

# **Lambeth – seeking to realise our workforce strategy ambition and become an employer of choice**

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# Key Workforce Metrics 2019/20



47%

Of our workforce are in Resident Services

The highest % of our workforce are in PO1-PO4

38%



Our workforce is

61%

Female

59%

BAME

Representing no significant change from last year



58%

female new starters

61%

female leavers

56%

Of our workforce are 46 years and over

Our average age is

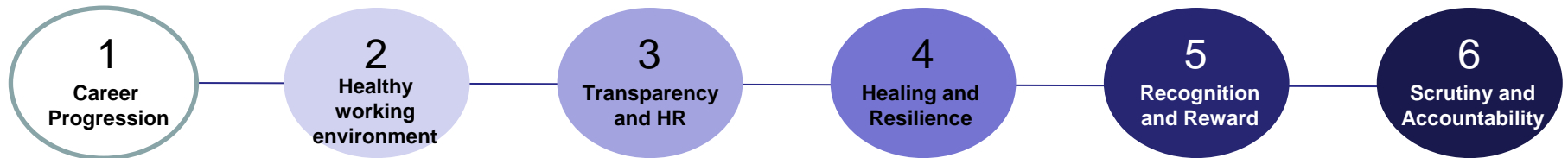
46.8

this is in line with London Councils



# Data drives delivery recommendations

- With our trade unions we commissioned an external EDI Adviser in 2019. As part of Patrick Vernon review's all directorates were asked to deliver **Directorate plans** against **6 emergent review themes** set out to tackle structural & intuitional discrimination



- Benchmarking against other Councils allows **some comparative** analysis as a starting point
- Combining **statistical data** with **employee voice** to get more robust picture
- All data is at 31/03/2020 or over the financial year 2019/20

# What our workforce told us

Co-creation workshops, externally facilitated, identified three top priorities:



**Accountability**



**Deeper levels of trust**



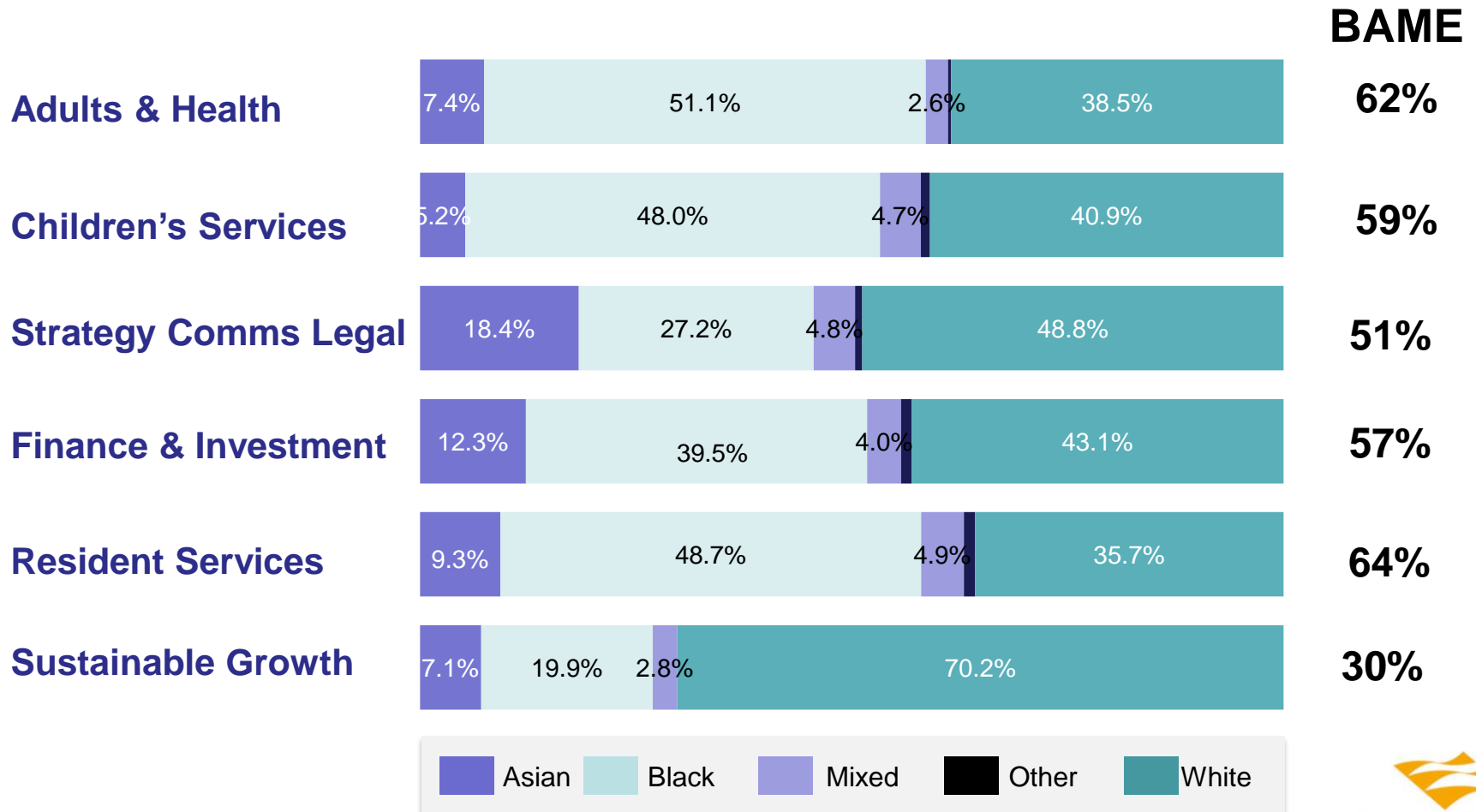
**Quantifiable targets  
and timescales**

**Our last staff survey highlighted areas for improvement including:**

- Participating and collaborating
- Recognition and reward ( high performance)
- Recruiting the right people
- Developing leadership capability
- Designing an approach to recognition and reward

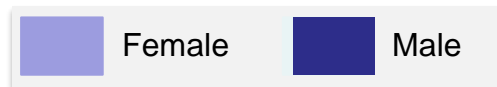
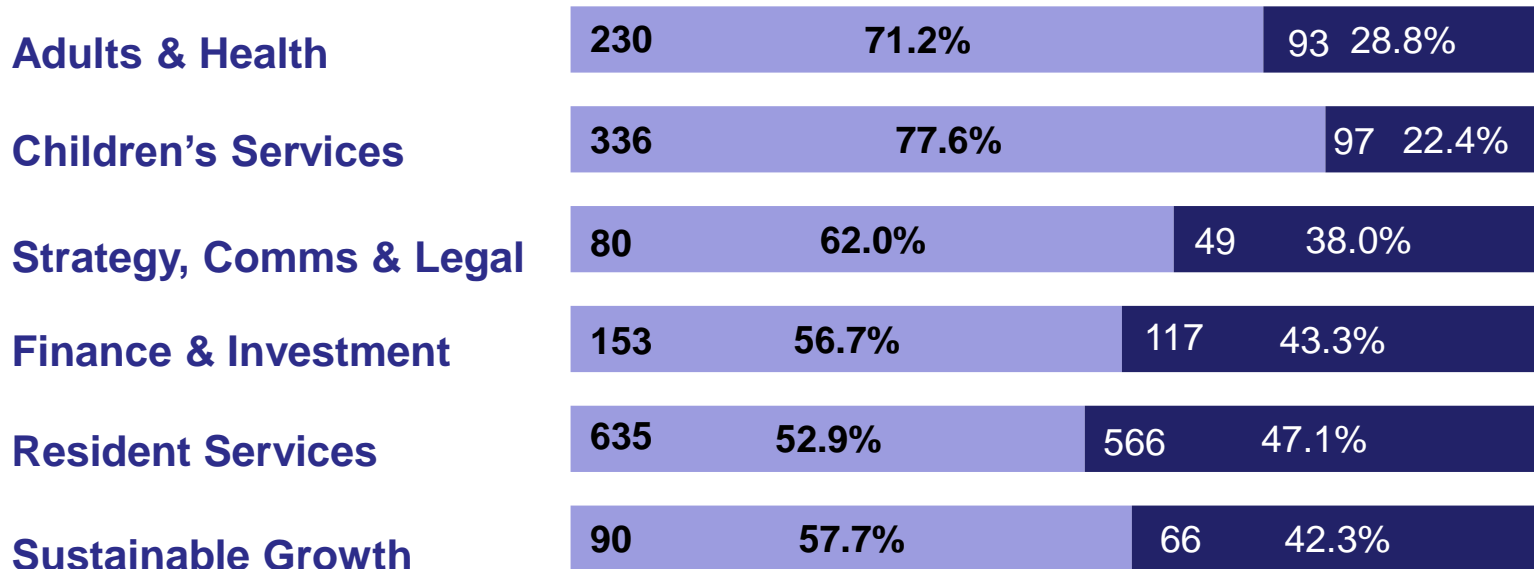
# Ethnicity by directorate

The Council has a BAME majority workforce but not so in the top 5% earners



# Gender by directorate

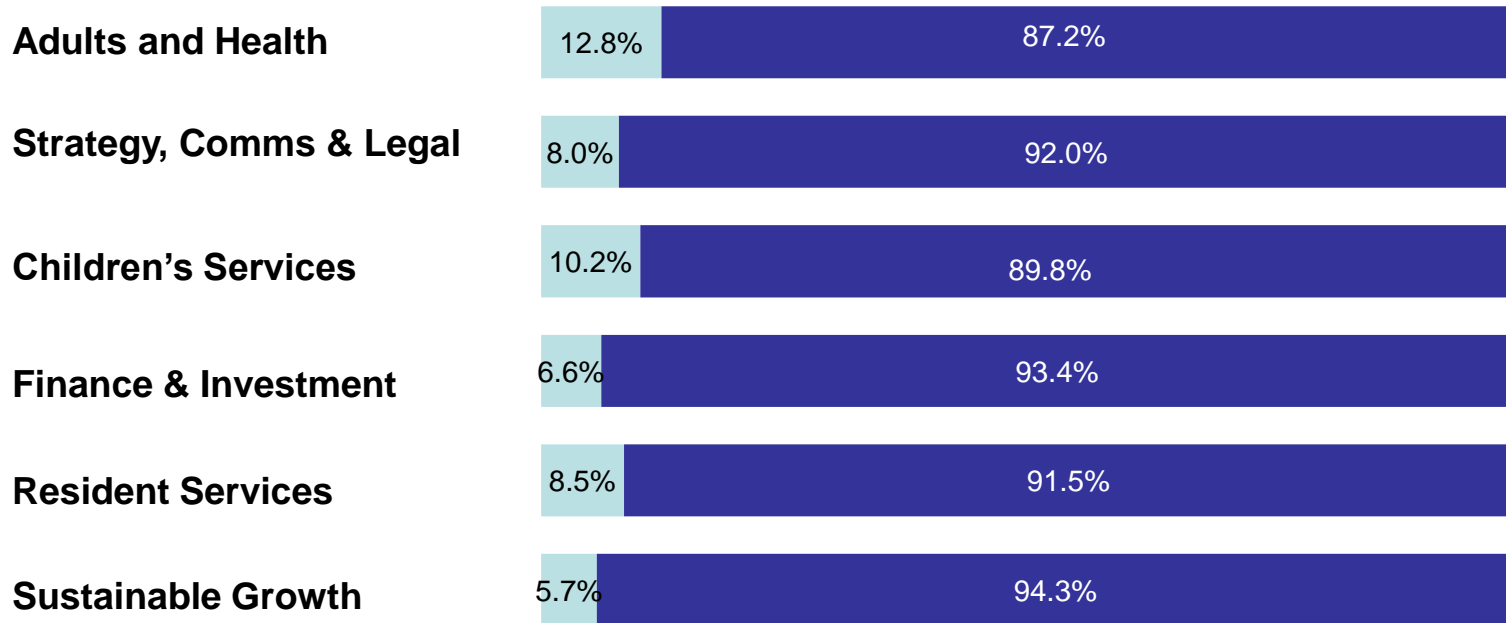
The Council employs 60% women but there is a small gender pay gap



# Disabled and not disabled staff per directorate



The number of disabled staff increased from 6.6% to 9% in 2019/20



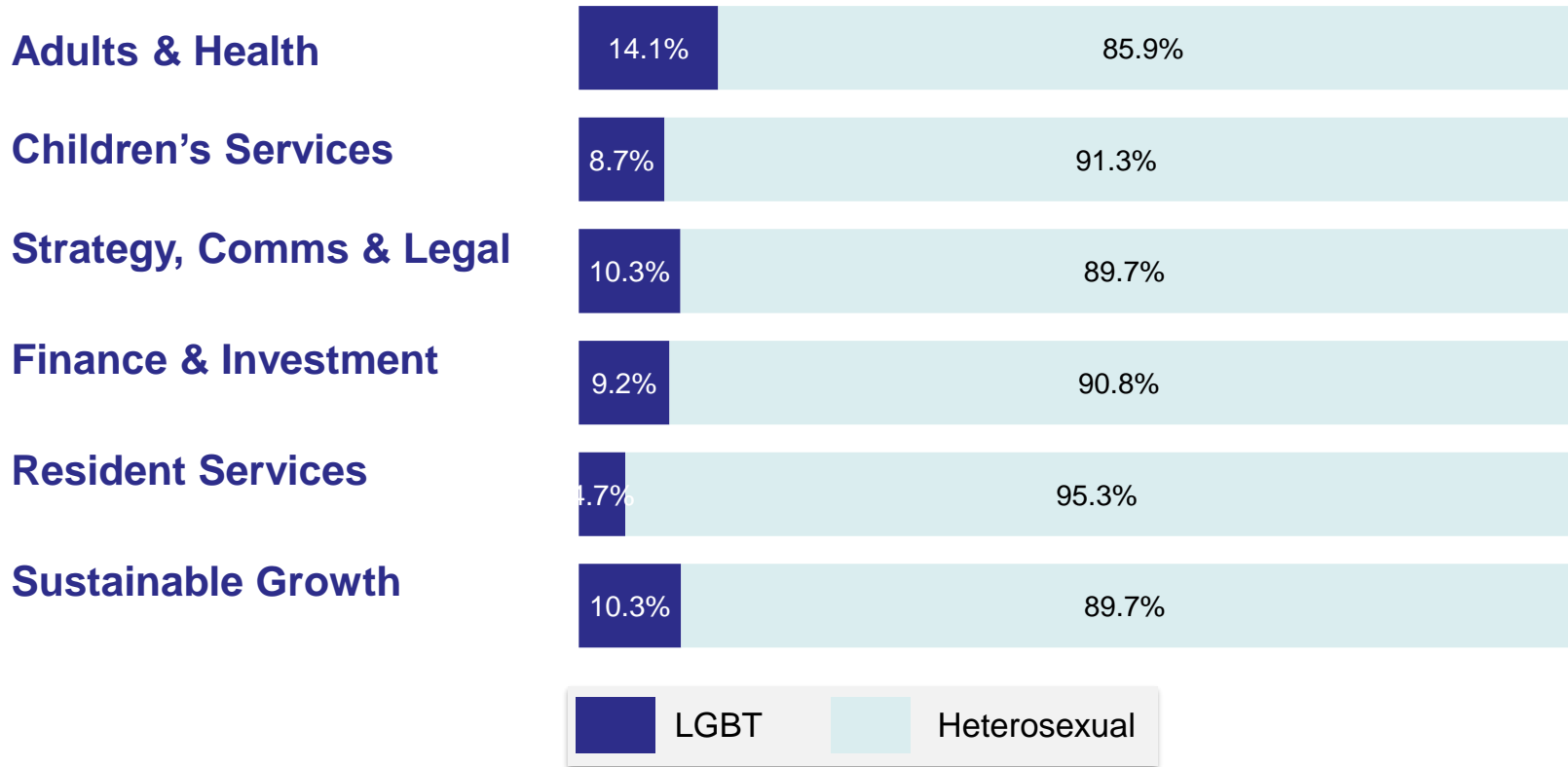
Disabled

Not disabled



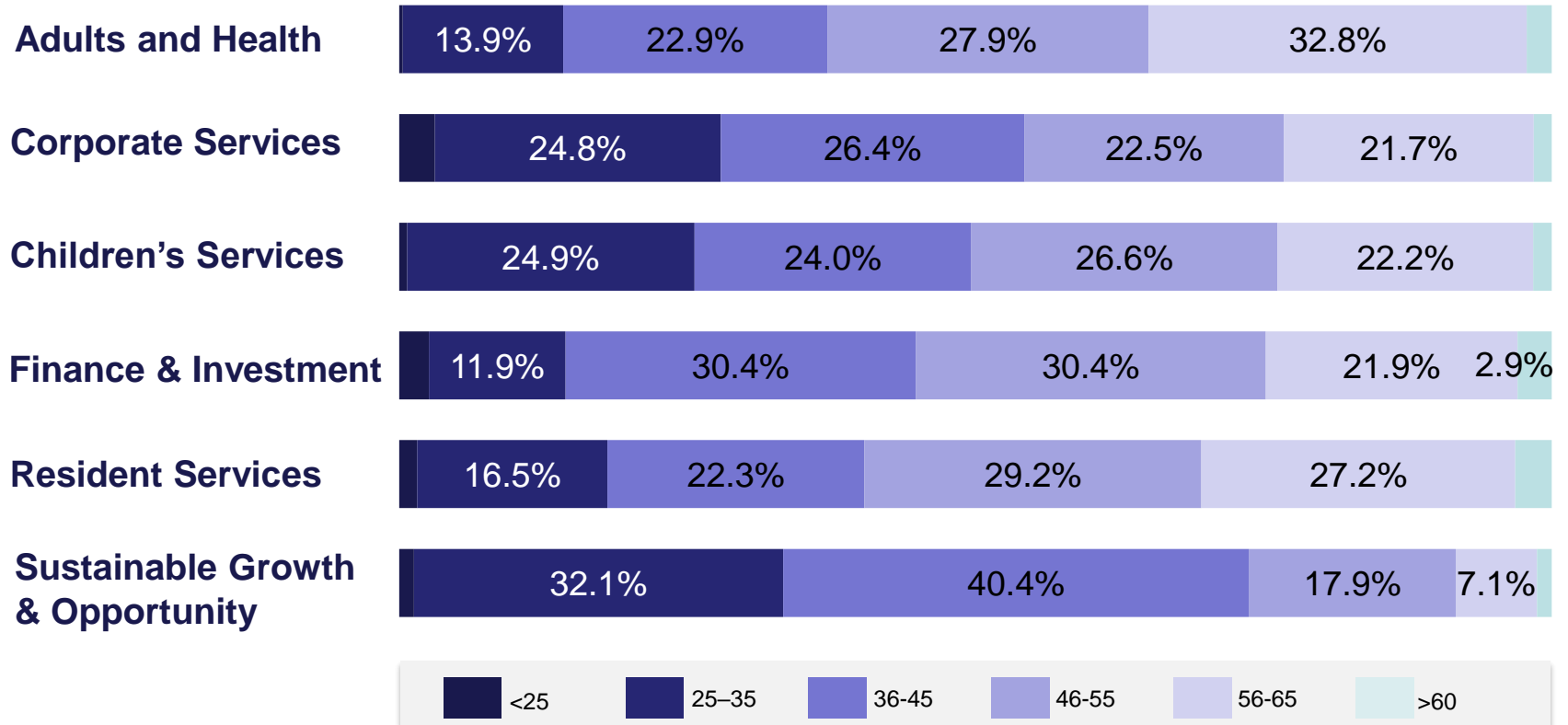
# Sexual orientation by directorate

Not all staff feel comfortable sharing their data



# Age profile by directorate

We have an ageing workforce and a potential demographic time bomb



# Progress but more to do...



BAME employees in top 5% earners increased from 23% to 35% over two years



Disabled employees increased from 6.6% to 9 during 2019/20



LGBT+ employees increased from 6.9% to 7.8% during 2019/20

Good diversity is good for brand, wellbeing and engagement



Lambeth

# Changing Culture and next steps



Develop corporate and directorate EDI action plans



Deep dive and review data – both EDI and workforce health



Agree key priorities/ key tasks



Governance through EDI Board chaired by CEO



Agree time frame how actions to be monitored

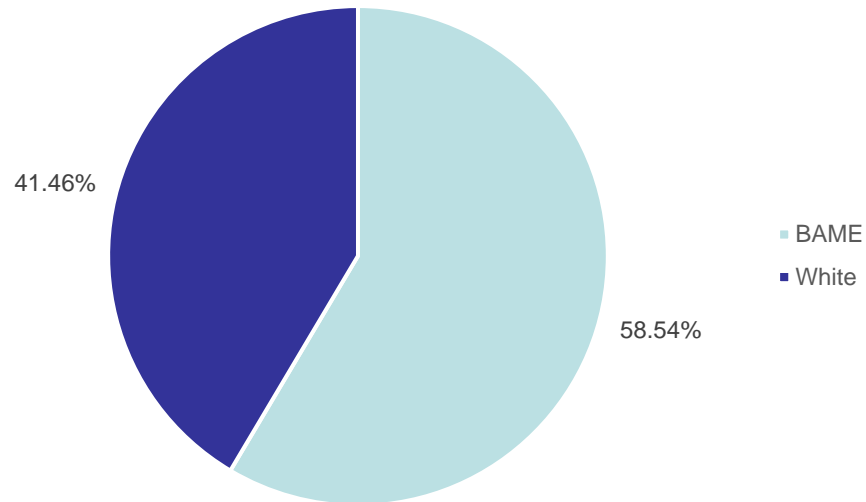


Establish what good looks like against key theme

# **Covid -19 sickness absence impact and equality impact assessment**

# Total workforce C-19 sickness cases by ethnicity

Covid19 sickness by ethnicity



Total cases from March to June 2020 = 50.

Note 1 – this represents 1.8% of the total workforce.  
Note 2 - Cambridge University data estimates 12% of the UK population has contracted the virus since the pandemic started.

Given the relatively small number of C-19 cases only broad ethnic origin has been provided to prevent individual identification of staff

# MENTAL WELLBEING IMPACT FROM WORKING FROM HOME DURING C19

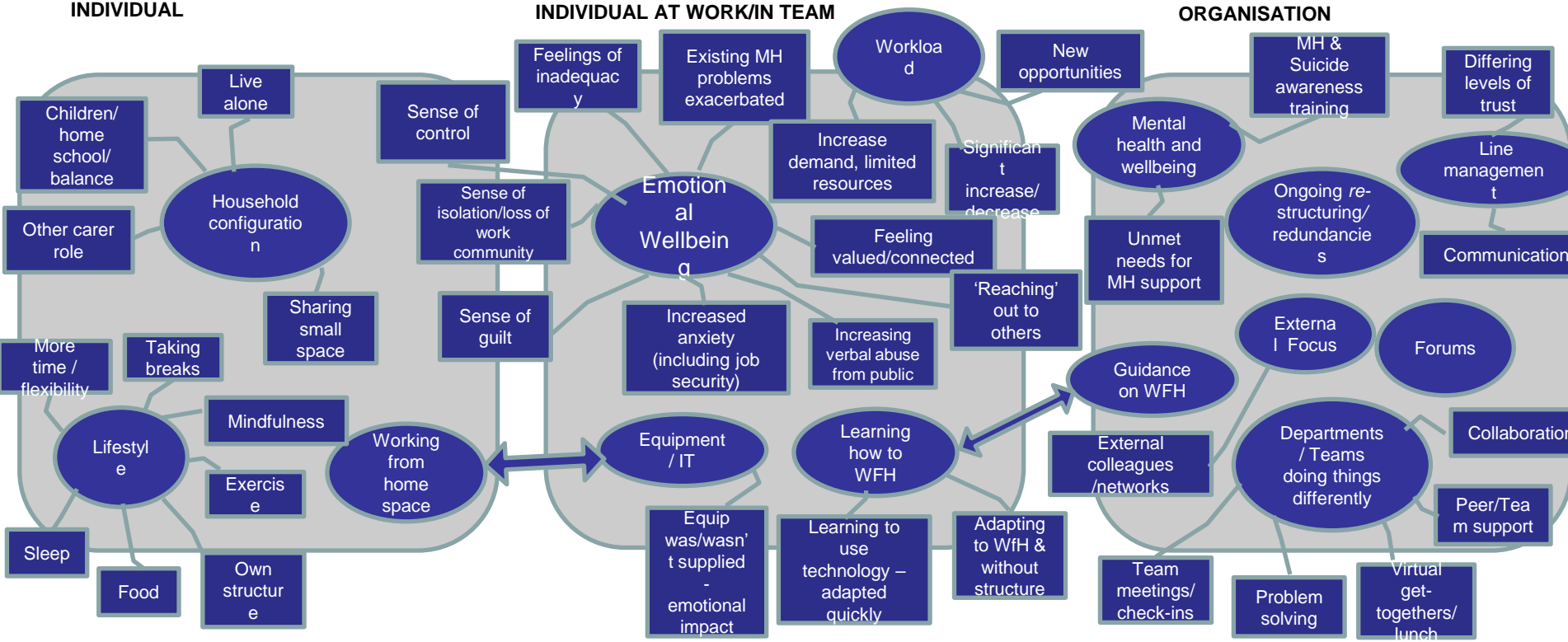
## What are the issues?

Mental wellbeing protective factors: Workplace job control, Resilience, Participation and Inclusion

### INDIVIDUAL

### INDIVIDUAL AT WORK/IN TEAM

### ORGANISATION



Anxiety about contracting and passing on C19

Major, unpredictable and ongoing change

# Healthy Workplace Charter



# Healthy Workplace Charter

- Walking lunches
- C19 homeworking
- EAP promotion



- Health and Wellbeing strategy
- Leadership and staff surveys
- Proactive health advice

- Mental Health Champions
- Learning and Development
- Time to Talk

# Improving EDI in recruitment

**We have X 3.5 greater job seekers' interest  
than the Guardian's average client**

# The GuardianJobs

*Find good company*

# Our retention is increasing in many areas with increased internal hires

Directorate	Number of internal moves	% of Directorate
Adults and health	41	12.7%
Legal, Strategy and Comms	11	8.5%
Children's Services	130	30%
Finance and Investment	25	9.2%
Residents Services	122	10.1%
Sustainable growth and opportunity	15	9.6%

In 2019/20, there were

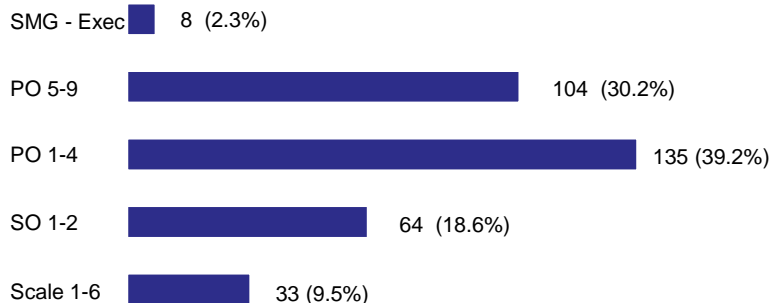
288



External hires and

344

Internal hires with a rate of 54%



Our internal moves mirror our management layers which indicates good internal mobility and that we are retaining much of our talent. Focus for 2020 will be on visibility of skills needed to put succession planning in place

**This tells us..** Following Patrick Vernon's recommendations we are developing our own staff

43.5%

of our black staff progressed into higher grades in 2019/20. This an increase from 40.9% in 2018/19