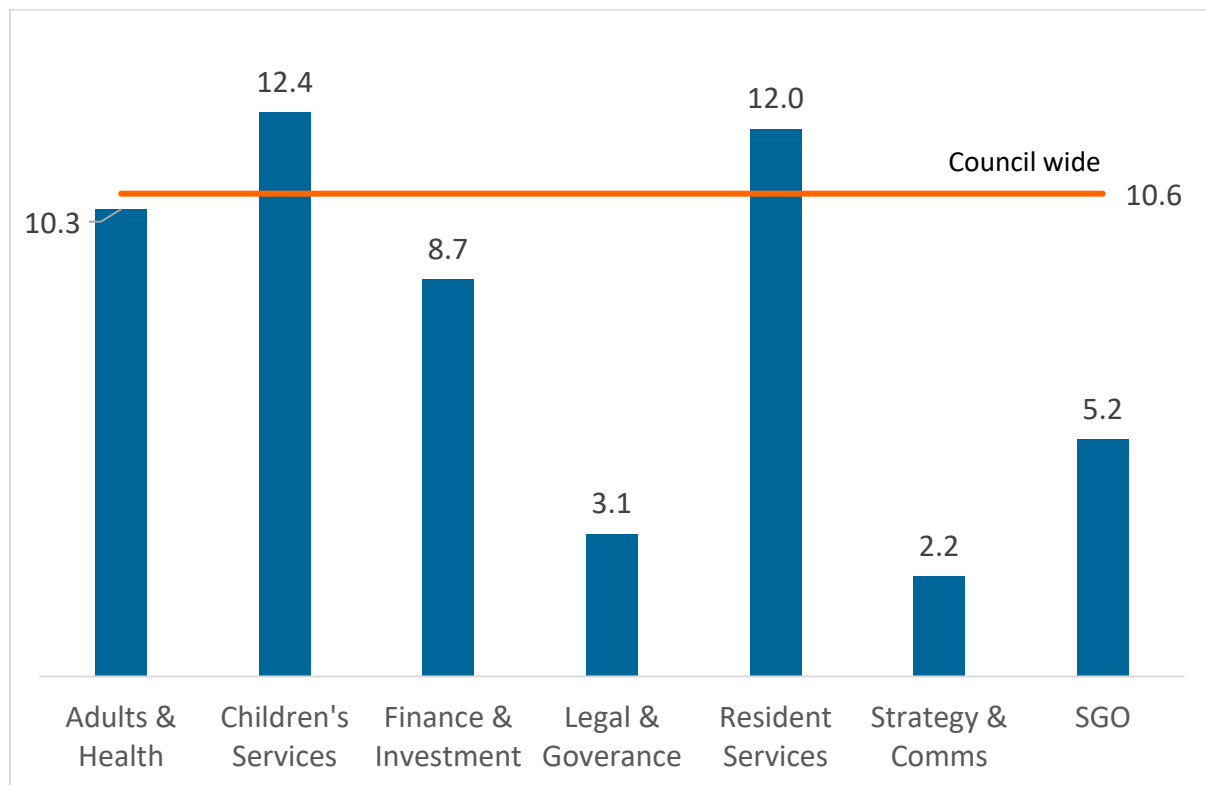
Average days lost to sickness continued to increase from 9.0 at September 2021 to 10.6 at the end of March 2022. Across London Councils there has been a rise in sickness. This increase is also in line with [ONS reporting](#) which has seen an increase in the sickness absence in the labour market over 2021.

Lambeth is above the preliminary London Council’s average of 8.5 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.

A priority for the council will be to develop a council wide sickness strategy which will provide a consistent approach to managing sickness and wellbeing. This should include the ability to provide tailored support and interventions according to each directorate's particular needs.

Figure 27 Average FTE days lost to sickness by directorate

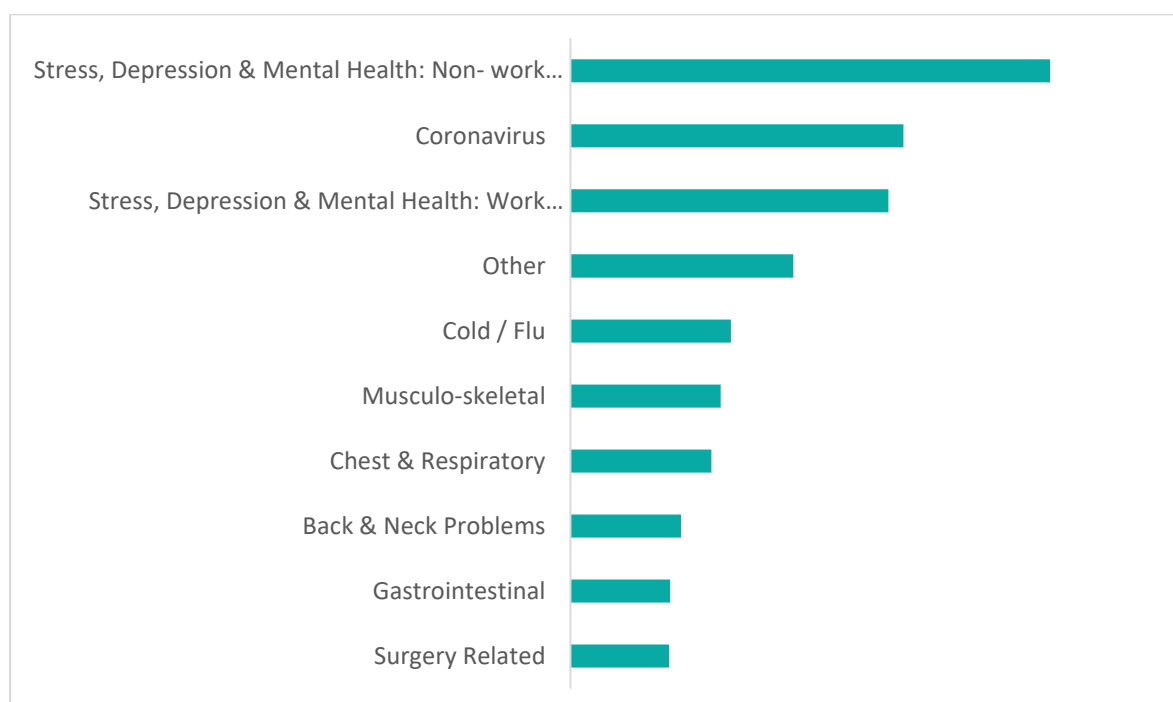


9.2 Top Ten Sickness Reasons Council-Wide

The top ten sickness reasons are outlined below. Coronavirus and 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 will be reviewing this category to ensure that we can monitor the mental and wellbeing of our workforce. Lambeth is also reviewing the sickness categories this year to include additional work-related sickness (such as musculoskeletal and back and neck problems).

Figure 28 Top 10 Sickness Reasons Council Wide



Next steps

Develop a new Sickness strategy and a refreshed Health and Wellbeing strategy which includes support for all employees and guidance for managers.

Action	Lead	Dates
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
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	December 2022
Review Sickness Absence Policy and rename to Managing Attendance to support employees back into work following a period of sickness.	HR	January 2023
Develop a council-wide sickness strategy to provide support to directorates to manage sickness absence across services	HR	January 2023

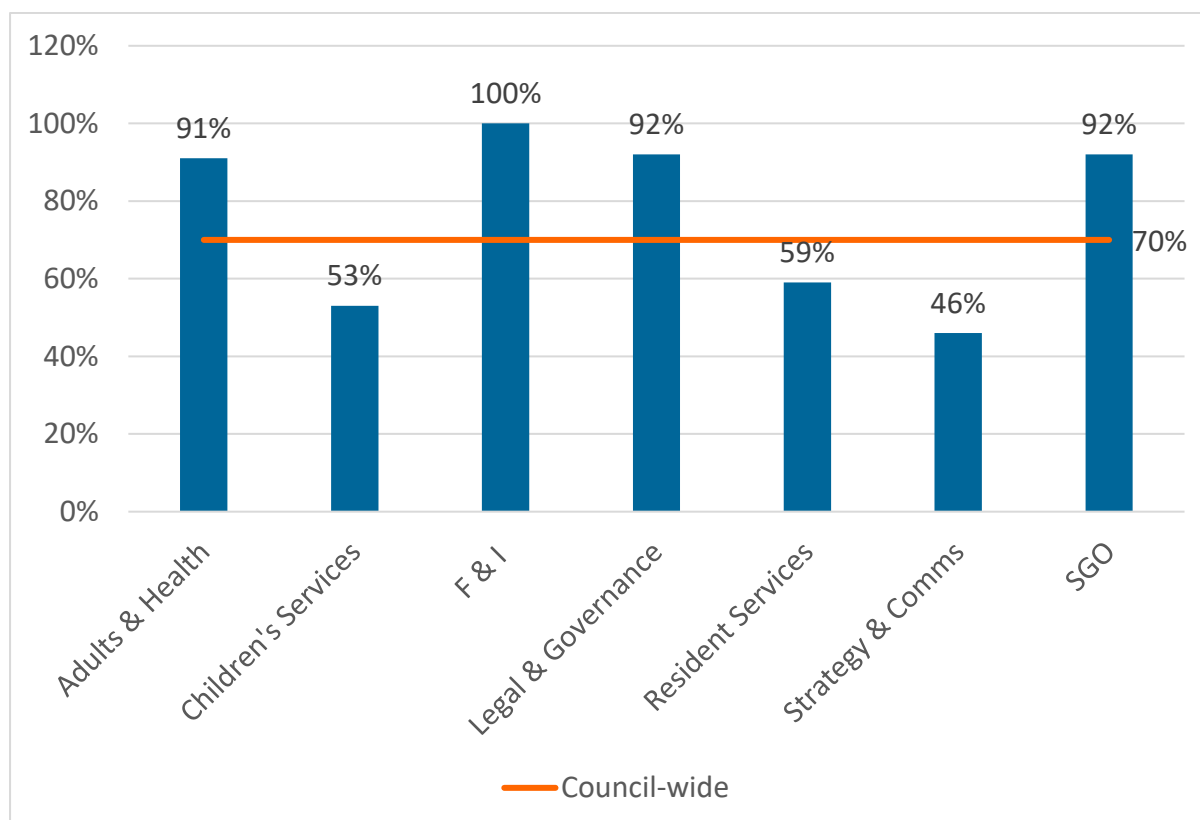
10. Appraisals

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 learned and to plan for the following year, including identifying areas for development and ways of working. The data below is for appraisals completed in the 2020/21 period as reported on the council's Oracle platform.

The current metric does not account for quality of appraisals and so moving forward the council proposes to measure this through the staff engagement survey. This will allow us to measure the effectiveness of the existing appraisal process and not whether the task has been completed on the Oracle platform.

Council wide completion of appraisals is at 70%, which was a slight improvement on the six-month report completion rate of 66% which was reported in January 2022. This is below the target completion rate of 90%.

Figure 29 Appraisal completion by directorate



Action	Lead	Dates
Develop a refreshed performance management / appraisal process that focusses on developing clear performance objectives, learning and wellbeing. Monitor quality of conversations and performance objectives via the employee survey.	HR / OD Team	March / April 2023
Training for people managers and employees on the importance of effective performance objective setting and performance management with individuals and teams.	Learning and Development Team	April 2023

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 2.53%. Women are paid £0.61 less than men every hour worked. The pay gap has increased by 1.23% from March 2021. This is due to the distribution of employees paid at different levels. There has been an increase of women in the lower quartile (3%) and a decrease of women in the top quartile (1%) from March 2021.

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 unpaid leave
- 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.

Our median pay gap is currently 0% which suggests that there is no median pay gap between men and women at the middle grades (PO1-PO5), which is where most of our staff are. This is a reduction of 2.6% from March 2021.

Figure 30 Average and Median Gender Pay Gap

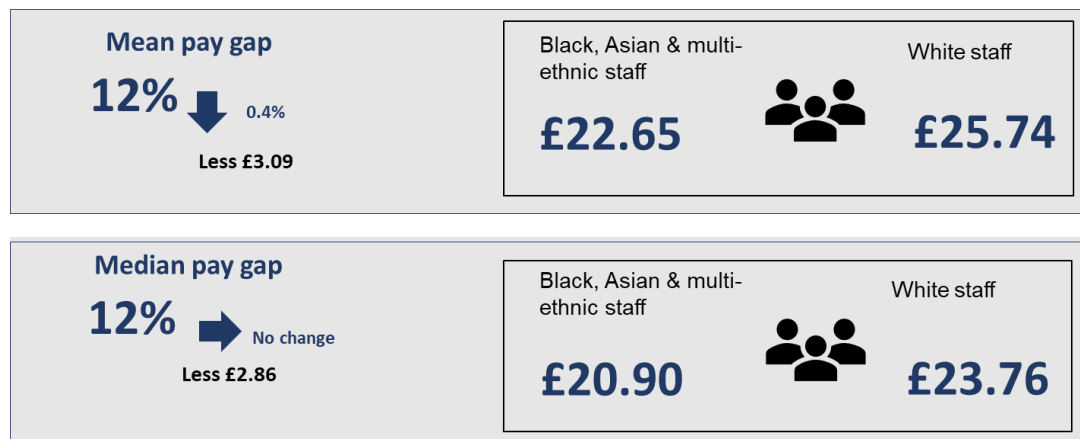


11.2 Ethnicity Pay Gap

The average ethnicity pay gap is 12%. Black, Asian, and Multi-ethnic staff are paid on average £3.09 less for every hour worked than white staff. Our median pay gap is 12% which means Black, Asian and Multi-ethnic staff are paid on median £2.86 less for every hour worked than white staff. The median percentage has remained the same as March 2021.

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 staff 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%. Similar to the gender pay gap, as our pay points are incremental and dependent on the employee's length of service, narrowing the pay gap will take some years due to new employees being appointed at the bottom of the pay point.

Figure 31 Mean and Median Race Pay Gap



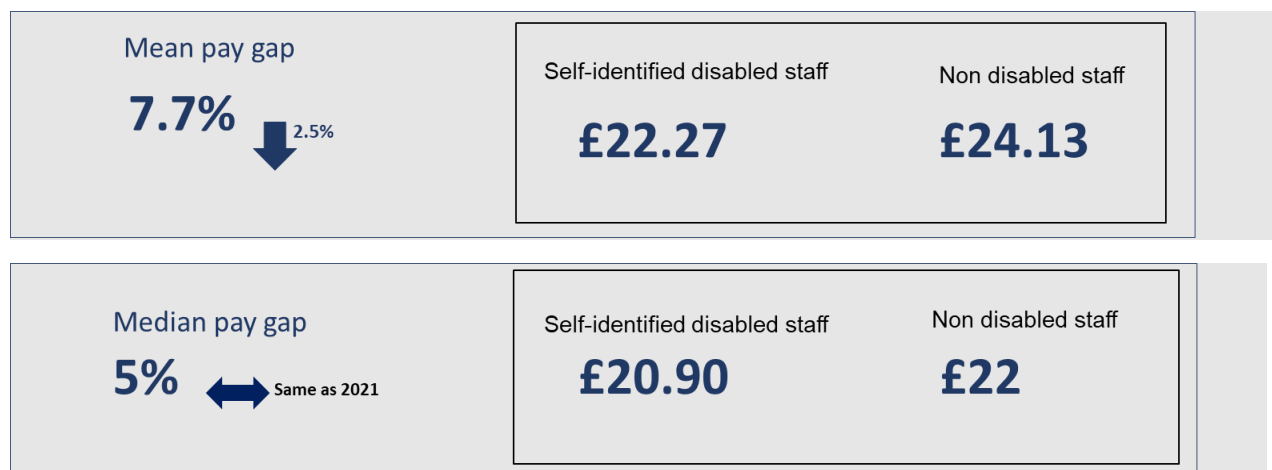
Our median pay gap is 12%. Black, Asian and Multi-Ethnic staff are paid on median £2.86 every hour worked less than white staff. Our median percentage has remained the same as March 2021

11.3 Disability Pay Gap

The average pay gap is 7.7%. Staff who self-identified disabled are paid £1.86 less than staff self-identified non-disabled every hour worked. The pay gap has decreased by 2.5% from March 2021. Our median pay gap is 5%. It has remained the same at 5% from March 2021.

The average disability pay gap is 7.7%, predominantly due to more self-identified disabled staff sitting in the lower pay quartiles.

Figure 32 Mean and Median Disability Pay Gap



Action	Lead	Dates
Produce an action plan for the issues arising from the pay gap analysis	HR	March 2023

12. Annual Workforce and Equalities Report Action Plan

Area for focus	Action	Lead	Dates
Agency workers	New agency strategy with directorate targets to reduce reliance on agency workers	HR & OD	From January 2023 Quarter 3 reporting onwards
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	March 2023
	Training for people managers will include managing generational differences in the workplace.	Learning and Development Team.	March 2023
Disability	Ongoing communication to remind the workforce to disclose protected information	HR / Communications	Throughout
	Work with the Disability Staff Forum to ensure a programme of communication and activity that raises awareness across the Council focussing on specific topics as required I.e., neuro diversity	OD and Equality, Diversity & Inclusion (EDI) Leads	March 2023
Race	A new talent development programme in development called Lambeth People which provides the opportunity first with the development attached to the role.	OD Team	December 2022 onwards
	Recruit local EDI champions to provide low level support across the organisation and raise awareness of race and cultural diversity.	OD Team and EDI Leads	October 2022 onwards
	Introduce refreshed governance arrangements across the Council for leading and steering the wider EDI agenda, ensuring accountability at all levels.	HR/OD Team	December 2023
	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
	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

Area for focus	Action	Lead	Dates
	Ongoing communication to remind the workforce to disclose protected information	HR / Communications	Throughout
	Regular monitoring and review of Directorate EDI plans through EDI leads and corporate governance	OD and Workforce EDI Teams	September 2022 onwards
Sex	A new talent development programme in place to support women into leadership focused on underrepresented groups	OD	August 2022 onwards
	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
Sexual Orientation	Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year
	Work with the LGBTQ+ Staff Forum to ensure that there is a programme of awareness raising and communication on LGBTQ+ issues	OD / Workforce EDI Teams	October 2022 onwards
Religion/Belief	Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year
Maternity, adoption, paternity, and shared parental leave	Ongoing communication to remind the workforce to disclose protected information including gender identity category.	HR / Communications	Throughout the year
	Become a member of the Working Families organisation to ensure we continue to promote family friendly practices across the council	HR	March 2023
Progression, Acting up, Secondments and Honorary	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	October 2022
	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
	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

Area for focus	Action	Lead	Dates
Recruitment	Review the recruitment process following the launch of the new recruitment platform	HR	Review underway for completion by December 2022
	Review current training and guidance provided to Hiring Managers	HR&OD	March 2023
	Recruitment Strategy looking at alternatives to agency usage – increased use of Fixed Term Contracts, Acting Up and Honorariums	HR	December 2022
	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 2022
Starters & leavers	Training for people managers will include managing generational differences in the workplace.	Learning and Development Team.	March 2023
	New process for capturing reasons why people leave in place, ensuring meaningful exit conversations that are both informative and supportive.	OD Team	December 2022
	As part of Directorate workforce planning, we will set new targets for the increased monitoring and use of Apprentices	OD Team	October 2022
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
	Employment Law Training for HR Professionals and people managers to increase knowledge and expertise	HR & OD	October 2022
	Undertake a trend analysis of ER cases in order to identify any areas of concern or trends, with targeted solutions tailored to address each directorate's specific needs.	HR	March 2023
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
	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	December 2022

Area for focus	Action	Lead	Dates
	Review Sickness Absence Policy and rename to Managing Attendance to support employees back into work following a period of sickness.	HR	January 2023
	Develop a council-wide sickness strategy to provide support to directorates to manage sickness absence across services	HR	January 2023
Appraisals	Develop a refreshed performance management / appraisal process that focusses on developing clear performance objectives, learning and wellbeing. Monitor quality of conversations and performance objectives via the employee survey.	HR / OD Team	March / April 2023
	Training for people managers and employees on the importance of effective performance objective setting and performance management with individuals and teams.	Learning and Development Team	April 2023
Pay gap	Produce an action plan for the issues arising from the pay gap analysis	HR	March 2023

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