



# Lewisham Council Annual Employment Profile

## 2024-25

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# Introduction

This is Lewisham Council's annual workforce profile report for the period April 2024 to March 2025.

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 2024-25 and the Office of National Statistics (ONS) census 2021.

This report includes all staff employed by the council as of 31 March 2025, excluding ad-hoc casual/election employees, agency workers, and school-based staff. The total headcount of people resources was 3645, which consisted of a total of 3056 staff members and 589 agency workers.

Quarterly metrics on the Council's KPIs can be found in 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 Senior 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. A total of 29 out of 32 London Boroughs have participated in the data collection.

## Gender

	2024/25	2023/24	London Councils average (median)	Lewisham Borough Profile
Female	59.4%	58.7%	60.0%	52.5%
Male	40.6%	41.3%	40.0%	47.5%

Female employees represented 59.4% of the workforce. While this surpasses the borough population it is comparable to other London Councils.

# Ethnic Group

	2024/25	2023/24	London Councils average (median)	Lewisham Borough Profile
Asian	5.0%	5.1%	12.9%	9%
Black	39.9%	39.6%	25.2%	26.8%
Dual Heritage	5.2%	5.2%	4.3%	8.1%
Other Ethnicity	1.5%	1.5%	2.01	4.7%
Unavailable	4.3%	4.0%	11.3%	-
White	44.1%	44.6%	44.2%	51.4%

The proportion of Black staff has increased and excels the Borough population profile by 13.1 percentage points. All other ethnic groups are under-represented when compared to the Borough Profile.

Undisclosed information has seen a 0.3 percentage point increase.

# Disability

	2024/25	2023/24	London Councils average (median)*	Lewisham Borough Profile**
<b>Disabled</b>	<b>9.4%</b>	8.1%	7.6%	13.8%
<b>Not Disabled</b>	<b>71.4%</b>	71.9%	92.4%	86.2%
<b>Prefer Not to Say</b>	<b>13.3%</b>	14.6%	-	-
<b>Undisclosed</b>	<b>5.9%</b>	5.4%	-	-

Disclosure levels in this area have vastly increased with 9.4% of employees now declaring a disability. The number of employees not disclosing their disability status has however increased by 0.5 percentage points.

\* The figures for the London Councils' average for disabled and not disabled, exclude staff who chose not to declare their disability status.

\*\* These figures refer to working-age residents who have declared themselves disabled or not disabled under the Equalities Act. However, they do not account for those in that group who are unable to work on account of their disability.

# Age Group

	2024/25	2023/24	Lewisham Borough Profile
16 – 20	0.3%	0.5%	6.4%
21 – 30	10.1%	10.3%	20.4%
31 – 40	19.2%	18.7%	23.6%
41 – 50	23.2%	23.0%	18%
51 – 60	29.7%	31.6%	15.4%
61 – 70	16.5%	15.1%	8.6%
71 +	1.0%	0.9%	7.5%

Younger people continue to be significantly under-represented. This is in keeping with the London Local Government workforce profile.

# Religion or Belief

	2025	2024	Lewisham Borough Profile
Buddhism	0.3%	0.3%	1.1%
Christian (all denominations)	41.6%	41.5%	43.8%
Hindu	0.5%	0.7%	2.1%
Jewish	0.3%	0.2%	0.3%
Muslim	4.0%	3.7%	7.4%
None	15.7%	14.3%	36.7%
Other	2.4%	2.2%	0.8%
Prefer Not to Say / Religion Not stated	34.9%	36.8%	7.5%
Sikh	0.3%	0.3%	0.2%

A high proportion of the workforce have declared their religion or belief as Christian, with second highest being those that have elected not to disclose this information.

# Sexual Orientation

	2024/25	2023/24	Lewisham Borough Profile
Bisexual	1.0%	1.0%	2.3%
Gay/ Lesbian	1.9%	2.1%	3%
Other	0.2%	0.2%	0.7%
Prefer Not to Say	22.3%	23.7%	6.5%
Straight/Heterosexual	72.3%	71.2%	89.9%
Undisclosed*	2.2%	1.8%	-

As is the case with religion and belief, a high proportion of the workforce have chosen 'prefer not to say' in relation to their sexual orientation.

\*historically this information wasn't mandatory as is now

# Trends

	2025	2024	2023	2022	2021
<b>Employees Headcount</b>	<b>3056</b>	3023	2429	2487	2449
<b>Agency Workers headcount*</b>	<b>589</b>	682	635	530	508
<b>Average Age</b>	<b>49</b>	48	48	48	48
<b>Disability</b>	<b>9.4%</b>	8.1%	7.5%	4.8%	5.5%
<b>Black, Asian and Multi-Ethnic**</b>	<b>51.6%</b>	51.4%	50.4%	49.6%	48.2%
<b>Female</b>	<b>59.4%</b>	58.7%	62.7%	63%	62.4%
<b>LGBTQIA+</b>	<b>3.1%</b>	3.3%	3.1%	3.3%	2.7%

\*\*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
<b>Average Age</b>	<b>48</b>	47	3 <sup>rd</sup> highest
<b>Disability</b>	<b>9.4%</b>	7.6%	10 <sup>th</sup> highest
<b>Top 5% earners who are disabled*</b>	<b>10.6%</b>	7.0%	10 <sup>th</sup> highest
<b>Black Asian and Multi-Ethnic*</b>	<b>51.6%</b>	53.1%	11 <sup>th</sup> highest
<b>Top 5% earners who are Black Asian and Multi-Ethnic*</b>	<b>27.0%</b>	28.3%	16 <sup>th</sup> highest
<b>Female</b>	<b>59.4%</b>	60.0%	15 <sup>th</sup> highest
<b>Top 5% earners who are female</b>	<b>56.6%</b>	53.1%	6 <sup>th</sup> highest

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

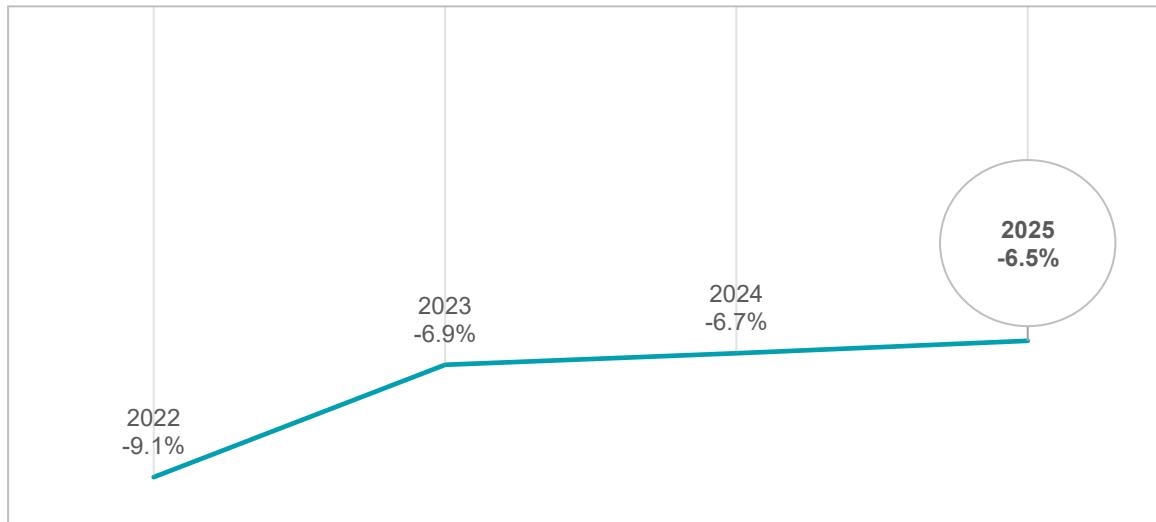
# Grade and Pay

Lewisham's Workforce



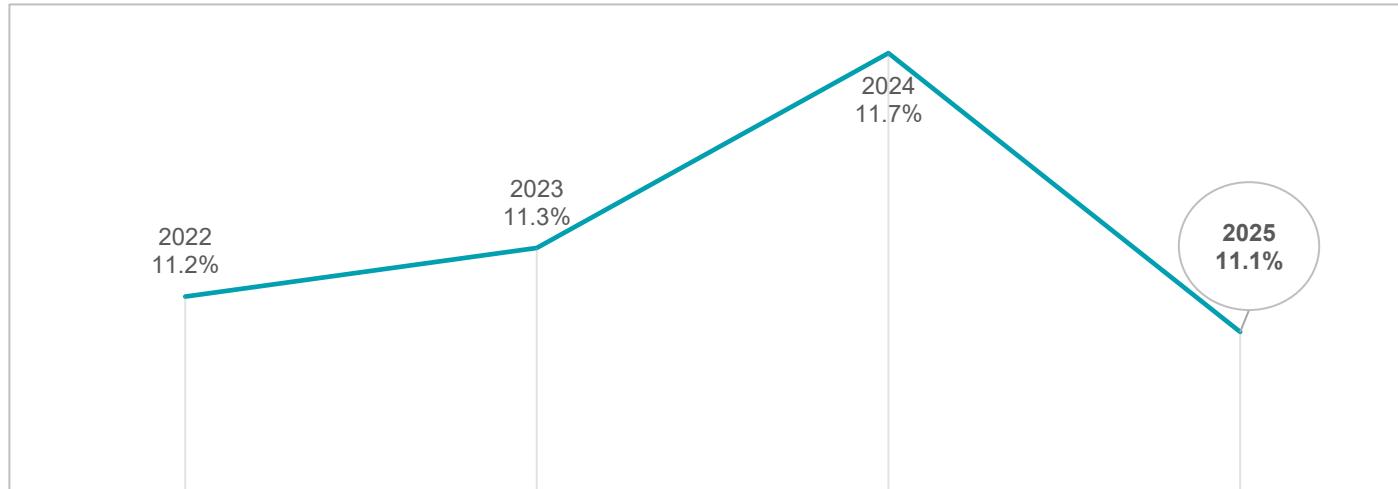
# Gender Pay Gap

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 -6.5% (mean) and -11.0% (median). This means that for every £1 that men earn, women earn £1.11 when comparing median hourly pay.



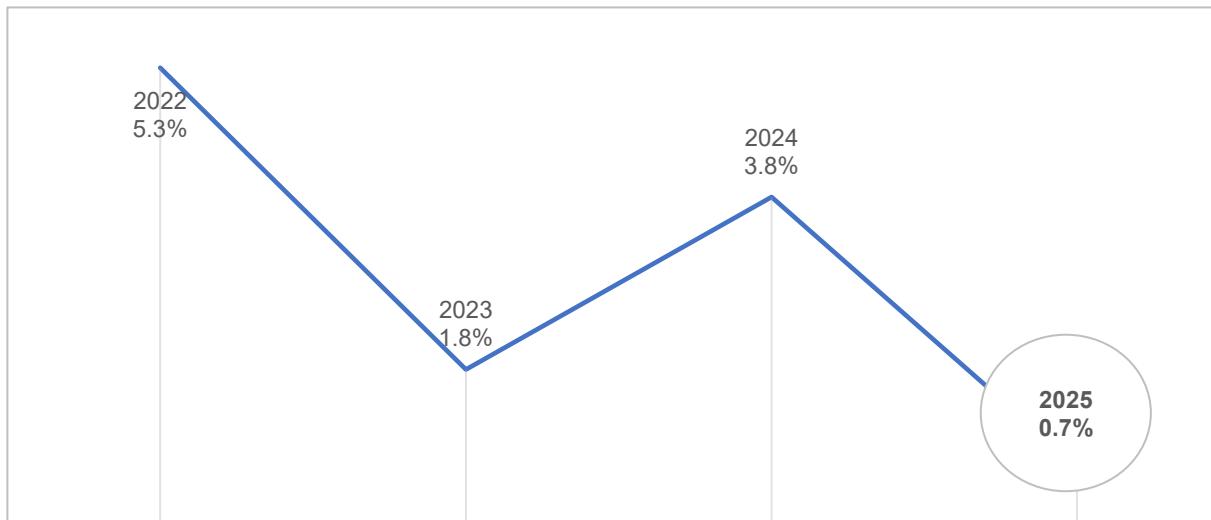
# Ethnicity Pay Gap

White employees are, on average, paid more than employees from ethnic backgrounds (as a collective) with a percentage pay gap difference of 11.1% (mean) and 9.2% (median). This means that for every £1 that White employees earn, employees from an ethnic background earn £0.91 when comparing median hourly pay.

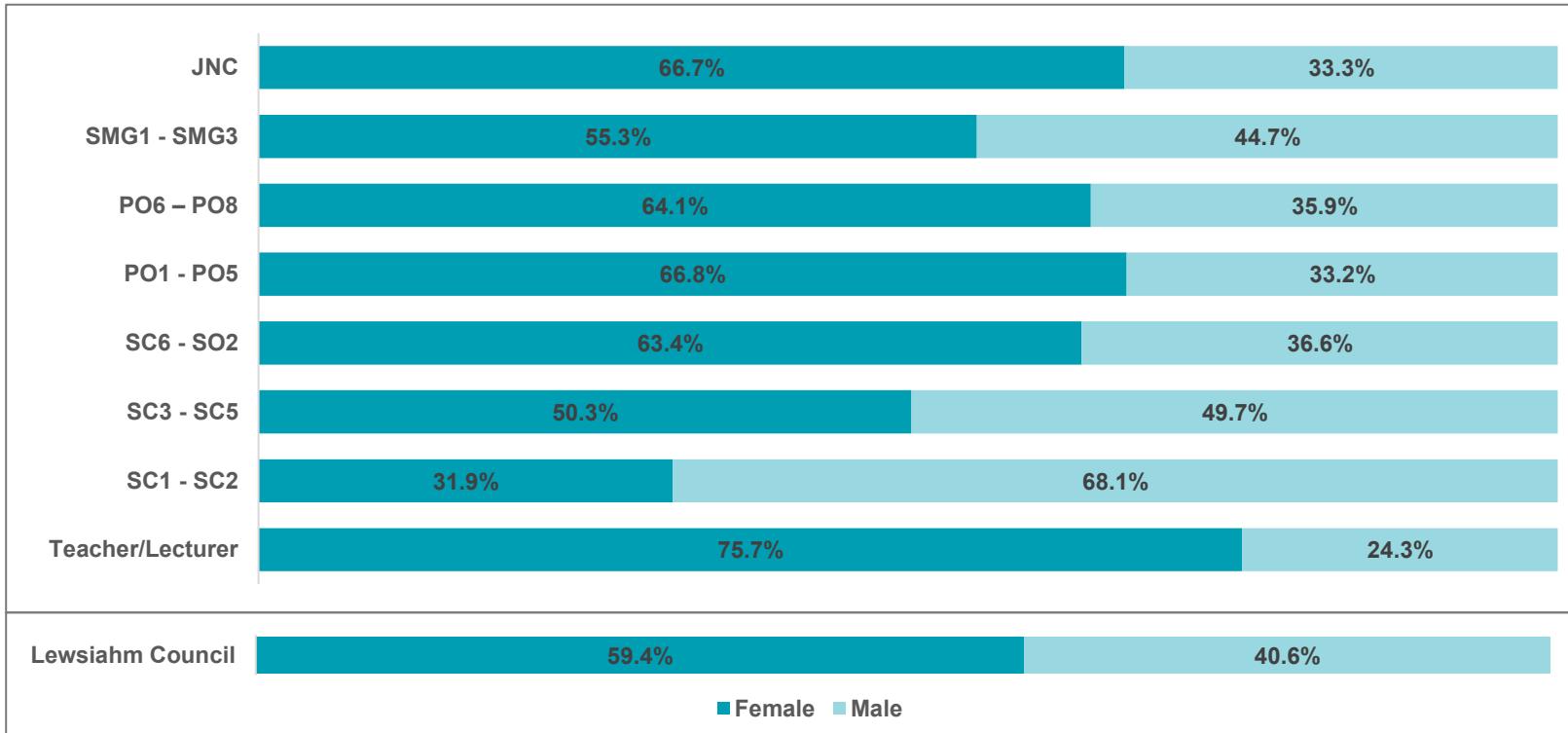


# Disability Pay Gap

The Council's Disability Pay Gap has been reduced to the point of being almost gone. On average, non-disabled employees are paid only slightly more than disabled employees at Lewisham Council, with the percentage pay gap difference of 0.7% (mean) and 0.0% (median). This means that, on average, for every £1 that a non-disabled employee earns the same as a disabled employee when comparing median hourly pay.

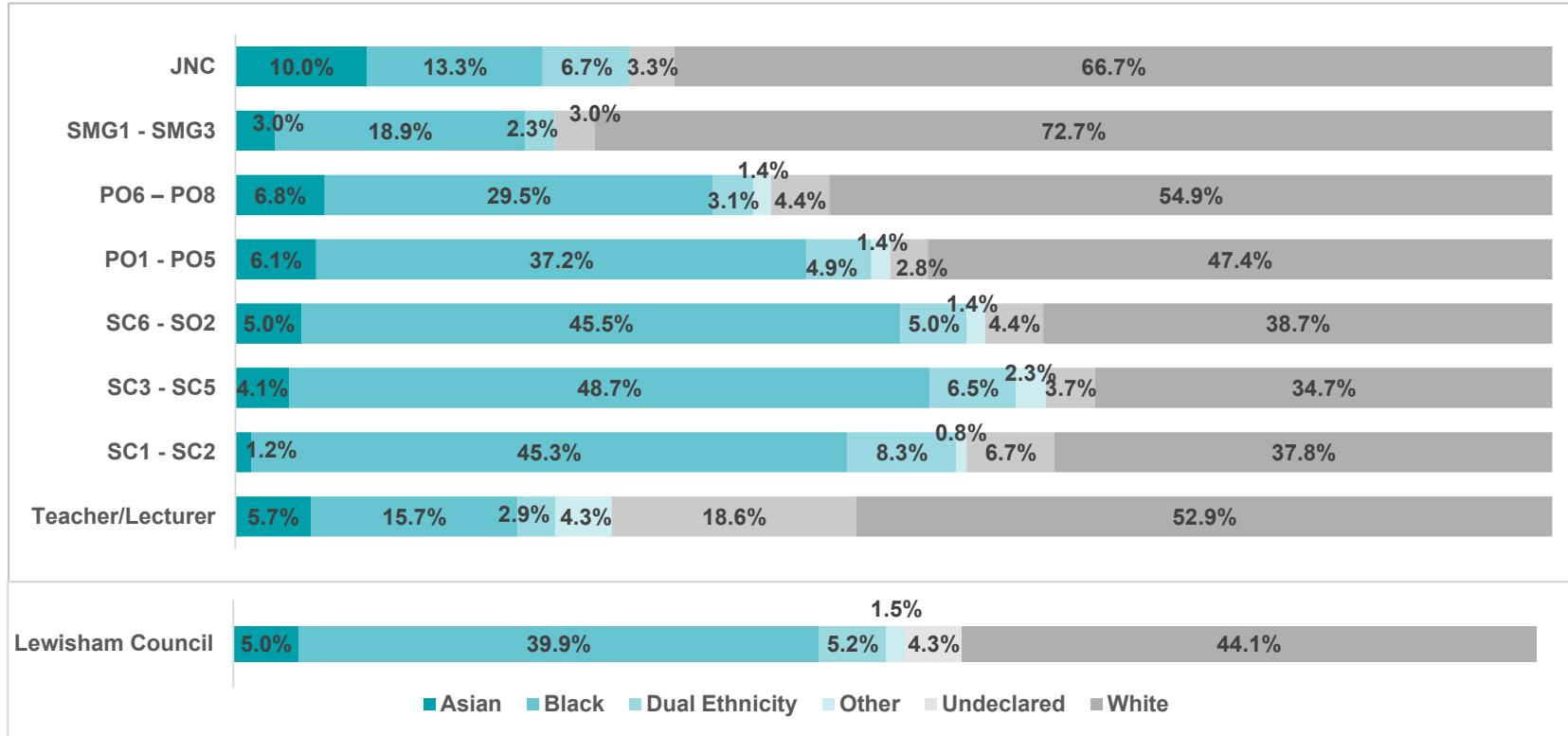


# Grade by Gender



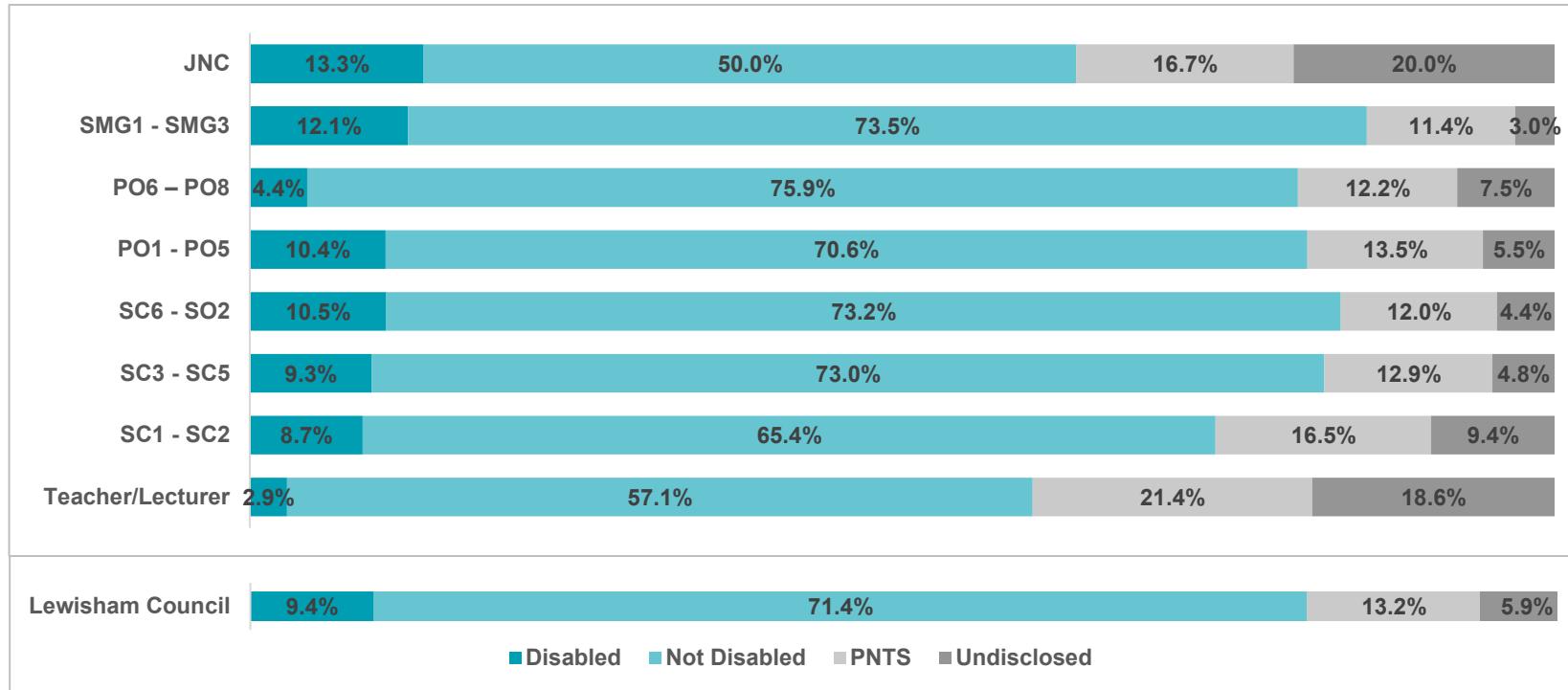
The gender profile across all grade bands is broadly representative of the council profile, with the exception of Scales 1 to 5 which are predominantly male.

# Grade by Ethnic Group



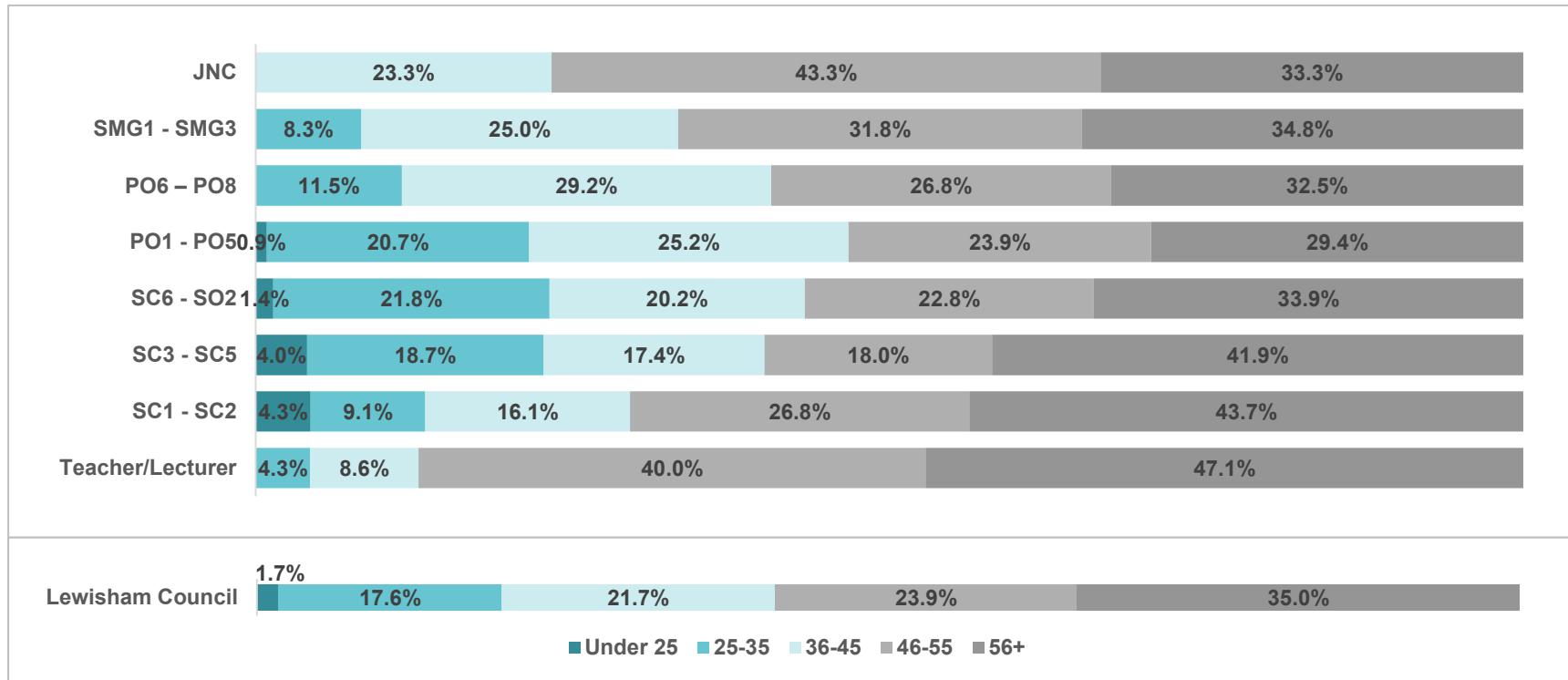
Black staff are under-represented in the higher grade bands PO6 – PO8 and above.

# Grade by Disability



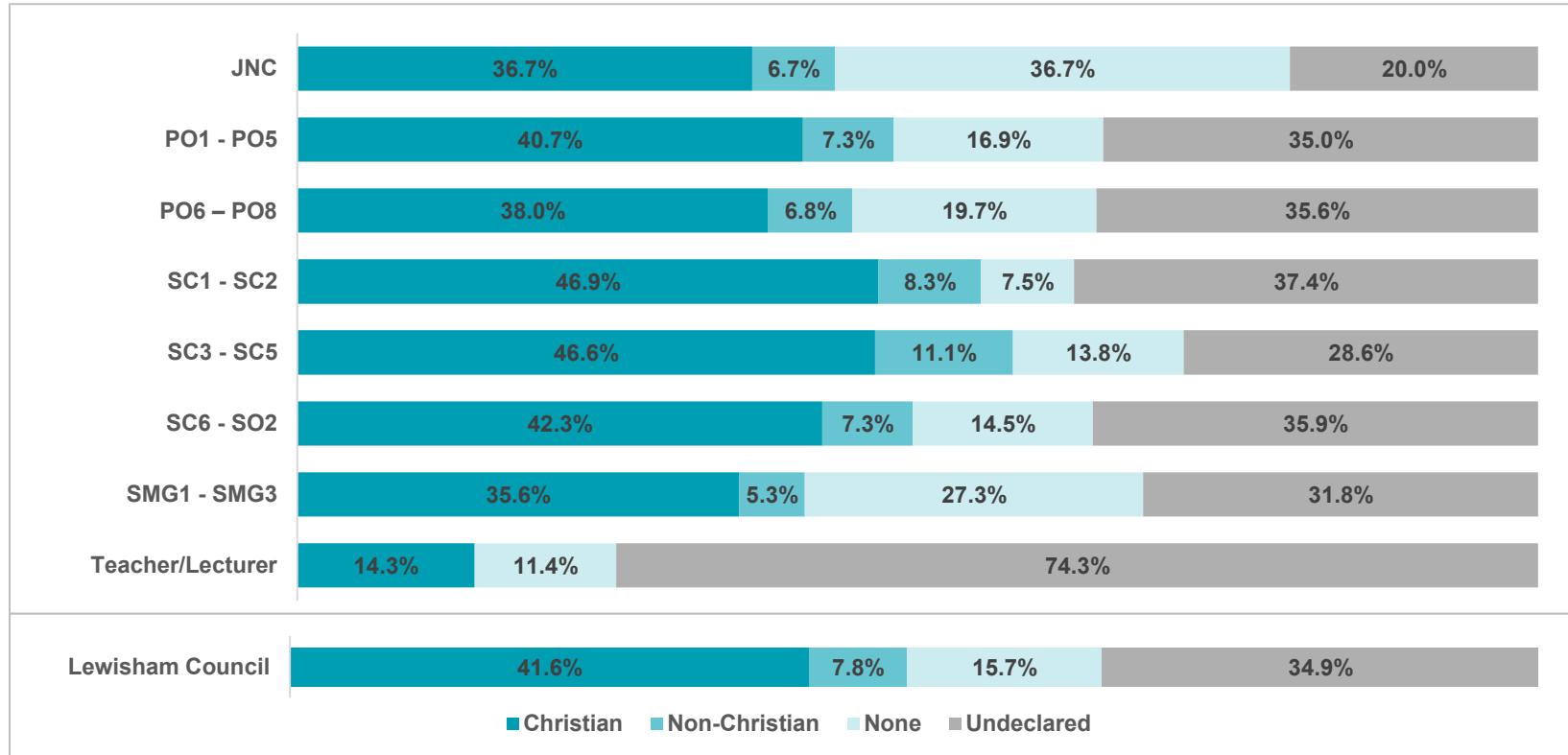
Disabled staff are broadly represented at all pay band levels in line with their workforce profile representation, except for Teacher/Lecturer and PO6-PO8 bands.

# Grade by Age Group



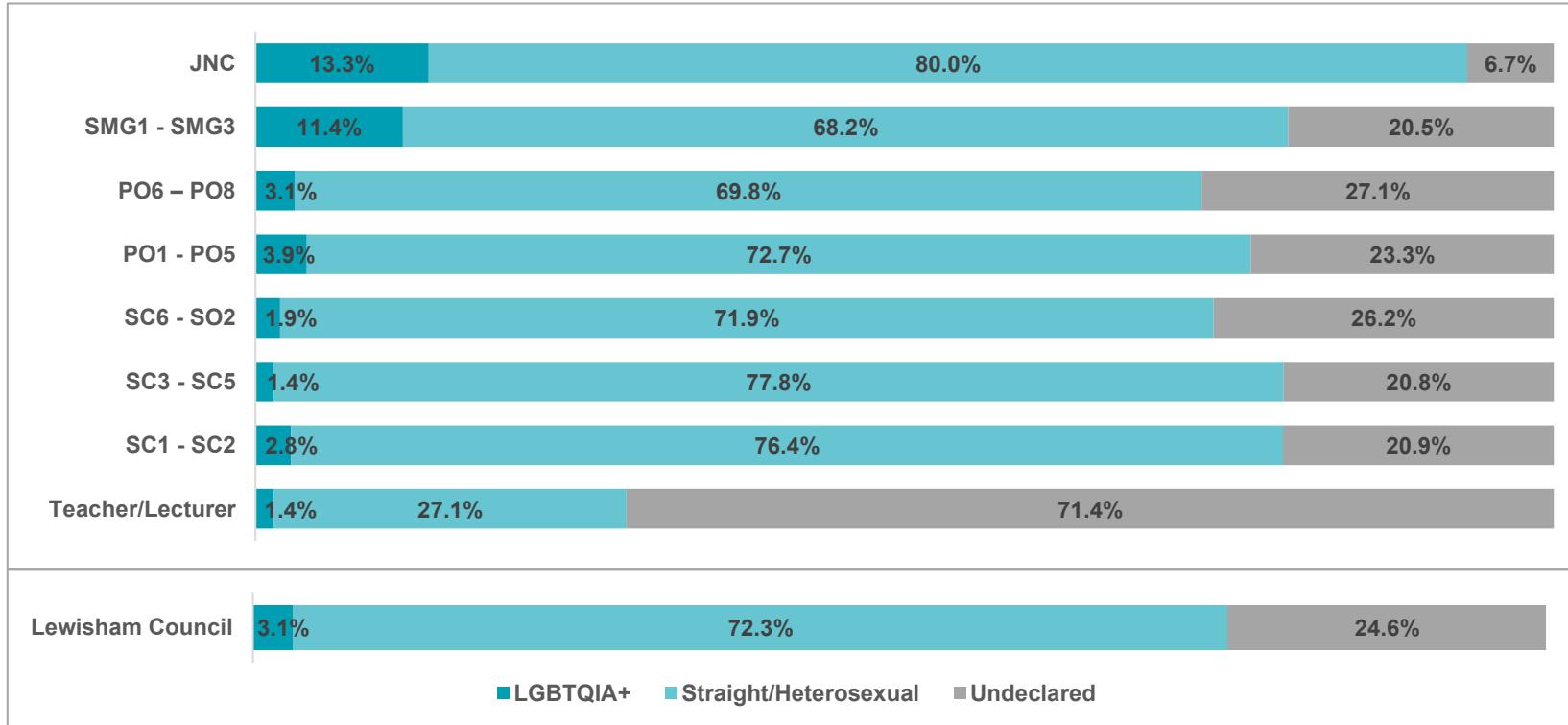
It has already been highlighted that Lewisham Council has an older workforce, and this is reflected with how they are represented across the various grade groups, with a large proportion of the workforce over 51 years old.

# Grade by Religion and Belief



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



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

# Starters, Leavers and Turnover

Lewisham's workforce



# Starters, Leavers, Attrition and Turnover

The council received a total of 8,078 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.

A total of 344 new **starters** joined the Council workforce. This number doesn't include those employees who TUPE transferred to the Council.

Lewisham Council employed a total of 17 **Apprentices**, **Trainees** and young people, 88% of them under the age of 30.

For **promotions**, 227 occurred with employees moving to different roles within the council.

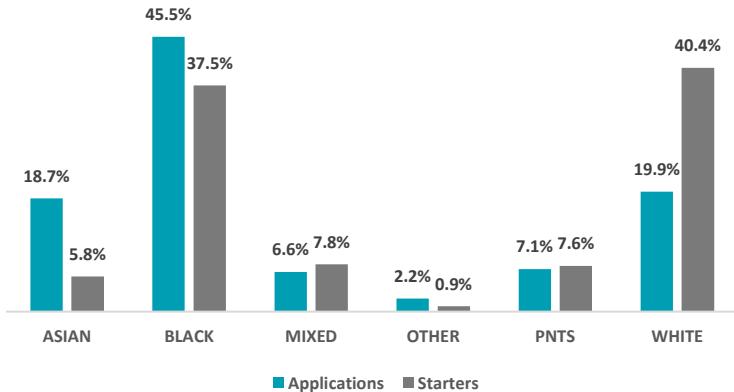
A total of 309 employees left the council (224 were voluntary leavers). The main reason for employees leaving was resignation (73%). Of all voluntary **leavers** 45% were White and 35% Black.

The council's **turnover** rate is 10.1%\*, a decrease when compared to the last financial year (10.5%). This is in line with the London Councils' average. The **attrition** rate is 8.%\* which puts Lewisham in the third quartile of all London Boroughs.

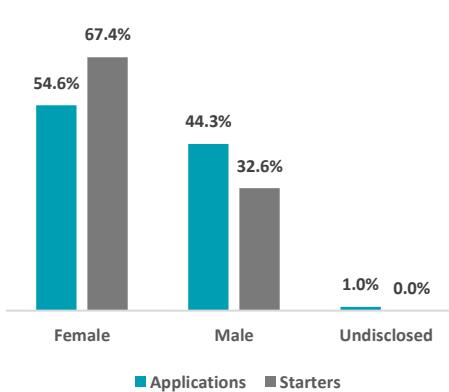
**Applications**  
**8078**

**New Starters**  
**344**

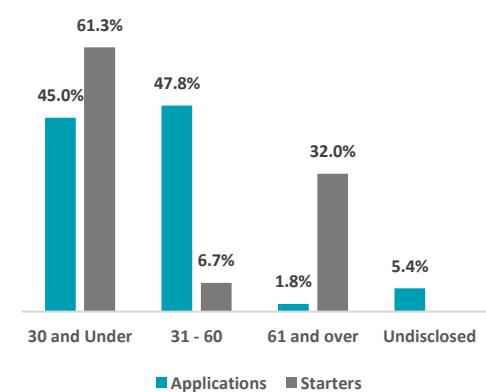
#### Ethnicity



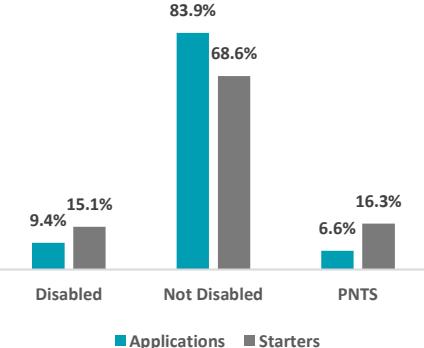
#### Gender



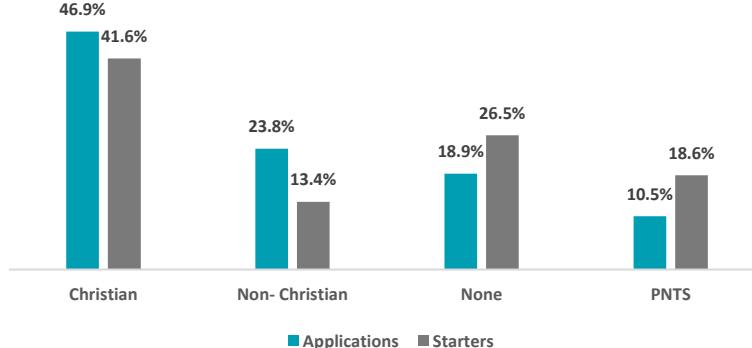
#### Age Range



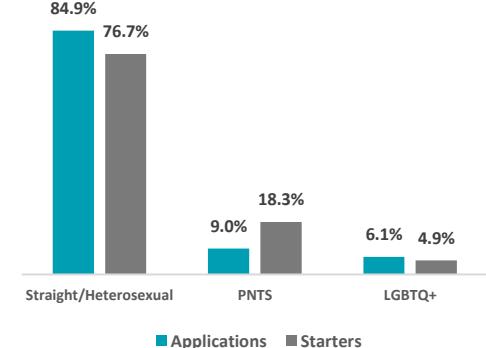
#### Disability

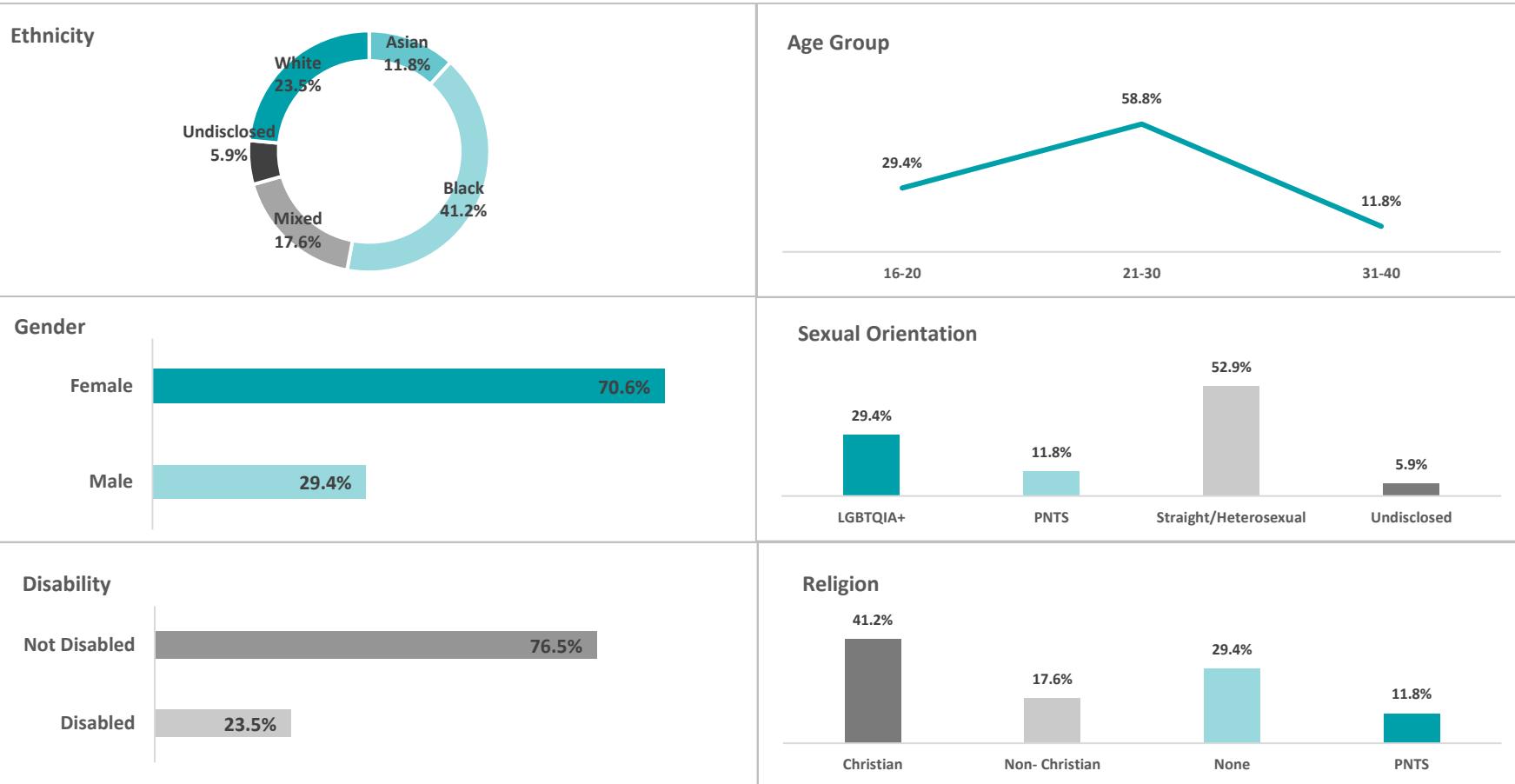


#### Religion



#### Sexual Orientation





## Promotions

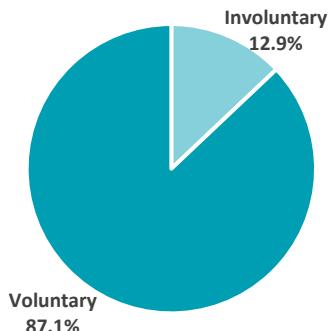
# 227



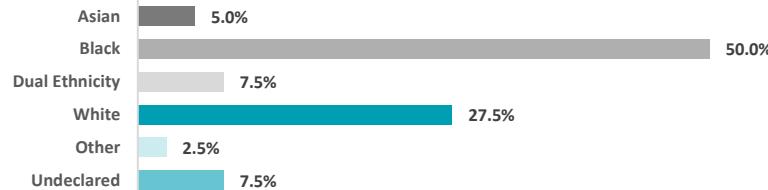
**Leavers**  
**309**

**Turnover Rate**  
**10.1%**

**Attrition Rate**  
**8.9%**



#### Involuntary Leavers



#### Voluntary Leavers



# Positive actions taken

## Culture and Leadership

- Delivered culture reviews and leadership sessions in key service areas.
- Ran “Leading our cultural change” workshops for managers and leaders.

## Talent Development and Learning

- Launched Paid Internship Scheme (London Living Wage).
- Supported **65 apprenticeships** and piloted T-Level work experience placements.
- Designed core mandatory training modules for launch in Spring 2025.
- Delivered performance webinars and leadership development initiatives.

## Well-being and Engagement

- Introduced a Well-being Hub and re-procured OH and EAP contracts.
- Increased staff survey participation from **54% to 66%**.
- Achieved re-accreditation of the **Mayor's Good Work Standard – Excellence Level**.
- Corporate Wellbeing Event “Well Fair” attended by over 350 staff
- Set up of wellbeing support champions for immediate colleague support
- Launch of Men’s Health & Wellbeing Forum
- Delivery of a series of health checks and wellbeing support events online and in person for non-office-based colleagues

# Positive actions taken (cont'd)

## Strategic Projects and Compliance

- Supported implementation of the Complaints Handling Improvement Project (CHIP).
- Early career programmes embedded into talent management, including apprenticeships, summer internships and work experience placements
- Increased utilisation of the apprenticeship levy to develop and upskill staff
- Launch of Core mandatory training modules developed in collaboration with subject matter experts, engaging management and service teams. The programme includes tailored content for office-based and off-site staff.

# Priorities

## Embed Organisational Values and Behaviours

- Continue to integrate the new Values and Behaviours across all people processes and working practices.

## Strengthen Leadership and Management Capability

- Roll out the Managers Essentials and Aspiring Managers Programmes to develop current and future leaders.
- Design and implement a leadership capability and accountability framework, setting clear expectations for leadership, people management, and results delivery.

## Review and Enhance Organisational Structure

- Conduct a council-wide review to establish a reliable baseline of all posts, correct anomalies, and introduce consistent governance for roles, budgets, and capacity.
- Align with the future Target Operating Model, including organisational design principles.

## Simplify and Clarify HR Policies and Guidance

- Review and update priority HR policies and develop practical guidance for managers and staff, supporting restructures and change processes with clarity and consistency.

# Priorities (cont'd)

## **Optimise Recruitment, Workforce Planning, and Development**

- Improve recruitment workflows, templates, and hiring manager support to reduce delays and enhance the candidate experience.
- Complete the first workforce and succession planning audit to identify critical roles, future skills needs, capability gaps, and succession risks.
- Deliver apprenticeships, mentoring, and development pathways.

## **Enhance Reward, Wellbeing, and Engagement**

- Update the Total Reward Offer annually, including benefits information and communications to support staff engagement and retention.
- Continue wellbeing and engagement activities, such as mental health, financial wellbeing, and staff networks.

## **Review Pay and Grading Frameworks**

- Assess pay and grading frameworks for priority roles, supported by external market insights.