Lewisham Council
Annual Employment Profile

2022-23

Contents

Introduction

This is Lewisham Council's annual workforce profile report for the period April 2022 to March 2023.

The council's aim is to ensure that its workforce is representative of the community it serves and that everyone in the organisation feels a sense of inclusion and belonging. The council also aims to educate, promote and embed inclusion and diversity practices and ways of working, across the organisation.

Further details of the council's equality objectives can be found on the council's website.

The report provides an overview of the diversity profile of the council's workforce, broken down by age, disability, race, religion or belief, sex, sexual orientation, and how it compares with other London Councils and with Lewisham Borough's population.

Monitoring data helps the council to highlight possible inequalities, examine any underlying causes and remove any unfairness or disparity in the delivery of services, recruitment and employment.

The information is also used to help the council develop policies and implement initiatives to ensure it continues to progress as a fair and inclusive employer, and to ensure our policies are being applied fairly.

About the data

The workforce data is sourced from the council's HR system. Benchmarking data comes from the London Councils' Human Capital Metrics Survey 2022-23 and the Office of National Statistics (ONS) census 2021.

This report includes all staff employed by the council as of 31 March 2023, excluding ad-hoc casual/election employees, agency workers and school-based staff. The total headcount of people resources was 3064, which consisted of a total of 2429 staff members and 635 agency workers. This is an increase of 2.5% compared to the previous year, predominantly due to an increase in temporary agency workers. Further information can be found on the Council's Corporate performance report.

Employees have a choice whether or not to provide information on their protected characteristics, other than gender and age that are essential for payroll and pension processing as required by the HMRC. The report includes all employees including those that have elected not to disclose this information.

Further information on the council's structure, grades and salary and details of executive management salaries and much more, can be found on Lewisham's website.

Borough and Council Demographics

Lewisham's Workforce

Borough and Council Demographics

In this section, the workforce is compared to its preceding year and to the Borough Profile. This allows us to gain a better understanding not only of the changes to our workforce over time, but also whether it is broadly reflective of the community we serve. Where possible we have also included the collective London Local Government workforce average, which allows us to see how we compare with our sector.

Gender

	2022/23	2021/22	London Councils average (median)	Lewisham Borough Profile
Female	**62.7%**	62.6%	61.5%	52.5%
Male	**37.3%**	37.4%	38.5%	47.5%

Female employees represented an average of 62.6% which is an over-representation compared to the borough population, but is comparable to other London Councils.

Ethnic Group

	2022/23	2021/22	London Councils average (median)	Lewisham Borough Profile
Asian	**4.6%**	4.1%	13.2%	9%
Black	**37.2%**	35.2%	26.5%	26.8%
Dual Heritage	**4.8%**	5.1%	4.1%	8.1%
Other Ethnicity	**1.4%**	1.3%	1.8%	4.7%
Undisclosed	**4.8%**	8.2%	-	-
White	**47.2%**	46%	54.4%	51.4%

The Council's workforce across all ethnic groups are under-represented when compared to the Borough Profile. The exception being Black staff who exceeded the Borough population profile by 10.4 percentage points.

Undisclosed information has seen a reduction, indicating data quality is improving in this area.

Disability

	2022/23	2021/22	London Councils average (median)	Lewisham Borough Profile
Disabled	**7.5%**	4.9%	6.5%	13.8%*
Not Disabled	**69.3%**	40.9%	93.5%	79.6%
Prefer Not to Say	**15.6%**	17.2%	-	-
Undisclosed	**7.6%**	37%	-	-

Disclosure levels in this area have vastly increased with 7.5% of employees now declaring a disability. We have also seen considerable reduction in the number of employees not disclosing their disability status, reduced from 37% to 7.6%.

* Working age disabled residents.

Age Group

	2022/23	2021/22	Lewisham Borough Profile
16 – 20	0.2%	0.4%	6.4%
21 – 30	9%	9%	20.4%
31 – 40	18.9%	18.4%	23.6%
41 – 50	23.9%	24.5%	18%
51 – 60	32.2%	33.5%	15.4%
61 – 70	15%	13.2%	8.6%
71 +	0.8%	0.9%	7.5%

The council's workforce has an older age profile compared with the Borough population, with younger people significantly under-represented. This representation is comparable to other London Councils.

Religion or Belief

	2022	2021	Lewisham Borough Profile
Buddhism	0.3%	0.4%	1.1%
Christian (all denominations)	37.8%	35.1%	43.8%
Hindu	0.5%	0.4%	2.1%
Jewish	0.1%	0.1%	0.3%
Muslim	2.8%	2.4%	7.4%
None	13.1%	16%	36.7%
Other	1.6%	1.3%%	0.8%
Prefer Not to Say / Religion Not stated	43.6%	44.1%	7.5%
Sikh	0.2%	0.3%	0.2%

A high proportion of the workforce has elected not to disclose their religion or belief.

Sexual Orientation

	2022/23	2021/22	Lewisham Borough Profile
Bisexual	0.8%	0.7%	2.3%
Gay/Lesbian	2.2%	2.3%	3%
Other	0.2%	0.3%	0.7%
Prefer Not to Say	28.4%	30.9%	6.5%
Straight/Heterosexual	65.4%	60.6%	89.9%
Undisclosed	3%	5.2%	-

As is the case with religion and belief, a high proportion of the workforce has elected not to disclose their sexual orientation.

Trends

	2019	2020	2021	2022	2023
Employees Headcount	2363	2376	2449	2487	**2429**
Agency Workers headcount	652	642	508	530	**635**
Average Age	47	48	48	48	**48**
Disability	4.2%	3.8%	5.5%	4.8%	**7.5%**
Black, Asian and Multi Ethnic*	45.1%	45.9%	48.2%	49.6%	**50.4%**
Female	61.1%	61.6%	62.4%	63%	**62.7%**
LGBTQ+	2.4%	2.3%	2.7%	3.3%	**3.1%**

It is worth noting that the reduction in agency workers in 2021 and 2022 could be a result of the COVID restrictions and the reduction in service provision during that period.

*The percentages have been calculated including only staff for whom equality data is known.

How Lewisham compares

	Lewisham	London Councils average (median)	Ranking in London
Average Age	48	47	Joint highest
Disability	7.5%	6.5%	10th highest
Top 5% earners who are disabled*	8.3%	6.1%	7th highest
Black Asian and Multi-Ethnic*	50.4%	48%	12th highest
Top 5% earners who are Black Asian and Multi-Ethnic*	26.7%	24%	12th highest
Female	62.7%	61%	14th highest
Top 5% earners who are female	62.5%	52%	2nd highest

*The percentages have been calculated including only staff for whom equality data is known.
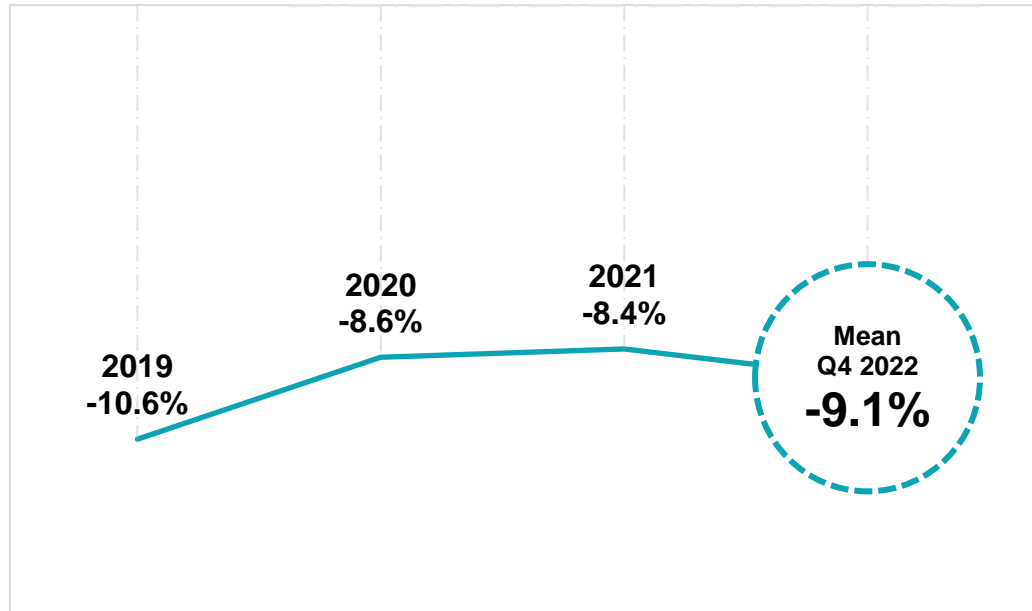
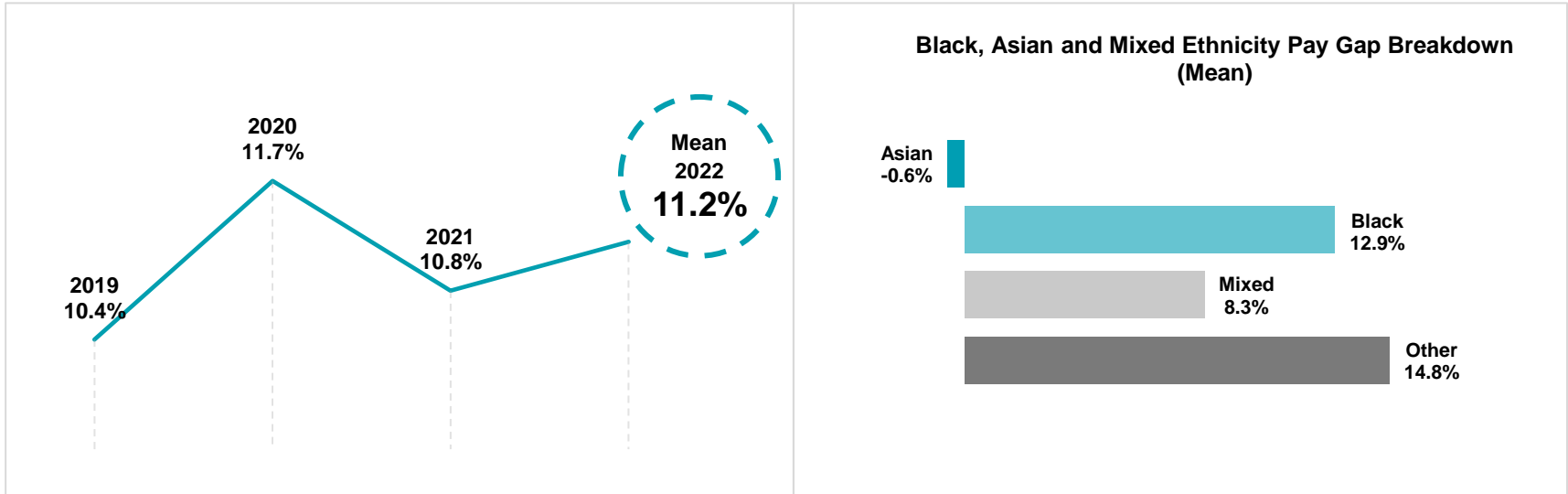# Grade and Pay

Lewisham's Workforce

Gender Pay Gap

The Council has a gender pay gap in favour of women. On average Female employees are paid more than their male counterparts, with a percentage pay gap difference of -9.1% (mean) and -11.2% (median). This means that for every £1 that men earn, women earn £1.11 when comparing median hourly pay.

2019
-10.6%

2020
-8.6%

2021
-8.4%

Mean
Q4 2022
-9.1%

Ethnicity Pay Gap

White employees are, on average, paid more than employees from ethnic backgrounds (as a collective) with a percentage pay gap difference of 11.2% (mean) and 14.3% (median). This means that for every £1 that White employees earn, employees from an ethnic background earn £0.86 when comparing median hourly pay.

When looking at each ethnic group in isolation, Asian employees across the Council have a pay gap in their favour of -0.6%.

2019
10.4%

2020
11.7%

2021
10.8%

Mean
2022
11.2%

Black, Asian and Mixed Ethnicity Pay Gap Breakdown (Mean)

Asian
-0.6%
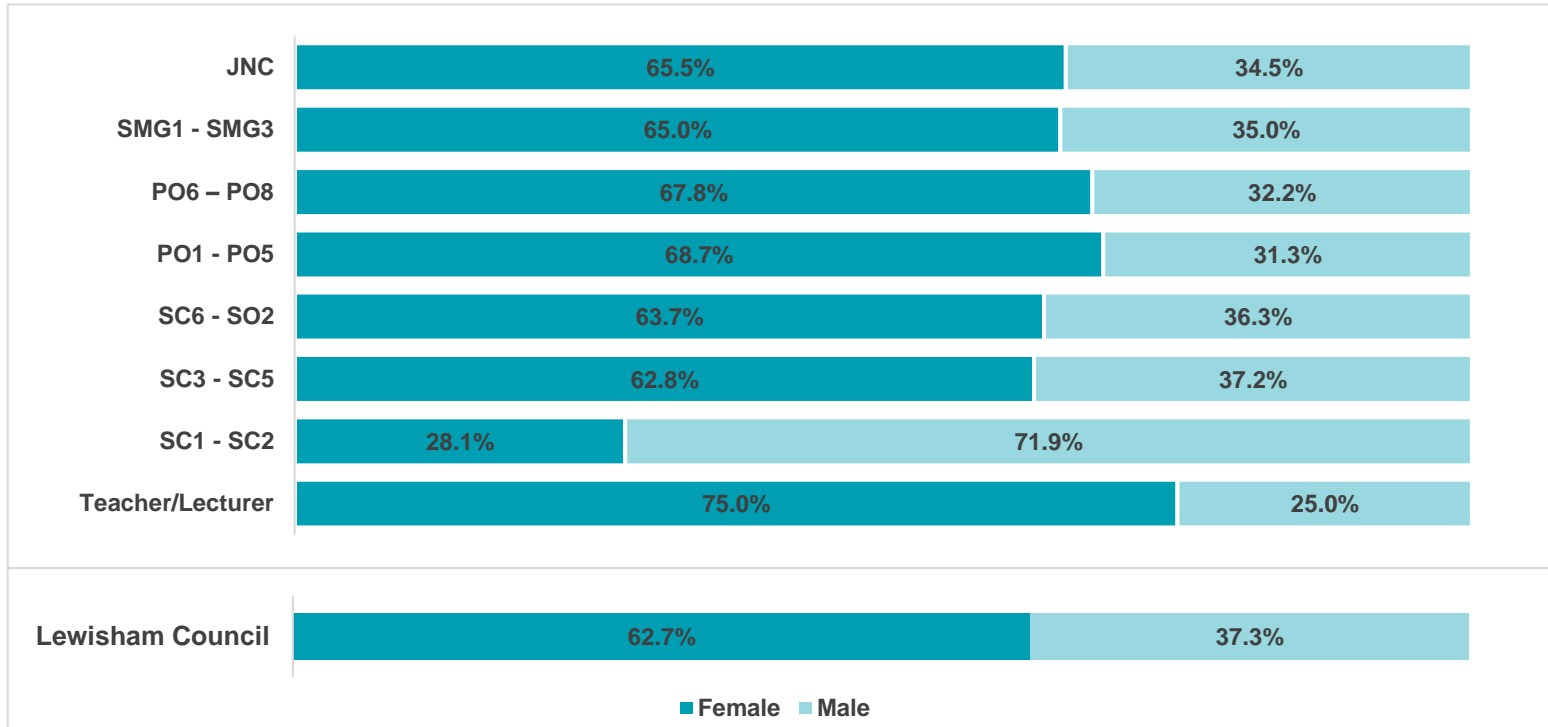
Black
12.9%

Mixed
8.3%

Other
14.8%

Disability Pay Gap

The Council's Disability Pay Gap is in favour of non-disabled employees. On average, non-disabled employees are paid more than disabled employees at Lewisham Council, with the percentage pay gap difference of 5.1% (mean) and 5.3% (median). This means that, on average, for every £1 that a non-disabled employee earns, disabled employees earn £0.98 when comparing median hourly pay.

2020
6.8%

2021
5.8%

Mean
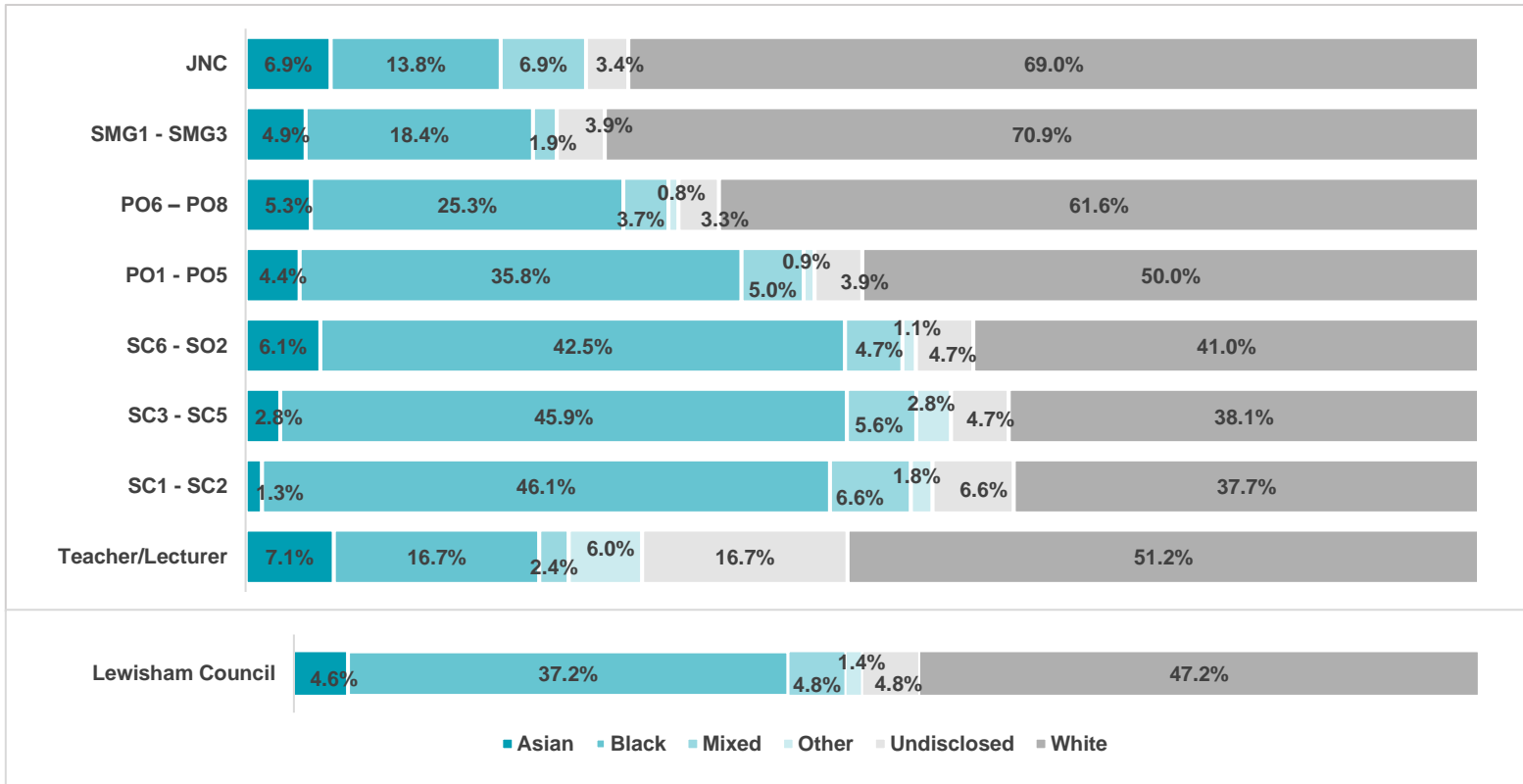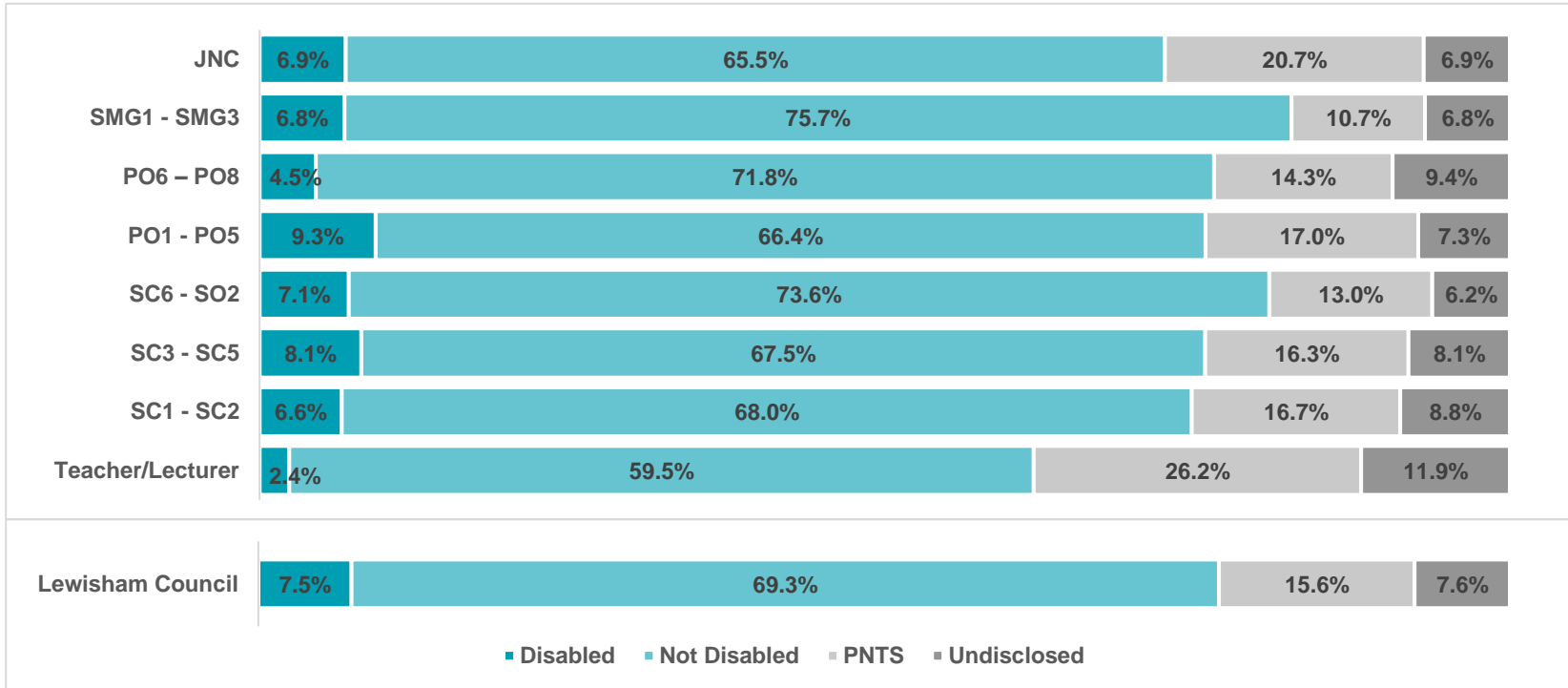**Q4 2022**
5.3%

2019
3.0%
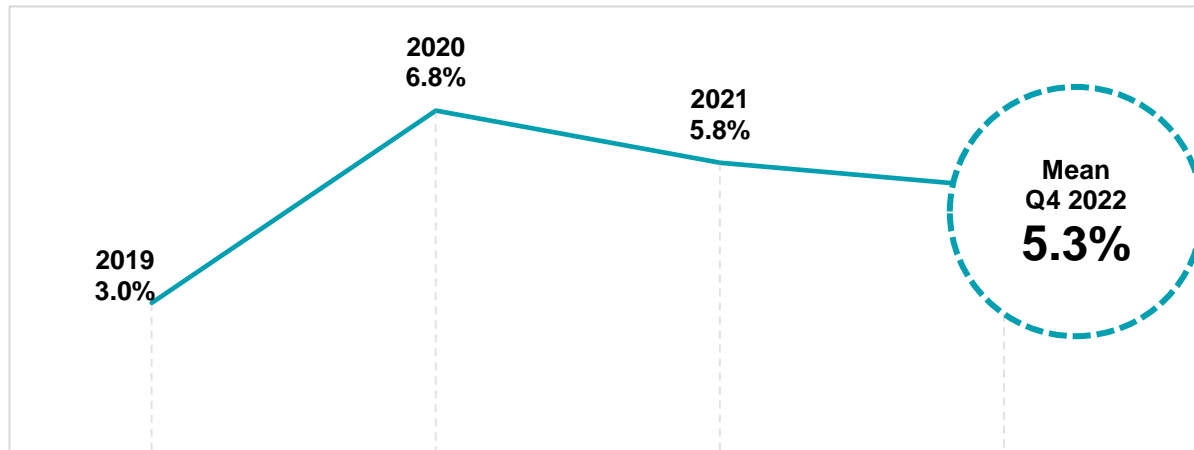
Grade by Gender

The gender profile across all grade bands is broadly representative of the council profile, with the exception of Scales 1 and 2 which are predominantly male.
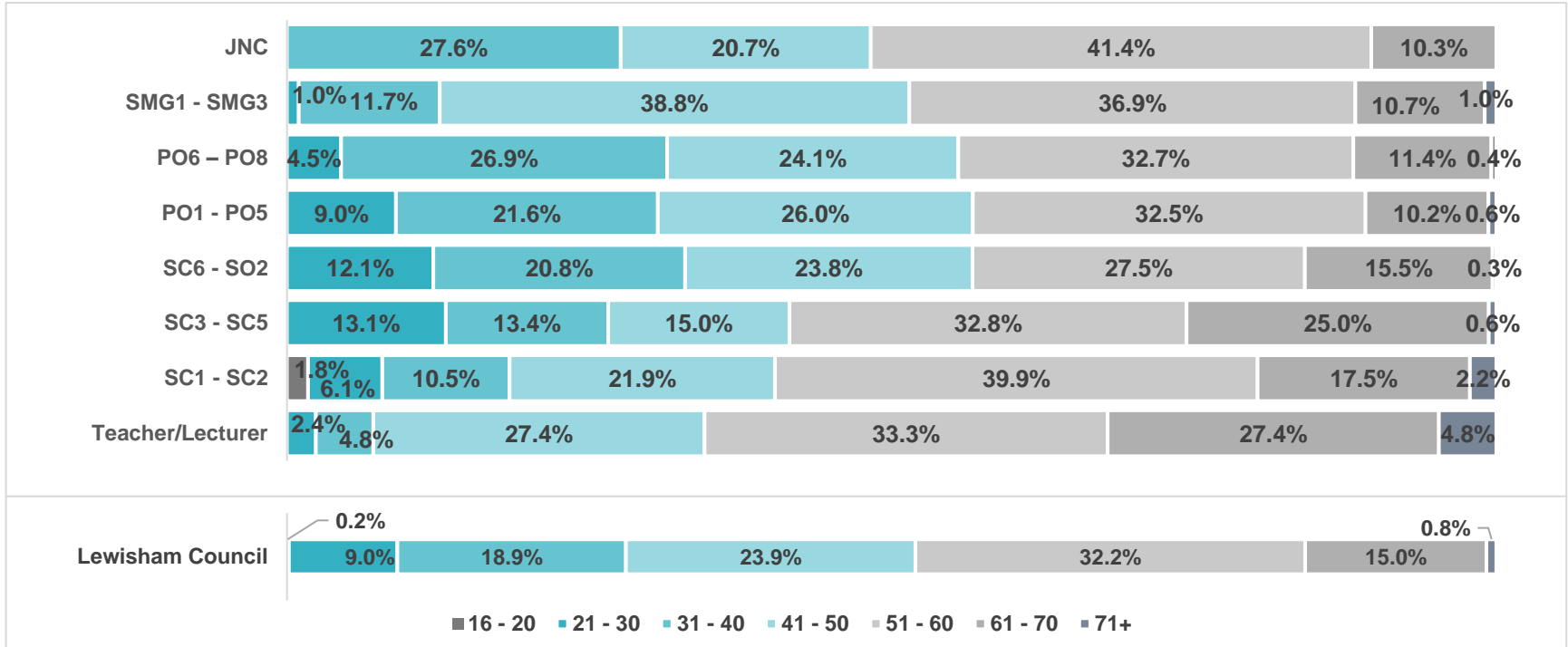
Grade by Ethnic Group

	Asian	Black	Mixed	Other	Undisclosed	White
JNC	6.9%	13.8%	6.9%		3.4%	69.0%
SMG1 - SMG3	4.9%	18.4%	1.9%		3.9%	70.9%
PO6 – PO8	5.3%	25.3%	3.7%	0.8%	3.3%	61.6%
PO1 - PO5	4.4%	35.8%	5.0%	0.9%	3.9%	50.0%
SC6 - SO2	6.1%	42.5%	4.7%	1.1%	4.7%	41.0%
SC3 - SC5	2.8%	45.9%	5.6%	2.8%	4.7%	38.1%
SC1 - SC2	1.3%	46.1%	6.6%	1.8%	6.6%	37.7%
Teacher/Lecturer	7.1%	16.7%	2.4%	6.0%	16.7%	51.2%
Lewisham Council	4.6%	37.2%	4.8%	1.4%	4.8%	47.2%

Black staff are under-represented in the higher grade bands PO6 – PO8 and above.

Grade by Disability

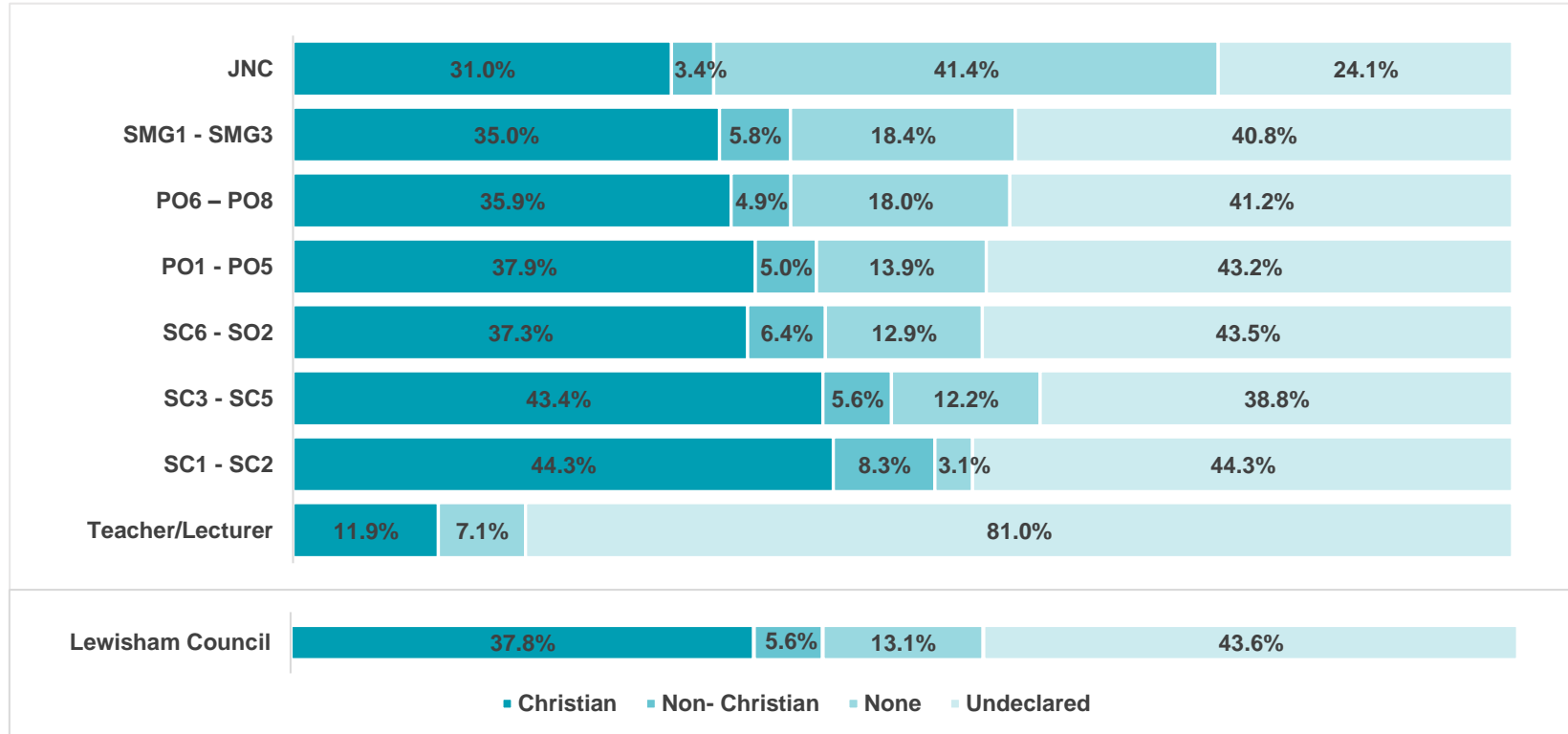| Grade	Disabled	Not Disabled	PNTS	Undisclosed
JNC	6.9%	65.5%	20.7%	6.9%
SMG1 - SMG3	6.8%	75.7%	10.7%	6.8%
PO6 – PO8	4.5%	71.8%	14.3%	9.4%
PO1 - PO5	9.3%	66.4%	17.0%	7.3%
SC6 - SO2	7.1%	73.6%	13.0%	6.2%
SC3 - SC5	8.1%	67.5%	16.3%	8.1%
SC1 - SC2	6.6%	68.0%	16.7%	8.8%
Teacher/Lecturer	2.4%	59.5%	26.2%	11.9%
Lewisham Council	7.5%	69.3%	15.6%	7.6%

Disabled staff are broadly represented at all pay band levels in relation to their workforce profile representation, with the exception of Teacher/Lecturer and PO6-PO8 bands, .
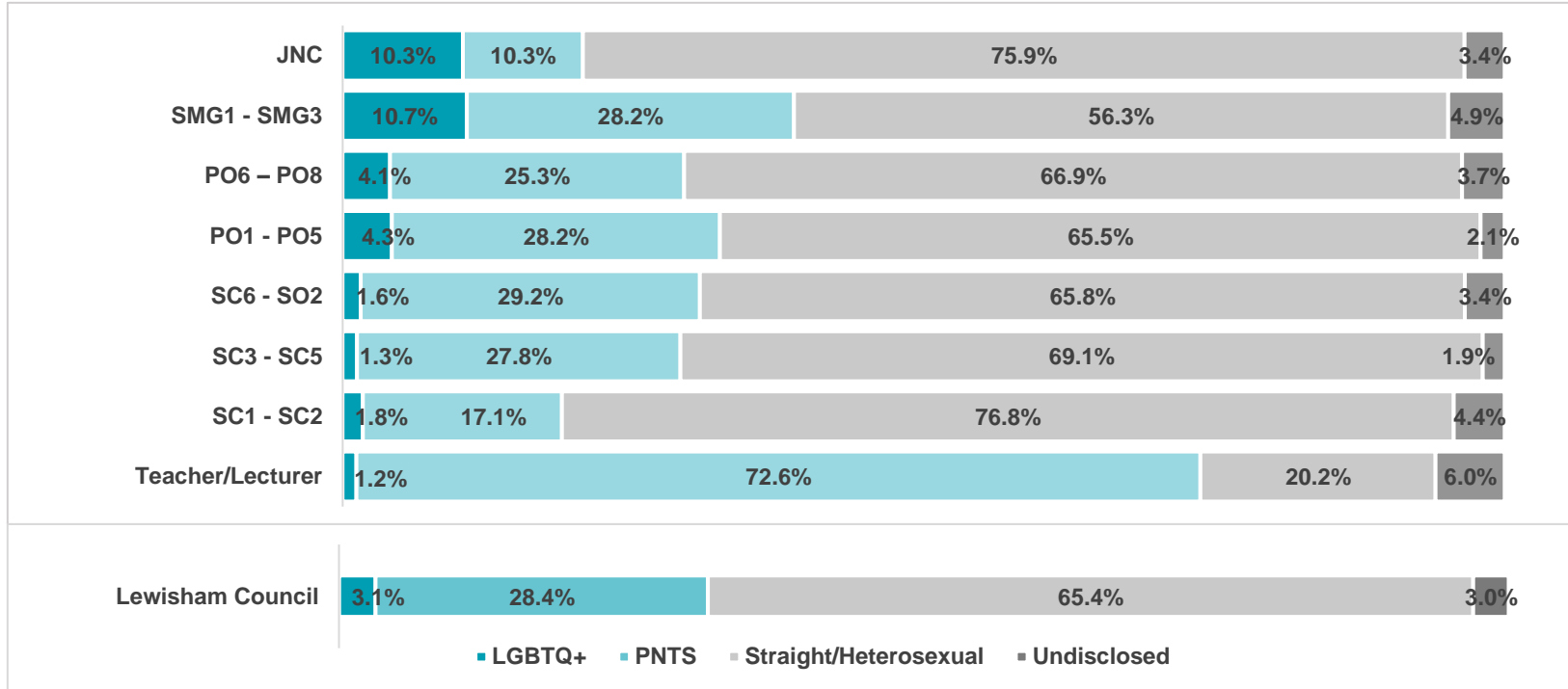
Grade by Age Group

Grade	16-20	21-30	31-40	41-50	51-60	61-70	71+
JNC		27.6%	20.7%		41.4%	10.3%	
SMG1 - SMG3	1.0%	11.7%	38.8%		36.9%	10.7%	1.0%
PO6 – PO8	4.5%	26.9%	24.1%		32.7%	11.4%	0.4%
PO1 - PO5	9.0%	21.6%	26.0%		32.5%	10.2%	0.6%
SC6 - SO2	12.1%	20.8%	23.8%		27.5%	15.5%	0.3%
SC3 - SC5	13.1%	13.4%	15.0%		32.8%	25.0%	0.6%
SC1 - SC2	1.8% / 6.1%	10.5%	21.9%		39.9%	17.5%	2.2%
Teacher/Lecturer	2.4% / 4.8%	27.4%		33.3%		27.4%	4.8%
Lewisham Council	0.2%	9.0%	18.9%	23.9%	32.2%	15.0%	0.8%

Legend: 16 - 20, 21 - 30, 31 - 40, 41 - 50, 51 - 60, 61 - 70, 71+

It has already been highlighted that Lewisham Council has an older workforce and this is reflected with how they are represented across the various grade groups, with a large proportion of the workforce over 51 years old.

Grade by Religion and Belief

Grade	Christian	Non-Christian	None	Undeclared
JNC	31.0%	3.4%	41.4%	24.1%
SMG1 - SMG3	35.0%	5.8%	18.4%	40.8%
PO6 – PO8	35.9%	4.9%	18.0%	41.2%
PO1 - PO5	37.9%	5.0%	13.9%	43.2%
SC6 - SO2	37.3%	6.4%	12.9%	43.5%
SC3 - SC5	43.4%	5.6%	12.2%	38.8%
SC1 - SC2	44.3%	8.3%	3.1%	44.3%
Teacher/Lecturer	11.9%	7.1%	81.0%	
Lewisham Council	37.8%	5.6%	13.1%	43.6%

■ Christian ■ Non- Christian ■ None ■ Undeclared

As highlighted earlier a significant number of employees have not declared their religion or belief and this is reflected across all grade bands.

Grade by Sexual Orientation

	LGBTQ+	PNTS	Straight/Heterosexual	Undisclosed
JNC	10.3%	10.3%	75.9%	3.4%
SMG1 - SMG3	10.7%	28.2%	56.3%	4.9%
PO6 – PO8	4.1%	25.3%	66.9%	3.7%
PO1 - PO5	4.3%	28.2%	65.5%	2.1%
SC6 - SO2	1.6%	29.2%	65.8%	3.4%
SC3 - SC5	1.3%	27.8%	69.1%	1.9%
SC1 - SC2	1.8%	17.1%	76.8%	4.4%
Teacher/Lecturer	1.2%	72.6%	20.2%	6.0%
Lewisham Council	3.1%	28.4%	65.4%	3.0%

SMG grades and above have higher levels of representation of LGBTQ+ when compared to other grade groups.

Starters, Leavers and Turnover

Lewisham's workforce

Starters, Leavers, Attrition and Turnover

The council received a total of 3,948 applications. While **recruitment** attraction to the council shows a relatively diverse picture, there is still disparity in the recruitment funnel between application and offer stage when looking at protected characteristics.

There were a total of 317 new **starters**.

Lewisham Council employed a total of 75 **Apprentices**, **Trainees** and young people through the **Kickstart Scheme**, 64% of them under the age of 25.

For **internal transfers,** 193 occurred with employees moving to different roles within the council.

A total of 384 employees left the council (311 were voluntary leavers). The main reason for employees leaving was resignation (75%). Of all voluntary **leavers** 40% were White and 36% Black.

15 reorganisations took place within the council resulting in 43 employees being made redundant.

The council's **attrition** rate is 15.7%*.This is an increase when compared to the preceding year (11.3%). This is in line with the London Councils average. The **turnover** rate is 12.7%.
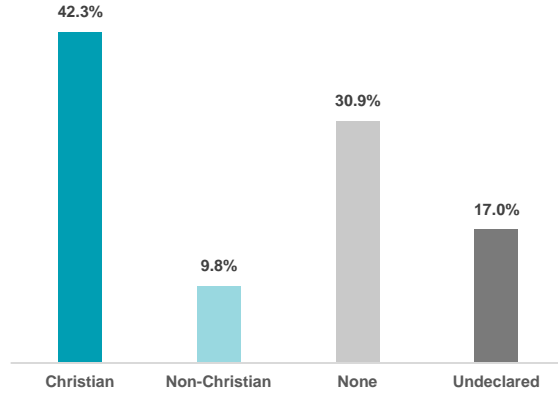
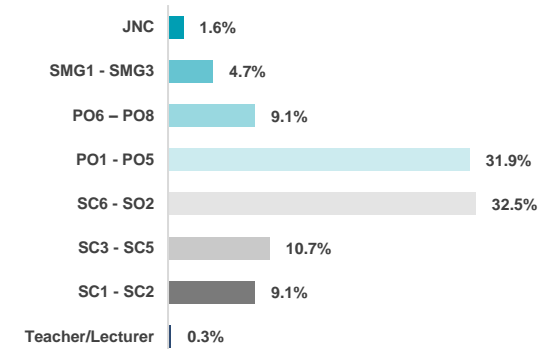***Attrition** includes voluntary and involuntary departures, while **turnover** only includes voluntary ones.

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Recruitment

Applications: 3948
Offers: 498

Applications
- Lewisham Resident: 26.1%
- Not a Lewisham Resident: 73.9%

Offers
- Lewisham Resident: 35.9%
- Not a Lewisham Resident: 64.1%

Ethnicity

	Applications	Offers
Asian	13.6%	6.4%
Black	41.5%	38.4%
Mixed	7.4%	7.6%
Other	2.7%	3.0%
Undisclosed	5.2%	4.8%
White	29.6%	39.8%

Gender

	Applications	Offers
Female	59.9%	67.1%
Male	36.5%	29.3%
Other	0.3%	0.0%
Undisclosed	3.3%	3.6%

Disability

	Applications	Offers
Disabled	9.0%	8.4%
Not Disabled	85.7%	85.7%
Undisclosed	5.2%	5.8%

New Starters
317

Ethnicity
- Asian, 5.0%
- Black, 42.0%
- White, 42.9%
- Other, 1.3%
- Undisclosed, 3.8%
- Mixed, 5.0%

Gender
- Male 33.4%
- Female 66.6%

Disability
- Undisclosed 59.0%
- Not Disabled 38.5%
- Disabled 2.5%

Religion/Belief
- Christian 42.3%
- Non-Christian 9.8%
- None 30.9%
- Undeclared 17.0%

Sexual Orientation
- LGBTQ+ 5.7%
- PNTS 6.9%
- Straight/Heterosexual 81.4%
- Undisclosed 6.0%

Grade Band
- JNC 1.6%
- SMG1 - SMG3 4.7%
- PO6 – PO8 9.1%
- PO1 - PO5 31.9%
- SC6 - SO2 32.5%
- SC3 - SC5 10.7%
- SC1 - SC2 9.1%
- Teacher/Lecturer 0.3%

Age Group
- 16 - 20 1.6%
- 21 - 30 26.8%
- 31 - 40 32.8%
- 41 - 50 19.6%
- 51 - 60 14.5%
- 61 - 70 4.7%

Apprentice/Trainees	Kickstart
52	**23**

Lewisham

Ethnicity

- White 29.3%
- Asian 5.3%
- Black 42.7%
- Mixed 14.7%
- Other 1.3%
- Undisclosed 6.7%

Age Group

- 16 - 20: 17.3%
- 21 - 30: 61.3%
- 31 - 40: 17.3%
- 41 - 50: 4.0%
- 51 - 60: 1.3%

Gender

- Male: 40.0%
- Female: 60.0%

Sexual Orientation

- LGBTQ+: 9.3%
- PNTS: 6.7%
- Straight/Heterosexual: 76.0%
- Undisclosed: 8.0%

Disability

- Undisclosed: 89.3%
- Not Disabled: 30.7%
- Disabled: 6.7%

Religion/Belief

- Christian: 40.0%
- Non-Christian: 12.0%
- None: 32.0%
- Undeclared: 16.0%

Internal Transfers
193

Ethnicity

- Asian 7.8%
- Black 37.8%
- Mixed 6.2%
- Other 1.0%
- Prefer not to say 2.1%
- Undisclosed 1.0%
- White 44.0%

Gender

- Male 29.5%
- Female 70.5%

Disability

- Undisclosed 6.7%
- PNTS 18.1%
- Not Disabled 68.4%
- Disabled 6.7%

Religion/Belief

- Christian 33.7%
- Non-Christian 9.3%
- None 17.6%
- Undeclared 39.4%

Sexual Orientation

- LGBTQ+ 4.7%
- Prefer not to say 27.5%
- Straight/Heterosexual 67.9%

Grade Band

- JNC 2.1%
- SMG1 - SMG3 5.2%
- PO6 – PO8 17.1%
- PO1 - PO5 43.5%
- SC6 - SO2 21.8%
- SC3 - SC5 6.2%
- SC1 - SC2 2.1%
- Teacher/Lecturer 2.1%

Age Group

- 21 - 30 21.2%
- 31 - 40 22.8%
- 41 - 50 25.4%
- 51 - 60 24.9%
- 61 - 70 5.7%

Leavers	Attrition Rate	Turnover Rate
384	15.7%	12.7%

Involuntary 19%
73
311
Voluntary 81%

Dismissal, 1.3%
Death in service, 0.8%
End of Contract, 5.7%
Retirement, 5.2%
Ill Health Retirement, 0.8%
Redundancy, 11.2%
Resignation, 75.0%

Involuntary Leavers

- White 36.99%
- Undisclosed 12.33%
- Mixed 12.33%
- Black 35.62%
- Asian 2.74%

Voluntary Leavers

- White 40.5%
- Undisclosed 10.6%
- Other 0.3%
- Mixed 7.7%
- Black 36.0%
- Asian 4.8%

- Male 38.36%
- Female 61.64%

- Male 32.2%
- Female 67.8%

Positive actions taken

- Introduced quarterly 'house-keeping' on staff personal records to improve data collation around protected characteristics, worked in partnership with staff forums on messaging. This has resulted in improved data collection for disability and sexual orientation, thus reducing the number of 'not knowns" from 37% to 7.1% and 5.2% to 3% respectively.

- Introduced and launched disability passport in partnership with the disability forum. This enables staff to have a record of their reasonable adjustments held on file, thus reducing the need to repeat each time their adjustment requirements when changing roles or line manager.

- Increased our utilisation of the levy fund to help develop staff, with targeted focus at staff within under-represented ethnicity groups, through successfully promoting and embedding the internally focused upskilling apprenticeship programme for existing staff – 52 apprentices in the scheme.

- Initiated the implementation of new recruitment platform, to help us improve and reduce inequity within our recruitment process

- Rolled out mandatory Recruitment and Selection Training for managers which includes a module on equality and diversity.

- Introduced a diversity calendar in collaboration with internal comms – enabling us to plan and celebrate/recognise more events across the year.

Positive actions taken (cont'd)

- Oracle Recruitment Cloud (ORC) implementation: a new recruitment platform that enables self-service by Hiring Managers, reducing time to recruit while introducing features such as anonymous recruiting to reduce selector bias.

- Design and Roll-out of a New Values and Behaviours Framework– a process of co-creation to define a set of values relevant to the future demands of the Organisation, together with a set of defined expected behaviours. The Framework is rolling out in a set of phases, beginning with workshops to aid understanding and then integrated into HR practices, including people policies, appraisals, recruitment and selection.

Priorities

- Launching mental health support programmes, as part of our strategy to support employees experiencing mental health issues: including a Men's support group, an Able Futures programme and mental health champions for blue collar field workers.

- Following the launch of the new Values and Behaviours we will be redesigning our approach to recruitment and selection to ensure it is based on the new framework

- Review the operational framework for staff forums

- Review the process in place to support staff in obtaining reasonable adjustments in a timely way

- Addressing age profile: To attract more young people to the Council and to ensure a pipeline of talent for future succession planning, a talent management framework is in development. This work includes identifying opportunities for work placements, paid internships, T-Level work placements and with a programme of upskilling for current staff.

Priorities (Cont'd)

- Sign up to the Unison anti-racism charter : as part of our commitment to address and tackle racial inequality in the workforce

- Development centres for aspiring managers: especially targeted at ethnic groups. They will enable staff to get a better understanding of their strengths, and provide targeted and tactical learning and development that will enable participants to take on higher and/or alternative roles.

- Language and terminology workshops: to agree the Council's universal language when describing staff collectively and individually according to protected characteristics, starting with race/ethnicity. The sessions' design is based on the pan-London research by the Tackling Racial Inequalities Group (TRIG) that sets some guiding principles.